

Public Document Pack



Executive Board Sub Committee

Thursday, 29 March 2012 10.30 a.m.
The Board Room - Municipal Building,
Widnes

Please note change of time of meeting

A handwritten signature in black ink, appearing to read 'David W R'.

Chief Executive

ITEMS TO BE DEALT WITH IN THE PRESENCE OF THE PRESS AND PUBLIC

PART 1

Item	Page No
1. MINUTES	
2. DECLARATION OF INTEREST	
Members are reminded of their responsibility to declare any personal or personal and prejudicial interest which they have in any item of business on the agenda no later than when that item is reached and, with personal and prejudicial interests (subject to certain exceptions in the Code of Conduct for Members), to leave the meeting prior to discussion and voting on the item.	
3. RESOURCES PORTFOLIO	
(A) AWARD OF TERM MAINTENANCE CONTRACTS	1 - 5
(B) ICT CAPITAL PROGRAMME 2012/13	6 - 9

Please contact Gill Ferguson on 0151 471 7395 or e-mail gill.ferguson@halton.gov.uk for further information.

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4. NEIGHBOURHOOD LEISURE AND SPORT PORTFOLIO	
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(A) REVIEW OF FEES AND CHARGES – ENVIRONMENTAL HEALTH	13 - 16
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(A) AWARD OF CARE AND SUPPORT CONTRACTS IN EXTRA CARE HOUSING	47 - 54
PART II	
<p>In this case the Board has a discretion to exclude the press and public and, in view of the nature of the business to be transacted, it is RECOMMENDED that under Section 100A(4) of the Local Government Act 1972, having been satisfied that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act.</p>	
8. RESOURCES PORTFOLIO	
(A) DISCRETIONARY NON-DOMESTIC RATE RELIEF	55 - 59
(B) PROPOSED USE OF THE AD HOC PROPERTIES GUARDIAN SCHEME	60 - 64

In accordance with the Health and Safety at Work Act the Council is required to notify those attending meetings of the fire evacuation procedures. A copy has previously been circulated to Members and instructions are located in all rooms within the Civic block.

REPORT TO: Executive Board Sub Committee
DATE: 29th March 2012
REPORTING OFFICER: Strategic Director Children & Enterprise
PORTFOLIO: Resources
SUBJECT: Award of Term Maintenance Contracts
WARDS: Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 The purpose of the report is to seek approval to award a number of term contracts with regards the maintenance of the Council Property portfolio.

2.0 RECOMMENDATION: That the award of the electrical and building term maintenance contracts covering both Widnes & Runcorn to Picow Building Services, and the award of the Mechanical term maintenance contracts covering both Widnes & Runcorn to Sure Mechanical Services be approved, each contract is to be awarded for a 3 year period with the potential for a 1 year extension.

3.0 SUPPORTING INFORMATION

3.1 A procurement process has been undertaken through The Chest with regards the term maintenance contracts which were broken down into 6 separate lots, covering electrical, mechanical and general building works in both Widnes & Runcorn. The overall value of the contracts are estimated at slightly over £1m per annum the breakdown being as follows:-

Mechanical – Widnes	£190,000
Mechanical – Runcorn	£165,000
Electrical – Widnes	£300,000
Electrical – Runcorn	£200,000
Building – Widnes	£100,000
Building – Runcorn	£100,000

- 3.2 Contractors were initially invited to submit expressions of interest following which they were required to submit a PQQ document which was evaluated in order to obtain a short list of contractors for each lot, these contractors were then taken through to tender stage. The tender submissions were evaluated on both price and quality on a 60/40 ratio, an interview/site visit stage being undertaken as part of the quality element for the leading contractors which allowed for 10% of the overall mark.
- 3.3 The results of the evaluation process for lots 1 & 2, the mechanical maintenance contracts are indicated below, as can be seen taking into account the marks for the notional tender price, the marks for quality and the interview stage, Sure maintenance were positioned first for both the Widnes and Runcorn contracts. The prices submitted by Sure represent a saving of circa 7% over current prices, giving a potential saving of circa £25,000 per annum

Lot 1 Mechanical Widnes

Contractor	Quality score	Price score	Total score Stage 1	Stage 2 Interview/site visit	Final score
Sure	29.54	58.05	87.59	10	97.59
HBS	28.6	60	88.6	8	96
Enterprise	28.04	59.03	87.07	5	92.07

Lot 2 Mechanical Runcorn

Contractor	Quality score	Price score	Total score Stage 1	Stage 2 Interview/ site visit	Final score
Sure	29.54	58.30	87.84	10	97.84
HBS	28.6	60	88.6	8	96.6
Enterprise	28.04	59.99	88.03	5	93.03

- 3.4 The results of the evaluation process for the Electrical maintenance contracts are indicated below, as can be seen taking into account the marks for the notional tender price, the marks for quality and the interview stage, Picow Building Services were positioned first for both the Widnes and Runcorn contracts. The prices submitted by Picow represent a saving of circa 10% over current prices, giving a potential saving of circa £50,000 per annum.

Lot 3 Electrical Widnes

Contractor	Quality score	Price score	Total score Stage 1	Stage 2 interview/ site visit	Final score
Picow	28.38	60	88.38	9	97.38
Intergral	28.85	50.62	79.47	7	86.47

Lot 4 Electrical Runcorn

Contractor	Quality score	Price score	Total score Stage 1	Stage 2 Interview/ site visit	Final score
Picow	28.38	60	88.38	9	97.38
Intergraj	28.85	47.88	76.73	7	83.73

- 3.5 The results of the evaluation process for the Building maintenance contracts are indicated below, as can be seen taking into account the marks for the notional tender price, the marks for quality and the interview stage, Enterprise were actually positioned first for both the Widnes and Runcorn contracts with Picow positioned second.

Lot 5 Building Widnes

Contractor	Quality score	Price score	Total score Stage 1	Stage 2 Interview/ site visit	Final score
Enterprise	27.99	60	87.99	5	92.99
Picow	26.9	53.27	80.17	8	88.17
Intergral	29.32	50.79	80.11	8	88.11

Lot 6 Building Runcorn

Contractor	Quality score	Price score	Total score Stage 1	Stage 2 Interview/ site visit	Final score
Enterprise	27.99	60	87.99	5	92.99
Picow	26.9	53.27	80.17	8	88.17
Intergral	29.32	50.79	80.11	8	88.11

- 3.6 There are a number of reasons why we wish to appoint the second placed contractor rather than Enterprise who are our current providers. Since the procurement process commenced there have been a number of issues with Enterprise which have given us serious cause for concern. They have gone through some form of internal reorganisation which has resulted in a change of personal and office location, the service now being delivered out of the Chester & Cheshire West offices. The level of service being delivered by them during this period has deteriorated significantly which has been raised in numerous meetings with no significant improvement. There has been a major problem with the invoicing side of their business due to their excessive use of sub contractors, which has caused us great difficulty with budgeting. The cost of their quoted work seems to have become excessively high, and we are aware that there have been issues with payments to sub contractors within their supply chain.
- 3.7 Some other issues which have caused us concern is the fact that within their submission document they claimed that no sub contractors would be used, they also claimed to be using the latest type of modern IT technology within their work processes. Following the interview stage it became evident that neither of these were correct and we felt that their submission had been misleading
- 3.8 It is for the above reasons that we strongly recommend that the building maintenance contracts are awarded to Picow. The prices submitted by Picow still represent a saving of circa 9% over current prices, giving a potential saving of circa £18,000 per annum.

4.0 POLICY IMPLICATIONS

- 4.1 There are no real policy implications with regards the awarding of these contracts, the procurement process has been undertaken in accordance with the Council's procurement policy having gone through the process to ensure we are obtaining best value.

5.0 OTHER IMPLICATIONS

- 5.1 The awarding of these contracts will ensure that we continue to deliver best value in terms of the maintenance works undertaken on the Council's property portfolio.
- 5.2 The rates offered in these contracts represent an average saving of 8.8% which in monetary terms represent an efficiency saving of circa £93,000 per annum.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

The awarding of these contracts will ensure that best value is obtained with regards maintenance of the Authorities Educational establishments.

6.2 Employment, Learning and Skills in Halton

None

6.3 A Healthy Halton

None

6.4 A Safer Halton

None

6.5 Halton's Urban Renewal

None

7.0 RISK ANALYSIS

The risk associated with awarding the building contracts to Enterprise is that the poor level of service which has been delivered over recent months is likely to continue which may impact on the

8.0 EQUALITY AND DIVERSITY ISSUES

All maintenance works undertaken as part of these contracts will be done so in a manner to ensure there is no negative impact on the above issues. The DDA regulations will be complied with throughout.

9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

None under the meaning of the Act.

REPORT:	Executive Board Sub Committee
DATE:	29 th March 2012
REPORTING OFFICER:	Strategic Director Policy and Resources
SUBJECT:	ICT Capital Programme 2012/13
PORTFOLIO:	Resources
WARDS:	Borough Wide

1.0 PURPOSE OF REPORT:

The Purpose of the report is to propose a spending profile for the 2012/2013 ICT Capital Programme. The Council allocated capital resources to support its ICT infrastructure as part of the overall budget considerations on 7th March 2012.

