



Hull  
City Council

**Report to the** NHS Hull Clinical  
Commissioning Board Meeting

24 May 2019

**Wards:** All

Targeted Early Help Youth Provision 2020-25
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## **Report of the Director of Children's Young People & Family Services**

Please select exempt status.

Hull City Council and NHS Hull Clinical Commissioning Group Exception Rules

N/A

This is a key decision. The matter is in the Forward Plan  
Forward Plan – Reference 0017/19

### **EXECUTIVE SUMMARY**

#### 1. Purpose of the Report and Summary

1.1 To seek approval for the procurement approach and associated budget for the Targeted Early Help Youth Provision 2020-25.

#### 2. Recommendations

2.1 It is recommended that CIC:

- (i) approve the procurement approach for the Targeted Early Help Youth Provision for 2020-25 (subject to budget confirmation) as an EU tender using a Competitive Procedure with Negotiation (under the Light Touch Regime). The contract(s) will run for five years subject to annual budget setting processes.
- (ii) approve that the tender will be divided into 4 lots:

- Lot 1, Targeted youth provision in appropriate, open access

venues/settings in the East of Hull

- Lot 2, Targeted youth provision in appropriate, open access venues/settings in the West of Hull
- Lot 3, Targeted youth provision in appropriate, open access venues/settings in the North of Hull
- Lot 4, City-wide Targeted Outreach programme for vulnerable young people, focused on: child sexual exploitation; homelessness; anti-social behaviour and youth nuisance; and substance misuse

The Targeted Early Help Youth Provision service will be delivered in open access venues/settings and will be further sub-divided into delivery for 10-13 year olds and 14-19/24 year olds.

- (iii) Approve the budget for Targeted Early Help Youth Provision to be set at £723,384 per annum for the duration of the contract term. The annual budget profile includes investment from the HCC CYPFS Core £228,384, Public Health Grant £327,000, CCG £115,000 and Office Police & Crime Commissioner £53,000 subject to future budget setting.
- (iv) Delegate the contract award to the Corporate Director (CYPFS) in consultation with the Portfolio Holder and Hull Children, Young People & Families Board.
- (v) Note the joint commissioning approach being taken to deliver this city wide, integrated programme and joint working between Children Services, Public Health, NHS Hull Clinical Commissioning Group (CCG) and the Office of the Police and Crime Commissioner (OPCC).

### 3. Reasons for Recommendations

3.1 The government places a statutory duty on local authorities to secure access to a sufficient local offer for young people. The duty contained in Section 507B (inserted into the Education Act 1996 by section 6 of the Education and Inspections Act 2006) requires that:

‘Every local authority in England must, ‘so far as is reasonably practicable’, secure for qualifying young persons in the authority’s area access to:

- Sufficient educational leisure time activities which are for the improvement of their well-being, and sufficient facilities for such activities: and
- Sufficient recreational leisure time activities which are for the improvement of their well-being, and sufficient facilities for such activities

3.2 Youth work is an integral part of the city’s approach to early help and

safeguarding of young people. Youth workers play an important role in monitoring the early warning signs for young people getting into difficulty, identifying and anticipating problems and preventing them from escalating. Youth workers from both council and commissioned services are part of integrated 'team around the family' approaches to providing coordinated early help and intervention, working together to deliver the required support with other professionals in a coordinated way, thus improving outcomes for families and reducing demand in the system on more costly, acute and specialist services such as safeguarding. Youth Workers also support key areas of statutory duties such as supporting Young Carers; children at risk of sexual and criminal exploitation; children going missing; and those at risk of homelessness.

