



London Borough of Hammersmith and Fulham | The Royal Borough of Kensington and Chelsea | Westminster City Council

COMMISSIONING PROSPECTUS

Tri-borough Children's Services

2013-15



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1. INTRODUCTION

- 1.1 This first Tri-borough Children’s Commissioning Prospectus outlines commissioning priorities and intentions for the two years from April 2013, for the London Borough of Hammersmith and Fulham, the Royal Borough of Kensington and Chelsea, and Westminster City Council. It covers commissioning intentions that are particular or sovereign to an individual authority as well as those that are common to all three, usually described as Tri-borough. In addition, it incorporates our joint commissioning intentions for those services that are jointly funded by the local authorities and by Health.
- 1.2 The Prospectus sets out our principles and framework for commissioning, as well as a summary of shared and individual borough priorities. For partners and providers, it is intended to raise awareness of the three Councils’ business opportunities, to give the market time to prepare for tenders, and to guide sub-contracting opportunities. It also offers a basis on which to engage with our stakeholders about needs, outcomes and possible solutions.
- 1.3 The Prospectus will be refreshed on an annual basis. Consultation on the refresh will take place as part of our ongoing dialogue with stakeholders, and the refreshed document will be approved through appropriate governance mechanisms in each of the three boroughs.

2. TRI-BOROUGH CHILDREN’S SERVICES

- 2.1 Children’s Services is a crucial part of the innovative Tri-borough working arrangements between the London Borough of Hammersmith and Fulham, the Royal Borough of Kensington and Chelsea and Westminster City Council. Where possible and appropriate, we have aimed to combine services to protect our high-quality frontline provision, improve service effectiveness and reduce costs. Some services are fully combined but many services remain borough-based, with shared leadership teams overseeing better coordination and delivery. The Education Service delivers most services to schools through borough-based teams but they work closely with Tri-borough colleagues. Family services are delivered locally in each borough to respond to the particular needs of their residents. However, some specialist services, such as the Youth Offending and Fostering and Adoption Services, have been combined. Further details about Tri-borough Children’s Services can be found in the Tri-borough Children’s Services Overview Guide [[Overview Guide](#)].
- 2.2 The table below provides some information about the customer profile of Children’s Services across the three boroughs.

Tri-borough Children’s Services	LBHF	RBKC	WCC	Total
Customer Profile				
All ages resident population	182,493	158,649	219,396	560,538
Black, Asian and Minority Ethnic Population [all ages]	58,271	46,632	84,066	188,969
0-19 resident population	35,996	29,720	41,005	106,721
0-4	11,900	9,189	12,617	33,706
5-10	10,172	9,027	11,537	30,736
11-19	13,924	11,504	16,851	42,279
Children’s Centres	16	8	12	36

Schools				
Nursery Schools	4	4	4	12
Primary Schools	35	26	40	101
[of which are academies or free schools]	2	0	3	5
Secondary Schools	11	5	10	26
[of which are academies or free schools]	8	1	9	18
Special Schools	4	2	2	8
Pupil Referral Units	2	1	3	6
Key Performance Indicators				
Number and rate of young people in Years 12-14 who are Not in Education, Employment or Training [NEET] as of 31 st March 2013.	3.2% (132 young people)	6.6% (145 young people)	7.9% (279 young people)	N/A
Children in care [at 31 st March 2013].	237	98	191	526
Children subject to a child protection plan [at 31 st March 2013].	139	74	96	309
Improved stability for children looked after [at 31 st March 2013].	66%	75%	84%	
Percentage of pupils achieving at least 5 A*-C grades at GCSE including English and Maths.	66%	80%	70%	
Percentage of pupils achieving level 4+ in English and Maths at Key Stage 2.	81%	86%	82%	
Proportion of all schools judged to be 'good' or 'outstanding' by Ofsted [as at May 2013].	93%	79%	89%	
Care Leavers in Education, Training or Employment.	61.8%	64.7%	63%	

2.3 Our Tri-borough Children's Services vision statement is: 'To improve the lives and life chances of our children and young people; intervene early to give the best start in life and promote wellbeing; ensure children and young people are protected from harm; and that all children have access to an excellent education and achieve their potential. All of this will be done whilst reducing costs and improving service effectiveness.'