2.0 RECOMMENDED: The board supports the spend profile for 2012/13 as outlined in paragraph 4.1.

3.0 BACKGROUND:

- 3.1 The objectives of this technology and support strategy continue to be the enhancement and support of the Council's vision for the development of secure and compliant cloud based services and together with the continued support for the corporate strategy in its requirement for flexible and agile work space.
- 3.2 The strategy will be to continue to develop the three fundamental areas required by service users essential for gaining access to council services, its systems and key data sets from any location.
- 3.3 The three areas consist of the Data Support Environment (Data Centre – Server & Digital Storage), the Network (Wireless or Wired), and the Desktop Access solutions that encompasses the phone systems as well as the Web, Intranet and the devices upon which officers and members need to access internal systems in a secure manner.
- 3.4 This strategic programme objective enables the continued development of such access and the route of access to the Council's most important asset, its data.
- 3.5 A clear focus upon resilience will remain crucial, by continuing to develop upon the authorities multi-site data centre solution. This not only enables

data replication, disaster recovery and business continuity services, but also focusses on commercial income opportunities by hosting services for other organisations, schools and commercial bodies. This is supported by innovative remote access solutions that enable secure routes to these data services and leading edge systems.

- 3.6 The network will continue to be developed with enhancements to the main wired infrastructure, as well as the growing wireless requirements within the office environment and public areas such as the libraries and direct link offices.
- 3.7 The desktop Access solution is an ever changing environment as technology enables mobility and the use of new and innovative technologies, such as the tablet device and the smaller, thinner more powerful laptop devices replacing static desk based solutions
- 3.8 Previous strategies formed the foundation for the centralisation of data, remote access and data security. The next 12 months will see extended data capacity, data retention and data and server management solutions in the form of SharePoint and the development of a SharePoint based Intranet enabling a greater level of interactive services to be developed online.
- 3.9 Again developments such as these will form the foundation for the new public service interfaces with innovative developments starting to be developed utilising the authorities' in-house CRM solution and Web based services as this system grows and continues to prove its value.
- 3.10 Finally the unification of communication solutions that will encompass mobile phone, tablet and desk based systems such as Lync, Office 2010 and the platform Windows 7/Apple Technologies are starting to become important enablers of not only the new user experience but the authority's procedural change and efficiency objectives.

4.0 SUPPORTING INFORMATION

- 4.1 The current capital programme allocation 2012/13 is £1,100,000; it is recommended that this allocation be split across the 3 key infrastructure areas outlined below:

Data Support Infrastructure	£447,000
Network	£263,000
Desktop Access Solution	£385,000

4.5 Each aspect of this strategy is reported against and monitored by the ICT Strategy Board, Chaired by the Strategic Director Policy and Resources and kept under review at fortnightly briefing meetings with the Executive Board Portfolio Holder for the service area.

4.6 All projects and spend within the programme are monitored monthly in conjunction the Finance Team and procurement processes follow the advice provided by the Procurement Team within the framework set out in the Council's Constitution.

4.7 A 6 month progress report will also be submitted to this board.

5.0 OTHER IMPLICATIONS

5.1 The Council has made financial provision with its Capital Programme 2012/13 for projects which support the maintenance and development of its ICT infrastructure.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and young people in Halton

All of the council's priorities are supported by effective and efficient ICT systems. The continued investment in ICT will ensure this will continue.

6.2 Employment, learning and skills in Halton

All of the council's priorities are supported by effective and efficient ICT systems. The continued investment in ICT will ensure this will continue.

6.3 A healthy Halton

All of the council's priorities are supported by effective and efficient ICT systems. The continued investment in ICT will ensure this will continue.

6.4 A safer Halton

All of the council's priorities are supported by effective and efficient ICT systems. The continued investment in ICT will ensure this will continue.

6.5 Halton's urban renewal

All of the council's priorities are supported by effective and efficient ICT systems. The continued investment in ICT will ensure this will continue.

7.0 Risk analysis

7.1 The consequence associated with delays in maintenance and replacement can cause significant problems to individual directorates and their ability to operate front line services when systems or the support infrastructure fails.

7.2 Disaster recovery arrangements are in place and remain a clear and continuous focus for the department.

8.0 Equality and diversity issues

8.1 There are no equality and diversity issues associated with this report.

9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

9.1 There are no background papers under the meaning of the act.

REPORT TO:	Executive Board Sub Committee
DATE:	29 th March 2012
REPORTING OFFICER:	Strategic Director, Communities
PORTFOLIO:	Neighbourhood, Leisure & Sport
SUBJECT:	Community Centres Service Scale of Charges
WARD(S)	Borough-wide

1.0 **PURPOSE OF THE REPORT**

1.1 To set out the proposed admission charges for 2012/13 for Community Centres.

2.0 **RECOMMENDATION: That the charges in the attached appendix be approved.**

3.0 **SUPPORTING INFORMATION**

3.1 The proposed charges for 2012/13 are contained within the attached appended document.

4.0 **POLICY IMPLICATIONS**

4.1 None identified.

5.0 **FINANCIAL IMPLICATIONS**

5.1 These are contained within the appended document.

6.0 **IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

6.1 **Children & Young People in Halton**

The Council's charging policy operates in favour of children and young people by offering lower charges to encourage participation and the constructive use of leisure time.

6.2 **Employment, Learning & Skills in Halton**

Community Centres provide neighbourhood bases to access adult learning and skills opportunities. There are many volunteering opportunities for local residents to participate and improve employability skills.

6.3 **A Healthy Halton**

Active participation in community centre activities is a key pillar of the boroughs health strategy to reduce the incidence of chronic illnesses caused by poor lifestyle choices.

6.4 **A Safer Halton**

Constructive and diversionary activities offered in this area impact on anti social behaviour and contribute to a safer Halton.

6.5 **Halton's Urban Renewal**

Community centres contribute to the urban environment. In 2012 Castlefields will have a new community centre as part of the overall regeneration programme.

7.0 **RISK ANALYSIS**

7.1 Income from charges is part of the council's overall budgeting strategy. Income generation is key to supporting future sustainability.

8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 The Council's charges are structured and are at a level designed to enable the use of services by everyone in the community irrespective of individual circumstances. The new level of charges have, been set at a level which continues to facilitate this.

9.0 **LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

None under the meaning of the Act.

APPENDIX 1

PROPOSED SCALE OF HIRE CHARGES 1st April 2012 – 31st March 2013

COMMUNITY CENTRES
Castlefields/Ditton/Grangeway/Murdishaw/Upton

1. COMMUNITY GROUPS

		Rate 11-12	Rate 12-13	£ Increase	% Increase
Hall	Per hour	£7.60	£7.75	£0.15	2%
Small Room	Per hour	£2.75	£2.80	£0.05	2%
Large Room	Per hour	£4.25	£4.35	£0.10	2%
Stage	Per hour	£2.75	£2.80	£0.05	2%
Kitchen	Per hour	£2.15	£2.20	£0.05	2%
Cafeteria	Per Hour	£4.25	£4.35	£0.10	2%

Block Bookings

Less 5 % in respect of 10 or more bookings made at any one time.

Free Lettings

Only by the agreement of the Operational Director

2. PRIVATE and COMMERCIAL GROUPS

- Kitchen Hire VAT (15%) applies
- The above charges increase by 25% AND 50% respectively and for weekend hire
- Performing Rights – 5% of the total booking charge (excluding any discount).

3. OTHER

- Sports Hall fees at Upton Community Centre for block booking and Casual will be aligned to be the same charge from £25-£29 and 12.50- 14.50 for Juniors
- Secondary spend costs such as Community Café menu prices will be agreed to reflect local and social demographics.
- The Leisure card has increased from £2-£4 this entitles holders of the card to concessions on some centre based activity sessions

NOTES FOR GUIDANCE OF APPLICANTS**1. Payment of Charges (Private and Casual Bookings)**

A Non Returnable deposit of 25% of the charge shall be paid in advance and the balance must be paid prior to use.

2. Preparation and Tidying Up

The hours booked must cover the use of the Centre by organisers for any preparatory work required prior to the function and for tidying up afterwards.

REPORT TO: Executive Board Sub Committee

DATE: 29th March 2012

REPORTING OFFICER: Strategic Director, Communities

PORTFOLIO: Environmental Sustainability

SUBJECT: Review of Fees and Charges – Environmental Health

WARD(S) Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 To present to the Executive Sub Committee Board the proposed increases in fees and charges for the Environmental Health service within the Environmental, Public Health and Health Protection Division.

1.2 To set out two new proposed charges for 2012-13

2.0 RECOMMENDATION: That the proposed fees and charges be agreed.

3.0 SUPPORTING INFORMATION

3.1 The existing fees and charges have been uplifted by 2.0% in accordance with the approved inflationary allowances allocated by the Council.

3.2 The schedule in the attached Appendix includes a number of statutory fees that may increase during the coming financial year and Members are asked to agree to these increases as they occur.

3.3 Two new charges are proposed for 2012-13

- A charge of £70.83 plus vat will be made for Border Agency Accommodation inspections. The charge will be applied to applicants for migration into the country. The UK Border Agency request an environmental health inspection to ensure that proposed accommodation in the UK is fit for habitation and not overcrowded. 9 such inspections were carried out from April 2011 to date.
- A charge of £125 plus vat will be applied to any person seeking to reclaim sound equipment that has been seized under the Noise Act 1996. There is a statutory basis for this

charge. 4 seizures took place from April 2011 to date and there is one pending.

4.0 **POLICY IMPLICATIONS**

4.1 None identified.

5.0 **FINANCIAL IMPLICATIONS**

5.1 These are contained within the report.

6.0 **IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

6.1 **Children & Young People in Halton**

None identified.

6.2 **Employment, Learning & Skills in Halton**

None identified.

6.3 **A Healthy Halton**

None identified.

6.4 **A Safer Halton**

None identified.

6.5 **Halton's Urban Renewal**

None identified.

7.0 **RISK ANALYSIS**

7.1 None identified.

8.0 **EQUALITY & DIVERSITY ISSUES**

8.1 There are no Equality and Diversity implications arising as a result of the proposed action.

9.0 **LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

There are no background papers under the meaning of the Act.

