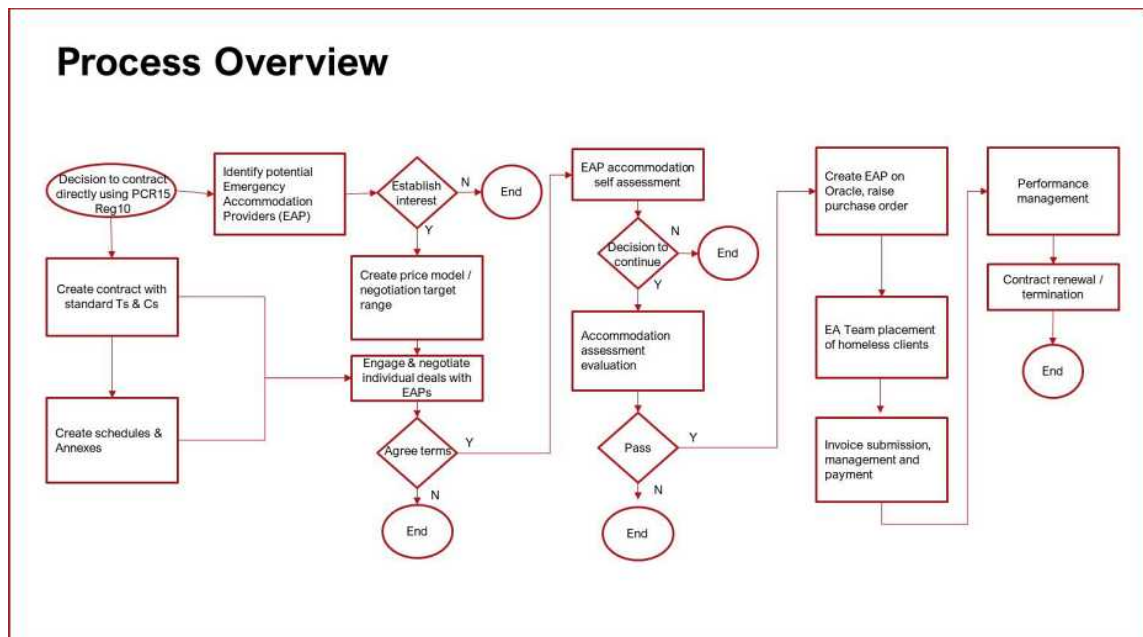


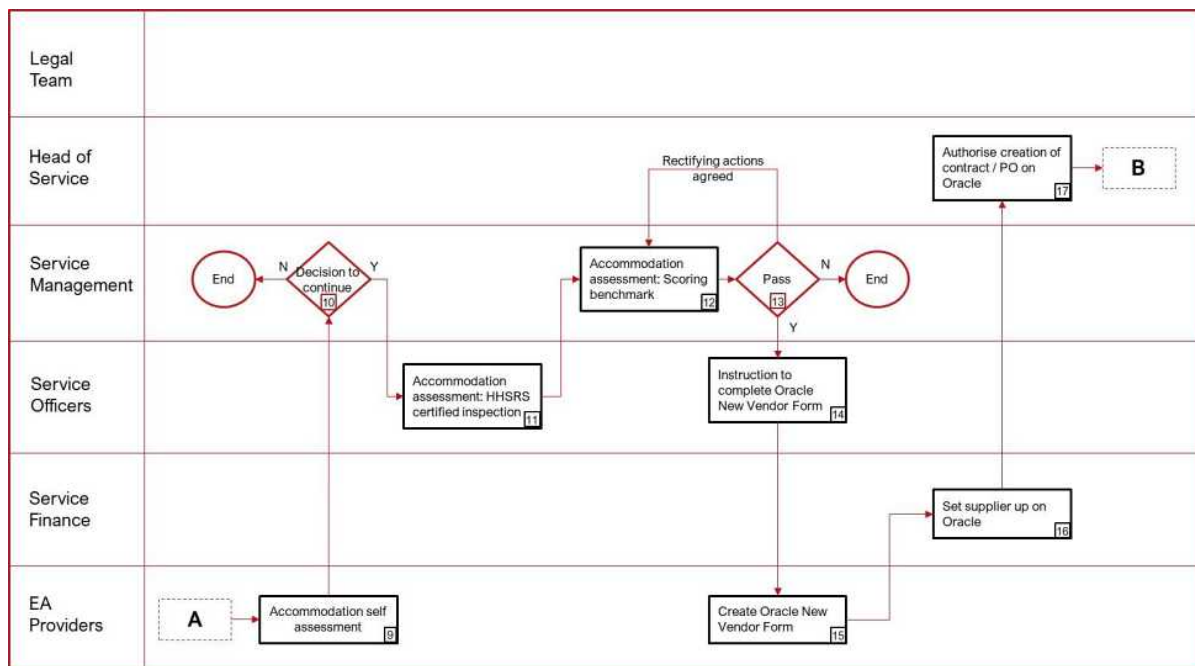
