

**CABINET PROCUREMENT & INSOURCING COMMITTEE
CONTRACT AWARD REPORT**

| Title of Report | Tech Enabled Living Service | |
|--|--|---|
| Key Decision No. | AHI S673 | |
| For Consideration By | Cabinet Procurement Insourcing Committee | |
| Meeting Date | 13 April 2026 | |
| Cabinet Member | Cllr Chris Kennedy, Cabinet member for Health, Adult Social Care, Voluntary Sector and Culture | |
| Classification | Open with Exempt Appendices | |
| Ward(s) Affected | All Wards | |
| Key Decision | Yes | Result in the Council incurring expenditure or savings which are significant having regard to the Council's budget for the service / function |
| Implementation Date if Not Called In | 20 April 2026 | |
| Group Director | Jacquie Burke, Interim Group Director of Adults, Health & Integration | |
| Report Author | Jas Kakkar, Strategic Commissioner, Older People's & Long Term Conditions | |
| Contract value (both Inclusive of VAT and Exclusive of VAT (for the duration of the contract including extensions)) | Inc VAT: £6,630,339.19 Exc VAT: £5,525,282.66 | |
| Contract duration (including extensions) | 3 years (+1+1+1) | |

1. Cabinet Member's Introduction

- 1.1. Over the last few years developments in technology have seen the emergence of telehealth, remote monitoring, and other digital assistive

technologies that are used by many local authorities and the NHS as part of their wellbeing and prevention agendas. The industry has adopted the term 'Technology Enabled Care' to refer to all such technologies.

- 1.2. Investment in technology-enabled care is now widely regarded as a way for local authorities to try to meet the rising demand for care and support within existing budgets. Integrating technology into traditional care and support packages offers a transformative approach to delivering health and social care services. Blending digital solutions with traditional care enhances the overall effectiveness and efficiency of service delivery, whilst improving outcomes for individuals and their carers, promoting independence through strength-based practice.
- 1.3. This service helps to deliver the Council's responsibilities under the Care Act 2014, a key feature of which is the duty to promote well-being. Technology-enabled living services can help to keep people stay safe at home and prevent the escalation of needs, which can include hospital admission or residential care.
- 1.4. This service also supports LB Hackney to meet the requirements of the [NHS Hospital Discharge Policy](#) (DHSC, 2024).
- 1.5. The provision of technology-enabled living services can enable people to be discharged from hospital sooner to a safer environment.
- 1.6. The proposal is in line with the Government's '*People at the Heart of Care*' initiative; a 10-year plan to reform adult social care in the UK that uses technology to improve the quality and safety of care.
- 1.7. The Hackney Adult Social Care 3-year plan (2023-2026) outlines a commitment to improve the technology-enabled living service by exploring more innovative uses of technology that could support residents to remain safe and independent.
- 1.8. Benchmarking and research have identified several neighbouring local authorities reporting significant benefits, including financial efficiencies, through the use of technology in their delivery of care and support. These authorities report a strong correlation between the realised efficiencies and the resources available to drive the necessary cultural and system changes. A commissioning team review identified several areas for improvement with the existing Hackney model and these have been built into the future service model.

2. Group Director's Introduction

- 2.1 The recommended provider will work in strategic partnership with the Council, and the wider health and social care system across Hackney, to deliver and embed a cultural change programme that uses technology as a

first line of response to meeting eligible care needs and in preventing and or delaying the escalation of that need.

- 2.2 The Council has many competing priorities for limited financial resources and must ensure they are focused on what we are statutorily responsible for. To enable the Council to prioritise its limited resources and ensure we can continue to meet our statutory obligations, we will refine and apply the appropriate eligibility criteria for the Council's newly commissioned TEL Service, making it free only to those who have been assessed as having Care Act eligible needs.
- 2.3 The new service will be made available to self funders and promoted as part of the Borough's offer of non-assessed preventative services. People assessed as not eligible who wish to access the service will be given information and support to do so as self-funders.
- 2.4 The contract is intended to commence on 26 August 2026 and be 3 years in length with 1 year + 1 year + 1 year options to extend subject to review of performance and demand.
- 2.5 The proposal supports the Council to continue to meet its duties under the Care Act 2014, The Children and Families Act (2014), and the SEN Code of Practice (2014). The recommendations made are in line with the Hackney Council Strategic Plan (2022-26), Corporate Transformation Strategy (2024-28) and Adult Social Care 3-Year Plan (2023-26); and supports the key priorities of the City and Hackney Place-Based Partnership as members of the NHS North East London Integrated Care System and the City and Hackney Partnership Better Care Fund Plan 2025/26.