2.4 Whilst delivering a balanced budget, the key strategic objectives for Tri-borough Children's Services in 2013/14 are:

- Keeping children safe: to enable all children and young people to live safely, and ensure that they are not at risk of harm.
- Corporate parenting: to continue to discharge our responsibilities as corporate parents to ensure that children in care and care leavers are safe, healthy, and succeed.
- Early intervention: to carry out the right intervention at the right time in order to reduce demand for high cost specialist services, and where possible meet the needs of children and young people receiving these services in a more cost effective way.
- Achievement: to provide support and challenge to early years settings, schools and colleges, in order to raise standards of educational achievement.
- Children with disabilities: to ensure that all children with disabilities and Special Educational Needs [SEN] are given the maximum opportunities to enhance the quality of their life and succeed.
- Children and young people in need: to improve their life chances and wellbeing.
- Resources: to ensure that resources are deployed effectively and efficiently, to achieve value for money, and to reduce costs whilst delivering improved outcomes.

3 TRI-BOROUGH COMMISSIONING ARRANGEMENTS

3.1 The Children's Commissioning Directorate was established in 2012 on the premise that a merged function would be able to deliver efficiencies from joint commissioning, sourcing and procurement, as well as driving innovation and service improvement. The role of the Directorate is to:

- Provide a robust evidence base for decision-making.
- Offer a strategic and integrated view of need.
- Source the best and most cost effective providers.
- Develop markets and alternative delivery models.
- Derive maximum value from procurement.
- Manage the performance of service providers well.
- Use performance information and business intelligence to improve and learn lessons.
- Challenge the status quo and to drive innovation and improvement.

3.2 The Directorate is responsible for approximately £80m of external spend and more than 1000 contracts, including home to school transport and schools meals, looked after children placements and packages of support for disabled children, children's centres and youth services, amongst others. Appendix B sets out the commissioning portfolios within the Directorate.

3.3 Tri-borough Children's Services established new commissioning and procurement governance arrangements in July 2012. A Commissioning and Contracts Board - chaired by the Tri-borough Director of Children's Commissioning - provides oversight of, and approval for, the delivery and implementation of Children's Services commissioning plans, their procurement stages and their ongoing contract management. As part of its remit, the Board will:

- Manage and review the Forward Plan of Procurement across the three boroughs and agree the scheduling to achieve a clear link to shared strategic priorities and savings plans.
- Act as a Challenge Group for all commissioning and procurement projects to ensure that statutory requirements and corporate values, corporate considerations and standards are adhered to.
- Ensure appropriate resource is committed to each commissioning project and procurement process to deliver in a timely fashion.

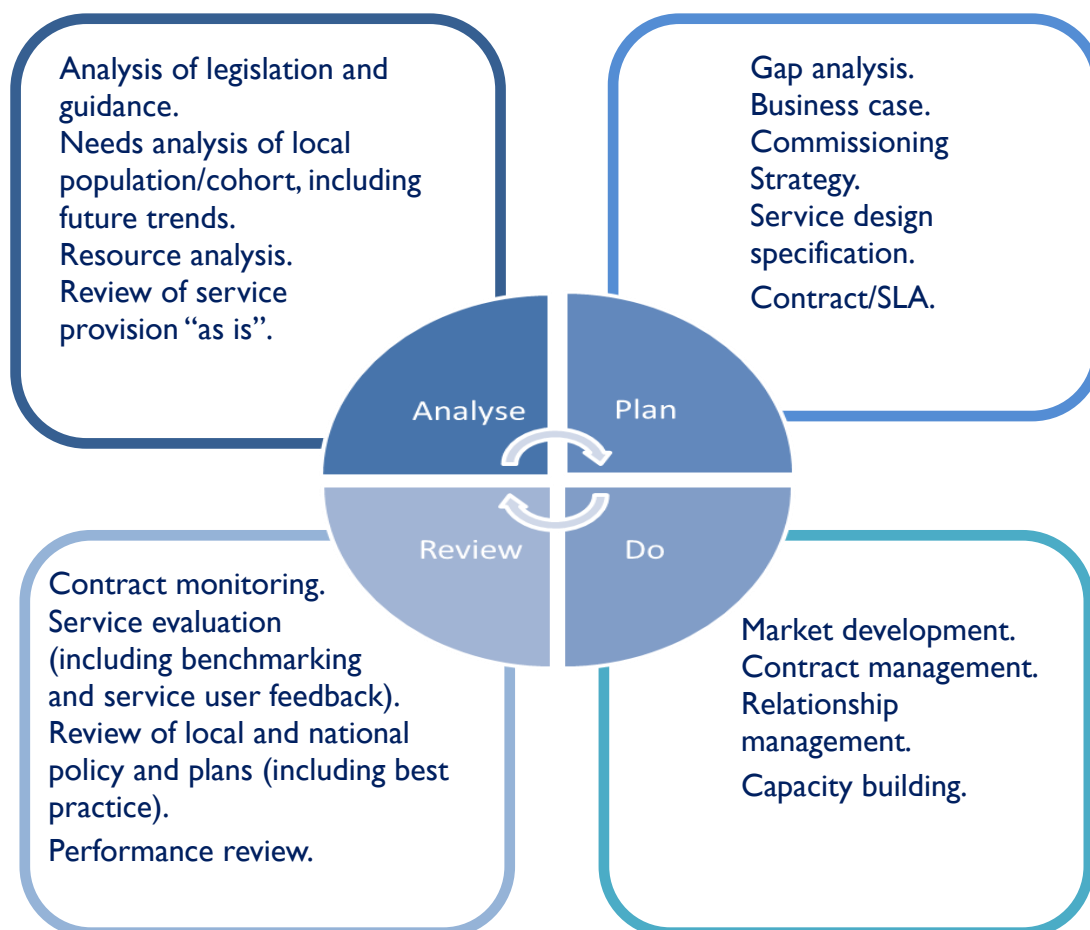
A Tri-borough Procurement Code is being developed with the aim of streamlining and simplifying governance arrangements for contracts spanning the three Boroughs.

