London Borough of Hammersmith & Fulham



CABINET

14 JULY 2014

INFORMATION, ADVICE AND GUIDANCE SERVICES FOR YOUNG PEOPLE -**COMMISSIONING STRATEGY**

Report of the Cabinet Member for Social Inclusion and the Cabinet Member for Children and Education - Councillor Sue Fennimore and Councillor Sue Macmillan

Open report

A separate report on the exempt Cabinet agenda presents details of the pricing strategy for this project.

Classification: For Decision

Key Decision: Yes

Wards Affected: All

Accountable Executive Director: Andrew Christie, Tri Borough Executive Director

Childrens Services

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1. **EXECUTIVE SUMMARY**

- Following a commissioning strategy submitted to the Tri Borough 1.1. Children's Services Contracts and Commissioning Board, this report seeks authority to conduct a procurement exercise and subject to approval by the lead Cabinet member for Childrens Services (via delegated authority) to award contracts to:-
 - Support the monitoring and tracking of all young people aged 16 - 19
 - Support the assessment of children and young people, who are eligible for an Education, Health and Care plan (by providing the specialist knowledge of post 16 options) under the Children and Families Act 2014

in the London Borough of Hammersmith & Fulham and the City of Westminster

- 1.2. Tenders will be sought for a single contract for each of the following lots across London Borough of Hammersmith & Fulham and the City of Westminster.
 - Lot 1:- Tracking & Surveys Intended Destinations and activity Surveys (Year 11-Year 13)
 - Lot 2:- Careers Information Advice & Guidance Delivery

These services will support the delivery of Statutory Responsibilities to:-

- Monitor and track all young people 16 19, as detailed in Section 68 of the Education and Skills Act 2008
- Assess children and young people, who are eligible for an Education, Health and Care plan (by providing the specialist knowledge of post 16 options) The Children and Families Act 2014
- 1.3. It is recommended that an open market tender process is implemented for contracts to commence from 1 April 2015, and be for a contract length of 3 years with an option to break after two years.

2. RECOMMENDATIONS

- 2.1. That approval be given for the commissioning of a single contract for each of the following lots across the London Borough of Hammersmith & Fulham and the City of Westminster:
 - Lot 1:- Tracking & Surveys Intended Destinations and activity Surveys (Year 11-Year 13)
 - Lot 2:- Careers Information Advice & Guidance Delivery;

both contracts to be 3 years in length, with an option to break after the second year, at a total estimated cost of: Lot 1 proposed budget £480,492 with a contribution to the budget from the London Borough of Hammersmith & Fulham of £240,246; and Lot 2 proposed budget of £640,556 with a contribution to the budget from the London Borough of Hammersmith & Fulham of £384,393.

2.2. That delegated authority be given to the Cabinet Member for Children and Education to approve the award of contracts.

3. REASONS FOR DECISION

- 3.1 Current contracts are in place until 31 March 2015; these new contracts from 1 April 2015 will support the delivery of Statutory Responsibilities to:-
 - Monitor and track all young people 16 19, as detailed in Section 68 of the Education and Skills Act 2008

 Assess children and young people, who are eligible for an Education, Health and Care plan (by providing the specialist knowledge of post 16 options) under the Children and Families Act 2014.

4. INTRODUCTION AND BACKGROUND

- 4.1. There are currently two contracts that deliver Careers Information Advice and Guidance, and Activity / Destination surveys across the London Borough of Hammersmith & Fulham and the City of Westminster. In Hammersmith and Fulham this is delivered by CfBT Educational Trust and Prospects Services Limited in the City of Westminster. These services support young people with learning difficulties and disabilities and deliver / input into the services that execute the Local Authority statutory responsibilities to:
 - Arrange for and conduct a Learning Difficulty Assessment (commonly known as S139a assessments) for all young people who have a statement of Special Educational Needs and expect to progress into post 16 education, training or higher education
 - The Learning Disabilities Assessment should be learner centred and discuss the wider aspirations of young people, wherever possible to encouraging education and training that will lead to greater independence and where appropriate employment
 - For Local Authorities to have input into the reviews of year 9 year 11 transition plans / statements of special educational need
 - Comply with the Education Act 1996, as amended by the Apprenticeships, Skills, Children and Learning Act 2009 and Section 80 of the Education & Skills Act 2008, and the Special Educational Needs and Disability Act 2001 and Regulations

