

<b>Report to:</b>	<b>Cabinet</b>
<b>Report of:</b>	<b>Strategic Director for People</b>
<b>Date of Decision:</b>	<b>17th November 2015</b>
<b>SUBJECT:</b>	<b>TRANSPORT PROVISION FOR CHILDREN WITH SPECIAL EDUCATIONAL NEEDS, FOR VULNERABLE ADULTS AND FOR STAFF TAXIS (PO285) – PROCUREMENT STRATEGY</b>
<b>Key Decision: YES</b>	<b>Relevant Forward Plan Ref: 000291/2015</b>
<b>If not in the Forward Plan: (please "X" box)</b>	Chief Executive approved <input type="checkbox"/> O&S Chairman approved <input type="checkbox"/>
<b>Relevant Cabinet Member(s)</b>	<b>Councillor Brigid Jones – Children's Services Councillor Paulette Hamilton – Health &amp; Social Care Councillor Albert Bore – The Leader</b>
<b>Relevant O&amp;S Chairman:</b>	<b>Councillor Susan Barnett: Education and Vulnerable Children Councillor Majid Mahmood - Health and Social Care Councillor Waseem Zaffar – Corporate Resources</b>
<b>Wards affected:</b>	<b>All</b>

<b>1. Purpose of report:</b>
<p>1.1 This public report provides details of the procurement strategy (see Appendix 1) for a Framework agreement for the transport of Children with Special Educational Needs, Vulnerable Adults attending Council Day Centres and for staff taxis. The strategy will enable the Council to incorporate initiatives developed by the services and the Future Council Programme. The Private agenda report contains confidential market information that informs the procurement strategy.</p>

<b>2. Decisions ( recommended):</b>
That Cabinet notes the content of this report.

<b>Lead Contact Officer(s):</b>	Simon Wellman, Head of Service, Special Educational Needs Assessment and Review  Carol Davies, Head of Service Day Care Mike Smith, Head of Corporate Commissioning
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### 3. Consultation

#### 3.1 Internal

The following members and staff have been consulted in the development of this strategy document:

The Leader has been briefed on the commissioning approach and accepts that further work is required to commission this service and that a report will go to Cabinet in the future.

The Education Transport Manager, Education Transport Service has been consulted and agrees with the contents of this report.

The Service Manager Funerals & Protection of Property / Transport Operations, Adults and Communities Directorate has been consulted and agrees with the contents of this report.

Officers from Procurement, City Finance and Legal and Democratic Services have been involved in the preparation of this report.

#### 3.2 External

- A market day was held with Transport providers on 3<sup>rd</sup> August 2015. Information obtained from the market has been used to inform the procurement strategy for the services. Further bespoke consultation was undertaken with providers that are not on the current contracts.
- Consultation has taken place with the market on the length of the proposed Framework Agreement.
- There has been ongoing consultation with Schools by Home to School Transport regarding the contracts and how travel assistance could be provided differently with particular emphasis on pathways to independence where possible, for example Independent Travel Training and public transport. More formal consultation will be needed on these changes which will be detailed in the future Cabinet report described in 2.3 of the Private report.

N.B. Service users have not been consulted at this stage. This will be done by the individual services as part of the service commissioning and Future Council Programme and be included in the future commissioning report to Cabinet.

### 4. Compliance Issues:

#### 4.1 Are the recommended decisions consistent with the Council's policies, plans and strategies?

This procurement strategy is consistent with the Council policies, plans and strategies; including the Council Business Plan 2015+:

A Fair City

- **Safety** – The Council has a duty to ensure transport arrangements are in place for Children with Special Educational Needs (SEN) and to provide free transport to eligible children based on safe walking routes and low income. Some children and

adults have needs that require specialist vehicles and escorts; this can be provided under the proposed contract.