4 COMMISSIONING MODEL

4.1 "Commissioning is the process of specifying, securing and monitoring services to meet people's needs at a strategic level".¹ The activity and principles of commissioning can apply to all services regardless of whether they are provided 'in-house' by the public sector or by other sectors.

¹ Audit Commission, Making Ends Meet (2003)

- 4.2 Expanding on this definition, we can say that commissioning is:
- Undertaken at a strategic level, rather than being limited to procuring or purchasing individual services.
 - Concerned with configuring services to meet the overall needs of a given population.
 - A cycle rather than a ‘one-off’ activity, including a sequence of specifying, securing, and monitoring services.



Appendix A describes the activities set out in the Commissioning Model in more detail.

5 COMMISSIONING PRINCIPLES

- 5.1 Children’s Services will use the following principles when commissioning provision:

Value for money

We aim to achieve maximum value for money from all services and commissioned activity. Every pound we spend on behalf of the taxpayer has to demonstrate its worth and we will always seek to reduce expenditure where we can. However, whilst the price we pay for services is important to us, we recognise that it is not the only measure of value; and so the outcomes delivered and the social value achieved are also of importance.

Outcomes focused

Our primary focus is on the delivery of improved outcomes for children and their families and we will therefore commission only provision that delivers our priority outcomes.

Evidence based

We will base commissioning decisions on the evidence available to us, whether this is through an analysis of needs and gaps, an understanding of what works in achieving desired outcomes, an assessment of best practice, or an options analysis.

User involvement and focus

We aim to ensure that the views of children, young people and families shape commissioning decisions; and we are committed to developing innovative ways of engaging service users, for example, through co-design and co-production.

Proportionate

Our commissioning arrangements range from multi-million pound contracts with large private sector companies, to grants of less than a thousand pounds to small voluntary organisations. We aim to differentiate our commissioning processes so that they are proportionate; for example, to the amount of spend, the level of risk involved, and the type of provider. A fundamental principle is that our arrangements and processes for sourcing and procuring provision should be as simple and streamlined as possible.

Innovative

We will seek to improve our commissioning practice, including the development of alternative models of delivery, procurement, funding and payment.

Provider diversity

We aim to encourage more diverse provider markets in order to stimulate quality, choice and greater value for money.

Transparency and fairness

Our commissioning processes and decisions will be underpinned by principles of transparency and fairness. We will develop provider and market forums to enable open dialogue and will inform providers of the reasons for our decisions.

6 COMMISSIONING STRATEGY

6.1 Strategic intentions

- 6.1.1 Our strategic intentions are firstly, to maximise Tri-borough efficiencies by realising opportunities to bring together single borough contracts into a Tri-borough contract. Secondly, we aim to re-design contracting arrangements by, for example, aggregating a number of small individual contracts for a particular service or group of related services into a single contract, or by implementing the opportunities presented through the transformational service reviews. Thirdly, we aim to manage payments and suppliers more effectively, for example, through the more effective and consistent use of framework agreements, and through the analysis of supplier spend to identify where contractual arrangements might afford better value for money.
- 6.1.2 We are carrying out a number of service reviews and seeking new and innovative approaches to delivering services, looking specifically at how we can improve the quality and cost of services.