3. Recommendation

3.1 The Cabinet Procurement & Insourcing Committee (CPIC) is recommended to:

3.1.1 To award the contract for the delivery of the Technology Enabled Living Service to Provider E, for an initial term of 3 years commencing on 26 August 2026, with an option to extend it beyond the initial term for further annual periods up to a maximum of 3 additional years.

The maximum cost of the contract (if extended to its full 6 year term) is £5,525,282.66.

4. Reason(s) For Decision

4.1 This report asks the Cabinet Procurement and Insourcing Committee (CPIC) to approve the award of a contract for a Technology Enabled Living service supporting vulnerable residents who are in need of technology enabled services to enable them to live their lives with dignity.

- 4.2 The new TEL service supports a number of Council priorities and commitments including the Hackney Adults Social Care 3 Year Plan, as well as delivering under the Care Act 2014, to promote and enable independence, whilst still safeguarding and supporting our vulnerable residents.
- 4.3 The programme of work has explored various options for the provision of the new service as listed below. In May 2022, the Adults, Health and Integration Directorate Leadership Team approved the recommendation that the service be fully commissioned. Further work was then completed, and reported back in June 2024, reviewing the model to address affordability and budget pressure challenges.
- 4.4 The provider demonstrated the ability to meet all aspects of service provisions and take forward the development and evolution of the Councils Technology Enabled living service offer.

5. Background

- 5.1 The Business Case for the Technology Enabled Living Services was approved at the Hackney Procurement Board in November 2024.

Strategic Policy Context

- 5.2 The Technology-Enabled Living (TEL) Service is changing how Hackney provides social care. Instead of waiting for emergencies, it focuses on using technology to prevent problems before they happen. This approach uses digital tools as a key part of social care.
- 5.3 By using predictive technology and sharing data between the Council and Health Partners, the service can spot early signs of health decline. This helps eligible residents live independently and may delay or prevent them from needing costly residential care.
- 5.4 This change is not just about upgrading technology; it is crucial for cost avoidance and improving the overall system. It aims to meet care needs within current budgets, reduce the strain on hospital services, and encourage social workers to focus on strengths-based, technology supported care.
- 5.5 The proposed model supports the Best Value duty of the Council. The proposed model relates to the Council's responsibilities under the Care Act 2014.
- 5.6 The proposal is in line with the Government's 'People at the Heart of Care' initiative; a 10-year plan to reform adult social care in the UK that uses technology to improve the quality and safety of care.
- 5.7 The proposal supports LB Hackney to meet the requirements of the [NHS Hospital Discharge policy](#) (DHSC, 2022), which came into force as part of the COVID response, which has since been updated, and is now business

as usual. The provision of technology-enabled living services can enable people to be discharged from hospital sooner to a safer environment.

- 5.8 The proposal is in line with the key priority of the City and Hackney Place-Based Partnership as members of the NHS North East London Integrated Care System 'To support everyone living with a long-term condition in North East London to live a longer, healthier life.'
- 5.9 The proposal is in line with the aim of the City and Hackney Partnership Better Care Fund Plan 2025-26 'to promote independent living, prevent and improve outcomes for people with long-term health and care needs and facilitate timely discharge from hospital.'

Options appraisal

- 5.10 A comprehensive options appraisal was conducted to evaluate various delivery models, including in-house delivery, integrated approaches with NHS partners, hybrid models, and a fully commissioned provider model. This appraisal took into account factors such as proportionality, operational feasibility, financial sustainability, and market capacity.
- 5.11 The outcome of the appraisal identified the commissioned provider model as the only viable option capable of delivering a safe, scalable, and financially sustainable service within the necessary timeframe. This model offered clear accountability, encouraging participation from small and medium-sized enterprises (SMEs) and the voluntary sector through subcontracting, with a structured approach to driving cultural change across the system.

Consultation/engagement

- 5.12 The Hackney TEL service has a wide range of stakeholders. Key professional stakeholders are:
- Adult Social Care Teams: Social workers and occupational therapists who conduct Care Act assessments.
 - Homerton University Hospital NHS Foundation Trust: Discharge coordinators and clinical teams using TEL to facilitate "Home First" or early discharge.
 - Primary Care Networks (PCNs): Local GPs and community health teams (City & Hackney Place-Based Partnership).
 - Mental Health Teams: Professionals from the East London NHS Foundation Trust (ELFT) who may refer users for safety monitoring.
 - The Provider: Responsible for call monitoring, equipment maintenance, and emergency response.
 - London Ambulance Service (LAS) & London Fire Brigade: Often the second-line responders for medical emergencies or non-medical assistance (e.g., lift assists).
 - Extra Care Managers: On-site staff at Hackney's sheltered and supported housing schemes who interact with the equipment daily.

