

Procurement Plan (Amended)

Title: Young Carers Service		Ref: SS15 74
Value: £400k per annum → £1.6million for up to 48 months		Date: 23/11/2015
Procurement Lead: Hayley Bradbury	Position: Procurement Officer	
Commissioning Lead: Julie Street	Position: Commissioning Officer	
Client Lead: Florence Kroll	Position: Director of Education and Young People's Services	

Commissioning Route

The Early Help and Preventative Services Commissioning Intentions for 2016-17 outlines the Council's intention to commission a new service to identify, assess and support young carers, with an intended contract commencement date of 01 April 2016. The Council has a statutory obligation to provide for support for young carers; under the Children and Families Act 2014 and the Care Act 2014, Local Authorities must 'take reasonable steps to identify the extent to which there are young carers within their area who have needs for support' and are responsible for 'assessing whether a young carer within their area has needs for support and, if so, what those needs are'. It is critical that this is factored in to the development of the service specification for new Young Carers Service.

The proposed plan recognises that this service could play a critical role in strengthening universal services and support for young people, thereby reducing demand for more intensive, specialist and costly services. The Young Carers Service should increase awareness and the identification of young carers and address the complex personal and social needs for young carers and improve their quality of life.

The Early Help and Preventative Services Commissioning Intentions for 2016-17 have been approved via the following governance route:

- Portfolio Board – 25 June 2015;
- CAB – 22 July 2015 & September 2015;
- DIVMT – Various;
- Education Cabinet Committee - 18 September 2015;
- Corporate Board – 28 September 2015; and
- Full Cabinet Committee – 12 October 2015.

Description:

A "young carer" means a person under 18 who provides or intends to provide care for another person.

The Contractor will be required to deliver a Young Carers Service with two distinct, but linked, functions that will increase the identification and assessment of young carers in Kent and improve outcomes and quality of life for young carers. The Contractor shall:

- Raise awareness and train the wider workforce (i.e. agencies and professionals that are likely to come into contact with young carers, particularly schools) on how to identify and assess young carers in accordance with the Council's **Joint Protocol for Young Carers and their Families**, which complies with the Council's statutory obligations under the Children and Families Act 2014; and
- Provide direct and ongoing support for young carers and their families, including developing, monitoring and reviewing action plans for young carers and advocating on behalf of young carers and/or their families, where appropriate.

Volume of Young Carers

The current service supports in excess of 3,700 young carers; however, demand for this

service is predicted to increase. Data from the 2011 census identified in excess of 6500 across the county; this is an increase of 136% on the 2001 census. The Council predicts that many young carers remain “hidden” and have not been identified as such; the true figure could be in excess of 10,000.

Volume of the Wider Workforce (i.e. Potential Assessors)

The new contractor will be required to encourage the following professionals to attend awareness raising and training sessions throughout the county, to facilitate training on how to identify, assess and support young carers; the Council will evaluate how suppliers propose to do this as part of the award criteria within the ITT:

Potential Assessors	Description and Volume
Teaching and Support Staff in Schools	There are 543 Primary and 100 Secondary schools in Kent, as well as 9 Pupil Referral Units. It is a priority that the Contractor raises awareness and trains school staff to identify and assess young carers (this includes teaching and support staff – including the school health service).
Attendance and Inclusions Officers	There are 7.44 Attendance and Inclusion Advisers.
Early Help Professionals	The Early Help Workforce is organised on a district basis. In total there are 53.69 Early Help Workers and 100.83 Early Help Support Workers working in open access environments and 129 Early Help Workers and 43 Senior Early Help Workers working in 44 units across the county. The Contractor will need to develop relationships as a priority and train early help staff to identify and assess young carers and will be required to ensure the workforce is able to plan services appropriately in order to ensure they are accessible and relevant to young carers.
Specialist Children’s Services	The Contractor will be expected to work with the 12 Integrated Family Service Managers and their teams to help raise awareness and skills in the identification of young carers.
Children with Disabilities Services	The Contractor will work with Children with Disabilities Teams across the county on an area basis.
Special Educational Needs Services	The Contractor will be required to awareness raise with SEN staff across county. It is likely this will take place on an area by area basis.
Youth Workers	There are 12 Youth Hubs across the county, led by 12 youth Hub Delivery Managers.
Children’s Centres	There are 85 Children Centres across the county, led by 12 Delivery Managers.
Health Services and other Health Professionals	There are over 200 GP surgeries across all districts and 7 CCGs in Kent. It will be necessary for the Contractor to work with all CCGs to raise awareness amongst a range of professionals, including Adult Mental Health Services.
Adult Social Care	The Contractor will need to form positive relationships with the Adult Social Care teams operating across each district in Kent.
CAMHS Suppliers	The Sussex Partnership is currently commissioned to provide CAMHS service across the county.
Troubled Families Services	The Council has commissioned Family Intervention Project Workers to work across all 12 districts. Troubled Families is embedded within the wider Early Help work being undertaken by the Council. The expectation is therefore that the Contractor would raise awareness and train staff delivering these services in the same way as it would for the Council’s other Early Help professionals.