These responsibilities are changing due to the implementation of the Children and Families Act (2014), requirements of which will be implemented from September 2014

- To monitor and track all young people 16 19, as detailed in Section 68 of the Education and Skills Act 2008
- For young people who have learning difficulties or disabilities the responsibility extends until aged 25

These responsibilities remain unchanged

4.2. These Statutory responsibilities are delivered on behalf of the Royal Borough of Kensington and Chelsea by Epic CIC Limited, within their current five year contract that commenced on the 1 January 2014. It is intended that they will continue to deliver the tracking & surveys and support Education Health and Care planning & commissioning, through the existing contract specification. The staff that will support Education Health and Care planning & commissioning will be co-located with the Tri Borough Special Educational Needs team.

4.3. The Children and Families Act 2014 takes forward the Coalition Government's commitments to improve services for vulnerable children and support strong families. The Act will reform the systems for adoption, looked after children, family justice and special educational needs. It will encourage growth in the childcare sector, introduce a new system of shared parental leave and ensure children in England have a strong advocate for their rights.

4.4. Reform of Special Educational Needs

The Government is reforming the system for supporting children and young people with special educational needs in England. The Children and Families Act includes measures to:

- require local authorities and local health services to plan and commission education, health and social care services jointly;
- require local authorities to publish in one place a clear and easy to understand 'local offer' of education, health and social care services to support children and young people with Special Educational Needs and their families:
- require co-operation between local authorities and a wide range of partners, including schools, academies, colleges, other local authorities and services responsible for providing health and social care;
- introduce a more streamlined process for assessing the needs of those with more severe and complex needs, integrating education, health and care services and involving children, young people and their parents;
- replace statements and Learning Difficulty Assessments with a new 0-25 Education, Health and Care Plan, which will co-ordinate the support for children and young people and focus on desired outcomes including, as they get older, preparation for adulthood;
- 4.5. In October 2013, the government published the 'Draft Special Educational Needs Code of Practice for 0-25 years' and requested comments via a formal consultation period, which closed on 9 December 2013. It is expected that the final Code of Practice will be published in summer 2014.
- 4.6. Education, Health and Care Plan

From 1 September 2014 the provisions in the Children and Families Act 2014, its associated regulations and Code of Practice will be in force. Subject to any transitional arrangements made, from that date the following guidance will cease to have effect:

- Special Educational Needs Code of Practice (2001)
- Inclusive Schooling (2001)
- Section 139A Learning Difficulty Assessments Statutory Guidance (2013)
- 4.7. The majority of children and young people with Special Educational Needs will have their needs met within local mainstream early year's providers, schools or colleges. However, the draft Special Educational Needs Code

of Practice states that "a local authority must conduct an assessment of education, health and care needs and prepare an Education, Health and Care plan when it considers that it may be necessary for special educational provision to be made for the child or young person through an Education Health and Care plan". This is likely to be where the special educational provision required to meet the child or young person's needs cannot reasonably be provided from within the resources normally available to mainstream early years providers, schools and post 16 institutions. This statutory assessment should not be the first step in the process; rather it should follow on from planning already undertaken with parents and young people in conjunction with an early year's provider, school, post-16 institution or other provider.

- 4.8. Preparing for adulthood (transition)
 - The draft Special Educational Needs Code of Practice states that schools should help pupils to start planning for their future adult life as early as possible, and by Year 9 at the latest. This goes beyond thinking simply about the transition to post-16 education and training. Schools should focus on raising aspirations and supporting pupils to go on to achieve the best possible outcomes in employment, independent living and participating in society. This could include, for example:
 - including preparation for adulthood in the planning meetings with pupils and parents at an early stage (and particularly from Year 9)
 - Ensuring that career advice and information provides high aspirations and a wide range of options for pupils with Special Educational Needs: and
 - Helping pupils and parents understand and explore how the support they receive in school will change as they move into different settings, and what support they are likely to need to achieve their ambitions.
- 4.9. Schools have specific duties to prepare young people with Education Health and Care Plans for the transition to adulthood. The review of an Education Health and Care Plan in Year 9 should build on previous reviews and existing plans. It must allow time for the commissioning of any necessary provision and support to take place. It should build on action that has already been agreed with the child and should inform decisions about the next stage of education specifically choices about what GCSEs or other relevant qualifications the child will be studying, the range of post-16 options which may be available and the longer term outcomes that the child wants to achieve in their adult life.
- 4.10. The role of impartial information, advice and guidance and transparent decision making for children and young people