- **Health and wellbeing** – Having escorts and pupil guides within the proposed contract will give greater resilience to delivering the Council's safeguarding responsibilities. The contract can be used by Adults to supplement their in-house transport service.
- **Children and young people** – Having access to appropriate travel assistance ensures every child is supported to attend school. Regular reviews of travel plans will support the development of independence where appropriate.
- **Tackling poverty** – Supporting educational attainment and independence helps to tackle the causes of deprivation and inequality through improving educational performance and confidence. Supporting families with caring responsibilities for vulnerable adults enables carers that are of working age to be in employment and have access to affordable day care for relatives.

#### A Prosperous City

- **Learning, skills and local employment** – A key focus of the transport provision is to ensure children have access to a full-time school placement and are attending school regularly.
- **Local employment** – Due to the nature of the work, the suppliers submitting tenders will be based locally.

#### 4.1.1 Birmingham Business Charter for Social Responsibility (BBC4SR)

Compliance with the BBC4SR will be a mandatory requirement for tenderers and will form part of the conditions of this contract. Prior to contract award, an action plan will be agreed with the recommended suppliers on how the charter principles will be implemented and monitored during the contract period.

Consideration of how the transport of Children with Special Educational Needs, Vulnerable Adults and Staff Taxis might improve the economic, social and environmental well-being of the city and whether to undertake any consultation were discussed at the planning stage. It was agreed not to conduct further consultation on the basis added social value will be achieved through compliance with the BBC4SR.

#### 4.2. Financial Implications

- 4.2.1 This is a procurement process for a framework agreement which does not commit the Council to a particular level of expenditure. The estimated maximum expenditure under the proposed contract is £12.3m (per annum). These costs will be funded by the relevant Directorates' approved budgets.
- 4.2.2 The framework enables directorates to make arrangements with contractors based on competitive prices.
- 4.2.3 The resources required to undertake the procurement exercise will be met from existing approved budgets.

#### 4.3 Legal Implications

##### 4.3.1 Transport Assistance is provided for:

- 1 Eligible children based on distance of offered school placement to home, based on a safe walking route in line with Council policy (Education Act 1996)
- 2 Eligible children based on low income in line with Council policy (Education Act 1996)
- 3 Eligible children based on Education Health Care Plan assessment in line with Council policy (Education Act 1996)
- 4 Adults attending Day Centres; this is an integral element of the Day Centre provision and although transport is not a statutory requirement it can be provided to facilitate attendance at Day Centres.

The existing transport contract (T23) is used to transport children in cohorts 1, 3 and 4 above and expires on 31<sup>st</sup> August 2016. The new transport contract needs to be in place by April 2016 for mobilisation by 1<sup>st</sup> September 2016 so that appropriate transport is available for children who qualify. Children in cohort 2 qualify for a bus pass.

##### 4.3.2 It is proposed to organise the framework into Lots (see 5.5.1) and includes the provision of escorts within lots 3 and 5. The purpose of including escorts within the contract is to provide flexibility in workforce planning for the service and to future-proof the service, as this workforce is difficult to recruit to and will need to respond to the changes in service delivery. There are no changes to the terms and conditions of staff employed by the Council and there are unlikely to be any TUPE implications as there is no intention to transfer existing staff as part of this arrangement. The use of externally provided escorts will only be in response to new routes, a shortfall in the provision of existing routes or as temporary relief to cover sickness absence. The provision of escorts may also be used to respond to a natural decrease in workforce with the implementation of alternative methods of travel assistance.

#### 4.4 Public Sector Equality Duty

- 4.4.1 An initial screening (**see Appendix 2**) was completed on 9<sup>th</sup> October 2015 for the recommended proposal and a full Equality Analysis is not required.
- 4.4.2 The recommendations in this report will not reduce the levels of service given to service users and will support the access to services that meet the assessed social care needs. Any changes to provision of assistance will be subject to the appropriate consultation process.
- 4.4.3 The transport framework agreement will supplement transport options for vulnerable adults attending Council Day Centres and will have a positive impact on the continuity of transport operations to Council run day centres city-wide.
- 4.4.4 Any changes to service delivery resulting from the Future Council Programme, application of the policy or application of the framework by the service, will be subject to the appropriate consultation process.