Funding

Florence Kroll, Director of Education and Young People's Services, is the budget holder. There is an **budget of £400k per annum** for the next three financial years to cover the workforce training and compliance and direct support to young carers elements of the

service.

- The Council has allocated **additional funding of £81,829 per annum** to the budget to recognise the expansion of the scope of service to include training and workforce development, in addition to supporting young carers. However, the budget for this service has not been estimated on the basis of any financial analysis of the costs associated with the delivery of the required service.
- There is therefore a potential risk that the budget for this service will not cover the cost of training all the professionals in Kent that may come into contact with young carers, which could result in suppliers not responding to the Invitation To Tender to deliver the required service. It is therefore proposed that this **risk is transferred** from the budget to the required service levels (i.e. volumes of professionals trained by the contractor). The ITT therefore needs to make it clear to suppliers that the Council will be awarding the contract to the tenderer that submits the most effective solution for workforce training and development within the allocated budget, without compromising the quality of the support element of the service.
- **If no suppliers submit a response to the ITT**, as this is statutory service, the Council will have the option of negotiating a variation (to ensure compliance with Children and Families Act 2014) and extending the current contract with the current contractor; however, supply risks include: (a) the current contractor will not be able to deliver the required service within the allocated budget; and (b) the current contractor does not have the skills required to deliver the required outputs and outcomes. These risks mean that the Council may have to compromise on some of its business objectives via this procurement route.

The Council also needs the option to **extend for up to a further 12 months**, if further funding is agreed to allow the Council respond flexibly to the challenges faced by 0 – 25 Transformation Programme within the next 3 years.

Linkage to Category Strategy:

The Category Strategy for Children's Services is still in development. However, this procurement is 'SME friendly' and the opportunity to tender to deliver the required service shall be advertised and facilitated via the Kent Business Portal.

Business Objectives:

- To ensure the Council is compliant with the requirements of the Children and Families Act 2014; the current service specification does not place a requirement for the service to identify and assess the needs of young carers in accordance with the Children and Families Act 2014.
- To provide a consistent service offer to young carers and their families across Kent.
- Raise awareness and deliver training (including how to identify young carers and assess their needs) across the Early Help, Health and Social Care workforce throughout Kent, both internal and external to the Council.
- To increase the number of young carers being identified, assessed and supported in Kent.
- To provide direct support for young carers throughout Kent, in the form of clubs, activities, outings and 1:1 support, to improve the emotional health and wellbeing and the quality of life of young carers in Kent.

Current Supply Arrangements:

The Council currently has a contract with a non-profit organisation to deliver a Young Carers Service on behalf of the Council. This contract was procured under the Council's **Multiple Supplier Framework for the Purchase of Early Intervention and Prevention Services**, which commenced on 16 January 2012. The particulars of the current supply arrangement

(contract EIG/225/12) are as follows:

Contract Particulars	
Contractor:	Consortia led by IMAGO COMMUNITY (formally known as VOLUNTARY ACTION WITHIN KENT) comprising of: <ul style="list-style-type: none"> • IMAGO COMMUNITY (Registered Company Number: 05354482; Registered Charity Number: 1108388); and • CARERS FIRST (Registered Company Number: 04144820; Registered Charity Number: 1085430).
Commencement Date:	01 May 2013.
Contract Period:	30 April 2016.
Contract Extension:	12 months (until 30 April 2017).
Contract Price:	Total Contract Value: £1,283,094.00 <ul style="list-style-type: none"> • Year One (2013/14): £328,581.00; • Year Two (2014/15): £318,171.00; • Year Three (2015/16): £318,171.00; and • Optional Extension in Year Four (2016/17): £318,171.00.
Payment Periods:	First payment of 5 months in advance on 01 May 2013 and then quarterly in arrears thereafter from 01 October 2013.
Price Adjustment:	N/A.
Indemnity:	*Unlimited (Clause 24.1 of the Terms & Conditions).
Employer's Liability Insurance:	£10million per claim (Clause 24.4 of the Terms & Conditions).
Public Liability Insurance:	£5million per claim (Clause 24.2 of the Terms & Conditions).
Professional Indemnity Insurance:	**£5million per claim (Clause 24.5 of the Terms & Conditions).
Break Clause:	6 months notice (Clause 32.1 of the Terms & Conditions).

*This is not necessary the most appropriate level of indemnity required for the new service and the project team responsible for commissioning and procuring the service will consult with Insurance Manager before agreeing a suitable level of indemnity for the required contract.

**This is not necessary the most appropriate level of Professional Indemnity Insurance (the purpose of which is to protect a professional against legal liability towards third parties for any financial loss arising from his own professional negligence or that of his employees) for the new service and the project team responsible for commissioning and procuring the service will consult with Insurance Manager before agreeing a suitable level of indemnity for the required contract.

Demand

The current service supports in excess of 3,700 young carers. As of 30 September 2015, the current contractor has provided formal support, co-developing support actions plans, for 3,776 young carers; this figure excludes support regarding informal enquiries from young carers. The scope of the current service specification requires the Contractor to:

- Undertake young carer need assessments;
- Develop, monitor and review action plans for young carers;
- Liaise with in order to receive referrals received from main agencies and professionals likely to come into contact with young carers (including schools, GPs, etc.);
- Advocate on behalf of young carer and/or their family, where appropriate, to ensure the young carers has access to services;
- Involve young carers in the design, development and continuous improvement of the Service to champion the needs and rights of young carers;
- Notify the Council immediately of safeguarding in accordance with Child Protection policies and protocols; and
- Advocate on behalf of young carers' families to ensure the person cared for receives

statutory assessments and gains access to the services they need, reducing the burden of the young carers.

Resources

The current service is being delivered by the following staff, which will be subject to TUPE:

- 1 FTE Head of Service;
- 3 FTE Locality Managers;
- 6.8 FTE Support Workers;
- 1 FTE Trainee Officer; and
- 1 FTE Administration Assistant.

The combined cost of the annual salaries for the above staff is **£261,320 per annum**.

Current Performance

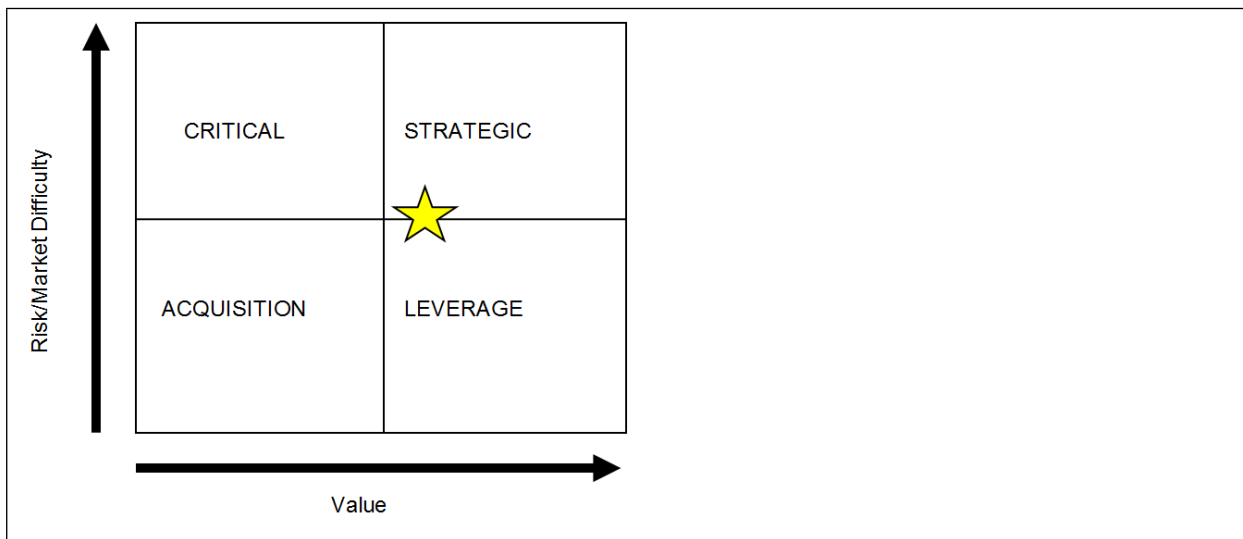
The performance of the current service is monitored and evaluated on a quarterly basis. Performance throughout the contract has been consistently good and the current contractor has attracted additional funding to enable them to add value to the existing contract. Positive feedback is regularly received from young people and also from partners and stakeholders that have experience of working with this service. There have been challenges for this contractor, particularly around managing transition arrangements for young carers between 16 and 18 who are moving towards being supported by adult carer services. The current contractor has worked hard to improve relationships and this is likely to be an area that will require attention as part of the new contract. Capacity is also an issue and it will be important that the new Contractor works with schools, youth hubs and Early Help open access support to maximise opportunities for young carers to benefit from events, activities and respite support.

