



Cabinet
20 January 2016

**Report from the Strategic Director,
Community Well-being**

For Action

Wards Affected:
ALL

**Approval to appoint service providers to a Dynamic
Purchasing System (DPS) for Accommodation Plus Services**

Appendix 1: Not for publication

1.0 Summary

- 1.1 In September 2015 Cabinet approved the invitation of requests from potential providers to apply to join a Dynamic Purchasing System (DPS) for Accommodation Plus Services.
- 1.2 Upon conclusion of the procurement process, which was run in accordance with the Public Contract Regulations 2015, approval is now sought to appoint the first round of applicants to the DPS having passed specific evaluation criteria.
- 1.3 The Strategic Director, Community Well-being already has delegated authority of Cabinet to make further appointments onto the DPS, subject to providers meeting the same selection criteria applied to the first round of applicants. The Strategic Director also has delegated authority to award High Value Contracts up to £500,000 under the DPS. However, approval to award contracts above this value will be sought through Cabinet.

2.0 Recommendation

- 2.1 That Cabinet approve the appointment of the providers listed in Appendix 1 of this report to the DPS for Accommodation Plus Services.

3.0 Detail

NAIL Overview

- 3.1 The NAIL (New Accommodation for Independent Living) project is a One Council Programme set to deliver by March 2018 529 new units of accommodation plus for people who are assessed as having social care needs who can no longer be supported to manage in their own home. Accommodation plus provision is being created with individualised, person centred on-site care and support to enable customers who would otherwise need to be placed in a care home setting, to be supported in in the community and be supported to maintain their health, wellbeing and independence at home. The DPS will allow the council to have a better, more strategic approach to market development and management to deliver NAIL targets by facilitating much earlier engagement with the market to shape the provision it wants locally and will be utilised to procure the range of NAIL/Accommodation Plus services required
- 3.2 Whilst the primary driver of the NAIL Programme is to maximise the choice, control and independence of our Customers by ensuring people only go into a care home environment in the absence of any other provision that can meet their needs, NAIL must also deliver significant efficiency savings from the ASC Care home spend, which accounts for the largest area of spend in the ASC budget. This will be achieved through ASC being responsible for meeting the cost of people's care and support needs only, as opposed to care home provision where ASC is also responsible for all accommodation costs.

Dynamic Purchasing Systems

- 3.3 A Dynamic Purchasing System (DPS) is a procurement mechanism for the tendering of contracts for works, services and goods commonly available in the market. As a procurement tool, it has many similarities to an electronic framework agreement, but with a key difference that new suppliers can join at any time.
- 3.4 A DPS procurement is a two-stage process. First, in the initial setup stage, all suppliers who meet the selection criteria are admitted to the DPS. An authority may not impose a limit on the number of suppliers that may join a DPS.
- 3.5 Individual contracts are then awarded during the second stage. In this stage, the authority invites all suppliers on the DPS (or the relevant category within the DPS) to bid for specified contracts.

The procurement process

- 3.6 Following a market engagement afternoon, expressions of interest were sought across the following five lots of delivery models which were established to support the delivery of the NAIL project and to allow for commissioning of other services across Adult Social Care.

Lot 1: Providers who provide the land, build and manage the property, and deliver the care and/or support services (possibly as different arms of a single organisation or as a consortium/partnership for example).

Lot 2: Providers who provide the land, build and manage the property only.

Lot 3: Providers who provide the land, and build the property only.

Lot 4A and 4B: Providers who provide care and/or support services only.

Lot 5: Providers who provide housing related support services only.

3.7 36 Pre Qualification Questionnaires (PQQ's) were received from 17 bidders by the submission deadline. Appendix 1 lists the names of the organisations whilst the table below demonstrates the PQQ distribution across the various Lots:

3.8 This represents a very positive interest in the DPS from the market. While heavily focused on Older People and Learning Disabilities providers, this is only a reflection of the likely nature of the first services we use the DPS for and will change as we move to engage the market in developing services for other groups of users.