ENVIRONMENTAL INFORMATION

Charges will apply subject to and in compliance with current statutory regulations

		Current 2011-2012 £	Proposed 2012-2013 £
The basis for charging is:			
1	Where the information already exists in the format requested:		
	Admin Charge - Charge inclusive of copying of first sheet.	10.20	10.40
	A4 –per subsequent sheet.	0.45	0.46
	A3 - per subsequent sheet	0.70	0.71
	A2 –per subsequent sheet	1.40	1.43
	A1 - per subsequent sheet	5.75	5.87
2	Where assistance is required from Council staff to either extract interpret, or describe material, the staff time is charged at an hourly rate given below:		
	Manager	106.00	108.12
	Professional Staff	89.00	90.78
	Admin. Support	53.50	54.57
	Typing Fees (hourly rate)	49.00	49.98
	(Minimum Charge – Half an Hour for above 4 items)		
Charges above are subject to VAT.			
	Postage	At Cost	At Cost

**REQUESTS FOR ENVIRONMENTAL INFORMATION
ENVIRONMENTAL PROTECTION ACT**

For Commercial enquiries i.e. not schools, residents or bona fide student research

		Current 2011-2012 £	Proposed 2012-2013 £
1	List of authorised part “B” Processes	40.00	40.80
2	List of authorised part “A” Processes	41.00	41.82
	(Available separately from the Environment Agency)		
3	Copy of Application for Authorisation from file (per document)	25.00	25.50
4	Supplying a hard copy of the air quality review and assessment to commercial undertakings	25.00	25.50
5	Assistance from Council Staff to extract, Interpret or describe above material	27.00	27.54
OTHER INFORMATION			
1	One months data from pollution monitoring station	340.00	346.80
2	Three months data from pollution monitoring station	927.00	945.54
3	Six months data from pollution monitoring station	1,327.00	1,353.54
4	Supplying a copy of consultants report	41.00	41.82

Charges will apply subject to and in compliance with current statutory regulations

ENVIRONMENTAL HEALTH SERVICES CHARGES

		Current 2011-2012 £	Proposed 2012- 2013 £
1	Condemned Food Certificates		
	(i) Charges under £5 to be waived. Maximum certificate charge – £220.00	5% of Total Value	5% of Total Value
	(ii) The fee charged will be increased by the cost of any fees paid out for the specialised disposal of food.	At Cost	At Cost
2	Certification of Food Products for Export		
	- Certificates requiring signature	57.00	58.14
	- Other documents requiring stamp	6.75	6.89
3	Kennelling of Dogs		
	(i) Reclaiming of Stray Dogs	As agreed with Strategic Director Communities	
	(ii)* Collection of Dogs from repossessed premises	74.50	75.99
	(iii) Transportation of non seized animals i.e. dogs/cats to kennels or other premises	74.50	75.99
4	EPA Authorisation		
	- Application (Statutory Fee)	Set by law	Set by law
	- Renewal (Statutory Fee)	Set by law	Set by law
5	Disclosure of Information		
	(i) Information obtained under the Health and Safety at Work Act 1974 Etc.	126.50	129.03
	(ii) Voluntary Disclosure of Information	106.50	108.63
	<i>(Plus Photocopying Charge of 50p per Sheet)</i>		
6	Acupuncture, tattooing, Ear Piercing and Electrolysis Establishments		
	(i) Registration fee	98.00	99.96
	(ii) Additional Individual Operator Registration	31.00	31.62
7	Border Agency Accommodation Inspections	New Charge	70.83
8	Return of Seized sound equipment (Noise Act 1996)	New Charge	125.00

Charges will apply subject to and in compliance with current statutory regulations

Note

Charges subject to VAT where applicable

REPORT TO: Executive Board Sub Committee

DATE: 29th March 2012

REPORTING OFFICER: Strategic Director, Children & Enterprise

PORTFOLIO: Children, Young People and Families

SUBJECT: Waiver of Procurement Process for
Company Delivering Level 3 & 4, Children &
Young People's Workforce Qualification

WARDS: Borough Wide

1.0 PURPOSE OF THE REPORT

- 1.1 To request the suspension of the relevant Procurement standing orders (4.1; 4.2 & 4.3) under the exceptional circumstances set out in this report, which places a requirement on the Council to tender or obtain 3 quotes for services set up with external providers.

2.0 RECOMMENDATION: That

- 1 in light of the exceptional circumstances set out below, for the purpose of Procurement standing orders 4.1, 4.2 and 4.3 be waived on this occasion in order to extend existing contracts with Heirs and Graces Childcare Training Solutions for the provision of delivering Level 3 & 4 Qualifications for the Children & Young People's Workforce; and**
- 2 the Strategic Director, Children and Young People be authorised, in conjunction with the portfolio holder for Children Young People and Families, to enter into the above contracts for one year from April 2012 to the end of March 2013.**

3.0 SUPPORTING INFORMATION

- 3.1 Children & Enterprise have a clear commitment to raising the level of qualification and expertise in our Early Years workforce. This closely links to meeting our targets of expansion of free entitlement to fund placing of vulnerable two year olds for 10 hours (soon increasing to 15 hours) education and care.
- 3.2 The numbers of our workforce need to be increased dramatically to meet this target (we currently fund 100 two year old places/term and this needs to increase to 500 places by September 2013 and 1,000 by 2014.) As a result we need to increase the numbers entering our workforce and also the level of qualification (minimum Level 3).

- 3.3 An increasingly skilled workforce will improve outcomes for children across all our Early Years Sectors.
- 3.4 The up skilling of the work force has been and continues to be a major target for our Early Years strategy. As such, the procurement process was adhered to strictly last year. The result of this procurement process was that the training provider, Heirs and Graces, were awarded the contract to deliver the level 3 & 4 Qualification. Many colleagues started studying a 2 year course with this company last year and are continuing this year. As we are confident in the quality of the training being delivered; the flexibility of start dates; good levels of communication with the provider and consistency of approach and quality, it is essential that we continue to use the training delivered by this provider. As we had been through this process last year our understanding was that the procurement process had been completed and that we could continue with the same provider this year.
- 3.5 Based on the above understanding, we now have 30 colleagues who have applied and have been notified that they have been accepted on the course. The provider is in the process of registering the colleagues and has allocated places to start. A large amount of our workforce development budget has been allocated for funding this qualification from the 2011/12 budget. If this waiver was not successful, £60,000 of funding earmarked for the training of our Early Years work force would be forfeited. Crucially this also impact upon the number of early years practitioners that we would be able to fund next year, limiting our opportunity to train more of our colleagues to a higher level. As a consequence this would have a detrimental impact on our ability to provide places for our vulnerable two year olds and potentially impinge on availability of the workforce to support the 3 & 4 year old Nursery Education Grant (NEG) funded places.
- 3.6 Colleagues who are dedicated and keen to continue their studies to improve outcomes for children may leave the workforce or become disheartened and choose not to continue further study.
- 3.7 We also risk the current effective relationship with our existing provider, who has been consistent in delivering high quality training.

4.0 BUSINESS CASE FOR WAIVING STANDING ORDERS

4.1 Value for money and Competition

Having followed the procurement process last year, Heirs and Graces were awarded the contract following a number of considerations including value for money. The cost of the course has not increased since last year and clearly presents value for money backed up with proven, quality training. Alternative competitors were considered last

year, but this provider was deemed the most competitive. Having colleagues already working with this provider now has additional benefits as a result of the links already established and students who can 'buddy' and mentor colleagues now undertaking this qualification using similar routes. If another competitor were to be found, these benefits would be lost. As a collaborative workforce, we aim to support peer mentoring wherever possible as it has positive effects for both the work force and the children that they support.

4.2 Transparency

In order to ensure transparency, it is proposed that the service provider will continue to liaise closely with Early Years Improvement officer and the Two Year Old Funding Officer, to ensure that standards and quality of training are maintained. Results and details of applicants completing the qualification and continuing onto higher qualifications are also shared. Colleagues from the work force who have studied with this trainer complete evaluation forms detailing the quality and significance of impact this training is providing.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 Children and Young People in Halton:

Meeting the needs of our early years children and their families is crucial. This includes providing quality places for 3&4 year olds on the NEG grant funding and also meeting the increasing numbers of vulnerable two year olds who need to be placed in high quality provision. Whilst all children need quality early years provision, the vulnerable nature of some our families require even more highly experienced practitioners. This can only be achieved through our on-going commitment to providing quality trainers delivering high level training, so that our workforce are able to support our young children and their families.

5.2 Employment, Learning and Skills in Halton:

The provider will directly support practitioners to gain new knowledge and skills particularly relating to children and young people. Improved levels of qualifications increases the work forces confidence, self esteem and employability. This often in turns leads to an increased desire to continue developing skills and many of the practitioners continue to study obtaining foundation and full degrees. Improving standards amongst the workforce improves a practitioners ability to develop children's skills and the knowledge and expertise to initiate Early Help when necessary. Many of our practitioners are Halton residents as well as Halton employees.

5.3 A Healthy Halton:

Increased confidence, value and self worth improves the emotional health and well being of our work force. This provider values the dedication of colleagues and supports them in their learning. The courses also link directly with providing healthy lifestyles for children and developing awareness of multi agency health professionals and services that can support Halton's community.

5.4 A Safer Halton:

This provider is committed to the safe guarding of adults and their training provides extensive information regarding children's safety. Information is provided includes strategies to keep children safe and the multi-agency links can support practitioners in keeping Halton's children, young people and adults safe.

5.5 Halton's Urban Renewal:

None.