6.2 Priority commissioning projects 2013-14

6.2.1 Early intervention

- Children's centre services: review opportunities for a Tri-borough approach to the commissioning of children's centre services.
- Childcare: market testing and possible subsequent outsourcing of childcare provision in Kensington and Chelsea.
- Youth services: complete the business transfer of the Kensington and Chelsea employee led mutual; review opportunities for Tri- or Bi-borough approaches to the commissioning of youth provision.
- Third sector: move from an approach based on a single commissioning round for voluntary sector organisations in Kensington and Chelsea to a phased and thematic commissioning cycle.
- Play: review of play services across the Royal Borough of Kensington and Chelsea and Westminster City Council leading to recommendations on a future model, and tendering opportunities.
- Other opportunities may emerge as a result of the Tri-borough service review of the operational delivery of Early Help.

6.2.2 Specialist intervention

- Supported and semi-independent accommodation: seek efficiencies in Supporting People contracts in all three boroughs and introduce block contracts for private and voluntary sector provision; other developments may follow as a result of the Tri-borough review of services for care leavers.
- Looked after children placements: maximise opportunities presented through the West London Alliance framework for independent fostering agencies; carry out a sufficiency assessment to inform future needs; other developments may follow from the Tri-borough reviews of services for looked after children and care leavers.
- Children with disabilities: maximise opportunities for Tri-borough and aggregated commissioning following on from the Tri-borough review of services for children with disabilities.
- Social care services: for example, specialist assessments, supervised contact, post adoption and special guardianship support.
- Other opportunities may emerge as a result of the Tri-borough review of child protection and children in need services.

6.2.3 Health

- Child and Adolescent Mental Health Service [CAMHS]: Review of CAMHS tier two and recommend changes to Tri-borough Children's Services.
- Speech and Language Therapy Service: Develop joint commissioning of Speech and Language Therapy Service.
- Occupational Therapy Service: Develop joint commissioning of Occupational Therapy Service.

6.2.4 Other

- Passenger transport: award and implement a Tri-borough framework agreement for the provision of children with Special Educational Needs [SEN], children in care and adult services transport.
- School meals: tender for a Tri-borough school meals contract.
- Workforce development: specialist training providers to deliver continuing professional development programmes for qualified social workers, front line practitioners, foster carers, and staff working in Early Years Services. Specialist training providers will also be required for core business skills e.g. leadership and management, commissioning, information technology.

Our Forward Plan of Procurement as at the 25th June 2013 is attached in Appendix C. This will be amended and updated throughout the year.

7 GOVERNANCE AND DECISION MAKING

7.1 Not all commissioning projects will result in a procurement or tendering exercise, as there are other ways to source services. Judgement on how to tender is made on a case by case basis and must fall within the context of local and national procurement regulations and EU legislation. To ensure transparency and a level playing field when commissioning, we must procure services according to the contract standing orders and financial regulations of each Council which have procurement routes depending on the size of the contract.

7.2 The contract standing orders for each Council can be found as follows:

The Royal Borough of Kensington and Chelsea: [Contract Regulations](#)

The London Borough of Hammersmith and Fulham: [Contract Standing Orders](#)

Westminster City Council: [Procurement Code](#)

8 INFORMING THE MARKET OF COMMISSIONING OPPORTUNITIES

8.1 Where we publish contracting opportunities – existing arrangements

8.1.1 All three Councils currently publish contract opportunities on a number of portals or websites:

Supply4London: Supply4London provides details of contract opportunities of all values for London local authorities. Suppliers can browse through contract notices for free and register to express their interest in the contract opportunities. Supply4London also provides news and information to help suppliers respond to and deliver services for the London public sector. [[Supply4London](#)]

EU Journal: This is required for any contract covered by the regulations implementing EU legislation, although we may use this publication voluntarily if appropriate [[The Official Journal of the European Union](#)].

Supply2Health: Opportunities to tender for health services are published on the NHS procurement website [[Supply2Health](#)].