Bidder Reference	PQQ submissions across Lots					
	1	2	3	4a	4b	5
A1	Y			Y		Y
A2					Y	Y
A3						Y
A4	Y	Y	Y	Y	Y	Y
A5					Y	Y
A6	Y			Y	Y	Y
A7	Y	Y			Y	Y
A8					Y	Y
A9					Y	
A10	Y					
A11					Y	
A12				Y	Y	
A13	Y					
A14	Y				Y	
A15	Y					
A16	Y				Y	
A17					Y	

- 3.9 Assessment of the PQQs involved a pass/fail stage and a scored stage. All bidders passed the pass/fail stage and were then evaluated against Lot specific scored questions.
- 3.10 Bidders were informed that they would fail the scored stage and not be appointed to the DPS if they:
- Scored 0 out of the available 4 for any of the scored questions.
 - Scored 1 out of the available 4 for any 3 of the scored questions.
 - Received an overall score of less than 60%.
- 3.11 The outcome is that one Lot 4 PQQ submitted by bidder A1 was found to be non compliant whilst 23 PQQ's (out of the 36) passed the scored stage and are therefore recommended for appointment to the DPS. This was a good first step at engaging providers in the NAIL Project, and allows us to do further market engagement as we start to use the DPS for particular contracts and services going forward. The distribution of the proposed appointments is as follows:

Lot	Proposed number of providers
1	3
2	2
3	1
4A	3
4B	9
5	5

- 3.12 Below is a list of the providers recommended for initial appointment to the DPS as further set out in the confidential Appendix 1:
- Care management Group
 - Circle Support
 - Jordan Xavier
 - Metropolitan
 - Royal Association for Deaf People
 - Royal Mencap
 - Sunrise Care
 - Thames Reach
 - Active Care & Support
 - Care Assist
 - Elders Voice
 - Equinox Care
 - Lotus Care
 - Optima
 - Reliant Care
 - Voyage

- Westminster Homecare

3.13 Appendix 2 contains the PQQ questions and the scores assigned to each bidder with a summary provided below:

3.13.1 Lot 1: Providers who provide the land, build and manage the property, and deliver the care and/or support services (possibly as different arms of a single organisation or as a consortium/partnership for example).

Bidder ref	Score	Passed scoring stage/recommend for appointment?
A1	63.5%	Yes
A4	53.1%	No - scored less than 60%
A6	65.4%	Yes
A7	51.0%	No - scored less than 60%
A10	50.6%	No - scored less than 60%
A13	3.1%	No - scored less than 60%
A14	51.2%	No - scored less than 60%
A15	47.8%	No - scored less than 60%
A16	63.1%	Yes

It is encouraging that this Lot attracted a good number of bidders despite some struggling to score well on all elements of the Lot. It allows us to give feedback to those who scored less than 60% and encourage them to reapply. The clear sign from the number of responses is that providers want to support the Council with the development of accommodation and integrated care services to meet the needs of vulnerable adults and builds on the reactive approach we were taking before the DPS was developed.

3.13.2 Lot 2: Providers, who provide the land, build and manage the property only.

Bidder ref	Score	Passed scoring stage/recommend for appointment?
A4	65.4%	Yes
A7	64.0%	Yes

This Lot will require further market stimulation to gain a fuller cohort of providers, which we are confident will happen as the use of the DPS develops and clearer details of services to be procured are communicated to the market with timings.

3.13.3 Lot 3: Providers who provide the land, and build the property only.

Bidder ref	Score	Passed scoring stage/recommend for appointment?
A4	63%	Yes

This is disappointing compared to the Lot1 response but we expect that following further market stimulation we can add more specialist housing providers to this Lot. However, many social housing providers can be engaged with using our normal Nominations Agreement method which is the most common method used with our general needs housing providers.