Schools have a duty to secure independent, impartial careers guidance for pupils in 8-13. Guidance from schools or colleges must include information on the full range of 16-18 education or training options, including further education and Apprenticeships. The Department for Education has issued statutory guidance which includes a clear requirement for schools to

secure access to independent face-to-face support where this is the most suitable support for young people to make successful transitions - particularly children from disadvantaged backgrounds, or those who have Special Educational Needs or are disabled. A practical guide includes further information and models of good practice to help schools meet their requirements under the duty

- 4.11. Delivery model for the new Special Educational Needs requirements
 The Tri-borough Children and Families Act implementation project is led
 by Andrew Christie, who chairs the Executive Board for this work. The
 project has four specific work streams that will deliver the implementation
 of the Act on Tri-borough basis. These four workstreams are as follows:
 - Education, Health and Care Planning
 - Development of the Local Offer
 - Personal Budgets
 - Addressing the needs of the 16-25 cohort
- 4.12. For the Local Offer workstream, initial work has been undertaken to scope the variety of service offered by Education, Health and Social Care services across the three boroughs and a consultation with parents, asking their views on the current and future local offer, has been launched. The work on developing an Education Health and Care Plan delivery model that meets the requirements of the Act is currently being finalised, and is due to be piloted June 2014.
- 4.13. The delivery model for the single assessment process and Education Health and Care Plan is currently being developed by the Tri-borough Assistant Director for Special Educational Needs and her team, in partnership with colleagues in Health and Social Care (Family Services). The current model for delivery is for a central Tri-borough Special Educational Needs team, which will lead on the following responsibilities:
 - to manage the Education Health and Care process
 - provide the delivery of appropriate Education and Care Assessments
 - Co-ordinate / manage the input to the Education Health and Care plan from our colleagues from
 - health and social care professions
- 4.14. The proposed approach towards delivering Education Health and Care Plans is based on key working model. It is envisaged that this will require an organisational step change across the three Boroughs. By developing a team that will provide a key working role to children, young people and their families who are undergoing an education, health and care assessment or have an education, health and care plan, across the 0 − 25 age range, who are resident in Hammersmith and Fulham, Royal Borough of Kensington and Chelsea and Westminster and/or Looked After by these three London Boroughs.
- 4.15. It is intended that this approach will meet the needs of the new legislation, by providing a "family centred" service, for all children & young people

resident, in the Tri Borough, across the 0-25 age range, who are eligible for an Education Health and Care plan.

Staff undertaking Education Health and Care the planning & commissioning role will:

- Undertake the statutory assessment processes within the statutory deadlines (under current legislation) and from September 2014 Education, Health and Care Single Assessment and the issuing of Education Health and Care Plans within twenty weeks.
- Coordinate a person centred, outcome focused multi agency approach to assessment, planning and support ensuring that parents are treated as equal partners in the assessment and planning process.
- Provide effective and efficient commissioning of suitable educational provision and school placement for children with an Education Health and Care Plan, with a focus on accountability for outcomes.
- 4.16. Of direct relevance to this report, will be the understanding of the skills and knowledge of staff within the current sovereign team, to undertake the planning and commissioning role for the whole age range 0-25.
- 4.17. It has been identified, with the Tri-borough Assistant Director for Special Educational Needs, the knowledge and expertise required to support young people and their families through the options and opportunities post 16 is required to be commissioned.

It is proposed that once these contracts commence, staff will form part of the new Tri Borough Special Educational Needs casework and Commissioning team – within the Tri Borough Education Service.

5. PROPOSAL AND ISSUES

- 5.1. Considering the contents of this report, that a commissioning exercise is undertaken that will support the delivery of Statutory Responsibilities to:-
 - Monitor and track all young people 16 19, as detailed in Section 68 of the Education and Skills Act 2008
 - Assess children and young people, who are eligible for an Education, Health and Care plan (by providing the specialist knowledge of post 16 options) The Children and Families Act 2014.