6.0 RISK ANALYSIS:

- 6.1 The current training provider was expected to continue providing training for our Level 3 & 4 qualification. Should the waivers not be agreed, the services will not be provided; there will not be time to source an alternative (quality assured) provider and the £60,000 of funding earmarked for the up skilling of the Early Years work force will be lost.
- 6.2 30 practitioners will be informed that the funding for the qualification will not be available and that they will not have a course place. This will lead to an increasingly demoralised workforce impacting on the quality of provision available for our young children.
- 6.3 The opportunity to provide higher level training for our colleagues will have been lost and will impact negatively on the numbers that we are able to offer training to next year.
- 6.4 Good will and quality working relationships with our external training provider could be lost. This could impact on our Early Years colleagues already working towards their qualifications. Opportunities for peer mentoring and networking with other early years members will be lost.
- 6.5 This may lead to the Council being unable to fulfil its statutory duty to place vulnerable two year olds in quality early years provision. Failure to have this service in place may lead to already vulnerable families being placed under increased pressure.

The key risks/opportunities associated with the proposed action and an outline of the key control measures proposed in relation to these

risks should be included.

A statement must be made as to whether proposals are so significant as to require a full risk assessment. If a full risk assessment is required, please describe high risk areas and control measures. (NB all key decisions automatically fall into this category of requiring a full risk assessment.)

7.0 EQUALITY AND DIVERSITY ISSUES:

If we are unable to fund the training for our Early Years practitioners within this financial year this would lead to inequalities of opportunity. In previous years colleagues have been funded. If we are unable to honour our current commitment there is a potential for discrimination.

8.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

None under the meaning of the Act

REPORT TO: Executive Board Sub Committee

DATE: 29th March 2012

REPORTING OFFICER: Strategic Director, Children and Enterprise

PORTFOLIO: Children, Young People and Families

SUBJECT: The Enterprise Game

WARDS: Borough Wide

1.0 PURPOSE OF THE REPORT

To seek agreement for the implementation and delivery of The Enterprise Game Business Plan April 2012 – April 2015, as recommended by The Enterprise Game Business Group. An Executive summary of the Business Plan is set out in Appendix 1

2.0 RECOMMENDATION:

- 1) To approve the implementation and delivery of the Enterprise Game Business Plan April 2012-April 2015; and**
- 2) To advise on next steps for approval to Executive Board Sub Committee or Executive Board.**

3.0 SUPPORTING INFORMATION

- 3.1 The Enterprise Game is a learning resource that assists education professionals in the teaching and training of employability, business, and enterprise. The Enterprise Game also supports and enriches a number of other areas of the national curriculum such as literacy and numeracy
- 3.2 In 2005 Halton Borough Council purchased all rights and trademarks associated with The Enterprise Game and protected its intellectual property rights across Europe.
- 3.3 To date, the council has sold close to 5000 games. Income from game sales has met production and distribution costs. Income has also been reinvested into the development of the Game.
- 3.4 The Halton Education Business Partnership (HEBP) has managed The Enterprise Game since 2005. Following a restructure of HEBP The Enterprise Game Business Group was established to manage the future strategic direction of the Game.

Membership to the Enterprise Game Group is as follows:

- Wesley Rourke, Operational Director, Employment, Enterprise & Property
- Lorraine Cox, Head of Procurement
- Rob Barnet, Group Solicitor
- Sue Houghton, Finance officer
- Simon Clough, Divisional Manager, Post 16 (14-19 Entitlement)
- Emma Mellor, Manager, Halton Education Business Partnership

3.5 Once established, The Enterprise Game Business Group was tasked with:

1. investigating the future commercial viability of the Enterprise Game;
2. exploring future development options for the legal entity of Enterprise Game business; and
3. Planning how the Enterprise Game could secure £25,000 net savings for the Council in 2012-2013.

3.6 Recommendations from The Enterprise Game Business Group led to the development of The Enterprise Game Business Plan 2012-2015.

The Business Plan sets out the business case to continue to sell The Enterprise Game in the UK, as a valuable education resource that promotes Halton and contributes towards the Councils planned efficiency savings.

The Business Plan also sets out plans to investigate the long term development of The Enterprise Game. Investigation will include research into the commercial viability of the product in the international market and consideration of the various options for the future legal entity of the product.

3.7 Below are sales and associated financial projections that have been calculated using full cost recovery as agreed with HBC Financial Services:

Year 1 (April 2012-2013)

Projected games sales	2000
Surplus income over expenditure	£28,000

Year 2 (April 2013-2014)

Projected game sales	3300
Surplus income over expenditure	£40,000

Year 3 (April 2014-2015)

Projected game sales	4650
Surplus income over expenditure	£58,000

A more detailed income & expenditure profile is set out in The Executive Summary of the business plan (Appendix 1)

3.8 Sales projections detailed in the Enterprise Game business Plan are informed by:

- a gaps analysis exercise mapping where previous sales have been made and identification of areas with no sales made;
- an analysis of cost and competitors costings;
- The Enterprise Game being an established and successful product;
- positive feedback from existing customers;
- the number of returning customers;
- existing demand and orders pending for the product;
- previous sales figures showing schools as the game's leading customer;
- increased autonomy for schools in delivery and budgeting around enterprise & employability learning; and
- the added value of the Enterprise Game relating to the curriculum as a whole and relating learner activities & resources.

Increased sales projections in years two (2013-2014) and three (2014-2015) of the business plan are anticipated as a result of:

- increased investment in Independent Sales Representatives (ISRs);
- increased investment in the development of the product and better value for cost; and
- Increased numbers of returning customers.

The Enterprise Game sales strategy can be found in Appendix 2

4.0 POLICY IMPLICATIONS

The Enterprise Game supports the Government's *Opening Doors, Breaking Barriers: A Strategy for Social Mobility April 2011*

The planned removal of the KS4 entitlement to work related learning will change the way schools teach about employability, business and enterprise. There is an opportunity for this to increase The Enterprise Games potential customer base as schools identify alternative methods for teaching these subjects.

5.0 OTHER IMPLICATIONS

- 5.1 Income projections demonstrate that income from sales of The Enterprise Game will contribute to Council efficiency savings over the life of the Business Plan.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

The Enterprise Game will enhance the quality of service provided to Children and young people in Halton.

6.2 Employment, Learning and Skills in Halton

The Enterprise Game will contribute to preparing Halton's children and young people for their adult working lives and will encourage a culture of enterprise in the future Halton workforce.

6.3 A Healthy Halton

6.4 A Safer Halton

6.5 Halton's Urban Renewal

6.6 Corporate Effectiveness and Business Efficiency

The implementation of The Enterprise Game Business Plan will contribute to the Council's additional priority by enhancing business efficiency.

7.0 RISK ANALYSIS

7.1 Financial Risks

- 7.2 If the Council fails to achieve any sales the financial cost of stock and other resources will be £15,000 in the first year (April 2012- April 2013). The £15,000 risk to the Council takes into account:

Sales Officer time	£6200
200 stock of Enterprise Games	£1600
Storage costs for games	£1000
Training for sales staff	£500
Laptop & IT	£700
Travel costs	£1000
Hotel & accommodation costs	£2000
Marketing & exhibition costs	£2000

£15,000

This risk is judged to be acceptable set against the projected benefits to the Council

7.3 Staff Risks

7.4 The Enterprise Game Business Plan sets out a sales strategy that is dependent on recruiting Independent Sales Reps (ISRs) that are specialists in the education marketing and sales sector. There is a risk associated with being unable to recruit a suitable Independent Sales Rep.

7.5 A greater focus will be applied to alternative methods of marketing as outlined in the marketing strategy, and Halton Education Business Partnership staff will fulfil the ISR role whilst recruitment for a suitable candidate continues.

The Enterprise Game marketing strategy can be found in Appendix 3

7.6 Procurement Risks

7.7 There is an opportunity to identify new suppliers to The Enterprise Game with the support of the HBC Procurement Division. This could also pose a risk to the Enterprise Game if new suppliers cannot be found.

7.8 Although there are currently no contractual arrangements with previous suppliers to The Enterprise Game, the suppliers are still available to meet supply requirements.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 The Enterprise Game is available to a wide age range of learners and is suitable for mixed ability learners. The Enterprise Game therefore promotes equality and diversity, in particular by educating learners from low socio economic backgrounds about employability, business and enterprise.

9.0 REASON(S) FOR DECISION

9.1 This report seeks to gain approval of Executive Board to implement the Enterprise Game Business Plan which provides the opportunity to gain an income stream through game sales to contribute to Council Savings.

10.0 ALTERNATIVE OPTIONS CONSIDERED

10.1 Options to cease production or franchise the Enterprise Game have been considered and rejected at this stage in favour of implementation of business plan. This will enable the Enterprise Game Group to test

the market and identify the true value of the product whilst giving further consideration to future potential for securing a profitable return on the product.

11.0 IMPLEMENTATION DATE

11.1 April 2012

12.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

	Document	Place of inspection	Contact Officer
12.1	The Enterprise Game Business Plan	Halton Education Business Partnership	Emma Mellor
12.2	Opening Doors, Breaking Barriers	Halton Education Business Partnership http://www.dpm.cabinetoffice.gov.uk/sites/default/files_dpm/resources/opening-doors-breaking-barriers.pdf	Emma Mellor
12.3	Corporate Charging Policy	Procurement Division	Lorraine Cox

APPENDIX 1

Executive Summary

The Enterprise Game Business Plan 2012-2015

1.0 The Purpose of The Enterprise Game Business Plan

To set out the business case to continue to sell the Enterprise Game as a valuable educational resource that promotes Halton, and provides an income stream as set out in the full business plan 2012 -2015.

2.0 The Enterprise Game Business Plan

2.1 Halton Borough Councils Education Business Partnership and The Enterprise Game Business Group have developed the business plan.

