

Strategic Commissioning and Investment
222 Upper Street

Report of: Executive Member for Health and Social Care and
Executive Member for Children, Young People and
Families

Meeting of: Executive

Date: 27 June 2024

Ward(s): All wards

Decision No. I028299

Subject: Procurement Strategy for Young People's Supported Accommodation Pathway - 16-25 years

1. Synopsis

- 1.1 Islington Council currently commissions a supported accommodation pathway for young people aged 16-25. The current contracts provide supported accommodation for 100 young people within 100 housing units (one young person per unit). However, Childrens Services have identified a pressing need to double that capacity to serve 200 young people from 2024/25 onwards.
- 1.2 To ensure service continuity beyond the current contracts' expiration of 31 March 2025, this report proposes a new procurement strategy with a total pre-inflation budget of up to £19m over six years. The strategy prioritises cost-effectiveness and long-term sustainability through a flexible framework agreement.
- 1.3 A 'framework agreement' is a contractual agreement between Islington, as the contracting authority, and a number of providers. The purpose is to establish the quality requirements, pricing and terms and conditions of providing the specified services during a given period of time. The council can then purchase services via the framework from the successful providers. The

quantity and configuration of services purchased through the framework is defined by the council, in response to local demand, and can change during the period of the framework.

- 1.4 The strategy will achieve two goals. First, it will ensure continued access to supported accommodation services for all 100 young people currently using the service by re-procuring the same number of units using existing council budgets.

Second, it will enable Children's Services to request additional supported accommodation services as needed. This will be achieved by commissioning extra provision through the framework – called a 'call-off', based on demand. The value of contracts permissible through the framework generates the potential to acquire services for up to 100 more young people, addressing the identified demand of 200. Funding to purchase additional units will come from the Children's Services placement budget, because young people in existing high-cost placements would move into any new provision secured via the framework. There is an expectation that this activity would generate savings against budget for spot placements.

- 1.5 This proactive approach to tackling the shortage of accommodation will equip vulnerable young people with the stable housing foundation they need to thrive and achieve independence. It also fulfils statutory council duties towards young people, strengthens the council's financial position and improves young people's life chances.
- 1.6 By way of clarification, this procurement strategy relates to the delivery of supported accommodation services, including access to suitable housing and necessary support for vulnerable young people. It does not encompass the acquisition of housing units themselves or paying any applicable rent.

2. Recommendations

- 2.1 To approve the strategy for the Young People's Supported Accommodation Pathway (16-25 years old) to establish a flexible framework agreement with call off options, as outlined in this report, for a period of six years with an estimated cost of up to £19m.
- 2.2 To delegate authority to award all call-off contracts pursuant of the flexible framework agreement to the Director of Adult Social Care, following consultation with both the Executive Member for Health and Social Care and the Executive Member for Children, Young People and Families.

3. Background

3.1 Nature of the service

- 3.1.1 The Young People's Supported Accommodation Pathway – 16-25 years (the 'pathway') will provide accommodation-based support for young people aged 16-25. The vision is to develop an innovative and sustainable pathway that prepares young people for independent living, is responsive to the needs of young people, provides value for money for the council and supports the health and wellbeing of young people. Services will support young people to achieve positive outcomes in other areas of their lives alongside housing – for example in education, training and employment, health, and emotional well-being. This is a crucial part of the council's wider approach to provide housing and support for vulnerable young people facing homelessness; those with a history in the criminal justice system; with Care Act 2014 eligible needs and care leavers. These services also support the council in fulfilling its duties as a Corporate Parent to looked after children and care leavers, including responsibilities to prevent, reduce, or delay an adult social care need by promoting independence and preparing young people for adulthood.
- 3.1.2 The expiration of the five supported accommodation contracts in March 2025 presents an opportunity to implement a more strategic approach to managing supported accommodation for vulnerable young people. This approach will focus on two key objectives:
1. Securing ongoing provision for the 100 young people currently using the services, whilst achieving cost savings through efficient re-procurement. This re-procurement will be delivered using existing council budgets allocated within the current Mid Term Financial Plan (MTFP). However, we acknowledge potential challenges in achieving this objective relating to the challenged housing market, increasing costs and demands of the new Ofsted inspections for supported accommodation. There's a possibility that some units currently in the pathway may not meet required Ofsted standards, and some incumbent providers may not be successful in the re-procurement process. This may lead to some young people needing to move.
 2. Creating the potential to increase capacity in the future, recognising the borough's growing demand for these services. Our current contractual arrangements make it difficult to increase the number of units in the pathway if an opportunity arises. We know that when properties do become available, landlords are understandably keen to fill their voids at pace and the current arrangements do not allow us to align with this.