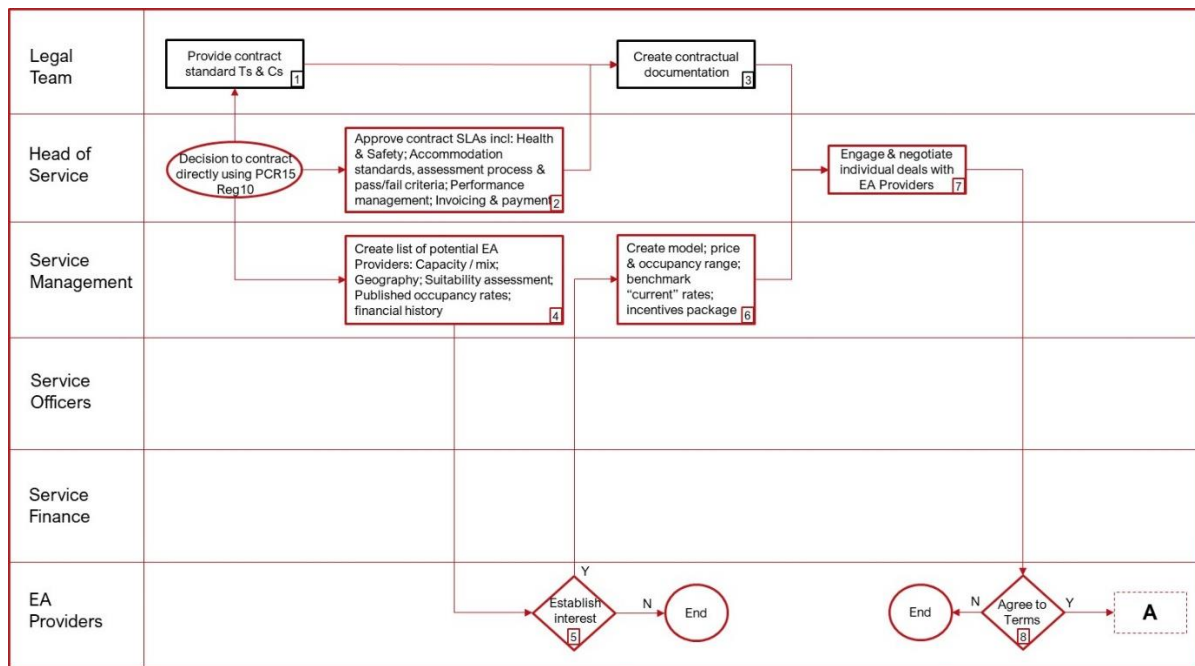
Appendix 1: Securing Emergency Temporary Accommodation

