**Invitation to Quote**  
**Contract to design the Service Model and interior fit out for LBWF’s Families & Homes Hub**

**Closing Date: 10am, Monday 18 July 2022**

### Introduction

The London Borough of Waltham Forest is seeking to commission a provider to design the service model for our new local Families and Homes Hub, due to open in April 2024, underpinned by research into the real experiences of service users, staff, the council’s strategies and best practice from elsewhere. The research will focus on designing the new service model to optimise integrated working for the benefit of service users.

The new Families and Homes Hub will be a purpose-built facility. The hub will be delivered over two floors (ground and first). The delivery of the hub is enabled by a residential development of 67 flats. Construction of this mixed-use development started in February 2022 and will complete in April 2024.

### Background context about Waltham Forest and the Council’s vision

Waltham Forest is an ambitious and innovative Council. At a time when local authorities are facing increasing financial pressures, Waltham Forest has succeeded in going above and beyond for its residents.

Located in the north-east of London, the London Borough of Waltham Forest is an urban area that features a mix of inner and outer London characteristics. The urban south is complimented by a more suburban north. The borough population is over 275,500, with a young age structure and higher proportion of children and working-age residents compared to the UK average. Waltham Forest is one of the most ethnically diverse areas in London; more than two thirds of residents are from an ethnic minority background.

This project will support delivery of several of the Council’s existing strategies.

Our [Families at the Heart of our Place](https://www.walthamforest.gov.uk/sites/default/files/2021-11/Final%20draft%20Families%20Strategy%20%281%29.pdf) strategy outlines the Council is working to ensure residents can live independent and fulfilled lives, by putting individuals and families at the centre of everything we do. The goal of this strategy is to nurture resilient individuals and communities across the borough where all residents feel well, safe, connected and independent. The Families and Homes Hub will support the delivery of this strategy, by enabling more prevention work, more collaboration between relevant services, more innovation, and a greater adaptability to account for people’s circumstances.

The council is strengthening its Early Help offer for Families and Adults. The service design for the Hub will also be developed in parallel to the Government’s Start for Life and Families Hubs Programme, a three-year funded transformation programme which aims to create a network of family hubs, of which Waltham Forest is one of 72 councils selected to participate. The requirements for this programme are still out for consultation however more detailed guidance is expected later in Summer 2022.

As a Council, we are committed to tackling the inequalities that hold many of our residents back and are taking an active response to the current cost of living crisis through our new EDI and Making a Living Strategy.

Finally, ensuring a decent roof over everyone’s head remains a priority. Our [Housing Strategy](https://www.walthamforest.gov.uk/sites/default/files/2021-11/Waltham%20Forest%20Housing%20Strategy%202019-24.pdf) outlines how the Council is working to tackle and prevent homelessness. The approach focuses on prevention, and support for vulnerable groups, with often complex challenges that require services to collaborate.

In addition, the Leader of Waltham Forest Council has announced a £2 million fund to support families in housing need. This programme will focus on tackling the causes of housing needs, and a strand of it will focus on prevention. For this purpose, the Hub could be an invaluable tool, where relevant services would be able to collaborate to identify residents at risk of falling into a housing crisis and supporting them.

### Challenge and Strategic Context

During the pandemic, face-to-face contact for the Council’s Housing and social services was dramatically disrupted and officers set up remote channels of contact for conversations that had previously happened in person, particularly phone and video. This was a positive shift for some residents, enabling greater efficiency and reducing the need for residents to travel and wait in a long queue. However, there will always be a need for these services to see their clients face to face, and the council is therefore building a new modern £2.2m facility a short walk from the main Fellowship Square campus to enable this.

The hub is scheduled to open in April 2024, in the Wood Street area, on the site of the old Wood Street library. The ground floor (425 sq metres) and the first floor (447 sq metres) of the Hub will be reserved for Council use, while several floors of residential apartments will be located above.