The new framework will enable us to be highly responsive and 'call-off' contracts for new services / additional units if suitable accommodation opportunities arise. Funding for these additional services/units will be released from the Children's Services placements budget, by identifying young people in spot placements who are ready and able to move, therefore utilising existing budget allocations within the council's current Mid Term Financial Plan (MTFP).

Children's Services will prioritise reviewing the most expensive out of borough spot placements and supporting young people to move back closer to home. This work has already started and some suitable young people have been identified.

3.1.3 To tackle issues related to young people being 'stuck' in the pathway, a co-ordinated system-wide approach will be taken, tailored to individual needs, to improve move-on rates and explore solutions for the lack of move-on accommodation. This will support a good flow of available accommodation within the existing pathway.

3.1.4 The proposed strategy offers crucial benefits:

- **Legal Obligations:** The council has legal responsibilities to support young people as outlined in appendix 2. The strategy will ensure there is adequate regulated accommodation for 16/17-year-olds in the pathway to comply with the new regulatory requirements and specific quality standards for accommodation for 16-17-year-olds.
- **Value for Money:** The current approach to out of borough spot placements is inefficient and costly. By reducing the need for spot placements and investing in supported housing, the council can achieve significant cost savings. This translates to better value for money and securing savings to the children's placements budget.
- **Aligning with Islington's Vision:** The strategy complements the council's 2030 vision for a Fairer Islington. By empowering young people, we contribute to a more prosperous and self-sufficient community for everyone. Further justification is detailed in Appendices 2 and 3.
- **Child-friendly Islington:** The strategy supports the council's ambition to be child-friendly. Progression through the pathway is linked to an increase in the independence of young people as they develop skills to progress to adulthood. The pathway keeps young people safe, supports them to thrive, and live healthy, independent, and fulfilled lives with strong networks. Further justification is detailed in Appendices 2 and 3.
- **A strengths-based approach:** Services commissioned will support young people to access Islington's wider network of public health, mental health, voluntary services and other relevant services.

3.1.5 There will be two service categories within the pathway:

1. **Assessment – 24hour support**
Assessment plays a crucial role in the pathway as this will be the first point of contact for many young people in need of supported accommodation. Support is more intensive and affords an opportunity to assess a young person’s independent living skills and support needs.
2. **Progression**
This category of service will prepare young people for more independent living and empowering them to have all the necessary skills and knowledge to be able to live more independently in the future. The service will provide visiting or onsite support and accommodation for young people.

A more detailed overview of these categories is provided in appendix 1.

- 3.1.6 Feedback from engagement events with young people and other key stakeholders has helped to formulate future commissioning intentions for the pathway (table below).

Commissioning intentions – 2025 to 2031 Young People’s Supported Accommodation Pathway – 16-25 years
We have sufficient supply of safe, good quality accommodation in and outside the borough
We work in partnership with a range of partners to maximise the support available to young people
We work with young people to design and commission the services

- 3.1.6 Further engagement will be conducted to support the development of a coproduced service specification with young people and the involvement of young people in the tender panel.
- 3.1.7 Further engagement with housing providers and support providers is also planned to seek their views on the viability of the proposals.

3.2. Estimated value

- 3.2.1 The existing 100-unit supported accommodation service has an annual budget of £1,583,662. Funding is split between Adult Social Care (£1,117,662) and Children’s Services (£466,000).

