



**Approval to Award Report
OFFICIAL: CONTRACTS**

Contract: SS15 74 – Young Carers Service		Date: 09/03/2016
To: Peter Oakford	Position: Cabinet Member for Specialist Children's Services	
From: Hayley Bradbury	Position: Procurement Officer	

Authority To Award

As the approximate total lifetime (i.e. 36 + 12 months) value of the recommended Contract is **£1,316,550.73** (i.e. more than £1million), the authority to approve the award of the recommended Contract is delegated to the relevant Cabinet Member. Therefore, Peter Oakford (Cabinet Member for Specialist Children's Services) has the delegated authority to approve the award of the recommended Contract.

Report Summary:

This report provides information relating to the decision to award a 36 months contract (with an option to extend for up to a further 12 months) for a Young Carers Service, which commences on 01 May 2016.

The recommendation is to award to **IMAGO COMMUNITY** (Registered Company Number: 05354482; Registered Charity Number: 1108388), as this supplier awarded the lowest price per quality score. Not only did this supplier score extremely high in relation to the quality of their proposed service deliver model, but this supplier also submitted the least expensive Contract Price for the Council.

As this supplier currently supplies the existing Young Carers Service, which this Service will be superseding, the cost of mobilising the new service will be relatively low:

Breakdown of Mobilisation Costs	Cost
IT	£1,000.00
Phones	£180.00
Recruitment	£250.00
Total Mobilisation Cost:	£1,430.00

The supplier confirmed that they needed £1,430 for mobilisation prior to the commencement of the Contract. It has been agreed that the supplier will submit an invoice for this amount of £1,430 to the Council for 01 May 2016 after the Contractor has received the purchase order for the financial year 2016/17.

The Contract Price is broken down into two elements: (a) Direct Support for Young Carers; and (b) Workforce Development & Compliance activities (see the 'Background' information below for more details).

The Monthly Contract Price for Direct Support for Young Carers is based on demand for the Service (i.e. the number of Cases):

Direct Support for Young Carers	Monthly Contract Price	Anticipated Demand
Based on < 5200 Cases per Month	£19,734.90	Forecast for the first 4 months of the Contract Period (May – August 2016)
Based on 5200 – 5799 Cases per Month	£22,170.46	Forecast for the next 3 months of the Contract Period (Sept – Nov 2016)
Based on > 5799 Cases per Month	£24,605.98	Forecast for the rest of the Contract Period (from Dec 2016).

The Monthly Contract Price for Workforce Development & Compliance activities will be as follows:

Workforce Development & Compliance	Monthly Contract Price
For the first 15 months of the Contract Period.	£4,704.96
For the next 3 months of the Contract Period (Aug – Oct 2017).	£4,037.42
For the next 3 months of the Contract Period (Nov 2017 – Jan 2018).	£3,386.13
For the rest of the Contract Period (i.e. 15 + 12 months from Feb 2018).	£2,517.76

Therefore, the Contract Price per annum is anticipated to be as follows:

	Year 1	Year 2	Year 3	+ Year 4
Mobilisation	£1,430.00	N/A	N/A	N/A
Direct Support for Young Carers	£268,480.88	£295,271.76	£295,271.76	£295,271.76
Workforce Development	£56,459.52	£43,938.81	£30,213.12	£30,213.12
Total:	£326,370.40	£339,210.57	£325,484.88	£325,484.88

However, the actual Contract Price will depend on the actual demand for this Service, as well as any price adjustments agreed by parties during the Contract Period.

Background:

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

The Early Help and Preventative Services Commissioning Intentions for 2016-17 outlines the Council's intention to commission a new Young Carers Service to identify assess and support young carers. 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'.

These Commissioning Intentions recognise that a new Young Carers 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.

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:

(a) 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

(b) 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. The current service supports in excess of 4,000 young carers; however, demand for this service is predicted to increase. Anticipated demand levels are specified in the new service specification for the required Service.

Florence Kroll, Director of Education and Young People's Services, is the budget holder. There is a 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.

Procurement Route:

The Procurement Plan was agreed at Procurement Board on 25 November 2015. The procurement route was an open tender exercise. As the required service can be categorised under Schedule 3 of the Public Contracts Regulations 2015 and as the value of the required service does exceed the higher threshold of €750,000 (£589,148 sterling equivalent), the Council had to advertise the opportunity on the Official Journal of the European Union ('OJEU').

The Process:

The procurement process was facilitated by the online ProContract facility in the Kent Business Portal:

Procurement Timetable	
Publication of Advert and ITT Documentation on the Kent Business Portal:	Monday 11 January 2016.
Deadline to submit requests for Requirement Clarification:	12:00 (noon) on Wednesday 03 February 2016.
Deadline for Tender Responses:	12:00 (noon) on Wednesday 10 February 2016.
Commencement of Tender Evaluation Period (including Tender Clarification):	Wednesday 10 February 2016.
Pre-Award Clarification Meeting:	Thursday 03 March 2016.
Publication of Decision to Award:	After an Award Decision has been agreed.
Standstill Period:	10 Calendar Days.
Contract Award:	After the Standstill Period is complete.
Contract Commencement Date:	01 May 2016.