## MAIN REPORT

### 4. Background

- 4.1 The approval of a commissioning process for a city wide service does not have any area specific implications

### 5. Issues for Consideration

- 5.1 The current Targeted Early Help Youth Provision concludes at the end of March 2020. Contracts are currently being delivered by 8 different organisations across 4 lots based on delivery of Targeted Youth Work programmes in 3 localities (E, W, N) alongside a more targeted city-wide programme as below:

- Lot 1, Open Access Youth Venues offering targeted provision in the East of Hull
- Lot 2, Open Access Youth Venues offering targeted provision in the West of Hull
- Lot 3, Open Access Youth Venues offering targeted provision in the North of Hull
- Lot 4, City-Wide Outreach/Street Based programme for young people

- 5.2 The 2017- 2020 Targeted Early Help Youth Provision continues to deliver the following outcomes for young people:

- Provided a wide range of targeted and open access opportunities and positive activities for young people;
- Improved the reach and capacity of services for young people and established and built effective and invigorating partnerships in the interests of young people through a greater sharing of resources, experience and expertise;
- Improved health and well-being outcomes for young people,

including those around lifestyle choices, sexual health, physical health and emotional health;

- Inspired and raised aspirations of young people within the City, through improving their personal, social and economic skills.

- 5.3 The strategic development of the Targeted Early Help Youth Provision (TEHYP) 2020-25 led by the council in partnership with NHS Hull CCG and the Office of the Police and Crime Commissioner (OPCC)
- 5.4 A steering group has been established to lead the development of the TEHYP which comprises of representatives from the NHS Hull CCG; OPCC; the council (CYPFS, Procurement and Legal).
- 5.5 The development of a strategy to integrate commissioning city wide across the public sector is currently being developed and this programme would be an integral part of this work into the future.
- 5.6 Needs Analysis

The TEHYP is based on an analysis and understanding of local needs and is informed by the following:

- Audit of existing support for young people in Hull which includes health related services, youth and community services, school provision.
- Data analysis and evaluation of the current TEHYP what has worked well and areas for improvement.
- The most recent results of the Hull CYP Health & Lifestyle Survey as part of the joint strategic needs assessment (JSNA).
- Annual HeadStart Survey focused on emotional health and wellbeing conducted across all secondary schools for Yrs 7 & 9.
- The ongoing issues for young people emerging out of the Early Help Delivery Model and the role of the council's locality and targeted youth services.
- Stakeholder engagement with both young people themselves via a online survey, local forums, the Hull Youth Parliament and via the youth and community sector.
- A range of recent needs analysis work which has supported the development of services for young people such as the HeadStart Hull Programme; Young Carers; Vulnerable Young People's approach; VEM team; and SEND Improvement Plan.

## 5.7 Financial Profile

The current budget for the TEHYP 2019/20 is £723,384 pa. The budget profile for 2020/21 is subject to the corporate budget setting process.

- 5.8 The budget profile includes investment from HCC CYPFS Core £228,384, Public Health £327,000, the CCG £115,000 and Office Police & Crime Commissioner £53,000 (subject to decision making process for post 2019/20).

## Financial Risk Profile

The integrated multi agency approach to commissioning and implementation of the TEHYP programme, allows the financial risk to be spread across partners, removing reliance on one source of funding.

<b>Targeted Early Help Youth Commissioning 2020/25</b>		
Funding Source	Contribution	Percentage
HCC CYPFS Core	£ 228,384.00	32%
Hull CCG	£ 115,000.00	16%
Public Health Grant	£ 327,000.00	45%
OPCC - CSP Grant	£ 53,000.00	7%
<b>Budget Total</b>	<b>£ 723,384.00</b>	<b>100%</b>

5.9

Lot No	Title	2020/2025 Annual Budget £ (12 months)
<b>Lot 1</b>	<b>Targeted Early Help Youth Provision, in open access venues, in the East</b>	<b>£214,192.00</b>
Sub-lot 1.1	10 – 13 year olds	
Sub-lot 1.2	14 – 19/24 year olds	
<b>Lot 2</b>	<b>Targeted Early Help Youth Provision, in open access venues, in the West</b>	<b>£196,352.00</b>
Sub-lot 2.1	10 – 13 year olds	