The vision for this new Hub is:

*“The Council’s new families and homes hub will be a* ***friendly, safe, inclusive and supportive facility*** *in which the Council meets and supports its* ***most vulnerable customers*** *to resolve* ***sensitive and complex issues****, through a blended multi-disciplinary approach, where* ***human face to face contact*** *in a safe environment is what makes the difference for the individuals, and it cannot be easily or most effectively resolved through digital, telephone or library or home-based contact.”*

Residents who experience a communication challenge or disability, are particularly vulnerable or have a more complex issue, will be invited to Hub, instead of arranging a telephone or video appointment.

The intent for the Families and Homes Hub is that it is targeted support for customers who meet our criteria following triage and likely to be an appointments-only model.

The Hub would bring together in close proximity the teams delivering relevant services. It is expected that the staff who will be co-located in this new Hub will be primarily customer-facing staff and will comprise of services mainly provided by Homes & Families teams (see Table 1 below).

This supplements the universal face-to-face customer access to council services that the organisation currently offers via our 8 libraries, where customers who struggle with telephone and digital access can ask any question about council services or support, perform a number of transactions such as scanning and submitting their evidence for applications, booking an appointment with Housing, and receiving assistance with accessing services online.

As the cost-of-living crisis is strengthening its grip on the country, Councils are often the first port of call to residents in need, and the demand for services is increasing. This means that Waltham Forest Council needs to be more creative in how we prevent residents tipping into crisis and helping them recover their independence when crisis hits.

Prior work into the vision and usage of the Families and Homes Hub was carried out in 2020, but the changes to customer access since then have changed the requirements. Stakeholder engagement with key services is ongoing and design workshops have begun with the appointed architects to understand space and layout requirements for those services which will be located in the space.

The goal of this piece of research is to get a better picture of the customer journey of residents seeking help from Families, Housing, and other identified relevant services, to understand which support they need, and how those services should be designed and delivered to maximise impact and thereby determine the layout and facilities of this the new purpose-built Hub.

### Approach and objectives

Waltham Forest Council is looking for a provider to design the service model that will be used in this new Hub, based on the council’s relevant strategies and research with staff and service users, and best practice experience of delivering a multi-disciplinary Hub elsewhere.

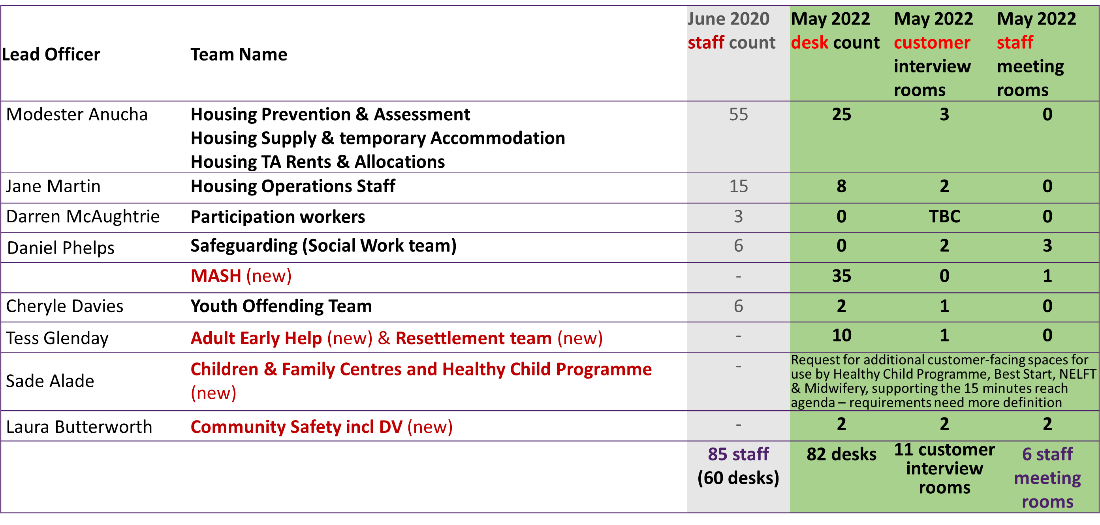
Through this piece of work, the Council wants to understand what it is like to walk in the shoes of some of our most vulnerable customers so that access and customer pathways can be designed based on real customer insights, as well as best practice user design principles. We suggest that mapping of customer journeys, alongside qualitative data such as following a group of residents’ real experiences would be the best way to achieve the objectives of this research. However, the selected provider will be able to suggest other research methods.