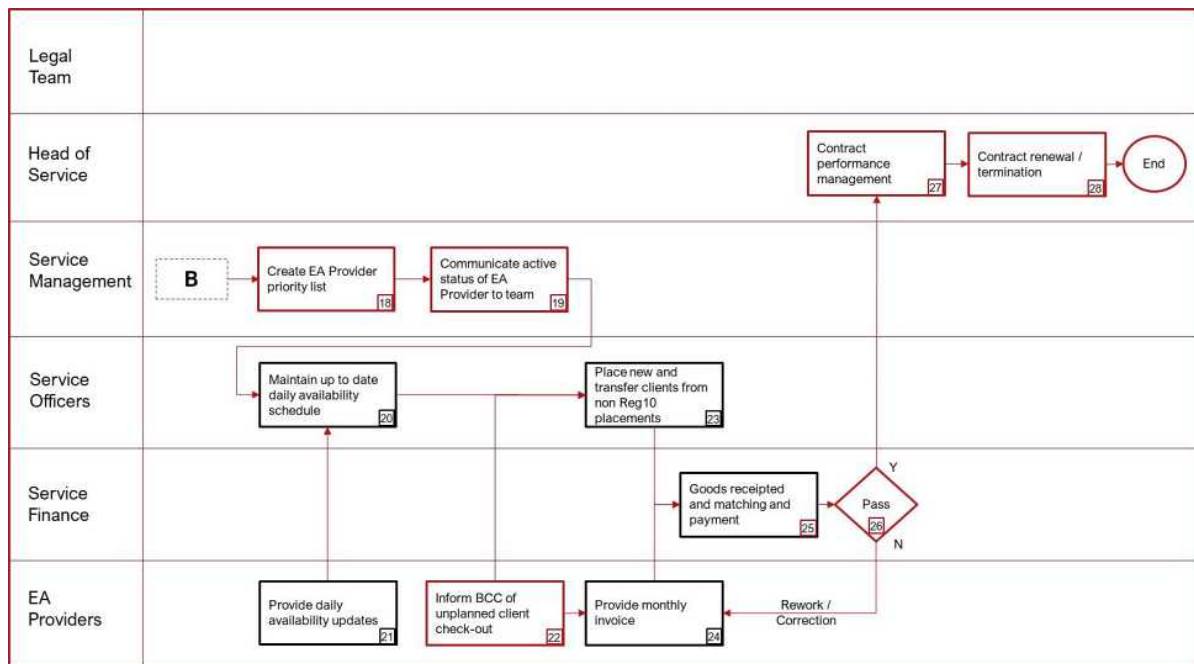
1 Process flow

- 1.1 The process diagram below is a high-level overview of the process which will be implemented in support of adopting Regulation 10.1 (a) of the Public Contract Regulations 2015 (PCR15).



- 1.2 The process detail shown in the following 3 diagrams has been developed in consultation with colleagues from EA operations, internal audit, and procurement. Note that new activities, or activities which contain new tasks, are highlighted with a red boundary.
- 1.3 The “swim lane” presentation format supports presenting the responsibilities of different stakeholders along the process and importantly evidences the segregation of duties, ensuring the appropriate implementation of risk management and internal controls.





2 Process description

2.1 The process starts with a decision by the Head of Service to contract directly with an individual EA Provider. This contract will be between the Council and Provider and only for the purposes of renting rooms in a building or leasing of a building and any “inseparable” ancillary services. An overview of each of the steps in the process, following this decision, is provided in the table below:

Step	Description
1	The contract will use the Council's standard terms and conditions. These will be updated to reflect the use of PCR15 Regulation 10.1(a) for the sole purpose of renting rooms in a building or leasing of a building. The latest version will be provided by legal support services.
2	<p>The operational obligations for the Council and EA Provider will be set out through a variety of Service Level Agreements (SLAs) which will be annexed and form part of the contract. The SLAs will include:</p> <ul style="list-style-type: none"> • Health & Safety standards and requirements • Accommodation standards to be provided • The process to be followed for assessing accommodation and pass-fail criteria to be applied • Operational KPIs and requirements e.g. 56 day placement option, weekly reporting format • Performance management process, and review frequency (monthly, quarterly and half year) • Invoicing, receipting and payments process