Sub-lot 2.2	14 – 19/24 year olds	
<b>Lot 3</b>	<b>Targeted Early Help Youth Provision, in open access venues, in the North</b>	<b>£162,253.00</b>
Sub-lot 3.1	10 – 13 year olds	
Sub-lot 3.2	14 – 19/24 year olds	
<b>Lot 4</b>	<b>City-wide Targeted Early Help Street Based and Outreach Programme for vulnerable young people</b>  <b>New programme Lot 4 age range 14-19/24 only</b>	<b>£130,000.00</b>  <i>(Includes element of set up costs)</i>

\*Balance of £20k to support flexibility based on tenders received and contingency. Re Set Up costs or extraordinary costs.

#### 5.10 Procurement approach

The commissioning programme will comprise 4 elements:

#### 5.11 The tender will be divided into 4 lots:

- (i) Lot 1, Targeted youth provision in appropriate, open access venues/settings in the East of Hull
- (ii) Lot 2, Targeted youth provision in appropriate, open access venues/settings in the West of Hull
- (iii) Lot 3, Targeted youth provision in appropriate, open access venues/settings in the North of Hull
- (iv) Lot 4, City-wide Targeted Outreach programme for young people focused on child sexual exploitation; homelessness; anti-social behaviour and youth nuisance; and substance misuse

Bidders will be able to bid for one or more lots. The Authority is looking for a minimum of 2 providers to deliver the Services against each of the sub-lots (Lots 1 – 3), and one provider to deliver Lot 4.

#### 5.12 The 'Targeted youth provision in appropriate, open access venues/settings' will contribute towards achieving the following outcomes:

- (i) *Reductions in risk taking behaviours such as substance misuse, sexual exploitation, etc*
- (ii) *Reduced involvement in the Criminal Justice System*
- (iii) *Improved personal safety*
- (iv) *Improved mental health and emotional well-being*
- (v) *Improved physical health and well-being*
- (vi) *Increased uptake of youth activities and uptake of advice and support*
- (vii) *Improved planning and problem solving*
- (viii) *Improved attainment of qualifications*
- (ix) *Improved community cohesion*

5.13 The 'City-wide Targeted Outreach Programme for Young People' will contribute towards achieving the following outcomes:

- (i) Reductions in anti-social behaviour and youth nuisance in targeted neighbourhoods
- (ii) Reductions in the number of young people at risk of child sexual exploitation (CSE)
- (iii) Improved health outcomes for young people across the city;
- (iv) More timely interventions for those young people in greatest need and at greatest risk of poor outcomes, especially those at risk of homelessness
- (v) Improved health & support for young people who typically do not engage within their communities.
- (vi) Improved partnership and collaborative working across the city, with a special focus on working with Humberside Police, Neighbourhood nuisance, safeguarding services (VEMT); supported housing providers; and specialist health services.

#### 5.14 The process

Sector engagement will include workshops and individual meetings during April – June 2019 and any pertinent issues raised in these meetings will be fed back into the development of the service specification.

5.15 Subject to Committees in Common approval the timetable for this tender is attached at appendix one and summarised below:

Issue Request to Participate/PQQ/ITT	16 August 2019
Deadline for ITT submissions	16 September 2019
Issue contract award letters	1 February 2020
Contract commencement date	1 April 2020

5.16 The procurement will be undertaken using an EU compliant process; the services will be tendered using a Competitive Procedure with Negotiation (CPN) under a light touch regime (LTR), which applies to health, social, education and certain other service contracts of this kind. This process will

utilise a Standard Selection Questionnaire (SSQ) to shortlist suitable providers; Within the Invitation to tender, a minimum pass mark (Threshold) of 64% will apply to the technical quality/social value Evaluation Criteria. The Authority shall reject any Tender which does not meet the relevant Threshold. The procurement will strive to achieve best value for money within the geographical profile and demand led analysis.

