

PLYMOUTH CITY COUNCIL

Subject: Peninsula Placements Contracts Re-tender – Business Case
Committee: Cabinet
Date: 16 February 2016
Cabinet Member: Councillor McDonald
CMT Member: Carole Burgoyne (Strategic Director for People)
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Ref: PP
Key Decision: Yes
Part: I

Purpose of the report:

The purpose of this paper is to seek approval for Plymouth City Council to take part in the Peninsula re-tender of the placement contracts for children and young people, led by Devon County Council as lead procurer. Plymouth City Council has worked with the far south west local authorities since 2006 as part of the Peninsula Commissioning and Procurement partnership to procure provider lists of placements for children and young people. These ensure that the quality of placement provision is fit for purpose. The far south west local authorities are Cornwall Council, Devon County Council, Torbay Council and Somerset County Council.

The current Peninsula placement contracts cover foster placements from independent fostering agencies, residential children's homes, independent special schools and accommodation and support for those aged 16-25. All placements are individually contracted using the specifications and terms and conditions of the Peninsula framework agreements. The five local authorities collaborate to support and challenge providers where the quality of provision is declining, through action plans and monitoring visits. Information is shared regularly across the local authorities to make sure that a realistic picture of provider performance is held.

The current Peninsula contracts expire on 31st March 2017 and there is a need to have appropriate contractual arrangements in place to begin on the 1st April 2017. This will ensure that children and young people continue to be placed with providers who have been assessed to make sure their quality of provision is of a high standard and which can meet the needs of the city's most vulnerable cohort.

There is a continuing need to purchase placements for children and young people from the independent sector. Plymouth requires a range of provision, providers and locations to enable children and young people are able to live in the most appropriate placement.

The re-tender will represent opportunities for collaboration with the Council's partners. The NEW Devon Clinical Commissioning Group is becoming members of the Peninsula Commissioning and Procurement Partnership to support the re-tender. The CCG already contribute to the costs of

some of the placements for our most vulnerable and complex children and young people; by becoming members of the Peninsula Board the Western locality CCG will become fully involved in jointly shaping the provider market for those with disabilities and mental health issues.

Involvement in the Peninsula tender does not prevent Plymouth City Council from making our own arrangements to commission placements and services for vulnerable children and young people if it is decided that this approach would better meet local need. The Peninsula Memorandum of Understanding states that, “each Member Authority retains the right to refrain from participating in any aspect of the programme, if it is believed to be in the best interest of the authority to do so”. Plymouth City Council will take a key role in the re-tender; the Peninsula Board is chaired currently by Plymouth. In addition the critical post in designing the tender, the Strategic Peninsula Commissioning Officer, is hosted by Plymouth and seconded to a Plymouth City Council officer for an initial period of eighteen months.

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

This proposal will align with the Corporate Plan as follows:

Corporate Objectives	How the Peninsula tender aligns with the Corporate Plan
Pioneering Plymouth – we will be pioneering by designing and delivering better services that are more accountable, flexible and efficient in spite of reducing resources.	The specification and contract term and conditions will ensure a high level of service provision with a focus on continuing improvements in performance. There will be a focus on the price of provision as part of the re-tender to ensure transparency and value for money for the placing local authorities.
Caring Plymouth – we will promote a fairer, more equal city by investing in communities, putting citizens at the heart of decision-making, promoting independence and reducing health and social inequality.	Children and young people will be at the centre of the new contract and specification, with emphasis on continually gathering their views and feeding this back into demonstrable service improvements. Feedback will be sought from the Listen and Care Council as part of the process of designing the tender.

