

# The Supporting People Three – Year Procurement Strategy

## 2007 – 2010

Making the future happen IN SALFORD  
Through Supporting People



## FOREWORD

We are pleased to introduce the Salford Supporting People Procurement Strategy, which sets out our vision, intentions, plans and actions for the procurement of housing related support services in our City for the next three years.

A key feature of the Supporting People commissioning approach since April 2003 has been to continuously seek to involve service users, families, representatives and stakeholders when commissioning new and existing housing related support services for vulnerable and diverse groups. Due to the way in which the Supporting People Programme in Salford has developed over the past three years, a number of key relationships with providers have emerged to the benefit of both provider and crucially, the service user.

The Supporting People commissioning and service-contracting programme has progressively evolved since April 2003 and by the 31<sup>st</sup> March 2006 Salford had successfully completed all of its service reviews. As a result we were able to successfully and confidently re-negotiate and extend 90% of our existing contracts with existing providers and achieve an 11% saving on our overall programme grant from the DCLG. This saving now gives us a great opportunity to look at the future in terms of procuring new value for money services within the housing related support sector.

Through effective and efficient commissioning we have been able to ensure that vulnerable groups requiring help and support to live independently now have good quality, better value services that meet their ever changing and diverse needs.

Our next challenge is to build on the excellent progress to date by ensuring that we fully embrace the opportunities that procurement can bring to the housing related support sector and ensure that the housing related support needs of all our vulnerable citizens continue to be met through fair, transparent and non-discriminatory procurement practices.

Finally, due to the ever-changing nature of procurement the illustrations, values and processes outlined in this strategy are not exhaustive and may change over time. Salford Supporting People Team reserve the right to review, amend and update this strategy and its appendices to incorporate Local, Regional, National and European changes in procurement practice and legislation.

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## EXECUTIVE SUMMARY

### Making the future happen

This Strategy underpins and confirms the priorities highlighted in our Supporting People 5 Year Strategy and aims to enhance our vision to fully embrace the ethos of the Supporting People Programme and making improvements to housing related support services for all vulnerable groups. Our intention therefore is to ensure that effective, fair, transparent and non-discriminatory approaches are developed and maintained to commission services, which are of good quality, cost effective and which deliver clear, tangible benefits to vulnerable people who need them.

We recognise that this Strategy cannot work in isolation, therefore it has been developed in consultation with our partners to ensure that the future procurement of housing related support services link to the wider strategic objectives in meeting the needs of vulnerable people across the City of Salford.

### Development of this Strategy

To make certain that we have produced this Strategy so that it reflects and contributes to our 5 Year Strategy and wider Council objectives and pledges, we have undertaken a comprehensive process of strategy development, which has involved contributions from a wide range of partners and stakeholders at all stages of the strategy development process. This has included:

- Consideration of how national and local strategic priorities will influence the procurement process and influence the future development of the Supporting People Programme in Salford;
- Ongoing analysis of strategic sector review research identifying gaps in need for housing related support services in the City of Salford;
- Consideration of key local issues for all vulnerable client groups affected by the Supporting People Programme and how procuring services can address these.

### Strategic Vision

Salford's vision for the procurement of Supporting People services has been determined through consideration of national priorities and guidance, as described by DCLG throughout 2006. When undertaking procurement activities therefore we are commitment to:

- Continuing the delivery of good quality, cost effective housing related support services for vulnerable people who need them.
- Ensuring procurement supports and promotes people's independence and social inclusion.
- Offer a range of choices in housing related support services, which reflect the needs and aspirations of service users and Salford communities.
- The ongoing developments of housing related support services that can intervene early to prevent people becoming vulnerable or their housing circumstances deteriorating.

- Ensuring that the principles of equality, opportunity and empowerment are embedded in our approach to procuring housing related support services.
- Achieving a balanced provision of housing related support services across the City while allowing for local responses to local need.

All Supporting People procurement activity will:

- Encourage flexibility in developing alternative procurement and partnership arrangements;
- Contribute to the Supporting Peoples Strategic Aims and Objectives;
- Contribute to the Council's Corporate Aims and Objectives;
- Seek continuous improvement in the provision of services;
- Be driven by desired outputs and outcomes;
- Represent the most advantageous balance of quality and cost;
- Promote equality, transparency and fairness;
- Be non-discriminatory in operation and practice;
- Fully support the 3<sup>rd</sup> Sector ensuring a level playing field.

## A1. INTRODUCTION

This Procurement Strategy has been developed to follow on from our successful review and re-commissioning period, which concluded in April 2006 and forms our intention to develop and evolve innovative procurement frameworks, which will be introduced as part of the commissioning process from April 2007.

The Strategy has been consulted upon with providers, service users and stakeholders and will be used to strategically guide Salfords Supporting People Commissioning Body and Core Strategy to be actively involved and integrated into the procurement process and support in the future commissioning and contracting of supported accommodation services for vulnerable and diverse groups. This Strategy will supplement the City of Salford's Corporate Procurement Strategy and Codes of Practice and should not be used in isolation from these; this should ensure a streamlined and consistent approach to procurement is developed and maintained in every aspect of Salford Supporting Peoples commissioning and contracting process.

A strong focus and commitment therefore is placed on the Supporting People 5 Year Strategy, which supports the intention of the Supporting People Commissioning Body to adapt, and use innovative and progressive approaches to enhance and sustain housing related support services across the City over the next three years. By developing this Strategy the intention of the Supporting People Procurement Programme in Salford is to ensure that services being commissioned:

- Fully endorse diversity and equality;
- Are representative of the communities they serve;
- Can be accessed fairly irrespective of race, age, sex, sexuality, disability, culture or faith;
- Offer Best Value to the Council, the service user and the wider Salford community.

The requirement to ensure that our procurement processes are fair and transparent underpin the Salford Supporting People approach to fairness, transparency and accountability, which raises many challenges, however these should not be incompatible with meeting the needs of current and future service users, stakeholders, providers and the local community which we serve.

A key element to the Supporting People procurement process is the continued practice of undertaking **Full Sector Reviews** (the analysis of a particular sector to determine need, identify gaps, resources and best practice in order to drive up quality, performance, value for money and efficiency) and **Contract Appraisals** (a review of the contract within the general and overall context of whether the service is still required and to determine the most suitable option for that contract in the future) to ensure we keep abreast of:

Best Value and Value for Money  
Modernisation  
Risk Management  
Consultation and Communication  
Training and Development  
Performance  
Quality  
Productivity & Efficiency  
Partnership and Joint working practices  
Equality  
Sustainability  
Regeneration

As our commitment to procurement will continue to develop over the next three years, we will endeavour to capture the most appropriate elements of best practice and remain sufficiently flexible to the ever-increasing challenges we face to modernise and develop services that meet the needs of local citizens in an open, transparent, fair and non-discriminatory manner.

## A2. OVERVIEW OF PROCUREMENT AND AIMS OF THIS STRATEGY

The Salford Supporting People Programme is driven by the aims of the wider City Council to continue to develop Salford as a city of national significance where people choose to live and in which companies want to invest; a City where all citizens benefit from regeneration and have equal access to the wealth, employment and other opportunities which this brings.

Our intention is to support the belief that effective procurement is fundamental to Salford as a best value Council. We therefore intend to continue working in partnership with the public / private / third sectors as a means of achieving improved service delivery, building upon the experiences gained over the past three years.

The aim of this Strategy is therefore to promote Salford Supporting Peoples drive for effective procurement in order to achieve best value for the people of Salford in a non-discriminatory and transparent fashion, linking into Corporate Procurement practices and procedures.

This strategy aims to:

- Ensure procurement helps deliver the Supporting Peoples Strategic Objectives set out in the 5-Year Strategy as well as support the Housing and Planning Directorate, the Council and the Local Strategic Partnership to deliver on the seven key pledges as outlined in the Community Plan.
- Ensure procurement contributes to the continuous improvement of services and service delivery, ensuring value for money and quality are maintained across the Supporting People Programme in Salford.

- Enable and encourage innovative and effective procurement, especially from small business enterprises and minority ethnic businesses.

This Strategy will achieve this by:

- Providing a single, easily accessible source of procurement information and advice to all those involved in the procurement of Supporting People Services.
- Setting out the steps we will take to ensure continuous improvement in procurement.
- Setting out the steps we will take concerning training and development of current and prospective provider organisations and preparing them for this new and challenging environment of procurement.

### A3. WHAT IS PROCUREMENT?

Procurement is not the same as commissioning although both processes can be interchangeable. Commissioning is generally seen as the process of specifying, securing and monitoring services to meet the needs of people at a strategic level. Procurement is the process of acquiring goods and services from third party suppliers under legally binding contractual terms where all the conditions necessary to form a legally binding contract have been met; this process should encompass the full life cycle of the asset or service contract.

The 'life cycle' is the period from the initial definition of the business need through to the end of the useful life of the asset or service contract. Procurement has a far wider scope than 'purchasing', 'buying' or 'commissioning'. It is about securing services and products that best meet the needs of service users and the local community in its widest sense.

Procurement in the Salford Supporting People Framework is important because it supports in the improvement of services, helps to achieve best value, helps produce significant efficiency gains (needed as requirement for the Governments efficiency agenda and comprehensive spending review 2008 – 2011) and encourages innovation.

Fundamentally, procurement focuses on achieving Best Value and Value for Money for the purchase of goods, services and works. Failure to achieve these values poses significant risk to services, the people they serve and the local economy. Therefore value for Money in procurement can be best achieved by:

- Reducing the cost of purchasing and the time it takes – the processing overhead;
- Getting better value for money for the goods and services purchased and improved quality of services;
- Improving project, contract and asset management.

This Strategy provides a common framework within which all procurement by the Supporting People Team is to be managed, linking into the wider Corporate Procurement frameworks, objectives and intentions.

There is an obvious legal requirement to ensure that all contracts for public services are awarded in a fair, transparent, non-discriminatory and open manner, these requirements are set out in the EU procurement regime comprising of:

- EU Treaty Principles; The European Treaty provisions apply to all public contracts regardless of value, including those below the thresholds.
- EU Procurement Directives; The EU Procurement Directives supplement the provisions of the European Treaty, which prevent discrimination on the grounds of nationality and, therefore, prohibit the use of national standards or local policies.

The three main principles associated with the EU Procurement Directives are as follows:

1. All potential contracts, the values of which singularly or cumulatively exceed the financial thresholds stated below, must be advertised throughout the European Union, so that all interested parties in all member states have an equal opportunity to submit tenders.
  2. All enquiries must receive equal treatment in order to eliminate discrimination on the grounds of the nationality of the contractor or the origin of goods/services.
  3. All tendering and award procedures must involve the application of objective criteria.
- Relevant case law from the European Court of Justice

Generally speaking with few exceptions, the EU procurement directives, which determine the procedures and timescales to be followed in public sector procurement, apply to all contracts for goods and services over a certain value called the 'threshold', (which currently stands at £154,477). Please note that EU thresholds are reviewed and re-issued every other year, the next being January 2008, then January 2010, therefore values expressed within this document relating to both EU thresholds and Council standing orders will be periodically amended to account for these changes.

There are two key regulations (Public Contract Regulations 2006), which have two levels of application, 'part a' full procurement regime for services and 'part b' lighter procurement regime. To note most services relating to health, social care and support are regulated under 'part b' and although these part b services do not require a full procurement regime i.e. may not need to be advertised as directed by the EU (i.e. in the OJEU) they should be subject to some form of competition, i.e. advertisement in local press. There is a requirement to advertise successful tenders over the EU threshold in the OJEU, which shall be the responsibility of the Corporate Procurement Team informed by the Supporting People Team.

The procurement approach depends on the full term value of a particular contract, for example a full life contract value of £180,000 (the full life contract price) would initiate a formal tendering process; a contract worth £15,000 over the same period would initiate the process of requiring three written quotations. **Table 1** below illustrates this process and links into Salford City Council Standing Order process; these contract thresholds vary slightly to EU thresholds.

**Table 1**

Whole Life Contract Value	Tendering Process
Under £10,000	Obtain 1 or more written quotations
£10, 000 to £30,000	Minimum of 3 written quotations
£30,000 to £100,000	Minimum of 3 sealed quotations
£100,000 +	Formal Tender

The Salford Supporting People Procurement Cycle (see page 24) is split into eight key phases (see below), each phase has its own set of requirements and objectives to ensure that when entering a procurement cycle we are adopting and following the correct procedures and practices to guarantee fairness and transparency.

- Phase 1 Identification of need;
- Phase 2 Development of business case, options appraisal and value for money appraisal;
- Phase 3 Defining the procurement approach and specifying requirements;
- Phase 4 Advertise, test market and shortlist;
- Phase 5 Tender evaluation, interviews selection;
- Phase 6 Award and implement contract;
- Phase 7 Manage the contract for full life cycle
- Phase 8 Review process, identifies lessons learned, and updates business case.

An outline procurement project time plan will be developed at the beginning of every procurement project to illustrate and give guidance to the timescales required to deliver this project effectively and efficiently (See Table 4, p43 for example of timescales). **Appendix 2** will introduce the reader to each procurement phase illustrating and giving guidance as to how each phase will operate in practice.

Aggrieved tenderers can put up a legal challenge if they think there has been a breach of either the EU treaty or directives, this does then mean that we need to comply with all aspects of procurement legislation, therefore the Supporting People Team supported by the Corporate Procurement Team will ensure that all procurement processes and practices are followed in a transparent and auditable fashion. The Supporting People Team will seek continued support from the Corporate Procurement Team when establishing procurement

approaches to ensure that legal and corporate frameworks are followed and adhered to. Other aspects of the procurement process are defined below and should be read as part of our whole approach to procurement.