- 5.13 Communication and consultation with stakeholders above have been maintained throughout via working groups and various forums, and the delivery model received support from all key stakeholder groups, including the Cabinet Member for health, adult social care, voluntary sector and culture who is supportive of the proposed procurement approach and agreed that insourcing would not be appropriate in this instance.
- 5.14 An eight-week service evaluation sought to engage with Hackney residents who use the TEL service, and/or their carers, to request feedback on their experience of using the service and to seek views on some of the changes to the service that were being considered as part of the redesign.
- 5.15 Learning from the service evaluation has been used to inform the new service specification.

6. Alternative Options (Considered and Rejected)

- 6.1 **Option 1: Fully In-house Service;** TEL equipment, call monitoring and response service elements provided by Hackney Council.
- 6.2 **Rejected:** Not possible to achieve by the end of the existing contract. Hackney has neither the infrastructure nor resources to manage a 24/7 service therefore this model would not be sustainable and does not represent best value.
- 6.3 A more detailed assessment of this option was completed as part of the approved Business Case Report, including an Insourcing/Outsourcing cost comparison, which can be found in Appendix 5 - Insourcing/Outsourcing Cost Comparison - Exempt).
- 6.4 **Option 2: Fully Integrated System;** TEL response service provided by Homerton NHS Foundation Trust. A requirement for the consideration of this option was that equipment and call monitoring services would have to be provided by Hackney Council - advantages and disadvantages in-house for these elements were also covered under Option One.
- 6.5 **Rejected:** This option was discounted after exploration by Adults Commissioning in close partnership with health partners (HHFT & NEL ICB, C&H PPB), citing key risks around staffing, financial sustainability and operational resilience
- 6.6 **Option 3: Hybrid Options:** There are various ways the three core service elements can be provided. Hybrid options for the provision of separate service elements were determined to be either not possible or not desirable (Fig 1).

Figure 1: High level options matrix

| | New in-house provision | Provided by other Local Authority's in-house service | Competitive procurement | Deliver through community equipment contract | Provided by Homerton NHS Foundation Trust | Cease provision |
|-------------------------|------------------------|--|-------------------------|--|---|-----------------|
| Equipment service | AMBER | RED | GREEN | AMBER | RED | RED |
| Call monitoring service | AMBER | AMBER | GREEN | RED | RED | RED |
| Response service | AMBER | RED | GREEN | RED | AMBER | AMBER |

Key for RAG rating:

RED = The option does not exist (N/A) or in doing so the Council will fail to meet it's duties under the Care Act

AMBER = The option is not desirable as it does not achieve success criteria and/or does not represent Best Value

GREEN = The preferred option

6.7 The following two options were explored but discounted for the provision of the TEL equipment and call monitoring service.

6.8 **Option 3a:** Vary the existing Hackney Integrated Community Equipment Service (ICES) contract to include the provision of TEL equipment service.

6.9 **Rejected:** Risk of TEC equipment service quality being impacted due to the high volume of ICES activities taking priority and performance issues with ICES service delivery are likely to be replicated with TEL delivery.

6.10 **Option 3b:** TEL call monitoring service to be delivered by another Local Authority that has an in-house service.

6.11 **Rejected:** As part of a benchmarking exercise, we reached out to five boroughs asking them to provide quotes for their in-house provision. Two provided quotes, of which one was significantly higher than our in-house service option and the other similar to our in-house option. These options did not represent Best Value.

7. Project Progress

Developments since the Business Case approval

7.1 Following the Business Case approval in November 2024, a tender was released in December and approval to award to the highest scoring bidder approved at Cabinet in May 2025. However, the award was subsequently rescinded following a challenge to the process, and a re-run was proposed. The re-procurement was restarted in November 2025 and culminates with the presentation of this report.

Conflicts of Interest Assessments

7.2 Conflict of Interest assessments have been completed for the following stakeholders who have had input into the tender, evaluation and contract award process:

- Tech Enabled Living Working Group

- Procurement Officers
- Commissioners
- Evaluators

Through the procurement process, bidders were required to note any conflicts of interest with the contracting authority and its partners. This was reviewed and assessed as part of the evaluation process.

Outcome of COI

There were no identified conflicts of interests from within Hackney Council.