Corporate Outcomes	How the Peninsula tender aligns with the Corporate Plan
The Council provides and enables brilliant services that strive to exceed customer expectations.	We endeavour to use providers who are graded Good or above by Ofsted, and work closely with those graded adequate to support them to improve the quality of their provision. We ensure a joint Peninsula response to providers and provision where quality is becoming an issue.
A Council that uses resources wisely.	The proposal will improve value for money by aiming to further increase the amount of placements available within the south west, including within and close to Plymouth. This will reduce the number of children and young people being placed out of area, reducing the costs for social worker and commissioner visits. We will also ensure that there is scrutiny of the price of provision as part of the re-tender, so that we have a clear financial understanding of each placement made.
Children, young people and adults are safe and confident in their communities.	The specification for the contracts will focus on placing with providers who can demonstrate positive outcomes for children.
People are treated with dignity and	As above – in addition, contract monitoring processes including

respect.

site visits will ensure that this is a priority.

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

The proposal is to proceed with a re-tender of the Peninsula placement contracts in partnership with the far south west local authorities – Cornwall Council, Devon County Council, Torbay Council and Somerset County Council.

The spend in 2014/15 on independent fostering, parent and child placements, residential children's homes, independent sector special schools and supported living accommodation for children and young people in care was £11.5 million. Across the five Peninsula local authorities the approximate spend on these types of placements for 2014/15 was £68 million. In 2012/13 the spend on placements across the Peninsula authorities was £64 million. The rise from £64 million to £68 million is explained by a rise in the number of children and young people being placed in independent placements across and outside the south west, and also an increase in the cost of the placements for the most complex young people in care, including those presenting with significant self-harm and mental health issues.

Spend on any new Peninsula placement agreements is not new spending as this would be set against the proposed budgets for independent sector placements for 2017/18 and beyond.

A key aim of the re-tender is to achieve greater transparency and scrutiny of the prices of placements for individual children so that these can be more effectively negotiated and challenged. Working with our Peninsula partners has previously been successful in achieving savings against market rates – for example the Cost and Volume for fostering contracts (Plymouth, Devon and Torbay) have resulted in significant savings against market rates on the Independent Sector Placement budget for Plymouth City Council since 2007 (until January 2016) of £1,211,687 against a total spend of £18.1 million. The level of financial oversight of this budget is very precise and spend and savings figures are regularly re-calculated.

Another key aim is to further increase the supply of locally available, high quality placements for the most complex children and young people. This is needed to prevent a more recent pattern of children and young people being placed out of area in placements at significant cost.

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

The contract will have implications for child poverty and community safety by aiming to provide a stable, equitable family style environment for Plymouth children and young people to grow up in, provided by highly skilled foster carers or care staff. All children and young people placed will be supported to have opportunities to socialise appropriately with their peers and be encouraged to prioritise their education and emotional health and wellbeing. The aim is to enable young people to be able to transition to adulthood successfully.

Equality and Diversity

Has an Equality Impact Assessment been undertaken? Yes

Recommendations and Reasons for recommended action:

It is recommended that approval is given to re-tendering the Peninsula placements contracts, in partnership with Cornwall Council, Devon County Council, Torbay Council and Somerset County Council, with Devon as lead procurer. This is the approach which best fits Plymouth’s needs in terms of securing high quality and appropriate placements for vulnerable children and young people.

Background papers:

Title	Part I	Part II	Exemption Paragraph Number						
			1	2	3	4	5	6	7
Equality Impact Assessment	X								
Institute of Public Care: The Efficacy and Sustainability of Consortia Commissioning of Looked After Children’s Services (July 2015)	X								

Sign off:

Fin	PeopleF CC 1516 002	Leg	24726/ALT	Mon Off	DVS/247 75	Strat Proc	HG/CS/420/CP/ 0116
Originating SMT Member Craig McArdle, Assistant Director for Cooperative Commissioning							
Has the Cabinet Member(s) agreed the contents of the report? Yes							

I. INTRODUCTION

The Peninsula Commissioning and Procurement Partnership was set up in 2006 between Cornwall Council, Devon County Council, Plymouth City Council, Somerset County Council and Torbay Council.