5.17 The contracts will be advertised in accordance with EU, UK and Hull City Council Contract Procedure Rules, i.e. through OJEU and Contracts Finder, as well as via Hull City Council tendering portal, YORtender. Additionally, information about the opportunity will be circulated through VCS networks.

5.18 A service specification will be drafted and this, together with the other tender documents, will be further developed with key stakeholders throughout March – August 2019.

5.19 The evaluation criteria will be as follows:

Price – 30%,

Quality – 60%

Social Value - 10%

## 6. Options and Risk Assessment

6.1 Option 1: Deliver a jointly commissioned TEHYP programme commencing on 1 April 2020 for up to 5 years led by the Council's CYPFS in partnership with the Clinical Commissioning Group (CCG), Public Health (PH) and the Office of the Police and Crime Commissioners (OPCC), with a total budget of £723,384pa throughout the contract term. The procurement approach will be tendered using a Competitive Procedure with Negotiation (CPN) under a light touch regime (LTR). The CPN approach will achieve best value and allow effective market shaping for delivery across the city of Hull. Additionally, the CPN approach allows clarification and negotiation with bidders to ensure the contracted services meet key deliverables and indicators.

The TEHYP programme is a fundamental underpinning of the Early Help offer within CYPFS providing a range of health, wellbeing, social and community benefits to young people and the city of Hull.

**This option is recommended.**

6.2 Option 2: To allow the current TEHYP service delivery to end on 31 March 2020 and spot purchase services on an ad-hoc basis. Spot purchasing youth work is a reactive approach to service delivery. Targeting areas of poor youth engagement, social isolation and health outcomes via this mechanism does not provide the preventative approach CYPFS and particularly the Early Help model advocates. This approach does not provide surety to the marketplace to allow providers to model their business. TEHYP service provision is predicated on requiring in most instances a fixed venue to deliver services, spot purchasing does not allow sufficient time to secure premises or engage long term lease



arrangements. Lack of contractual surety does not allow CYPFS and local partners to harbour integrated service models including complimentary services/provider networks and the added value these bring in developing long lasting partnerships.

**This option is not recommended**

- 6.3 Option 3: To allow the current TEHYP service delivery to end on 31 March 2020 and not to provide universal or targeted youth work provision in the city. Ending the TEHYP programme will end the VCS universal and targeted youth work offer. TEHYP allows the amalgamation of peer groups across diverse backgrounds breaking down social barriers for young people. Commissioned youth work providers compliment the internal service provision which dovetail with one another and provide a mixed economy approach. The VCS sector provides added value including in some cases voluntary funding to embolden services. TEHYP provides an early warning system highlighting issues and escalation of safeguarding concerns for young people and the services are a gateway to wrap around support services.

**This option is not recommended**

#### 6.4 Risk Assessment

The impact of not implementing the approach outlined option 1 would have far reaching consequences on the stability of a key element of the early help offer and on the outcomes for young people in the city. Risk factors for young people include increased risky behaviours, social isolation, lack of community engagement and detachment from their local environment, poor health outcomes, access and awareness of support services, lack of a safe environment to meet their friends and communication outside a social media sphere. Additionally, failing to recommission TEHYP may put small local VCS providers at financial risk, local VCS providers have traditionally provided externally commissioned youth services. Destabilising VCS providers may risk their overall business viability to deliver other contracts and services across the city.

### **PRE-REQUISITES**

#### 7. CCG Strategic Objective

- 7.1 The strategic and operational focus of TEHYP is predicated on multi agency commissioning, implementation and delivery of the programme. Youth work commissioning provides a universal and targeted approach to the youth services providing a reach across all demographics and wards within the city. This multi-agency approach ensures we collectively address the needs of *vulnerable people* and commission *statutory provision for children and families*. TEHYP clearly adheres to the CCG strategic objectives of *integrated commissioning* and *integrated delivery* through joint shaping of the specification and partnership working within communities for young people. CCG strategic objectives for *clinical leadership* and *improvement in clinical outcomes* are met through joint shaping of the specification key input in the contract monitoring with regards

setting outputs, outcomes and key performance indicators.