Whole Life Costing and Budgets

- 7.3 The contract includes fixed price and activity based elements. Equipment and related activity costs (e.g. call monitoring, installation, removal and recycling of used equipment) will be paid for based on the volume of activity delivered. Bidders were required to provide their price for the fixed price element and the unit costs for a basket of activities.

Tender Price vs Budget 2025/26

| | Y1 | Y2 | Y3 | Y4 | Y5 | Y6 | Total |
|----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|-----------------|
| Gross Budget | £0.91m | £0.91m | £0.91m | £0.91m | £0.91m | £0.91m | £5.45m |
| Contribution from Partners | £0.20m | £0.20m | £0.20m | £0.20m | £0.20m | £0.20m | £1.22m |
| Net Budget | £0.70m | £0.70m | £0.70m | £0.70m | £0.70m | £0.70m | £4.23m |
| Tender Price | £0.92m | £0.92m | £0.92m | £0.92m | £0.92m | £0.92m | £5.52m |
| Savings/ (deficit) | (£0.01m). | (£0.01m) | (£0.01m) | (£0.01m) | (£0.01m) | (£0.01m) | (£0.07m) |

Note: based on gross budget, deficit offset by savings in traditional homecare costs

- 7.4 While the current data matching exercise identifies a cohort of approximately 33% (847 clients) from 2024 who do not currently have an active package of care, a random sample audit via Mosaic confirms that at least 50% to 75% of this group are likely Care Act eligible but are either currently supported by informal networks or have not yet undergone a formal Care Act Assessment.
- 7.5 To ensure a smooth transition and prevent an immediate spike in assessment requests a specific financial and operation plan is in place. Any short term financial pressure during the digital shift will be offset by the £150k in efficiency savings already identified from scheduled contract revisions. The Service expects further competitive pricing through the framework which we have not yet factored into the baseline savings. The Service will undertake a comprehensive price and eligibility review at the end of the first year. This will allow for improvements in Mosaic data

recording and practice, ensuring any future charging policy is based on confirmed eligibility rather than 'active package' status, thereby protecting the Council from legal and operational risks related to the Care Act.

7.6 Funding for the complete term of the contract, including any potential extensions, has been allocated within the budget of the Adults, Health & Integration Directorate. Anticipated efficiency gains are expected to result from a reduced reliance on traditional care packages, enhanced hospital discharge processes, and increased recycling and reuse of equipment. Adults Social Care will recharge Homerton Hospital for 50% of the total invoiced TEL equipment and activity element costs per annum.

7.7 Inflation of the cost of equipment, along with London Living Wage has been fully accounted for within the total life cost of the contract and no additional uplift will be applied for the duration of the contract.

Risk Assessment

| Risk | Likelihood | Impact | Overall | Action to avoid/mitigate risk |
|---|-------------------|---------------|----------------|---|
| Legal challenge to the process from a dissatisfied bidder | High ▾ | High ▾ | High ▾ | Lessons have been learned from the previous challenge and implemented for this procurement. All panel members have had briefings from Procurement staff to ensure that the process is followed, and enhanced checks have been put in place at specific points of the tender to assure compliance. |
| TUPE implications cause a delay in the timetable for the implementation of any new contract | Low ▾ | High ▾ | Med... ▾ | <p>More frequent (monthly) meetings with the provider to monitor the implementation of their mobilisation plan.</p> <p>Mobilisation plans were assessed from all bidders as part of the evaluation process.</p> <p>The procurement timetable includes a 3 month mobilisation period to ensure the smooth transition of the service.</p> |
| Cost of service delivery exceeds available budget | Low ▾ | High ▾ | Med... ▾ | <p>Variable charge elements within the contract are standard practice in this market. Activity based on the number of users enables the Council to ensure we can flex according to demand.</p> <p>The contract will hold the Provider</p> |

| | | | | |
|--|-------|--------|----------|--|
| | | | | responsible for delivering the service within the awarded contract value; and for continuing efficiency work to ensure elements of variable spending represent Best Value to the Council and our residents. |
| Service delivery failure of one or more service components | Low ▾ | High ▾ | Med... ▾ | <p>The Provider will be contractually responsible for mitigation against the risk of failed service delivery.</p> <p>Business continuity was assessed part of the tender evaluation process.</p> <p>A business continuity plan will be provided by the contracted provider on an annual basis.</p> |
| Provider failure | Low ▾ | High ▾ | Med... ▾ | <p>Contingencies written into the contract. Quality assurance and compliance measures will be put in place to monitor the contract throughout its life.</p> <p>The contract will be for 3 years with 1+1+1 year options to extend to enable a review of terms and conditions.</p> <p>Appropriate checks were completed to assess the financial sustainability and viability of all bidders.</p> <p>The contract includes a fixed price and activity based element which provides financial security to the provider whilst also retaining flexibility to respond to changes in the demand for the service.</p> <p>All bidders were required to provide a detailed pricing schedule for all years of the contract inclusive of inflationary or other uplifts which were reviewed as part of the evaluation process.</p> |

Contract Modification should a Known Risk Occur

- 7.8 None. This was considered as part of the service design process but no specific risks were identified that would require a modification to the contract.