## 5. Relevant background/chronology of key events:

- 5.1 Transport is provided by the Council for Children with Special Educational Needs and to Vulnerable Adults attending Council Day Centres. Both Services use the current Transport Framework Agreement (T23) which expires on 31st August 2016. Replacement contracts must be in place by April 2016 for mobilisation by 1st September 2016, the next academic year. Although the current Framework Agreement expires in August 2016, one of the contracts on the framework is due to expire on 31<sup>st</sup> March 2017.
- 5.2 The T23 Transport Framework Agreement was formally extended until August 2016 by Cabinet on 29 June 2015 with instructions that the transport provision linked to the contract was commissioned. The Leader has been consulted, and agrees with this commissioned approach.
- 5.3 As the timeline for procuring the transport provision is before the outcomes of the Future Council work are known and therefore before the whole system commissioning approach is developed, the contract arrangements to be put in place now provide a short term solution.
- 5.4 The proposal is to procure the Framework Agreement for 2 years (plus the option to extend by 1 year). This will allow for changes from the Future Council Programme to take effect and will give clarity on the transport provision required in the medium to long term. The contracts within the framework can be let for a longer or shorter period than the framework and will be determined at the time of setting up the Call Off contract taking into account the requirements of the service and market impact.
- 5.5 See **Appendix 1** for the proposed procurement strategy for Transport Provision (P0285). A summary is below:
- 5.5.1 The framework agreement will be tendered by lots as follows:

Lot	Description
1a	Birmingham Wards/Constituencies (the provision of private hire and hackney carriage taxi services for use by Council officers)
1b	Birmingham Wards/Constituencies (the provision of private hire and hackney carriage taxi services to transport vulnerable people on behalf of the Council)
2	City Wide – Mini Buses (Private Hire and Public Service Vehicles (PSV's) including wheelchair accessible vehicles and 28/max 35 seated low floor wheelchair accessible buses (to convey children to and from school and adults to and from day centres) – WITHOUT Escort/Pupil Guides
3	City Wide – Mini Buses (Private Hire and Public Service Vehicles (PSV's) including wheelchair accessible vehicles and 28/max 35 seated low floor wheelchair accessible buses (to convey children to and from school and adults to and from day centres) – WITH Escort/Pupil Guides
4	Mini Bus and Coach Hire with Driver (for day trips etc)
5	Escorts/Pupil Guides ONLY

It will be a mandatory requirement that all providers under this framework submit a BC4SR action plan with their tender response which will be approved prior to award.

5.5.2 An EU open tender will be conducted to establish the framework;

**Indicative Implementation Plan**

Cabinet Approval (Strategy)	17th November 2015
OJEU Notice Issued	23 <sup>rd</sup> November 2015
Clarification Period	26 <sup>th</sup> November 2015 – 17 <sup>th</sup> December 2015
ITT Return Date	7 <sup>th</sup> January 2016
ITT Evaluations	8 <sup>th</sup> January 2016 – 29 <sup>th</sup> January 2016
Delegated Award	11 <sup>th</sup> March 2016
Framework Established	1 <sup>st</sup> April 2016
Mobilisation	1st April 2016 onwards

**6. Evaluation of alternative option(s):**

- 6.1 Procuring the contract for 5 years. This was considered too long in view of the Future Council work and the budget implications. We need to reduce spend in this timeframe and provide assistance that develops a pathway to independent living. It is understood that there are cohorts of service users who will be unable to move to more independent travel.
- 6.2 The development of a joint Commissioning & Procurement Strategy. This option was dismissed as we could not integrate the Future Council work due to the timelines or provide tangible ways for future commissioning within the services.
- 6.3 Procure the transport contract with identified improvements but no additional elements e.g. escorts / guides. This option was dismissed as the Home to School Transport requires this flexibility now and the Adults Transport Team may need this in the future.
- 6.4 Set up a project / change team with a senior project sponsor to develop and deliver the changes required. This change team would develop a consultation strategy and deliver initiatives already identified and fast track initiatives that will either deliver quick wins or substantial improvements including those with cost reduction/avoidance. This has not been implemented as the outcomes of the Future Council work are currently not available. This has potential once we have direction on the future of the services involved and potential community integration.