The Council received a total of 41 expressions of interest in this opportunity; however, only 7 suppliers submitted on-time responses. 6 of the 34 suppliers that did not submit a bid shared their reasons for opting out of the process as follows:

Supplier	Opt Out Reason
Barnardos	Unlikely to win it from the incumbents.
Core Assets Children's Services	Cannot supply
Home-Start Shepway	Not suitable at this time after gaining more information by attending Meet the Market.
Liberty Training	We are too small to tender for this opportunity.
Relate West & Mid Kent	On reflection we have decided that this is not our speciality area.
Rethink Mental Illness	Not MH specific.

The following 7 suppliers submitted on-time responses:

- Carers First, but sub-contracting service delivery to Involve Maidstone (Maidstone and Malling Carers Project);
- CXK Limited;
- Crossroads Care Kent;
- Family Action, but sub-contracting to Children and Families Ltd to lead the South and East Locality, as this builds on their existing presence, infrastructure and relationships with key stakeholders;
- Imago Community;
- PeoplePlus Group Ltd; and
- Porchlight.

Evaluation Process:

Suppliers, which expressed an interest in this business opportunity, were automatically invited to participate in a three stage open procedure, where the supplier who is awarded the lowest price per quality score is ranked first:

	PART	SUMMARY
SELECTION	Part 1: Suitability	<p>Tenderers had to submit compliant answers and pass all pass/fail questions in order to progress to Part 2. Tenderers must provide case studies demonstrating experience of: (a) supporting a young carer to achieve positive outcomes; and (b) of delivering training and developing a workforce in the face of changing roles and responsibilities. Failure to meet mandatory requirements specified in Appendix A would have resulted in a submission being rejected without further evaluation:</p> <ul style="list-style-type: none"> • Section 1 – Supplier Information; • Section 2 – Grounds for Mandatory Exclusion; • Section 3 – Grounds for Discretionary Exclusion; • Section 4 – Economic and Financial Standing; • Section 5 – Insurance; • Section 6 – Compliance with Equality Legislation; • Section 7 – Environmental Management; • Section 8 – Health and Safety; • Section 9 – Safeguarding; • Section 10 – Relevant Experience; • Section 11 – Anti-Collusion; • Section 12 – Form of Tender; and • Section 13 – Declaration.
AWARD	Part 2: Quality	<p>Tenderers had to score at least 60% in order to progress to Part 3. This part of the procurement exercise covered the following sub-criteria:</p> <ul style="list-style-type: none"> • Mobilisation (15% weighting), including one question on mobilisation planning; • Direct Support for Young Carers and their Families, including five questions on service delivery model, demand management, transition management, safeguarding & coproduction (60% weighting); and • Workforce Development, one question on service delivery model for this element of the service (25% weighting).
	Part 3: Price per Quality Score	<p>The Year 1 Contract Price + One Off Mobilisation Payment submitted by tenderers as part of Schedule 3 will be used to calculate the highest ranking bid. The Year 1 Contract Price will be calculated based on the following assumptions:</p> <ul style="list-style-type: none"> • The Contract Price for four Workforce Development throughout Year 1 of the Contract Period; and • The Contract Price for Support for Young Carers and their Families based on the anticipated demand for Year 1 (see Appendix B for more details).

The evaluators were as follows:

- Hayley Bradbury (Procurement Officer);
- John Peden (Kent Accountancy Trainee);
- Tony Carty (Health & Safety Manager);
- Julie Street (Commissioning Officer);
- Paul Young (Commissioning Manager);
- Stuart Collins (Head of 0 – 25 Early Help and Preventative Services in North Kent Area);
- Andrew Pendlebery (Early Help and Preventative Services Youth Worker – Margate Task Force); and
- Sharon McLaughlin (District Manager of Early Help and Preventative Services in Thanet).

Part	Evaluators	Evaluation
Part 1: Suitability	<ul style="list-style-type: none"> • Sections 1 – 3, 5 – 7, 11 - 13: Hayley Bradbury; • Section 4 (Economic and Financial Standing): John Peden; • Section 8 (Health & Safety): Tony Carty; • Section 9 (Safeguarding): Stuart Collins; and • Section 10 (Relevant Experience) Desktop Evaluations: Julie Street, Paul Young, Stuart Collins & Sharon McLaughlin. • Section 9 (Safeguarding) Moderation: Julie Street, Paul Young, Stuart Collins & Sharon McLaughlin, but chaired by Hayley Bradbury. 	<ul style="list-style-type: none"> • 10-12/02/2016; • 15/02/2016; • 12/02/2016; • 10/02/2016; • 11-12/02/2016; • 15/02/2016.
Part 2: Quality	<ul style="list-style-type: none"> • Individual Desktop Evaluation of Questions 1 – 5 & 7: Julie Street, Paul Young, Stuart Collins & Sharon McLaughlin. • Evaluation Day for Question 6: 3 Young Carers (aged 14, 16 and 18); and • Moderation of questions 1 – 5 & 7 chaired by Hayley Bradbury: Julie Street, Paul Young, Stuart Collins & Sharon McLaughlin. 	<ul style="list-style-type: none"> • 16-19/02/2016; and • 18/02/2016; and • 22/02/2016.
Part 3: Price per Quality Score	Hayley Bradbury.	22/02/2016