- 3.2.2 The proposed framework agreement is for six years and has an estimated total value of up to £19m.
- 3.2.3 The strategy utilises existing financial budgets allocated within the council's MTFP, eliminating the need for any new council funding.
- 3.2.4 The strategy utilises £9.5m (pre-inflation) to re-procure supported accommodation for 100 vulnerable young people within 100 housing units starting April 2025, subject to pricing evaluation of the bids received. This is reliant on contract prices remaining at 2023/24 levels and does not account for any agreed inflationary increases, which will be considered as part of the council's uplift procedure.
- 3.2.3 The framework also establishes a system for 'calling-off' additional supported accommodation services for up to 100 more young people, if appropriate opportunities arise. The framework allows for 'call-offs' up to an estimated value of £9.5m (pre-inflation) over the six-year contract period. Funding for these additional services/units will be released from the Children's Services placements budget, by identifying young people in spot placements who are ready and able to move. This approach prioritises cost-effectiveness by awarding contracts through the flexible framework instead of spot purchasing placements. The total cost of additional units 'called-off' from the framework will depend on the availability of suitable accommodation, the identification of spot placements that could be ended and agreed framework pricing.
- 3.2.4 Maintaining a framework value of up to £19m, is critical for transparency, competition, and encouraging qualified providers to participate. It also adds flexibility to address changes in demand and enable cost effective expansion for Children's Services without establishing new frameworks. There's a risk that an undervalued framework could discourage potential bidders and limit competition.
- 3.2.5 The table below summarises the cost avoidance savings achieved in 2023/24 through a block contracting approach, compared to spot placements.

£1,583,662.00	Total block contract cost
96%	Contract utilisation
£317.24	Weekly cost per unit
£457.40	Average weekly spot purchase price

£140.16	Weekly unit cost avoidance if spot converted to block
£14,016	Estimated weekly total cost avoidance of converting 100 spots to blocks

3.3. Timetable

3.2.6 Anticipated milestone dates for this procurement:

Procurement strategy approved	June 2024
Engagement with young people and the market	June 2024
Publish Contract Notice	July 2024
Evaluation and negotiation (if required)	September to October 2024
Contract award and initial 'call- off' contracts awarded (target: 100 units)	January 2025
Contract start date	April 2025

3.4. Options appraisal

3.4.1 The four options that have been considered in this procurement are as follows:

In Sourcing Not recommended	Advantages	Enables direct control of the pathway and helps to align the service with the council's protocols and values.
	Disadvantages	The council does not own suitable properties. It requires significant upfront investment in staff, skills, and most importantly, accommodation – a major hurdle considering current resource constraints and costs too much to run.
Do Nothing Not recommended	Advantages	By doing nothing, pathway contracts will lapse at the end of their term and the council will secure savings of £1,583,662.
	Disadvantages	Risks the council's reputation for neglecting its statutory duties leaving vulnerable individuals without critical support. Also, avoiding action now will likely lead to increased costs as the need for spot placements increases, further straining the already stretched children's placement budget.
Re-procure the service in its	Advantages	Re-procuring the pathway in its current block contracted form offers consistency for both service

<p>current form.</p> <p>Not recommended</p>		users and commissioners. The familiarity of the existing format ensures a smooth transition for clients and streamlines operational processes, contributing to operational continuity.
	Disadvantages	The block contracted option does not allow for flexibility throughout the contract duration. The current contract doesn't allow for quicker adjustments, hindering its ability to address changing resident needs, emerging trends, and the current demand that is driving up the cost to the placement budget.
<p>Procure a flexible framework agreement under the light-touch regime.</p> <p>This option is recommended.</p>	Advantages	A framework prioritises flexibility, ensuring social care services adapt to evolving needs. Securing a wider pool of providers fosters a competitive environment that encourages innovation, aligning with best practice. The framework also allows for an increased number of housing units through call-off contracts via direct award or further competition. This will reduce the inefficiencies and costs associated with spot placements. Also, continuous collaboration with providers strengthens partnerships and optimises utilisation rates, leading to a more responsive and efficient social care system.
	Disadvantages	It may not be possible to procure the capacity needed to meet demand, however, by being able to re-open the framework offers the opportunity for new providers to join throughout the duration.

3.5. Key Considerations

3.2.7 Social value achievable through the pathway will include training young care leavers through apprenticeships, supporting the health and wellbeing of young people, providing them with career mentoring, and hiring young people who are rehabilitating or ex-offenders. While the exact monetary value is challenging to quantify, its anticipated impact extends beyond the social aspect, translating into economic benefits. The contract is expected to generate significant advantages by reduction in public sector service reliance, increasing employment opportunities, fostering financial independence, and strengthening community bonds. All providers will be required to advertise job vacancies locally using iWork. Appendix 4 provides further details on the social value approach.

3.2.8 The council is committed to supporting young people through providing apprenticeship opportunities and is keen to see this also reflected through its contractors.

3.2.9 The proposed procurement strategy considers best value by aiming for a balance between economy, efficiency, and effectiveness in achieving its goals.