Step	Description
3	Legal services will create the contract through combining the standard terms and conditions and annex SLAs
4	<p>A target list of EA Providers will be created drawing on local knowledge of providers operating within the Councils boundaries. Selection of these providers will be based on:</p> <ul style="list-style-type: none"> • Occupancy options, capacity and mix of rooms • Geography and ward • An initial suitability assessment • Financial position and history (companies house annual returns)
5	EA Providers will be contacted individually to establish interest in directly contracting with the Council. If no interest, they will be removed from the active target list.
6	<p>For EA Providers on the active target list, financial modelling will be undertaken to:</p> <ul style="list-style-type: none"> • Understand occupancy levels, accommodation rates and earnings range, for each target, cross referencing with annual returns • Benchmark accommodation rates for each EA against current average rates, (minimum and maximum range), paid by the Council for EA • Price an incentives package • Create a financial model illustrating EA Provider position and Council's position at a range of price points to support individual EA Provider negotiations
7	<p>Individual negotiations will be held with each EA Provider to agree:</p> <ul style="list-style-type: none"> • The use of the Councils standard contract terms and conditions • To use the appended SLAs • The scale booking occupation / placement target • The rate to be applied for a placement • The contract duration which recognises the period over which the Council will in principle be looking to place homeless citizens and families with dependents <p>This will be undertaken by the Head of Service to ensure a segregation of duties and mitigate any conflicts of interest.</p>
8	The outcome of the negotiations with each of the EA Providers will be agreement to move forward or to exit and end the exploratory discussions with the Council.
9	If agreement is agreed in principle to contract for services with the Council the next step is to start the quality assessment and suitability of the accommodation. The starts with the EA Provider completing the accommodation self-assessment documentation.

Step	Description
10	A desk-top review of the accommodation self-assessment submitted by the EA Provider will determine if the EA Provider qualifies for inclusion or is rejected at this stage.
11	The Council will arrange for a certified environmental health officer to visit the premises of EA Providers, who pass the initial assessment, to undertake a Housing Health and Safety Rating System inspection. The inspection will assess 29 housing hazards and the effect that each may have of the health and safety of future occupants of the property.
12	Each EA Provider will be independently assessed and scored on the submitted self-assessment documentation and HHSRS report. This will be undertaken by the EA service management to ensure a segregation of duties and mitigate any conflicts of interest.
13	Where the EA Provider fails to achieve the benchmark score, they will be offered the option to put in place a rectification plan or end their participation in the process.
14	On successfully passing the accommodation assessment the Council will instruct the EA Provider to complete the on-line Oracle New Vendor Form.
15	The EA Provider will complete the on-line Oracle New Vendor Form.
16	The Council will set EA Provider up as a supplier on Oracle.
17	Completion of the supplier set up will trigger the authorisation to create the contract and purchase order on Oracle.
18	Based on the capacity offered and accommodation quality scoring, as more directly contracted EA Providers are established the Council will create a prioritised list which reflects the order in which they should be used to deliver best value to the Council.
19	The EA Service team will be provided with updates each time a new EA Provider goes live along with an updated priority list.
20	The EA team will maintain a an up to date schedule of availability for each of the directly contracted EA providers.
21	The EA providers will, as part of the agreed contractual terms, provide daily updates of availability before 08:00am each day.
22	Each EA provider will notify the EA team of unplanned check-outs by clients within 2 hours of this being brought to their attention.
23	The EA Service Officers will prioritise placing newly presenting homeless citizens and families with dependents with directly contracted EA Providers; and transfer clients from non-directly contracted placements to directly contracted EA Providers.
24	The directly contracted EA Providers will provide the Council's service finance team with a monthly invoice using the Councils pre-defined standard format

Step	Description
25	Monthly invoices will be reconciled for placements and occupancy and accepted for payment or rejected requiring correction.
26	EA Providers will be required to correct invoices, any discrepancy will lead to a rejection.
27	<p>The Council will implement contract performance management. This will include for example regular review of: the operational practices; arising issues relating to placement; occupancy levels; ideas for improvement.</p> <p>This will be undertaken by the Head of Service to ensure an independent assessment of each EA Providers service.</p>
28	Based on the levels of presenting homelessness demand and move-on performance and results of formal reviews the Council will either renew or terminate the direct contract with the EA Provider.