### **A3.1 Approved Lists / Framework Agreements**

There is detailed guidance in the Procurement Code of Practice concerning Approved Lists or Standing Lists, as they are sometimes known. The Supporting People Team will endeavour to commence creating Approved Lists from April 2007. These lists will be sector and/or service type orientated. Current and future contractors will have the opportunity to express their interest in delivering service across the following sectors:

- Mental Health
- Homeless Families
- Young People
- Domestic Abuse
- Single Homeless
- Drug and Alcohol
- Offending
- Learning Difficulties
- Refugee
- HIV and Aids
- Older People
- Gypsy and Traveler

Please note this list is not exhaustive and is likely to change as the Supporting People 5 year strategy evolves.

Current and future contractors expressing interest in acquiring contracts to deliver these services also will also have an opportunity to express their interest in either delivering these services as part of an accommodation or floating support based package. Once these lists (or number of lists, which may be the case for many current providers) have been developed, usually after a pre-qualification exercise, successful organisations will be added to these lists. This means that these organisations will have a fair and equal opportunity to compete for future business with us and once on these lists organisations will remain on them for a minimum of two years. This means that if an existing contractor or prospective contractor fails to get on these lists, for any reason, they will not have an opportunity in that two-year period to tender for Salford Supporting People business, even if they have an existing contract with us.

We are required to ensure these Approved Lists are maintained and reviewed every four years, which is a critical aspect of procurement activity. As part of this review process we may re-examine the market by re-advertising expressions of interest within a particular list or lists to ensure we keep to our commitment to transparency, fairness and non-discriminatory procurement approaches.

To date Supporting People in partnership with Salford Community Health and Social Care have undertaken a full pre-qualification exercise for organisations interested in contracts to deliver service to people with Learning Difficulties. As part of this process we now have a joint approved framework in place, consisting of 15 organisations that now have the opportunity to competitively tender for business within the Learning Difficulty sector over the next four years.

### **A3.2 Partnering**

The Supporting People Team acknowledge that any arrangements with a provider organisation for the medium/long term procurement of a service on the basis that does not include tendering for individual contracts can be referred to as a partnering arrangement.

Entering into such arrangements is in itself a procurement process and will be entered into only after an appropriate competitive process has been followed, i.e. pre-qualification. Providers will be chosen in accordance with Best Value requirements and in line with any applicable legislation.

When looking to partner we will follow best practice and seek support and advice from the corporate centre when doing this.

### **A3.3 Contract Extensions**

The option of extending existing contracts with providers is a key issue for the Salford Supporting People Team. We will endeavour where possible to minimise any disruption to service users during procurement activity. There may be opportunity over the next two years to extend contracts for a further negotiated period without needing to go through a full procurement process if this condition was included in the original agreement.

Standing Orders allow for this where the possibility of an extension has been indicated in advance in any tender documentation and in the contract. Prior to any negotiated contract extension a full contract appraisal must be completed by the Supporting People Team and reports submitted to both Core Strategy and Commissioning Body groups for approval. In all other circumstances approval must be sought through either Legal Services and/or the Corporate Procurement Team.

### **A3.4 Service Level Agreements**

Any agreement between two public sector organisations cannot be termed a contract, as it cannot be enforced in a court of law (both organisations are considered to be part of a single legal entity called the "Crown"). Such agreements are usually but not explicitly called Service Level Agreements. Not all terms contained in the standard contract pro forma may be applicable or can be used legally.

The Supporting People Team recognises that all contracts with internal providers, who provide housing related support such as Housing Advice and Support Services and Community Health and Social Care should be worded to encompass the fact that both belong to a single entity, therefore usual

contractual law can not apply. Where an SLA is required they will be written and set up in line with the then current corporate standard / model.

#### A4. BEST VALUE, STRATEGIC SECTOR REVIEWS AND PROCUREMENT?

The Salford Supporting People Team aims to provide services that offer best value in terms of economy, efficiency and effectiveness, that are responsive to the needs of vulnerable groups and the community at large and that have the capacity to continuously improve both quality and performance.

Procurement is an essential part of best value. All services have been systematically reviewed over the past three years to determine how, if at all, services were delivered. In April 2006 a more strategic approach to sector reviews commenced. These strategic sector reviews focused on the following sectors:

- Older People
- Mental Health
- Learning Difficulty

Further in depth strategic sector reviews are planned for 2007 onwards and we will continue this cyclical process every 2 to 4 years as part of our longer-term procurement plan. The primary aim of these in depth strategic sector reviews is to determine how services can be delivered or shaped in the future to best meet the needs of vulnerable groups in line with Best Value, as well as determine gaps in service provision or identify new services required to meet the future needs of our local people.

Outcomes from these strategic sector reviews could mean that services will continue to be provided in-house, externally or in partnership with other service providers either existing or new. Following a robust and challenging review process the Supporting People Team will consider all options for the future delivery of services and choose the most effective solution from a range of available methods of service delivery, including:

- The cessation of the service, in whole or in part;
- The creation of a public/private partnerships;
- The use of joint ventures;
- The transfer or externalisation of the service (with no in-house bid);
- The robust market testing of all or part of the service;
- The restructuring or enhancement of the in-house service;
- The renegotiation of existing contracts;
- The use of public sector consortia;
- The use of non-profit organisations;
- The joint commissioning or delivery of the service.

Consideration of all of these options will benefit from professional advice from the Corporate Procurement Team. It is therefore important to integrate procurement expertise into the best value review process to ensure a full evaluation of future service delivery options and user needs, to align procurement outcomes to those needs, and to support the Council's wider aims, objectives and pledges.

All Supporting People strategic sector reviews should in the first instance be cyclically planned, timetabled and agreed at Core Strategy and Commissioning Body.

The Corporate Procurement Team will provide the Supporting People Team with advice and guidance with regard to best value when sector strategic reviews are being conducted to assist the team to fully consider all service delivery options and to assist in challenging and assessing the competitiveness of services within each sector.

Procurement expertise provided by the Corporate Procurement Team at this stage can be used in terms of both indirect tests of competitiveness such as benchmarking, where competitiveness is assessed by reference to other bodies including best value authorities with a CPA rating of 'good' or 'excellent' and private and voluntary sector providers; and direct tests of competitiveness where alternative means of providing services are explored.

## A5. VALUING THE WORKFORCE AND PROCUREMENT

The Supporting People Team understands Best Value and good quality services cannot be delivered without a well-trained and motivated workforce. This applies equally whether services are provided internally, externally or in partnership. As part of an ongoing process we will endeavor to train our staff and keep them updated with regard to procurement activity, processes and legislation supported by adopting clear communication links with the Central Procurement Team.

The Supporting People Team is eager and keen to ensure that it maintains its dialogue with provider organisations contracted to deliver services concerning workforce matters. Consultation with managers and workers will continue through consultation and contract appraisal meetings, which will support the corporate aim of enhancing and improving workforces across the city.

The Supporting People Team will ensure that transparent non-discriminatory practices are maintained throughout a procurement project and ensure that both small business enterprises and businesses from minority ethnic groups are treated equally and fairly when considering future tendering for Supporting People business. The Supporting People Team will in partnership with the Central Procurement Team ensure that providers have access to procurement training programmes, seminars and events, by advertising these and encouraging attendance and participation.

From a Salford Supporting People perspective we believe that there is no conflict between good employment practice, value for money and quality of service. Therefore as part of our strategic sector review process and subsequent procurement pre-qualifying questions we will examine current or future partners / providers past records of:

- The treatment of transferred staff under TUPE (if applicable);

If TUPE did apply:

The employers consulted with representatives of any recognised trade union who represent any staff who would be entitled to transfer as well as consult with staff themselves, if in their cases no trades union was recognised. These discussions must focus on the terms of transfer.

Staff were entitled to employment by the new employer, with the same contractual terms and conditions as before.

To note: Any dismissal as a result of the transfer (and not for economic, technical or organisational reasons connected with the transfer) would be unfair in the UK. The Government's Code of practice on Workforce Matters has to be incorporated into conditions of the contract if the contract or any predecessor contract involved a TUPE transfer from a public body.

The Code then requires service providers to give new joint terms and conditions, which are no less favourable than those of TUPE transferees including membership of the Local Government Pension Scheme or of another good quality scheme with an employer's contribution of at least 6%.

Where we become aware of circumstances that may give rise to TUPE issues we will seek advice and guidance from the Corporate Human Resource Department.

- Employment practices and policies;
- Equalities and social inclusion;
- Health and safety;
- Environmental policies and procedures;
- Training and development.

The Supporting People Team will seek to ensure that all contractors (current and future) and partners of the Council provide adequate policies that endorse and promote employment legislation that combats discrimination and encourages equal opportunities, equality and diversity in the workplace.

## A6. SUPPORTING PEOPLE LINKS TO CORPORATE PROCUREMENT

The Corporate Procurement Team will provide specified services in relation to its corporate wide procurement approach undertaken on behalf of all directorates. Additional discretionary services may be provided where an individual Directorate has its own particular procurement requirements, such as Supporting People.

An important aspect of the work of the Corporate Procurement Team is the development of modern techniques and the implementation of modern tools and methods. Although purchasing cards are in use, the potential for e-commerce in Supporting People will be evaluated. The adoption of e-commerce is likely to become the standard operating practice for all elements of the supply chain within the next three to five years, Supporting People will need to take an informed view of this to ensure it can maximise the available benefits of modern approaches to procurement.

The Corporate Procurement Team will ensure that Supporting People produce an effective and accurate procurement plan, on at least annual basis, which will contribute towards the Council's Corporate Procurement Plan. This will be used to avoid duplication of effort and to ensure a coordinated approach to procurement is achieved across the Council.

The Corporate Procurement Team will ensure that the Supporting People procurement activity links into the Gateway Review Process<sup>1</sup>, which is designed to assess and evaluate each stage of the procurement cycle. The Supporting People Team will ensure when commissioning contracts robust risk assessment and risk management processes are integrated for all contractual arrangements. This process will form an integral part of any ongoing contract appraisal framework, which will also include quality, whole life costs and the requirements of service users.

The Corporate Procurement Team will provide advice and guidance to the Supporting People Team to ensure that all staff engaged in procurement projects can employ best practice and achieve best value.

## A7. PROCUREMENT AND CONTINUOUS IMPROVEMENT OF SUPPORTING PEOPLE SERVICES

Supporting People endeavors to continuously improve contracts, partnerships and other procurement arrangements through systematic and obligated evaluation, monitoring and appraisal throughout the procurement and contract life cycle. As part of this drive to continuously improve services, Supporting People in Salford will continue to assess both quality and performance of services using existing frameworks such as:

- Quality Assurance, using the full Supporting People Quality Assurance Framework (QAF) including both core and supplementary objectives;

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<sup>1</sup> Corporate Procurement Strategy 2006/2007 p17

- Accreditation, using the North West Regional Accreditation tool;
- Salford's Contract Management and Appraisal structures;
- The SPI Workbook;
- National Performance Outcome pilots.

Imperative to the continuous improvement process and the procurement function Supporting People in Salford will continue to consult and seek the views and engagement of service users, service staff, stakeholders and wider local people to help enhance our abilities to ensure services operate at required and expected standards as well as deliver Value for Money.

## A8. PROCUREMENT INFORMATION AND CONSULTATION

The Salford Supporting People Team will ensure that all relevant information and guidance notes concerning how, when and why we procure services is made available in various formats and locations to inform and support existing and future providers to become better able to compete for business. Information concerning our approach to procurement will be available on the Salford Supporting People Websites. Further procurement guidance can be found on the Council's Internet / Intranet.

There are very strict procurement regulations, which all local authorities need to follow rigorously. We will, however endeavor to directly / indirectly support and include existing / future providers, stakeholders and service users to access information and resources, which it is hoped, will enhance current and future contractor understanding of the Salford Supporting People procurement process and what is expected in terms of successfully winning a tender. By providing support and guidance, such as linking organisations to internal / external training, we hope to enhance organisational skills and abilities to complete successfully for Salford Supporting People business now and in the future.

## A9. PROCUREMENT AND SUPPORTING PEOPLE STAFF DEVELOPMENT

Supporting People staff including commissioners and senior managers involved in procurement or contract management will have full access to training, briefings and information to ensure they reach an appropriate level of core competencies to enable them to work with the optimum effect, during procurement activity.

All officers involved in Supporting People procurement activity will have access to ongoing training and development as identified in supervision and appraisal frameworks, which will enhance the team ability to deal with procurement in an effective, transparent and open manor.

## A10. PROCUREMENT AND THE ENVIRONMENT

All Salford Supporting People procurement activity will include environmental considerations when developing contract specifications and procurement assessment criteria. By doing so we will consider the impacts of our final decisions to offer contracts based on environmental risk assessment and evaluation of provider environmental practices, this includes assessing and considering policies of the tenderers themselves. Environmental considerations will be included in the monitoring criteria of contractors and partners.

It is our aim in 2007 / 2008 to consult and include all partners, contractors, stakeholders and service users in the development of a Salford 'global' environmental health policy, which all current and future contractors will sign up to and deliver in partnership with the City Council.

## A11. PROCUREMENT AND INTERNAL COMMUNICATIONS

The Salford Supporting People Team will ensure that all other departments and directorates within the City Council are aware of developments in our procurement and commissioning of services to vulnerable groups. We will ensure these departments have access to essential documents and information relating to these activities as well as keep these departments informed of any changes to practice, policy or process.

All procurement activity in the first instance will be recommended by the Supporting People Core Strategy Group, either once a strategic sector review has concluded such activity is required or when a contract comes to its natural end. This recommendation will be fed through to the Supporting People Commissioning Body who will endorse or reject this recommendation.

During any procurement project activity regular reporting is essential to keep our processes transparent and auditable. Reports will be built into each phase of our procurement approach to keep all key groups and personnel (including Core Strategy and Commissioning Body) updated in regard to procurement activity and progress.

The Supporting People Team supported by the Corporate Procurement Team will also regularly report to:

- The Member Champion for procurement as and when required;
- The Customer and Support Services Lead Member Briefing as a matter of course;
- The Cabinet as and when deemed appropriate;
- Procurement scrutiny committees as required on all relevant procurement matters.