3.13.3 Lot 4A Housing Management: providers who provide care and/or support services only.

Bidder ref	Score	Passed scoring stage/recommend for appointment?
A6	84.6%	Yes
A4	61.4%	Yes
A12	67.9%	Yes
A1	0.0%	No – non compliant submission

There is a need to develop this Lot further to support Adult Social Care with the housing management functions in a number of services. Some targeted promotion will be undertaken once the DPS is open to applications in February 2016 to meet this need.

3.13.4 Lot 4B Care and Support: providers who provide care and/or support services only.

Bidder ref	Score	Passed scoring stage/recommend for appointment?
A2	76.3%	Yes
A4	69.6%	Yes
A5	61.7%	Yes
A6	70.4%	Yes
A7	60.8%	Yes
A8	67.9%	Yes
A9	51.3%	No - scored less than 60%
A11	39.2%	No - scored less than 60%
A12	70.0%	Yes
A14	48.8%	No - scored less than 60%
A16	65.8%	Yes
A17	79.2%	Yes

This is a good spread of experienced and able, older people and learning disability providers which should be enhanced by other providers once clear procurements are planned and communicated to the market.

3.13.5 Lot 5: Providers who provide housing related support services only.

Bidder ref	Score	Passed scoring stage/recommend for appointment?
A1	55.0%	No - scored less than 60%

A2	76.7%	Yes
A3	65.0%	Yes
A4	63.8%	Yes
A5	40.0%	No - scored less than 60%
A6	61.3%	Yes
A7	47.9%	No - scored less than 60%
A8	66.3%	Yes

This is a very positive start for a Lot 5 and will be further enhanced as we firm up out procurement plans later this year for services in this area.

Next steps

- 3.14 Should Members be minded to approve the proposed appointments to the DPS so as to enable it to be established; any new PQQ submissions received subsequently will be assessed using the same methodology described in 3.7 above. Subject to the organisation passing the scoring the Strategic Director, Community Well-being will be asked to approve further appointments.
- 3.15 Contracts tendered for and let through the DPS will be assessed using the following criteria:

Lot 1:

- How the provider will work in partnership with the Council and others to 'customise' the design and layout of a building
- How the provider will apply its skills and experience to deliver on time developments with appropriate building standards
- How the building will be used to maximise independence.
- How the Service will be operated to achieve delivery of outcomes.
- How the Service will be operated to lead to improved personal independence.
- How policies and procedures regarding equality and human rights will be applied.
- Proposals with regard to Staffing (skills, qualifications and experience and structure) in order to meet the needs of the service users.
- How the Safeguarding policy will be implemented.
- How Social Value will be delivered.

Lot 2:

- How the provider will in partnership with the Council and potential clients to 'customise' the design and layout of a building
- How the provider will apply its skills and experience to deliver on time developments with appropriate building standards
- How the building will be used to maximise independence.
- How the Service will be operated to achieve delivery of outcomes.

- How policies and procedures regarding equality and human rights will be applied.
- How the Service will be operated to lead to improved personal independence.
- Proposals with regard to Staffing (skills, qualifications and experience and structure) in order to meet the needs of the service users.
- How Social Value will be delivered.

Lot 3:

- How the provider will in partnership with the Council and potential clients to 'customise' the design and layout of a building
- How the provider will apply its skills and experience to deliver on time developments with appropriate building standards
- How the building will be used to maximise independence.
- How Social Value will be delivered.
- How the property will be made affordable and accessible to Brent residents.
- How Social Value will be delivered.

Lot 4:

- How the Service will be operated to achieve delivery of outcomes.
- How policies and procedures regarding equality and human rights will be applied.
- How the Service will be operated to lead to improved personal independence.
- Proposals with regard to Staffing (skills, qualifications and experience and structure) in order to meet the needs of the service users.
- How Social Value will be delivered.
- How experience in delivering similar services will be applied to the Service.
- How out of hours services will be delivered.
- How the Safeguarding policy will be implemented.
- How Social Value will be delivered.