8. Impact on other Executive Committees (including Area Committees)

8.1 N/A

9. Needs Assessment

9.1 The Targeted Early Help programme aims to contribute to tackling a number of strategic objectives and health inequalities in the city.

The JSNA highlights the needs for transitional arrangements for young people moving from education to employment spheres of their development. Youth work services are integral to support the mental, emotional and practical wellbeing of individuals through providing guidance, opportunities for peer support and support networks to assist young people through their teens.

The JSNA highlights the key strategy *Hull – Healthier Together 2014-2020* which demonstrates the importance to the best start in life and crucially promoting safe and independent lives. Youth work is integral to support young people to make informed decisions around their overall development and journey to independence. Including supporting young people to make informed choices around their health and wellbeing including sexual health in an environment that promotes open dialogue with peers and mentors in a fun engaging environment. Youth work provision provides young people the space to develop and have fun with peer groups providing fun activity outside of the familial home, this provides a safe space for young people to express themselves and combat social isolation.

The JSNA highlights the 10 year *Hull City Plan 2013*. The plan identifies the need to create jobs in the “energy estuary”. In conjunction with the Hull Early Help and Priority Families Strategy 2015-2020 targeted early help provision key outcomes is to provide young people with the self-confidence and self-esteem to aspire for educational and work opportunities. TEHYP can contribute to breaking the cycle of generational patterns of troubled families in Hull including the prevalence of young people’s exposure to abuse, violence, drug use, anti-social behaviour and crime, these services provide an early warning system and gateway to other services.

10. Consultation/Engagement

10.1 Consultation with young people and sector stakeholders are planned as part of the commissioning process to inform the development of the specification. Ongoing engagement of young people takes place across the youth sector and continually informs service development.

11. The NHS Constitution (*How the report supports the NHS Constitution*)

11.1 The Targeted Early Help Programme contributes to a number of the seven key NHS principles. However, most pertinent to this commissioning exercise is the focus on joint multi agency collaboration. In a backdrop of finite resources this commissioning and operational programme of services for young people draws expertise, resource and partnership

working together. All key partners understand the importance of early help preventative services to mitigate and identify social, family and individual risks and aspirational opportunities. TEHYP services are shaped by key agencies, stakeholders and crucially the young people and communities in which they exist.

This paper specifically supports principle five: **The NHS works across organisational boundaries and in partnership with other organisations in the interest of patients, local communities and the wider population.**

## **HULL CITY COUNCIL COMMENTS**

### **12. Comments of the Monitoring Officer (Town Clerk)**

12.1 The Council is subject to a general duty to make arrangements to secure continuous improvements in the way functions are exercised, having regard to a combination of economy, efficiency and effectiveness. Under the Public Services (Social Value) Act 2012 the wider parameters of that duty in terms of Social Value are made explicit requiring the Council to consider:

- How what is procured may improve the economic, social and environmental well-being of the area; and
- How in conducting the process of procurement the Council might act with a view to securing that improvement.

The procurement of services for the provision of targeted early help for young people and the focus on social value in the evaluation of tenders is consistent with this duty. The procurement of this service also indicates compliance with the Council's duties under section 507B of the Education Act 1996. [JSK]

### **13. Comments of the Section 151 Officer (Director of Finance and Transformation)**

13.1 The S151 Officer supports the recommendations subject to the annual corporate budget setting process and that of its partners.

### **14. Comments of the Director of Public Health**

14.1 **PH director comments additional requirement on new CIC template. Not part of initial collation of comments.**

### **15. Comments of the City Human Resources Manager and compliance with the Equality Duty**

15.1 There are no staffing or equality issues arising for the Council

### **16. Comments of Overview and Scrutiny**

16.1 **To be included following Early Support & Lifelong Learning OSC – 17 June 2019**

### **17. Comments of the Portfolio Holder for Learning, Skills and Safeguarding Children**

- 17.1 Comments from the portfolio are added once all other comments have been obtained.

