Outcomes based Commissioning of
Edge of Care services
Social Impact Bond

Market Engagement Event

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Agenda

Time	Item
12:45	**Sign in and Refreshments**
13:00	**Welcome** – Introduction and Scene Setting
13:10	**Social Care Perspective of Edge of Care Service**– Operational, targeted areas and challenges
13:20	**Education Perspective of Edge of Care Service** – Local context, importance of addressing education, reading age outcome.
13:40	**Commissioning Intentions** – Impact framework, payments mechanisms
13:50	**Procurement Strategy** – Process, timescales, how to bid, do's and don'ts
14:00	**Break and Refreshments**
14:15	**Group Workshops – stakeholder questions** Task 1 – Service Specification Task 2 - Impact Framework- Metrics
15:00	**Feedback from group work**
15:15	**Any other questions – Q&A**
15:30	**Opportunity to Network / Introductions**
16:00	**Close**

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Welcome and Introduction
Sally Allen

Strong families, resilient communities – Enhancing the preventive continuum

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Our vision

'Children, young people and families
in need of help are safe, healthy
and supported to achieve'.

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Lancashire Context

- 2,903 square kilometres in size

- Population of 1,195,418

- 7.7% Black or minority ethnic - Pendle and Preston 20%; Ribble Valley 2.1%

- 12 district councils, 6 clinical commissioning groups, 4 hospital trusts and 631 schools within our boundaries, plus two neighbouring unitary authorities

- English as a second language: 12.8% in primary schools; 8.4% in secondary schools

- Free school meals: 13.2% in primary schools; 12.1% in secondary schools

- 15.4% of all children under 16 years living in low income families

- 2085 Children Looked After

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Index of multiple deprivation 2015 – Lancashire districts IMD percentile rank

Preston

Pendle
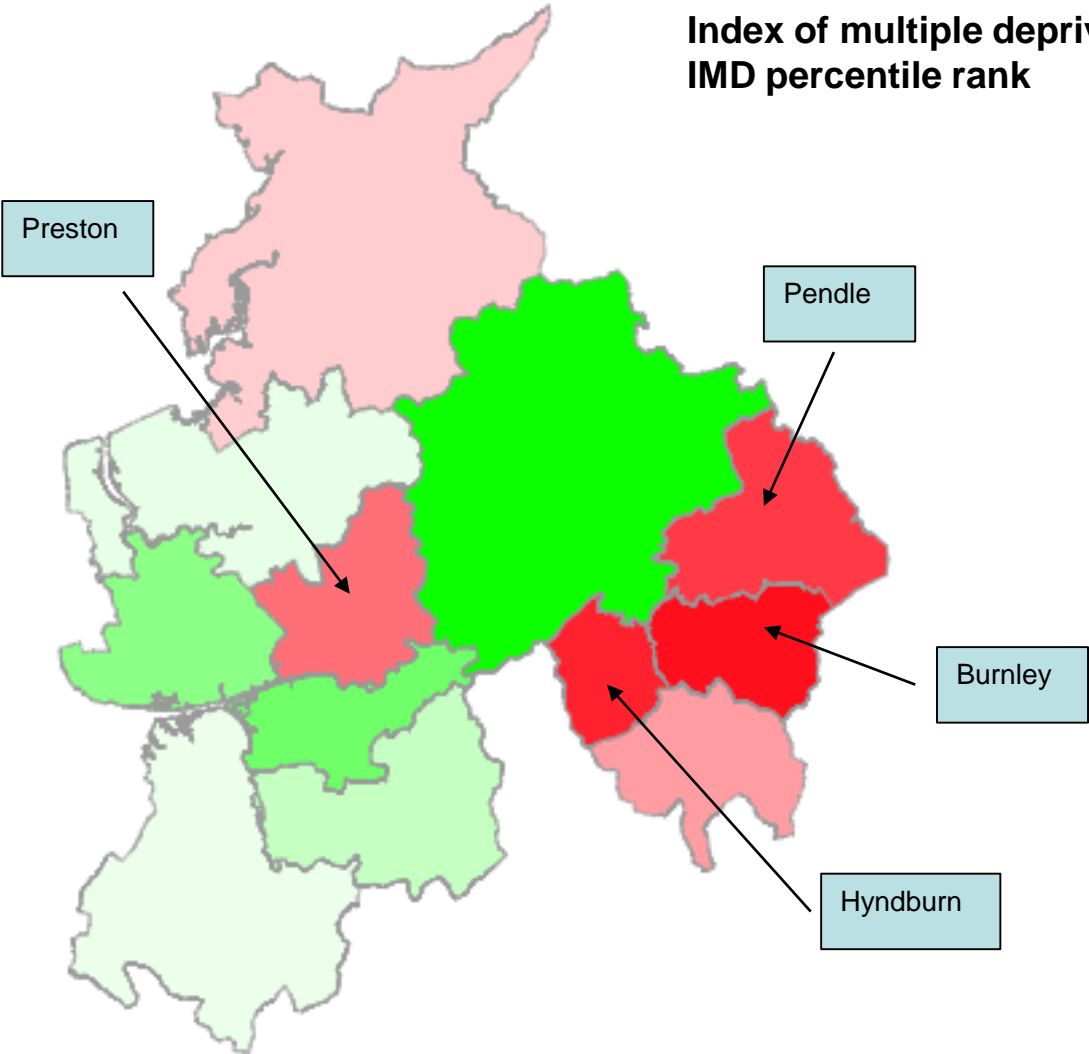
Burnley

Hyndburn

On the map to the left, the red districts of Hyndburn, Burnley and Pendle are in the most deprived 20% in England and Wales, whereas the bright green district of Ribble Valley is in the least deprived 20%. Please note that the closer to red the colour of the district is, it is more deprived and the closer to green the district is, it is less deprived.