Market Position:

On 14 September 2015, the Council published an [advert](#) on the Kent Business Portal inviting suppliers to attend a market engagement event on 12 October 2015 regarding the Council's future commissioning intentions for support services for young people (including young carers). Representatives from 89 organisations attended the event; however, as this event introduced the Council's commissioning intentions for other youth support services, as well as the required service, it is unclear how many of these organisations were interested in bidding to deliver the required service in particular next year.

The majority of the market is composed of charitable organisations, many of which are local SMEs, whilst some are larger, national charities such as **BARNARDO'S** (Registered Company Number [0061625](#); Registered Charity Number: [216250](#)) and **ACTION FOR CHILDREN** (Registered Company Number: [04764232](#); Registered Charity Number: [1097940/SC038092](#)). **CARERS TRUST** (Registered Company Number: [7697170](#); Registered Charity Number: [1145181](#)) is a national organisation that acts as a network partner, providing training, information and support to smaller organisations that support young carers, including ACTION FOR CARERS (SURREY) and CARERS BROMLEY.

The Council can exercise a certain amount of **leverage** and conduct a competitive bidding exercise to procure the required service, whereby risk could be low because of the many alternative suppliers and possible substitutions. However, it is also important for the Council to build a collaborative relationship with the supplier of the required service in order to achieve **strategic** business objectives, especially due to the unknown cost of delivering the required outputs and outcomes compared with the allocated budget. The successful delivery of the required service will largely depend on the new contractor having the right capacity and right skills to deliver the required outputs and outcomes.



Procurement Risks:

Risk	Controls/Mitigating Action
Supply Risk	Whilst the Council does have statutory duty to provide the required service and there are substitute suppliers that could deliver the required service in the event of supplier failure. The Council will mitigate supply risk by monitoring supply using KPIs (which will show early warning signs of supplier failure) and working collaboratively with the contractor to agree action plans for resolving the issues identified. See controls/mitigating action for compliance, financial and operational risks.
Compliance Risk	The required service must be procured via a competitive tender exercise to comply with the Council's policy on Spending the Council's Money. The application of suitability evaluation criteria (as part of a competitive tender exercise) will limit the Council's potential exposure to non-compliant or illegal activity by the contractor and sub-contractors.
Economic/Financial Risk	<p>While the contract value is higher than that of the existing contract, there are now additional requirements being placed upon the new service; namely the need to raise awareness, work with and train a range of agencies to enable them to identify and assess young carers. There is risk that the budget for this service will not cover the cost of training all the professionals in Kent that may come into contact with young carers, which could result in suppliers not responding to the Invitation To Tender to deliver the required service. This risk will therefore be transferred from the budget to the required service levels (i.e. volumes of professionals trained by the contractor). The ITT therefore needs to make it clear to suppliers that the Council will be awarding the contract to the tenderer that submits the most effective solution for workforce training and development <u>within the allocated budget</u>, without compromising the quality of the support element of the service.</p> <p>If no suppliers submit a response to the ITT, as this is statutory service, the Council will have the option of negotiating a variation (to ensure compliance with Children and Families Act 2014) and extending the current contract with the current contractor; however, supply risks include: (a) the current contractor will not be able to deliver the required service within the allocated budget; and (b) the current contractor does not have the skills required to deliver the required outputs and outcomes. These risks mean that the Council may have to compromise on some of its business objectives via this procurement route.</p>
Demand Risk	There is a particular risk of the Contractor not being able to meet