**NHS HULL CLINICAL COMMISSIONING GROUP COMMENTS**

18. Comments of Associate Director of Corporate Affairs

18.1 **\*CLICK HERE TO OVERWRITE THIS GUIDANCE\***

To be completed by Associate Director of Corporate Affairs

19. Comments of Chief Finance Officer'

19.1 **\*CLICK HERE TO OVERWRITE THIS GUIDANCE\***

To be completed by Chief Officer Finance.

Contact Officer: Rachel Roberts Telephone No.: 01482 616200

Officer Interests: None

Background Documents: - A list of background documents must be included. These documents are then available (if not exempt) for public inspection.

## Implications Matrix

**This section must be completed and you must ensure that you have fully considered all potential implications**

This matrix provides a simple check list for the things you need to have considered within your report

If there are no implications please state

I have informed and sought advice from HR, Legal, Finance, Overview and Scrutiny and the Climate Change Advisor and any other key stakeholders i.e. Portfolio Holder, relevant Ward Members etc prior to submitting this report for official comments	Yes
I have considered whether this report requests a decision that is outside the Budget and Policy Framework approved by Council	Yes
Value for money considerations have been accounted for within the report	Yes
The report is approved by the relevant City Manager	Yes
I have included any procurement/commercial issues/implications within the report	Yes
I have considered the potential media interest in this report and liaised with the Media Team to ensure that they are briefed to respond to media interest.	Yes
I have included any equalities and diversity implications within the report and where necessary I have completed an Equalities Impact Assessment and the outcomes are included within the report	Yes
An Equality Impact Analysis/Assessment is not required for this report.	Yes
An Equality Impact Analysis/Assessment has been completed and approved by the lead Director for Equality and Diversity. As a result of performing the analysis/assessment there are no actions arising from the analysis/assessment.	Yes
An Equality Impact Analysis/Assessment has been completed and there are actions arising from the analysis/assessment and these are included in section xx in the	Yes

enclosed report.	
Any Health and Safety implications are included within the report	Yes
Any human rights implications are included within the report	Yes
I have included any community safety implications and paid regard to Section 17 of the Crime and Disorder Act within the report	Yes
I have liaised with the Climate Change Advisor and any environmental and climate change issues/sustainability implications are included within the report	Yes
I have included information about how this report contributes to the City Plan/ Area priorities within the report	Yes
I have considered the impact on air quality, carried out an appropriate assessment and included any resulting actions or opportunities necessary to improve air quality in the report.	Yes

## Project Plan Targeted Early Help Youth Provision 2020 (DN395220)

This project plan assumes that:

- Contract duration: 2 + 2 + 1
- The contract will be tendered via an CPN - EU Process
- Approx value over contract duration £3,616,920.00 (TBC)
- The Procurement approach to be approved by CIC pathway (Key decision).

