

PLYMOUTH CITY COUNCIL

Subject:	Children's Centre Contract Award
Committee:	Cabinet
Date:	25 March 2014
Cabinet Member:	Councillor Williams
CMT Member:	Carole Burgoyne (Strategic Director for People)
Author:	Fiona Fleming, Strategic Commissioning Manager
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Ref:	FF/AL
Key Decision:	Yes
Part:	I

Purpose of the report:

Children's centres are set out in the Early Intervention and Prevention Strategy as a critical vehicle for the city's offer of early help in the early years. They deliver integrated community based services to all families with children pre-birth to 5 years old. The 2013 statutory guidance for local authorities, commissioners of local health services and Jobcentre Plus emphasises that children's centres should provide locally available community settings that act as the hub for integrated service delivery. They should:

- Ensure access to universal services that all families can reach, including maternity and health visiting services, childcare and early learning and information, plus advice on a range of subjects.
- Provide targeted evidence-based interventions for vulnerable families in greatest need of support.

The Council is committed to delivering its Early Intervention and Prevention Strategy and fulfilling its statutory duties whilst maximising opportunities for integrated delivery, management efficiencies and reducing duplication. To achieve this, as detailed in the business case approved by Cabinet in October 2013, a clustering approach is to be adopted in managing the city's children's centres. This clustering affords greater opportunities to plan with health partners, principally in relation to midwifery and health visiting, plus other council services already providing information, advice and parenting support for families. It will also reduce 'back office' costs and the burden of inspection that comes with being a single designated site, whilst maximising the investment in front line delivery.

A competitive restricted procurement process to tender all current provision, including council delivered and school delivered services alongside existing contracted services, has now been undertaken which groups the children's centres into six clusters. The attached report sets out the result of this tender process and seeks approval from Cabinet for contract award for three years, with the option to extend for three years to ensure the new service model has time to fully develop.

For reasons of commercial confidentiality the full details of the proposed contract are included within a separate Part II report.

The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17:

Pioneering Plymouth:

Children's centres provide the hub for a flexible and needs led Integrated Early Childhood Service in local communities, with the target to ensure all children's centres achieve and maintain an Ofsted inspection grading of Good or Outstanding. In August 2013, Plymouth was recognised by the Early Intervention Foundation as a 'pioneering place' for early intervention. Children's centres are key contributors to the city's early intervention offer to families, as described in the Early Intervention & Prevention Strategy 2012-15.

Growing Plymouth:

Children's centres are a key mechanism for providing the best start in life, supporting the implementation of the Early Years Foundation Stage Learning to ensure the best start to children's educational development and reducing the impact of child poverty. They deliver a range of services to support childhood development as well as supporting parents to achieve their own aspirations through providing return to work opportunities, including training and volunteering.

Caring Plymouth

Children's centres play a key role in early intervention and prevention, reducing health and educational inequalities and child poverty. They target vulnerable families with additional support and help, co-ordinate multi-agency care plans for families with complex need and offer key support to children subject to Child Protection Plans and their families. In order to ensure they meet the needs of the local community they implement effective service user involvement in the design and delivery of services.

Confident Plymouth

Children's centres deliver evidence based interventions, and their performance is benchmarked nationally against key indicators, such as the Early Years Foundations Stage, Breastfeeding and Child Obesity.

Implications for Medium Term Financial Plan and Resource Implications: Including finance, human, IT and land:

Finance

Children's centres are currently funded through Local Authority revenue funding within the Early Years area of the Education, Learning and Families Department. Following approval by Cabinet of the Children's Centre Business Case on 15 October 2013, the total budget for the commissioning of children's centres of £4.743m per annum was reduced by £0.960m per annum for the three years of the proposed contract term. This reduction was possible due to the adoption of a clustering approach to the management of children's centres across the city, and the additional capacity in health visiting. The budget for children's centres is now £3.783m per annum, a total of £11.350m for the three years of the proposed contract, 1 July 2014 – 30 June 2017. This budget has been distributed between the six children's centre clusters through the current formula which ensures centres in areas of greatest deprivation are resourced to meet the level of need in their local area.