Lot 5:

- How experience in delivering similar services will be applied to the Service
- How the Service will be operated to achieve delivery of outcomes.
- How the Service will be operated to lead to improved personal independence.
- Proposals with regard to Staffing (skills, qualifications and experience and structure) in order to meet the needs of the service users.
- How Social Value will be delivered.

- 3.16 The evaluation weightings for each procurement will range by 60% to 70% for Cost and 40% to 30% for Quality.
- 3.17 Cabinet have delegated authority to the Strategic Director, Community Well-being (previously the Strategic Director of Adult Social Care) to call off contracts under the DPS with values up to £500,000. A retrospective six (6) monthly report will then be submitted to Cabinet updating them on contracts awarded through the delegated approach for that period. Approval to award contracts above £500,000 will be sought through standard Cabinet procedures. The report will also list any new providers that have been appointed to the DPS during the same period.

4.0 Financial Implications

- 4.1 The estimated value of the contracts to be awarded through the DPS is £24,810,000. Across the Lots, Lot 1 has a projected value of £11,000,000, Lot 4 £11,000,000 and Lot 5 £4,810,000. There is no financial commitment arising from Lots 2 and 3. Nominations agreements will be put in place.
- 4.2 The cost of these contracts will be funded from the Support Planning and Review service within the overall Adult Social Care budget. Costs are expected to be incurred from 2015/16 until approximately 2018/19 (as per the four year duration of the DPS).
- 4.3 The contract specifications ensure that providers awarded a contract through the DPS will pay the LLW to all staff engaged in the delivery of the service.
- 4.4 Should the LLW be increased during the lifetime of the DPS, this could increase the cost of any contracts awarded through the DPS. It is expected the council would be required to accommodate any increase in the contract price to meet the pressure of wage increases. Future financial implications relating to LLW will need to be considered through delegation to the Strategic Director of Community and Well Being and in future cabinet reports, as remaining compliant with LLW through contract award may create further, significant cost pressures on the Adult Social Care budget.

5.0 Legal Implications

- 5.1 A DPS is akin to an electronic framework agreement but unlike a framework agreement, it allows for new providers in the market to apply for admittance onto the DPS throughout the life of the system. The requirements as to the establishment and operation of the DPS are set out in Regulation 34 of the Public Contracts Regulations 2015 (PCR 2015). The PCR 2015 details that a DPS is a completely electronic system which may be established to procure commonly used purchases generally available to the market. Officers have confirmed that Accommodation Plus services meet this requirement.

- 5.2 The estimated value of proposed procurements under the DPS is £24,810,000 and as such, the DPS is itself deemed a High Value Contract under the Council's Contract Standing Orders and Financial Regulations and thus Cabinet approval is required to appoint the initial potential providers to the DPS in accordance with CSO 88(c). Thereafter, should Members be minded to approve the recommendation in this report, the Strategic Director, Community and Well-being has the delegated authority to appoint any new bidders onto the DPS that meet the minimum council requirements and award subsequent call off contracts with a value up to £500,000.
- 5.3 Moreover, for any specific call off contracts proposed to be awarded under the DPS, with a value exceeding £500,000, Officers will report back and seek the prior approval of Cabinet in accordance with Contract Standing Orders.
- 5.4 Officers must follow regulation 54 of the PCR 2015 when inviting providers under the relevant Lot under the DPS. There is no requirement to submit any form of award notice to OJEU following the setting up of the DPS, or when new suppliers are added to the DPS. There is however, a requirement to publish contract award notices (which must be sent to the Publications Office within 30 days of award) for specific contracts awarded under the DPS. However, authorities can choose to group DPS contract award notices on a quarterly basis, which must be sent within 30 days (after) the end of each quarter. Officers should also abide by the requirements for publication on Contracts Finder about contracts awarded.
- 5.5 Members will note from the body of the report that it is officers intention to report back periodically to Cabinet advising them of the individual contracts awarded to providers using the delegated powers and to inform as to any new providers admitted onto the DPS.