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CLA Numbers and Rates by Children's Social Care Areas –April 18 to November 18

CLA Numbers	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18
Lancaster	179	174	180	176	175	180	185	198
Fylde & Wyre	150	152	157	161	163	167	168	172
Preston	**299**	**294**	**305**	**316**	**322**	**349**	**333**	**338**
Chorley & S Ribble	262	259	259	260	269	244	279	277
West Lancs	123	126	134	134	131	127	127	131
Burnley	**267**	**270**	**270**	**274**	**265**	**262**	**259**	**265**
Pendle	219	223	224	224	220	216	213	209
Rossendale	97	100	102	103	102	103	105	109
Hyndburn & Ribble Valley	**238**	**243**	**243**	**249**	**250**	**244**	**240**	**241**
Other	134	145	147	154	162	161	155	145
LANCASHIRE	1968	1986	2021	2051	2059	2053	2064	2085
CLA - Rates	**Apr-18**	**May-18**	**Jun-18**	**Jul-18**	**Aug-18**	**Sep-18**	**Oct-18**	**Nov-18**
Lancaster	65.9	64.1	66.3	65.0	64.7	66.5	68.4	73.2
Fylde & Wyre	44.3	44.9	46.4	47.5	48.1	49.2	49.5	50.7
Preston	**96.3**	**94.7**	**98.3**	**101.2**	**103.1**	**111.7**	**106.6**	**108.2**
Chorley & S Ribble	56.9	56.3	56.3	56.0	58.0	52.6	60.1	59.7
West Lancs	55.7	57.1	60.7	60.8	59.4	57.6	57.6	59.4
Burnley	**134.4**	**135.9**	**135.9**	**136.1**	**131.6**	**130.1**	**128.6**	**131.6**
Pendle	**103.7**	**105.6**	**106.1**	**105.5**	**103.7**	**101.8**	**100.4**	**98.5**
Rossendale	63.2	65.1	66.4	66.8	66.2	66.8	68.1	70.7
Hyndburn & Ribble Valley	**78.5**	**80.2**	**80.2**	**81.9**	**82.2**	**80.2**	**78.9**	**79.2**
Other Service Areas								
LANCASHIRE	79.7	80.5	81.9	82.7	83.1	82.8	83.3	84.1

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Some overarching challenges

- Cost to LCC of high and increasing rate of CLA
- High NEET rate at county level and particularly high in certain districts who also have high CLA rates
- Risk of NEET high in Lancashire:
  - Very low proportion of CLA achieving expected standard in Reading, Writing & Maths at end of KS2
  - CLA school absence rate higher than national average for CLA
  - Rate of CLA higher than statistical neighbours
- Research shows poor intermediate and life trajectory outcomes for children in care - and also those with CIN and CPP designations.
- Research showing that educational outcomes can remain poor once children leave care if family resilience and health functioning remains challenging.

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Social Care Perspective of Edge of Care Service

Operational, targeted areas and challenges

Vicky Gent and Chris Coyle

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Operational overview

- Childrens Social Care in Lancashire is organised into three distinct localities, Central, North, and East. Within each locality there are districts.

- Three districts in Central, Preston West Lancs and CSR.

- Two districts in the North, Fylde and Wyre and Lancashire

- Four districts in East, Pendle Burnley HRV and Rossendale.

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Social Care Perspective of Edge of Care Service– Operational, targeted areas and challenges

- Lancashire as a whole is an area with high rates of CLA.

- As of Nov 2018 Lancashire Look after 2069 children.

- This equates to a rate of 83/10,000

- The national average is 64/10,000

- Consequently there are an additional 470 children are in our care than if we achieved the national average.
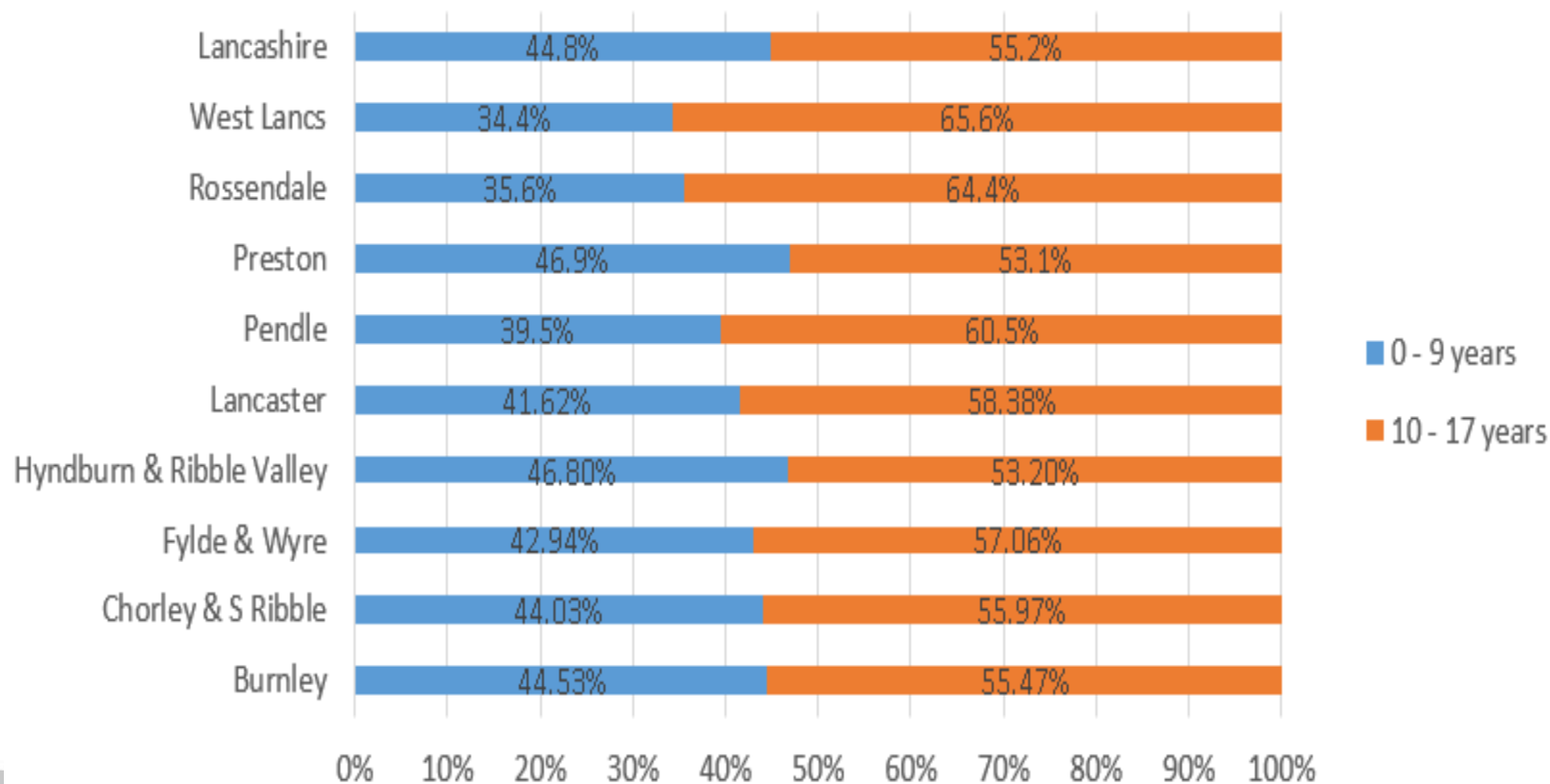
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However there is significant variation in the 9 operational districts of Lancashire