The Council has a list of services that meet the Hub’s vision as stated above and would like to occupy some space in the new Hub. There is also an indication of most of their space requirements (see Table 1 below). Some of these requirements still need definition.

The detailed analysis of space requirements is yet to be completed, and it has not yet been evaluated whether the services will all fit in the space, and what facilities can be shared.

The Council would be open to integrating additional services, should the research identify the need for them, space limitations allowing.

*Table 1 – desk & room requirements from services for the Families & Homes Hub as of June 2022*



The research should provide information into customer journeys and customer needs, and what service model will maximise the benefits of the Hub for residents. The service model must ensure that we maintain the positive changes to ways of working and residents’ access to services during the pandemic.

Waltham Forest Council also expects that the provider will be able to inform the research with their own knowledge of best practice from other local authorities, ideally having designed something similar.

The research should also use a protected characteristics lens, looking at customers who have additional support needs when it comes to accessing services, or are affected by structural inequalities.

The Council will lead on the recruitment of residents and VCS partner organisations to take part in the research.

1. **Requirements & Deliverables**

The Council would like a proposal and price for scope A and scope B which is slightly narrower. The additional requirements that are in scope A alone are highlighted in italics.

**Scope A**

### Our key research questions

* Review list of services that are in scope:
  + how and where are they currently being delivered? What are the strengths and challenges/gaps? What data do we have on volumes, customer experiences and outcomes?
  + Is there a strong rationale for them being in the Hub rather than offered via a different customer-facing building or remote access channels?
* Confirm whether the list of services not in scope but with some relevance to the purpose of the Hub are still logical to exclude
* Conduct service user research *and customer journey mapping* - how does it feel to walk in the shoes of customers seeking help from Families or Housing – particularly using a protected characteristics lens and looking at customers who have additional support needs when it comes to accessing services. Members and voluntary & community organisations will also play an important role in this user-focussed research as key user advocates. *Could also consider mystery shopping.*
  + *Where does the customer journey feel unsupportive, confusing or frustrating?*
  + *Does the customer research throw up any challenges in terms of what services and facilities should or shouldn’t be located in the Hub?*
  + *How well do services promote independence and resilience amongst users?*
* Conduct frontline officer research – what do they notice about what is good and bad about their current service model? What would empower them to solve customer problems more effectively and speedily?
* What can we learn and emulate other councils’ multi-disciplinary Hubs that are achieving positive outcomes for their most vulnerable customers, in terms of service mix, service model and interior facilities and design?
* What service design model will optimise the benefits of co-located services for our most vulnerable customers, promoting their independence and resilience and a positive customer experience, without increasing the revenue budget required for any of the in-scope services?
  + What work will the teams do in the new space? How will it be different to the current model of working? Should there be more integrated way of working between teams and if so, what will this look like? What difference will this make to customers?
  + What are the customer demographics and customer scenarios/user stories of our target customer groups? How many customers will be seen?
  + What will the customer experience be like, what will be different to the current model? Will customers drop in, or is it appointments only? How many customers will access multiple services in one visit? Is it a one-stop-shop or service-specific engagements? Will customers visit the Hub once or multiple times?
  + How does this model affect/interact with other council Hubs? How does this model affect/interact with universal customer access via digital channels, Customer Resolution Centre (CRC) and libraries? What changes need to happen to ensure that customers go to the right ‘door’ first time and are smoothly signposted if they arrive in the wrong place?
  + What will the service standards and performance data be to tell us whether the Hub is achieving its objectives?
  + Are there any changes to service policies, structures, or role profiles needed to implement this new model? Who has overall responsibility for the service user experience in this multi-service multi-professional environment?
  + What staff and customer facilities will be needed? Identify what the layout, furniture, and facilities needs are as a result of the new service delivery model including the digital and IT needed for staff and customers, signage, facilities for customers with disabilities, translation & interpretation
  + What staff training will be required to establish the informal and formal ways of working that will achieve best outcomes for service users, how to use the building facilities, customer care and service standards, data collection and access, enabling customers with additional needs to access services, etc?
* What is the *detailed* implementation plan for this new service design model including change management, stakeholder management and external communication? *What are the indicative costs for this implementation?*