- Economically, the light-touch framework agreement avoids expensive spot placements and achieving efficient resource allocation.
- Efficiency is achieved through a streamlined procurement process utilising one framework for call offs across teams and improved utilisation rates.
- Finally, effectiveness is ensured by a flexible approach that adapts to young people's needs, fosters collaboration with providers, and improves service quality through clear quality benchmarks.

3.2.10 Payment of London Living Wage for all staff working on the delivery of the pathway will be a requirement of the contract.

3.2.11 To ensure successful implementation of the strategy, a comprehensive approach will be adopted, focusing on:

- Empowering young adults towards self-sufficiency through stable housing, life skills development, holistic support services from qualified providers, and a collaborative network offering access to education, employment training, and healthcare.
- Transitioning high cost out of borough placements to cost-effective block placements while implementing system wide solutions to address the limited availability of move on options.
- Developing a robust quality performance framework to ensure quality, effectiveness, and efficiency throughout the contract term. This will include defining clear expectations, outcome measures, and reporting processes for service providers as well as addressing underperformance through targeted support and corrective actions. A break clause in the contract for persistent underperformance will be included.

3.2.12 It is likely that there will be staffing, TUPE and pension implications with the service.

3.6. Evaluation

3.2.13 Under the Public Contract Regulations 2015 (the Regulations), the pathway being procured will fall under the Light Touch regime. The council will utilise the flexibility allowed under the 'light-touch regime' to design a process that will ensure a robust assessment of providers prior to being party to the framework agreement.

3.2.14 The process will allow for both direct awards and further competition, with an element of negotiation with providers if required. 'Call-off' contracts may go beyond the 6-year period. The flexibility of light touch allows the framework to be re-opened to allow new providers to join during the 6-year duration.

3.2.15 The award criteria will be 70% quality and 30% price. Social value will form 20% of the quality criteria.

3.2.16 The 70% quality criteria will be based on:

- Social value (20%)
- Service design, implementation, and mobilisation (20%)
- Safeguarding and minimising risk, including health and safety (10%)
- Working in partnership with key stakeholders (10%)
- Engagement and coproduction (10%)

3.7. Business risks

3.2.17 There are several risks attached to this procurement strategy. They include:

Risks	Mitigations
Failing to promptly address a range of challenges in housing support services risks breaching statutory duties, exposing the council to significant legal and reputational consequences.	To ensure compliance and positive outcomes, securing qualified providers in line with the proposed strategy to deliver housing support services is essential.
Limited co-ordination between support services to address cross cutting challenges for young people	A cross departmental task and finish group has been set up to explore and address viable options
The new requirement for OFSTED registration of supported accommodation providers who accommodate 16 and 17-year-olds may lead to increased prices above the present block contract prices, although there is a small proportion of 16 and 17 years olds currently on the pathway.	Conduct market research to identify cost-effective providers who demonstrate a strong track record of compliance and quality service delivery.
Delays in processing asylum claims create a backlog in the program, potentially limiting the capacity to support new arrivals	While asylum claim processing cannot be directly influenced, collaborating with relevant agencies will take place to ensure young people receive appropriate support during the waiting period.
Providers may not find the new pathway model organisationally and/or financially attractive	Carry out further market engagement events to maintain open lines in communication with providers in the interim, ensuring that the specification is co-produced, strength based, and person centred
Inflated tender costs due to inflation and increased cost of living	Consider a transparent cost model, potentially openness to negotiation in procurement, and a focus on value for money during provider selection.

Inability to expand the pathway due to lack of accommodation	Ongoing engagement with prospective providers to find additional units. Ongoing work with neighbouring boroughs to identify cost effective out of borough placements.
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3.2.18 The Employment Relations Act 1999 (Blacklist) Regulations 2010 explicitly prohibit the compilation, use, sale or supply of blacklists containing details of trade union members and their activities. Following a motion to full council on 26 March 2013, all tenderers will be required to complete an anti-blacklisting declaration. Where an organisation is unable to declare that they have never blacklisted, they will be required to evidence that they have 'self-cleansed'. The council will not award a contract to organisations found guilty of blacklisting unless they have demonstrated 'self-cleansing' and taken adequate measures to remedy past actions and prevent re-occurrences.