London Contracts Register: To find out details of the three Councils' current contracts and suppliers, please visit the [London Contracts Register](#). This register contains information on the contracts held by most of the local authorities in the Greater London area.

8.1.2 Individual Councils publish opportunities on the following portals and websites:

London Borough of Hammersmith and Fulham Council Website:

[Tendering Opportunities](#)

London Borough of Hammersmith and Fulham – London Tenders Portal:

For Hammersmith and Fulham, the contract notice [whether it appears in OJEU, on Council websites, or other portals, websites and specialist media] will advise interested parties that they can only apply for the contract via the London Tenders Portal. The portal will be where the application form [Pre-Qualification Questionnaire] and all other relevant documents can be obtained, and through which all application forms and tenders must be returned. [[London Tenders Portal](#)].

The Royal Borough of Kensington and Chelsea - Buyer Profile: Opportunities to tender for contracts above and below the Official Journal of European Union [OJEU] threshold are published on [Buyer Profile](#), and on the [Supply4London](#) portal.

Westminster City Council – CompeteFor: Over the past year, CompeteFor has been used to advertise contract opportunities in a number of areas for Tri-borough Children's Services e.g. anti-social behaviour, education consultants. Any business can register on CompeteFor to gain access to business opportunities from a range of both public and private sector organisations. [[CompeteFor](#)]

8.1.3 Opportunities may also be published in local and national press, and specialist trade press.

8.2 Where we publish contracting opportunities – arrangements from December 2013 onwards

8.2.1 **capitalEsourcing:** Starting in December 2013, followed by a phased roll-out programme, all three Councils will adopt the same e-tendering system, capitalEsourcing. There will be a new portal, where all tender opportunities will be advertised, and through which all tender processes will be conducted electronically. The capitalEsourcing portal will also interface with the pan-Government 'Contracts Finder' site, where all central government tender opportunities above £10,000 are advertised and to which local authorities are also encouraged to contribute.

We will endeavour to ensure that when the time comes, this change is widely publicised via a thorough communications programme with internal and external stakeholders. Once capitalEsourcing goes live, it will replace some of the existing portals and websites e.g. London Tenders Portal, Buyer Profile, Supply4London. Suppliers will therefore need to register on the capitalEsourcing portal.

The capitalEsourcing portal will aim to standardise and streamline procurement processes across the three boroughs including contract and supplier management and performance management. It will enhance transparency, and improve access to tender opportunities for all interested organisations, regardless of size.

- 8.2.2 **Official Journal of the European Union [OJEU]:** We will continue to publish in the OJEU; however, these notices will be completed on the capitalEsourcing system and then sent automatically to OJEU.
- 8.2.3 **Supply2Health:** All notices to tender for health services will go through capitalEsourcing in the first instance, and where appropriate we may also publish notices on Supply2Health.
- 8.2.4 **London Contracts Register:** We will continue to update the London Contracts Register with details of our current contracts and suppliers.
- 8.2.5 Opportunities will continue to be published in the local and national press, and specialist trade press, as appropriate.

8.3 How we will communicate and engage with provider markets

- 8.3.1 We want to be Councils that providers want to do business with, and whenever we tender contracts, we want to get them right for all parties involved.
- 8.3.2 Where we can, we will share our thinking with providers and look to hear their views before we start a formal procurement process. If providers think there are ways that the proposed contracting process could be improved, or there are potential risks, we want to hear about these before either they or the Council start to incur costs.
- 8.3.3 Often we will place Prior Information Notices [PINs] in the Official Journal of the European Union [OJEU], on our Council websites, in the specialist media, and on capitalEsourcing [when available] that will alert providers to our intention to tender a contract in the near future. We may invite providers to an event to hear more about it, and for us to hear their views. Of course, we realise providers might not want to share their ideas openly with potential competitors, so we might also ask them to complete a confidential questionnaire on some of the key issues to get their feedback. Where the market is small and specialised, we may invite providers to have one to one meetings with us.
- 8.3.4 We are keen to improve the method and quality of our engagement with providers. We aim to foster a dialogue with providers in order to facilitate continuous service improvement and to achieve better outcomes for children, young people and their families.
- 8.3.5 In order to develop collaborative and mutually beneficial relationships with providers, we will:
- Appoint designated commissioners to act as the key contacts with providers, facilitating a means of communicating their concerns, ideas and wishes.
 - Ensure that our key priorities and projects are communicated to providers via the designated contacts and at provider forums.
 - Keep abreast of significant policy and market developments and communicate these to providers.
 - Organise events that will bring together key stakeholders across the sector in order to promote relations between organisations and to facilitate an open conversation on priorities, partnership working, and gaps in services.
 - Offer opportunities for greater involvement with providers in the design of services, acknowledging their invaluable expertise and practical knowledge.