	the demand of training the entire wider workforce of agencies and professionals, which are likely to come into contact with young carers, how to identify and assess young carers. To manage this risk, the Council can set reasonable targets for the Contractor to train sections of the wider workforce by priority.
Operational Risk	The strategy to devolve the responsibility of undertaking young carers needs assessments to third parties (who are not contractually managed by the Council to do so) makes it more difficult for the Council to assure and control the quality of young carers needs assessments. However, the Council plans to mitigate this risk by working with colleagues commissioning other services for young people (such as public health, early help and preventative services, including HeadStart services, etc.) to incorporate the requirement to identify and assess young carers in service specifications, so that performance can be managed. There will also be a requirement that the Contractor adheres to the Young Carers Joint Protocol.
Technological Risk	The Contractor will be required to have in place comprehensive and adequately tested business continuity plans in order to ensure continuation of critical services in the event of severe weather, adverse event or major service disruption.
Mobilisation	At meet the market event hosted by the Council on 12/10/2015, suppliers made it clear that a key lesson learnt from the Council going out to tender for youth services previously is that the Council needs to give the new contractor sufficient time for the mobilisation new services, especially as TUPE may apply. As the Council is unlikely to be able to award a new contract in time to give the new contractor at least 6 weeks to mobilise before the 01 April 2015, the Council now plans to allow the current contract to continue until 30 April 2016, allowing an additional month for mobilisation.

Procurement Route Options & Evaluation:

Procurement Route Options

Option 1: Vary and Extend the Current Contract

Under the Children and Families Act 2014, the Council 'must take reasonable steps to identify the extent to which there are young carers within Kent who have needs for support'. With the exception of this, all other statutory requirements are currently covered under the current contract. The Council could negotiate a variation to the contract with the current contractor to ensure that the service complies with this statutory obligation. The existing contract can then be extended until 30 April 2017.

However, the Council's new **Young Carers Joint Protocol** has recently made the **identification and assessment of young carers 'everybody's business'** (i.e. everyone's responsibility). Unlike under the current service, the new service will require the contractor to raise awareness amongst and train the wider workforce on how to identify and assess young carers on behalf of the Council. This will mean a **significant shift to influencing and working collaboratively with schools and other agencies and professionals likely to come into contact with young carers**, which requires a different skill set and approach from working directly with children.

- The application of the new Young Carers Joint Protocol means that the current contractor will find themselves having to **operate very differently, very quickly, from the way that they currently work**. The staff working for the current contractor are mostly child facing practitioners. The new Young Carers Service will require the new contractor to **refocus its efforts on the identification of young carers through wider workforce development of staff employed by other agencies and professionals** (including the Council's internal Early Help and Preventative Services workforce), rather than working directly to support young carers. The Council's internal Early Help and Preventative Services workforce currently see themselves as the shared deliverer of the

support for young carers, but they do not have the capacity to undertake the workforce development element of the new Young Carers Service.

- The Council believes that there are **alternative suppliers who may have demonstrable experience of delivering successful change management** with agencies (such as schools, etc.) and these skills will be fundamental for ensuring that young carers receive quality assessments and the right support.
- Furthermore, **Strategic Commissioning have already communicated with the market the Council's intention to procure a new Young Carers Support for 2016**. The Council faced major challenges last time this service was procured from substitute suppliers, who wanted opportunities to deliver. Postposing the procurement of the required service, after raising the expectations of these suppliers, could lead to complaints from the market.

Option 2: Procure a New Service delivered by a Single Contract

The required service needs to be delivered consistently across the county. Therefore, it would be appropriate for the Council to procure a single supplier 'one-off' contract, which could be delivered by a single contractor, by a main contractor with subcontractors (i.e. tiered supply) or by consortium partnerships/joint ventures between multiple suppliers. The service would be procured via an open competitive tender procurement exercise with bespoke and proportionate timescales, which will be advertised and facilitated using the Kent Business Portal. **Benefits** of this procurement route include:

- The new service will be procured using the Council's standard Terms and Conditions for services;
- Full accountability of service across the county;
- Relatively easy to contract manage; and
- May achieve a higher level of financial efficiency by avoiding the duplication of overhead costs via multiple contracts.