## A12. PROCUREMENT AND RACE EQUALITY

The Salford Supporting People Team spend approximately £13 million every year on contracts with private and voluntary organisations for services offering support to vulnerable groups. It is vital, therefore, that we take full account of all the implications both economic and social for our investments and as part of the Authorities statutory requirement to comply with the Race Relations (Amendment) Act 2000 we must ensure that this investment is consistent with our race equality obligations.

The Race Relations (Amendment) Act 2000, which amended the Race Relations Act 1976, has important implications. The amended Race Relations Act (RRA) now outlaws discrimination in all functions of public authorities, including procurement. It also gives public authorities a positive legal duty ('the duty to promote race equality') to eliminate discrimination and to promote equality of opportunity and good race relations in carrying out all their functions. The duty to promote race equality applies to procurement itself.

Where a public authority's function is carried out by an external supplier on its behalf, the public authority remains responsible for meeting their RRA duty. Contractors themselves must not discriminate, but they do not have the same legal obligation to promote equality of opportunity. This means public authorities have to build relevant race equality considerations into the procurement process, to ensure that all their functions meet the requirements of the RRA, regardless of who is carrying them out.

To comply with the Race Relations Amendment Act (RRA) 2000 local authorities must:

- Promote racial equality;
- Consider race equality as part of the procurement process so that all relevant functions meet the requirements of the RRA regardless of who carries them out;
- Specify anti-discrimination and equal opportunity requirements in the procurement process explicitly from the start.

To enable us to comply with our duty under the RRA, we now need to ensure that Supporting People revenue to provide services is not spent on practices that lead to unlawful racial discrimination, but is used instead to support and encourage equality of opportunity and good community relations. Contractors, and potential contractors, need to be aware of the legal duty on public authorities; since it does have implications for them for example being contractually obliged to ensure that their organisational practices deal with unlawful racial discrimination and promote equality of opportunity.

To do this we will look at points at which discrimination or disadvantage could occur around the following areas:

- Tendering: build racial equality considerations into the tendering process;

- Contract management: assessment of racial equality policies within supervision arrangements for each contract and consider how performance on dealing with discrimination or harassment with sub-contractors is dealt with;
- Monitoring and evaluation: Contractor achievements in racial equality. Comparison with local authority's performance;
- Positive steps: We will take steps to ensure that minority ethnic owned/led businesses are on tender lists, directly and as subcontractors.

Salford Supporting People Team will therefore build RRA into its procurement approach prohibiting racial discrimination in areas such as employment, access to self-employment, vocational training, education, and access to services, which will include accessing supported housing services. We will do this by following EC procurement rules and Treaty principles for non-discrimination and equal treatment, transparency, and proportionality. We will therefore:

- Inform contractors that they are expected to demonstrate their commitment to racial equality (in principle and in practice);
- Advise contractors what is expected of them, and make this clear in any contract issued;
- Agree how racial equality requirements will be met by sub-contractors;
- Monitor contractors on how racial equality requirements are met, encourage improvements, enforce compliance if/when necessary;
- Consider how minority ethnic contractors can be encouraged to bid directly for contracts or as sub-contractors for work already contracted out.

Salford City Council has reached Level 2 of the Local Government Standards on Equalities; therefore contractors should demonstrate their ability to perform to this level on racial equality. We will ensure that we comply with Salford City Council arrangements to ensure that victims of discrimination can seek redress through judicial or other procedures, and that sanctions for discrimination are effective, proportionate, and dissuasive.

### A13. PROCUREMENT AND DISCRIMINATION

Salford Supporting People will endeavor to support and raise the standards and performance of existing and new providers with regard non-discrimination and equal opportunities by building into our procurement and contract management approach standards which enable providers to demonstrate their compliance with the following legislation:

- The Race Relations Act 1976, as amended by the Race Relations (Amendment) Act 2000
- The Race Relations Code of Practice for the elimination of racial discrimination and the promotion of equality of opportunity in employment, as approved by Parliament in 1983
- The Race Relations Act (Amendment) Regulations 2003

- Employment Equality (Religion or Belief) (Amendment) Regulations 2003
- Disability Discrimination Act 1995
- Equal Pay Act 1970 (Amendment) Regulations 2003
- Sex Discrimination Act 1975 (Amendment) Regulations 2003
- Employment Equality (Sexual Orientation) Regulations 2003
- Age Discrimination (Proposed October 2006)

## A14. SUMMARY AND CONCLUSION

To conclude, this Procurement Strategy has identified, and illustrated how Salford Supporting People Team will conduct its procurement and commissioning operations from April 2007 in line with and supported by the wider corporate and national approach to procurement.

By developing this Strategy our intention is to ensure that all existing and new services being commissioned fully endorse diversity, are representative of our wider communities, can be accessed fairly and offer best value. We will ensure that our procurement approach is fair, transparent and accountable and our processes stand up to scrutiny and challenge.

We will continue to undertake full sector reviews and contract appraisals and work alongside our partners and contractors to ensure every service we commission offers Value For Money, has the ability to shape and modernise, is risk managed, has training and development at the forefront of its agenda, offers continuous quality improvements, performs well, links into both sustainability and regeneration agendas and strive to work in partnership with us to ensure that every vulnerable citizen in Salford has an opportunity to access a service that is able to meet their needs.

Finally, as our commitment to procurement will continue to develop over the next three years, we will endeavour to continue our strong ethos to involve and consult colleagues, partners, wider stakeholders and service users (new and old) when procuring services now and in the future. By continuing to and adapting flexible approach to procurement we hope to respond positively and firmly to Council driven objectives as well as National and European changes in legislation or policy.

## A15. COMMITMENTS

As part of our commitment to developing fair, transparent and non-discriminatory approaches to procurement we:

1. Have developed an action plan which will identify our key procurement objectives surrounding (**Appendix 1**):
  - ✓ Best Value and Value For Money;
  - ✓ The Modernisation of the Supporting People Team;
  - ✓ Our positioning within the procurement process;
  - ✓ Risk Management and Controls;
  - ✓ Communication;
  - ✓ Staff Training and Development;
  - ✓ Performance;
  - ✓ Partnership working;
  - ✓ Sustainability and Regeneration;
  - ✓ Equalities.
2. Will develop an action / time plan for the next three years which will identify when we intend to conduct specific larger scale procurement activity and ensure these action plans are reviewed annually;
3. Will develop a 'How to do Business' with Salford City Council Supporting People Team guide for new and existing providers;
4. Will ensure that this Strategy and action plans concerning our approach to procurement are consulted upon and made available in varying formats and locations;
5. Will ensure that any changes made to this Strategy over the next three years are consulted upon and agreed;
6. Will ensure that our commitment to procurement continues to be fair, transparent and non-discriminatory and gives equal opportunity to all businesses.

**Attachment 1**

**Supporting People Procurement Action Plan**

**2007 to 2010**

## Best Value and VFM

### Key Objective

To support the overall aim of achieving and maintaining best value in the provision of Supporting People services by considering all options for service delivery and make the best choice based on a robust and challenging process.

Issue	Action	Performance Indicator	Co-ordinating Officer	Review Dates
<p>Service providers may not necessarily be aware of how Best Value and VFM can be best achieved when delivering services.</p> <p>Best practice incorporating a detached, procurement-based assessment process when purchasing services are required.</p> <p>Best Value reviews rarely include involvement by trained, professional procurement staff.</p>	<p>1) Ensure Supporting People procurement activity contributes to the continuous improvement of services and service delivery.</p> <p>2) Ensure continuous assessment of existing internal processes to optimise the potential for improvement.</p> <p>3) Identify training activities for Supporting People Staff to ensure procurement is incorporated in every day contract management.</p> <p>4) Ensure adequate and ongoing training is offered to providers.</p> <p>5) Integrate the Supporting People Contract Team with the Corporate Procurement Team in Best Value appraisals of services.</p>	<p>Whenever service provision is to be appraised or a contract renewed principles of procurement best practice are integrated into the decision making process.</p> <p>The Supporting People Contracts Team supported by the Corporate Procurement Team are integrated into all Best Value reviews and fundamental service appraisals both directly or indirectly i.e. (on a consultancy basis).</p> <p>Training offered and given</p>	<p>SP Team Manager / Contract Manager / Payments &amp; Performance Manager</p> <p>Supported by Corporate Procurement &amp; Business Development</p>	<p>January 2008</p>

### Link to Council's Corporate Aims and Objectives

The inclusion of procurement criteria and methods in best value reviews should lead to even greater improvements in Supporting People commissioned services. By introducing procurement into the Supporting People Best Value and VFM review process there is potential for economic improvement, development and growth.

## Modernisation of Procurement

### Key Objective

To continue the modernisation process and develop a more pro-active approach to procurement; to increase the ability to adopt new ideas. This should allow a rapid response to changes in the market place and the requirements of the Supporting People Administration Authority, on behalf of the Council to deliver modern, dynamic and progressive supported housing services.

Issue	Action	Performance Indicator	Co-ordinating Officer	Review Dates
<p>It has been identified that Supporting People procurement activity has been minimal since the introduction of the SP programme in April 2003. The Supporting People Team needs to develop a modern approach to procurement, which easily accommodates the changing nature of the supported accommodation supply chain and allows long-term partnerships to evolve and be developed.</p> <p>The adoption of modern procurement tools will also free up expertise from the more mundane tasks for use in these more complex aspects of procurement activity.</p> <p>By adopting a modern approach to procurement and contracting will help to facilitate the drive toward best value.</p> <p>A high percentage of current supported accommodation providers have minimal experience of procurement activity.</p>	<p>6) Procurement will be innovative and evaluate new approaches to the provision of services.</p> <p>7) Develop an Approved list procedure.</p> <p>8) The Gateway Review Process to become standard practice for all major procurement projects and a streamlined version to be introduced for all other procurement exercises.</p> <p>9) Encourage providers to offer creative and innovative solutions to service delivery adding value to service delivery.</p> <p>10) Encourage competition and the development of new potential providers delivering supported accommodation services including SME's, Third Sector Enterprises and BME businesses.</p> <p>11) Supported by the Central Procurement Team, encourage providers to access local and regional training events, seminars concerning approaches to procurement such as submitting tenders and quotations.</p> <p>12) To develop a procurement programme in line with DCLG guidance.</p>	<p>Generally smoother supply and service provision with increased benefits for the Supporting People Commissioning Body at optimum cost.</p> <p>The improved processes and documentation and rapid payment methods should attract a wider range and increased number of potential suppliers and contractors to bid for Supporting People business. The increased competition will benefit the end users as well as drive up quality.</p> <p>By introducing a series of business forums and provider training events will encourage local companies to be able to compete better for supported housing contracts as well as be creative in identifying potential added value to their offering.</p> <p>These forums and training events should also address tender/quotation procedures as part of a wider procurement environment.</p> <p>Procurement programme and activities in place and running.</p>	<p>SP Team Manager / Contract Manager / Payments &amp; Performance Manager</p> <p>Supported by Corporate Procurement &amp; Business Development</p>	<p>January 2008</p>

### Link to Council's Corporate Aims and Objectives

The increased interest in doing business with Supporting People will affect many areas of the Council's aims and objectives. The potential to increase the sophistication of service providers and encourage the development of companies located in Salford should not only benefit the local economy and the provision of services, but also improve the environment and quality of life for Salford residents, including service users.

## Positioning of Procurement

### Key Objective

To examine the procurement processes and requirements at a service level and allow for the deployment of professional procurement expertise where it can be of most benefit to the wider Council and its services, linking into the wider corporate procurement key objectives

Issue	Action	Performance Indicator	Co-ordinating Officer	Review Dates
<p>The benefits of a Corporate approach to procurement is generally appreciated, but there are still pockets of isolationism.</p> <p>The structure and focus of procurement in the Supporting People Team needs to be aligned to allow the best use to be made of a valuable resource of expertise both internally and externally, feeding into the Corporate approach to procurement.</p>	<p>13) Supporting People to link into the strategic view of procurement, by developing and refining its procurement strategy and plans, which should be linked directly to the overall directorates service plan and departments annual and improvement plans.</p> <p>14) Adapt a more cohesive approach to procurement practice in line with Supporting People Commissioning frameworks.</p> <p>15) Procurement practice will be structured in a way that it feeds into and supports the corporate approach to procurement.</p> <p>16) Procurement processes will be mapped and resources allocated where they will have the greatest impact.</p> <p>17) Procurement linked to both Core Strategy and Commissioning Body memorandum of terms and both adopt full ownership of the procurement process.</p>	<p>Greater economies of scale through properly co-ordinated procurement and a higher degree of uniformity in requirements and specifications.</p> <p>Identification of a core of main providers and contractors and the elimination of fragmented procurement.</p> <p>A series of longer-term contracts and partnerships, which will benefit the Authority and the citizens of Salford.</p> <p>Local companies will be actively encouraged to tender for appropriate levels of business.</p> <p>Commitment to introduce procurement as part of the wider Supporting People Commissioning processes.</p> <p>Begin to use existing internal and external resources to enhance our procurement approach i.e. liaison with the Regional Centre of Excellence.</p>	<p>SP Team Manager / Contract Manager / Payments &amp; Performance Manager</p> <p>Supported by Corporate Procurement &amp; Business Development</p>	<p>January 2008</p>

### Link to Council's Corporate Aims and Objectives

By introducing procurement approaches into the Supporting People Commissioning Framework will attain reductions in the price of services and their acquisition, in turn increasing quality therefore becoming fitness for purpose. This should affect all aspects of the Council's aims and objectives.

## Risk Management, Controls and Procedures

### Key Objective

To reduce or eliminate the element of risk inherent in any procurement activity and encourage effective relationships between the Supporting People Team, the Corporate Procurement Team and its supported accommodation providers and contractors.