Human Resources

Council, school and existing contracted provider staff will be subject to TUPE [Transfer of Undertakings (Protection of Employment) Regulations] under these proposals. Full consultation has

been undertaken with Unions, Governing bodies, staff and existing providers, as set out in the consultation process.

Services will be designed to ensure efficiency in service delivery through streamlining managerial and operational structures, maximising resources dedicated to front line service delivery where possible and ensuring we create opportunities for integrated service delivery with health and other partners.

IT

The Requirements Review Board has been requested to allocate a project manager to support the transfer of council delivered and school delivered services, by coordinating the exploration and resolution of all IT related implications and costs during the contract 'handover' period. This will ensure that all necessary arrangements in respect of IT are in place before the contract start date on 1 July 2014.

Those arrangements will incorporate:

- Provision of data communications (IT) infrastructure/hardware requirements, including PCs and peripherals (e.g. printers);
- Provision of voice communications (telephony) infrastructure;
- Transfer of necessary software licences and data to new providers;
- Where necessary and appropriate, novation of existing contracts to new providers in respect of the provision of any of the above.
- Ensuring compliance with the Council's data security requirements.

Where current delivery is contracted, incumbent providers will be expected to make similar arrangements for the children's centres which will transfer to new providers as a result of this procurement.

Buildings

Many of the buildings used for the delivery of children's centres, primarily those in the areas of greatest deprivation, received significant investment from the Children's Centre Capital Programme 2005-2010; this capital funding is no longer available, and is subject to claw back if the use of the building changes considerably. As the repair of retained buildings will be required, revenue funding has been held centrally to buy in to the Corporate Landlord Scheme.

As outlined in the business case, and as agreed in consultation, delivery will no longer take place at two sites:

- i. 23 Brandreth Road, Manadon (Sweet Peas). The investment plans for this site did not come to fruition due to the withdrawal of capital funding by the DfE. The site is therefore not appropriate and holds high risk of liability for repairs. This is a designated site and will be replaced with an appropriate delivery site, before the contract start date on 1 July 2014. Negotiations regarding a preferred new site are underway; for the purposes of the tender process, providers were given an estimate of the annual rental charge to allow for in pricing their bids.
- ii. Early Years Centre – Old Library, Ham Drive (LARK). This site is no longer needed as there is sufficient delivery space available in the North Prospect Hub.

Childcare

Nine of the centres currently deliver childcare or have childcare on site as part of their offer. Although there is no longer a statutory duty for this to be delivered by children's centres, this provision contributes towards Plymouth City Council meeting its duty to ensure there is sufficient childcare provision in the city. The tender therefore included a requirement for the on-going provision of childcare at the current delivery sites. Through consultation it was clear that parents felt strongly that there needed to be continuity in the childcare offer and the procurement process has therefore ensured this is delivered.

Other Implications: e.g. Child Poverty, Community Safety, Health and Safety and Risk Management:

Plymouth's Child Poverty Strategy 2013 - 2016

Children's centres provide core services to families with children pre-birth to 5 years, to address the needs of children and young people who experience economic, environmental and social factors that damage child development. To address this need they provide:

- A universal antenatal programme to prepare parents for parenthood and improve the outcomes of children, run in partnership between children centre staff, Health Visiting, Maternity Services, Child and Adolescent Mental Health Service and the smoking cessation service.
- Early identification of any additional needs and childhood developmental difficulties.
- An integrated approach between health, education and specialist services through using the Common Assessment Framework (CAF) to plan services to meet the needs of families with complex problems.
- A range of early help and targeted services, using evidence based interventions to address factors such as speech and language difficulties, behaviour difficulties, parenting problems, domestic abuse, improving the home learning environment, home safety, nutrition and healthy eating and post natal depression.
- Home outreach services to meet the needs of vulnerable families who don't easily access services.