6.0 Diversity Implications

- 6.1 An Equalities Impact Assessment was included within the Cabinet Approval to Procure report and is attached as an Appendix. Whilst the DPS offers more inclusive and responsive tendering bidders will still have to demonstrate that they are the best candidates to be awarded individual care and support contracts through participation in a mini-competition. As such there are negligible, if any equality impacts, positive or negative, from establishing the NAIL programme DPS.

8.0 Background Papers

- 8.1 None

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Appendix 1 – Not for Publication

This part of this report is not for publication as it contains the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely:

“Information relating to the financial or business affairs of any particular person (including the authority holding that information)”

Appendix 2 – Bidder questions and scores

Lot 1

PQQ QUESTION WEIGHTING = 100%		BIDDER REFERENCE AND SCORES								
Question	Weighting	A1	A4	A6	A7	A10	A13	A14	A15	A16
From your experience, please provide three key examples of how you have delivered one or more of the following Social Value benefits: Sustainable improvements, Waste and carbon reduction, Increased use of Small and Medium Enterprises, particularly within Brent, Adoption of ethical practices such as Safety and Hygiene, Working Hours and payment of the London Living Wage.	5.0%	3.8%	3.8%	5.0%	3.8%	1.3%	0.0%	2.5%	1.3%	2.5%
Detail your experience of developing building for vulnerable adults and give at least two examples of how their needs have influenced your design or refurbishment work, describing how you identified the needs of the end user group in the process.	10.0%	5.0%	5.8%	5.0%	3.3%	5.0%	0.8%	5.0%	3.3%	5.0%
In the last five years please detail the number of developments your organisation has started for vulnerable adults and how many of these have been delivered on time, and what were the reasons for any delays? How have you managed the prospective tenant's expectations given delays?	15.0%	10.0%	6.3%	6.3%	7.5%	7.5%	0.0%	3.8%	7.5%	10.0%

Please detail the number of Accidents or serious injury on your developments over the last five years.	9.0%	6.0%	2.3%	5.3%	5.3%	5.3%	1.5%	3.0%	6.0%	8.3%
Describe how you approach housing management for a vulnerable tenant group and what you see as the major differences in the service between this group and housing management in 'general needs' accommodation?	9.0%	5.3%	4.5%	6.0%	5.3%	3.8%	0.0%	3.8%	5.3%	4.5%
Detail how you explain and engage vulnerable tenants in understanding their tenancy rights and responsibilities at the sign up stage of a tenancy	9.0%	6.8%	6.0%	6.8%	3.0%	5.3%	0.0%	5.3%	0.0%	6.0%
Vulnerable adults often struggle with the process of signing up for independent housing, explain the practical steps your organisation has taken to ensure prospective tenants are encouraged and supported to take up the tenancy?	15.0%	7.5%	7.5%	12.5%	5.0%	6.3%	0.0%	10.0%	11.3%	10.0%
Identify your organisation's experience in providing care and support to vulnerable adults and what groups within this, you consider to be your area of expertise and why?	9.0%	6.8%	6.0%	6.0%	6.8%	4.5%	0.8%	6.0%	4.5%	6.8%
Detail the basic selection criteria your organisation use when identifying new staff to work with vulnerable adults and how you assess this? and Detail the number of staff you have dismissed or terminated their contract under your	10.0%	5.0%	5.0%	6.7%	6.7%	5.8%	0.0%	6.7%	4.2%	3.3%

Capability, Probation and Disciplinary processes in the last two years?										
How does your organisation support tenants in maintaining their autonomy, and give them choices in how their live and use the support and care on offer?	9.0%	7.5%	6.0%	6.0%	4.5%	6.0%	0.0%	5.3%	4.5%	6.8%
Total		63.5%	53.1%	65.4%	51.0%	50.6%	3.1%	51.2%	47.8%	63.1%