The Peninsula Partnership has collaborated on the commissioning and procurement of independent sector fostering, children's homes and day and residential special school placements since 2006. Key drivers are to work in co-operation to meet the Sufficiency Duty (national legislation and guidance) alongside achieving value for money and improving outcomes for children and young people. The most recent re-tender of the Peninsula placement in 2012 awarded framework contracts to four "Lots":

1. Residential Children's Homes
2. Fostering
3. Special Schools
4. 16-25 placements

There are currently 98 placement providers on the Peninsula provider list, broken down as follows:

- 18 Independent Fostering Agencies
- 25 children's home providers
- 20 special school providers
- 26 16-25 providers

The current provider list is run as a Dynamic Purchasing System, where providers have been able to apply to add new provision to the list at entry points throughout the duration of the contract. This has increased the number of providers and placements on the provider list, particularly in the children's home market:

- In April 2013 there were 11 providers with 36 homes
- In December 2015 there were 25 providers with 103 homes (224 placements)

The current contracts expire on the 31st March 2017. The re-tender of the contracts presents a number of opportunities to review expectations for both the providers and the local authorities and embed any learning from the current arrangements:

High-level aims of the re-tender

- increase the local supply of placements through a growth in the number of locally based provision;
- achieve sufficient breadth of provision to meet the full range of local need within the South West;
- drive up the quality of provision and develop a performance framework;
- better commercial governance ensuring comparable pricing for all local authorities using the contract;
- develop a more efficient and effective call off process which ensures provider price continues to be scrutinised;
- opportunity to develop and refresh the contract terms and conditions;
- opportunity to consolidate a number of arrangements under the Peninsula contracts – for example Cost and Volume for Fostering;

- increase opportunities for the Peninsula local authorities to collaborate on specific contractual arrangements.

2. NATIONAL DRIVERS

Local Authorities are inspected by Ofsted against a number of indicators. These include:

- placement stability;
- the number of children placed 20 miles or more from their home address;
- education performance;
- the opportunity for young people to “stay put” with their former foster carers after 18.

In addition, the following legislation and regulatory requirements support the need to secure high quality placements for children and young people of all ages, to meet a range of needs as close to home as possible:

Legislation/regulation	Relevance	What this means in practice
Section 22G of the Children Act 1989	Sufficiency duty	Requirement for local authorities to ensure there are enough placements available locally to meet the needs of children and young people.
Ofsted inspections and regulation of children’s homes, special schools, fostering agencies and parent and child residential assessment centres.	Regulatory and inspection framework	Clear standards for delivery of service for placement providers. Local authority specifications for placements will use the national regulations as a key point of reference. Ofsted inspections of individual providers are used as part of performance management by placing authorities.
Southwark Judgement 2009	Duty to take vulnerable young people aged 16+ into the care of the local authority	Housing and Children’s Social Care must assess vulnerable homeless young people to ensure they are offered the most appropriate service to meet their needs. If they are assessed as vulnerable they will be accommodated – the local authority should have placements available to meet need.
Children and Families Act 2014	Duty to support Staying Put placements	Introduced a legal duty for local authorities to support young people “staying put” with their former foster carer after the age of 18, as long as the local authority decides this is in the best interest of the young person.
Children and Families Act 2014	Duty to jointly work with key partners in assessment and planning	Education, health and social care professionals should work together to assess and make a plan for children and young people with a disability or special educational needs, which can be in place until the age of 25.
Children Act 1989, updated January 2015 (planning transition to adulthood for care leavers volume 3) Children (Leaving Care) Act 2000	Duty to support staying put placements	Local authorities must consider a more graduated transition to adulthood for young people in care.
Adoption and Children Act 2002/Special Guardianship Regulations 2005	Provides the legal framework for Special Guardianship Orders for children in care	The local authority has greater choice over permanence options for children in care if adoption is not the plan, as an alternative to long term care. This has an impact if the child is in an external foster placement and requires negotiation with the fostering agency.