5.2. Procurement timeline (Indicative)

Activity title	Activity detail	Start date	End date
Specification	Sign off of	9 June 2014	20 June 2014
Agreed	Specification by		
	Children and		
	Families Act		
	Project -		
	Addressing the		
	needs of the		
	16-25 cohort		
Evaluation Criteria	working group	23 June 2014	24 July 2014
		23 Julie 2014	24 July 2014
completion Award criteria		23 June 2014	24 July 2014
completion		25 Julie 2014	24 July 2014
Pricing Schedules		23 June 2014	24 July 2014
ITT Pack		23 June 2014	24 July 2014
Build project on		30 June 2014	8 August 2014
capitial esourcing		00 04110 2014	o / tagast 2014
Advertise the		11 August 2014	8 September 2014
opportunity			
Tender opened for		8 September	8 September 2014
bids		2014	
Deadline for		22 September	22 September
suppliers to submit		2014	2014
questions			
Deadline to		6 October 2014	6 October 2014
respond to			
supplier questions			
Bids Received		20 October 2014	20 October 2014

Evaluation Period	24 October 2014	21 November 2014
Award confirmations (political)	5 January 2015	12 January 2015
Award notifications	26 January 2015	30 January 2015
Standstill period	16 February 2015	27 February 2015
Mobilisation Period	1 March 2015	31 March 2015
Contract Start		1 April 2015

5.3. Issues

TUPE (the "Transfer of Undertakings (Protection of Employment) Regulations 2006" as amended by the "Collective Redundancies and Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 2014") will apply to this decision for the three WCC staff who are wholly dedicated to WCC work, as long as they are going to perform the same or fundamentally the same activities post transfer. Consultation with appropriate employee representatives needs to take place in accordance with the Regulations.

6. OPTIONS AND ANALYSIS OF OPTIONS

6.1. A summary of the options and the analysis of their relevant merits are described in the table below. Option 1 was recommended and signed off by the Tri Borough Children's Services Contracts and Commissioning Board on 14 May 2014.

Activities	Option 1	Option 2	Option 3
Activity Surveys and Tracking			
A 3 year Bi Borough (WCC/LBHF) contract to:			
Intended Destinations survey/Activity Survey			
September Guarantee - Report on the young people with a post 16 offer from a	X	X	X
Further Education College, school, Apprenticeship etc			
Identify and contact those with no offer			
 Track young people (year 12 – year 14) whose destination is not known 			
Careers Information Advice & Guidance Delivery (WCC / LBHF)			
A 3 year month contract with option to break after the 2 nd year to:			
Providing Careers Information Advice & Guidance for young people who have			
leaning difficulties or disabilities			
Output from this support & advise being input into the Single Education, Health and			
Care Assessment	X		
The Service will work be located within the Tri Borough Special Educational Needs /			
Education, Health and Care Single Assessment Team			
With budget transfer & contract management responsibilities to be transferred to			
the Tri Borough Special Educational Needs / Education, Health and Care Single			
Assessment Team			
Careers Information Advice & Guidance Consultancy (WCC / LBHF)			
 12 – 18 month (Call Off contract) – Providing Careers Information Advice & 			
Guidance_consultancy support to develop the Education Health and Care Team's			
skills to provide post 16 Careers Information Advice & Guidance to deliver LA		X	
Statutory Requirements (within the Education Health and Care Assessment)			
The specification for this to be written by the Single Education Health and Care			
Assessment Project Team			

Note for options 2 & 3

No direct Careers Information Advice and Guidance for young people who have learning difficulties or disabilities being commissioned. The responsibility to undertake Local Authority Statutory Responsibilities for providing Careers Information Advice and Guidance for young people who have learning difficulties or disabilities (as part of the Single Education Health and Care Assessment) to transfer to the Tri Borough Special Educational Needs / Education, Health and Care Single Assessment Team