Alongside this children's centres work with advice and information services to ensure parents receive debt and budgeting advice. They also provide access to training and personal development for parents and a range of volunteering opportunities.

Plymouth's Early Intervention and Prevention Strategy 2012-2015

Children's Centres are a key delivery mechanism to provide early help, targeted support, intensive support and specialist interventions to meet family need, as set out in this strategy. They offer continuity of support for families with complex needs through the journey in and out of interventions and diverting them from the need for high cost services. They undertake the highest level of any sector in coordination of care for families through the Common Assessment Framework (CAF).

Children's centres also offer a package of support and coordination to enable families to continue to improve parenting capacity following 'step down' from interventions by social care services.

Risk Management

The adoption of a clustering approach to the management of children's centres across the city, together with the additional capacity in health visiting, has enabled the budget for children's centres to be reduced by £0.960m per annum. This is however a significant change in delivery and resourcing. To look for further savings in this area would have compromised the Local Authority's ability to deliver statutory duties in relation to children's centres and risked continuity of service delivery to vulnerable families. This in turn would undermine the delivery of the Early Intervention and Prevention Strategy aim of prioritising early help in the early years and increased the potential that centres fail Ofsted inspections. Identified risks and mitigating contingency plans are detailed in the main body of this report.

Equality and Diversity:

Has an Equality Impact Assessment been undertaken? Yes

Recommendations and Reasons for recommended action:

Having assessed the tender submissions against the quality and price evaluation criteria set out in the Invitation to Tender, it is recommended that the following contracts are awarded for a three year period, to commence on 1 July 2014 and to end on 30 June 2017.

It is recommended that these contracts are awarded with the option to extend for a further three years, in consultation with the Cabinet Member for Children and Young People, to ensure the new service model has time to fully develop.

Contract Number	Cluster Number	Children's Centres
13193	1	1. Nomony 2. Plumtree (combined with Woodford) 3. Plymstock
13194	2	4. Green Ark 5. Manor Street
13195	3	6. Morice Town 7. LARK 8. Popin
13196	4	9. Four Woods 10. Tamar Folk
13197	5	11. Sweet Peas 12. Crownlands 13. D.E.L.L.
13198	6	14. Whitleigh 15. Southernway 16. Plymbridge

For reasons of commercial confidentiality, the full details of the proposed contract awards are included within a separate Part II report.

Alternative options considered and rejected:

The alternative to contract award would be to extend current contracts with current providers. This option is not recommended as:

- it does not allow for maximising opportunities for integrated delivery with partner agencies such as health, to align children's centres to meet families' needs earlier;
- it would not realise the efficiency gain to be made by reducing management costs and duplication through adopting the clustering approach to children's centre management.
- it would only be a short term measure and could negatively impact levels of investment in the workforce development of voluntary and community sector providers.

Published work / information:

Sure Start Children's Centres Statutory Guidance 2013: For Local Authorities, Commissioners of Local Health Services and Jobcentre Plus:

<http://media.education.gov.uk/assets/files/pdf/s/childrens%20centre%20stat%20guidance%20april%202013.pdf>

Cabinet report – Children's Centre Business Case 2014-2010, Part I:

<http://www.plymouth.gov.uk/mgInternet/documents/s49877/Childrens%20Centre%20Business%20Case%202014-2020.pdf>

Children's Centres Equality Impact Assessment – 18 September 2013, Part I:

<http://www.plymouth.gov.uk/modgov?modgovlink=http%3A%2F%2Fwww.plymouth.gov.uk%2FmgInternet%2FecCatDisplay.aspx%3Fsch%3Ddoc%26amp%3Bcat%3DI326I%26amp%3Bpath%3DI3133>

Background papers:

Title	Part I	Part II	Exemption Paragraph Number							
			1	2	3	4	5	6	7	
Children's Centres Consultation Summary Report – September 2013	✓									
Contract Award Report – Children's Centres (Part II)		✓			✓					