Fylde and Wyre rate of 51/10,000 of Children Looked After

Burnley has a rate of 129/10,000 of Children Looked After

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Variation across LCC of CLA age profile

CLA 0-9 vs 10-17 by District

District	0 - 9 years	10 - 17 years
Lancashire	44.8%	55.2%
West Lancs	34.4%	65.6%
Rossendale	35.6%	64.4%
Preston	46.9%	53.1%
Pendle	39.5%	60.5%
Lancaster	41.62%	58.38%
Hyndburn & Ribble Valley	46.80%	53.20%
Fylde & Wyre	42.94%	57.06%
Chorley & S Ribble	44.03%	55.97%
Burnley	44.53%	55.47%

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Locality variations

Age Group	East	Central	North
0-4	36.8%	36.7%	32.9%
5-9	28%	21.4%	26%
10-15	23.3%	24.3%	28.8%
16+	11.8%	17.3%	12.3%

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Locality Variations

- East have accommodated a higher percentage of Children in the 0-4 age group
- North accommodates a higher percentage of 10-15 year olds
- Central accommodates the highest percentage of 16 plus children.
- However within each locality there is also distinct district variation. For example the high number of primary age children accommodated in Pendle

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There are though key similarities

- The majority of children and young people enter the care of the Lancashire due to issues of neglect and emotional abuse

- Areas with the highest levels of deprivation as identified in the English Indices of Multiple Deprivation 2015

- Deprivation is strongly correlated to Child Abuse and Neglect (JRF 2016)

- Does the relatively high rate of Home Placements in Lancashire link to this?

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Challenges

- Increasing CLA in Lancashire is a significant challenge

- There is clearly a concerning cost issue as a result

- The demand of increasing CLA shifts resource away form effective preventative work.

- More importantly the increasing demands on staff makes it hard to achieve positive outcomes for children and young people

- Increasingly difficult to source appropriate placements for these young people especially those aged 13 to 16

- They make up a smaller proportion of those accommodated however they are the young people we have least positive impact upon for the highest spend.

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Currently Edge of care offer in Lancashire is not fully developed.

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Education Perspective of Edge of Care Service

Local context , importance of addressing education, reading age outcome.
Steve Belbin

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Lancashire: a county of contrast

	Most advantaged	**Most disadvantaged**
Free School Meals	11.4%	34%
SEND	9.8%	15%
Multiple Deprivation Index	8.8% live in the bottom 20% of wards nationally	54.5% of pupils live in the bottom 20% of wards nationally
Children Looked After	3.9% of all CLA pupils	14% of all Lancashire's CLA pupils
Permanent Exclusions	4	25
Days lost (primary)	44	401 days lost

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Standards of achievement in Lancashire: Overall summary

Overall standards of achievement are good, but with known areas for improvement.

Impact in reading, especially for certain groups.

Key priorities:

- White British, boys, FSM, SEND, CLA
- Early language, communication, reading.

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Education Endowment Foundation: January 18
The attainment gap 2017

Data from the Education Policy Institute (EPI) shows how disadvantaged children fall further behind as they progress through the different phases of their schooling.

- At the early years phase there is a 4.3-month gap between disadvantaged children and their classmates;

- this more than doubles to 9.5 months by the end of primary schooling.

- By the end of secondary schooling it has grown to 19.3 months.

- At age 16 the average Attainment 8 (attainment across 8 GCSEs) score of disadvantaged pupils is 41.1, compared to a score of 53.3 for all other pupils. Lancashire: 35

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A third of eligible children nationally – those from the poorest 40% of society – don't currently take up funded provision at age two and a tenth of poorer families don't take up their entitlement at age three.

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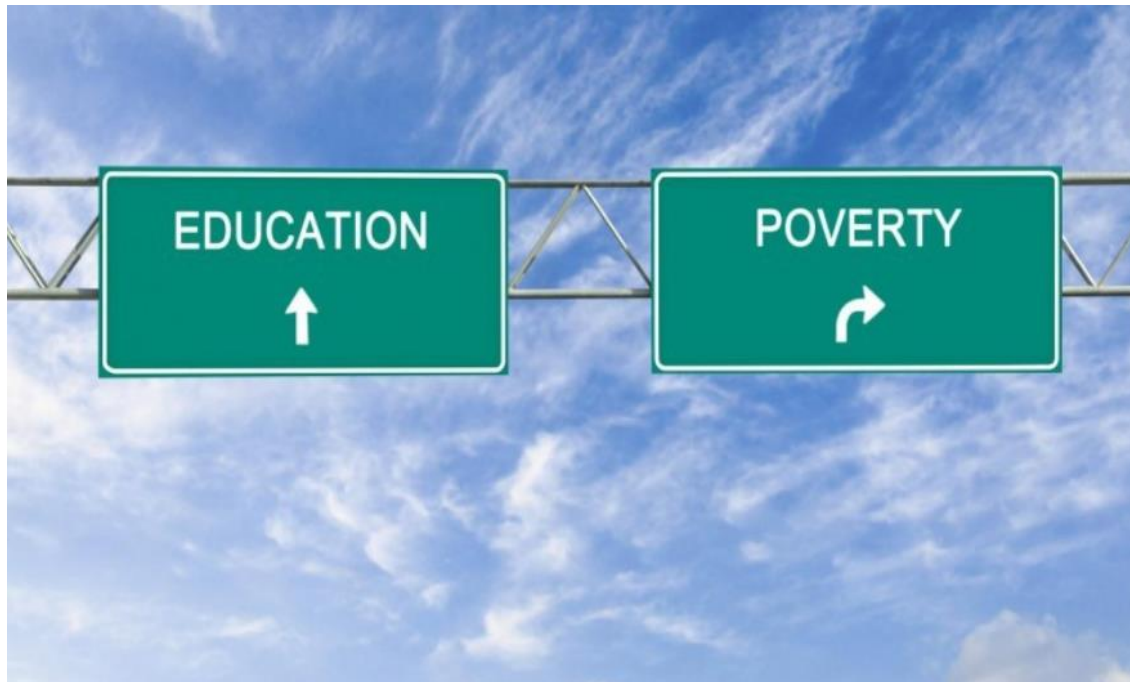
Foundation Stage