3.2.19 The following relevant information is required to be specifically approved in accordance with rule 2.8 of the Procurement Rules:

Relevant information	Information/section in report
1. Nature of the service	Young People's Supported Accommodation Pathway - 16-25 years. Providers will be required to work with young people to prepare them for independent living, be this in the private rented sector or social housing. See paragraph 3.1
2. Estimated value	The framework agreement has an estimated value of up to £19m prior to any adjustment for inflation over the life of the contract. See paragraph 3.2
3. Timetable	<ul style="list-style-type: none"> • Publish Contract Notice July 2024 • Evaluation September 2024 • Award January 2025 See paragraph 3.3.
4. Options appraisal for tender procedure including consideration of collaboration opportunities	See paragraph 3.4
5. Consideration of: Social benefit clauses; London Living Wage; Best value; TUPE, pensions and other staffing implications	As outlined in the body of the report. See paragraph 3.5.
6. Award criteria	The award criteria price/quality breakdown is more particularly described within the report. See paragraph 3.6
7. Any business risks associated with entering the contract	As outlined in the body of the report.

	See paragraph 3.7.
8. Any other relevant financial, legal or other considerations.	See section 4.

4. Implications

4.1 Financial Implications

- 4.1.1 This report seeks approval to commission a range of accommodation and support via a flexible framework agreement that will create a structured pathway to enable young people with diverse needs in Islington to progress to independent living. The pathway should be appropriate for 16 and 17-year-old Children Looked After (CLA), homeless young people, and Care Leavers including Unaccompanied Asylum-Seeking Children (UASC). The pathway will comprise of a mixture of 24-hour, visiting support and move on accommodation depending on the young person's needs. In addition to the above services, the proposed framework agreement would provide the opportunity for further tailored call-offs. The proposed tender evaluation cost/quality percentage split has been set at the usual level used for such services in Islington.
- 4.1.2 The present block contracts are due to end on 31 March 2025. Currently, 100 supported accommodation units are procured at an annual cost of £1.584m. This comprises £1.118m from the Adult Social Care budget and £0.466m from the Children and Young People's budget. Using the present annual contract price for 100 units as a basis, the total cost is estimated at £9.5m revenue funding over the proposed total 6 years framework contract period. The new contract prices will need to be within the available revenue budget in order to avoid future cost pressures for the Council. Annual inflation is usually applied to this type of contract.
- 4.1.3 The proposal includes the ambition to procure additional units via the new framework, dependent on future demand for supported accommodation units. Additional units would only be called off if there was a future requirement for them. It is estimated from the present numbers of spot purchased supported accommodation across Children's Services that up to a further 100 units via the framework could be utilised instead of future spot purchased units. Should an additional 100 units be procured via the new framework at the present contracts' average costs, this would double the annual cost, and result in an estimated total framework contracts' price of £19m over the proposed 6-year contract period. It will be important to get the mix, volume and prices of any additional call off units correct, not only to avoid unnecessary spot purchasing in future, but also to avoid over supply of block contracts, which could lead to the council paying for void units. This is where a flexible call off Framework for additional units could provide added value for money, as opposed to a six-year set volume contract.
- 4.1.4 The current supported accommodation block contracts equate in 2023/24 to an average unit cost of £317.24 a week compared to the average Children's

Services' spot purchase unit cost of £457.40 a week. For CLA aged 16 to 17 years old, spot purchased supported accommodation placements are made from the Placements budget (£1.2m Supported Accommodation revenue budget in 2023/24). The Independent Living budget is used for Care Leavers (£1.4m Supported Accommodation revenue budget in 2023/24). Both budgets ended 2023/24 within their cash limit.

- 4.1.5 The estimated annual cost avoidance achieved through the 100 units within the present block contracts compared to the average spot purchase rates totals £0.729m in 2023/24. Future savings will be dependent on the number of suitable additional units available under the proposed accommodation and support framework and the call off prices compared to spot purchased prices, and so have not been included in the Council's Medium Term Financial Strategy (MTFS) at this time. Caution needs to be applied to these estimates at present, due to the new requirement from April 2024 for supported accommodation providers to be OFSTED registered if they accommodate 16- and 17-year-olds. This is expected to lead to some above inflation increases to charges for OFSTED registered supported accommodation for 16 and 17 year olds in future.