Sign off:

Fin	People EC1 314 006	Leg	197 52/ ALT	Mon Off	TH01 49.	HR	HR- CS. 11.3 .14	Assets	CJ T/I 28/ 07 03 14	IT	ICT 201 4/1	Strat Proc	NA/ SP U/3 52/ CP/ 031 4
Originating SMT Member: Judith Harwood, Assistant Director for Education, Learning and Families													
Has the Cabinet Member(s) agreed the content of the report? Yes													

1.0 PROJECT OVERVIEW

Children's centres are set out in the Early Intervention and Prevention Strategy as a critical vehicle for the city's offer of early help in the early years. They deliver integrated community based services to all families with children pre-birth to 5 years old. The 2013 statutory guidance for local authorities, commissioners of local health services and Jobcentre Plus emphasises that children's centres should provide locally available community settings that act as the hub for integrated service delivery. They should:

- Ensure access to universal services that all families can reach, including maternity and health visiting services, childcare and early learning and information, plus advice on a range of subjects.
- Provide targeted evidence-based interventions for vulnerable families in greatest need of support.

The Council is committed to delivering its Early Intervention and Prevention Strategy and fulfilling its statutory duties whilst maximising opportunities for integrated delivery, management efficiencies and reducing duplication. To achieve this, as detailed in the business case approved by Cabinet in October 2013, a clustering approach is to be adopted in managing the city's children's centres. This clustering affords greater opportunities to plan with health partners, principally in relation to midwifery and health visiting, plus other council services already providing information, advice and parenting support for families. Clustering centres will reduce 'back office' costs and the burden of inspection that comes with being a single designated site, whilst maximising the investment in front line delivery.

There is full commitment from health commissioners to work with Plymouth City Council to create an Integrated Early Childhood Service offer, building on our existing joint commissioning intentions and outcome requirements. This will include the increased offer delivered by Health Visitors, (enabled by significant investment which will result in 48 new Health Visitors for Plymouth), Maternity Services, and Health Improvement Teams. The city already has joint working with other partners such as Job Centre Plus. This will be developed further in line with the new model of delivery. This new model of delivery will achieve a saving of £0.960m from the Early Years budget.

In line with the principles of the Co-operative Council, a wide ranging consultation was undertaken with parents, Children Centre Advisory Groups, and other key stakeholders to inform configuration and service delivery. The core principles underpinning this consultation were:

- Our aim to achieve a fully integrated early childhood service. This will improve co-ordination and responsiveness. By best use of resources and removal of duplication this will enable an enhanced delivery to families in the City;
- Integration will enable more efficient reach to families removing the burden of multiple infrastructures in favour of more flexible tailored offers. Early help and early learning opportunities will be enhanced;
- A commitment to building capacity with the local community to ensure a greater role in universal primary prevention support, such as play groups, etc.

The Summary Consultation Report overviews some key themes that emerged through this consultation. Providers and key stakeholders were also engaged via a co-design event, looking at greater definition of the integrated offer.

Through this consultation a recommendation was made by the Advisory Board for Woodford and Plum Tree, proposing combining these two centres, so they can be managed more efficiently. This

was driven by the practicalities of managing one service for Plympton. Under this procurement there will not be any closure to two designated sites for this centre, so that the consistency of service offer for families will remain.