Risks associated with this procurement route include:

- Cost of TUPE'd staff may limit opportunity for cost efficiencies; and
- Limited time allowed for outstanding procurement and mobilisation activities before the target deadline for the implementation of the contract.

As the required service can be categorised under Schedule 3 of the Public Contracts Regulations 2015 and the value of the required service exceeds the higher threshold of €750,000 (£625,050 sterling equivalent), the Council is obligated to advertise the opportunity on the Official Journal of the European Union ('OJEU'). The Council has the flexibility to use any process or procedure it chooses to run this procurement, as long as the complies with the Public Contracts Regulations 2015. There is no requirement to use the standard EU procurement procedures (open, restricted etc.) that are available for other types of services; the Council can use these procedures if helpful, or tailor those procedures according to its own needs, or the Council can design its own procedure.

Option 3: Procure a the Required Service delivered by Multiple Contracts

It could be argued that the new requirement to (a) raise awareness amongst and train the wider workforce on how to identify and assess young carers on behalf of the Council, requires completely different skills to that of (b) providing support for young carers based on their assessed needs. The Council could therefore procure a separate service for (a) to complement the existing or a new service for (b). **Benefits** of this procurement route include:

- Bespoke performance management, monitoring and control processes in each contract;
- Bespoke pricing mechanism for service (a), which could involve incentive payments for delivering training to 'stretch' target volumes of professionals likely to come into contact with young carers in Kent; and
- Clarity of priorities for each contractor (elimination of conflict between quality of support verses performance against targets for requirement (a)).

However, the Council has the potential realise the above benefits to some extent through careful contract development if Option 2 (Procure a New Service delivered by a Single

Contract) is approved. **Risks** of this procurement route include:

- A Service Specification has been developed by Strategic Commissioning based on the assumption of procuring a single contract to deliver requirements (a) and (b); the approval of this procurement route would require additional resource to redevelop the specification of the requirements (a) and (b);
- Additional resources would be required to undertake two procurement exercises: one for requirement (a); and one for requirement (b); and
- This procurement route has the potential to delay the target contract implementation date of 01 May 2016, as the Council would have to undertake two procurement exercises: one for requirement (a); and one for requirement (b).

Option 4: Negotiated Procedure without Prior Publication (i.e. single source)

It is not appropriate to procure the required service using a negotiated procedure without prior publication (i.e. single source) as the Council does not have the grounds to do so under Regulation 32 of the Public Contracts Regulations 2015.

Evaluation

Tenderers will be subject to a three part evaluation:

- **Part 1: Suitability** (pass/fail criteria, including compliance checks) – The Council can ask tenderers to provide a case study, demonstrating experience of similar skills that will be required in order to deliver the required service (e.g. planning, training, communication, leading, etc.);
- **Part 2: Quality & Capability** (scored and weighted criteria, including questions relating to safeguarding, mobilisation, service delivery and social value) –At least one of the questions in this part could be evaluated by young carers (however, the Council must be careful that none of the evaluators have any conflict of interest); tenderers will have to reach a quality threshold of at least 50% ('acceptable') to qualify to Part 3; and
- **Part 3: Pricing** – It is recommended that the Council considers multiple pricing options in order to determine the option that is likely to deliver the Council better value for money; pricing options may be evaluated in a variety of ways:
 - ➔ **Option A: Price per Quality Point** (total proposed contract price is divided by the total score awarded to the tenderer for quality and capability) – The tenderer that is awarded the lowest price per quality point score will be ranked first and will be awarded the contract pending a pre-award clarification meeting. A pre-specified quality threshold may be applied if necessary; or
 - ➔ **Option B: Scored & Weighted Criteria** (where each lowest price is awarded 100% and other prices are awarded 100% *minus* the percentage difference with the lowest price) – Parts 2 and 3 are weighted (e.g. 50:50) and the tenderer that is awarded the highest overall weighted score will be ranked first and will be awarded the contract pending a pre-award clarification meeting; or
 - ➔ **Option C: Lowest Price** (where the tenderer that submits the lowest priced bid of all the bids, which meet or exceed a pre-specified quality threshold, will be ranked first and will be awarded the contract pending a pre-award clarification meeting) – A reverse eAuction tool could be used to establish the lowest price.