	2016	2017	2018
Lancs	69.2	69.4	69.7
NW	67	68	69
England	69	71	72

SEN in Prime Goals

SEN Support	Listening and Attention	Understanding	Speaking	Moving and handling	Health and self-care	Self-confidence and self-awareness	Managing feelings and behaviours	Making relationships
2017/18	41.3	40.4	36.7	49.6	55.7	51.9	44.4	49.5
2016/17	47.2	45.4	37.6	52.0	61.0	54.7	51.7	56.0
2015/16	42.2	41.0	35.2	49.4	57.1	49.4	46.1	48.1

Fall in each prime goal. Results fell most in Managing feelings and behaviours (-7.3ppts) and Making relationships (-6.5ppts). **Attainment is least secure in Speaking, with fewer than 40% of children with SEN support reaching this milestone annually. Attainment fell by at least 5ppts in both Listening and Attention and Understanding.**

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Key Stage 1.

Combined R/W/M	2016	2017	2018
Lancashire	61%	63%	64%
National	60%	64%	65%
North West	61%	62%	63%

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Groups.

Disadvantaged Pupils 1% to 48% combined R/W/M
FSM pupils up 1%, 44% to 45%. There is a three year trend of improvement amongst FSM pupils.

Standards amongst CLA pupils fell overall and in each subject. 33% of CLA attained combined R/W/M, a fall of 14% and the lowest in three years.

Standards of attainment of SEN (all) fell in 2018, from 25% in 2017 to 24% in 2018.
SEN (support) down 1%
SEN (EHC) down 2%.

Bangladeshi: up 6%, Pakistani-heritage: up 2%

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Year	2017/18					2016/17				
	Total	Reading+	Writing+	Maths+	RWM+	Total	Reading+	Writing+	Maths+	RWM+
Burnley	1175	68.9	63.2	69.2	57.3	1199	69.6	64.2	69.4	59.3
Chorley	1467	76.5	70.4	77.2	65.8	1362	76.9	71.1	77.7	67.1
Fylde	714	81.1	75.8	80.0	71.1	674	78.3	70.2	76.6	66.6
Hyndburn	1130	72.7	67.8	72.6	61.8	1097	71.5	64.5	70.7	59.1
Lancaster	1600	72.1	67.7	73.3	62.1	1518	72.8	65.6	74.2	61.1
Pendle	1301	71.6	64.1	72.2	60.3	1278	70.1	63.8	70.0	58.5
Preston	1736	74.3	69.1	74.9	64.0	1772	76.4	68.8	77.0	64.6
Ribble Valley	611	81.2	76.1	81.3	71.0	708	82.3	74.0	82.5	69.6
Rossendale	917	72.7	68.7	73.8	62.8	906	77.3	70.5	75.8	64.2
South Ribble	1281	76.0	70.1	75.5	64.6	1165	77.0	68.6	75.9	64.7
West Lancs	1302	77.0	72.6	78.7	67.4	1266	76.1	69.7	77.2	65.1
Wyre	1043	77.1	72.5	77.5	67.9	1044	77.0	68.9	78.1	65.4

10% gaps between highest performing districts and lowest

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Key Stage 2.

Combined R/W/M	2016	2017	2018
Lancashire	54%	61%	64%
National	54%	61%	64%

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Pupil Progress

Progress measures	2016	2017	2018
Reading	-0.27	-0.09	0.1
Writing	0.5	0.28	0.18
Maths	-0.03	0	0.17

Three year trend of improvement in reading and maths. Above the national average.

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Down your way: the 8% club.

All

Year	2017/18					2016/17				
	Total	Reading+	Writing+	Maths+	RWM+	Total	Reading+	Writing+	Maths+	RWM+
Burnley	1142	68.0 ⭐	73.6	68.1	55.2	1083	60.9	74.2	66.6	52.2
Chorley	1344	79.8	80.9	78.6	69.3	1322	75.1	80.8	80.9	66.3
Fylde	676	80.7	81.9	80.1	70.5	617	79.3	80.1	79.4	67.4
Hyndburn	1050	74.3 ⭐	76.7	75.0	61.9	1031	66.2	78.3	76.4	59.2
Lancaster	1452	73.5	76.2	73.2	62.4	1367	72.3	75.9	74.5	61.2
Pendle	1175	66.0	72.6	72.1	56.5	1118	63.7	73.6	72.3	54.7
Preston	1644	76.0 ⭐	76.4	77.7	65.1	1633	68.4	77.3	74.6	59.0
Ribble Valley	711	81.3	81.7	79.7	67.3	653	81.3	81.2	79.9	68.3
Rossendale	923	79.2 ⭐	79.8	78.5 ⭐	68.3	877	71.2	79.6	73.5	60.3
South Ribble	1182	78.3	77.7	77.2	66.3	1186	76.0	76.9	78.6	63.6
West Lancs	1294	77.9 ⭐	81.2	78.5 ⭐	68.5	1242	73.2	78.5	75.3	62.3
Wyre	1101	77.6	79.9	77.8	67.3	1085	74.1	75.9	77.3	62.8

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KS4

Standards at the end of KS4 are above the national average.

Basics (EM): Grade 4 rose from 64.8 to 65.7%. **Above N/A** (64.3) & NW (63.7%).

G5: rose from 42.8% to 44.2%, **above** the national and North-West average.