**7. Reasons for Decision(s):**

- 7.1 To inform the decision makers of the procurement strategy for Children with Special Educational Needs, Vulnerable Adults attending Council Day Centres and for staff taxis.

<b>Signatures</b>	<b><u>Date</u></b>
Councillor Albert Bore The Leader .....	.....
Councillor Paulette Hamilton Cabinet Member for Health and Social Care .....	.....
Councillor Brigid Jones Cabinet Member for Children's Services .....	.....
Peter Hay Strategic Director for People .....	.....

<b>List of Background Documents used to compile this Report:</b>			
Home to School Policy			
<b>List of Appendices accompanying this Report (if any):</b>			
1. Appendix 1 Proposed Procurement Strategy 2. Appendix 2 – EA Initial Screening			
<b>Report Version</b>	<b>V25</b>	<b>Dated</b>	<b>2 November 2015</b>

## **APPENDIX 1**

### **Procurement Strategy - Provision of Transport (P0285)**

#### **1. Procurement Approach**

##### **1.1 Contract Duration and Advertising Route**

1.1.1 The framework agreement duration will be for a period of two years with an option to extend of one year subject to satisfactory performance.

1.1.2 The tender opportunity will be advertised via [www.finditinbirmingham.com](http://www.finditinbirmingham.com), Contracts Finder and the Official Journal of the European Union (OJEU).

##### **1.2 Procurement Route**

The requirement will be tendered using the open tender route on the basis that, although the market is developed and competitive, the Council requires as many providers as possible that conform to the specification and quality standards. Following the restricted route with a two stage process would not assist with this outcome. Also, the market is primarily SMEs and social enterprises and carrying out a single stage tender process will lessen the administrative burden on these types or organisations.

##### **1.3 Scope and Specification**

1.3.1 The framework agreement will be tendered by lot as follows:

<b>Lot</b>	<b>Description</b>
1a	Birmingham Wards/Constituencies (the provision of private hire and hackney carriage taxi services for use by Council officers)
1b	Birmingham Wards/Constituencies (the provision of private hire and hackney carriage taxi services to transport vulnerable people on behalf of the Council)
2	City Wide – Mini Buses (Private Hire and Public Service Vehicles (PSV's) including wheelchair accessible vehicles and 28/max 35 seated low floor wheelchair accessible buses (to convey children to and from school and adults to and from day centres) – WITHOUT Escort/Pupil Guides
3	City Wide – Mini Buses (Private Hire and Public Service Vehicles (PSV's) including wheelchair accessible vehicles and 28/max 35 seated low floor wheelchair accessible buses (to convey children to and from school and adults to and from day centres) – WITH Escort/Pupil Guides
4	Mini Bus and Coach Hire with Driver (for day trips etc)
5	Escorts/Pupil Guides ONLY

1.3.2 Vehicles will need to meet the European emission standards and be required to be no older than 10 years.

1.4.3 It will be a mandatory requirement that all providers under this framework submit a BC4SR action plan with their tender response which will be approved prior to award.



## **1.4 Outline Specification**

1.4.1.Core requirements cover the following elements (further details will be provided to tenderers).

- Licences
  - Vehicle Design / Equipment
  - Additional Provisions for Transporting Children Compliance with Home to School Transport Code of Good Practice
  - Seating Capacity
  - Vehicles Carrying Wheelchair Passengers
  - Drivers, Disclosure and Barring Service certification
  - Training and Development of Drivers
  - Communication
  - Pupil Guides
  - Route Work Generally
  - Route Work for Children with Special Needs
  - Route Work for Adults with Learning Difficulties
  - Punctuality
  - Breakdowns
  - Complaints
  - Sub-contracting
  - Data Management
  - Key Performance Indicators
- The requirements for each Lot may vary but will include;
- Route details and timing constraints
  - Individual Special Schools (Whole School Providers)
  - Cancellations
  - Vehicle details such as Low Floor Wheelchair Accessible Buses Adults and Communities