Procurement Route Recommendation:

Option 2: Single supplier contract to be procured via an open competitive tender procurement exercise with bespoke and proportionate timescales, which will be advertised and facilitated using the Kent Business Portal. **The Contract Period will be 36 months, with an option to extend for up to an additional 12 months.**

Part 3 (Pricing) will be evaluated using a **Price Per Quality Point** method so that the

Council can award suppliers that submit a solution that adds more value than alternative solutions, even if the solution is more expensive than alternative solutions. The preferred evaluation method for Part 3 is Option A (Price per Quality Point), as supplier solutions have the potential to vary in value, specifically regarding the volume of professionals, who are likely to come into contact with young carers, trained to identify and assess young carers by the contractor at scheduled contract milestones.

Effective **contract management** processes will be crucial to the success of the contract, once a new service has been procured. Robust contract management processes for this contract will therefore need to be specified clearly in Schedule 14 (Contract Management) of the ITT, covering:

- account management (for communication between parties),
- performance monitoring processes (KPIs and performance targets),
- performance management processes and action planning requirements;
- key milestones and priorities for the training of the wider workforce on how to identify and assess young carers; and
- annual reviews of customer impact (customer satisfaction), etc.

The **benefits** of this option include:

- Compliance with EU Procurement Directives and the Public Contracts Regulations 2015;
- Compliance with the Council's policy on Spending the Council's Money;
- Application of the Council's current standard Terms and Conditions;
- Payments of monthly in arrears; and
- Mobilisation of a new Service that complies with the new Young Carers Joint Protocol.

Outline Timescales:

Proposed Procurement Timetable	
Publication of OJEU Advert and ITT Documentation on the Kent Business Portal	Friday 11 December 2015.
Deadline to submit requests for clarification via the ProContract Discussion facility	12:00 (noon) on Monday 11 January 2016.
Deadline for Tender Responses	12:00 (noon) on Monday 18 January 2016.
Commencement of Tender Evaluation Period (including Post-Tender Clarification)	Monday 18 January 2016.
Pre-Award Clarification Meeting/s	Thursday 28 – Friday 29 January 2016.
Decision to Award	Friday 12 February 2016.
Standstill Period	10 Calendar Days.
Contract Award Notice	Monday 22 February 2016.
Issue Contract documentation for signature	After Monday 22 February 2016.
Mobilisation	69 Calendar Days (10 Weeks).
Contract Commencement Date	01 May 2016.

Resources Required:

See attached RACI.

Task	Lead
Procurement Lead	Hayley Bradbury – Procurement Officer.
Procurement Category Manager	Clare Maynard – Category Manager (Care).
Commissioning Lead	Julie Street, Commissioning Officer.
EYPS Programme Manager (i.e. Service Lead)	Paul Young, Interim Commissioning Manager Strategic Commissioning (Children's), Social Care, Health and Wellbeing.
Service Director	Florence Kroll, Director of Education and Young People's Services.
TUPE Advice Lead	Mark Radford, Litigation and Social Welfare, Kent Legal Services.

The TUPE data obtained from the current supplier shows that none of the staff, which may be subject to TUPE are eligible for a LGPS pension.

Reviews Planned:

The Commissioning Lead for the required Service, Julie Street, will work collaboratively with colleagues in Public Health and Early Help and Preventative services (along with any other services that employ or commission services for young people), including:

- Angela Ford regarding HeadStart Services; and
- Sarah Mills, Commissioning and Performance Manager for Public Health;

to incorporate the requirement to identify and assess young carers in the specifications of other relevant services, so that performance can be managed effectively.

Approval to Proceed:

To be agreed at Procurement Board on 25 November 2015.