9 CONTRACT MANAGEMENT

- 9.1 Over the course of the next year we aim to improve contract monitoring and management through the introduction of a Contract Management Framework for Children's Services, supported by the e-tendering system, capitalEsourcing. The Framework will be based on the following principles:
- We will ensure that standards and methods for assessing performance and quality are detailed in the service specification/contract.
 - We recognise that contract monitoring can be resource intensive for both provider and commissioner. We will therefore ensure that the methods used are proportionate to outcomes, contract price, and the level of risk.
 - Contract monitoring will focus on the delivery of outcomes rather than just inputs or outputs. We will establish key performance indicators linked to outcomes, and work with providers to address performance variations and under-performance.
 - Where we can, we will collate information from already existing sources.
 - We will consistently manage supplier relationships across the diverse contracts we hold, and we will make use of providers' own quality assurance and self assessment systems.
 - There will be a named commissioning officer for each contract.
- 9.2 Performance information indicating that services are inefficient, ineffective or unsustainable will help inform commissioners' decisions either to support and challenge the provider to improve, or to de-commission it and seek alternative provision to meet need. The first stage in addressing failing performance will usually be to work with providers to agree what action they will take to improve their performance. We will agree timescales for improvement and be clear about the consequences of failing to make the agreed improvements. We will agree a protocol for intervention with poorly performing or failing providers, and set up systems for remedial action where needed.

10. DE-COMMISSIONING

- 10.1 De-commissioning, the process of discontinuing a service procured from an external or internal provider, may be necessary when:
- A provider is failing to deliver the required outcomes, and has been unable to improve in a reasonable timeframe.
 - A thorough needs assessment shows a particular service is no longer needed.
 - Funding is no longer available or the provision is no longer a priority.
- 10.2 The principles we have set out for commissioning apply equally to de-commissioning. However, in addition we will endeavour to apply the following principles:
- Strong internal and external engagement and communications.
 - Minimised political, individual and social impacts.
 - Sensitivity to the impact on organisations and markets.
 - A strong narrative underpinning the changes.
 - Effective validation of solutions prior to implementation.
 - Strong and auditable governance.
 - Strong follow-through to ensure outcomes are met.

10.3 Many of our contracts are with voluntary sector providers. We recognise the value of the Compact each authority has with the voluntary sector and may choose to align our contract conditions with them where appropriate. However, contracts may have different terms with regard to notice, termination, poor performance, and de-commissioning, which will override those in the Compact.

APPENDIX A: COMMISSIONING CYCLE

	Activity	What does this mean?
ANALYSE	Analysis of legislation and guidance	Clarifying the commissioning ‘territory’ through reviewing legislation, guidance local/national priorities, relevant borough and Tri-borough strategies and policy statements. This will include borough Mandates.
	Needs analysis	Identifying the current and likely future needs of a population of the relevant commissioned service. This involves collating and analysing demographic, needs and performance information from a range of sources; such as the JSNA, local performance data, and the Census.
	Analysis of current service provision	Mapping and reviewing current service provision (Council and/or commissioned) in order to understand provider strengths and weaknesses. This is used to identify opportunities for improvement or change in providers to increase value for money. Current provision can also be mapped against best practice from research and other local authorities.
	Resource analysis	Identifying the resources (e.g. staffing, budgets, buildings and assets) currently available and the costs/ benefits of adopting certain approaches to future provision.
PLAN	Gap analysis	Detailed review of the gap between what provision is needed and the current ‘as is’, and how this gap may best be addressed based on local priorities and best practice.
	Business case	A document or statement setting out why the project is necessary and what need it will address, a full appraisal of the options, and what the benefits expected are. It should also include project risks and the resources required.
	Commissioning strategy	The ‘commissioning strategy’ identifies clear service development priorities and specific targets for their achievement. The strategy must include a clear project plan for delivery which incorporates Tri-borough governance timescales.
	Service design	Agreeing appropriate service provision and its configuration to meet future demand. Identifying what service provision may need to be re-configured / de-commissioned. Engaging with service users should form a key component of this activity.
	Specification and contract	Developing a specification for the service and developing a contract once a provider is agreed.
DO	Contract management	Making arrangements to ensure a high quality of service is delivered, including identifying criteria in contracts in order to ensure services meet the standards required, and mechanisms to address poor performance.