Membership to the Enterprise Game Business Group is as follows:

- Wesley Rourke, Operational Director, Employment, Enterprise & Property
- Lorraine Cox, Head of Procurement
- Rob Barnet, Group Solicitor
- Sue Houghton, Finance officer
- Simon Clough, Divisional Manager, Post 16 (14-19 Entitlement)
- Emma Mellor, Manager, Halton Education Business Partnership

2.2 The Enterprise Game business plan consists of 22 sections that review and define the future direction of the Enterprise Game project.

1. The Business name
2. The Enterprise Game business & service
3. The background to the Enterprise Game
4. Playing The Enterprise Game
5. Teaching The Enterprise Game - the resource package
6. The benefits of The Enterprise Game
7. The unique selling point of the Enterprise Game
8. The selling price of The Enterprise Game
9. The Enterprise Game sales history & customers

10. Customer Information
11. Suppliers to The Enterprise Game
12. The lifecycle of The Enterprise Game
13. Legal matters
14. Competitors to The Enterprise Game
15. Strengths & opportunities to The Enterprise Game
16. Weaknesses & threats to The Enterprise Game
17. The Enterprise Game business aims & objectives
18. The product development of The Enterprise Game
19. The Enterprise Game staff team
20. Sales strategy for The Enterprise Game
21. Marketing strategy for The Enterprise Game
22. Procurement requirements
23. Financial projections 2012-2015

3.0 The Enterprise Game

- 3.1 The Enterprise Game is a teaching resource that assists education professionals and training providers in the teaching and learning of employability, business, and enterprise as well as supporting and enriching the whole of the national curriculum
- 3.2 The Enterprise Game resource includes a board game and website that provides a library of additional teaching aids, instruction, and teacher/ trainer resources.
- 3.3 There are primary and secondary versions of The Enterprise Game making the product suitable for a diverse range of learners from key stage 2 to MBA students at university. The product is also suitable for lifelong learning and training purposes

4.0 The Background to the Enterprise Game

- 4.1 The Enterprise Game is a longstanding educational product that dates back to 1987. The game was available through 'Training Packages LTD' and was sponsored by shell
- 4.2 Halton Borough Council purchased all rights and trademark of The Enterprise game in 2005.
- 4.3 The Halton Education Business Partnership updated and modified the game as well as developing the website and library of resources in 2006

5.0 Sales History

- 5.1 The selling price of the Enterprise Game is £80 per unit. This provides the customer with a board game and website password that gives access to the Enterprise Game website. All additional teaching and training resources can be accessed via the website. These include a variety of lesson plans and teaching activities such as balance sheet lesson plans for KS3 & 4, and Enterprising Cupcake activities for KS2 etc.
- 5.2 To date, the council has sold close to 5000 games. Income from game sales has met production and distribution costs. Income has also been reinvested into the development of the Game.

The sales breakdown of the Enterprise Game is detailed below:

- Schools 61%
- Private companies 27%
- Education business organisations 9%
- Local authorities 3%

6.0 Sales Projections

- 6.1 Ambitious game sales of approximately 10,000 are projected in the Enterprise Game business plan 2012-2015. Details of surplus income that will provide an income stream for HEBP and HBC are detailed below:

- Year 1 (April 2012-April 2013) surplus income over expenditure of £28,000
- Year 2 (April 2013-April 2014) surplus income over expenditure of £40,000
- Year 3 (April 2014- April 2015) surplus income over expenditure off £58,000

A more detailed income and expenditure profile is set out in Appendix A

7.0 Risk Analysis

- 7.1 If the council fails to achieve any sales the financial cost of stock and other resources will be £15,000 in the first year (April 2012- April 2013)

To break even in year one a games sales total of 1500 will be required resulting in an income of £127,700 and expenditure of £126, 000

A more detailed breakeven profile is set out in Appendix B

8.0 The Manufacture of the Enterprise Game

- 8.1 There are no suppliers that are currently contracted to The Enterprise Game; there is an opportunity to source new suppliers with the support of HBC Procurement division and Chest system.

9.0 Legal Matters

- 9.1 The Councils intellectual property rights (IPR) associated with The Enterprise Game are protected across Europe
- 9.2 Investigation into the longer term development of The Enterprise Game and options for the legal entity of the business will be considered during the period of the business plan 2012- 2015

10.0 The Enterprise Game staff team

- 10.1 Operational day to day management of The Enterprise Game business plan will remain with The Halton Education Business Partnership. Additional strategic support and direction will be provided by The Enterprise Game Business group.

A structure chart showing The Enterprise Game staff team can be found in Appendix C

11.0 Next Steps

- 11.1 Approval by the Executive Board Sub Committee
- 11.2 Implementation of The Enterprise Game business Plan commencing April 2012

APPENDIX A

Year 1 at 10% of North West England, the Midlands and Wales						
Income						
Sales Income	Number of Schools	Games per School	Price per Game (£)	Games Sold	Total (£)	Total (£)
Secondary Schools	52	20	80.00	1040	83500	83200
Primary Schools	234	4	80.00	936	75000	74880
Special Schools	7	4	80.00	28	2500	2240
			Total	2004	161000	160320
				Total Income (£)	161000	160320
Expenditure						
Game Production & Delivery	Note		Cost per Game (£)	Games Ordered	Total (£)	Total (£)
Production & Delivery of Secondary Games	Ordered in batches of 100		7.99	1100	9000	8789
Production & Delivery of Primary Games	Ordered in batches of 100		8.39	1000	8500	8390
Production & Delivery of Special Games	Ordered in batches of 100		8.39	100	1000	839
Storage of Secondary Games	Fixed cost annually				1000	1000
Storage of Primary Games	Fixed cost annually				1000	1000
Storage of Special Games	Fixed cost annually				1000	1000
Packing for Secondary Games	£1.69 per packing box		0.17		500	176
Packing for Primary Games	£1.69 per packing box		0.42		500	395
Packing for Special Games	£1.69 per packing box		0.42		500	12
Distribution of Secondary Games	£13.19 per dispatch		1.32		1500	1372
Distribution of Primary Games	£13.19 per dispatch		3.30		3500	3086
Distribution of Special Games	£13.19 per dispatch		3.30		500	92
			Total	2200	28500	26152
Staff					Total (£)	Total (£)
Sales Officer (Agency)					25000	25000
20% EBP manager costs					9000	8790
5% DM costs					4000	3856
Car user allowance					1000	1000
Laptop & IT					1000	745
Travel Costs					6000	6000
Hotel & Accommodation Costs					12000	12000
General Expenses					4000	4000
Training & Development					3000	3000
Development Costs					20000	20000
Admin Costs					15000	15000
Procurement					0	0
IPR, patent licence					0	0
				Total (£)	100000	99391
Marketing Materials					Total (£)	Total (£)
Marketing Materials and Exhibition costs					5000	5000
				Total (£)	5000	5000
				Total Expenditure (£)	133500	130543
Total Income (£)		161000				
Total Expenditure (£)		133500				
Projected Profit (£)		27500				

Year 2 at 6.5% of North West England, the Midlands and Wales and 10% of Northern Ireland, Scotland and the North of England

Income						
Sales Income	Number of Schools	Games per School	Price per Game (£)	Games Sold	Total (£)	Total (£)
Secondary Schools	100	18	80.00	1800	144000	144000
Primary Schools	464	3	80.00	1392	111500	111360
Special Schools	12	3	80.00	36	3000	2880
			Total	3228	258500	258240
				Total Income (£)	258500	258240
Expenditure						
Game Production & Delivery	Note		Cost per Game (£)	Games Ordered	Total (£)	Total (£)
Production & Delivery of Secondary Games	Ordered in batches of 100		7.99	1800	14500	14382
Production & Delivery of Primary Games	Ordered in batches of 100		8.39	1400	12000	11746
Production & Delivery of Special Games	Ordered in batches of 100		8.39	100	1000	839
Storage of Secondary Games	Fixed cost annually				1000	1000
Storage of Primary Games	Fixed cost annually				1000	1000
Storage of Special Games	Fixed cost annually				1000	1000
Packing for Secondary Games	£1.69 per packing box		0.19		500	338
Packing for Primary Games	£1.69 per packing box		0.56		1000	784
Packing for Special Games	£1.69 per packing box		0.56		500	20
Distribution of Secondary Games	£13.19 per dispatch		1.47		3000	2638
Distribution of Primary Games	£13.19 per dispatch		4.40		6500	6120
Distribution of Special Games	£13.19 per dispatch		4.40		500	158
			Total	3300	42500	40026
Staff					Total (£)	Total (£)
Sales Officer (Agency)					60000	60000
20% EBP manager costs					12000	12000
5% DM costs					4000	3856
Car user allowance					2000	2000
Laptop & IT					1000	745
Travel Costs					9000	9000
Hotel & Accommodation Costs					12000	12000
General Expenses					8000	8000
Training & Development					3000	3000
Development Costs					30000	30000
Admin Costs					15000	15000
Procurement					0	0
IPR, patent licence					5000	5000
				Total (£)	161000	160601
Marketing Materials					Total (£)	Total (£)
Marketing Materials and Exhibition costs					15000	15000
				Total (£)	15000	15000
				Total Expenditure (£)	218500	215627
Total Income (£)					258500	
Total Expenditure (£)					218500	
Projected Profit (£)					40000	

Year 3 at 1% of North West England, the Midlands and Wales and 6.5% of Northern Ireland, Scotland and the North of England and 10% of East Anglia, South West and South East England

