

Strategic Procurement

CHECKPOINT REPORT 1: PRE-PROCUREMENT APPROVAL

This form is for procurements of goods and services above the EU Threshold (£181,302) and for works above £500,000 in value. For procurements below this amount, a Procurement Engagement Form needs to be completed.

1. CONTRACT TITLE AND KEY PEOPLE							
Contract Title		Shared Lives Service					
capitalEsourcing Reference		N/A			Report Date		19/06/2018
Tender Manager		Directorate			Buyer Assigned		
Amy Reed, Senior Commissioner & Project Manager		Chief Operating Officer			Mike Parrott		Senior Category Specialist
Value of Contract				Targeted Financial Savings		Bankable Savings	
1 year: £109,388.00 3 years: £404,245.50 5 years (2 years' extension period): £762,577.84 <i>(Figures based on anticipated spot purchasing spend, factoring current placements and projected growth over contractual period)</i>				See below		See below	
Is budget available to proceed with this procurement?	Yes- multiple	*Please enter the budget code	A32005 (Learning Disabilities) A31885 (Physical Support)	If yes, is this a Revenue or Capital allocation?	Revenue	Procurement to be Approved by? Including date	Director of Adult Social Care
Proposed Contract Start date		Proposed Contract End date		Is there an option to extend the contract?		If yes, give duration of extension option	
01/12/2018		01/12/2021		Yes		2 years	
Procurement route being undertaken		Have you or your team received training on Capital eSourcing?		**Is there a current contract in place?		If yes, insert expiry date	
Open		Yes		Yes		31/08/2017	
Please state the Quality/Price threshold		Does TUPE apply to this exercise?		Have you considered Collaborative Working?		Will you be using an eAuction or DPS?	
30% Quality / 70% Price		Yes		Yes		No	
Checkpoint Summary							
<p>1. Purpose of the report</p> <p>The contract with BetterTogether Ltd for the provision of Shared Lives for those with statutory care and support and accommodation or respite needs in Havering ended on 31 August 2017. The service needs to be re-commissioned under a spot purchasing contract as it provides care and support to vulnerable young and older adults whom otherwise would be placed in more expensive residential care placements/respite or supported living accommodation. This paper seeks approval to commence a full EU compliant tender process for a three year contract plus two years extension.</p> <p>2. Background</p> <p>With regards to the strategic context for this tender, the current vision for Adult Social Care Services is 'Supporting excellent outcomes for the people of Havering by helping communities to help themselves and targeting resources and interventions to encourage independence'. Procuring this service therefore aligns with this vision by supporting adult social care clients to become more independent in</p>							

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relation to their housing and social care. The personalised and community approach to providing care ensures that clients have the skills to live as independently as possible, whilst being supported with their care needs.

The three key themes identified as priorities in achieving the joint vision are: Preventing, reducing and delaying the need for care and support through effective demand management strategies, better integrated support for people most at risk and the quality of services and patient experience. Havering wants to commission services differently, focusing on outcomes, both at a personal level and in wider service contracts that ultimately promote prevention, independence, personalisation and choice.

The Adult Social Care Market Position Statement also reinforces this vision, focusing on the support of people in maintaining their independence and ultimately reducing the need for health and social care services. Providing social care support in this environment promotes personalisation and quality of life, prevents the need to readmit people into hospital or more costly residential care and ensures a positive experience of social care.

With regards to the history of the contract for Shared Lives services, the service was originally procured as an 18 month pilot with the Newham Council in-house scheme who spun out to become a social enterprise from March 2015–August 2017. In August 2017, the local authority moved to spot purchasing with the provider.

3. Service Summary

The service provides care and support accommodation and temporary respite to clients aged over 16 living in the London Borough Of Havering who have eligible care and support needs because of:

- learning disabilities
- autism
- mental health needs
- elderly or frail needs
- physical disabilities
- sensory impairments
- long-term health conditions
- dementia
- young adults transitioning from children's to adult services
- who have needs coming out of hospital

The service will deliver the following:

- long-term accommodation with support
- respite care
- day support
- outreach to identify new service users and Shared Lives carers
- recruitment, training and on-going support of Shared Lives carers
- promotion and awareness raising of the service

Both long-term and respite services are delivered in a Shared Lives carer's home within the London Borough of Havering or its borders. There is discretion over whether a client can move to another borough if the provider operates across boroughs.