Future Additional or Repeat Goods/Services/Works

- 7.9 The contract includes a variable price element. The total cost of the contract will depend on the level of activity that is delivered over the lifetime of the contract which cannot be predicted precisely and whilst it is not expected to, this may go beyond that set out in the recommendation.

8. Savings

- 8.1 The procurement process has no confirmed cashable savings against the available budget for the Technology Enabled Living (TEL) Service. The winning tender from **Provider E** is priced at £0.920m per annum.
- 8.2 Bidders were advised that no inflationary uplifts would be applied during the first three years. Tender prices therefore already factor in inflationary assumptions, providing additional cost certainty.
- 8.3 Any savings that are achieved from the delivery of the service will be used to create financial headroom to manage potential demand increases, invest in service improvements, or contribute towards corporate budget savings targets. A detailed breakdown of the successful providers price submission is provided in Exempt Appendix 3

9. Sustainability and climate change

- 9.1 The Adults Social Care Commissioning Team utilised their sustainability heatmap, to decipher where optimal sustainability benefits could be achieved through this contract. This was highlighted and bidders were asked to detail their sustainability offer.

Procuring Green

- 9.2 Due to the nature of the service to be provided, the PRIMAS document undertaken before the business case approval, identified unavoidable negative environmental impacts that included vehicle emissions, scrapped equipment going to landfill and the carbon footprint from a global supply chain for the provision of equipment.
- 9.3 It is detailed in the specification that the provider must source equipment locally where possible and maintain a base within the borough. The contract will include specific KPIs relating to the move towards a fully electric or other zero emission vehicle fleet and increase the proportion of standard equipment items that are recycled and reused.

9.4 Environmental sustainability was also incorporated into the evaluation criteria and **Provider E** stated that they would meet the objective for “Procuring Green” by:

- High volume cleaning, refurbishment and reuse of equipment where possible.
- Where the reuse of equipment is not possible, disposal methods in a WEEE compliant manner, ensuring waste diverted from landfill.
- Deployment of hybrid / EV vehicles and route planning for lower emissions.
- Pilot of electric cargo bicycles from Summer 2027, within neighbourhood clusters.
- Ambition to gain ISO14001 by 2027.

Procuring For A Better Society

9.5 There were no adverse economic impacts highlighted within the PRIMAS document undertaken before the business case approval. **Provider E** stated that they would meet the objective for “Procuring for a Better Society” by:

- A local-first approach to recruitment at the London Living Wage payscale.
- Apprenticeships for NEET / Care Leavers, supported internships and paid placements.
- Working with the Council and local educational institutes for structured progression into TEL Service roles.
- Volunteer to paid opportunities, focusing on under represented groups including Learning Disabilities and neurodivergent Hackney residents.
- 12 seasonal campaigns for Hackney over the life of the contract to increase confidence with devices.
- Organise and host an annual marketplace event, bringing together local health and social care providers, and SMEs and VCS organisations.

Procuring Fair Delivery

9.6 There were no adverse impacts in terms of equalities highlighted within the PRIMAS document undertaken before the business case approval. **Provider E** stated that they would meet the objective for “Procuring Fair Delivery” by:

- Publishing a Modern Slavery statement annually.
- Commitment to delivering quarterly mentoring clinics for Hackney VCS / SME organisations.

9.7 KPI targets included within the contract include a minimum of 1 apprenticeship to be provided within the first year of the contract and for an annual market place event for Hackney residents to be provided with

relevant health and social care service providers, local suppliers, VCS organisations and small to medium sized businesses in Hackney to take part.

Social Value Benefits

- 9.8 **Provider E** commits to full transparency and accountability with clearly defined KPIs, such as apprenticeship opportunities, community engagement activities, equipment reuse rates, and carbon reduction metrics.
- 9.9 **Provider E** is an employee-owned Community Interest Company (CIC).
- 9.10 The KPIs are specific and aligned with Hackney's social value objectives. These will be agreed within the mobilisation phase, and measured quarterly alongside the service KPIs.
- 9.11 The inclusion of quarterly social value reports that track employment, training, supplier spending, and environmental impact ensures effective monitoring of their social value and sustainability initiatives.