### USING CPN PROCESS (LIGHT TOUCH REGIME)

Project Team	<b>Rachel Roberts (RR). Philip Morris (PM). Dave Sullivan (DS). James Skelly (JS). Daemon Cartwright (DC). Mike Foers - CCG (MF). Bernie Dawson - CCG. (BD) Vicky Harris – Public Health (VH) Stewart Atkinson - OPCC (SA)</b>		
Activities and Themes	Actions and Tasks	Dates	Additional Details Who
<b>Planning</b>			
<i>Complete</i>	1. Project start. identify project team & other resources required (legal, finance, team)	February 2019	Project team
<i>Complete</i>	2. Submit forward plan entry	February 2019	PM/DS/RR
<i>Complete</i>	3. Develop project plan and assign roles	February 2019	Project team
<i>Complete</i>	4. Identify budget – collate expenditure and current contract data	February 2019	RR/PM
<i>Complete</i>	5. Liaise with Legal re. TUPE implications.	February 2019	Service/ legal/ Procurement
<i>Complete</i>	6. Set up project on YORtender	February 2019	Procurement
	7. Market engagement /consultation events	Commence July 2019	Project team
<i>Complete</i>	8. Finalise Full report ready for submission	1 March 2019	Service / Procurement & Legal
<i>Complete</i>	9. Commissioning/procurement approach submitted to CIC pathway for approval/sign off	8 March – 12 June 2019	Service / procurement
<i>In Progress</i>	10. Draft tender documents, specification	Commence February 2019	Service / Legal/ Procurement
	11. Liaise with legal re Service agreement	March 2019	PM/RR
<i>Complete</i>	12. Finalise evaluation panel for tender	March 2019	Project Board
	13. Request TUPE information from incumbent Provider	May 2019	Service/procurement
	14. Specification CYPFS SLT – Circulation to ICOB members.	W/C 08 July 2019	Service Area
	15. Finalise tender documents (SSQ, ITT1 & 2, spec and T & Cs)	1 August 2019	Service/ Procurement/Legal/
<b>ITT</b>			
	16. Draft Contract Notice	1 August 2019	Procurement
	17. Publish Contract Notice (OJEU) <i>5 days prior to publishing the ITT</i>	9 August 2019	
	<b>18. Publish tender-SSQ / ITT</b>	<b>16 August 2019</b>	Procurement

Project Team	Rachel Roberts (RR). Philip Morris (PM). Dave Sullivan (DS). James Skelly (JS). Daemon Cartwright (DC). Mike Foers - CCG (MF). Bernie Dawson - CCG. (BD) Vicky Harris – Public Health (VH) Stewart Atkinson - OPCC (SA)		
Activities and Themes	Actions and Tasks	Dates	Additional Details Who
	19. Deadline for submitting questions via YORtender	9 September 2019	Bidders
	<b>20. Deadline for ITT submissions</b>	<b>16 September 2019 (12 noon)</b>	Bidders
	21. Desktop evaluation of ITTs	17 – 30 September 2019	Evaluation Panel
	22. Evaluation Moderation meeting	1 – 2 October 2019	Evaluation Panel/ Procurement
	23. <i>Write to shortlisted providers advising of the areas we wish to negotiate against</i>	3 – 4 October 2019	Procurement
	24. <i>Initial Negotiation with shortlisted providers – bidders asked to resubmit.</i>	7 – 11 October 2019	Negotiators & bidders
	25. <i>Final Negotiation stage</i>	Wc 14 October 2019	Negotiators & bidders
	26. <i>Issue revised specification/ITT docs (14 Days)</i>	24 October 2019	Service Lead & Procurement
	27. <i>Bidders submit revised and FINAL bids</i>	6 November 2019	Bidders
	28. <i>Evaluations of Final ITT</i>	7 – 15 November 2019	Evaluation panel
	29. <i>Final Evaluation Moderation meeting</i>	18 - 19 November 2019	Service lead & Procurement
	30. DR finalised	Wc 25 November 2019	
<b>Contract Award</b>			
	31. DR & full report circulated for comments	Wc 2 December 2019	
	32. If a delegated contract award, DR & full report forwarded to decision makers for signing off	Wc 6 January 2020	
	33. Issue intent to award letters/unsuccessful letters, commence standstill period.	13 January 2020	Procurement
	34. Standstill period (ends midnight)	23 January 2020	
	35. Issue contract award letters	Wc 27 January 2020	Procurement
<b>Contract Mobilisation</b>			
	36. Finalise contract, set up awarded suppliers on Oracle	February 2020	Procurement/Legal /Service
	<b>37. Contract Mobilisation</b>	<b>1 February 2020</b>	Provider/Service
	38. Issue Contracts via DocuSign	February 2020	Legal
	39. Publish Contract Award notice <i>To be published within 30 days of award</i>	February 2020	Procurement
	<b>40. Service commencement</b>	<b>1 April 2020</b>	<b>Provider/Service lead</b>