Issue	Action	Performance Indicator	Co-ordinating Officer	Review Dates
<p>There is an inherent danger of contracts and other procurement arrangements breaking down because of a lack of risk assessment during the procurement process and throughout the contract-monitoring period.</p> <p>Contingency measures and plans need to be put in place to ensure continuation of basic services in the event of a crisis or disaster.</p>	<p>18) Assessment and management of procurement risk will become an integral part of the procurement process.</p> <p>19) A risk register and risk assessment process will be developed. The risk assessment process should be carried out at least when:</p> <ul style="list-style-type: none"> <li>➢ Alternatives to existing service provision are being evaluated following a best value review.</li> <li>➢ During tender evaluation.</li> <li>➢ A major procurement change is proposed.</li> <li>➢ A change in the procurement process or methods is proposed.</li> </ul> <p>20) Procedures for evaluating and monitoring the financial strength of partners, providers and contractors will be enhanced to accommodate new and developing services.</p> <p>21) Procedures for evaluating and monitoring the Health and Safety practices and procedures of partners, providers and contractors will be enhanced to accommodate new and developing services.</p> <p>22) Partners, providers and contractors will be encouraged to adopt an open book approach in complex or long-term contracts.</p> <p>23) Minimise administrative and monitoring costs in the establishment and management of contracts and services.</p>	<p>The development of the Corporate Procurement Team risk assessment strategy, which is built into all procurement processes.</p> <p>Effective contract management and appraisal should:</p> <p>Eliminate disadvantageous contractual arrangements.</p> <p>Eliminate unforeseen breakdowns in contracts or supply arrangements.</p> <p>Continue to use the NW accreditation framework as part of risk evaluation.</p> <p>Appropriate contingency plans are in place and account for how the Supporting People Team alongside partners and providers will respond to crisis or disaster.</p>	<p>SP Team Manager / Contract Manager / Payments &amp; Performance Manager</p> <p>Supported by Corporate Procurement &amp; Business Development</p>	<p>January 2008</p>

	<p>24) The Supporting People Team will ensure that a strong partnership evolves with the Corporate Procurement Team to ensure that procurement monitor compliance is achieved i.e. European regulations and procedures.</p> <p>25) Supporting People contracts will continue to be reviewed and updated as circumstances and markets change.</p> <p>26) Contingency plans to be developed</p>			
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**Link to Council's Corporate Aims and Objectives**

The stable provision of services to the Council and effective partnerships with contractors should provide a sound base upon which the Council can pursue its aims and objectives without concern for logistical or contractual failures.

## Communication

### Key Objective

To ensure effective communication with existing and potential providers, contractors and suppliers, service users and wider stakeholders.

Issue	Action	Performance Indicator	Co-ordinating Officer	Review Dates
<p>It is important that relevant information on all aspects of procurement reaches appropriate staff throughout the Department, Directorate and Council.</p> <p>It is essential that the actual requirements of end users and specifiers are taken into account when entering into a procurement exercise and that their views are taken into account during the monitoring of contracts.</p> <p>In order to encourage new potential providers, suppliers and contractors to the council we should make information freely available to explain our requirements and procedures to them.</p>	<p>27) Supporting People Procurement procedures and information will be reviewed and updated regularly.</p> <p>28) Existing links with end users of services will be maintained and new links developed. This will include published information, user groups and easy feedback systems.</p> <p>29) Feedback from the main client groups and suppliers / contractors will continue to be encouraged via surveys, focus groups and user groups as well as interviews, debriefing and contract monitoring as part of the normal procurement process.</p>	<p>All relevant staff are aware of developments in procurement and have access and have knowledge of all Supporting People and Council procurement regulations and processes.</p> <p>High levels of satisfaction with services provided to the Council through the Supporting People framework.</p> <p>A wider range and increased number of potential providers and contractors to bid for business. The increased competition will benefit the end users.</p> <p>Providers are aware of our approach to procurement.</p> <p>Systems are open and accessible i.e. can be accessed via a myriad of media.</p>	<p>SP Team Manager / Contract Manager / Payments &amp; Performance Manager</p> <p>Supported by Corporate Procurement &amp; Business Development</p>	<p>January 2008</p>

### Link to Council's Corporate Aims and Objectives

The potential to increase both the numbers of local and national providers should benefit the economy and increase levels of satisfaction. Overall better, innovative and creative services will be provided in turn enhancing the performance of providers contributing to better service delivery and best practice, in turn creating a better living environment for Salford citizens.

## Staff Training and Development

### Key Objective

To ensure the availability of high quality trained and motivated staff throughout all areas of procurement activity within the Supporting People Team.

Issue	Action	Performance Indicator	Co-ordinating Officer	Review Dates
<p>The level of knowledge and expertise among staff involved in procurement is variable.</p> <p>Not all are professionally trained and, while this is not always appropriate, there is no recognised minimum skill level, which is consistent within the department.</p>	<p>30) The Procurement Excellence Model will be and integral part of staff development. Skill shortages will be identified and improvement initiatives supported by a training programme. This will be formulated to include formal training, briefings and updates and developmental courses.</p> <p>31) Procurement principles will be included in induction and management development programmes.</p> <p>32) Training will be delivered by external sources (leading to appropriate professional qualifications) and internally to ensure a minimum standard of awareness of procurement methods, techniques and regulations.</p> <p>33) Intranet based information relating to procurement will be continually expanded and updated.</p>	<p>Minimum levels of skill and expertise will be identified which correspond with the degree of involvement in the procurement process and any gaps identified through staff supervision and appraisal structures.</p> <p>A series of formal and informal training and briefing programmes will be established and budgets allocated.</p>	<p>SP Team Manager / Contract Manager / Payments &amp; Performance Manager</p> <p>Supported by Corporate Procurement &amp; Business Development</p>	<p>January 2008</p>

### Link to Council's Corporate Aims and Objectives

The implementation of minimum standards of procurement knowledge and expertise within the Supporting People Team should result in the provision of effective and consistent services to Salford citizens, which will support the requirements of the Council's aims and objectives.

## Performance Management

### Key Objective

To ensure that procurement in the Supporting People commissioning process represents the optimum level and allows it to benefit from shared knowledge and expertise in other, Directorates within the Council and organisations further afield.

Issue	Action	Performance Indicator	Co-ordinating Officer	Review Dates
<p>Benchmarking and performance indicators are new to procurement nationally and authorities need to share information and expertise to ensure that knowledge is spread for the benefit of all.</p>	<p>34) Supporting People to gradually introduce procurement KPI's as identified in partnership with the Central Procurement Team, which if required or necessary will allow for regional and sub-regional benchmarking.</p> <p>35) Benchmarking and best practice will be further developed and more provider organisations encouraged to participate.</p> <p>36) Supporting People procurement activity will be linked directly to the Council's balanced scorecard methodology, in partnership and supported by the Directorates Performance team</p>	<p>There should be an overall increase in best practice and a consequent reduction in service and acquisition costs or improvements in the supply or service.</p> <p>Procurement will be better equipped to assess its effectiveness and identify areas of best practice, which can be shared, with other areas of the Council.</p> <p>Performance indicators identified and built into Supporting People Performance Frameworks.</p>	<p>SP Team Manager / Contract Manager / Payments &amp; Performance Manager</p> <p>Supported by Corporate Procurement &amp; Business Development: Directorate Performance Section</p>	<p>January 2008</p>

### Link to Council's Corporate Aims and Objectives

The ability to measure the effectiveness of procurement and thereby manage it more efficiently and improve it will bring benefits to all aspects of the council's aims and objectives.

## Partnerships and links with other Directorates and Authorities

### Key Objective

To increase the range of opportunities for increased economies of scale and the benefits of shared knowledge and joint working.

Issue	Action	Performance Indicator	Co-ordinating Officer	Review Dates
<p>Reduced procurement resources and the effect of shrinking authorities has led to the need to pool requirements and resources to obtain better value for money.</p> <p>Changes in the market place and in government funding practices encourages the development of long term partnerships with providers, contractors and suppliers on a variety of service developments.</p>	<p>37) Increase the number of public/private partnerships will be developed and with the potential to involve new, special purpose companies, within the constraints of national policy and benchmarking.</p> <p>38) Joint procurement arrangements with other Directorates, Local Authorities and public bodies (particularly the P.C.T. and CHSC) will be expanded where benefits can be obtained.</p> <p>39) Links will be made with the current Corporate Procurement activity with the North West Regional Centre of Excellence.</p> <p>40) Commitment to developing and procuring services cross authority linking into regional groups such as the NW RIG.</p>	<p>An increase in the number of effective partnerships with providers and contractors.</p> <p>An increase in the number of joint working arrangements with other authorities and the formalisation of benchmarking initiatives.</p> <p>Development of framework for sector preferred provider lists.</p> <p>Development of cross authority services.</p>	<p>SP Team Manager / Contract Manager / Payments &amp; Performance Manager</p> <p>Supported by Corporate Procurement &amp; Business Development</p>	<p>January 2008</p>

### Link to Council's Corporate Aims and Objectives

Effective relationships with providers and contractors and more joint procurement arrangements with other Local Authorities should bring greater benefits to the council, particularly in supported housing and social care, and the result of shared information and expertise may provide new ideas to enhance the economy environment and the overall quality of life for Salford residents.

## Sustainability and Regeneration

### Key Objective

To promote procurement practices and frameworks that meet both Supporting People and Council objectives and contribute towards service, sector and environmental improvement, supporting the intention of the Council to ensure the local economy is vibrant, inclusive and sustainable.

Issue	Action	Performance Indicator	Co-ordinating Officer	Review Dates
Procurement has the opportunity to have a positive effect on environmental and social issues as well as improving the local economy. In order to achieve this it must identify and support links with other council and governmental initiatives considering the sustainability and regeneration of the local area.	<p>41) Ensure the Supporting People procurement reflects corporate objectives and policies and ties into existing Council frameworks.</p> <p>42) We will seek to encourage providers and contractors to support the Salford Employment Plan where it can be demonstrated to support the principles of best value.</p> <p>43) We will ensure that, where appropriate, environmental and sustainability criteria are assessed in the award of contracts.</p> <p>44) Ensure that all specifications include the facility for potential suppliers to offer prices for environmentally friendly and sustainable initiatives.</p>	<p>An increase in the choice of available environmentally friendly and sustainable alternatives in supply contracts.</p> <p>A more ethical and egalitarian approach to procurement within the Council and the development of a like-minded supply chain.</p> <p>An increase in the number of local suppliers and contractors.</p> <p>A positive attitude among contractors and suppliers to support the Salford Employment Plan.</p> <p>New jobs and training opportunities will be identified as a result of this Strategy.</p>	<p>SP Team Manager / Contract Manager / Payments &amp; Performance Manager</p> <p>Supported by Corporate Procurement &amp; Business Development</p>	January 2008

### Link to Council's Corporate Aims and Objectives

These objectives directly support individual aims and objectives of the Council. The environment, economy and quality of life in Salford should all benefit.

## Equality

### Key Objective

Promote procurement practices that ensure contractors, providers, service users and consultants join Supporting People and the Council in promoting equality and diversity to eliminate direct and indirect discrimination.

Issue	Action	Performance Indicator	Co-ordinating Officer	Review Dates
<p>Supporting People recognise the potential positive impact of equitable procurement practice on the Equality &amp; Diversity groups that SCC includes in Equality Impact Assessments:</p> <ul style="list-style-type: none"> <li>• Age</li> <li>• Disability</li> <li>• Gender (including Trans-gender)</li> <li>• Race</li> <li>• Religion</li> <li>• Sexual orientation</li> <li>• Ex-Offenders</li> </ul>	<p>45) Ensure the Supporting People procurement reflects local, national and European codes and practices.</p> <p>46) Ensure that Supporting People procurement abides by: Equalities Act 2006; Race Relations Act 1976 (Amendments) regulations 2003; EOC published code of practice (gender equality duty) and EC Directives 2000/78/EC.</p> <p>47) We will begin to create a level playing field for small and specialist providers, including minority race and faith-led providers, so that they can compete on a more equal footing with mainstream providers.</p> <p>48) Equal opportunities issues will be incorporated into tender assessment criteria.</p> <p>49) Reach agreement with providers and contractors so that equality and diversity aspects of procurement apply to sub-contractors/throughout the supply chain</p> <p>50) To explore the development of community enterprises among Salford's diverse communities in order to promote a wider range of culturally specific services locally and regionally to provide economies of scale and tap into existing expertise in the Region</p> <p>51) We will promote equal opportunities in services and organisations we choose to go into partnership with.</p> <p>52) Ensure ongoing training and development is offered around equalities and best practice.</p>	<p>A more ethical and egalitarian approach to procurement within the Council and the development of a like-minded supply chain.</p> <p>An increase in the number of local suppliers and contractors from BME groups.</p> <p>A positive attitude among contractors and suppliers to support the Salford Employment Plan.</p> <p>New jobs and training opportunities will be identified as a result of this strategy.</p> <p>Level of supplier diversity (e.g. BME-led contractors, sub-contractors)</p> <p>Equality monitoring of contractors' staff (aggregate) – workforce to reflect population/applicants for SP services?</p> <p>KLOE 31</p> <p>All procurement practices, policies and frameworks have been equalities impact assessed</p>	<p>SP Team Manager / Contract Manager / Payments &amp; Performance Manager</p> <p>Supported by Corporate Procurement &amp; Business Development</p>	<p>January 2008</p>

### Link to Council's Corporate Aims and Objectives

These objectives directly support the aims and objectives of the Council. By working toward these objectives the environment, economy and quality of life in Salford should improve to benefit all.

## **Attachment 2**

# **The Salford Supporting People Procurement Cycle, Policy and Procedural Guide**

**2007 to 2010**

# THE SALFORD SUPPORTING PEOPLE PROCUREMENT CYCLE, POLICY AND PROCEDURAL GUIDE

## 2007 – 2010

Making the future happen IN SALFORD  
Through Supporting People

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## SECTION B INTRODUCTION

The Salford Supporting People Procurement Cycle, Policy and Procedure Guide has been developed to support delivering the Salford Supporting People Procurement Strategy 2007 / 2010.