The service provides support to residents temporarily as part of a respite arrangement or long-term as part of a long-term accommodation placement and supports people to live as independently and inclusively in the community as possible and to enjoy the highest possible quality of life including;

- enabling people to be in control of their services
- enabling people to live ordinary lives within their chosen families and relationships
- enabling people to feel valued by their communities and feel like they belong
- providing a personalised service that is built around individuals, their strengths and potential

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- enabling and facilitating social inclusion opportunities
- enabling and encouraging the development of independent social arrangements
- promoting independence
- involving service users and carers in the design and planning of services
- developing and expanding the respite offer to meet the needs of service users
- providing and facilitating activities/social inclusion opportunities that bring people together through common interests, experiences and needs
- supporting smooth transitioning for looked after children moving to adult social care

4. Payments

The current and future contracts will be spot purchased on a case by case basis and funded by a number of budgets. Long-term or respite services can be funded by four local authority departments (Community Learning Disability Team, Children and Adults with Disabilities Service, Fostering Services and Community Locality North & South Teams) or by NELFT services.

The fee paid to the scheme will be structured in a tiered system with bands that reflect both the service user's needs and the Shared Lives carer support required. Payments made to the scheme will be formed of a management fee and a carer service fee and will vary depending on the banding the client is assessed at (Band A less complex to Band D complex).

The service provider will be expected to be registered with and adhere to the best practice pricings and assessments set by the umbrella organisation for Shared Lives providers, Shared Lives Plus. The breakdown of the costs per banding is determined by the local authority. The banding allocated to an individual is subject to an assessment by the provider. The final agreement of the banding will sit with the relevant local authority panel to agree. If a dispute ensues in relation to the banding an individual has been assessed at, efforts will be made to resolve the dispute. If, after discussion, a resolution cannot be found, the local authority will hold responsibility for making the final decision on the banding for the individual.

The provider will be expected to adhere to the local authority's breakdown of charges per banding. The breakdown of charges per banding is as follows:

Long-term arrangements						
Banding	Payment to carer		Payment to scheme		Carer's paid-break component	Total per week
Band A	£	200.00	£	110.00	£ 38.00	£ 348.00
Band B	£	250.00	£	110.00	£ 43.00	£ 403.00
Band C	£	300.00	£	110.00	£ 48.00	£ 458.00
Band D	£	350.00	£	110.00	£ 54.00	£ 514.00

Short-term (respite) arrangements						
Banding	Payment to carer		Payment to scheme		Total per night	
Band A	£	70.00	£	16.00	£	86.00
Band B	£	80.00	£	16.00	£	96.00
Band C	£	90.00	£	16.00	£	106.00
Band D	£	100.00	£	16.00	£	116.00

Day support arrangements – for those in receipt of Shared Lives services						
Banding	Payment to carer		Payment to scheme		Total per hour	
Band A		£10.00		£0.00		£10.00
Band B		£10.00		£0.00		£10.00

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Band C	£10.00	£0.00	£10.00
Band D	£10.00	£0.00	£10.00

Day support arrangements – for those NOT in receipt of Shared Lives services			
No. of hours	Payment to carer	Payment to scheme	Total
4 hours	£40.00	£5.00	£45.00
6 hours	£60.00	£10.00	£70.00

The banding assessment will assess a client's eligible needs as per the Care Act 2014. This will include assessing the following:

- Personal care needs
- Being alone and safe at home
- Eating and drinking
- Practical daily living
- Managing money
- Health and wellbeing
- Emotional wellbeing
- Relationships and being included
- Choice and control
- Taking risks
- Keeping in touch with family and friends
- Communication
- Employment and/or education and leisure
- Getting about

5. Savings

The long-term services are delivered at a cost of between £348.00 and £514.00 per person per week, depending on the complexity of the person's need, and respite services are between £86 and £116 per person per night.

The provision of Shared Lives long-term services can, for some people, be a considerably more cost effective service than traditional residential or supported living services for people with similar needs being supported in a similar way. The service the local authority is getting for this price can be 24 hour care, 7 days a week; meaning that the local authority is already achieving high value for money. An effective Shared Lives service will, for some people, provide a more cost effective model of support and, in line with the Care Act 2014 and Havering's Joint Commissioning Strategy to provide additional choice for people and their families to consider when they are deemed to require 24/7 support. It is however not a model which would suit everyone nor one which everyone would choose.

Figure 1 demonstrates the cost to the local authority on Shared Lives services for clients with learning disabilities (the main users and client group of the services) comparable with services not delivered in the community i.e. supported living and residential care services. The data has been taken from a snapshot of the current spend on clients with typical learning disability needs.