A competitive procurement process to tender all current provision, including council delivered and school delivered services alongside existing contracted services, has now been undertaken; the delivery of children's centres was grouped into six clusters:

Cluster	Children's Centres	Neighbourhoods
1	1. Nomony	East End, Mount Gould, Greenbank and University
	2. Plumtree (combined with Woodford)	Woodford Colebrook, Newnham & Ridgeway Plympton St. Maurice & Yealmpstone Chaddlewood
	3. Plymstock	Plymstock & Radford Turnchapel, Hooe & Oreston Elburton & Dunstone Goosewell
2	4. Green Ark	Devonport Stoke
	5. Manor Street	City Centre Stonehouse
3	6. Morice Town	Keyham Morice Town Ford
	7. LARK	North Prospect and Western Mill Ham and Pennycross
	8. Popin	Beacon Park Peverell and Hartley
4	9. Four Woods	Ernesettle Honicknowle
	10. Tamar Folk	Barne Barton St Budeaux and Kings Tamerton
5	11. Sweet Peas	Higher Compton and Mannamead Mutley
	12. Crownlands	Manadon and Widey Eggbuckland
	13. D.E.L.L.	Efford Laira and Lipson
6	14. Whitleigh	Whitleigh Derriford West and Crownhill
	15. Southernway	Southway Tamerton Foliot Widewell
	16. Plymbridge	Estover, Glenholt & Derriford East Leigham & Mainstone

The procurement process followed is outlined below.

An Equality Impact Assessment has been undertaken and an action plan developed to ensure the duties placed upon the Council under Section 149 Equality Act 2010 are fulfilled during and beyond this period of change.

2. PRE TENDER SELECTION CRITERIA

The tender was advertised through the 'Supplying the South West' procurement portal on 27 August 2013 as a restricted procedure which required organisations to have initially successfully completed a Pre-Qualification Process.

There were twenty two expressions of interest and the Pre-Qualification Questionnaire was sent to providers on 4 November 2013, for completion by 5 December 2013.

The criteria for pre-qualification covered the following areas: Prime Contractor/Sub-Contracting arrangements, Quality Management, Health & Safety Management, Human Resources, Equality & Diversity, Safeguarding Vulnerable People, Disputes, Business Capability and Recent Contracts/References.

Ten Pre-Qualification Questionnaires (PQQs) were received. The PQQs were evaluated by council officers who specialise in the areas covered by the criteria. The overall threshold (minimum) score which all providers were required to achieve was 60%.

Evaluation of the PQQs was concluded on 18 December 2013; nine of the organisations had achieved the minimum score required and were therefore able to be issued with an Invitation to Tender on 23 December 2013.

It was not possible to progress one organisation through the procurement process. Council officers met with representatives of that organisation to advise them of the reasons for this decision on 15 January 2014, and this was subsequently confirmed in writing.

During the 'Invitation to Tender' period, three organisations withdrew from the procurement process.

The Invitation to Tender period closed on 3 February 2014, and bids were submitted by the remaining six organisations.

3. TENDER EVALUATION METHODOLOGY

A tender evaluation team was convened, comprised of the following council officers:

- Strategic Commissioning Manager
- Senior Adviser, Early Years and Childcare
- Children's Centre Adviser
- Consultant in Public Health (this member of the evaluation team is also the Clinical Lead for Children, Young People and Maternity Services for the Clinical Commissioning Group – Western Locality)
- Children's Social Care Team Manager
- Commissioning Officer

The team evaluated tender bids using the following scoring framework:

Commercial Response (20% of the overall score), comprising:

- 15% Pricing
- 4% Performance Framework and targets
- 1% Proposed Contracts, Collaborations and Partnerships

Technical Response/Quality (80% of the overall score) comprising three method statements, each with equal weightings:

Method Statement 1: This was designed to test bidders' understanding and application of co-operative principles, their ability to exercise community leadership and build community capacity, not only for the provision of children's centres but also the wider co-ordination of multi-agency resources to deliver the Integrated Early Childhood Service, with a particular focus on targeted and intensive interventions.

Method Statement 2: In line with the council's aim to improve outcomes for children and families by working with high quality providers, we want to see all children's centres achieve and maintain an Ofsted grading of "good" or "outstanding". This method statement was therefore designed to test bidders' understanding of the need profile in each children's centre area, their ability to identify and prioritise areas of improvement, devise robust action plans and direct resources appropriately in order to increase performance.