These processes and procedures have been designed and developed in line with the Salford Corporate approach to procurement and to be a communicative guide and aid to all officers, managers, lead members, partners, contractors and service users who could be potentially involved in Salford Supporting People procurement activities now and in the future.

This guide will provide advice and information on:

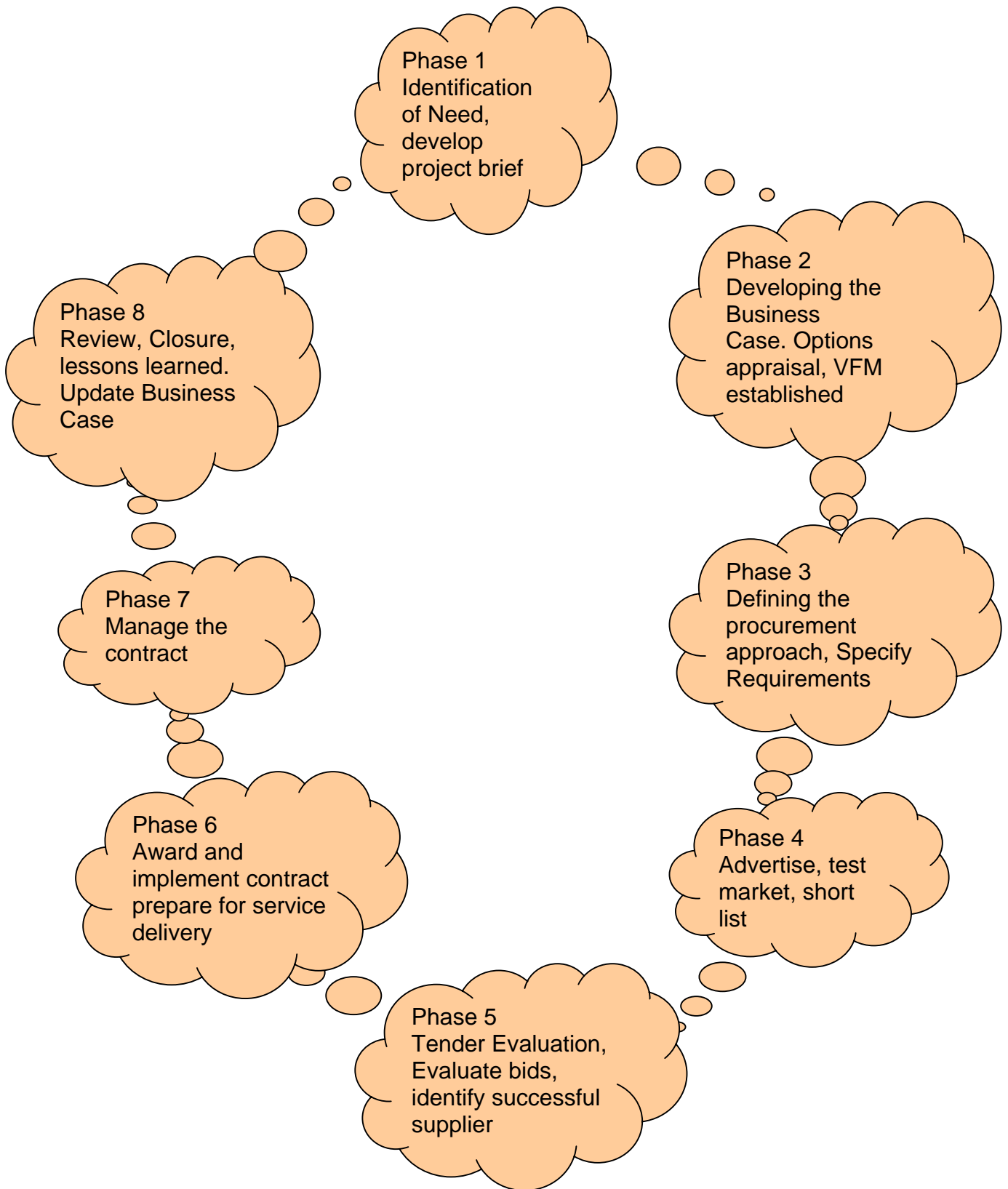
- How we will procure services;
- Why we will procure services;
- When we will procure services;
- Those responsible and accountable for each part of the procurement cycle and what these cycles are.

There are eight key phases to the procurement process, which will be followed as part of the procurement cycle, which Salford Supporting People procurement activity will fit<sup>2</sup> and which are described and illustrated below (Fig B2A). Please note that all officers involved in procurement activity should systematically check with the Corporate Procurement Team for guidance.

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<sup>2</sup> These stages correspond to those identified in the IDeA publication 'Procurement Essentials'

FIG B2A – THE PROCUREMENT CYCLE



## B2.1 PHASE 1 – IDENTIFICATION OF NEED / DEVELOPMENT OF THE PROJECT BRIEF

Once we have established our local strategic requirements, usually after in depth strategic sector review or when an existing contract has come to its natural / unnatural end the procurement cycle may be initiated. Occasionally, need may arise due to unforeseen circumstances that an early termination of an existing contract, sometimes with little time to do much other than establish arrangements to ensure continuity of provision. Thankfully this scenario does not frequently happen but when it does, the justification for any “holding” arrangements must be clearly documented and agreed. An outline business case report (**Appendix A**) will be submitted to the Core Strategy Group for deliberation and discussion. If in agreement that procurement activity is required a recommendation will be carried forward to the next available Commissioning Body meeting, where an Outlined Planning Form will be issued (**Appendix B**). This Outline Planning Form will also recommend a lead officer who will initiate and steer the procurement activity forward until its completion.

## B2.2 PHASE 2 - DEVELOPING THE BUSINESS CASE, CONDUCTING OPTIONS APPRAISALS AND ESTBLISHING VALUE FOR MONEY

B2.2.1 This stage is about establishing a thorough business case where a variety of options will be considered and evaluated with regard to:

- Strategic fit:
  - How well does the intended procurement activity meet the requirements and supports both the Supporting People and Councils objectives and priorities?
  - Is this a new service which will complement existing provision and if so how?
  - Is this an existing services that needs re-modelling to be put out to tender to test the market?
  - Is a procurement project actually required?
  - Have stakeholders and customers been consulted and what was the outcome?
  
- Procurement Options:
  - Retain service with current provider under new contract; (only an option if provision was made in tender and contract for an option to extend)
  - Re – Tender;
  - Decommission.

- Achievability and Likely timescales
  - High level plan for achieving the desired outcome, with key milestones and major dependencies (e.g. interface with other projects);
  - Key roles, with named individual as the project's owner;
  - Outline contingency plans e.g. addressing failure to deliver service on time;
  - Major risks identified and outline plan for addressing them.
  
- Costs / Value for money / and Affordability
  - Assessment of affordability and available funding. Links proposed expenditure to available budget and existing commitments;
  - Statement of available funding and broad estimates of projected whole-life cost of project, including departmental costs (where appropriate);
  - Could funding be sought from other sources?
  
- Commercial Aspects
  - Proposed sourcing options, with rationale for its selection;
  - Key features of proposed commercial arrangements (e.g. contract terms, contract length, payment mechanism and performance incentives);
  - The procurement approach/strategy with supporting rationale.
  - TUPE

Advice and guidance should be sought from the Corporate Procurement Team (CPT) as and when required.

B2.2.2 Once the Outline Planning Form has been discussed and the recommendation to procure has been agreed by the Commissioning Body an instruction will then be issued to the Project Lead Officer who will initiate the Supporting People procurement activity by drawing up a project plan, inclusive of timescales, which will establish the approach (phase 3) to be take and the potential resources, including staff support required to deliver the project in full.

B2.2.3 If applicable (dependent on the procurement approach) the Project Lead will be responsible for establishing and setting up a project group (which will include a member of the Corporate Procurement Team and if applicable the Legal Section based within Customer and Support Services Directorate), who's role and responsibilities will be to:

- Assist in administrative functions, (All Project Group);
- Assist and support in tender evaluations (Project Group, CPT & Legal);
- Assist and support in tender interviews, (All Project Group);
- Assist and support in decision-making regarding successful tender application. (Project Group Personnel, CPT & Legal);
- Give legal advice and guidance (CPT / Legal).

**B2.3 PHASE 3 - DEFINING THE PROCUREMENT APPROACH AND SPECIFYING THE REQUIREMENTS – “When a decision to tender has been made”**

B2.3.1 The Project Group will liaise with the Corporate Procurement Team member identified to support the group (and if applicable legal services) during this and other phases of the procurement activity to ensure a Corporate approach is maintained and ensure that legal and legislative frameworks are adhered to. The intention here is to maintain transparency and ensuring non-discriminatory practices are adhered to.

B2.3.2 At this stage the Project Group will decide on the right procurement route to take, under the guidance of the Corporate Procurement Team.

B2.3.3 The Project Group will check the availability and suitability of existing contractual arrangements such as framework agreements and approved provider lists.

B2.3.4 The Project Group will consider several procurement routes, which are potentially available to them and before making a decision. The Group will consider:

- Appropriateness;
- Compliance with EU directives;
- Business benefits;
- Contingencies;
- Risks;
- Overall contract value.

B2.3.5 Dependent on the full life value of the contract will determine what approach the Project Group will take. **Table 3** below shows which tendering route to take depending on a full life contract value.

**Table 3**

<b>Whole Life Contract Value</b>	<b>Tendering Process</b>
Under £10,000	Obtain 1 or more written quotations
£10, 000 to £30,000	Minimum of 3 written quotations
£30,000 to £100,000	Minimum of 3 sealed quotations
£100,000 +	Formal Tender (either open or restricted procedures)

A number of checklists have been designed to support both the Project Lead and Group to identify key tasks within each process (**Appendix C**).

B2.3.6 As part of the Phase 3 process the Project Group will also consider and pay particular attention to joint commissioning and service integration as well as thinking about approaches to attract new providers and encourage SME, third sector and BME organisations to tender for business.

B2.3.7 Documents and working practices relating to:

- Adverts and Expressions of interest;
- Despatch Notices;
- PQQs and the issuing of these;
- PQQ evaluation;
- Tender Invitation;
- Tender Evaluation;
- Contract award notice's;
- Contract awards;

These documents should be set up and ready prior to entering Phase 4. It will be the responsibility of the Project Lead and Group to ensure that documentation produced as part of this process (if required) are passed through to the Corporate Procurement and Legal Team for approval, prior to the commencement of phase 4.

### 2.3.8 A GUIDE AND ILLUSTRATION TO PROCUREMENT ROUTES AND REQUIREMENTS OF PHASE 3

#### Open procedure

- One-stage process;
- All potential tenderers responding to the advertisement are issued with tender documentation and additional documentation such as qualification questionnaires (QQs (see page 8));
- All tenders received are evaluated.

#### Restricted procedure

- Two-stage process.
- All potential tenderers responding to the advertisement are issued with a Pre-qualification Questionnaire (PQQ (see page 8)).
- Completed PQQs are evaluated to establish the tenderers suitability and capability in relation to commercial and technical requirements.
- A minimum of five suppliers should then be issued with the invitation to tender document.

In most cases the Project Lead and Group will follow both Open or Restricted procedures during procurement activity, especially when the whole life contract value is equivalent to or exceeds £100,000.

## Competitive dialogue procedure

A new procedure, which was introduced in January 2006.

- Can only be used in particularly complex contracts and only where the open and restricted procedures cannot be used. The use of this procedure should always be considered before attempting the negotiated procedure;
- The public sector organisation will enter into dialogue with tenderers, following an OJEU notice and selection process, to develop one or more suitable solutions to its requirement and for which the tenderers will be invited to tender;
- The minimum number of participants is three;
- This new procedure entails a PQQ phase, dialogue phase, final tender phase and preferred tenderer phase.

## Negotiated procedure

This is a rarely used procedure, whereby an 'invitation to negotiate' is offered usually to more than one organisation, must be authorised in advance by Legal Services with full justification being given as to why the usual competitive process cannot be used.

- Can be used but is subject to the specific criteria set out in the EU Rules;
- Examples of its use include where the procuring organisation is unable to draw up a sufficiently precise specification and, exceptionally, where the nature of the requirement means that it is not possible for the provider to price the requirement in advance;
- For Part A services, and in strictly defined circumstances such as where for the protection of exclusive rights the contract may only be awarded to a particular person, the EU rules do not require an OJEU Notice to be issued;
- To ensure genuine competition, the minimum number of participants is three for the competitive negotiated procedure.

What are QQs / PQQs?

- For high-value contracts (value is based on the price to be paid over the whole duration of the contract), a two-stage process is recommended. This will help ensure a manageable evaluation process, especially if a large number of responses are anticipated.
- The first stage involves the use of a QQ / PQQ, which establishes the initial suitability of a tenderer and helps rule out any tenderer who is unlikely to meet the requirements of the tender. (Note that where the required service falls under Part A of the EU directives, the same information must be included in the OJEU notice and you can only ask questions that are consistent with those set out in the rules.)
- Once a tenderer has been approved on the basis of the QQ / PQQ, you can then invite them to tender.

- The QQ / PQQ exercise can be used to create an approved list or framework. For one-stage procurements, the QQ / PQQ and the invitation to tender can be sent out together.

### B2.3.9 Time Scales

The choice of procurement route may affect the timescale of the Project. This particularly applies if it falls under Part A of the EU directives (which includes equipment, repairs and handyperson services etc.)

If the procurement falls under Part B (most services relating to health, social care and support), there is no formal time constraint. The project lead should still allow sufficient time for tenderers to develop their tender and submit their tender application.

The Project Lead and Group will ensure to allocate enough time for tender evaluation and for any internal approval required before the award of any contract.

The Project Lead and Group will prepare a detailed procurement timetable featuring key milestones, including all tasks required from the beginning of the procurement process to its conclusion.