3. CURRENT PROFILE OF NEED

There is a clear demand for Plymouth City Council to purchase placements from independent sector providers. There are currently 25 Plymouth children and young people placed in residential children's homes, all of which are commissioned from the independent sector. This number has remained relatively steady throughout 2015, with a peak of 32 placements being purchased at any one time in 2014.

There are currently 91 children placed in independent sector fostering placements. Historically this number was lower but in 2015 the city has seen increased demand for placements for children under the age of 10 and also for large sibling groups; both factors have led to increased purchasing from the independent sector. 47 placements have been made with independent fostering agencies in total since December 2014. Of these, 22 were children aged 10 and under

20 older young people aged 16+ are currently placed in supported living placements, with a further 20 placed in supported lodgings, which more closely mirrors a family environment.

The main presenting needs which require a placement from the independent sector are:

- behavioural, emotional and social difficulties (BESD);
- violence and aggression;
- absconding;
- child sexual exploitation;
- self-harm;
- autism and autism plus emotional health and wellbeing issues;
- emotional health and wellbeing issues not requiring or considered unsuitable for Tier 4 in patient CAMHS;
- repeated allegations against carers or other children;
- autistic spectrum condition (ASC);
- speech, language and communication difficulties (SLCD);
- asylum seeking young children and young people.

When the needs outlined above are combined with risk factors in relation to family or peers, abuse or neglect, this can lead to difficulties in finding appropriate placements. The current placement market is strong in the provision of a range of foster placements to meet the needs of younger children and sibling groups. There is now a good range of placements available for those aged 16+, in both supported lodgings and supported accommodation.

However, there are quality and sufficiency issues in the current provider market, particularly affecting children's homes where the changes to the national regulations and Ofsted inspection framework have proved to be a challenge. There remain a number of issues with the residential special school provider market, where several providers have faced inadequate inspections or closure while concerns about the quality of care provided are addressed. Fostering providers report that increasing demand from local authorities for foster placements for younger children is skewing their ability to make placements available for complex teenagers, with the result that some teenagers are moving to residential placements due to a lack of foster care, rather than because of need.

The Peninsula re-tender will aim to secure a broad range of locally available placement provision to meet all needs. It is therefore proposed to tender for contracts for the following services:

1. Residential children's homes
2. Fostering – including Staying Put and fostering short breaks
3. Special Education – day and residential placements including residential short breaks
4. 16-25 placements
5. Parent and Child – residential and fostering

The provision of a sixth “Lot” to provide therapeutic support to placements out of area where CAMHS is not available is also proposed and is supported by NEW Devon CCG. This would enable Plymouth to have a clear understanding of the therapeutic offer available to children and young people and to be able to directly commission services to meet assessed need, rather than automatically buying a placement provider's generic support package. NEW Devon CCG will be a part of the Peninsula Board and will be supporting the specification and evaluation of the tender to ensure placements can sufficiently support physical health and social and emotional health needs for our most complex children.

Plymouth has the option to opt in or out of any of the “Lots”; only commissioning those that meet local need, as stated in the Peninsula Memorandum of Understanding.

In terms of the Voice of the Child, the Plymouth City Council Listen and Care Council are visited regularly by a Commissioning Officer to seek feedback on placements as part of ongoing service development. This approach will continue as part of the implementation of the new contracts. Young people tell us they don't want to be made to feel “different” in their placements; they want to be part of a family and treated with respect whether by staff or carers. They also want to see better communication between professionals including placement providers to ensure that decisions about their future are discussed as early as possible to reduce anxiety.

4. FUTURE COMMISSIONING

4.1 Recommended Option: To proceed with a re-tender of the Peninsula placement contracts in partnership with the Peninsula local authorities

Rationale:

Plymouth City Council has long-established partnership arrangements with the Peninsula Authorities for the purchasing and quality assurance of placements. This enables all five authorities to work together to ensure that collective purchasing power of £68 million per annum is used to shape the provider market to meet the needs of local children.