	Market development	Developing the local and national market to support the delivery of Children's Services across the Tri-borough area. This may include local 'supply and demand management'.
	Relationship management	Ensuring good communications and effective relationships with existing and potential providers.
	Capacity building	Building the skills, capacity and knowledge of local partners and providers to deliver Children's Services.
REVIEW	Contract monitoring	Monitoring the impact of services and analysing the extent to which they have achieved the purpose described in the commissioning strategy. Putting in place a process for ensuring and analysing feedback from service users, carers and providers.
	Review of market performance	Analysing any changes in: legislative requirements, best practice and population need, reviewing the overall impact of services, and considering the effectiveness of service models across the market to respond to different needs.
	Review of plans	Identifying revisions needed to the strategic priorities and targets (reviewing policy direction).
	Review of outcomes	Review of outcomes achieved for service users and the target population of the service.

APPENDIX B: COMMISSIONING PORTFOLIOS

Commissioning Officer	Portfolio	Contact details
Early Intervention		
Mike Potter, Head of Commissioning, Early Intervention and Workforce Development	Children's centre services, child care, youth services, play, voluntary and community sector.	Tel: 0207 641 2165 mpotter@westminster.gov.uk
Vikki Wilkinson, Lead Commissioner, Youth	Youth services, voluntary and community sector.	Tel: 020 7641 4099 vwilkinson@westminster.gov.uk
Margaret Murphy, Lead Commissioner, Children and Early Years	Children centre services, child care, and play.	Tel: 020 8753 2045 Margaret.Murphy@lbhf.gov.uk
Specialist Intervention		
Ros Morris, Head of Commissioning, Specialist Intervention and Quality Assurance	Supported and semi-independent accommodation for care leavers, looked after children, children with disabilities, child protection, children in need.	Tel: 020 7938 8337 Ros.Morris@rbkc.gov.uk
Terry Clark, Lead Commissioner, Specialist Intervention	Lead for the commissioning of social care services, supported and semi-independent accommodation, looked after children.	Tel: 020 7938 8336 terry.clark@rbkc.gov.uk
John Mythen, Lead Commissioner, Placements	Lead commissioner for all external placements provision.	Tel: 020 7641 8047 jmythen@westminster.gov.uk
Health		
Carole Bell, Head of Joint Children's Health Commissioning	Children's health commissioning.	Tel: 020 3350 4319 Carole.Bell@nwlcsu.nhs.uk
Other		
Kati Maskell, Workforce Development Manager	Workforce development and training.	Tel: 020 8753 3666 Katharine.Maskell@lbhf.gov.uk
Lynne Richardson, School Contracts Manager	School meals. Passenger transport [Kensington and Chelsea, Hammersmith and Fulham]	Tel: 020 8753 3604 Lynne.Richardson@lbhf.gov.uk
Collette Levan-Gilroy, Business Development and Procurement Manager	Procurement	020 7361 3344 Collette.levan-gilroy@rbkc.gov.uk

APPENDIX C: FORWARD PLAN OF PROCUREMENT

13/14 Forward Procurement Plan								
Executive Directorate	Department/ Directorate	Contract Name and/or Description	Procurement Procedure	Anticipated Contract Length	Anticipated Procurement Process Start Date	Anticipated Contract Start Date	Project e-mail	Borough
Children's Services	Social Care	Social Investment Bond	TBC	TBC	Feb-14	Sep-Dec 14	procurementplan@rbkc.gov.uk	TRI B
Children's Services	Specialist Intervention	Family Support for Children with Disabilities	Restricted / Open	Proposed a minimum of 3 years	Jun-13	Sep-14	procurementplan@rbkc.gov.uk	WCC / LBHF
Children's Services	Early Intervention	Information, Advice and Guidance (IAG) for Young People with Learning Difficulties	Restricted / Open	Proposed minimum period of 3 years plus 2 X1 year extension. TBC	Apr-13	Apr-14	procurementplan@rbkc.gov.uk	LBHF/WCC
Children's Services	Early Intervention	Children's Centres Services	Restricted / Open / Framework	Proposed 2 yr minimum with 1+1 - TBC	Jun-13	Apr-14	procurementplan@rbkc.gov.uk	WCC
Children's Services	Early Intervention	Play Services	TBC as part of Play Review	2 years plus 1	Jan-14	Sep-14	procurementplan@rbkc.gov.uk	RBKC
Children's Services	Early Intervention	Appointment of Training Providers (Commissioning Programme)	Restricted or Open	1 year	TBC	Sep-13	procurementplan@rbkc.gov.uk	TRI B