Method Statement 3: Contained a scenario involving a vulnerable family comprising two parents and five children ranging in age from 6 months to 14 years, and asked bidders to describe how they would provide support for this family to improve their outcomes and life chances. This was designed to test bidders' strategies for engaging vulnerable families, their approach to assessing the needs and risk factors for each individual family member – including capturing the children's voices in that assessment, their ability to translate their assessment into a prioritised plan of support for the family, clearly identifying and coordinating the services who would contribute to the delivery of the plan, their use of 'perceptive' interventions to meet the family's needs, and their monitoring of the impact of those interventions, to ensure outcomes are improved.

Each of the three method statements were evaluated against the following, equally weighted, criteria:

- Partnership
- Child and Family Centred Services
- Reaching Vulnerable Families
- Safeguarding
- Quality Assurance

The bids received were of good quality, demonstrating strong business capability to deliver the required services. This reflects a mature market of reputable organisations with a relevant proven track record. There were strengths in each bid, including those submitted by unsuccessful providers, and indeed there were some method statement responses which could be deemed to be 'best practice' models.

Particular areas of strength in many bidders' submissions included their approaches to community capacity building, for example through development of volunteering, and clarity on the partnership working required to effectively improve outcomes. Bidders also demonstrated a good understanding of the areas for improvement across individual children's centres, and consideration of most recent Ofsted reports and/or neighbourhood profile data. Several bidders evidenced their ability to exercise community leadership, not only for the provision of children's centres but also the wider co-ordination of multi-agency resources to deliver the Integrated Early Childhood Service, although overall this area requires further development.

There were weaknesses in certain areas of the bids, the most prevalent being that whilst providers had identified various actions to improve parenting *aspirations*, there was much less focus on interventions to improve parenting *skills*, both of which have a pivotal role to play in children's

development and life chances. A 'whole family' approach is also recognised as key to the delivery of early help to successfully improve long term outcomes for children. However, some bidders were less developed in their model of coordinating services as a 'team around the family', to include support for parents and older children beyond the early years age group. A focus through the Early Intervention and Prevention Programme Plan, and workforce remodelling of family support services, will create additional capacity to address these areas within the context of children's centres delivery. In the wider Early Intervention and Prevention workforce, increased capacity in Health Visiting will further enable a 'team around the family' approach to meeting need.

Overall the standard of bids across the tender enabled the selection of a high quality provider for each of the six contracts to be let.

Following initial evaluation, letters were sent to all bidders on 17 February 2014, seeking clarification regarding various aspects of their submissions. The areas for clarification were not sufficiently material to require clarification interviews.

Responses to the clarification letters were received on 24 February 2014, and the tender evaluation team met to agree final moderated scores on 3 March 2014.

For reasons of commercial confidentiality, full details of the scores and proposed contract awards are included with a separate Part II report.

4. RISK MANAGEMENT

The following risks and mitigating contingency plans have been identified:

RISK – Description	Impact	Likelihood of occurring	Contingency Plan
<p>Risk 1: Disadvantaging local provider market</p> <p>The configuration proposal means that small well performing local providers will be in greater competition with national organisations. This, due to more limited resources for participating in a tender could disadvantage them.</p>	Medium	Medium	<p>There has been long running market development and tender training in which local providers have participated. A specific market development event took place in October 2013 to ensure that as many bidders as possible from good, high quality organisations including a full range of local VCS providers were able to bid in this tender process. Additionally, the quality assurance programmes run by the Early Years service have given providers the opportunity to self-evaluate their own performance.</p> <p>A robust value for money framework was included in the tender requirements.</p>
<p>Risk 2: Financial –Medium Term Financial Planning</p> <p>Current short and medium term financial planning</p>	High	Medium	<p>Full consideration has been given to the financial pressures and the restructures of management and buildings into 'clusters' has enabled a percentage reduction from the budget whilst</p>