A8 scores: up 45.7 to 46.2. **In line** with N/A & NW

Statistical neighbours up, 6th

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Attainment 8 scores

	Total A8	Non-FSM	FSM
Lancashire	47	50	35
District a	38	43	30
District b	41	43	34
District c	43	46	35

Progress 8 scores

	Total P8	**Non-FSM**	**FSM**
Lancashire	-0.3	-0.1	-0.6
District a	-0.4	-0.1	-0.8
District b	-0.1	0	-0.4
District c	-0.2	-0.1	-0.4

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Overall summary

Overall standards of achievement are good, but with known areas for improvement.

Key priorities:
- White British, boys, FSM, SEND, CLA
- Early language, communication, reading.

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As our partners…..

SEND,
DAPs,
White British,
Boys,
Transience
Known to CSC
Exclusions
CLA

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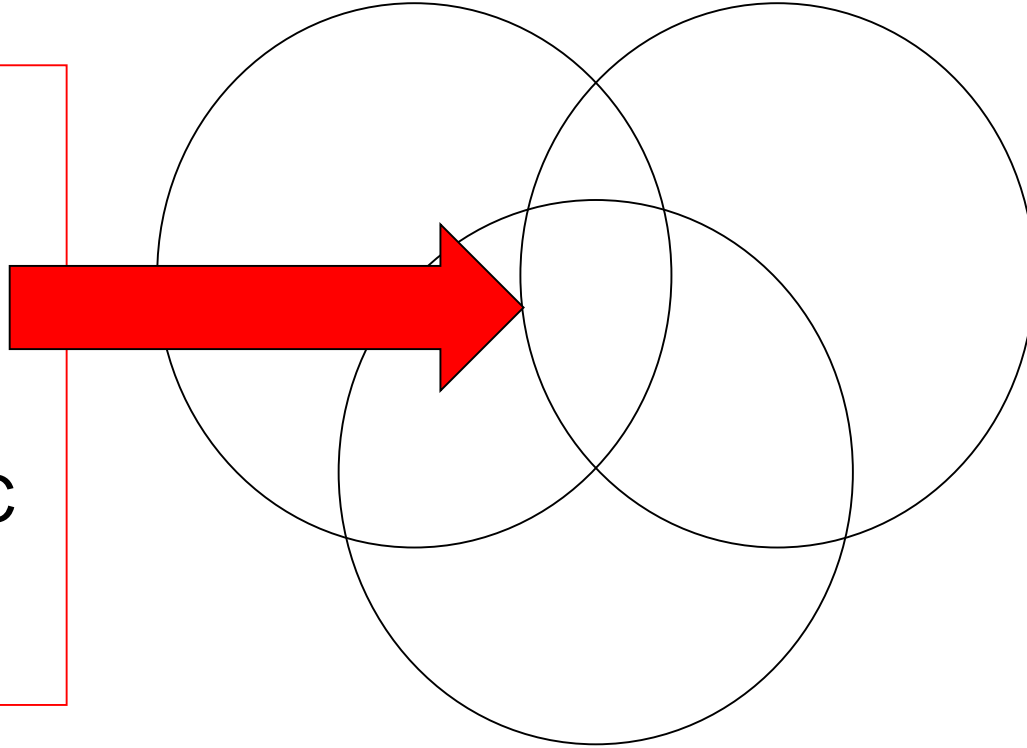
Commissioning Intensions

Paul Riley (Outcomes UK)

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Commissioning

- Cohorts & outcomes

- What young people said

- Impact framework

- Outcomes based contracting & Social Impact Bond

- Payment metrics

- Learning and continuous improvement

Variation across LCC of CLA rate

Location	CLA	No. <18	Rate	SN Comparison	%KS2	NEET 16/17
Lancaster	216	27,150	79.6	Higher	62.0	6.5%
Fylde	66	13,963	47.3	Lower	66.0	3.4%
Wyre	99	19,903	49.7	Lower	65.0	3.8%
Sub-total	381	61,016	62.4	vs median		
Preston	336	31,036	108.3	Higher	58.0	8.2%
Chorley	129	23,398	55.1	Lower	66.0	5.1%
South Ribble	126	22,626	55.7	Lower	64.0	4.6%
West Lancashire	116	22,070	52.6	Lower	65.0	3.7%
Sub-total	707	99,130	71.3	vs median		
Burnley	249	19,871	125.3	Higher	53.0	5.6%
Hyndburn	195	18,546	105.1	Higher	59.0	5.3%
Pendle	202	21,117	95.7	Average	55.0	4.1%
Ribble Valley	45	11,761	38.3	Lower	69.0	2.0%
Rossendale	97	15,351	63.2	Lower	61.0	4.9%
Sub-total	788	86,646	90.9	vs median		
Other	75					
Lancashire	1951	246,792	79.1		61.0	5.0%
DfE/LCC Business Intelligence 2018						

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Cohort & Outcomes

Sub-cohorts:

a) 5-9 years old diverted from entering care

b) 10-15 years old diverted from entering care

c) 5-9 years old reunited from care

d) 10-15 years old reunited from care

	5-7	8-9	Aged 5-9	10-12	13-15	Aged 10-15
Estimated diversion referrals p.a.	44	25	69	23	35	58
Estimated reunification referrals p.a.	3.3	2.0	5.3	2.0	2.0	4.0

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Change in practice

- Address gaps in services at Level 3 of LCC Continuum of Need

- Increase focus on timely reunifcation from care as a permanence solution

- Address educational engagement and attainment challenges of C&YP at Level 3 of LCC CoN but not in care (If in care receive support of Virtual School)

- Broader system focus (in addition to schools) to improve average readiing age versus their peers of C&YP at Level 3 of LCC CoN and not in care

- Greater awareness and consideration of Level 1 & 2 servces when transitioning from Level 3 services

Change in activity

- New family interventions in Level 3 of LCC CoN focused at the cusp of care and within the districts with largest gap: Burnley, Hyndburn, Pendle & Preston

- New family intervention service also includes additional support to C&YP, parents and school to improve educational engagement

- New family intervention service also includes additional support to C&YP, parents and school to improve readingage and interst in reading

- Increased parental interest and involvement in C&YP's reading

- Effective transition planning from Level 3 services to Level 1 & 2 servces where required