Figure 1: Cost of Shared Lives services per week benchmarked against other services

Type	Number of placements	Min weekly cost	Max weekly cost	Average weekly cost
Residential	21	£750.00	£2,471.90	£1,360.46
Supported living	47	£343.61	£2,604.00	£1,207.84
Shared Lives	4	£348.00	£458.00	£406.00

6. Project Management of the Tender

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Ahead of the formal approval to tender, a project initiation document has been written and approved by the JCU's Programme Manager which outlines the structure and governance of this project to tender the care and support services. The objectives of the project will be:

- Ensuring that the service is commissioned to meet the Council priorities and to offer the best value for money
- Ensuring that the tender follows Corporate and EU Procurement Regulations and Local Authority Financial Regulations
- Ensuring that choice, control, health and well-being, including safeguarding, features as high priorities in the tender
- Establishing outcomes that will allow the Council to judge the performance of the provider
- Ensuring the provider delivers a non-judgemental and inclusive service which treats service users with dignity, respecting gender, sexual orientation, age, physical or mental health ability, religion, culture, social background and lifestyle choice

In order to deliver these objectives, a formal project management structure has been implemented including a project board which meets regularly to supervise the project. Project board members include representatives from Community Learning Disabilities, Mental Health, Adult Social Care, Children & Adults with Disabilities and virtual members of Procurement, Finance & Legal. Project board's business includes managing the project through its project plan, action and risk Logs.

In summary, the scope of the project board includes the following key tasks:

- Review of service specification
- Production of new service specification
- Managing the tender process
- Evaluating bids – *two frontline staff have been identified outside of the project board to evaluate bids with a representative from the Joint Commissioning Unit*
- Awarding the contract
- Preparing for the start of the new contract

The key deliverables/milestones for this project include:

- Production of all required tender and contract documents (including service specification)
- Tender process managed in line with OJEU and Council procurement procedures
- Contract awarded to the tenderer submitting the best/most advantageous bid to the Council
- New contract awarded and mobilised

In brief, if the decision to proceed with the tender is approved, the key milestones from the procurement timetable for the tender of the service are as follows:

Stage	Timescale
Procurement Planning	May-June 2018
Invitation to Tender Published	July 2018
Evaluation	September 2018
Award	October 2018
Mobilisation	November 2018
Contract Start Date	February 2018

***Note:** Finance will be unable to approve the report unless budget code details are included.

****Note:** Where there is a current contract in place, ensure that sections 2.5 Personnel Matters and 6.5 Exit Strategy are fully completed.

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CHECKPOINT PANEL RESPONSE	
Date of Checkpoint Panel	17/07/2018
Panel Members Present	Anthony Robb – John, Liz Dixon, Phil Harris, David Pridmore, Suzanne Wightwick, Amina Khaton, Hassan Iqbal
1. CONTRACT TITLE AND KEY PEOPLE	
Title: Shared Lives Service Key People: Amy Reed, John Green, David Mitchell, Mike Parrott	
2. BACKGROUND TO THE CONTRACT	
The service needs to be re-commissioned under a spot purchasing contract as it provides care and support to vulnerable young and older adults whom otherwise would be placed in more expensive residential care placements/respite or supported living accommodation. This paper seeks approval to commence a full EU compliant tender process for a three year contract plus two years extension.	
3. FINANCIAL: BUSINESS CASE & BENEFITS REALISATION	
<i>Checkpoint panel should insert any comments/and or recommendations here</i>	
4. SOCIAL VALUES	
Community benefits have been identified i.e local job opportunities.	
5. PROJECT ORGANISATION	
Project team has been identified.	
6. CONTRACTING PROCESS	
Open.	
7. ACHIEVABILITY	
Achievable in timescales.	
CHECKPOINT PANEL OVERALL RECOMMENDATION AND COMMENT	
<p>The panel made the following comments/ recommendation;</p> <ul style="list-style-type: none"> - Contract start date (on page 5) is a typo – should read 2019 not 2018. - Identify Savings (estimated) for CP2 once bids have been received - Engage with the Finance Business Partner - Savings captured in NTFS – should be captured in the report - Check TUPE implications 	
Procurement to proceed?	Yes
Red, Amber or Green Status?	Green