Lot 2

PQQ QUESTION WEIGHTING 100%		BIDDER REFERENCE AND SCORES	
Question	Weighting	A4	A7
From your experience, please provide three key examples of how you have delivered one or more of the following Social Value benefits: Sustainable improvements, Waste and carbon reduction, Increased use of Small and Medium Enterprises, particularly within Brent, Adoption of ethical practices such as Safety and Hygiene, Working Hours and payment of the London Living Wage.	5.0%	3.8%	3.8%
Detail your experience of developing building for vulnerable adults and give at least two examples of how their needs have influenced your design or refurbishment work, describing how you identified the needs of the end user group in the process.	14.0%	10.5%	7.0%
In the last five years please detail the number of developments your organisation has started for vulnerable adults and how many of these have been delivered on time, and what were the reasons for any delays? How have you managed the prospective tenant's expectations given delays?	17.0%	8.5%	12.8%
Please detail the number of Accidents or serious injury on your develops over the last five years.	13.0%	6.5%	6.5%
Describe how you approach housing management for a vulnerable	17.0%	12.8%	12.8%

tenant group and what you see as the major differences in the service between this group and housing management in 'general needs' accommodation?			
Detail how you explain and engage vulnerable tenants in understanding their tenancy rights and responsibilities at the sign up stage of a tenancy	17.0%	12.8%	10.6%
Vulnerable adults often struggle with the process of signing up for independent housing, explain the practical steps your organisation has taken to ensure prospective tenants are encouraged and supported to take up the tenancy?	17.0%	10.6%	10.6%
Total		65.4%	64.0%

Lot 3

PQQ QUESTION WEIGHTING 100%		BIDDER REFERENCE AND SCORES
Question	Weighting	A4
From your experience, please provide three key examples of how you have delivered one or more of the following Social Value benefits: Sustainable improvements, Waste and carbon reduction, Increased use of Small and Medium Enterprises, particularly within Brent, Adoption of ethical practices such as Safety and Hygiene, Working Hours and payment of the London Living Wage.	5.0%	3.8%
Detail your experience of developing building for vulnerable adults and give at least two examples of how their needs have influenced your design or refurbishment work, describing how you identified the needs of the end user group in the process	32.0%	24.0%
In the last five years please detail the number of developments your organisation has started for vulnerable adults and how many of these have been delivered on time, and what were the	31.0%	19.4%

reasons for any delays?		
Please detail the number of Accidents or serious injury on your develops over the last five years.	32.0%	16.0%
Total		63.1%

Lot 4A

PQQ QUESTION WEIGHTING 100%		BIDDER REFERENCE AND SCORES			
Question	Weighting	A6	A4	A12	A1
Social Value: From your experience, please provide three key examples of how you have delivered one or more of the following Social Value benefits: Sustainable improvements, Waste and carbon reduction. Increased use of Small and Medium Enterprises, particularly within Brent. Adoption of ethical practices such as Safety and Hygiene, Working Hours and payment of the London Living Wage.	5.0%	5.0%	3.8%	5.0%	0.0%
Describe how you approach housing management for a vulnerable tenant group and what you see as the major differences in the service between this group and housing management in 'general needs' accommodation?	25.0%	21.0%	14.0%	21.0%	0.0%
Detail how you explain and engage vulnerable tenants in understanding their tenancy rights and responsibilities at the sign up stage of a tenancy?	15.0%	23.6%	23.6%	16.9%	0.0%
Vulnerable adults often struggle with the process of signing up for independent housing, explain the practical steps your organisation takes to ensure prospective tenants are encouraged and supported to take up a tenancy?	10.0%	35.0%	20.0%	25.0%	0.0%
Total		84.6%	61.4%	67.9%	0.0%