Options Analysis

Option	Advantages	Disadvantages / Risks
Option 1 3 Yr Bi Borough Contract (Tracking / surveys) Plus	 (Tracking & Surveys) Will develop a Bi Borough solution with the opportunity to obtain best value through economies for scale This will provide for a single point of contact for all schools across the Bi Borough for Intended Destination / Activity Survey work Will provide a consistent approach / quality of delivery across the Bi Borough 	 (Tracking & Surveys) Solution Provides for WCC / LBHF only as RBKC services are provided within the EPIC contract
A 3 year Bi Borough Careers Information Advice & Guidance Delivery contract with option to break after the 2 nd year	 (Careers Information Advice & Guidance – Delivery) Existing contracts (WCC / LBHF) end 31/3/2015 and piloting of the Single Education Health and Care Assessment programmed for June 2014 and Implementation in September 2014 This provides 6 months of service under the current contracts that can be regarded as an initial transition period The new 3 year contract providing additional flexibility during the period of transitional arrangements to the full implementation and bedding in of the Single Education Health and Care Assessment This will develop a Bi Borough solution with the opportunity to obtain best value through economies for scale Will provide a consistent approach / quality of delivery across the Bi Borough Will provide comfort (for 18 – 24 months) as to the delivery of Statutory Responsibility, during the implementation / transitional phase of Single Education Health and Care Assessment 	 (Careers Information Advice & Guidance - Delivery) Solution Provides for WCC / LBHF only Further investigation / Negotiation with EPIC will be required by Alison Farmer / Young People Commissioning Solution may provide duplication overlap of service between the Single Education Health and Care assessment team and contracted services (Depended on the speed of the full implementation of the Single Education Health and Care Assessment)
Option 2 3 Yr Bi Borough	(Tracking & Surveys)Will develop a Bi Borough solution with the opportunity to	(Tracking & Surveys)Solution Provides for WCC / LBHF only as RBKC

Contract (Tracking / surveys) Plus Obtain best value through economies for scale This will provide for a single point of contact for all schools across the Bi Borough for Intended Destination / Activity Survey work Will provide a consistent approach / quality of delivery across the Bi Borough	
12 – 18 month Bi Borough Careers Information Advice & Guidance – Delivery consultancy call off contract (Careers Information Advice & Guidance - Consultancy) Will provide transitional and transformational support to the Education Health and Care Single Assessment team during the Education Health and Care team as consultancy services are "called off" as and when needed Will provide flexibility for the Education Health and Care team as consultancy services are "called off" as and when needed Will provide for the development of the Tri / Bi Borough Education Health and Care team culture and skills development Specification can be tailored by the Education Health and Care team to meet their needs	 (Careers Information Advice & Guidance – Consultancy) No Education Health and Care delivery is being commissioned Risk that Local Authority statutory responsibilities are not undertaken due to Education Health and Care Single implementation slippage Has the Education Health and Care Team got the capacity, skills and knowledge to deliver the Local Authorities statutory responsibilities for Careers Information Advice and Guidance for this cohort of young people Appropriate service / support is not provided during Education Health and Care Single Assessment implementation then Local Authorities are at risk of Challenge from Parents / Department for Education and will provide reputational risk, as well as letting down young people Education Health and Care delivery model is not approved in time to commission

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Option 3	(Tracking & Surveys)		(Tracking & Surveys)
	 Will develop a Bi Borough solution with the opportunity to 	• (Solution Provides for WCC / LBHF only as RBKC
3 Yr Tri Borough	obtain best value through economies for scale	9	services are provided within the EPIC contract
Contract	This will provide for a single point of contact for all schools across		·
(Tracking /		,	(Careers Information Advice & Guidance)
, ,	the Bi Borough for Intended Destination / Activity Survey work		•
surveys)	 Will provide a consistent approach / quality of delivery across the 		No Careers Information Advice & Guidance
	Bi Borough	(delivery is being commissioned
		•	Risk that Local Authority statutory responsibilities
		á	are not undertaken due to Education Health and
			Care Single implementation slippage
			Has the Education Health and Care Team got the
			capacity, skills and knowledge to deliver Local
		,	Authorities Statutory responsibilities for Careers
			Information Advice and Guidance for this cohort of
		,	young people
		• /	Appropriate service / support is not provided
		(during Education Health and Care Single
		,	Assessment implementation then Local Authorities
			are at risk of Challenge from Parents / DfE and will
			provide reputational risk, as well as letting down
			· · · · · · · · · · · · · · · · · · ·
			young people
			Education Health and Care delivery model is not
		á	approved in time to commission

7. CONSULTATION

7.1. The current providers have been engaged over the past year, as the Childrens and Family Bill progressed to obtain Royal Assent. They understand the direction of travel and have expressed an interest in the shape of future services.

8. EQUALITY IMPLICATIONS

8.1. A comprehensive Equality Impact Assessment will accompany the Tri Borough consultation on the reorganisation of the Special Educational Needs teams, a copy of which will be available upon request.