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2. BACKGROUND TO THE CONTRACT
<p>2.1 Market Conditions</p> <p>What are the market conditions – e.g. monopolistic, or highly competitive? If there is limited competition, what will you do to get best value?</p> <p>A report completed by Community Catalysts in 2014 states that there are 152 independent schemes operating across the UK. There are a number of small Shared Lives schemes operating in the South East of England, including the current provider.</p> <p>The tender intends to restrict bids to only providers operating as existing Shared Lives schemes.</p>
<p>2.2 Collaboration</p> <p>Does the contract cover all of the relevant requirements across all departments of the Council? Indicate yes or no. If no please provide justification if adopting a departmental, rather than corporate approach. Have you considered working with other Local Authorities?</p> <p>Yes, the contract covers all of the relevant requirements across all departments of the Council. This project has involved a number of key internal stakeholders in the Council including Adult Social Care, Community Learning Disability Services, Mental Health Services and Children’s Services. There has also been engagement with other London Boroughs who have Shared Lives provisions for benchmarking purposes.</p>
<p>2.3 Sustainability</p> <p>Please describe the main sustainability risks associated with the contract, and how they will be addressed. Please describe what actions you will take to ensure best practice in respect of Environmental protection, equalities, regeneration and corporate social responsibility. Please describe how these issues will be addressed in the contract.</p>
<p>Equalities</p> <p>There is a risk that a provider is unable to provide services to clients across the equalities strands. In order to reduce and prevent this risk, providers will be evaluated against a range of equality-related method statements. This includes the demonstration of their willingness and ability to partner, as appropriate, with specialist organisations to deliver services across client groups and hard to reach groups. The service will also be required to respond to individual needs across each of the equalities strands. One of the method statements specifically references issues about developing partnerships and working with a range of stakeholders to both recruit suitable and appropriate Shared Lives carers and to enable the service to support people who may otherwise be viewed as being difficult to place.</p>
<p>Environmental issues</p> <p>There are no adverse impacts identified concerning the procurement in relation to environmental issues. Referrals can be made via email or telephone. The provider will be required to be located in positions which are readily accessible by public transport and to utilise public transport for meetings with clients, their families and Shared Lives carers. The service specification will stipulate that the provider has systems in place to minimise the use of materials such as files, paper, pens, etc., thus reducing paper copies.</p>
<p>2.4 Diversity & Equality</p> <p>Have the diversity and equality issues associated with this project been considered. Do the contract documents ensure best practice in respect of: Accessibility to service users, Monitoring of service users, Consideration of age, disability, transgender, pregnancy and maternity, race, religion/belief, sexual orientation, sex, marriage/Civil partnership, Reducing negative outcomes which result from class or socio economic disadvantage</p>
<p>Diversity and equality issues have been given due consideration within this project.</p> <p>Recruiting a range of Shared Lives carer homes in order to provide a personalised service and to</p>

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respond to the needs of the population will be explicitly referenced in the contract and corresponding service specification.

The Council will require the service to be accessible to people regardless of their disability, condition or illness. Indeed the design of the service, addressing a range of disabilities, is intended to achieve benefits directly aimed at people with disabilities and their carers.

The Council will invite bids from established providers with trained and experienced staff able to work with clients across multiple specialist client groups.

The service will be required to respond to individual needs across each of the equalities strands.

Providers will be evaluated against a range of method statements that will include the need to address equalities issues. This includes the demonstration of their willingness and ability to work in a partnership group with the Council and other organisations to deliver services across client groups and hard to reach groups.

2.5 Personnel Matters

Will TUPE apply to this contract? What arrangements are in place to address TUPE with the incumbent supplier? Are all arrangements in place to ensure that this is managed effectively? Are there any other HR/Personnel considerations to be taken into account? How will these be accommodated? If in doubt, has advice been sought from Legal?

TUPE will apply to this tender for one member of staff.

In respect of TUPE, the One Source HR team will be contacted to clear the non-key decision paper to tender for the service and Legal advice has already been sought in drafting the terms and conditions of the new contract.

In addition, the Project Manager will use the Council's standard TUPE letter and Due Diligence report templates. When the tender is published in August 2018, tenderers will have detailed TUPE information along with the service specification to identify what the staffing liabilities will be. It is only after the decision is made about the successful tender that the implications will become clear in regard to TUPE. The Joint Commissioning Unit's Procurement Toolkit and decommissioning Toolkit will be utilised to guide all relevant steps, with specialist TUPE advice sought from our HR Strategic Business Partner and where necessary additional Legal.

2.6 Insurance

Have you checked with the insurance team the required insurance requirements for this contract?

The Insurance team have been engaged with and the recommended insurance levels are:

- Employee liability £5m for any one incident
- Public liability £10m cover

2.7 Options Appraisal

Describe the different procurement options that were considered, including any outsourcing considerations. Have the main options been considered yet and if so why was the favoured option selected? Has a formal options appraisal been conducted, or is one planned?

1. Do nothing

There is the option to do nothing and stop providing Shared Lives services. This option is not advised due to the number placements the local authority has in Shared Lives services and the positive outcomes and cost avoidance/direct savings that have been achieved. Since the piloting of the service, the provision of Shared Lives has gained momentum and the use of the services is

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anticipated to grow as the option develops further into an integral part of the care pathway.