Income						
Sales Income	Number of Schools	Games per School	Price per Game (£)	Games Sold	Total (£)	Total (£)
Secondary Schools	155	18	80.00	2790	223500	223200
Primary Schools	618	3	80.00	1854	148500	148320
Special Schools	1	3	80.00	3	500	240
		Total		4647	372500	371760
				Total Income (£)	372500	371760
Expenditure						
Game Production & Delivery	Note		Cost per Game (£)	Games Ordered	Total (£)	Total (£)
Production & Delivery of Secondary Games	Ordered in batches of 100		7.99	2800	22500	22372
Production & Delivery of Primary Games	Ordered in batches of 100		8.39	1900	16000	15941
Production & Delivery of Special Games	Ordered in batches of 100		8.39	100	1000	839
Storage of Secondary Games	Fixed cost annually				1000	1000
Storage of Primary Games	Fixed cost annually				1000	1000
Storage of Special Games	Fixed cost annually				1000	1000
Packing for Secondary Games	£1.69 per packing box		0.19		1000	524
Packing for Primary Games	£1.69 per packing box		0.56		1500	1044
Packing for Special Games	£1.69 per packing box		0.56		500	2
Distribution of Secondary Games	£13.19 per dispatch		1.47		4500	4089
Distribution of Primary Games	£13.19 per dispatch		4.40		8500	8151
Distribution of Special Games	£13.19 per dispatch		4.40		500	13
		Total		4800	59000	55976
Staff					Total (£)	Total (£)
Sales Officer (Agency)					85000	85000
30% EBP manager costs					12000	12000
40% EBP Team Support					10400	10400
5% DM costs					4000	3856
Car user allowance					3000	2600
Laptop & IT					1000	745
Travel Costs					12000	11700
Hotel & Accommodation Costs					12000	12000
General Expenses					18000	18000
Training & Development					3000	3000
Development Costs					30000	30000
Admin Costs					15000	15000
Procurement					20000	20000
IPR, patent licence					5000	5000
				Total (£)	230400	229301
Marketing Materials					Total (£)	Total (£)
Marketing Materials and Exhibition costs					25000	25000
				Total (£)	25000	25000
				Total Expenditure (£)	314400	310277
Total Income (£)					372500	
Total Expenditure (£)					314400	
Projected Profit (£)					58100	

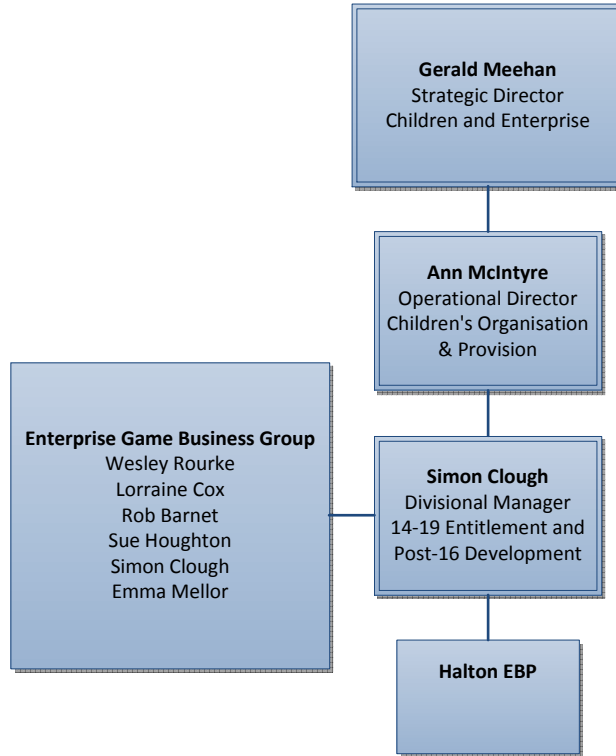
APPENDIX B

Breakeven Analysis

Year 1 at 7.9% of North West England, the Midlands and Wales					
Income					
Sales Income	Number of Schools	Games per School	Price per Game (£)	Games Sold	Total (£)
Secondary Schools	41	20	80.00	820	65600
Primary Schools	185	4	80.00	740	59200
Special Schools	6	4	80.00	24	1920
			Total	1584	126720
				Total Income (£)	126720
Expenditure					
Game Production & Delivery	Note		Cost per Game (£)	Games Ordered	Total (£)
Production & Delivery of Secondary Games	Ordered in batches of 100		7.99	900	7191
Production & Delivery of Primary Games	Ordered in batches of 100		8.39	800	6712
Production & Delivery of Special Games	Ordered in batches of 100		8.39	100	839
Storage of Secondary Games	Fixed cost annually				1000
Storage of Primary Games	Fixed cost annually				1000
Storage of Special Games	Fixed cost annually				1000
Packing for Secondary Games	£1.69 per packing box		0.17		139
Packing for Primary Games	£1.69 per packing box		0.42		313
Packing for Special Games	£1.69 per packing box		0.42		10
Distribution of Secondary Games	£13.19 per dispatch		1.32		1082
Distribution of Primary Games	£13.19 per dispatch		3.30		2440
Distribution of Special Games	£13.19 per dispatch		3.30		79
				Total (£)	21804
Staff					
					Total (£)
Sales Officer (Agency)					25000
20% EBP manager costs					8790
5% DM costs					3856
Car user allowance					1000
Laptop & IT					745
Travel Costs					6000
Hotel & Accommodation Costs					12000
General Expenses					4000
Training & Development					3000
Development Costs					20000
Admin Costs					15000
				Total (£)	99391
Marketing Materials					
					Total (£)
Marketing Materials and Exhibition costs					5000
				Total (£)	5000
				Total Expenditure (£)	126195
Total Income (£)					126720
Total Expenditure (£)					126195
Projected Profit (£)					525

APPENDIX C

Structure Chart



APPENDIX 2

The HBC Matrix system will be used to recruit agency sales officers to sell the Enterprise Game to special, primary and secondary schools.

Schools targeted will be in local authority areas that are identified as having very few or no previous sales made to their area. The areas targeted have been identified by analysing previous sales and customer data.

Sales Strategy – April 2012 – April 2013

A sales officer will target:

- 2 local authority areas in The North West
- 6 local authority areas in the Midlands
- 15 local authority areas in Wales

Sales will be secured to 10% of schools in the above area (see Appendix 13).

2004 total Game sales will be made in 2012-2013.

Sales Strategy – April 2012 – April 2014

Investment in sales officers will increase by 60% to allow for a wider area to be targeted

Sales officers will continue to target the local authority areas in The North West, The Midlands and Wales's securing sales to a further 6.5 % of schools

In addition to this sales officers will target:

- 5 local authority areas in Northern Ireland
- 13 local authority areas in Scotland
- 11 local authority areas in the North of England

Sales will be secured to 10% of schools in the above areas.

Together this will result in combined total Game sales of 3228 in 2013-2014

Sales Strategy- April 2013- April 2014

Investment in sales officers will increase by a further 65% to allow for a wider area to be covered

Sales officer will continue to target local authority areas in the North West, the Midlands, and Wales securing sales to a further 1% of schools

Sales officers will continue to target local authority areas in Northern Ireland, Scotland, and the North of England securing sales to a further 6.5% of schools

In addition to this sales officers will target:

- 4 local authority areas in East Anglia
- 10 local authority areas in South West England
- 14 local authority areas in South East England

Sales will be secured to 10 % of schools in the above areas

Together this will result in combined total Game sales of 4647 in 2014-2015

APPENDIX 3

Marketing Strategy

The Council's Education Business Partnership will work alongside HBC Communications & Marketing and HBC Procurement services to develop a marketing strategy for the Enterprise Game.

The Enterprise Game marketing strategy will incorporate:

- **The recruitment of an Independent Sales Rep (ISR)**

Halton EBP will work with HBC Procurement services to recruit an ISR who specialises in education marketing and sales. Recruitment costs are included in the financial projections that can be found on page 31.

- **The development of a group of key leads**

Key leads will be identified from new and existing networks that will assist in an area specific marketing of the Enterprise Game.

Key leads from existing networks will include:

- IEBE (Institute for Education Business Excellence) members
- Regional & national education business partnership partners
- Previous customers and supporters of the Enterprise Game
- Education professionals from other local authorities

Halton EBP will also work with HBC procurement services to procure support from specialist marketing organisations when necessary. Specialist organisations will assist with the identification of key leads. Costs associated with this service are incorporated into the marketing and development costs that are detailed in financial projections shown on page 31. Once identified the area specific key leads will introduce the ISR to potential customers in their area

- **E mail & post marketing & mailshots**

Halton Education business Partnership will work with HBC Communications & Marketing team to market the Enterprise Game via email and mailshots.

Halton EBP will also work with HBC procurement services to purchase a database from an education marketing organisation if required. The cost of the database will be covered with the marketing and development cost projections as detailed on page 31.

- **Internet marketing**

Halton Education Business Partnership will work with HBC Communications & Marketing team to market the Enterprise Game by use of the internet.

- **Social media marketing**

Halton Education Business Partnership will work with HBC Communications & Marketing team to market the Enterprise Game by use of social media.

- **Trade show & exhibit marketing**

Once recruited the ISR will market the Enterprise Game at education shows and events. Exhibiting costs are included in the marketing and development financial projections on page 31.

REPORT TO: Executive Board Sub Committee

DATE: 29th March 2012

REPORTING OFFICER: Strategic Director, Children & Enterprise

PORTFOLIO: Children, Young People and Families

SUBJECT: Waiver of Procurement Standing Orders: Citizens Advice Bureau 'IDEAL' Service

WARDS: Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 To inform members of the proposed revisions to the 'IDEAL' Service contract delivered by Halton Citizens Advice Bureau (CAB) and to seek suspension of the relevant Procurement Standing Orders, under the exceptional circumstances set out in this report, which place a requirement on the Council to tender or obtain quotes for contracts set up with external providers.