Check List

Check Item	Action Required	Response
Social Value	Social Value needs to be considered.	Social value elements will be incorporated into the Service Specification and in the evaluation criteria of the proposed solutions.
Equalities Impact Assessment	Is and impact assessment necessary, in most cases this will be a requirement the Service are responsible for carrying this out. If in doubt contact Janice Hill, Equalities & Diversity Officer 01622 221981	Julie Street has completed a Equalities Impact Assessment.
Legal Support Required	Legal support requirement should be considered and agreed with the client. Also if a risk of challenge has been highlighted this should be communicated to legal and added to the risk register on the shared drive.	Legal support will be required in relation to TUPE requirements. All risks will be logged on the risk register.
Kent Business	Ensure plan has addressed supporting Kent Business.	The proposed service is 'SME friendly' and the opportunity will be published on the Kent Business Portal.
TUPE/Pension Staff Transfers	Ascertain if there is any possibility of staff transfers and discuss with Client. If TUPE or Pensions may be involved for TUPE discuss with legal for Pensions see Steven Tagg.	TUPE data shall be been obtained from the incumbent supplier and advice on Schedule 9 (TUPE and Pensions) shall be sought from Legal.
Environment	Are there environmental issues or implications in this contract.	N/A.
Business Continuity	Business continuity issues this does not just mean IT but consideration of providing essential services.	The ITT and Schedule 12 of the Contract will address business continuity issues.
Financial Risk	What is the financial risk associated with this contract? Supplier Risk: How much assessment of the supply base is necessary, what is the risk if a supplier fails? Budget Risk: Is the budget confirmed for the duration of the contract	See procurement risks on pages 6 - 7.
Collaboration/Access to Contract	Will this contract be shared with others, if so how is procurement being undertaken.	The Council has not considered collaborating with Medway Council as it is understood that Medway is at a different stage in the commissioning cycle and is not looking to re-commissioning within the timescale that makes joint commissioning a viable option at this point in time.
Authority to Award	Has the Client ensured that the correct authority, will be in place when contract needs to be awarded. Suggest to the Client they need to do this now.	Due to the value of the required service, the Approval to Award Report must be signed off by Peter Oakford, Cabinet Member for Specialist Children's Services.
iProcurement	Is the client aware it is mandatory to raise an iProc order for any spend? Have the advantages of this been explained to the client? What advice has been given by the P2P team?	A requisition should be raised correctly and the resulting Purchase Order number created with any relevant contract terms attached.

RACI

RACI	Definition
Accountable	The role who is responsible for ensuring the action takes place (can only be one).
Responsible	The role or roles who actually carry out the action.
Consulted	Roles that will be consulted about the task (views need to be considered).
Informed	Roles that will be informed (no decision making or influencing role).

		Officers				
		Category Manager	Procurement Officer	Service Lead	Commissioning Lead	Service Director
Actions	TUPE Data	I	C	A	R	I
	Demand Data	I	C	A	R	I
	Equalities Impact Assessment	I	I	A/R	C	I
	S2 Service Specification	I	C	A	R	I
	Procurement Plan	A	R	C	C	I
	Procurement Board	A	I	R	C	I
	*Part 1 Evaluation Criteria (Suitability)	A	R	C	C	I
	Part 2 Evaluation Criteria (Quality & Capability)	C	C	A/R	R	I
	Part 3 Evaluation Criteria (Pricing)	A	R	C	C	I
	Terms & Conditions	A	R	C	C	I
	Advert	A	R	C	C	I
	ITT Documentation	A	R	C	C	I
	S3 Pricing Schedule	A	R	C	C	I
	S7 TUPE Schedule	A	R	C	C	I
	S14 Contract Management	A	R	C	C	I
	OJEU & Kent Business Portal Adverts Published	A	R	C	C	I
	Invitation to Tender (ITT) issued	A	R	C	C	I
	Tender Evaluation	I	R	A	I	I
	S5 Schedule of Agreements	I	R	A	C	I
	Pre-Award Meeting/s	I	R	A	C	I
	Award Report	C	R	A	C	I
	Award Report Sign-Off	I	I	A/R	I	R
	Notification letters sent (standstill commences)	I	R	A	I	I
	Award letters sent	I	R	A	I	I
	OJEU Award Notice	I	R	A	I	I
	Contract Posted	I	R	A	I	I
	Contract Returned by Contractor	I	R	A	I	I
	Contract Sealed by KCC	I	R	A	I	I
New supplier set up completed	I	I	I	A/R	I	
PO Raised for 2016/17	I	C	I	A/R	I	