**Table 4** is an example of a table for tendering activity falling in line with the restricted procedure under the EU rules. These timescales represent good practice and can still be used even if the required service is not subject to the EU rules.

**Table 4**

<b>Phase</b>	<b>No of Days</b>	<b>Mandatory if OJEU applies</b>
Dispatch of Notice / Issue QQ or PQQ	37	Yes
QQ / PQQ Evaluation	14	No
Issue Invitation to tender	5 days after the PQQ evaluation	No
Tendering Period	40	Yes
Tender Close Date	Last day of Tender Period	No
Tender evaluation (including 14 day cooling off period)	28	No
Contract Award Notice	7	No
Contract Award	11	Yes

## B2.4 PHASE4 - ADVERTISING, TESTING THE MARKET AND SHORTLISTING

This is the stage where the procurement exercise gets underway. A crucial element of the process is the specification of the service to be purchased and the drafting of the contract including, as it will, the Council's standard clauses. Key performance indicators, quality and identification of systematic monitoring arrangements are a necessary component of the specification and the contract pro forma. Clauses in relation to continuous improvement are mandatory.

It is essential that prior to any advertisement or invitation to be considered or publicised, the tender evaluation criteria and arrangements have been established and set up, including the requirement for presentations by tendering organisations or site visits. Where possible, electronic versions of tender documentation should be prepared.

The two permissible types of tendering exercise are defined as 'Open' and 'Restricted'. Open tendering is where an invitation to tender is issued without any expressions of interest or short listing being done as part of the process whereas in restricted tendering, initial expressions of interest are sought and subsequently, tenders are invited from a shortlist drawn up according to predetermined criteria. Either type of process may be done on a selective basis where the identification of potential providers is limited to an existing Approved List, providing this decision can be justified if challenged.

B2.4.1 The Project Lead and Group (if required) will develop and get together all appropriate documentation such as contracts, service specifications, performance, quality and monitoring requirements etc.

B2.4.2 The Project Lead and Group should at this stage ensure that a robust and transparent evaluation criteria and arrangements have been established, including any requirement for presentations by tendering organisations. This is imperative as once set, these processes cannot be changed. The Project Lead should consult with the Corporate Procurement Team for support and guidance.

### Restricted only

B2.4.3 Once the Project Lead and Group are satisfied that they are in a position to commence i.e. all documentation is in order; evaluation criteria agreed and checked off by the Central Procurement Team, an advertisement should be issued in local, regional, national press. This advertisement should illustrate that Salford City Council Supporting People Team are seeking expressions of interest to provide – name the service/s or sectors and announce total life contract value and closing date. The Project Lead should consult with the Corporate Procurement Team with regard to this advertisement to ensure wording and requirements are correct and comply with Corporate Procurement requirements.

B2.4.4 Once the advertisement has appeared in the respective publications, organisations will have a specified period of time to express their interest. This can be either directly to the Corporate Procurement Team or to the Project Lead (depending on which approach has been identified). In either case a record must be kept and maintained of organisations expressing interest and what they are expressing interest in, if more than one service has been advertised.

B2.4.5 Once the closing date has expired, the Project Lead and Group will have a comprehensive list of organisations expressing an interest. At this stage this list should be given to the Corporate Procurement Team for processing. Once processed all relevant dispatch notices and QQs / PQQs should be issued to organisations expressing an interest.

B2.4.6 If following the restricted path the Project Lead and Group will evaluate the QQs / PQQs (using the advertised methodology) A scorecard should be used and once completed sent to the Corporate Procurement Team for processing and weighting. After this process the QQ / PQQ exercise will have identified organisations that have passed or failed this part of the tendering activity. Those who have passed should be advised through correspondence and issued with a full tendering pack. The Open tendering process is then followed.

#### Open

B2.4.6 Open tendering is where an invitation to tender is issued without any expressions of interest or short-listing being done as part of the process. In this case a full tendering pack should be issued as opposed to a QQ / PQQ.

B2.4.7 In both open and restricted processes a deadline or closing date should be set. Organisations should also be advised of where to submit their documentation. In terms of Open Tendering returns, these should always go direct to the Strategic Director of Customer & Support Services Law and Administration Division, as they need to be opened by a nominated Lead Member and processed by the Corporate Procurement Team prior to being evaluated by the Project Group.

B2.4.8 All tender submissions should NOT be identifiable i.e. when an organisation submits their tender there should be nothing on the envelopes to identify who they are as this could disqualify the application.

B2.4.9 The Project Lead and Group when evaluating the QQ / PQQs should make notes and remarks regarding each organisation, as these will help if a failed organisation requests feedback with regard to the reasons why they were not selected for the next round. The Project Lead and Group will be supported by the Corporate Procurement Team if unsure of these processes and procedures.

## B2.5 PHASE 5 - EVALUATION OF POTENTIAL PROVIDERS

Whatever the arrangements for evaluation, it is accepted practice that for tender exercises, an evaluation panel is held and the involvement of service users and or carers should be a matter of course. It is vital at this stage that financial and insurance checks are carried out in line with Standing Order requirements. In addition to consideration of potential providers Health and safety, environmental procedures and approach to equality, usually completed by the Corporate Procurement Team as part of the Financial and Technical Questionnaire.

The purpose of the evaluation panel is to score potential providers in terms of their ability to demonstrate how they have submitted the "most economically advantageous tender", in order to meet the requirements of the Service Specification, resulting in the Best Value price. Some aspects to be taken into account include:

- Technical and Financial ability
- Quality
- Reliability
- Fitness for purpose
- Economy over time
- Environmental considerations
- Total cost to the Council (Whole Life Costing)

Obviously, in respect of supported accommodation contracts, some factors are more pertinent than others and there may be other considerations, which only apply to supported accommodation contracts. An issue for consideration is whether or not tenders should be anonymised at the point of evaluation by the evaluation panel. This is not a requirement and often impractical especially in relation to providers already holding contracts with the Supporting People Team or where a presentation is required by the tendering organisations.

Full records should be kept of all deliberations and any numerical calculations should be independently checked to comply with Audit requirements. In presenting details of scores, there should be no ranking, as the evaluation panel will undertake this. The Corporate Procurement Team should be involved at all stages of the tender evaluation process to support in scoring, financial checking etc.

B2.5.1 The Project Lead and Group will form the tender evaluation panel whose role fundamentally will be to evaluate and score the Quality component of the full tender document.

B2.5.2 In all cases the Corporate Procurement Team will be the first port of call for all tender returns, they will conduct, technical and financial checks of all applicants as a matter of course. They will also set up a weighted score card spreadsheet to support in the tender evaluation

process. The Project Lead is responsible for ensuring that the panel-evaluated scores relating to the quality component of the tender application are inputted onto this spreadsheet.

B2.5.3 The Project Lead and Group should go through each submission and score each tender according to the agreed framework. The Group as a whole should be mindful of ensuring that scoring and evaluation is consistent, fair and transparent. Panel members should be able to justify their score and give feedback if required. The Project Lead should ensure that evaluation sheets have room for panel members to make notes and comments regarding each section, in preparation to give feedback if requested to unsuccessful organisations not invited for interview.

B2.5.4 Once completed the Project Lead should input the evaluated scores into the scorecard and pass over to the Corporate Procurement Team. From this evaluation the panel results alongside the Corporate Procurement Team results should identify a number of organisations that we would like to invite to the interview stage.

B2.5.6 The Project Lead and Group are responsible for advising all organisations evaluated whether they have been successful or not as the case may be. Those successful should be advised that they will be invited for interview, those not should be advised that they can receive feedback if required.

B2.5.7 The Project Lead and Group is now responsible for organising the interviews, which may include: finding appropriate venue, identifying interview panel members, identifying possible dates and times, resources etc to be able to hold interviews etc.

B2.5.8 The Project Lead and Group after deciding dates and timings will then write to all successful organisations inviting them to interview. This letter should detail how the interview will be conducted and whether presentations are required, remember to include in this correspondence whether organisations require special arrangements for and during the interview process.

B2.5.9 Once a date/s has been set and panel members and chair has been agreed, the Project Lead and Group should identify suitable questions to ask as part of the interview process. These questions should be put into an evaluation matrix to support panel members to score and give eventual feedback and reflect how the organisation will meet the requirements set out in the service specification.

B2.5.10 Once interviews have been concluded and the panel have been able to evaluate, deliberate and score each organisation on the interview process the Project Lead should input these scores into the evaluation matrix. These final scores should then identify the successful tenderer.

B2.5.11 This evaluation matrix should be issued to the Corporate Procurement Team for collaboration and conformation that the organisation with the best all-round score has been selected to deliver the proposed contract.

## B2.6 PHASE 6 – AWARDING AND IMPLEMENTING THE CONTRACT, VALUES £100,000+

At the Evaluation Panel the contracting decisions will be made and recorded. This will then be fed up to both Core Strategy and Commissioning Body by the Project Lead in Lead Member format, which will detail the successful tenderer, the approach taken and whether any legal or financial issues / risks have been identified or resolved.

B2.6.1 Once the successful tenderer has been identified the Project Lead will write a Lead Member Report outlining the process and the successful tenderer and issue this to the Core Strategy Group for information. The Core Strategy Group after endorsing the process and decision will make a recommendation to the Commissioning Body approving the report and process.

B2.6.2 Once the Commissioning Body approve the report, the Chair (Director of Housing) will seek to obtain Lead Member approval and sign off within two working days.

B2.6.3 Once approved and signed off a fourteen day cooling off period will take place. Neither the successful or unsuccessful organisations can be notified during this cooling off period.

B2.6.4 After the cooling off period the Project Lead supported by the Group should notify all those involved in the tendering process whether they were successful in winning the tender.

Activity following the award of a contract is obviously a crucial stage of the process as is the preparation for implementation, which may involve the need for dialogue and information exchange between existing providers and intended new providers.

B2.6.5 The Project Lead is responsible for ensuring that the Supporting People Contracts Manager (if not the Project Lead or involved in the Project Group) is made aware of the new provider and if required support in the setting up of initial meetings to go over the terms, conditions and obligations of the contract with the provider.

B2.6.6 The Project Lead should hand over information, which will enable the Supporting People Contracts Manager to instigate and implement the contract as scheduled, and if necessary conduct handovers and information exchanges with the old provider (if be the case) to ensure that continuity of service is maintained during any transfer.

Feedback to unsuccessful organisations may feature in this stage and all paperwork/files regarding the process must be completed and available for external scrutiny if required. It is critical that the contract document is signed as soon as possible, which may involve vigorous chasing up.

B2.6.7 The Project Lead must ensure that processes are in place to give feedback to organisations that request it. Each panel member will be expected to give feedback as part of this process. The Project Lead should develop a simple feedback sheet to support in this process.

Finally and where necessary, OJEU Contract Award Notices will need to be posted and in any case, details will need providing to the Corporate Procurement Team for inclusion on the Council's website.

B2.6.8 The Project Lead should ensure that the Corporate Procurement Team have full detail of the provider awarded the tender. The Corporate Procurement Team will then complete the necessary OJEU documentation (if required) and submit this.

A register will need to be updated to reflect evaluation panel decisions as will the Corporate Contracts Register.

B2.6.9 The Project Lead should complete the Supporting People Team procurement register of the outcome of the tendering process; the Corporate Procurement Team will update the Corporate Register

## B2.7 PHASE 7 - MANAGING THE CONTRACT <sup>3</sup>

Contract management is not just a question of carrying out the contract monitoring activity as determined in the service specification although obviously it is vital that such activity happens, particularly around any Key Performance Indicators stated in the contract. In April 2006 Salford Supporting People consulted upon, developed and introduced a contracts guide manual / framework, which is now successfully used to manage, monitor and evaluate the current contracts we have with providers. This document and the workbooks attached will continue to be used as part of our commitment to manage contracts efficiently and robustly.

B2.7.1 Once a contract has been agreed and initial handover meetings concluded the Supporting People Contracts Team will undertake the management of the contract and will be responsible for ensuring that the contract is delivered to service specification and obligation.

B2.7.2 Any issues surrounding the contract delivery i.e. poor performance, quality etc, will be dealt with under the contract management framework, supported by the Corporate Legal Team.

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<sup>3</sup> Refer to Salford Supporting People Contracts Guide for application and process

## B2.8 PHASE 8 – CHANGE AND LESSONS LEARNED

The time period leading up to the end of a contract is a crucial period and there may be a variety of scenarios depending on the intended action following the end of contract date. If the intention is to extend the contract with the existing provider it should not be assumed that the basis of the contract price and service specification stay the same.

If it is clear that a new provider will undertake the work or the work is not going to be re-commissioned, it is necessary to closely monitor the situation to ensure continuity of provision right until the very end. It is often the case that workers may 'jump ship' prior to the end of a contract as they seek security of employment elsewhere. This is where the timing of activity is critical and an understanding of the need to minimise provider insecurities is required. The timing of evaluation of the success or otherwise of a contract is crucial in that it should influence the shaping of future arrangements not just be an after the event debriefing.

The Supporting People Contracts Manager and Team will be aware of when a contract is due to end and whether there are clauses built into the contract to extend the contract length further. If this is the case the contracts team will follow the 14-week contract appraisal process, which will appraise and evaluate the contract in terms of quality, performance, value for money, strategic relevance etc. Once this appraisal is completed and a satisfactory outcome achieved a recommendation to extend the contract will be issued to the Core Strategy and Commissioning Body functions for approval and ratification.

When a contract is due to come to its natural or un-natural end (as the case may be) and an extension is not possible the Supporting People Contract Manager will advise both the Core Strategy and Commissioning Body at least eight months prior to the contract end date. This is to ensure that a complete procurement process can be initiated and completed on time i.e. prior to that particular contract ending. If procurement action is agreed and ratified the Commissioning Body will agree a Project Lead who will begin the initial procurement phases. It is envisaged that a full Supporting People Procurement process (phase 3 to phase 6) could take approximately 170 days; obviously this may increase or decrease depending on what is being procured i.e. the process could take considerably longer if TUPE is to be considered.