### **Invitation to Tender (ITT) Stage**

## **1.5 Tender Structure (including Evaluation and Selection Criteria)**

The evaluation of tenders will be assessed as detailed below for each lot:

### **1.5.1 Assessment A**

**All lots will be assessed on the following criteria;**

- Section A – Information about the Applicants (Pass / Fail)
- Section B – Grounds For Mandatory Exclusion
- Section C – Grounds For Discretionary Exclusion Parts 1 & 2 (Pass / Fail)
- Section D – Economic and Financial Standing (Pass / Fail)
- Section E - Technical and Professional Ability (Pass / Fail)
- Section F – Environmental Management (Pass / Fail)
- Section G – Insurance (Pass / Fail)
- Section H – Compliance with Equalities Duty (Pass / Fail)
- Section I – Compliance with Health and Safety

- Section J – Compliance with BBC4SR (Pass / Fail)
- Section K – Declaration (Pass / Fail)

1.5.2 In addition each lot will have separate assessment criteria for quality (Assessment B), Social Value (Assessment C) and price (Assessment D). Those organisations that pass all sections of Assessment A will proceed to the next stage.

## 1.6 Structure of Lots

### **Lot 1a – Private Hire and Hackney Carriage Taxis for Council Staff**

### **Lot 1b – Private Hire and Hackney Carriage Taxis for Vulnerable People on Behalf of the Council**

#### **Assessment A (See 1.5.1)**

#### **Assessment B – Quality**

There is not a quality requirement for the evaluation of lots 1a and 1b as the organisation will have passed Assessment A and comply with the service specification.

#### **Assessment C Social Value (Weighting 10%)**

Social Value Proposals	Overall Weighting	Sub-Weighting
Local Employment	<b>100%</b>	20%
Buy Birmingham First		15%
Partners in Communities		15%
Good Employer		15%
Green and Sustainable		25%
Ethical Procurement		10%

Tenderers who score more than the social value threshold of 40% i.e. a score of 200 out of a maximum social value score of 500 will proceed to Assessment D – Pricing.

#### **Assessment D – Pricing (Weighting 90%)**

All the providers opting to be included in this lot will be required to submit pricing at this stage so there will be no need to re-open competition. The Council will select from a schedule of rates per mile choosing the provider to carry out services as and when required. This lot is being separated out to cater for the additional safeguarding required, including safety equipment, e.g. child safety seats.

Each provider will be asked to submit their schedule of rates per mile that will be fixed for the term of the contract.

#### **Allocation of Work**

Work will be allocated based on the ranking taking into account assessments C and D of the organisation achieved through the tender evaluation.

### **Lot 2 – City Wide Minibuses (Private Hire and Public Service Vehicles [PSV]) – WITHOUT Escort/Pupil Guides**

Responses at the tender stage for admission to the framework contract will be assessed on the following criteria :

### **Assessment A (See 1.5.1)**

### **Assessment B – Quality – Written Proposals (Weighting 90%)**

Providers will be evaluated for quality as specified below:

Criteria	Overall Weighting	Sub- Weighting
<b>Quality – Written Proposals (90% Weighting)</b>		
Technical Competence	<b>100%</b>	25%
Organisation and Staffing Proposals		25%
Environmental Considerations		25%
Customer Service		25%

Tenderers who score more than the quality threshold of 60% i.e. a score of 300 out of a maximum quality score of 500 will proceed to Assessment C – Social Value.

### **Assessment C Social Value (Weighting 10%)**

Social Value Proposals	Overall Weighting	Sub-Weighting
Local Employment	<b>100%</b>	20%
Buy Birmingham First		15%
Partners in Communities		15%
Good Employer		15%
Green and Sustainable		25%
Ethical Procurement		10%

Tenderers who score more than the social value threshold of 40% i.e. a score of 200 out of a maximum social value score of 500 will proceed to Assessment D – Pricing.