2.0 RECOMMENDATION: That

- 1. on this occasion, in the light of the exceptional circumstances set out below, for the purpose of standing order 1.8.2 (d) where compliance with Standing Orders would result in the Council having to forego a clear financial benefit, Procurement Standing Orders 4.1 be waived in order that the Council does not have to forego a clear financial benefit; and**
- 2. the Strategic Director be authorised to enter into a contract with Halton Citizens Advice Bureau in respect of the revised 'IDEAL' Service contract, in the sum of £80,000 per annum for the period 1st April 2012 to 31st March 2013, with a possible option of extension to the contract for a further one year from April 2013 to March 2014.**

3.0 SUPPORTING INFORMATION

3.1 BACKGROUND

Since 2007, Halton Citizens Advice Bureau has delivered an enhanced service (the 'IDEAL' Service) to parents and carers of younger children, funded initially

through the General Sure Start Grant and currently via the Early Intervention Grant. The service specification requires CAB to provide a dedicated advice and support service that is targeted at parents and carers with young children (0-5 years) but is open to families with children aged 0-19 where these are identified by Children's Centres/Team around the Family staff. The funding provides two general advisors (the 'Sure Start funded advice team'), whom parents/carers can access via a direct telephone line which ensures that they are prioritised or 'fast-tracked'. Service requests are submitted by Children's Centres/Team around the Family staff via a secure online system or verbally via telephone. CAB then delivers advice and support through home visits, face to face consultations at CAB offices or in Children's Centres, email or telephone. Within the service specification, the advice and support required is defined largely as meeting the debt, employment and benefits needs of parents/carers.

As part of a global revision of commissioned services' provision across the Children and Families Services Division, a review of the 'IDEAL' Service was implemented. The review included a borough-wide gaps analysis to inform the recommendations arising from this process and determined the following areas of work that are met by the CAB IDEAL Service but are not currently available through other identified service provision:

- i. Prioritisation and fast tracking for parents/carers with young children, or with children aged up to 19 where appropriate, identified and referred by Children's Centres and Team around the Family staff and partner services including Midwifery and Health Visitors.
- ii. A dedicated home visiting service for parents/carers offering advice and support with debt, benefits and employment rights, with a requirement to refer to other services as appropriate via Team around the Family and Children's Social Care colleagues.
- iii. Provision of specified budgeting talks and consumer rights and benefits awareness sessions within the community, identified in partnership with Children's Centres/Team around the Family staff teams.
- iv. Delivery of informal training sessions and provision of advice at team meetings (e.g. Children's Centres, Health Visiting Teams) and delivery of advice sessions within groups at Children's Centres.
- v. Support for parents in applying for grants, where this cannot be supported by other services such as the Carers' Centre.

Following this review, a revised service specification has been developed, comprising the following dedicated advice and support provision that:

- Delivers legal advice and support regarding debt, benefits and employment rights issues to parents and carers whose families are identified by Team around the Family staff and partner services as having additional needs and requiring targeted support;

- Delivers services in an holistic *Think Family* context which considers the needs of all family members so that these can be fully supported and entails a requirement to share concerns and refer or signpost to other services and specialist provision where appropriate;
- Prioritises parents and carers of children under 5 years but will be open to families with children of all ages as identified by Team around the Family staff members;
- Delivers a prioritised fast track service for parents and carers whose individual circumstances, following appropriate screening, are identified as requiring an urgent response in order to prevent the escalation of issues and corresponding significant negative impact upon children and young people's well-being and outcomes;
- Delivers the service from premises in both Runcorn and Widnes that are easily accessible to residents and within Halton Children's Centres;
- Offers a dedicated home visiting service to parents and carers who, following the screening process, are identified as having additional needs and requiring targeted support and whose individual circumstances meet at least one of the following criteria:
 - parents/carers are experiencing health issues, relating either to themselves or their children, which means that it is not feasible for them to access support at local premises or Children's Centres;
 - parents/carers are experiencing child care issues which means that it is not feasible for them to access support at local premises or Children's Centres;
 - parents/carers whose current organisational capacity means that it is not feasible for them to access support at local premises or Children's Centres;
 - parents/carers whose work commitments or caring commitments mean that it is not feasible for them to access support at the local premises or Children's Centres;
 - parents/carers who need to access the service outside usual office opening hours.
- Delivers the service from premises in both Runcorn and Widnes that are easily accessible to residents and within Halton Children's Centres;
- Provides budgeting talks and consumer rights and benefits awareness sessions within the community;

- Delivers informal training sessions and provides advice at team meetings of partner services (e.g. Children's Centres, Health Visiting Teams);
- Provides support for parents/carers in applying for grants, focused particularly where this cannot be supported by partner services;
- Reflects government policy changes, such as those to benefits entitlement, with a focus upon addressing identified risk factors relating to these;
- Ensures that the employment-focused aspect of the service is clearly aligned with local provision, including Halton People into Jobs' delivery of the Work Programme and linked initiatives, in order to support Halton's Child and Family Poverty agenda and maximise integrated service delivery.

The funding agreed for this contract is £80,000 per annum for a period of one year from 1st April 2012.

3.2 BUSINESS CASE

The gaps analysis undertaken as part of the review of the 'IDEAL' service has determined that withdrawal of the funding for this provision from CAB would result in the Council having to forego clear financial benefit, as detailed below:

- i. The current structure of CAB delivery provides clear financial benefits in relation to the Council's Welfare Rights Service (WRS), in a climate of extremely high demand from residents due to fundamental and wide-reaching changes to the whole benefits system including housing costs.
- ii. Existing working practices across CAB services and the Council's Welfare Rights Service (WRS) mean that, in effect, the two organisations work with different clienteles – specifically, CAB provides services predominantly to working-age residents and their families, while WRS almost exclusively supports elderly and disabled residents. This complementary working arrangement has been driven externally by changes to government policy, resulting in a very high level of demand for support required from WRS for vulnerable client groups claiming specific benefits (largely Employment and Support Allowance/Incapacity Benefit, generally in relation to reassessment), which in turn exerts significant pressure upon WRS's overall capacity. CAB also delivers an employment rights service, which is not part of current WRS provision. Both services regularly refer clients to the other in order to provide the best possible service to residents.
- iii. In the light of the information above, withdrawal of the 'IDEAL' Service from CAB would inevitably result in increased demand upon the core CAB services; this would necessarily impact negatively upon their capacity to provide the current volume of support to working-age residents and their families. In turn, this would lead to increased pressure upon WRS to

compensate for this reduction in capacity and volume, with implications relating to the need for the provision of additional services to residents and the corresponding cost implications.

- iv. The current 'IDEAL' service is delivered as an element of a broader core CAB service and therefore benefits significantly from the expertise and capacity provided elsewhere in the organisation. Therefore, residents accessing the 'IDEAL' Service are able to access a broader spectrum of provision than could be delivered by an alternative provider without this infrastructure in place. This in turn provides clear financial benefit to the Council as it delivers a more holistic service to residents and their families, which evidence from Performance Management data over time has demonstrated to be instrumental in averting the escalation of needs for many families and the costs to Council services linked to this.
- v. Delivery of the 'IDEAL' Service from centrally based and established premises in both Runcorn and Widnes is critical to the service's reach and accessibility. Evidence drawn from the 'IDEAL' Service Performance Management Framework confirms that CAB's provision of established 'drop-in' offices in both Runcorn and Widnes provides a point of contact accessed by highly vulnerable families who have not previously sought support from local services but who can then be fast-tracked for advice and guidance where this may be an urgent need. The costs relating to existing CAB premises in Runcorn and Widnes are minimised within the costings for the current 'IDEAL' service due to the organisation's specific funding arrangements, which allows the maximum proportion of the Council funds allocated to this contract to be used for front-line delivery to residents. This confers a clear financial benefit to the Council.

3.3 VALUE FOR MONEY AND COMPETITION

As noted previously, the costs for the 'IDEAL' Service are predominantly for staff. Comparisons with a broad range of similar posts currently advertised in the Merseyside region have identified that the costs identified for CAB's delivery of the 'IDEAL' Service are competitive and represent very good value for money.

However, officers will keep the situation under review to ensure that desired outcomes continue to be achieved and that the method of service delivery remains the most cost effective option for the Council.

3.4 TRANSPARENCY

In order to ensure transparency, it is proposed that the service will continue to submit performance reports to named lead commissioning officers. The frequency and detail will be agreed by the relevant Commissioning Manager as part of the contract compliance process. Subject to issues of commercial confidentiality, information about the contracts would be accessible under the Freedom of Information Act and under the annual audit process.

3.5 PROPRIETY AND SECURITY

Actions in respect of this contract comply with Halton Borough Council's standing orders and procurement processes. The contract specifications set out requirements in respect to minimum standards for the delivery of care and support and will include comprehensive standards relating to the safeguarding of children and young people and vulnerable adults. The cost of entering into these contracts will be contained within existing available budgetary provision.

3.6 ACCOUNTABILITY

The Operational Director for Children and Families would be responsible for the award of the contracts. The contracts and the award process are open to PPB Scrutiny and the internal and external audit.

3.7 POSITION OF THE CONTRACT UNDER THE PUBLIC CONTRACTS REGULATIONS 2006

These are Part B exempt services under the Contracts Regulations 2006 and do not need to be advertised in the Official Journal of the European Union.

4.0 POLICY IMPLICATIONS

In the context of current and imminent changes to the benefits system, and the identified risks arising from these, the withdrawal of funding for CAB to deliver the 'IDEAL' Service would exert a negative impact upon the capacity of Council services as detailed previously and therefore upon the achievement of Halton's Child and Family Poverty Strategy. For the same reason, this may also adversely affect the achievement of Halton's focus upon Early Help and Support.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 Children and Young People in Halton

This will relate specifically to outcomes for children and young people regarding their economic well-being and the ability of their parents/carers to provide an appropriate level of financial support and an acceptable standard of living.