Change in outcomes

- More C&YP stay at home or their duration in care is reduced

- Improved outcomes star scores for parents and C&YP

- Improved educational attendance

- Improved reading age versus peers and greater self-confidence as a learner

Objectives

- Increased stability at home and proportion of C&YP in care for whom timely permanence is achieved with their family

- Increased family resilience to sustain stability and greater family aspirations on broader outcomes

- Improved educational attainment

- Improved positive networks of support for the parents and C&YP, and awareness and engagement with available services across the CoN

Impact

- Improved Employment, education and Training trajectories for referred child or young person

- Improved Employment, Education and Training trajectories for all other children and young people in the household

- Reduction in LCC children's Social Care costs for the cohort

What young people said

- The right care and support – flexibly applied
- Training parents – strategies to cope / parenting skills
- Transport – for education, positive activities & social networks
- Support to access education / training that meets individual needs
- Support in functional skills – managing in the home and society
- Encourage and enable healthy living
- Support groups and positive social networks
- Homes adapted where physical disabilities and LDD, and staff experienced and had relevant training

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Impact Framework

- Payment Metrics for the Referred Child

- Non-payment Metrics for the Referred Child

- Non-payment Metrics for Siblings

- Local Social Value Metrics

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Outcomes based contracting & Social Impact Bonds

This service will be 100% payment against outcomes

The contract will need some form of SIB structure
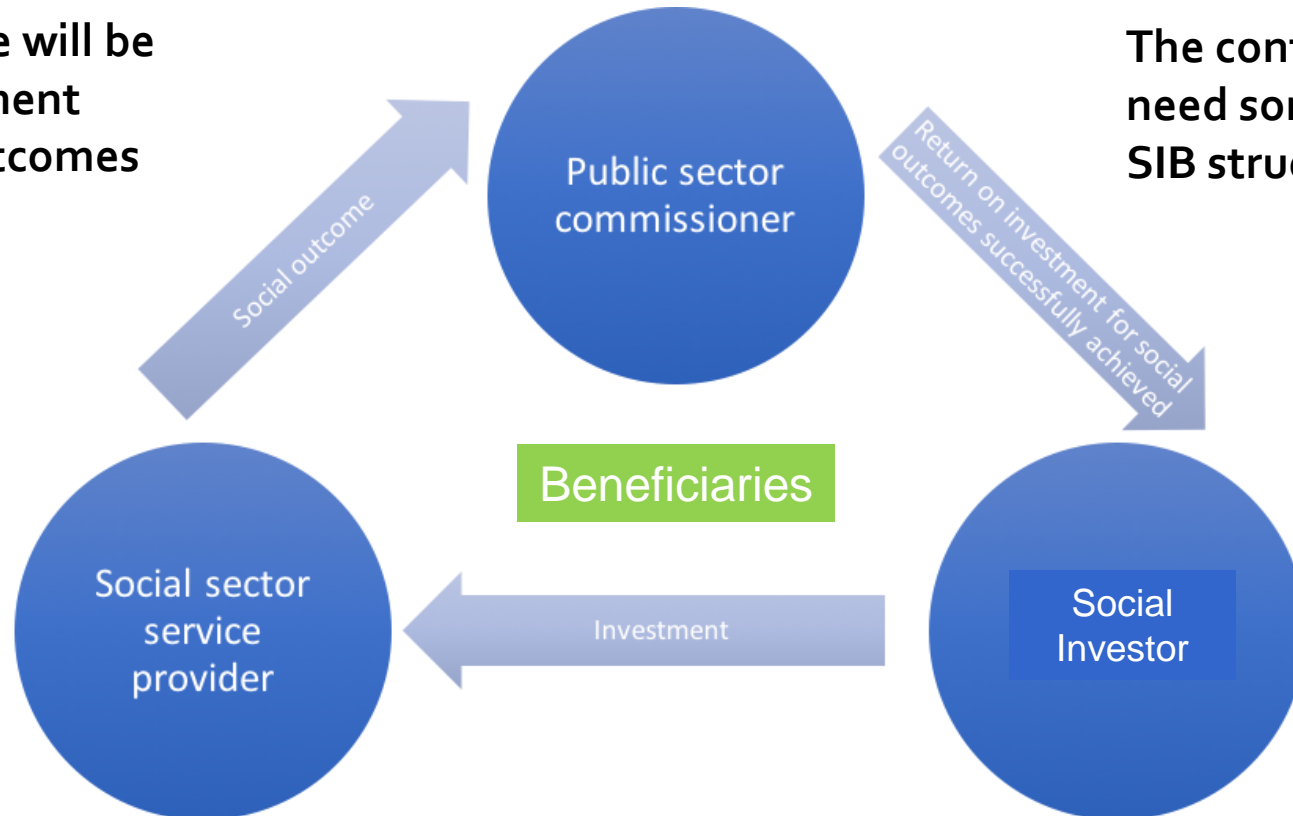
Public sector commissioner

Social outcome

Return on investment for social outcomes successfully achieved

Beneficiaries

Social sector service provider

Investment

Social Investor

Further information: https://golab.bsg.ox.ac.uk/basics/introduction-outcome-based-commissioning/
https://golab.bsg.ox.ac.uk/basics/introduction-social-impact-bonds/

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Payment Metrics for the Referred Child

The Provider will drive better outcomes for the referred Child through measuring and setting targets for improvement in at least the following:

i. Stability at home (Measured by days of care avoided)

ii. Improved Family Functioning (Measured by level of improvement in Outcomes Star scores, e.g. Family Star Plus and My Star)

iii. Educational engagement (Measured by percentage reduction in unauthorised absence) [*Evolve to reduction in lateness?*]

iv. Improved reading skills (Measured by improvement in reading age beyond level forecast by school) [*Evolve to vocabulary focus?*]

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Non-payment Metrics for the Referred Child

The Provider will drive better outcomes for the referred Child through measuring and setting targets for improvement in at least the following:

a) Educational engagement (Measured by duration of fixed term and permanent exclusions)

b) Educational attainment (Measured by improvement in levels or assessment and/or qualification attainment)

c) Mental health, emotional wellbeing and pro-social skills (Measured by use of tools such as Strengths and Difficulties Questionnaire)

d) Engagement in high risk behaviours (A range of measures covering issues such as anti-social behaviour, going missing, offending, substance misuse, gang involvement, risk of pregnancy, risk of exploitation)

e) [DN: *Others to be determined between the Parties prior to Contract*]