### **Assessment D – Pricing (Maximum Price)**

Tenderers will be given example routes against which to tender a maximum price for admission to the framework.

### **Allocation of Work**

Competitions will be used to call off either individual routes or whole school provision from this lot. The assessments B and C will be used to determine the position of the provider on the framework. These may be done through e-auctions or a tender process depending on the needs of the council. This will include the following criteria

1. Capacity – pass/fail
2. Implementation / start-up proposals Contract performance – pass/fail
3. Framework position based on Quality and Social Value (20%)
  4. Price (80%)

### **Lot 3 – City Wide Minibuses (Private Hire and Public Service Vehicles [PSV]) WITH Escort/Pupil Guides**

Responses at the tender stage for admission to the framework contract will be assessed on the following criteria :

### **Assessment A (See 1.5.1)**

### **Assessment B – Quality – Written Proposals (Weighting 90%)**

Providers will be evaluated for quality as specified below:

Criteria	Overall Weighting	Sub- Weighting
Quality – Written Proposals (90% Weighting)		
Technical Competence	<b>100%</b>	25%
Organisation and Staffing Proposals		30%
Environmental Considerations		20%
Customer Service		25%

Tenderers who score more than the quality threshold of 60% i.e. a score of 300 out of a maximum quality score of 500 will proceed to Assessment C – Social Value.

### **Assessment C Social Value (Weighting 10%)**

Social Value Proposals	Overall Weighting	Sub-Weighting
Local Employment	<b>100%</b>	20%
Buy Birmingham First		15%
Partners in Communities		15%
Good Employer		15%
Green and Sustainable		25%
Ethical Procurement		10%

Tenderers who score more than the social value threshold of 40% i.e. a score of 200 out of a maximum quality score of 500 will proceed to Assessment D – Pricing.

### **Assessment D – Pricing (Maximum Price)**

Tenderers will be given example routes against which to tender a maximum price for admission to the framework.

### **Allocation of Work**

Competitions will be used to call off either individual routes or whole school provision from this lot. The assessments B and C will be used to determine the position of the provider on the framework. These may be done through e-auctions or a tender process depending on the needs of the council. This will include the following criteria

1. Capacity – pass/fail
2. Implementation / start-up proposals Contract performance – pass/fail
3. Framework position based on Quality and Social Value (20%)
4. Price (80%)

## **Lot 4 – Mini Bus and Coach Hire with Driver**

### **Assessment A (See 1.5.1)**

### **Assessment B – Quality**

There is not a quality requirement for the evaluation of lot 4 as the organisations will have passed Assessment A and comply with the service specification.

### **Assessment C Social Value (Weighting 10%)**

Social Value Proposals	Overall Weighting	Sub-Weighting
Local Employment	<b>100%</b>	20%
Buy Birmingham First		15%
Partners in Communities		15%
Good Employer		15%
Green and Sustainable		25%
Ethical Procurement		10%

Tenderers who score more than the social value threshold of 40% i.e. a score of 200 out of a maximum quality score of 500 will proceed to Assessment D – Pricing.

### **Assessment D – Pricing (Weighting 90%)**

The companies included in this lot will be required to submit pricing as part of their tender submission. This will include a pricing schedule for both mini bus and coaches with driver.

### **Allocation of Work**

Any Directorate or School wishing to call off services against this lot may do so through direct award based on the ranking taking into account assessments C and D of the organisation achieved through the tender evaluation.

Note that this lot will be advertised to schools and the uptake is subject to them choosing to call off the framework.

## **Lot 5 – Escorts/Pupil Guides ONLY**

### **Assessment A (See 1.5.1)**

### **Assessment B – Quality – Written Proposals (Weighting 30%)**

Providers will be evaluated for quality as specified below:

Criteria	Overall Weighting	Sub- Weighting
Quality – Written Proposals (30% Weighting)		
Organisation and Staffing Proposals	100%	50%
Customer Service		50%

Tenderers who score more than the quality threshold of 60% i.e. a score of 300 out of a maximum quality score of 500 will proceed to Assessment C – Social Value.