### Deliverables

The following deliverables are the core outputs we will be looking for, with flexibility in the form they take and recognition that other additional outputs may become relevant along the course of the work.

| **Deliverable** | **Expectations** |
| --- | --- |
| Weekly highlight reports showing progress against project plan | Simple one page showing what was achieved in the last week, what is planned for the next week, key findings/insights, issues, risks and any escalations to the client |
| Log of stakeholder and VCS/partner engagement | Name, role, service, organisation, date, duration, purpose, illustrating that all priority stakeholders have been engaged and key decisions have been agreed |
| Anonymised log of customer engagement | Provider to propose template for client agreement |
| Report of findings from stakeholder and VCS/partner engagement | Clear presentation of findings identifying common themes, any differences of view, recommendations for next steps |
| Report of findings from research into customer and performance data and qualitative customer research, including eight case studies which bring to life the key experiences of customers accessing support. | This should blend insights from quantitative and qualitative data gathered from the council and collected through primary research, and identify what conclusions we can drawThe case study participants should generally mirror the demographics and needs of the Council’s Families and Homes services users.Those case studies should give some background about the interviewee, and detail their experience of accessing services in Waltham Forest, to give a clearer picture of the challenges they might be facing and the root causes behind it.  * *This should include typical customer journey maps* |
| Raw qualitative and quantitative data collected or analysed in the course of the work | Recordings, transcripts, excel data, charts & tables, that can be re-used by the council if needed |
| A preliminary report after 6 weeks summarising key findings to date & emerging themes that will have a direct impact on Hub design and layout. | This should clearly communicate early findings of the research and indicate any implications for hub design and layout. |
| This is the primary deliverable: a report which answers our key research questions (see 5.1) and sets out in detail the future design of the service delivery in the Families and Homes Hub, the requirements for the interior layout, facilities and design, and a costed implementation plan | This should clearly and concisely communicate ‘as is’ and ‘to be’ user journeys of customers accessing support from the services outlined in Table 1 and any others that are included in scope within the course of the project  * This should summarise the main learnings from the customer journey maps, highlighting challenges and barriers through the journey, with particular attention on challenges linked to protected characteristics.  This should contain at least two examples of how other local authorities have successfully made use of multi-disciplinary Hubs for vulnerable customers.This should contain a recommended service design model that answers our key research questionsThis should incorporate hub layout drawings. These will be produced by Haworth Tompkins Architects in consultation with the successful consultancy. Layout drawings will include facilities for staff and customers that keep within fire safety limits of 60 people per floorClear links should be made between the evidence base and the recommendations.The costed implementation plan should include all aspects of implementing the new service model including change management, stakeholder management and external communication. |
| Presentations to key governance forms and senior management team meetings | Assume a minimum of 5 presentations, it could be less or more |