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Non-payment Metrics for Siblings

For siblings in the same household the Provider will track the following, as appropriate:

a) Improved Family Functioning (Measured by level of improvement in Outcomes Star scores, e.g. My Star)

b) Educational engagement (Measured by level of unauthorised absence and duration of fixed term and permanent exclusions)

c) [DN: *Others to be determined between the Parties prior to Contract*]

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Local Social Value Metrics

Provider will commit to and track progress against the following local social value measures:

a) Non-referred children able to benefit from the improvement in reading skills related interventions delivered by the Provider (Measure number & progress).

b) Agreed measures from the latest version of the National Themes Outcomes and Measures framework e.g.:

- *More local people in employment - NT1 and NT2.*
- *More opportunities for disadvantaged people - one or more of NT3-6. (e.g. care leavers, disabled, ex-offenders, NEETs)*
- *Improved employability of young people - NT11. (e.g. opportunities for apprenticeships and paid internships)*

https://socialvalueportal.com/national-toms/

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Continuous Improvement

Life Chances Fund commitment to share learning

Independent evaluations:

a)   application of the SIB mechanism as an approach to achieve LCC's objectives (LCC)

b)   efficacy and impact of its chosen service model and interventions (Provider)

Contract management:

−   Data and narrative informed

−   Holding Parties to account for their performance

−   Joint problem solving

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Any Questions?

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Procurement Strategy

Procurement process, timescales and guidance

Kirsty Harrison

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Part 1 – Procurement Guidance

Part 2 – Oracle iSupplier Portal

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Procurement Contacts

Kirsty Harrison
kirsty.harrison@Lancashire.gov.uk
Category Manager (Care Services)

PIM@Lancashire.gov.uk
Procurement Information Management Team

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Introduction

The purpose of this Procurement briefing is to support you through the potential tender process, implement fairness and transparency and create an open networking opportunity for all.

The Council reserves the right to amend what is set out today and any procurement process will be conducted only in accordance with the procurement documents that are published.

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Part 1: Applicable Legislation

EU Directives (Public Sector Procurement Directive 2014/24/EU)

UK Legislation (Public Contracts Regulations 2015 SI 2015/102)

- The Council is required by law to tender services at regular intervals to encourage competition and value for money.

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Finding New Opportunities

- All of our council tenders are advertised on the Council's tendering portal and on Contracts Finder

- To access the Supplier Portal to view tender documents and respond to active tenders you must register.

- It is free to register.
- Links in Part 2 of the presentations

https://www.lancashire.gov.uk/business/tenders-and-procurement/

www.lancashire.gov.uk

Chosen Procurement Process

Competitive Procedure with Negotiation

- It is intended that the Council will not specify the interventions to be used. known as a 'black box' approach, which is one of the ways in which a payment by results contract can be designed:
  - ➢ Encourage innovation
  - ➢ Optimum choice if proven interventions for the desired outcomes and target cohort

- Therefore we intend to use a procurement process which will involve the option to negotiate tenderers proposal to improve and refine their content.

- More information about the negotiations will be published in the tender documents

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Next Stages: Procurement Process

1	**Procurement Planning** Market Analysis, Engagement, Feedback and Review Stages	
2	**Publication of the Tender** Selection Criteria, Award and Price Criteria, Specification and additional requirements will be explained in the documents	
3	**Selection Stage Evaluation**	
4	**Feedback on whether you have been successful at award stage**	
5	**Initial Evaluation of Award Criteria**	
6	**Notification of Negotiation (Optional)**	
7	**Issue Final Tender (if negotiation took place)**	
8	**Tender Evaluation and Award of Contracts**	
9	**Mobilisation / Setting up Period**	

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Indicative Dates

Invitation to Tender (Selection & Award) issue date	Jan / Feb 2019
Initial Tender Return Deadline	Feb / March 2019
Selection Criteria Evaluation	March 2019
Outcome of selection criteria notification	March 2019
Tender Evaluation & Negotiation (optional)	April 2019
Issue Final Tender	May 2019
Final Evaluation	June 2019
Award of Contract	July 2019
New Service to Commence	End of Sept 2019

These dates are an approximate guide only and are subject to change at the Authority's sole discretion. Any significant changes to the procurement timetable during the tender process shall be notified to all Tenderers as soon as practicable. Changes to these dates will be notified to Tenderers via the means of the **online discussions function** within the e-Tendering system when the tender is live. Dates communicated to Tenderers via these means take precedent over the dates listed in the above table.

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Evaluation Criteria

Evaluation Criteria (Selection and Award)

Selection criteria (formerly referred to as PQQ)
- ***Pass/Fail***
- Selection – Business Standing, Financial Standing, Technical and Professional ability
  - Demonstrate you meet minimum requirements

Award Criteria
- ***Most Economically Advantageous Tender*** – Based on a Quality and Price Ratio
- Award Stage Questions
  - Demonstrate how you will deliver the requirements.
- A cross-cutting panel of experts assess responses and give scores.
- A scoring matrix will be used to assess answers.

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Price Evaluation

Forms part of the Award Criteria - Price/Quality ratio will be confirmed within the tender documents.

Tenderers will be required to submit a price.

Please refer to the tender documents, where further details will be provided.

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General Information

- The Council intends to award one Contract to cover delivery of Service across Burnley, Hyndburn, Pendle and Preston areas of Lancashire.

- Contract is intended to be for a total of 7 years
  - ➢ Operational period for accepting referrals will be 5 years
  - ➢ Remaining 2 years to enable outcomes to be realised
  - ➢ Contract break clauses

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Bidding Model

Think about your organisation's bidding strategy?

The Council will only contract with a single legal entity

- Are you considering to bid alone (as a single provider)?
- Are you considering to form a consortium?
- Will you need a Social Investor?
- Will you bid as a Special Purpose Vehicle?
- Are you considering/reliant on a subcontracting arrangement?