**Appendix A**  
**Outline Business Case**  
**2007 to 2010**

**Outline Business Case - Template**

Project

XXXX

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**Date**

Contact Name  
Designation

Telephone No.  
Email Address

## **STRATEGIC FIT**

### **1.01 Notes on completing this section (Delete these notes from the final version)**

1.02 This aspect of the business case explains how the scope of the proposed project fits within the existing business and corporate strategies of the Council; and the compelling case for change, in terms of the existing and future operational needs of the of the Council.

1.03 Minimum content needed for this section: description of the business need and its contribution to the Council's business strategy, objectives, why it is needed now, key benefits to be realised, key risks, critical success factors and how they will be measured; main stakeholders.

Question you must address

- i) How well does the proposed way of meeting the requirement support the Council's objectives and current priorities?
- ii) If it is a poor fit, can the scope be changed?
- iii) Is the project needed at all?
- iv) Have the stakeholders made a commitment to the project?

### **1.04 Description of the business need**

### **1.05 Contribution to the Council's business strategy**

### **1.06 Objectives**

### **1.07 Why this is needed now**

### **1.08 Key benefits to be realised**

### **1.09 Key risks**

### **1.10 Critical success factors and how they will be measured**

### **1.11 Main stakeholders**

## **2.00 OPTIONS APPRAISAL**

### **2.01 Notes on completing this section (Delete these notes from the final version)**

2.02 This aspect of the business case documents the wide range of options which have been considered within the broad scope identified in response to the Council's existing and future business needs. It aims to arrive at the optimum balance of cost, benefit and risk.

2.03 Minimum content needed for this section: high level cost/benefit analysis of (ideally) at least three options for meeting the business need (where applicable); including analysis of 'soft' benefits that cannot be quantified in financial terms; identify preferred options and any trade-offs. Note that options appraisal must be carried out in detail before selecting a preferred option.

Questions you must address

- i) Has a wide range of options been explored?
- ii) Have innovative approaches been considered and/or collaboration with others?
- iii) If not, why not?
- iv) Has the optimum balance of cost, benefit and risk been identified? If not, what trade-offs need to be made, e.g. foregoing some of the benefits in order to keep costs within budget; taking carefully considered risks to achieve more substantial benefits?

### **2.04 Options appraised**

Options to consider:

- Retain services of Current Provider under new Contract
- Tender- transfer the service to an external provider
- Bring service In-house
- Decommission Service

Each option should assess the pros and cons as well as the risks associated with the option.

### **2.05 High level cost/benefit analysis**

### **2.06 Non-financial 'soft' benefits**

### **2.07 Preferred option**

### **2.08 Trade offs**

### **3.00 COMMERCIAL ASPECTS**

#### **3.01 Notes on completing this section (Delete these notes from the final version)**

3.02 Where there is an external procurement, this section outlines the potential commercial arrangement. Most of this information will be produced for the Outline Business Case.

3.03 Minimum content required for this section: proposed sourcing options, with rationale for its selection; key features of proposed commercial arrangements (e.g. contract terms, contract length, payment mechanism and performance incentives); the procurement approach/strategy with supporting rationale.

Questions you must address

- i) Can value for money be obtained from the proposed sources (e.g. partners, suppliers)?
- ii) If not, can the project be made attractive to a wider market?

#### **3.04 Sourcing options and rationale for selection**

#### **3.05 Key features**

#### **3.06 Procurement strategy and rationale for approach**

## **4.00 AFFORDABILITY**

### **4.01 Notes on completing this section (Delete these notes from the final version)**

4.02 Assessment of affordability and available funding. Links proposed expenditure to available budget and existing commitments.

4.03 Minimum content for this section: statement of available funding and broad estimates of projected whole-life cost of project, including departmental costs (where appropriate).

Questions you must address:

- i) Can the required budget be obtained to deliver the whole project?
- ii) If not, can the scope be reduced or delivered over a longer period of time?
- iii) Could funding be sought from other sources

### **4.04 Available funding**

### **4.05 Outline estimates**

### **4.06 Whole life cost**

### **4.07 Departmental costs**

## **5.00 ACHIEVABILITY**

### **5.01 Notes on completing this section (Delete these notes from the final version)**

5.02 This section address the 'achievability' aspects of the project. Its primary purpose is to set out the project organisation and actions, which will be undertaken to support the achievement of intended outcomes including procurement activity. (Where applicable) or detailed study with existing providers.

5.03 Minimum content for this section: high level plan for achieving the desired outcome, with key milestones and major dependencies (e.g. interface with other projects); key roles, with named individual as the project's owner; outline contingency plans e.g. addressing failure to deliver service on time; major risks identified and outline plan for addressing them; provider's plans for the same as applicable, skills and experience required.

Questions you must address

- i) Can this project be achieved with the organisation's capability and capacity?
- ii) If not, how can the required capability be acquired?
- iii) Can the risks be managed - e.g. scale, complexity, uncertainty?
- iv) Does the scope or timescale need to change?

### **5.04 High level plan**

### **5.05 Project Owner and key roles**

### **5.06 Outline contingency plans**

### **5.07 Basic risk analysis of major risks**

### **5.08 Resources (internal and external) required**

**Appendix B**  
**Outline Planning Form Pts 1&2**  
**2007 to 2010**

# Salford Supporting People

## Procurement Outline Planning Form Pt1

**NAME OF EXISTING CONTRACT OR SERVICE:** \_\_\_\_\_

**PURCHASING SERVICE**

**LEAD OPERATIONAL MANAGER (S)**

\_\_\_\_\_

\_\_\_\_\_

**CONTRACTING PROPOSAL** - *Include timescales for implementation and estimated total cost.*

**STRATEGIC FIT** - *How does the proposal meet Service strategic objectives?*

**OPTIONS** - *What alternatives have been considered?*

**ACHIEVABILITY** - *Can the proposal be implemented in the intended timescale within existing resources?*

**VALUE FOR MONEY** - *Is this proposal the most cost effective?*

**AFFORDABILITY** - *Are there budgetary resources to meet this proposal? Are other purchasers involved?*

*Any special factors to be taken into consideration?*

# Salford Supporting People

## Procurement Outline Planning Form Pt2

ESTIMATED ANNUAL AND TOTAL COST

DO PUBLIC CONTRACT RULES APPLY? YES/NO    Advice needed from Central Procurement?    YES/NO

START DATE FOR PROCUREMENT PROCESS    PROPOSED DECISION DATE    PROPOSED START DATE

TUPE CONSIDERATIONS? YES/NO

Who will be involved in the process and in what way? Include evaluation panel if appropriate.

NAME

DESIGNATION

ROLE IN PROCESS

CHECKLIST TO BE FOLLOWED? YES/NO    If not, give reason.

COMMENTS ON PROCESS, INCLUDING REFERENCE TO OTHER PURCHASING PARTNERS WHERE APPROPRIATE.

NOMINATED PROJECT LEAD \_\_\_\_\_

**Appendix C**  
**Procedure Checklists**  
**2007 to 2010**

**PROCESS CHECKLIST FOR: -**

**AWARDING A CONTRACT BASED ON WRITTEN QUOTATIONS  
(CONTRACT VALUE LESS THAN £10,000).**

**NOTES.**

1. One or more written quotes must be sought and received.
2. Unsuccessful providers may request a de-briefing as to why they were unsuccessful.
3. The criterion for the award of the contract will be ' the most economically advantageous quotation' resulting in the Best Value price.

<b>PHASE 1 PREPARATION FOR COMMENCEMENT OF EXERCISE</b>		
<b>TASK</b>	<b>PERSON TO DO</b>	<b>COMPLETED</b>
1. REQUESTS TO BE MADE IN WRITING WHICH WILL INCLUDE COSTING SHEET AND SUPPORTING DOCUMENTATION		
2. ESTABLISH PROCESS FOR RECEIPT, LOGGING AND ACKNOWLEDGING QUOTATIONS		
3. ESTABLISH LEAD CONTACT FOR PROVIDER QUERIES		
4. ARRANGE EVALUATION PROCESS (HOW, WHEN, WHO?)		
<b>ANY OTHER TASKS</b>		
<b>TARGET DATE FOR PHASE 1 COMPLETION. QUOTATIONS TO BE INVITED.</b>		

<b>PHASE 2 THE QUOTATION PROCESS</b>		
<b>TASK</b>	<b>PERSON TO DO</b>	<b>COMPLETE D</b>
1. CO-ORDINATE DISPATCH OF INVITATIONS/INFORMATION		
2. QUOTATIONS RECEIVED AND LOGGED IN QUOTATIONS REGISTER		
3. ACKNOWLEDGEMENT LETTERS SENT		
<b>ANY OTHER TASKS</b>		
<b>TARGET DATE FOR PHASE 2 COMPLETION. QUOTATIONS RECEIVED AND READY FOR EVALUATION.</b>		

<b>PHASE 3 EVALUATION AND DECISION MAKING</b>		
<b>TASK</b>	<b>PERSON TO DO</b>	<b>COMPLETED</b>
1. DISCUSS QUOTATIONS RECEIVED WITH TEAM MANAGER		
2. RECORD DECISIONS MADE, INCLUDING REASONS FOR NON-SELECTION		
3. WRITE TO PROVIDERS INFORMING OF DECISION		
4. COLLATE PAPERS AND FILE APPROPRIATELY		
<b>ANY OTHER TASKS</b>		
<b>TARGET DATE FOR PHASE 3 COMPLETION. DECISIONS MADE AND PROVIDERS INFORMED.</b>		

**PROCESS CHECKLIST FOR: -**

**AWARDING A CONTRACT BASED ON WRITTEN QUOTATIONS  
(CONTRACT VALUE £10,000 - £30,000).**

**NOTES.**

1. A minimum of three written quotes must be sought and received.
2. Unsuccessful providers may request a de-briefing as to why they were unsuccessful.
3. The criterion for the award of the contract will be ' the most economically advantageous quotation' resulting in the Best Value price.

<b>PHASE 1 PREPARATION FOR COMMENCEMENT OF EXERCISE</b>		
<b>TASK</b>	<b>PERSON TO DO</b>	<b>COMPLETED</b>
1. REQUESTS TO BE MADE IN WRITING WHICH WILL INCLUDE COSTING SHEET AND SUPPORTING DOCUMENTATION		
2. ESTABLISH PROCESS FOR RECEIPT, LOGGING AND ACKNOWLEDGING QUOTATIONS		
3. ESTABLISH LEAD CONTACT FOR PROVIDER QUERIES		
4. ARRANGE EVALUATION PROCESS (HOW, WHEN, WHO?)		
<b>ANY OTHER TASKS</b>		
<b>TARGET DATE FOR PHASE 1 COMPLETION. QUOTATIONS TO BE INVITED.</b>		

<b>PHASE 2 THE QUOTATION PROCESS</b>		
<b>TASK</b>	<b>PERSON TO DO</b>	<b>COMPLETE D</b>
1. CO-ORDINATE DISPATCH OF INVITATIONS/INFORMATION		
2. QUOTATIONS RECEIVED AND LOGGED IN QUOTATIONS REGISTER		
3. ACKNOWLEDGEMENT LETTERS SENT		
<b>ANY OTHER TASKS</b>		
<b>TARGET DATE FOR PHASE 2 COMPLETION. QUOTATIONS RECEIVED AND READY FOR EVALUATION.</b>		

<b>PHASE 3 EVALUATION AND DECISION MAKING</b>		
<b>TASK</b>	<b>PERSON TO DO</b>	<b>COMPLETED</b>
1. DISCUSS QUOTATIONS RECEIVED WITH TEAM MANAGER		
2. RECORD DECISIONS MADE, INCLUDING REASONS FOR NON-SELECTION		
3. WRITE TO PROVIDERS INFORMING OF DECISION		
4. COLLATE PAPERS AND FILE APPROPRIATELY		
<b>ANY OTHER TASKS</b>		
<b>TARGET DATE FOR PHASE 3 COMPLETION. DECISIONS MADE AND PROVIDERS INFORMED.</b>		

**PROCESS CHECKLIST FOR: -**

**AWARDING A CONTRACT BASED ON WRITTEN QUOTATIONS  
(CONTRACT VALUE £30,000 - £100,000).**

<b>PHASE 1 PREPARATION FOR COMMENCEMENT OF EXERCISE</b>		
<b>TASK</b>	<b>PERSON TO DO</b>	<b>COMPLETED</b>
1. Pt 1&2 TO BE COMPLETED		
2. PACK (CONTRACT, SPECIFICATION, QUESTIONNAIRE, COVERING LETTER, ASSOCIATED DOCUMENTS RETURN ENVELOPE) TO BE PREPARED.		
3. ESTABLISH PROCESS FOR RECEIPT, LOGGING AND ACKNOWLEDGING QUOTATIONS		
4. ESTABLISH LEAD CONTACT FOR PROVIDER QUERIES		
5. ARRANGE EVALUATION PROCESS (HOW, WHEN, WHO?)		
<b>ANY OTHER TASKS</b>		
<b>TARGET DATE FOR PHASE 1 COMPLETION. QUOTATIONS TO BE INVITED.</b>		

<b>PHASE 2 THE QUOTATION PROCESS</b>		
<b>TASK</b>	<b>PERSON TO DO</b>	<b>COMPLETE D</b>
1. CO-ORDINATE DISPATCH OF INVITATIONS/INFORMATION PACK		
2. QUOTATIONS RECEIVED AND LOGGED IN QUOTATIONS REGISTER		
3. ACKNOWLEDGEMENT LETTERS SENT		
<b>ANY OTHER TASKS</b>		
<b>TARGET DATE FOR PHASE 2 COMPLETION. QUOTATIONS RECEIVED AND READY FOR EVALUATION.</b>		