2. Development of a Shared Lives service in-house

There are a number of arguments for developing the service as an in-house service, which are likely to include:

- The immature external market – although there are independent schemes operating in other boroughs, there is a limited choice of external providers if the service is put out to tender
- The ability to directly control the development of the service

There are however some equally strong arguments for outsourcing the service which include:

- The difficult 'fit' between the service and local authority structures
- A central government ideology which encourages local authorities to become commissioners rather than providers of services
- The personalisation agenda, with its emphasis on direct payments as a key strategy to enable people to be in control of their services. Direct payments cannot be used to buy an 'in house' Shared Lives service
- Sources of funding which cannot be accessed by local authorities (e.g. social investment and grants from charitable trusts)
- The up-front investment required from the local authority in order to establish and maintain a Shared Lives service

3. Tender for a provider to run the service externally

Since piloting the service, a number of changes are required to the service specification in order to respond to developments of the service, the move to spot purchasing and the removal of the block funding.

Following advice from legal and procurement services, it is recommended that a tender exercise be undertaken in order to reflect current practice and following EU procurement regulations.

3. FINANCIAL: BUSINESS CASE & BENEFITS REALISATION

If you have completed a large project business case, and the items outlined below are included in that, please state so and append the business case. (i.e. see attached business case)

3.1 Business Case

Please summarise the business case which should include an assessment of costs (including whole life costs) and benefits, show values and phasing of recurring costs and savings in cash terms, identify set-up and one off costs such as severances and windfalls, estimate pay-back on initial investment and include a sensitivity analysis for relevant factors (demand, unit price etc.).

The contract will include provision for spot purchasing per placement. No additional fees will be provided for set-up costs or emergencies. See above for costings of placements and summary of services.

3.2 Cashable Savings

Please describe what actions you have taken to ensure that cashable savings are achieved through this project.

Please show estimated cashable savings across the lifespan of the contract (this may relate to the figures entered under Targeted Financial Savings on the first page)

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When the service was piloted in Havering, the successful provider obtained £220,000.00 block funding over an 18 month period in order to set up and establish a scheme within Havering. This was awarded due to how the market for Shared Lives services was immature at the period the pilot was established. Since the local authority will be retendering the service under a spot purchasing contract with an existing/established scheme with a further developed market, this has negated the need to supply block funding to the provider.

The long-term services are delivered at a cost of between £348.00 and £514.00 per person per week, depending on the complexity of the person's need, and respite services are between £86 and £116 per person per night.

The provision of Shared Lives long-term services can, for some people, be a considerably more cost effective service than traditional residential or supported living services for people with similar needs being supported in a similar way. The service the local authority is getting for this price can be 24 hour care, 7 days a week; meaning that the local authority is already achieving high value for money. An effective Shared Lives service will, for some people, provide a more cost effective model of support and, in line with the Care Act 2014 and Havering's Joint Commissioning Strategy to provide additional choice for people and their families to consider when they are deemed to require 24/7 support. It is however not a model which would suit everyone nor one which everyone would choose.

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Shared Lives	4	£348.00	£458.00	£406.00

It is anticipated that, for non-complex clients, an estimated average cost avoidance and/or direct saving of £402.00 per person per week will be realised through using Shared Lives instead of residential care.

It is anticipated that, for complex clients, an estimated average cost avoidance and/or direct saving of between £2,146.00 and £2,013.90 per person per week will be realised through using Shared Lives instead of residential care or supported living.

3.3 Headcount reductions

Please describe the anticipated savings as a result of headcount reductions. Are these cashable savings? Are they included in the calculations above?

Not applicable

3.4 Efficiency Gains

Describe other, NON cashable efficiencies including: minimising the cost of routine transactions, utilising IT to reduce costs and improve performance, the procurement process (i.e. electronic tendering/e-auctions), process rationalisation/simplification/reducing non-value added work, reducing other costs – consumption, wastage, price, specification, inventory / cash flow savings, getting more for less or the same, improved quality not included in cashable savings or headcount reductions above

An electronic tender process will be undertaken to minimise the use of paper, filing and stationary.

3.5 Benefits Realisation

How will the money from cashable benefits be released? How will other benefits be

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demonstrated?
The service is purchased from varying departments on a spot basis. Cost avoidance and/or savings through the provision of Shared Lives will positively impact on these departments spend.
Other benefits that will be demonstrated through the provision of services include:
<ul style="list-style-type: none"> • A well run Shared Lives service will provide personalised, tailor made and high quality services to residents • Increased choice for people and their carers in the provision of respite, day services and long term care • It is a cost-effective way of delivering local services and should provide modest cost avoidance and/or direct savings • It will provide employment opportunities for local people

4. SOCIAL VALUES

4.1 ESE Consideration

Please provide details of the considerations that have been made for economic, social and environmental well-being in connection with public services contracts and any connected purposes.

The Method Statement will require bidders to demonstrate how it can improve the economic, social and environmental wellbeing of Havering.

This project has considered the need to ensure the provider fulfils its ESE commitments during the course of the contract.