Re-tendering offers the opportunity to refresh and review a number of aspects of the current arrangements – for example there is a need to bring all parent and child assessment services under contract. There is also a need to ensure that expectations for Staying Put placements are formalised.

The contract terms and conditions will be revised as part of a re-tender; the current arrangements are based on the National Framework Contracts with some local variations but these are now out of date and do not fully meet local authority or provider need.

All of the Peninsula Authorities are agreed that the re-tender needs to have an increased focus on testing the capability of the provider market rather than the previous emphasis on evaluating policies. It is also an agreed aim to achieve greater transparency on the price of individual placements to better demonstrate value for money.

A final report regarding contract award will be brought back to Plymouth City Council’s Cabinet to ensure that there is local signoff at senior level.

Benefits:

- Each local authority needs to have some form of contractual arrangements in place to ensure the availability and quality of placements; by working in partnership the five local authorities are able to benefit from shared practitioner and commissioner expertise and resource in jointly procuring the Peninsula contracts. This option avoids all five authorities having to carry out the same exercise individually.
- Working together also supports the provider market by avoiding providers having to complete multiple procurement documents for each local authority. The placement market consists of some large national providers but also a number of very small locally based providers who would struggle in terms of time and resource with having to duplicate tender applications for five different local authorities. This is reflected in the Institute of Public Care report “The Efficacy and Sustainability of Consortia Commissioning of Looked After Children’s Services” July 2015 (published December 2015), which sets out the complex and varied commissioning and procurement arrangements in place across the country and suggests that collaboration between authorities is more beneficial to all partners.
- Partnership working will bring the opportunity to map all the additional placement related contracts and services which are currently commissioned by the Peninsula Authorities individually. The proposal is to explore which of these arrangements could be brought under the auspices of the Peninsula placement contracts, with the aim of achieving improved value for money and also avoid duplication of procurement processes across the south west. For example, if Plymouth requires a new supported lodgings service, and this is shared by Devon and Torbay, this could be jointly commissioned as part of the Peninsula arrangements rather than by each authority singly.

Risk Management:

RISK – Description	Impact	Likelihood of occurring	Contingency Plan
Tender is not completed on time	Medium	Low	The Peninsula Authorities have committed resource to the project to enable it to remain on track – there is a dedicated procurement officer and Strategic Peninsula Commissioning Officer in post to drive forward progress. Devon are considering whether a phased start to the new arrangements would be pragmatic, to reduce the amount of evaluation needed at any one time. A project plan is in place and this will be monitored closely to ensure there is no drift.

RISK – Description	Impact	Likelihood of occurring	Contingency Plan
Challenge from the market	Low	Low	Individual providers may challenge the outcome of the tender, particularly if they are assessed as not meeting the quality standard required. This can be mitigated by holding provider events/consultation prior to the tender paperwork being released to the market. Opportunities to receive feedback will be given to all providers, but particularly those who weren't successful at tender.
Higher cost of individual placements	Medium	Low	The tender will achieve greater transparency of pricing which will enable effective challenge to the price of individual placements at call-off stage. Consideration is being given to the creation of "Tiers" of providers, where those providers able to demonstrate greatest value for money at tender will be approached first when sourcing placements.
Lack of supply of locally available placements	Medium	Low	There is already a significant market of placement providers in the south west, known to the local authorities and contracted to the Peninsula frameworks. A Market Position Statement has been drafted which will be shared with providers at an early stage of the procurement to ensure awareness of local need. Consideration is being given to allowing providers from outside the south west to apply to join the frameworks – particularly where the provider is known to have achieved positive outcomes for Peninsula children. This will begin a process of encouraging providers outside the region to open new provision locally.
Collaborative partnerships fail – Local Authorities or CCG choose to leave to make other arrangements	Low	Medium	The Peninsula Memorandum of Understanding allows for each local authority to choose whether or not to collaborate, dependent on what best meets their needs. So the current governance structure allows for some flexibility, which to date has avoided any partners feeling the need to leave the partnership. A partner choosing to leave the partnership completely could have an impact on the success of the tender in terms of the collective purchasing power of the local authorities, and this would need to be evaluated carefully. Notwithstanding this, each local authority individually spends a significant amount with the placement providers in their own right. In addition, there are many other collaborative arrangements between local authorities nationally, including in the northern part of the south west, and it would be feasible to join another collaboration if collective purchasing power was needed.