Tender Clarifications (post-submission)

The Council sought some minor tender clarifications around Section 7 (Environmental Management) with Carers FIRST and Section 10 (Relevant Experience) with CXK Limited of Part 1 (Suitability). The Council also had to seek numerous tender clarifications regarding many of the suppliers' Pricing Schedules. Most importantly however, the Council needed clarification regarding Section 10 (Safeguarding), under which suppliers were required to submit their organisation's safeguarding policies, which adequately cover child sexual exploitation, missing persons, child trafficking, radicalisation and gang exploitation.

The safeguarding policies originally submitted by Family Action did not adequately cover child sexual exploitation, radicalisation, gang involvement or trafficking. Therefore, as part of the Tender Clarification process, Family Action submitted their Safeguarding Children Practice Standards and clarified the following: 'We have tools identifying indicators risk factors that are available to all staff on our Intranet and we have held practice sharing events on CSE, radicalisation, FGM etc., through the our organisational Safeguarding Board. Please see attached our Safeguarding Children Practice Standards which are used in conjunction with our Policy'.

The safeguarding policies originally submitted by PeoplePlus Group Ltd did not mention child sexual exploitation, trafficking, gang involvement or radicalisation. However, as part of the Tender Clarification process, PeoplePlus Group Ltd submitted their Safeguarding Children & Child Protection Policy/Procedures and Anti-radicalisation & Extremism Policy. PeoplePlus Group Ltd also clarified the following: 'All of the Safeguarding Policies and Procedures are designed at a high level to support the number of contracts that are delivered by the organisation. Our safeguarding team is trained to a significant level to recognise and understand the necessary action required should a referral be made or concerns raised around CSE. On award of any contract it is crucial for us to work with the commissioners to ensure that we have contract specific procedures that comply with the local policies and protocols which will enable us to fully support the service users and ensure that our staff are provided with the most appropriate level of training'.

Results:

Three suppliers failed Part 1 (Suitability) of the process and one supplier failed to meet the minimum quality threshold of 60% under Part 2 (Quality) of the process. The overall result of the competition is as follows:

	Part 1	Part 2****	Part 3*****	Overall Rank
Carers First	PASS	67.50	5817.66	3
CXK Limited	FAIL*	N/A	N/A	N/A
Crossroads Care Kent	FAIL**	N/A	N/A	N/A
Family Action	PASS	81.25	4686.63	2
Imago Community	PASS	97.50	3347.39	1
PeoplePlus Group Ltd	PASS	46.25 (FAIL)	N/A	N/A
Porchlight	FAIL***	N/A	N/A	N/A

***CXK Limited failed to pass Part 1 (Suitability) as follows:**

- Under **Section 10 (Safeguarding)**, suppliers were required to submit their organisation's safeguarding policies, which adequately cover child sexual exploitation, missing persons, child trafficking, radicalisation and gang exploitation. However, the policy submitted by CXK Limited does not mention child sexual exploitation, trafficking, missing persons or the inherent risks or identification of gang involvement. The Council did not seek further clarification regarding this supplier's policies as they also failed to pass Section 11 (Relevant Experience).
- Under **Section 11 (Relevant Experience)**, CXK Limited only scored: 45.00% for **Case Study A** in relation to supporting a young carer to achieve positive outcomes; and 46.25% for **Case Study B** in relation to delivering training and developing a workforce in the face of changing roles and responsibilities. The minimum score required for each case study was 50.00%; however, both responses were only partially relevant and poor in places, which meant that the Council was unable to award a higher score for either case study.

****Crossroads Care Kent failed to pass Part 1 (Suitability) as follows:**

- Under **Section 10 (Safeguarding)**, suppliers were required to submit their organisation's safeguarding policies, which adequately cover child sexual exploitation, missing persons, child trafficking, radicalisation and gang exploitation. However, the policy submitted by Crossroads Care Kent does not mention child sexual exploitation, trafficking, radicalisation or the risk posed by gang involvement. The Council did not seek further clarification regarding this supplier's policies as they also failed to pass Section 11 (Relevant Experience).
- Under **Section 11 (Relevant Experience)**, Crossroads Care Kent only scored 46.25% for **Case Study B** in relation to delivering training and developing a workforce in the face of changing roles and responsibilities. The minimum score required for this case study was 50.00%; however, the response did not adequately address all the elements required, which meant that the Council was unable to award a higher score for this case study.