**Scope B**

### Our key research questions

* Review list of services that are in scope:
  + how and where are they currently being delivered? What are the strengths and challenges/gaps? What data do we have on volumes, customer experiences and outcomes?
  + Is there a strong rationale for them being in the Hub rather than offered via a different customer-facing building or remote access channels?
* Confirm whether the list of services not in scope but with some relevance to the purpose of the Hub are still logical to exclude
* Conduct high-level service user research - how does it feel to walk in the shoes of customers seeking help from Families or Housing – particularly using a protected characteristics lens and looking at customers who have additional support needs when it comes to accessing services. Members and voluntary and community organisations may also play an important role in this user-focussed research as key user advocates.
* Conduct frontline officer research – what do they notice about what is good and bad about their current service model? What would empower them to solve customer problems more effectively and speedily?
* What can we learn and emulate other councils’ multi-disciplinary Hubs that are achieving positive outcomes for their most vulnerable customers, in terms of service mix, service model and interior facilities and design?
* What service design model will optimise the benefits of co-located services for our most vulnerable customers, promoting their independence and resilience, and a positive customer experience, without increasing the revenue budget required for any of the in-scope services?
  + What work will the teams do in the new space? How will it be different to the current model of working? Should there be more integrated way of working between teams and if so, what will this look like? What difference will this make to customers?
  + What are the customer demographics and customer scenarios/user stories of our target customer groups? How many customers will be seen?
  + What will the customer experience be like, what will be different to the current model? Will customers drop in, or is it appointments only? How many customers will access multiple services in one visit? Is it a one-stop-shop or service-specific engagements? Will customers visit the Hub once or multiple times?
  + How does this model affect/interact with other council Hubs? How does this model affect/interact with universal customer access via digital channels, Customer Resolution Centre (CRC) and libraries? What changes need to happen to ensure that customers go to the right ‘door’ first time and are smoothly signposted if they arrive in the wrong place?
  + What will the service standards and performance data be to tell us whether the Hub is achieving its objectives?
  + Are there any changes to service policies, structures, or role profiles needed to implement this new model? Who has overall responsibility for the service user experience in this multi-service multi-professional environment?
  + What staff and customer facilities will be needed? Identify what the layout, furniture, and facilities needs are as a result of the new service delivery model including the digital and IT needed for staff and customers, signage, facilities for customers with disabilities, translation & interpretation
  + What staff training will be required to establish the informal and formal ways of working that will achieve best outcomes for service users, how to use the building facilities, customer care and service standards, data collection and access, enabling customers with additional needs to access services, etc?
* What is the high-level implementation plan for this new service design model including change management, stakeholder management and external communication?

### Deliverables

The following deliverables are the core outputs we will be looking for, with flexibility in the form they take and recognition that other additional outputs may become relevant along the course of the work.

| **Deliverable** | **Expectations** |
| --- | --- |
| Weekly highlight reports showing progress against project plan | Simple one page showing what was achieved in the last week, what is planned for the next week, key findings/insights, issues, risks and any escalations to the client |
| Log of stakeholder and VCS/partner engagement | Name, role, service, organisation, date, duration, purpose, illustrating that all priority stakeholders have been engaged and key decisions have been agreed |
| Anonymised log of customer engagement | Provider to propose template for client agreement |
| Report of findings from stakeholder and VCS/partner engagement | Clear presentation of findings identifying common themes, any differences of view, recommendations for next steps |
| Report of findings from research into customer and performance data and qualitative customer research, including four case studies which bring to life the key experiences of customers accessing support. | This should blend insights from quantitative and qualitative data gathered from the council and collected through primary research, and identify what conclusions we can drawThe case study participants should generally mirror the demographics and needs of the Council’s Families and Homes services users.Those case studies should give some background about the interviewee, and detail their experience of accessing services in Waltham Forest, to give a clearer picture of the challenges they might be facing and the root causes behind it. |
| Raw qualitative and quantitative data collected or analysed in the course of the work | Recordings, transcripts, excel data, charts & tables, that can be re-used by the council if needed |
| A preliminary report after 6 weeks summarising key findings to date & emerging themes that will have a direct impact on Hub design and layout. | This should clearly communicate early findings of the research and indicate any implications for hub design and layout. |
| This is the primary deliverable: a report which answers our key research questions (see 5.3) and sets out in detail the future design of the service delivery in the Families and Homes Hub, the requirements for the interior layout, facilities and design, and an implementation plan | This should clearly and concisely communicate the ‘to be’ user journeys of customers accessing support from the services outlined in Table 1 and any others that are included in scope within the course of the project.This should contain at least two examples of how other local authorities have successfully made use of multi-disciplinary Hubs for vulnerable customers.This should contain a recommended service design model that answers our key research questions.This should incorporate hub layout drawings. These will be produced by Haworth Tompkins Architects in consultation with the successful consultancy. Layout drawings will include facilities for staff and customers that keep within fire safety limits of 60 people per floor.Clear links should be made between the evidence base and the recommendations.The implementation plan should include all aspects of implementing the new service model including change management, stakeholder management and external communication. |