9. LEGAL IMPLICATIONS

- 9.1. TUPE (the "Transfer of Undertakings (Protection of Employment)
 Regulations 2006" as amended by the "Collective Redundancies and
 Transfer of Undertakings (Protection of Employment) (Amendment)
 Regulations 2014") will apply to this decision for the three WCC staff who
 are wholly dedicated to WCC work, as long as they are going to perform
 the same or fundamentally the same activities post transfer. Consultation
 with appropriate employee representatives needs to take place in
 accordance with the Regulations.
- 9.2. Implications verified/completed by: (Jo Beill, Employment solicitor, 020 8753 2712).

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. Total estimated costs for these contracts are:
 - Lot 1 proposed budget for a 3 year contract of £480,492 with a contribution to the budget from the London Borough of Hammersmith & Fulham of £240,246.
 - Lot 2 proposed budget for a 3 year contract of £640,656 with a contribution to the budget from the London Borough of Hammersmith & Fulham of £384,393.
- 10.2. The estimated costs for these budgets have been arrived at by an open book dialog with the current service providers. This informed the development of a pricing strategy, based on current delivery.
- 10.3. It was assumed that lowest current costs would be used in the construction of the pricing strategy. Please see appendix 1

- 10.4. Estimate savings on current contracts for these services are:
 - Tracking and Surveys A total of £14,249 annually, £5,351 attributable to Hammersmith and Fulham, and £8,898 to Westminster.
 - Careers Information Advice & Guidance Delivery A total of £17,817 annually, £14,258 attributable to Hammersmith and Fulham, and £3,559 to Westminster.

These figures do not include any associated accommodation cost savings that may arise from this as they do not form part of the Youth Service controllable budgets.

- 10.5. Property costs associated with commissioned staff (including those from Epic CiC Limited) who will support Education Health and Care planning & commissioning, will be met through the Children and Family Act implementation budget, as they will be co-located with the Tri Borough Special Educational Needs team.
- 10.6. If a single provider is awarded contracts for Lot 1 and Lot 2, further savings will be discussed at the pre-contract clarification stage.
- 10.7. Additional savings will be made against the current contract spend in Hammersmith and Fulham. The CfBT contract includes working with 16 and 17 year olds, who attend Job Centre plus. This service is not in scope of this commissioning strategy. There is a responsibility for Local Authorities to confirm if 16 / 17 year olds are registered as "Not in Education Employment or Training", prior to them applying for Jobseekers Allowance. It is anticipated that these numbers of young people will be small, with young people remaining engaged in learning to the age of 18 (Raising the Participation Age). Young people who drop out of learning prior to the age of 18 will be identified by the Pan London early leavers reporting mechanism. Appropriate signposting will be provided through Lot 1. For young people who are not picked up through the pan London arrangements, dialog will commence with Hammersmith and Fulham Localities to provide support.
- 10.8. These anticipated additional saving will be £56,956 annually attributable to Hammersmith and Fulham.
- 10.9. Implications verified/completed by: (Alex Ward, Finance Manager, x5040)

11. RISK MANAGEMENT

11.1. All recommendations made in this paper have been discussed and signed off by the Tri Borough Children's Services Contracts and Commissioning Board. Once authority has been received to commence the procurement risks and issues will be monitored as part of the procurement project

12. PROCUREMENT IMPLICATIONS

- 12.1. It is intended to invite multi lot tender submissions from the open market using the procurement portal https://www.capitalesourcing.com
- 12.2. It is intended to go to the market for these services in two lots:-
 - Lot 1:- Tracking & Surveys Intended Destinations and activity Surveys (Year 11-Year 13), for a 3 year contract with the option to break after two years
 - Lot 2:- Careers Information Advice & Guidance Delivery, for a 3 year contract with the option to break after two years. This will provide flexibility for any future development of the needs of the Special Educational Needs / Single Assessment team
- 12.3. The details of the specification for this lot will be developed with the Children and Families Act Project working group "Addressing the needs of the 16-25 cohort".
- 12.4. It is understood that contracting will be based upon outcomes and that this will need to be defined as part of the work on the Specification and technical criteria for evaluation.
- 12.5. Implications verified/completed by: (Amman Batth, Business Development and Procurement Manager; telephone 07739 315994)

LOCAL GOVERNMENT ACT 2000 LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	N/A		

LIST OF APPENDICES:

Appendix 1 Pricing Strategy (exempt)