*****Porchlight's response to Case Study B, under Section 11 (Relevant Experience) of Part 1 (Suitability) is partially relevant and poor throughout. As a whole, the response partially addresses some elements of the experience of previously delivering training, but contains insufficient/limited detail or explanation to demonstrate the supplier's experience of delivering training and developing a workforce in the face of changing roles and responsibilities.**

******See a full breakdown of Part 2 (Quality) in Appendix A.**

*******See a full breakdown of Part 3 (Price per Quality) in Appendix B.**

Imago Community was awarded the lowest price per quality score. The Council therefore invited Imago Community to a pre-award meeting at 10:00 on Thursday 03 March 2016. Attendees were as follows:

On behalf of the Council	On behalf of the Contractor
<ul style="list-style-type: none"> • Hayley Bradbury; • Julie Street; • Paul Young; and • Stuart Collins. 	<ul style="list-style-type: none"> • Mandy Wynne (Deputy Chief Executive); • Kelly Donaldson (Head of Young Carers Service); • Caroline Hallett (Director of Development); and • Caroline Shaw (Chief Executive).

Overall, the Council considers the proposed delivery model for the required service to be excellent (see commentary in Appendix A). However, the Council asked the supplier to clarify their approach to involving service users in the design, development and delivery of the service in order to continuously improve the service. At the pre-award meeting, the supplier elaborated further on their answer to section 6 within Schedule 4 (Tender) regarding how they will involve service users in the design, development and delivery of the service in order to continuously improve the service.

The supplier clarified that they will use more creative ways to engage with Young Carers and how the Contractor will engage with 'hidden' Young Carers, including involve Young Carers and their parents in informing future plans to identify and engage them, offering a 'Text Anywhere' facility, working closely with schools through the Imago service Safe (Youth Mental Health) assemblies, Working with uniformed organisations (Scouts, Guides etc.) to create a "challenge" badge to raise awareness of Young Carer issues, etc. In addition, the supplier clarified that they will use youth centres to engage with Young People, including using them as venues for the Contractor's regular Chill Clubs, etc. The supplier also clarified that they would signpost a Young Carer and/or their family to another support service if necessary, recognising the importance of Young Carers getting the 'right information, at the right time, in the right way'.

All items agreed at the Pre-Award meeting were recorded in a Schedule of Agreements, which will be incorporated into the Contract (Schedule 5). All parties on behalf of the Council at the pre-award meeting are satisfied with Imago Community's response to the Invitation To Tender and the Schedule of Agreements, and would support awarding the Contract to deliver the required Service to this supplier on this basis.

Recommendation:

The recommendation is to award to **IMAGO COMMUNITY**, as this supplier awarded the lowest price per quality score. Benefits include:

- **Efficiencies of approximately £118,387.84 (-10.26%) for Direct Support for Young Carers over a four year Contract Period, broken down as follows (please note that the Contract Price in years 2, 3 and 4 may be adjusted by mutual agreement between parties):**

	Current	Year 1	Year 2	Year 3	+ Year 4
Value:	£318,171.00	£268,480.88	£295,271.76	£295,271.76	£295,271.76
Efficiencies:	N/A	£49,690.12	£22,899.24	£22,899.24	£22,899.24

- The Council will not realise any actual savings due to the added cost of the new requirement of Workforce Development and Compliance. However, the total contract value is anticipated to come under budget by a total of approximately £283,449.27 over a four year Contract Period, broken down as follows:

	Year 1	Year 2	Year 3	Subtotal	+ Year 4
Budget:	£400,000.00	£400,000.00	£400,000.00	£1,200,000.00	£400,000.00 (TBC)
Contract Value:	£326,370.40	£339,210.57	£325,484.88	£991,065.85	£325,484.88
Excess:	£73,629.60	£60,789.43	£74,515.12	£208,934.15	£74,515.12

- Compliance with the requirements of the Children and Families Act 2014 (i.e. 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).
- Commissioning a Service that raises awareness and delivers 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.
- More robust contract management processes;
- Commissioning a Service that the Council can demonstrate is competitive on price and quality (i.e. value for money);
- Relatively smooth transition from the current service, to the new service (as the preferred supplier is delivering the current Young Carers Service); and
- Compliance with EU Procurement Directives and the Public Contracts Regulations 2015.

It is also recommended that, prior to the commencement of the Service, the Contract manager completes a Contract Operations Manual to assist in day to day Contract Management.

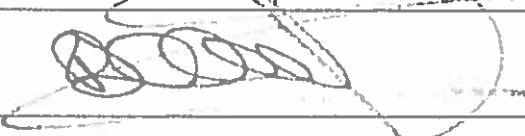
Contract Management:

Name of Contract Manager: Julie Street, Commissioning Officer.

Name of Director responsible for Contract: Florence Kroll, Director for Education and Young People's Services.

Approval to Award:

I agree with the award recommendation specified above.