Children's Services	Education Services	Tri Borough Schools Meals Service	Restricted	3 years + 2 years extension	TBC	Sep-14 (TBC)	procurementplan@rbkc.gov.uk	TRI B
Children's Services	Education Services	Parent Partnership Service (SEN)	TBC	Proposed minimum period of 3 years. TBC	Apr-13	Aug-13	procurementplan@rbkc.gov.uk	TRI B
Children's Services	Specialist Intervention	Parent Partnerships	Restricted or Open	Proposed minimum period of 3 years. TBC	Jun-13	Apr-14	procurementplan@rbkc.gov.uk	TBC
Children's Services	Specialist Intervention	Direct Payments and Personalisation Support	Restricted or Open	Proposed minimum period of 3 years. TBC	Jun-13	Apr-14	procurementplan@rbkc.gov.uk	TRI B
Children's Services	Specialist Intervention	Respite Services - Alternative Services	Restricted or Open	Proposed minimum period of 3 years. TBC	Jun-13	Apr-14	procurementplan@rbkc.gov.uk	RBKC/LBHF
Children's Services	Specialist Intervention	Family Support for Children with Disabilities (RBKC Third Sector)	Restricted	Proposed minimum period of 5 years. TBC	Oct-13	Sep-14	procurementplan@rbkc.gov.uk	RBKC
Children's Services	Specialist Intervention	Social Care Specialist Court Assessments (including Domestic Violence)	Restricted or Open	Proposed minimum period of 5 years. TBC	Oct-13	May-14	procurementplan@rbkc.gov.uk	TRI B
Children's Services	Specialist Intervention	Looked After Children Supervised Contact Services	Restricted or Open	Proposed minimum period of 5 years. TBC	Oct-13	Jun-14	procurementplan@rbkc.gov.uk	TBC
Children's Services	Specialist Intervention	Post Adoption and Guardianship	Open	3 years	Mar-13	Aug-14	procurementplan@rbkc.gov.uk	TRI B
Children's Services	Specialist Intervention	Semi Independent Accommodation for Looked After Children 16+ and Care Leavers	Dialogue / Framework	3 - 5years	TBC	TBC	procurementplan@rbkc.gov.uk	TRI B

Children services	Special Educational Needs and Early Intervention	Range of Portage Services	Restricted	Proposed minimum period of 3 years. TBC	Jun-13	Apr-14	procurementplan@rbkc.gov.uk	WCC
Children services	Education Business Partnership	Health and Safety Vetting Services for Post 16 Placements	Quotations / Framework	3 years	Apr-13	Apr-14	procurementplan@rbkc.gov.uk	WCC
Children services	Education Business Partnership	Telemarketing Services to Deliver School Placements	Quotations / Framework	3 years	Apr-13	Apr-14	procurementplan@rbkc.gov.uk	WCC
Children's Services	Specialist Intervention	Housing Benefit Advisor	Quotations	1 year	Sep-13	TBC	procurementplan@rbkc.gov.uk	TRI B
Children's Services	Early Intervention	Family Support	TBC	TBC	Jul-13	TBC	procurementplan@rbkc.gov.uk	TRI B
Children's Services	Specialist Intervention	Children Residential Care	TBC	5 years with break clauses	TBC	Apr-14	procurementplan@rbkc.gov.uk	TRI B
Children's Services	Early Intervention	Out of School Learning	Restricted / Open	Proposed minimum of 3 years	Sep-13	TBC	procurementplan@rbkc.gov.uk	RBKC
Children's Services	Early Intervention	Youth Services (inc Sports)	Restricted/ Open	TBC	Jul-13	TBC	procurementplan@rbkc.gov.uk	RBKC
Children's Services	Early Intervention	Early Years Provision	TBC	TBC	Jul-13	TBC	procurementplan@rbkc.gov.uk	RBKC
Children's Services	Specialist Intervention	Family Group Conferences	Restricted	Proposed minimum period of 5 years	Oct-13	Jan-14	procurementplan@rbkc.gov.uk	TRI B