Lot 4B

PQQ QUESTION WEIGHTING 100%		BIDDER REFERENCE AND SCORES											
Question	Weighting	A2	A4	A5	A6	A7	A8	A9	A11	A12	A14	A16	A17
From your experience, please provide three key examples of how you have delivered one or more of the following Social Value benefits: Sustainable improvements, Waste and carbon reduction, Increased use of Small and Medium Enterprises, particularly within Brent, Adoption of ethical practices such as Safety and Hygiene, Working Hours and payment of the London Living Wage.	5.0%	5.0%	3.8%	2.5%	5.0%	3.8%	3.8%	3.8%	1.3%	5.0%	2.5%	2.5%	3.8%
Identify your organisation's experience in providing care and support to vulnerable adults and what groups within this, you consider to be your area of expertise and why?	25.0%	20.8%	18.8%	16.7%	16.7%	16.7%	16.7%	14.6%	8.3%	16.7%	12.5%	20.8%	20.8%
Detail the basic selection criteria your organisation use when identifying new staff to work with vulnerable adults and how you assess this? B. Detail the number of staff you have dismissed or terminated their contract under your Capability, Probation and Disciplinary processes in the last two years?	25.0%	18.8%	16.7%	12.5%	18.8%	14.6%	18.8%	10.4%	12.5%	18.8%	12.5%	12.5%	20.8%

How does your organisation support tenants in maintaining their autonomy, and give them choices in how their live and use the support and care on offer?	25.0%	16.7%	18.8%	16.7%	16.7%	12.5%	18.8%	12.5%	10.4%	14.6%	14.6%	16.7%	18.8%
How does your organisation ensure that its staff have the necessary skills and experience to deliver the organisation's vision?	20.0%	15.0%	11.7%	13.3%	13.3%	13.3%	10.0%	10.0%	6.7%	15.0%	6.7%	13.3%	15.0%
Total		76.3%	69.6%	61.7%	70.4%	60.8%	67.9%	51.3%	39.2%	70.0%	48.8%	65.8%	79.2%

Lot 5

PQQ QUESTION WEIGHTING 100%		BIDDER REFERENCE AND SCORES							
Question	Weighting	A1	A2	A3	A4	A5	A6	A7	A8
From your experience, please provide three key examples of how you have delivered one or more of the following Social Value benefits: Sustainable improvements, Waste and carbon reduction, Increased use of Small and Medium Enterprises, particularly within Brent, Adoption of ethical practices such as Safety and Hygiene, Working Hours and payment of the London Living Wage.	5.0%	3.8%	5.0%	3.8%	3.8%	2.5%	5.0%	3.8%	3.8%
Describe how your organisation ensures that the support service it provides is flexible and responsive to the needs of its users? Or takes into account the customers' needs or situation.	25.0%	12.5%	16.7%	14.6%	16.7%	14.6%	14.6%	12.5%	14.6%

How does your organisation ensure that its staff have the necessary skills and expertise to deliver the required contractual outcomes?	15.0%	10.0%	11.3%	10.0%	10.0%	6.3%	8.8%	10.0%	8.8%
Please detail the percentage of front line support staff who have had the following training or support in the last two years?	10.0%								
a. Mental Health Awareness		5.8%	8.3%	6.7%	5.0%	2.5%	5.0%	2.5%	7.5%
b. Welfare Benefit's Training									
c. Drugs and Alcohol Awareness									
d. Safeguarding Awareness									
Give examples of the Quality Assurance processes your organisations employees, to ensure the service it delivers is it at the required standard, and how this feeds into organisational governance?	20.0%	8.3%	16.7%	13.3%	11.7%	10.0%	13.3%	6.7%	15.0%
How does your organisation ensure new contracts can deliver the promises of the tender submission, particularly when the service will be deliver predominately by staff TUPE into your organisation	25.0%	14.6%	18.8%	16.7%	16.7%	4.2%	14.6%	12.5%	16.7%
Total		55.0%	76.7%	65.0%	63.8%	40.0%	61.3%	47.9%	66.3%