Name	Peter Oakford
Position	Cabinet Member for Specialist Children's Services
Signed	
Date	15 MARCH 2016

APPENDIX A: PART 2 (QUALITY)

CARERS FIRST	Weighting	Score	Commentary	Points
1. How will you mobilise to commence delivery of the Service from May 2016?	15.00	3	The response is relevant and good, although the Council would question the proposed timings for some of the mobilisation activities (particularly as support needs to be available from 01 May 2016), as well as how realistic the supplier's plans for the handover of cases from the current supplier and communication with young carers are? However, the plan is sufficiently detailed description of the supplier's mobilisation plan, including using a shared database, collaborative working and integration with adult carers. The Council would have liked more detail regarding how remote working arrangements and TUPE transfer would be managed in practice.	11.25
2. How will you deliver support for young carers and their families?	20.00	3	The response is relevant and good. The response is sufficiently detailed to demonstrate a good understanding and provides details on how the requirements will be fulfilled. However, the Council felt that the Contractor would need to do more to identify 'hidden' Young Carers. More information on types of activities and respite services would have been better; it wasn't clear that this service is tailored specifically for Young Carers. With the amount of referrals expected, it will be necessary for the supplier to work with partners and train them to undertake their own assessments.	15.00
3. How will you manage fluctuations in demand and need across the county?	10.00	2	The response is relevant and acceptable. The response addresses a broad understanding of the requirement but may lack details on how the requirement will be fulfilled in certain areas. For example, the response does not recognise that they could work with other partners to help manage demand, linking to the workforce development to help other agencies support Young Carers. The Council is looking for a countywide service, possibly moving staff to areas of high demand if necessary. The response did not clearly show how the service would be able to adapt to meet demand where growing own talent" is not enough.	5.00
4. How will you manage and support transition arrangements for young carers approaching 18 and transitioning to adult carers services?	10.00	3	The response is relevant and good, showing good integration between adult carer services and planned young carers services. The response shows a good understanding of the needs of Young Carers at transition stage. However, the response could have been better had it clearly considered the role of wider partnership and some of the barriers of general transitions.	7.50

APPENDIX A: PART 2 (QUALITY)

<p>5. How will you develop the wider workforce in Kent so that they can identify and assess young carers in accordance with the Children and Families Act 2014?</p>	<p>25.00</p>	<p>3</p>	<p>The response is relevant and good, showing a good understanding of and adherence to Safer recruitment practices and a good response to service user feedback. However, the response did not consider the overlap of data protection with safeguarding concerns. There was also no mention of modern day slavery.</p>	<p>18.75</p>
<p>6. How will you ensure the safeguarding of young carers accessing your service?</p>	<p>10.00</p>	<p>2</p>	<p>The response is relevant and acceptable. The response addresses a broad understanding of the requirement but may lack details on how the requirement will be fulfilled in the following areas:</p> <ul style="list-style-type: none"> • Specialist knowledge necessary to engage with Young Carers -- The response mentions having knowledge of the expectations of the Care Act, but does not explain this relates to understanding the pressures and demands faced by Young Carers? • The most effective methods of engaging with Young Carers – The Young Carers evaluating this response did not like the focus on 'encouraging Young Carers to refer themselves to the services'. While they acknowledge that independence is important, they worried that this may not always be a realistic expectation for younger Young Carers. This assertion also seemed to deviate from the importance behind the supplier needing to proactively engage with Young Carers and raise awareness about service. • How you will involve Young Carers in service design – It was felt that there was much more opportunity for co-production than the supplier identified in their response; for example, Young Carers were less interested in being consulted on the names for support groups and more interested in co-producing the agendas for support groups and planning group activities. The Young Carers evaluating this response agreed that they didn't much care what the supplier called the groups as long as the groups were worth going to. • How you will listen to the voice of Young Carers and how it will be used to improve the delivery of the Service – The response focussed too much on 'consultation' and gathering feedback from Young Carers and not enough on the next stage of decision making (e.g. would Young Carers be involved in the 'co-production' of service improvements once feedback has been received)? An example of how the proposed process would work in practice would have been useful to illustrate how this requirement would be fulfilled. 	<p>5.00</p>

APPENDIX A: PART 2 (QUALITY)

<p>7. How will you involve service users in the design, development and delivery of the service in order to continuously improve the service?</p>	<p>10.00</p>	<p>2</p>	<p>The response is relevant and acceptable. The response addresses a broad understanding of the requirement, but lacks details on how the supplier would raise awareness, train staff and affect practice outside of schools? The response also no mention of using any exiting partnerships the supplier might have. The response also lacks details regarding equitable delivery. However, the response does show a good shift from reactive to proactive approach to workforce development and a good vision of mainstreaming support.</p>	<p>5.00</p>
<p>TOTAL:</p>			<p>67.50</p>	

APPENDIX A: PART 2 (QUALITY)