This project's contract will have specific requirements for the provider to consider ESE well-being in relation to the provision of holistic care for service users.

4.2 Securing Improvements

Describe how this procurement improves the economic, social and environmental well being of the borough, and how these improvements are secured.

Regular contract monitoring will oversee that ESE commitments described in the provider's bid is fulfilled.

The provider will be expected to explain and demonstrate a commitment to:

- Recruit and develop locally based staff / Shared Lives carers
- Participate in current and future Council organised / facilitated groups
- Develop and maintain an overview and partnership working with other local providers that enables service users to be better informed of additional support networks that they may access to prevent, maintain or improve their health and wellbeing
- Continuous improve the service and offer
- Explore options to obtain external funding to expand services, where relevant

5. PROJECT ORGANISATION

5.1 Roles & Responsibilities

Is the project team in place yet? Are roles and responsibilities clear? Which services are represented on the team? Please describe project sponsorship and governance

1. Project Sponsor

The Project Sponsor is the individual with ultimate accountability for the success of the project. The Sponsor has to ensure the project represents value for money and follows a cost-conscious approach whilst balancing the needs of all the stakeholders. The Sponsor will also be responsible for ensuring quality assurance. For this project, the Sponsor is Gerry Flanagan, the Programme Manager for Disabilities in the Joint Commissioning Unit.

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2. Project Board Chair & Manager

The Project Manager has the authority to run the project on a day to day basis on behalf of the Project Board. The Project manager will set up and chair project teams, as required, who will report in to the Board. The prime responsibility is to help ensure that the project achieves the overall aim and objectives, delivers the required outcomes to the required quality standard and within the specified constraints of time and cost. For this project, the Manager is Amy Reed, a Senior Commissioning & Project Manager in the Joint Commissioning Unit. During the project, the Project Manager will:

- a) Prepare project documentation
- a) Obtain Project Board approval of all plans
- b) Help define responsibilities and allocate work within the project
- c) Monitor and control progress agreed with the Project Board
- d) Manage risks, including development of contingency plans
- e) Prepare and present reports for the Project Board
- f) Enforce quality and change control procedures
- g) Ensure Action & Risk logs are maintained and used effectively
- h) Prepare exception reports/plans as appropriate
- i) Ensure that there is no "project drift"

3. Project Board Members

The Project Board will meet on a regular basis, but it not necessary for all Project Board Members to attend every meeting and some members are virtual. Project Board Members are listed in the table below.

Name	Title
Amy Reed	JCU Senior Commissioning Manager
Gerry Flanagan	JCU Programme Manager
Andrew Sykes	Community Learning Disability Service Manager
Chibuike Oji	Community Learning Disability Team Manager
Sheila Jones	Social Care Lead; Mental Health Services
Crina Popa	Preparing for Adulthood Team Manager
Mike Parrott (virtual)	One Source Procurement
Momtaz Begum / Lauretta Faulkner (virtual)	One Source Legal
Hannah Smith (virtual)	JCU Finance

4. Key Board Functions

The aim of the Tendering Board is to act as the formal body to supervise the tendering of the service carrying out the key functions below;

- Supervise the redesigning of the current service so as to ensure that it is attractive proposition to existing and prospective providers
- Supervise activities across the tender process whilst ensuring required documentation is returned within specified deadlines.
- Ensure that procurement is monitored and effectively follows the project plan, ensuring the tender activities are acted upon within strict deadlines.
- Supervise the preparation and completion of other relevant tender documents in alignment with requirements.
- Evaluate tender documentation to ensure compliance with the requirements of the Council's tender.

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5. Individual Board Member Responsibilities

The Project Board members will individually be responsible for supporting the Project Manager by;

- Attendance (or send representative) to the regular monthly meetings
- Provide specialist advice e.g. Social Care (Learning Disabilities), Finance, Procurement, Legal
- Contribute to the development of the new service model and specification
- Contribute to the preparation of tender documents, e.g. Method Statements, Pricing Schedule.
- Evaluate the bids (as nominated)

6. Board Governance

- a) The Board will meet not less than once every four weeks.
- b) In general, the Board proceeds on a consensus basis. But in the event that a vote is required all working group members are entitled to vote. The decision shall be passed on a simple majority.
- c) Issues are discussed and resolved between partners as they arise however should there be any unresolved issues, these may be referred to the Project Sponsor.
- d) Each member of the Board is obliged to advise the Chair immediately should they believe they have a conflict of interest over a particular issue.
- e) If the Chair is unable to be present at any meeting, the Chair may decide that the meeting will proceed in their absence. In such circumstances a substitute chair may, with the agreement of the majority of members, be appointed to chair that meeting.
- f) The Chair may call an extraordinary meeting of the Board at any time. Any other agency of the Board may request an extraordinary meeting.