Equality, inclusion, diversity and belonging (including statutory equality impact assessment)

- 9.12 The EQIA presented at the business case stage included a high-level action plan that gave an overview of the actions that would be undertaken. These were incorporated into the final design of the service to be procured.

10. Tender Assessment

Tender Assessment and Moderation

- 10.1 This procurement was completed as a covered procurement in line with the requirements of the Procurement Act 2023 (PA 2023) as the maximum value of the contract is above the threshold at which a light touch contract is considered a public contract (currently £663,540).
- 10.2 The procurement was completed following a Competitive Flexible Procedure process. This process consisted of 2 stages; Stage 1 - where bidders were required to complete a Procurement Selection Questionnaire (PSQ), and pass on specific criterion at this stage, before proceeding to Stage 2 - the Invitation to Tender (ITT) stage, which required a bid response to the quality questions.
- 10.3 A full specification was made available with the tender advert in line with the requirements of the PA 2023. A Find a Tender notice was placed via the ProContract system, and subsequently on the Find a Tender Service website.

- 10.4 Seventy-eight expressions of interest (EOIs) were received, resulting in sixteen (16) PSQ submissions. 6 of which went on to complete a full bid response for the service. This complete list can be found in Appendix 2 - Expression of Interest, Bidder List, Quality & Price Final Scores (Exempt)).
- 10.5 A total of 16 PSQ submissions were received. Each PSQ was assessed on financial standing, including a Dunn & Bradstreet check completed on lead providers and subcontractors and insurance criteria as well as additional project specific questions. The project specific questions included at least x1 relevant contract, providing TEL services to a local authority or NHS body, relevant accreditations, payment of London Living Wage or National Living Wage, Equality and Diversity (specific submission of the providers' policy) and DBS Checks, which bidders were required to pass in order to proceed to the next stage.
- 10.6 Bidders' responses to the PSQ were reviewed by the Procurement and Finance teams and scored either pass / fail accordingly. The project specific questions were reviewed by the Commissioning team and scored as either pass / fail. Additional clarification was obtained where it was required. Of the 16 submissions, 7 were passed, 8 failed and 1 supplier pulled out of the process at the ITT stage. Of the remaining 7 providers, 6 submitted bid responses, and 1 did not submit a bid.

Scoring

- 10.7 There were 3 members of a core tender panel, with various areas of expertise. Below is a list of panel members and their respective organisations:

| Role | Organisation |
|--|---------------------|
| Strategic Commissioner - Older People & Long Term Conditions | LB Hackney |
| Commissioning Officer - Older People & Long Term Conditions | LB Hackney |
| Deputy Head of Service and Principal Therapy Lead | LB Hackney |

- 10.8 The tender was evaluated on the criteria in the table below. The requirements for scoring were clearly explained within the ITT document and written into the method statement document.

| Scoring Criteria | Score |
|-------------------------|--------------|
| Quality | 60% |

| | |
|-------------------------------------|-----------------------|
| Q1 - Delivery & Approach | Q1a = 10% Q1b = 5% |
| Q2 - Service Quality & Outcomes | 10% |
| Q3 - Mobilisation & Transition | 10% |
| Q4 - Partnership Working | 10% |
| Q5 - Risk Management | 5% |
| Q.6 - Sustainability & Social Value | 10% |
| Price | 40% |
| Variable | 20% |
| Block | 20% |

10.9 The total percentage of the Quality aspect was marked out of 60% of the final score, with the pricing making up the additional 40%.

11. Reason for Recommendation

11.1 The tender panel recommends that **Provider E** is awarded the contract for the **Technology Enabled Living Service**. **Provider E** was the highest overall scoring in terms of combined quality and price and demonstrated that they could meet the full requirements of the specification in all areas.

11.2 In terms of the individual quality criteria, this provider was not the highest scoring but they demonstrated strengths in key areas including service delivery, quality outcomes, mobilisation and transition, partnership working, and social value and sustainability.

11.3 The panel felt they would be capable of meeting the needs of this service and their submission recognised the issues and the importance of delivering initiatives that would benefit service users in the borough.