FAMILY ACTION	Weighting	Score	Commentary	Points
1. How will you mobilise to commence delivery of the Service from May 2016?	15.00	3	The response is relevant and good. However, the response did neglect to mention their plans for handover arrangements from the current supplier? The supplier would also need to engage the current supplier much earlier to transfer Staff on time. It was also not clear if the supplier understood all the risks associated with mobilising this support service for Young Carers.	11.25
2. How will you deliver support for young carers and their families?	20.00	3	The response is relevant and good, providing a sufficiently detailed description of a range of activities and methods of providing support, including the use of volunteers. The response showed a very strong understanding of desired outcomes and evidence of how these will be achieved. The Council likes the 'charter' approach, but with so many schools within Kent, the response does not make it 100% clear how this work in practice; the supplier would need to prioritise and work with specific partners to get them to complete assessments where a Young Carer is identified. Whilst the RAG approach is good, assessments felt cumbersome and not agile. The RAG system indicates flags for EHNs, which could have a negative impact on capacity for EHPS.	15.00
3. How will you manage fluctuations in demand and need across the county?	10.00	2	The response is relevant and acceptable. However, it seems as though the supplier will be very reliant on a skilled volunteer base to manage fluctuations in demand and need across the county, as the supplier will not have many paid staff to deliver the Service. The supplier has assumed that they will have access to venues managed by the Council, but this may not necessarily be the case. In addition, the response did not clearly explain what it meant by 4 hubs in 5 locations? It is also unclear how the RAG system can ensure a timely response; the response only describes how the system would prioritise responses.	5.00
4. How will you manage and support transition arrangements for young carers approaching 18 and transitioning to adult carers services?	10.00	3	The response is relevant and good, showing a clear and concise approach to supporting transitions (especially with a self-devised proven model within other Local Authority regions). The response is sufficiently detailed to demonstrate a good understanding of transitional stages. The Council particularly liked the focus on NEETs. However, the response seems to describe site approach, rather than integrated working with other service provision and adult services.	7.50

APPENDIX A: PART 2 (QUALITY)

<p>5. How will you develop the wider workforce in Kent so that they can identify and assess young carers in accordance with the Children and Families Act 2014?</p>	<p>25.00</p>	<p>4</p>	<p>The response is completely relevant and excellent overall. The supplier has accolades from previous contracts showing that safeguarding is taken seriously. The response is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of a robust Safer Recruitment strategy and adequate user feedback processes and actions.</p>	<p>25.00</p>
<p>6. How will you ensure the safeguarding of young carers accessing your service?</p>	<p>10.00</p>	<p>4</p>	<p>The response is completely relevant and excellent overall. The response is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full. The Young Carers evaluating this response especially liked the proposal to use different methods of engagement and support that are tailored to the needs of individual Young Carers (e.g. visiting Young Carers at home as this is familiar and 'safe' environment for young people). The evaluators agreed that it was valuable for staff to 'know what is like being a young carer' and felt that it would be good to engage with staff that used to be Young Carers.</p>	<p>10.00</p>
<p>7. How will you involve service users in the design, development and delivery of the service in order to continuously improve the service?</p>	<p>10.00</p>	<p>3</p>	<p>The response is relevant and good. The response is sufficiently detailed to demonstrate a good understanding of building capacity with stakeholders. The response provides details on how the supplier will develop the wider workforce in Kent so that they can identify and assess young carers in accordance with the Children and Families Act 2014. However, the response seemed to overlook adult social care or drug/alcohol services.</p>	<p>7.50</p>
<p>TOTAL:</p>				<p>81.25</p>

APPENDIX A: PART 2 (QUALITY)

IMAGO COMMUNITY	Weighting	Score	Commentary	Points
1. How will you mobilise to commence delivery of the Service from May 2016?	15.00	4	The response is completely relevant and excellent overall. The response is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement, including a thorough risk assessment with good control measures. The response provides details of how the requirement will be met in full, including using established infrastructure and networks facilitate smooth mobilisation. The response also showed the supplier's 'Investors in People' commitment to developing and empowering Staff.	15.00
2. How will you deliver support for young carers and their families?	20.00	4	The response is completely relevant and excellent overall, providing a fantastic range of options to deliver the service with a range of innovative approaches covering all Young Carers' situations. The response clearly identifies the partnership's role in assessment and the key vulnerabilities of 'hidden' carers. The response shows a thorough understanding of Young Carers and their needs, along with the complexities of reaching "hidden carers" with inroads already made into this being described. The response is comprehensive, unambiguous and demonstrates how an established team and processes will facilitate a seamless transition to the new Service for the Young Carers in Kent.	20.00
3. How will you manage fluctuations in demand and need across the county?	10.00	4	The response is completely relevant and excellent overall, looking at the service holistically to see how flexible changes in one part of the service can support different aspects of service change to enable greater flexibility throughout the business. The response is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full. However, the Council would have liked to understand if it was possible for the supplier to work with District Councils to manage fluctuations in demand and need across the county.	10.00
4. How will you manage and support transition arrangements for young carers approaching 18 and transitioning to adult carers services?	10.00	4	The response is completely relevant and excellent overall. The response is comprehensive, unambiguous and demonstrates a thorough understanding of the complexities and needs of Young Carers through transition and provides details of how the supplier will implement a Young Carer led approach to supporting transition. The Council especially liked: the mention of whole-family assessments within the context of young adult carers and transition; the Young Carer Apprenticeships; and the dedicated resource and strategies around NEET prevention and other challenges. The response also showed a good understanding of the guilt that some Young Carers may feel choosing between work/education and their caring role.	10.00

APPENDIX A: PART 2 (QUALITY)