4.2 Legal Implications

- 4.2.1 The council has statutory duties and responsibilities concerning individuals aged 16-25, as detailed in the report. The council may enter into contracts for Young People's Supported Accommodation services under section 1 of the Local Government (Contracts) Act 1997.
- 4.2.2 Under the Public Contract Regulations 2015 (the Regulations), the services being procured will fall into what is often called the Light Touch regime (LTR), which enables an authority to both design its own procurement procedure and also have flexibility as to the model of legal structure adopted, subject to advertising the procurement and complying with the duty to ensure fairness, transparency and equal treatment. Under the Regulations, adopting a framework structure gives flexibility, however it is supposed to be closed to new appointees and only last for 4 years. Here the recommended option is for the framework to be re-opened periodically and be for potentially 6 years in total, which is compliant with the flexibilities allowed under the LTR.
- 4.2.3 The council must ensure transparency, equal treatment and non-discrimination in selecting operators for appointment to the framework, and in awarding call-off contracts under it.
- 4.2.4 The Executive may delegate authority to the Director of Adult Social Care following consultation with the Executive Member for Health and Social Care to award the flexible framework agreement and all call-off contracts issued thereunder pursuant to Procurement Rule 16.2.

4.3 Environmental Implications and contribution to achieving a net zero carbon Islington by 2030

- 4.3.1 The provision of supported accommodation for young people has environmental implications in line with those of standard residential properties, namely energy and water use, waste generation, chemical use for cleaning and some resource use in building maintenance. There may also be some transport-related implications from the accommodation staff. These can be mitigated by contractual requirements on aspects such as energy/water efficiency of the buildings used and waste segregation within them.
- 4.3.2 Embracing the council's commitment to being net carbon neutral by 2030, officers will work with providers to identify contract-specific approaches towards achieving this.
- 4.3.3 The council recognises its role as a leader in sustainable practice and has made a commitment to reduce our use of unnecessary single-use plastic. We will require our suppliers to show the ways in which they are reducing and eliminating single-use plastic from their products, supply chains and their business practices.

4.4 Equalities Impact Assessment

- 4.4.1 The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.
- 4.4.2 An Equalities Impact Assessment was completed on 16th January 2024. Overall, the proposed tender will have a positive impact on vulnerable young people in Islington.
- 4.4.3 The service will have a positive impact on young homeless people, care experienced young people, care experienced young people and UASC to enable them to prepare to live independently. Black and black dual ethnicity young people are overrepresented in the care system, as are those who are LGBTQ+. Supported Accommodation for young people has a positive impact on young people who are socio-economically disadvantaged, as it helps to provide them with stable accommodation in a safe and secure environment. Affordability of the accommodation has been a concern for some young people, the new procurement will seek providers who are able to offer fair rents for working young people. The contracts will include restrictions on rent / service charge increases to further limit any negative financial impact on young people.
- 4.4.4 Accommodation in the pathway will have a positive impact on those with disabilities, services will be autism friendly with specialist support for young people with mental health needs.

- 4.4.5 The Equalities Impact Assessment found some cohorts of young people may not be able to access these services e.g., young mothers. To ensure inclusivity, the framework will be designed with the diverse needs of young people. Regular reviews and evaluations throughout the framework's lifespan will identify areas for improvement and allow for ongoing adjustments. A collaborative approach will be key, working closely with young mothers themselves, advocacy groups, and service providers to co-design and co-implement solutions that directly address their needs and preferences.
- 4.4.6 The Equality Impact Assessment is appended.

5. Conclusion and reasons for recommendations

- 5.1 Service analysis and engagement with a range of stakeholders has substantiated a need to re-design our supported accommodation for young people.
- 5.2 To achieve flexibility in service delivery, the proposal is to implement a flexible framework agreement. This approach will provide adaptability to secure additional units or services from framework providers as and when appropriate opportunities arise, responding promptly to evolving needs.
- 5.3 The following commissioning intentions will be used to design a new co-produced pathway:
- We have sufficient supply of safe, good quality accommodation in and outside the borough.
 - We work in partnership with a range of partners to maximise the support available to young people.
 - We work with young people to design and commission the services.

Appendices

- Appendix 1 – Service Categories
- Appendix 2 - National and Local Context
- Appendix 3 - Business Needs and Strategic Alignment
- Appendix 4 - Social Value
- Appendix 5 - Equality Impact Assessment

Final report clearance:

Authorised by:

Cllr Williamson, Executive Member for Health and Social Care

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Date: 14 June 2024

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