5.2 Communication Plan

Describe how communications will be managed with internal customers staff affected by new ways of working, DMT and NEB, other stakeholders

Communications is managed by the Project Manager with the support of the Project Sponsor and Tender Board that includes key internal stakeholders, namely senior managers in NELFT, Adult Social Care, Children's Services and Learning Disabilities.

Communications with bidders during the tender process will be managed by the Project Manager with the support of the Senior Category Specialist via the Capital E Sourcing system.

The provider awarded the contract will be expected to implement a structured and detailed mobilisation plan. This plan should be comprehensive covering all aspects of mobilisation including communications. Progress on the delivery of this plan will be monitored by the Council.

5.3 Stakeholder involvement

List the major stakeholders and describe how they will be engaged include members, residents, services, suppliers and other agencies. Summarise the consultation process

The consultation has involved engaging with a number of stakeholders to conduct the Project Board for the tender. In summary, the following table presents the type, methods and stakeholders engaged;

Type	Methods	Consultees
Review of service	Desktop Research, Phone, Email, Structured and Unstructured Individual & Groups Interviews	<ol style="list-style-type: none"> a) Current provider b) Service Users c) Joint Commissioning Unit d) Adult Social Care e) Children's Services f) NELFT Integrated Team
Project Board	Formal regular meetings phone, email	<ol style="list-style-type: none"> a) Joint Commissioning Unit b) Adult Social Care c) Children's Services d) NELFT Integrated Team e) Legal Services f) Procurement

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<p>Preparing service specification, procurement and contract documents</p>	<p>Formal regular meetings phone, email and workshops</p>	<p>g) Finance a) Joint Commissioning Unit b) Adult Social Care (frontline) c) Children's Services (frontline) d) NELFT Integrated Team (frontline) e) Legal Services f) Procurement g) Finance</p>
<p>5.4 Project Plan</p>		
<p>A project plan is in place and is updated regularly to reflect project progress. See attachment to email.</p>		
<p>6. CONTRACTING PROCESS</p>		
<p>6.1 Tender Documentation</p>		
<p>Is all the tender documentation drafted including (as appropriate)</p>		
<p>OJEU Advert</p>	<p>No</p>	
<p>Instructions to tender</p>	<p>No</p>	
<p>PQQ</p>	<p>No</p>	
<p>Specification (including KPIs)</p>	<p>Yes</p>	
<p>Evaluation Model</p>	<p>Yes</p>	
<p>Conditions of Contract</p>	<p>Yes</p>	
<p>Price Schedule</p>	<p>Yes</p>	
<p>Variation from Contract Forms</p>	<p>No</p>	
<p>Tender Form</p>	<p>No</p>	
<p>Method Statements</p>	<p>Yes – <i>in development</i></p>	
<p>6.2 Contract Award Criteria</p>		
<p>Please provide full details of proposed weighted contract award criteria</p>		
<p>The contract will be evaluated under a 70% price and 30% quality tender.</p>		
<p>It is proposed that the tender will be evaluated and assessed under the Council's 70% price, 30% quality criteria. Quality is considered to be a crucial element in securing the best service for Havering residents in receipt of care and draft method statements have been developed for the tender (subject to review and agreement by the Tender Board in July). They are as follows:</p>		
<p>1. Please set out how your service will go about recruiting Shared Lives carers in Havering.</p>		
<p>a) What do you envisage the challenges and risks to be in the undertaking of this, and what measures will you put in place to minimise/reduce any identified risks? b) How do you propose to be able to respond to the gaps in provision i.e. accessible housing, and recruit to respond to the demand? c) How will you positively promote and advertise for Shared Lives carer recruitment?</p>		
<p>The providers' response should include:</p>		
<ul style="list-style-type: none"> • Your organisation's experience in recruiting Shared Lives carers • The development and maintenance of a Shared Lives Carer Panel • Outline your organisation's communications plan and define your key channels, messages and what promotional material/activity you will produce/undertake • Please provide a copy of your panel guidance and procedure for recruiting Shared Lives carers • Please provide a copy of your Shared Lives carer assessment • Please set out how you will carry out Shared Lives carer assessment and what checks you will undertake 		
<p>2. Describe how your service will support the Shared Lives carers on an ongoing basis.</p>		

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- How will your service support the Shared Lives carers in their role?
- How will your service identify training needs for the Shared Lives carers to develop their role and support them to access this?
- How will your service support the Shared Lives carers to deliver personalised support plans and review these on a regular basis?