Consider:

- As part of the tender process you will be required to submit a copy of the agreement between consortium members/service provider(s) – social investor
- Start planning early

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Simultaneous Competition

Where a Tenderer is affiliated to more than one bidding model for example;

- Consortia,

- Subcontracting arrangements,

- Special purpose vehicles,

- or as an Individual Tenderer,

then the Tenderer is under an obligation to ensure that such arrangements do not detract from its ability to service the Contract.

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LCC's Consortium Exchange

Lancashire County Council would like to make it easier for suppliers to form consortia with a view to bidding on any tender process.

What is the Consortium Exchange?

- An open on-line directory for like-minded organisations to share their contact details.
- The opportunity to work together is available to suppliers of any size and any type including SMEs, large business, voluntary, faith, third sector or social enterprise.
- To have your details added, just reply to us at the email below with the following details:
  - Your organisation's full name; contact person, phone number, email and address.
  - Your sector of work and a description of the opportunities you might be interested in.
- Your details will be published on LCC's website, and you can remove them at any time by contacting us at the following email address:
  - consortiumexchange@lancashire.gov.uk

  Please note: use of the Consortium Exchange is optional, LCC does not endorse any particular bidding model. How you bid is your choice.

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Key Points

- Register on the <u>Oracle iSupplier e-Tendering system</u> at the earliest opportunity. Go on www.lancashire.gov.uk and search for "Oracle". Takes you to straight to registration page.

- For technical support issues and for support with registering on Oracle iSupplier, dial - **01772 534966** (option 2).

- For guidance on navigating the system to locate the tender dial - **0300 123 6701**.

- For written guidance on using the system, including finding tenders and how to submit your tender to us, you can use the **quick guides** (**http://www3.lancashire.gov.uk/corporate/web/?siteid=6864&pageid=41143**) .

- Use "on-line discussions" feature within Oracle iSupplier for clarifications on the tender content or questions about the service. Please do not email officers directly. This is to ensure transparency.

- Remember to check online discussions facility regularly throughout the tender process. Bidders' **clarification questions** will be published along with responses from Lancashire County Council.

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Hints and tips – Do

- Read the **entire tender** documentation.
- **Finalise agreements** between parties early (if appropriate)
- **Read all clarification** responses - the system will allow Tenderers to resubmit their bids before the deadline.
- Dedicate **time** to write your submission and use the **expertise** within your organisation, it is advisable to have someone else **check** through before submitting.
- Address the **exact requirements** of the contract – specification, evaluation criteria and weighting. Cover the minimum requirements within each Award Criteria question as a minimum.
- Give correct information in the **format requested**. (found in the Award Criteria Questionnaire)
- Demonstrate **skill and capacity.**
- Demonstrate your **strengths and advantages.**

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Hints and tips – Don't

- **Miss deadlines** – we cannot accept late submissions - Start early.

- **Canvass Council** staff – this could lead to exclusion of your bid.

- **Assume**, leave gaps or give **ambiguous information** – we can only assess the information or responses provided.

- Promise what you can't deliver – responses to Tender form part of the **final contract.**

- Use **generic and stock responses** – show that you are addressing the contract requirements.

- Insert **marketing material unless instructed.**

- **Exceed the word/character counts** provided- any information submitted which exceeds the word/character count will not be considered at evaluation stage.

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Part 2: Oracle ISupplier Portal

iSupplier Portal Support

If you require support when using iSupplier Portal, please email us, giving as much detail as posible about the issue and ensuring you include your supplier number and a contact name:

iSupplier Support	isupplierqueries@lancashire.gov.uk
iSupplier help line	01772 534966

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Your Oracle Self Service

It is important to keep your Oracle record up to date. This minimises the risk of missing any email notifications or delaying payments. This can be done via iSupplier using the admin section or by contacting the iSupplier Support Team.

The most important information to update is:

- **Email address (user account).**
- **Banking details.**
- **Contact telephone number.**

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ORACLE ISUPPLIER GUIDANCE

Access the e-tendering iSupplier system via:
http://www3.lancashire.gov.uk/corporate/web/?siteid=6864&pageid=41137&e=e

Access the Oracle iSupplier guidance via:
http://www3.lancashire.gov.uk/corporate/web/?siteid=6864&pageid=41143&e=e

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Clarifications

- Clarifications also known as 'Online Discussions' within the system are queries submitted by Tenderers regarding the tender

- All clarifications must be sent via the online discussions function, any clarifications sent outside of the system will be redirected to the portal

- The Authority will respond via an online discussion which will be available for all Tenderers to view for transparency.

- Tenderers will receive a notification via the system when a new online discussion is published by the Authority.

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RFQ Amendments
Request for Quote

- Amendments are made to the RFQ when The Authority make any changes to the tender. For example if new or updated documents are uploaded an amendment will be made on the system.

- Tenderers will receive a notification via the system when an amendment is made and the system will identify the changes.

- The new RFQ will have a comma followed by a version number for example: **RFQ 15144481,2.**

- Tenderers must submit new clarifications to the most recent RFQ version and if you have already submitted a bid to a previous version it must be resubmitted to the new version.

- All previous clarification responses will be attached via an online discussion to the newest amendment.

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Any Questions?

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Break and Refreshments

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Group Workshops

- ## Task 1 – Service Specification

  With reference to the Authority's service specification;

  What are your views on the Authority's proposed approach?

  Please identify the positive aspects?

  Would any aspects of the service specification cause your organisation issues?

  If so, please identify the aspects which would cause issues and explain why.

  Is there anything in the service specification which is an absolute deal breaker and would contribute towards your organisation not bidding?

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Group Workshops

- ## Task 2 - Impact Framework- Metrics

  With reference to the Authority's outcome framework;

  What are your views on the proposed payment metrics and mechanism, including the key risks that would be costed, any perverse incentives that may be created and relative weighting of each metric payment?

  What are your views on the proposed beneficiary non-payment outcomes?

  What are your views on the proposed family non-payment outcomes?

  What are your views on the proposed local and broader social value metrics?

  What specific comments do you have on the Government Social Impact Bond template contract?

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Group Work Feedback

You can provide feedback using the online questionnaire access via this link:

https://www.lancashire.gov.uk/business/tenders-and-procurement/tenders/lps-care-provision-of-outcomes-based-commissioning-of-edge-of-care-services-social-impact-bond/

Please also use this link to keep up to date with further details

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Questions and Answer Session

Networking Opportunity

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Thank you for attending

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