11.4 The panel noted that **Provider E's** submission also met the following Council objectives;

- Meets Needs and Objectives as identified in Business Case
- Measurable Benefits, particularly in relation to any efficiency savings and assessment of Value for Money (by remaining within the budget requirements for the life of the contract)
- TUPE (confirmation of compliance to work with existing provider and council)
- London Living Wage consideration (Confirmation of being an LLW provider)

11.5 The final scores are outlined in the table below:

| | Quality (including Social Value) | Price |
|------------------------------|---|---------------|
| Supplier / Provider A | 40.00% | 21.82% |
| Supplier / Provider B | 31.00% | 22.56% |
| Supplier / Provider C | 36.00% | 22.60% |
| Supplier / Provider D | 38.00% | 16.64% |
| Supplier / Provider E | 36.00% | 31.48% |
| Supplier / Provider F | 33.00% | 15.96% |

London Living Wage

- 11.6 Bidders were asked through the PSQ and ITT stages whether they commit to paying London Living Wage to all employees working specifically on the TEL Service contract. All bidders confirmed that they pay their employees London Living Wage.

Lots

- 11.7 Lots were not considered for this service as there was a need for a single organisation to have overall control of all elements of the service and ensure economies of scale. However, a lead provider model with elements of the service sub contracted to local organisations where possible was encouraged when the opportunity was advertised.

TUPE

- 11.8 TUPE was applicable to this tender and transition of the service was a consideration when scoring the method statement questions.
- 11.9 There are a number of staff eligible for TUPE through the change in service providers. This has been factored into the pricing schedule from the recommended supplier.
- 11.10 There is a 3 month mobilisation period built into the procurement timetable to allow for the completion of TUPE transfers and the recruitment of staff where there are vacant posts.

12. Contract Management Arrangements (and Mandatory Use of the Contract Management System)

- 12.1 The contract will be managed within the Adults Social Care Commissioning Team, with a named Quality Assurance Officer.
- 12.2 Implementation of the contract will be overseen by the service Commissioner, with regular meetings and communication with the successful provider. This will include reviewing the implementation plan provided by the successful provider in their bid.

- 12.3 Contract performance meetings will be held each quarter with monthly meetings within the first 2 months of the contract to ensure that mobilisation is successfully embedded. This is in addition to the 3 month pre-planned mobilisation phase set by the provider. The Adults Social Care Commissioning Team have systems for performance monitoring and reporting as well as invoicing and this will be set up for the Technology Enabled Living Service as standard.
- 12.4 Through contract management, the ASC Commissioning Team will assess contract spending to ensure it stays within budget. The team will continue to work with **Provider E** and our in-house Finance team to monitor the service's financial impact and ensure alignment with the Council's Medium Term Financial Strategy.
- 12.5 Additionally, where possible, variable costs will be validated with the assistance of the ASC Occupational Therapy service. This will ensure that all activities and equipment are being charged correctly.
- 12.6 The Council's Corporate Contract Management system will be used to manage this contract, including the collection and evaluation of relevant performance information.

Key Performance Indicators

- 12.7 A list of the main KPIs for this contract can be found in AH1 S673: Tech Enabled Living Service Appendix 4 - Key Performance Indicators (Exempt).
- 12.8 The KPIs will be monitored quarterly, with these being submitted to the Council in line with the other contractual arrangements.

The Adults Social Care Commissioning team will also request comprehensive data collection that illustrates the activity and outcomes across all areas of service provision. This will include service user data demographics to identify how many clients use the service from within the borough.

- 12.9 In line with the information set out in the specification, monitoring workbooks will be jointly developed and agreed with the provider. This will include appropriate targets for all KPI.

13. Financial implications

- 13.1 This report seeks the approval of the Cabinet Procurement and Insourcing Committee (CPIC) to award the contract for the Technology Enabled Living (TEL) Service to Provider E. This decision is crucial for delivering the services that promote independence and safeguard

vulnerable residents, aligning with the Council's duties under the Care Act 2014 and its strategic plans.

- 13.2 The maximum cost of the contract, if extended for the 6 year term (3 years initial plus three annual extensions) is £5.5m. The winning tender from Provider E is priced at £0.920m per annum. This exceeds the available gross budget of £0.908m by £0.012m per annum. The additional requirement will need to be found within the existing cash limit for Adults, Health and Integration (AH&I).
- 13.3 Given that the contract includes variable (activity based) elements and total spend projections are currently unconfirmed, there is an overall risk that the cost of service delivery could exceed the available budget. To mitigate this, the service includes contract review measures to offset any potential pressures during the transition period. Furthermore, the reduction in homecare costs resulting from the Tech Enabled Living (TEL) service will also offset the minimal contract overspend.
- 13.4 Provider E was selected as the most advantageous tender having achieved the highest overall score in the combined quality (36%) and price (31.48%). Provider E's price score was the highest among all the bidders, and they demonstrated the ability to meet the full requirements of the specification in all areas.
- 13.5 Inflation of the cost of equipment along with the London Living Wage has been fully accounted for within the total life of the contract therefore no additional uplift will be applied during the first three years of the contract. To ensure certainty bidders factored their inflationary assumptions into their tender price.