The providers' response should include:

- Details on the matching procedure and how your service will support Shared Lives carers throughout this
- How your service will support Shared Lives carers in an emergency situation
- How your service will support the carers to achieve the outcomes set out in the specification

3. Outline how your service will work and engage with health and social care professionals on Shared Lives.

- What do you envisage the challenges and risks to be in the undertaking of this, and what measures will you put in place to minimise/reduce any identified risks?
- How will your service support professionals to refer into the service?
- How will your service communicate and work in partnership with professionals?
- What promotional activity will you undertake in order to ensure professionals are aware of the service, and that awareness is sustained?
- How will you deliver and develop the staff champion programme?

The providers' response should include:

- Your organisation's experience in working with and communicating to professionals
- Your quarterly forward plan for promoting the service to professionals
- The staff champion programme and how this programme and the champion role will be continuously developed
- How you will continue to work with health and social care professionals

4. Detail how your service will support and work with service users and their families/carers on Shared Lives.

- How will your service support existing clients within the scheme to achieve their outcomes?
- How will your service support potential clients and their families/carers to access the scheme?
- How will your service talk to potential clients and their families/carers about Shared Lives as an option?

The providers' response will need to include details about how their service will ensure that clients achieve the following outcomes:

- People receive a personalised service that is built around their strengths and potential
- Working with clients to respond to individual needs across each of the equality strands
- People have choice and are in control of their services
- People feel valued by their communities
- The service enables and facilitates clients to access social inclusion opportunities
- The service involves clients and their families/carers in the design and planning of services

5. A scenario will be provided with regard to a Shared Lives case and arising matter. The provider will be evaluated against how they respond to the scenario with regard to their policies on responding to an emergency, communicating with the local authority, working with clients, their families and carers, long-term planning and evaluation/reflection of the incident.

All questions are proposed to be evaluated equally, each forming 20% of the overall results of the quality score.

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6.3 Price Controls	
Are price revisions permitted by the tender documents?	No
If so on what basis? (Up or down or both, and by what margin)	
N/a	
6.4 Tender Evaluation	
Has the tender evaluation team been formed? Has the process for evaluation been agreed? Describe the evaluation methodology, including how you will award points for quality and price submissions, and the weightings to be applied	
The tender evaluation team will be formed of one named representative from the Joint Commissioning Unit and two named representatives from Adult Social Care. The tender evaluation will be moderated by the Adults Senior Category Specialist. The tender will be evaluated for 70% quality and 30% price.	
6.5 Exit Strategy	
This section is relevant where an existing contract is place. If not, go on to the next question. Do you have in place an appropriate exit strategy for the existing contract? Is the current supplier aware of the strategy and have you received confirmation that they will comply? Do you envisage any issues with the transition from the old contract to the new one?	
The current provider has been made aware of the Council's intentions and has been involved in the review of the service. The current provider has also been made fully aware of developments of the project through discussions at contract monitoring meetings. With regards to an exit strategy, the Adult Social Care Decommissioning toolkit will be used to inform and guide any exit strategies for the individual existing contract; these will be developed as required following completion of the tender evaluation and contract award.	
6.6 Contract Management	
Has resource for contract management been identified? Have any issues with current arrangements been identified?	
The contract will be managed by the relevant Commissioner & Project Manager within the Joint Commissioning Unit. This will be managed under the corporate contract management protocols and in line with the Joint Commissioning Unit contract management principles and will be carried out in conjunction with key stakeholders including Adult Social Care, Children's Services and NELFT. There are no issues identified with the current contract monitoring arrangements and these will therefore continue following a mobilisation period when the new contract commences in December 2018.	
Requirements relating to contract management that the provider will be expected to fulfil have been set out within the service specification.	

7. ACHIEVABILITY

7.1 Risk

Please describe the approach to risk management. What are the 5 key risks? If you have a risk log, state so and attach it to this checkpoint.

A risk log will be established and this will be reviewed by the project board at its regular meetings. The current risks identified are as follows:

1. The planned timescales are not being met and the contract is not awarded on time
2. Key officers leave the Council or NELFT during the procurement leading to delay in the delivery of the project
3. Providers that have been unsuccessful in the tendering process may legally challenge the Council
4. The successful provider is unable to identify and secure suitable accommodation to provide the service within Havering

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Mitigation is in place for each of these issues

7.2 Governance Requirements

Please confirm that you are aware of and will comply with all procedural requirements including: Loading documents on Capital eSourcing, EU Procurement Directives, waivers of financial regulations (if appropriate), procedures for Contract Award and any other relevant requirements

The Project Manager is aware of and will comply with all procedural requirements. The Senior Category Specialist (Adults) is providing guidance and advice on the project and will be a moderator of the tender evaluation panel. The One Source Procurement Team will load all documents onto Capital E Sourcing and manage the procurement.