RISK – Description	Impact	Likelihood of occurring	Contingency Plan
impacts upon the available budgets for the tender.			maintaining a focus on front line delivery. Further reduction to the budget was rejected as it would compromise the ability of the Council to deliver its Statutory Duties.
Risk 3: Changes to delivery sites in North Prospect through the creation of the North Prospect Hub have increased building overheads. It has therefore been proposed that now sufficient delivery space has been created, the site at the Old Library, costing the current provider £50,000, is no longer used. This will result in a reduction of £7,000 in rental to library services.	Low	High	Changes to delivery sites have been made in partnership with Strategic Property Planning so that alternative uses for any building no longer required can be found.
Risk 4 – Service development of an integrated early childhood offer is delayed or unable to meet the Council's Statutory Duty.	High	Low	Commitment has been secured for a joint commissioning approach with health, this means planning will be undertaken to ensure an overarching implementation plan for Integrated Early Childhood Services is in a timely fashion. The Joint Commissioning Team and Early Years Team will work closely with providers in the implementation period of the new model to ensure quick strategic escalation and mitigation of any concerns.
Risk 5 – Service development of an integrated early years offer is delayed and centres' ability to secure a minimum Ofsted grading of 'Good' is compromised as they are unable to fully meet their core purpose as the hub of early years services.	High	Medium	Commitment has been secured for a joint commissioning approach with health, this means planning will be undertaken to ensure an overarching plan for Integrated Early Childhood Service is in a timely fashion. The Joint Commissioning Team and Early Years Team will work closely with providers in the implementation period of the new model to ensure quick strategic escalation and mitigation of any concerns.
Risk 6 – Integrated Service Offer is delayed due to	High	Medium	Commitment to the development of an Information Sharing Protocol with

RISK – Description	Impact	Likelihood of occurring	Contingency Plan
barriers in respect to information sharing and ICT solutions. This will prevent the ability to demonstrate to Ofsted the impact of the Integrated Early Childhood Service Offer, compromising the ability to achieve 'Good' at Ofsted Inspection.			Health has been secured. A request has been submitted to the ICT Programme Board to allocate a project manager, who will coordinate the exploration and resolution of all ICT related implications during the contract 'handover' period. This will ensure that all necessary arrangements in respect of ICT are in place before the contract start date on 1 July 2014.
Risk 7- The community and political representatives will challenge the changes being made.	High	Low	Extensive consultation and engagement has been undertaken to ensure the community have been able to contribute views to proposals. The proposals have been amended in line with these views.
Risk 8 – Disruption to service offer The significant changes to staffing required under this option could result in a period of reduced productivity, disrupt improvements in quality that have been achieved and disrupt good performance and achievement of outcomes.	High	High	Clear planning to ensure as little disruption to service offer as possible will take place, with proposals tested through the tender process. The Joint Commissioning Team and Early Years Team will work closely with providers in the implementation period of the new model to ensure quick strategic escalation and mitigation of any concerns.

5. RECOMMENDATIONS

Recommendations are detailed in the front sheet of this report.

6. NEXT STEPS

Subject to approval by Cabinet on 25 March 2014, contracts will be awarded to the highest scoring bidders. The Cabinet decision will then be subject to a scrutiny 'call-in' period.

Under European Union procurement regulations, a 'standstill' period of 10 working days is also required, commencing on the day after Cabinet, during which award decisions can be formally challenged.

Children's centres staff and bidding organisations will be advised of the Cabinet decision on 25 March 2014; at that stage, communications will state that the decision is subject to council call-in and EU procurement standstill periods. Formal notification to bidders will take place at the conclusion of call-in and standstill periods; this is likely to be on 9 April 2014.

Formal consultation with children's centre staff affected by TUPE [Transfer of Undertakings (Protection of Employment) Regulations] will commence once the scrutiny call-in and standstill periods are concluded, during which staff will be formally advised of the employing organisations to which they will transfer when the new contracts commence on 1 July 2014. This consultation will also include opportunities for staff to meet with their new employers.