<p>5. How will you develop the wider workforce in Kent so that they can identify and assess young carers in accordance with the Children and Families Act 2014?</p>	<p>25.00</p>	<p>4</p>	<p>The response is completely relevant and excellent overall, showing good safer recruitment procedures. The response is comprehensive and unambiguous, highlighting how all aspects of safeguarding will be addressed with Staff, Young Carers and other third parties. The response demonstrates a thorough understanding of Safeguarding overall with established track record in Kent, but more importantly a strong understanding of the specific safeguarding concerns pertinent in relation to Young Carers. This response reassures the Council that this supplier takes safeguarding seriously.</p>	<p>25.00</p>
<p>6. How will you ensure the safeguarding of young carers accessing your service?</p>	<p>10.00</p>	<p>3</p>	<p>The response is relevant and good. The response is sufficiently detailed to demonstrate a good understanding and provides details on how the requirements will be fulfilled. However, the Young Carers evaluating this response were concerned that the methods proposed by the supplier to engage with Young Carers lacked creativity and neglected to mention youth centres in particular. There was also some concern about how the supplier planned to engage more with Young Carers, who may not necessarily identify themselves as Young Carer and may not already be a part of Young Carer groups? The long list of ten 'minimum' items of skills and experience that staff should have was felt to be very encouraging; it was agreed that it was important for Young Carers to get the 'right information, at the right time, in the right way', although the response did not explicitly explain that in some cases this could mean signposting a Young Carer and/or their family to another support service. The Young Carers evaluating this response especially liked that the supplier would give Young Carers the opportunity to become Apprentices or undertake work placements.</p>	<p>7.50</p>
<p>7. How will you involve service users in the design, development and delivery of the service in order to continuously improve the service?</p>	<p>10.00</p>	<p>4</p>	<p>The response is completely relevant and excellent overall, with a very thorough plan to deliver wider workforce development. The response shows that the supplier established programmes and networks and has a demonstrable track record of developing the wider workforce, leading to increased uptake in Young Carers accessing the support. The response is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.</p>	<p>10.00</p>
<p>TOTAL:</p>			<p>97.50</p>	<p>97.50</p>

APPENDIX A: PART 2 (QUALITY)

PEOPLEPLUS GROUP LTD	Weighting	Score	Commentary	Points
1. How will you mobilise to commence delivery of the Service from May 2016?	15.00	3	The response is relevant and good. The response is sufficiently detailed to demonstrate a good understanding and provides details on how the supplier would mobilise to commence delivery of the Service from May 2016. However, the response was slightly weaker regarding risk management (specific to this Service) and communication.	11.25
2. How will you deliver support for young carers and their families? Suppliers needed to score at least 2 for this response to avoid disqualification from the tender competition.	20.00	1	The response is partially relevant and poor, relying too much on existing support. The response addresses some elements of how the supplier will deliver support for young carers and their families, but contains insufficient/limited detail or explanation to demonstrate the supplier's assessment process or what support the supplier will deliver. The response describes a signposting service, which does not feel committed supporting Young Carers in Kent. There seems to be a lack of understanding of the requirement. The supplier would need to be able to develop a partnership approach and work in partnership to manage the amount of referrals the service is expected to reach.	5.00
3. How will you manage fluctuations in demand and need across the county?	10.00	2	The response is relevant and acceptable. However, the Council believes that the optimal caseloads for Key Workers may be unrealistic. The response also seems to miss the importance of bespoke support for Young Carers; the supplier will rely too much on local services, rather than providing direct support and enabling open access services to also provide support. The supplier also seems to overlook the practicality of their proposed service model in relation to younger Young Carers. The contact centre approach could also be problematic as little local knowledge is evident.	5.00
4. How will you manage and support transition arrangements for young carers approaching 18 and transitioning to adult carers services?	10.00	2	The response is relevant and acceptable. The response addresses a broad understanding of the requirement, but lacks details on how the requirement manage and support transition arrangements for young carers approaching 18 and transitioning to adult carers services; for example, how the supplier prepares Young Carers for transition to adult carers support services and how the supplier will support Young Carers through transition. Transitions are a key and the response did not address the range of additional vulnerabilities that accompany transition into adulthood (e.g. access to services, health status, work and NEET et al).	5.00

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<p>5. How will you develop the wider workforce in Kent so that they can identify and assess young carers in accordance with the Children and Families Act 2014?</p>	<p>25.00</p>	<p>2</p>	<p>The response is relevant and acceptable. The response addresses a broad understanding of the requirement, but lacks details on the suppliers approach to the wider range of safeguarding issues they would face; for instance, the Council is concerned that the response did not mention the risk of grooming, Child Sexual Exploitation, gangs and school avoidance in relation to Young Carers. There is therefore too much emphasis on key working and not enough planning for a wider approach. The response gave the Council the impression that the supplier has not fully considered the safeguarding risks specifically related to Young Carers and delivering a Service for this particular client group.</p>	<p>12.50</p>
<p>6. How will you ensure the safeguarding of young carers accessing your service? Suppliers needed to score at least 2 for this response to avoid disqualification from the tender competition.</p>	<p>10.00</p>	<p>1</p>	<p>This response is partially relevant and poor. The response addresses some elements of the requirement but contains insufficient/limited detail or explanation to demonstrate how the following requirements will be fulfilled:</p> <ul style="list-style-type: none"> • What specialist knowledge necessary to engage with young carers – The response was vague. The Young Carers evaluating this response felt it wasn't clear what the supplier meant by 'crisis' (this term could be used to describe a whole spectrum of problems). They were also not sure what the supplier meant by keeping them and their family safe? The response could have clearer if the supplier had illustrated each point with an example. However, the Young Carers liked how the response acknowledged that schools should be understanding and allow Young Carers extra time to complete studies where necessary. • The most effective methods of engaging with young carers – Although the response shows a key initiative would be to help Young Carer understand that they are Young Carers, it is not clear how the Service will be publicised in order to engage with these young people (i.e. marketing tools that reach young people). The Young Carers evaluating this response liked the idea of using Skype and felt being able to text their Key Worker would be useful, as long as the Key Worker made it clear that they may not always be able to respond instantly (so not to add to any anxiety that people don't care). However, there was a collective concern that the response did not mention the use of social media (e.g. Facebook); there was strong feeling that this method of communication would be sorely missed if it wasn't going to be used as part of the new Service. • How you will involve young carers in service design, how you will listen to the voice of young carers and how it will be used to improve the delivery of the Service – The response focused too much on feedback and the Young Carers 	<p>2.50</p>