Evaluation. Financial Implications prepared on behalf of the Group Director Finance & Corporate Resources by Shakeel Yasin, Director of Finance (Services), shakeel.yassin@hackney.gov.uk, 25 March 2026

14. VAT Implications On Land & Property Transactions

- 14.1 Not applicable.

VAT implications prepared on behalf of the Group Director Finance & Resources

15. HR/OD implications

- 15.1 There are no HR implications any TUPE that takes effect will be between the current provider and the successful provider.

HR/OD implications prepared on behalf of the Director of HR/OD by Tina Dempsey, AD HR & OD, Tina.dempsey@hackney.gov.uk, 27 March

16 Legal implications

- 16.1 On 13th November 2024 Hackney Procurement Board agreed a Medium Risk Business Case in respect of a tender process for a tech enabled living service. Paragraph 2.20 of Contract Standing Orders states that for Medium Risk procurements the approval to award a contract will rest with the Chair of Hackney Procurement Board, up to a maximum contract value of £2.5m (inc. VAT). Above £2.5m (inc. VAT) the Contract Award will be referred to the Cabinet Procurement and Insourcing Committee for award. The value of the proposed contract in this Report is above £2.5m and so Cabinet Insourcing and Procurement Committee can agree the recommendations in this Report.
- 16.2 Details of the procurement process undertaken by officers to award the contract are set out in this Report.

Legal implications prepared on behalf of the Director of Legal, Democratic & Electoral Services by: Andrew Solomon, Contracts and Procurement Lawyer, andrew.solomon@legal.hackney.gov.uk, 26 March 2026

17. Comments Of The Procurement Category Lead

- 17.1 This report proposes the award of a contract for the delivery of a Technology Enabled Living service for a maximum of 6 (3+1+1+1) years. The total cost of the contract will be a maximum of £5.5million. The contract includes variable and fixed price elements. The recommended suppliers pricing return is set out in the exempt appendices of this report.
- 17.2 As a Medium Risk procurement the Business Case was previously agreed by Hackney Procurement Board. In line with the requirements of the Council's Contract Standing Orders this Contract Award report is presented to CPIC for approval as the total value is more than £2.5 million.
- 17.3 The value of this contract is above the PA 2023 threshold for a light touch contract (currently £663,540) and must therefore be awarded as a public contract. A Competitive Flexible procedure was completed in line with the requirements of the Act.
- 17.4 The tenders were evaluated by a panel of suitably qualified officers and the recommendation is to award the contract to the Most Advantageous Tender (MAT), evaluated on a combination of quality and price the recommended provider met or exceeded all requirements and the evaluation panel was satisfied that a high quality service would be delivered.
- 17.5 Sustainability and social value were incorporated into the award criteria inline with the requirements of the Sustainable Procurement and Insourcing

Strategy. Commitments from the recommended bidder include the appointment of at least one apprentice,, a local first approach to recruitment and a pilot of electric cargo bicycles.

- 17.6 The proposed KPI and targets are comprehensive and aligned to strategic and operational priorities including the delivery of economic, environmental and social benefits.
- 17.7 A Contract Award Notice must be issued to confirm the award of this contract and the Council's Contract Register updated at the end of the Stand Still period.

Comments of Procurement Category Lead prepared by: Timothy Lee, Category Lead, timothy.lee@hackney.gov.uk, 24 March 2026

Exempt Appendices

Appendix 1: Suppliers at PSQ stage: Selected/Deselected 2025(Exempt)
Appendix 2 - Expression of Interest, Bidder List, Quality & Price Final Scores (Exempt)
Appendix 3 - Financial Submission (Exempt)
Appendix 4 - Key Performance Indicators (Exempt)
Appendix 5 - Insourcing / Outsourcing Cost Comparison (Exempt)

Reason(s) for exemption

By Virtue of Paragraph(s) 3 Part 1 of schedule 12A of the Local Government Act 1972 this report and/or appendix is exempt because it contains Information relating to the financial or business affairs of any particular person (including the authority holding the information) and it is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Background Documents

None