1. **Additional Specification Details**

### Project management and ways of working

The lnterim Corporate Director of Customer Strategy and Digital Channels will be the Senior Responsible Officer (SRO) for the project. The Project Manager and Service Design Lead will act as the main points of liaison day to day between the provider and the Council.

We expect a highly collaborative approach and will set up a SharePoint site for data and reports to be shared and for conversations to be had. In particular, we require the provider to work collaboratively with our Housing, Families, Capital Delivery, Strategy and Service Design teams. The SRO or Service Design Lead will provide introductions to key staff in those services.

The provider will deliver weekly updates on progress to the council and highlight immediate challenges or risks to delivery should they arise. They will be expected to work in an open and transparent way, with regular meetings and workshops held, both virtual and in person as appropriate.

Hybrid working arrangements will apply. Work may take place remotely, at Waltham Forest Town Hall in Walthamstow (E17), and across community settings. Travel time and expenses must be covered by the supplier.

### Timeline

We expect the research to take place over three months – August to October 2022 with the draft report required by 30 September 2022 and the final report to be delivered no later than 31 October 2022.

### Payment Approach

Fixed price including expenses.

### Security clearance

DBS checks are required for relevant staff.

### Insurance

 The supplier will have to hold no less than the following levels of insurance:

* Employers Liability – £5,000,000 for any one claim or series of claims arising out of any one occurrence
* Public Liability – £10,000,000 for any one claim or series of claims arising out of any one occurrence
* Professional Indemnity –£2,000,000 for any one claim or series of claims arising out of any one occurrence

1. **Evaluation Criteria**

Responses will be assessed using the criteria set out below. All suppliers will be asked to provide a written proposal, and then those that meet the criteria will be invited to present virtually to a panel and answer questions.

*NB. Information outside of these word limits will not be considered.*

*A maximum of three providers will be shortlisted and invited to interview.*

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| --- | --- |
| **Design & Approach** | **10%** |
| Describe how you would design the overall plan and approach to ensure this research and service design project considers locally relevant issues and the best available evidence, and enables impactful recommendations. (200 words) | |
| **Relevant experience and skills** | **30%** |
| Describe examples of when you have delivered similar programmes, the challenges you faced and resolved, and the main outcomes for your client and their service users (1,000 words) | |
| **References** | **5%** |
| Provide minimum one reference from a previous client that evidences successful track record of delivery against agreed project scope, timescales & budget. (400 words) | |
| **Delivery methodology and milestones** | **20%** |
| Provide a high-level delivery plan for the duration of the assignment, starting in August 2022 and concluding in October 2022, including key milestones. (400 words) | |
| Set out the key issues and risks you expect to encounter, and how you will ensure these are appropriately managed and mitigated. (200 words) | |
| Explain how you will ensure the project is managed professionally, efficiently, openly and collaboratively, with a high level of quality assurance of outputs delivered to the client (200 words) | |
| Explain what assumptions you are making about the Waltham Forest context and stakeholders, and the input you will need from the Council or others to deliver what you are proposing (200 words) | |
| **Delivery Team** | **10%** |
| Provide details of all the individuals you would allocate to delivery of this project. Explain how the team’s collective qualifications, skills and experience match the brief and will ensure this assignment is successfully delivered. (400 words) | |
| **Price** | **25%** |
| Outline how you will ensure that the Council gets maximum value for money by engaging your organisation for this work and what sets you apart from other organisations. (250 words) | |
| Please clearly set out what you would deliver within your quoted cost, including a breakdown for each individual on the delivery team and any incentive costs for VCS or service user participants.  *NB. All prices are to be exclusive of VAT and inclusive of all other costs, including travel and expenses.* | |