APPENDIX A: PART 2 (QUALITY)

<p>7. How will you involve service users in the design, development and delivery of the service in order to continuously improve the service?</p>	<p>10.00</p>	<p>2</p>	<p>evaluating this response all agreed that the supplier did not have a good understanding of how they will ensure that Young Carers are involved in the co-production of the Service (i.e. in what 'creative ways' would the supplier use feedback)? The response is relevant and acceptable, showing a good training reach and using both face to face and eLearning training. However, the response does not clearly show how the supplier would be able to prioritise effectively and adequately target training to the wider workforce that comes into contract with Young Carers so as to maximise awareness. In addition, the list of stakeholders provided (Appendix 2) was out of date and inaccurate (i.e. not relevant in some cases).</p>	<p>5.00</p>
<p>TOTAL: 46.25</p>				

APPENDIX B: PART 3 (PRICE PER QUALITY)

The Year 1 Contract Price + One Off Mobilisation Payment submitted by tenderers as part of Schedule 3 will be used to calculate the highest ranking bid. The Year 1 Contract Price will be calculated based on the following assumptions:

- The Contract Price for four Workforce Development throughout Year 1 of the Contract Period; and
- The Contract Price for Support for Young Carers and their Families based on the following demand for Year 1:

Month	Number of Cases	Month	Number of Cases
Month 1	4500	Month 7	5600
Month 2	4650	Month 8	5800
Month 3	4800	Month 9	6000
Month 4	5000	Month 10	6250
Month 5	5200	Month 11	6500
Month 6	5400	Month 12	6750

Price per Quality Score Calculation:

Supplier	Year 1 Contract Price (see table below) + One Off Mobilisation Payment	Part 2 (Quality) Score	Price per Quality Point Score	Rank
Carers First	£392,692.00	67.50	(£392,692.00 ÷ 67.50) = 5817.66	3
Family Action	£380,788.49	81.25	(£380,788.49 ÷ 81.25) = 4686.63	2
Imago Community	£326,370.40	97.50	(£326,370.40 ÷ 97.50) = 3347.39	1

APPENDIX B: PART 3 (PRICE PER QUALITY)

Year 1 Contract Price + One Off Mobilisation Payment	Carers First	Family Action	Imago Community
Contract Price for Month 1 (4500)	£16,799.00	£25,153.92	£19,734.90
Contract Price for Month 2 (4650)	£16,799.00	£25,153.92	£19,734.90
Contract Price for Month 3 (4800)	£16,799.00	£25,153.92	£19,734.90
Contract Price for Month 4 (5000)	£16,799.00	£25,678.84	£19,734.90
Contract Price for Month 5 (5200)	£16,799.00	£25,678.84	£22,170.46
Contract Price for Month 6 (5400)	£16,799.00	£25,678.84	£22,170.46
Contract Price for Month 7 (5600)	£16,799.00	£25,678.84	£22,170.46
Contract Price for Month 8 (5800)	£16,799.00	£26,099.84	£24,605.98
Contract Price for Month 9 (6000)	£16,799.00	£26,099.84	£24,605.98
Contract Price for Month 10 (6250)	£16,799.00	£26,687.17	£24,605.98
Contract Price for Month 11 (6500)	£16,799.00	£26,687.17	£24,605.98
Contract Price for Month 12 (6750)	£16,799.00	£26,687.17	£24,605.98
SUBTOTAL	£201,588.00	£310,438.31	£268,480.88
Contract Price for Workforce Development & Compliance (Y1Q1)	£42,051.00	£15,210.30	£14,114.88
Contract Price for Workforce Development & Compliance (Y1Q2)	£42,051.00	£14,279.96	£14,114.88
Contract Price for Workforce Development & Compliance (Y1Q3)	£42,051.00	£14,879.96	£14,114.88
Contract Price for Workforce Development & Compliance (Y1Q4)	£42,051.00	£14,279.96	£14,114.88
One Off Mobilisation Payment	£22,900.00	£11,700.00	£1,430.00
TOTAL	£392,692.00	£380,788.49	£326,370.40