### **Assessment C Social Value (10%)**

Social Value Proposals	Overall Weighting	Sub-Weighting
Local Employment	<b>100%</b>	30%
Buy Birmingham First		15%
Partners in Communities		20%
Good Employer		15%
Green and Sustainable		10%
Ethical Procurement		10%

Tenderers who score more than the social value threshold of 40% i.e. a score of 200 out of a maximum quality score of 500 will proceed to Assessment D – Pricing.

### **Assessment D – Pricing (Weighting 60%)**

The companies included in this lot will be required to submit pricing based on an hourly rate for Escorts and Pupil Guides as part of their tender submission.

Organisations will be ranked based upon their quality, social value and price submissions combined.

### **Allocation of Work**

Organisations will be approached according to their rank on the framework in respect to providing guides for routes when required on a need basis.

## **1.7 Evaluation Team**

The evaluation of tenders will be undertaken by the following officers:

- Acting Education Transport Manager, People Directorate
- Service Manager, Funerals, Protection of Property and Transport Operations, People Directorate supported by Corporate Procurement Services

## **1.8 Risk**

The CPS approach is to follow the Council's Risk Management Methodology where the Procurement Team is responsible for risk management. The risk register for this project has been produced and is owned by CPS and the relevant Adult and Children team with arrangements being put in place to ensure that operational risks are mitigated.

### **Indicative Implementation Plan**

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Clarification Period	26 <sup>th</sup> November 2015 – 17 <sup>th</sup> December 2015
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Mobilisation	1st April 2016 onwards

## **1.9 Service Delivery Management**

### **Contract Management**

Individual call offs from the framework will be made in accordance with the above allocation of work methodologies and will be approved by the relevant Chief Officer.

Lots 1b, 2, 3 and 5 of the contract will be managed by the Education Transport Manager (Children) and the Service Manager – Funerals, Protection of Property and Transport Operations (Adults), People Directorate using the Council's Contract Management Toolkit with support from the Contract Management Team in Corporate Procurement Services as and when needed.

Lots 1a and 4 will be managed by the Contract Management Team in Corporate Procurement as these lots are not specific to the People Directorate and will likely have a separate cohort of providers. Lot 4 will be available to Schools and part of the Corporate Procurement Brokerage Service

Supplier meetings will be held quarterly with the providers. These meetings will give the contract managers the opportunity to provide updates and share learning.

## **2 Performance Monitoring**

Day to day performance of the contract will be measured through a set of key performance indicators (KPI's). These KPI's will include as a minimum:

- Vehicles running on time
- Pupils not being collected (this may be due to contractors not updating route sheets nor informing their drivers of changes)
- Submission of driver lists on time (used to cross reference against the Council's DBS database)
- Driver and Escort training (to ensure that all relevant refresher training is taken when due)
- Meeting deadlines for route sheets used during re-routing process (to ensure that re-routing is as accurate as it can be)
- Complaint handling (the contractors will be required to record and deal with complaints promptly and within specified timescales)
- Customer satisfaction (the contractors will be required to record and report customer satisfaction every 12 months the results of which to be reported the Contract Managers)
- Attendance at contract review meetings

## **3. The Market**

- There is capacity within the market to deliver the current vehicle/driver transport requirements.
- There are concerns that the providers of specialist vehicles could reduce in the future. Options to manage this will be in the procurement and contract management such as a clause that restricts the share of the market to a single provider or consideration of the market share at the award stage; this would be specified.
- The Council would benefit by having more providers of specialist vehicles in the market, however we need to have a clear strategy on the future of these services and funding to be in a position to engage effectively with the market.
- The market has expressed an interest and capability in providing pupil guides, one pilot

started in September 2015.

- The market has raised concerns about the Birmingham Living Wage and the Council has been clear that it would be included in future procurement. The Birmingham Living Wage was exempted in the extension of the existing framework in June 2015 as the original pricing structure and call-off contracts had not factored it into the tendering exercise or mini competitions.