<b>PHASE 3 EVALUATION AND DECISION MAKING</b>		
<b>TASK</b>	<b>PERSON TO DO</b>	<b>COMPLETED</b>
1. DISCUSS QUOTATIONS RECEIVED WITH TEAM MANAGER / PRINCIPAL MANAGER		
2. RECORD DECISIONS MADE, INCLUDING REASONS FOR NON-SELECTION		
3. WRITE TO PROVIDERS INFORMING OF DECISION		
4. COLLATE PAPERS AND FILE APPROPRIATELY		
<b>ANY OTHER TASKS</b>		
<b>TARGET DATE FOR PHASE 3 COMPLETION. DECISIONS MADE AND PROVIDERS INFORMED.</b>		

**PROCESS CHECKLIST FOR: -**

**AWARDING A CONTRACT FOLLOWING TENDERING EXERCISE  
(CONTRACT VALUE OVER £100,000).**

<b>PHASE 1 PREPARATION FOR COMMENCEMENT OF EXERCISE</b>		
<b>TASK</b>	<b>PERSON TO DO</b>	<b>COMPLETED</b>
1.Pt1 & 2 FORMS COMPLETED		
2. TENDER PACK (CONTRACT, SPECIFICATION, QUESTIONNAIRES, COVERING LETTER, TENDER ENVELOPES ETC)		
3.PROVIDE APPROPRIATE DETAILS TO CORPORATE PROCUREMENT TEAM AND DEMOCRATIC SERVICES		
4. ESTABLISH LEAD CONTACT FOR PROVIDER QUERIES		
5. ARRANGE EVALUATION PROCESS (HOW, WHEN, WHO?) FIX PANEL DATE (S)		
<b>ANY OTHER TASKS</b>		
IF TUPE MAY APPLY, SEEK APPROPRIATE ADVICE		
IF OJEU ADVERT REQUIRED, PERFORM NECESSARY TASKS		
<b>TARGET DATE FOR PHASE 1 COMPLETION. TENDERS TO BE INVITED.</b>		

<b>PHASE 2 TENDER PROCESS</b>		
<b>TASK</b>	<b>PERSON TO DO</b>	<b>COMPLETE D</b>
1. CO-ORDINATE DISPATCH OF INVITATIONS/INFORMATION REQUESTED		
2.COLLECT AND PROCESS TENDERS RECEIVED		
3. ACKNOWLEDGEMENT LETTERS SENT		
<b>ANY OTHER TASKS</b>		
<b>TARGET DATE FOR PHASE 2 COMPLETION. TENDERS RECEIVED AND READY FOR EVALUATION.</b>		

<b>PHASE 3 TENDER EVALUATION</b>		
<b>TASK</b>	<b>PERSON TO DO</b>	<b>COMPLETE D</b>
1.DISTRIBUTE INFORMATION TO EVALUATION PANEL MEMBERS		
2.CHAIR AND LEAD TENDER EVALUATION PANEL		
3.RECORD DETAILS OF DELIBERATIONS AND NOTE SCORES		
4. COMPLETE EVALUATION MATRIX		
5.CHECK AND CONFIRM ACCURACY OF SCORES - DATE		
<b>TARGET DATE FOR PHASE 3 COMPLETION. TENDER EVALUATION COMPLETED.</b>		

## **Attachment 3**

### **A guide to doing 'business' with Salford Supporting People Team**

**2007 to 2010**

# A Guide to doing 'business' with Salford Supporting People Team

## 2007 – 2010

Making the future happen IN SALFORD  
Through Supporting People



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## INTRODUCTION

The Salford Supporting People Team spends approximately £13 million per annum on a varied range of housing related support services. It is our duty and aim to ensure that vulnerable groups requiring help and support to live independently have good quality, better value services that met their ever changing and diverse needs. The Supporting People Commissioning and service-contracting program has progressively evolved since April 2003 and by the 31<sup>st</sup> March 2006 Salford had successfully completed all of its service reviews. As a result we were able to successfully and confidently re-negotiate and extend 90% of our existing contracts with existing providers and achieve an 11% saving on our overall program grant from the DCLG. This saving now gives us a great opportunity to look at the future in terms of procuring new value for money services within the housing related support sector which will help us to support the Authority to achieve its social, economic and environmental aims as set out in the Community Strategy.

We have recently published our first procurement strategy, which sets out our aims and ambitions concerning how we will use and adapt procurement for the future commissioning of housing related support services. As part of our procurement drive we remain committed to maintaining a non-discriminatory approach, with fair and transparent procedures and equal treatment of all current and potential suppliers. These guidelines have therefore been produced to ensure that both current and potential suppliers fully understand the procedures and processes involved in how to do 'business' with Salford Supporting People. We want to support, encourage and increase the capacity of local Small and Medium Enterprises (SME) and Black and Minority Ethnic (BME) firms, to become 'Fit to Compete' and secure housing related support contracts from main service providers. It is hoped that this will generate increased workloads, which will in turn help local employment and create other community benefits and rewards.

As well as working to ensure that our contractors are achieving good standards across Race Equalities, Employment and Disability Discrimination etc we want to begin working with our contractors and encourage them to identify and minimise the environmental impacts of their activities including the production of waste, consumption of energy and the use of environmentally damaging materials. We hope to achieve this through awareness raising and encouraging the development of an environmental policies and environmental management strategies.

In order to be successful in gaining 'business' from Supporting People, new and potential suppliers will need to be competitive in price and quality. We hope that this guide will provide a useful source of information to help maximise your prospects of securing our business, now and in the future.

## HOW SUPPORTING PEOPLE IN SALFORD WILL BUY

The Supporting People procurement arrangements set out how we do business linking in with Salford City Council's Corporate procurement Department. All contract arrangements must comply with UK law and the Council's Standing Orders. Procurement generally speaking governs contracting activities and lays down procedures for obtaining quotations, undertaking tenders and awarding contracts etc.

The vast majority of housing related support contracts we hold may, in the future need to be procured to ensure that we are complying with Council Standing Orders<sup>4</sup> and EU Procurement Directives, which have been incorporated into UK law. These Directives apply to all contracts exceeding certain financial thresholds (approximately £154,000 in respect of contracts for goods and services<sup>5</sup>). There are two key regulations (Public Contract Regulations 2006), which have two levels of application, 'part a' full procurement regime for services and 'part b' lighter procurement regime. To note most services relating to health, social care and support are regulated under 'part b' and although these part b services do not require a full procurement regime i.e. may not need to be advertised as directed by the EU (i.e. in the OJEU (Official Journal of the European Union)) they should be subject to some form of competition, i.e. advertisement in local press. There is a requirement to advertise successful tenders over the EU threshold in the (OJEU).

As a rule and dependent on contract price we will generally adopt either an 'open' or 'restricted' procurement processes for all business tenders, described below:

### Open procedure

- One-stage process;
- All potential tenderers responding to the advertisement are issued with tender documentation and additional documentation such as prequalification questionnaires
- All tenders received are evaluated.

### Restricted procedure

- Two-stage process.
- All potential tenderers responding to the advertisement are issued with a PQQ.
- Completed PQQs are evaluated to establish the tenderers suitability and capability in relation to commercial and technical requirements.
- A minimum of five suppliers should then be issued with the invitation to tender document.

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<sup>4</sup> Council thresholds are likely to change before 2010.

<sup>5</sup> EU thresholds change every two years.

## THE APPROVED LISTS

There is detailed guidance in the Procurement Code of Practice concerning Approved Lists or Standing Lists, as they are sometimes known. We will endeavour to commence creating Approved Lists from April 2007. These lists will be sector and/or service type orientated. Current and Future contractors will have the opportunity to express their interest in delivering service across:

- Mental Health
- Homeless Families
- Young People
- Domestic Abuse
- Single Homeless
- Drug and Alcohol
- Offending
- Learning Difficulties
- Refugee
- HIV and Aids
- Older People
- Gypsy and Traveler

Please note this list is not exhaustive and is likely to change as the Supporting People 5 year strategy evolves.

Current and Future contractors expressing interest in acquiring contracts to deliver these services also will also have an opportunity to express their interest in either delivering these services as part of an accommodation or floating support based package. Once these lists (or number of lists, which may be the case for many current providers) have been developed, usually after a pre-qualification exercise, successful organisations will be added to these lists. This means that these organisations will have a fair and equal opportunity to tender for future business with us and once on these lists organisations will remain on them for a minimum of two years. This means that if an existing contractor or prospective contractor fails to get on these lists, for any reason, they will not have an opportunity in that two-year period to tender for Salford Supporting People Business, even if they have an existing contract with us.

We are required to ensure these Approved lists are maintained and reviewed every two years, which is a critical aspect of procurement activity. As part of this review process we may re-examine the market by re-advertising expressions of interest within a particular list or lists to ensure we keep to our commitment to transparency, fairness and non-discriminatory procurement approaches.

## GETTING ON APPROVED LISTS

If your company applies to go on to one of our approved lists or expresses an interest to tender for a particular service, you will be asked to complete the relevant application form or pre-qualification questionnaire giving your company details, financial and technical background and information covering Equalities (including diversity), Employment, Health and Safety and Environmental Policies.

The application form is split into a number of sections:

**Company** You are asked basic information about where your firm is based, legal status, parent company details (if applicable), numbers of directors and the number of staff you employ. We also require evidence of insurance covering risk indemnity.

**Technical** You are asked to provide technical information in support of your application and list details of contracts carried out over the previous 3 years and provide the names and addresses of proposed referees. If you are members of a registered trade association or any approved body you will be asked for copies of your membership certificates. We will also require details of your quality systems.

**Financial** You are asked to submit audited accounts for the last 3 years. If you are a new company and do not have audited accounts you can still apply, but tendering opportunities may be limited.

**Equalities** The Council's spending power helps generate thousands of jobs and the Council has a duty to ensure that public money is not spent on practices that lead to unfair discrimination. To address this the application form includes an Equal Opportunities Declaration document, which asks questions as set down by the Secretary of State, and requests information on ownership.

**Employment** You will be asked to submit employment policies and procedures including past experiences under TUPE (if applicable)

**Health & Safety** The application form asks for details of your Health and Safety policies and procedures together with any codes of safe working practices issued to employees.

**Sustainability** As a large purchaser of goods and services the Council is looking to address the environmental impact of its activities and develop awareness of environmental issues into all its services. It is the Council's policy to encourage suppliers to help us meet our objectives and therefore we ask for your policy to be submitted. We encourage prospective suppliers to:

- Specify less environmentally damaging products
- Promote greater use of renewable resources

- Use environmentally friendly practices throughout the production process

Please note that being accepted on any Approved list is no guarantee of work.

## TENDERING FOR CONTRACTS

If you are selected to tender you will usually be sent documentation consisting of the following:

- Letter of Invitation
- Instructions to Tenderer – this document details tender dates and times, method of tender return, evaluation criteria and details where tender queries should be directed.
- Tender Questionnaire – this document covers financial, technical and Quality information
- Specification – this details our requirements and must be complied with
- Contract conditions – this gives details of the terms and conditions under which we wish to do business
- Price Schedule/Details of Offer

Whichever procedure we follow, you must read the information supplied carefully and submit all the documentation requested by the stipulated return date. The success of your bid is determined by the quality of this information.

The tender documents are all opened at the same time. They are then evaluated in a comprehensive, equitable, non-discriminatory and transparent manner. To ensure fairness the criteria and method used will be clearly defined before evaluation commences. We will normally award the contract to the supplier we considers offers Best Value, having regard to price, quality etc.

If you are unsuccessful and require a debrief with regard to your application we will always aim to help you by giving clear, honest advice and guidance. There are plans to introduce seminars and training events covering topics of best practice around procurement and tender completion. We also hope to put any business interested in developing procurement skills further in contact with other suitable training bodies or organised events.

## TENDERING TIPS

- TIP 1** Read the advertisement carefully and submit a request in writing for the information required by the dates stipulated.
- TIP 2** In completing a questionnaire, make sure that you provide all the information requested and answer all questions accurately and informatively.
- TIP 3** Ensure that you can verify the information you submit by providing evidence and making reference to this evidence throughout the application.
- TIP 4** Clearly structure your application, make it easy to read and ensure your information flows, try to avoid hand writing an application
- TIP 5** Be creative and innovative in your application, don't just cut and paste from previous tender applications, follow the Service Specification outline
- TIP 6** If you currently do business with us, don't assume that we know what you do, sell your self; assume we know nothing about your business or services
- TIP 7** Return the tender by the closing date and time specified. Late tenders will not be considered.
- Tip 8** Do not identify your organisation or company on any returned envelopes containing tender applications, these will not be opened therefore not considered.
- TIP 9** Respond promptly to any requests for further information.
- TIP 10** Just because you may be the cheapest does not mean you will win a tender. In most cases our evaluation criteria will advise a cost v quality weighted percentage i.e. 25% cost, 75% quality.

The tender documents we will send out will contain details of our requirements. You should read these documents and make sure that you fully understand these requirements.

If you do not understand any part of the process or indeed the information provided to you, you should contact the Officer named in the tender documentation by the stipulated date and request further information.

## CONTRACT MONITORING

Supporting People in Salford is continuously striving to improve its own performance and we expect contractors to do the same. There are procedures and guidelines in place for monitoring the performance of all contractors and sub-contractors delivering housing related support services. All contractors are monitored, evaluated and appraised to assess their compliance with a pre-defined performance criterion.

You should be aware that Contract Conditions for all Supporting People Services need to be strictly adhered to, especially with regard to quality, performance, health and safety, equalities and the environment.

## USEFUL CONTACTS

Supporting People Team: 0161 922 8755

Corporate Procurement Services: 0161 793 3878

Financial Services: 0161 793 3279

Law and Administration Services: 0161 794 4711

For more general information and guidance regarding how Salford City Council use and adopt procurement please visit:  
[www.salford.gov.uk/procurement](http://www.salford.gov.uk/procurement)

To access the Supporting People Procurement Strategy please visit:  
[www.salford.gov.uk/sup-people](http://www.salford.gov.uk/sup-people)