5.2 Employment, Learning and Skills in Halton

This relates particularly to parents and carers regarding advice and support in the area of employment rights, volunteering and training opportunities.

5.3 A Healthy Halton

This relates to the broader health benefits arising from families receiving advice and support for issues such as debt and benefits.

5.4 A Safer Halton

There are no direct implications arising from this recommendation.

5.5 Halton's Urban Renewal

There are no direct implications arising from this recommendation.

6.0 RISK ANALYSIS

6.1 Key Risks and Control Measures

The key risks are outlined in Sections 4.0 and 5.0, with the Recommendations in Section 2.0 comprising the control measures.

7.0 EQUALITY AND DIVERSITY ISSUES

The proposed actions will address potential equality and diversity issues as stated in the Equality Impact Assessment (2011).

8.0 REASON(S) FOR DECISION

Not applicable.

9.0 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

Not applicable.

10.0 IMPLEMENTATION DATE

Not applicable.

11.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

Document	Place of Inspection	Contact Officer
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Equality Impact
Assessment (2011)

Contracts &
Commissioning Team,
Second Floor,
Rutland House

Kelly Byrne

REPORT TO: Executive Board Sub Committee

DATE: 29th March 2012

REPORTING OFFICER: Strategic Director Communities

PORTFOLIO: Health and Adults

SUBJECT: Award of Care and Support Contracts in Extra Care Housing

WARDS: Borough wide

1.0 PURPOSE OF THE REPORT

- 1.1 To inform the Board of the award of a contract for community care services in Extra Care housing schemes, and to seek the Board's agreement to award a contract for housing related support services in the same housing schemes.

2.0 RECOMMENDATION: That the Board

- 1) **note the award of a 5 year contract to Local Solutions for the provision of community care services at Dorset Gardens, Naughton Fields and the Boardwalk Extra Care housing schemes at an hourly rate of £10.85; and**
- 2) **agree the award of a 5 year contract to the HBC Intermediate Care Service for the provision of housing related support services at the above mentioned housing schemes at a weekly unit cost of £13.19, and**
- 3) **note that both contract awards are subject to the tenderers securing agreement with the housing landlords on terms and conditions for occupying their buildings.**

3.0 SUPPORTING INFORMATION

- 3.1 On the 15th December 2011 Executive Board Sub Committee received a report outlining the intention to invite two separate tenders for the provision of a) community care services and b) housing related support services in 3 Extra Care housing schemes – Dorset Gardens in Runcorn, Naughton Fields in Widnes (due to open in July 2012), and the Boardwalk in Widnes (due to open in April 2013).
- 3.2 Tenders were invited through an open tender process through 'The Chest' facilitated by the Procurement Team. 8 tenders were received for the community care contract but 2 were deemed invalid. 7 were

received for the housing related support Lots but 2 were deemed invalid. The scores resulting from the evaluation of the valid tenders are set out in the Appendix.

Community Care Contract

3.3 In the case of the contract for community care services the tenders were evaluated using a 70:30 Price:Quality model. The tender submitted by Local Solutions was lowest in terms of price and also scored highest overall. On that basis the Operational Director for Commissioning and Complex Care has awarded the contract to Local Solutions. Based on the tendered hourly rate and the estimated volume of hours of care to be provided over the duration of the contract, the contract value equates to £3,102,633.40.

Housing Related Support Contract

3.4 This tender was divided into 3 Lots with tenderers able to bid for 1, 2 or 3 Lots, and evaluation based on a 70:30 Price:Quality model. HBC Intermediate Care Services scored highest for Lots 1 and 2 by a clear margin. Creative Support scored highest on Lot 3 by a margin of 0.40 of a point from HBC Intermediate Care.

3.5 However, the cost differential between Creative Support and HBC Intermediate Care in favour of the latter was significant as the table below shows, with both tenderers offering the same volume of support hours.

	Wkly Unit Rate	Support Hours Offered	Contract Price £
Creative Support	£16.82	4,680	78,717.60
HBC Intermediate Care	£13.19	4,680	61,729.20

3.6 This factor, combined with the potential time and cost savings to be made through dealing with one provider for all three services, suggests that although scoring only second highest for Lot 3, the HBC Intermediate Care proposal represents the most economically advantageous tender.

3.7 It is therefore recommended that HBC Intermediate Care be awarded all three Lots, subject only to receiving confirmation that they have/can secure agreement of terms and conditions with the housing landlords for the use and occupation of their premises, this being a condition set out in the tender invitation.

4.0 POLICY IMPLICATIONS

4.1 None identified.

5.0 FINANCIAL IMPLICATIONS

- 5.1 The expansion of the Extra Care housing service is taking place against a background of financial austerity which will require careful management of the Supporting People and Community Care budgets.
- 5.2 The existing budget for Dorset Gardens will be adjusted to account for the externalisation of the day time community care provision and the revised internal unit price for Housing Related Support service tendered in-house.
- 5.3 Subject to the above adjustments, costs can be met within agreed budgets.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

None identified.

6.2 Employment, Learning and Skills in Halton

None identified.

6.3 A Healthy Halton

The provision of onsite care and support services will help residents to lead a healthy and active lifestyle within a caring environment.

6.4 A Safer Halton

None identified.

6.5 Halton's Urban Renewal

None identified.

7.0 RISK ANALYSIS

- 7.1 The report in December 2011 suggested the successful tenderers would be required to provide a performance bond to mitigate against the impact of any potential contract default. This is not possible in the case of the in house Intermediate Care Service, and it is not necessary for the external provider either as there is a well-developed market of alternative domiciliary care providers that could be utilised at short notice in the event of a contract default.

8.0 EQUALITY AND DIVERSITY ISSUES

All contractors will be required to demonstrate that they embrace and comply with the Equality Act, and services will be monitored to ensure this is the case.

9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

Document	Place of Inspection	Contact Officer
Pre tender report to Exec Board Sub 15/12/2011	Runcorn Town Hall	S Williams

Tender Results – Community Care Contract

			EVALUATION SCORES					
Tenderer			Price (70%)	Quality (30%)			Total	Rank
	Hourly Rate	Contract Price £		Method Statement (10%)	Outcomes (10%)	References (10%)		
Local Solutions	10.85	3,102,633.40	61.05	10.00	6.67	9.00	86.72	1
HBC Intermediate Care	12.54	3,585,900.70	54.20	3.33	10.00	6.67	74.20	2
Allied Healthcare - Option 2	17.31	4,949,915.60	34.87	6.67	6.67	7.67	55.87	3
Mears Care	19.18	5,484,655.20	27.31	9.17	7.50	3.33	47.31	4
Allied Healthcare – Option 1	20.00	5,719,140.00	23.98	6.67	6.67	7.67	44.98	5
Just Care	23.80	6,805,776.60	8.59	0.00	0.00	3.33	11.92	6

Tender Results – Housing Related Support

Lot 1 – Dorset Gardens

				EVALUATION SCORES						
Tenderer				Price (70%)		Quality (30%)			Total	Rank
	Wkly Unit Rate	Support Hours Offered	Contract Price £	Tender Price (50%)	Support Hours (20%)	Method Statement (10%)	Outcomes (10%)	References (10%)		
HBC Intermediate Care	£13.19	2,080	27,435.20	51.734	8.000	3.33	3.33	6.67	73.07	1
Riverside ECHG	£14.78	975	14,410.50	48.929	3.750	10.00	3.33	0.00	66.01	2
Creative Support	£32.08	4,095	131,367.60	10.194	15.750	6.67	10.00	6.67	49.28	3
Next Stage	£36.74	5,200	191,048.00	18.414	20.000	0.00	0.00	0.00	38.41	4
Mears Care	£44.94	3,848	172,929.12	-4.270	14.800	10.00	6.67	3.33	30.53	5

Tender Results – Housing Related Support

Lot 2 – Naughton Fields

				EVALUATION SCORES						
Tenderer				Price (70%)		Quality (30%)			Total	Rank
	Wkly Unit Rate	Support Hours Offered	Contract Price £	Tender Price (50%)	Support Hours (20%)	Method Statement (10%)	Outcomes (10%)	References (10%)		
HBC Intermediate Care	£13.19	2,444	32,236.36	41.889	8.952	3.33	3.33	6.67	64.17	1
Riverside ECHG	£12.58	975	12,265.50	43.421	3.571	10.00	3.33	0.00	60.33	2
Creative Support	£20.95	2,444	51,201.80	22.409	8.952	6.67	10.00	6.67	54.70	3
Mears Care	£24.49	4,680	114,613.20	13.523	17.143	10.00	6.67	3.33	50.67	4
Next Stage	£28.38	5,460	154,954.80	3.758	20.00	0.00	0.00	0.00	23.76	5

Tender Results – Housing Related Support

Lot 3 – The Boardwalk

				EVALUATION SCORES						
Tenderer				Price (70%)		Quality (30%)			Total	Rank
	Wkly Unit Rate	Support Hours Offered	Contract Price £	Tender Price (50%)	Support Hours (20%)	Method Statement (10%)	Outcomes (10%)	References (10%)		
Creative Support	£16.82	4,680	78,717.60	30.507	8.000	6.67	10.00	6.67	61.84	1
HBC Intermediate Care	£13.19	4,680	61,729.20	40.110	8.000	3.33	3.33	6.67	61.44	2
Riverside ECHG	£14.10	1,949	27,480.90	37.702	3.332	10.00	3.33	0.00	54.37	3
Mears Care	£20.88	7,696	160,692.48	19.768	13.156	10.00	6.67	3.33	52.92	4
Next Stage	£29.52	11,700	345,384	0.000	20.000	0.00	0.00	0.00	16.91	5

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