4.2 Other options considered and rejected:

Option 2: Do nothing

Rationale:

The current Peninsula contracts expire on the 31st March 2017. If the Peninsula arrangements were left to expire, all placements after 1st April 2017 would be negotiated on a spot purchase basis by each local authority.

Benefits:

- This option reduces the workload on Plymouth staff in terms of tender design and evaluation in 2016.

Risks:

- This option would require a significant amount of work after April 2017 to negotiate each placement individually on a spot purchase basis. Conversations about price, quality and contractual terms and conditions would need to take place each time a child was placed. This would require significant additional resource for the brokerage team in Plymouth to enable this to be effective.
- This approach negates the benefits of working together to map need and provision. It is a short-sighted approach which would not lead to a strategic overview of the market which enables providers to develop provision to meet local need.
- The placement provider market benefits from joined up working which encourages providers to collaborate with one another and propose innovative ways of working with vulnerable children and young people. This approach would likely lead to a fragmented market.

Option 3: Plymouth City Council to re-tender all placement contracts alone, without the input of the Peninsula Authorities

Rationale:

The current Peninsula contracts expire on 31st March 2017. Work could begin now to re-procure these contracts in Plymouth.

Benefits:

- This approach would ensure that Plymouth City Council retains full control of the re-tender and would avoid any potential dilution to meeting Plymouth needs through negotiation with four other local authorities.
- There is a possibility that having contracts in place with one local authority rather than across a group of five may lead to some savings on price through a measure of exclusivity. However this is not guaranteed as it is also possible that providers would prefer to offer savings to a group of local authorities in exchange for a larger amount of business.

Risks:

- This approach is inward looking and achieves none of the benefits of working together to share expertise across the Peninsula, both in terms of the local authorities and the provider market. The annual spend of £68 million across the Peninsula authorities' represents significant purchasing power which can be used collectively to influence the design of services and aim to reduce the cost of placements across the south west.

- A tender on this scale would require significant local authority resource to run, including the need for evaluators in a number of areas of practice.
- By operating alone Plymouth would not receive any of the benefit of the two dedicated funded Peninsula posts, in Procurement and Strategic Commissioning.
- This approach would lead to duplication of processes for providers and would likely lead to smaller providers feeling discouraged from taking part. It is also counter to the Institute of Public Care report, “The Efficacy and Sustainability of Consortia Commissioning of Looked After Children’s Services” July 2015 which encourages greater join-up between local authorities to reduce the burden on providers.

5. Implementation Time Line (approximate)

The Peninsula Commissioning and Procurement Partnership have an established governance structure in place. The Peninsula Board comprises senior commissioning and social care representatives from all five local authorities; this group consider strategic decisions and their impact. The Peninsula Project Team reports to and carries out directives from the Peninsula Board. The Peninsula Team is made up from commissioners, procurement officers and social care practitioners from across the five authorities, with additional expertise being brought in as and when needed.

A Memorandum of Understanding is in place which states that Devon County Council are the lead authority on the procurement stage of the project; all procurement options will be checked with Devon’s legal team before proceeding. Plymouth City Council currently chair the Peninsula Board. Two dedicated Peninsula posts are funded by all five authorities; a procurement officer (Devon based) and the Strategic Peninsula Commissioning Officer (Plymouth based).

The detail of the design of the re-tender including the proposed procurement approach will be discussed and negotiated further by the Peninsula partners at Board level and may involve an open or restricted tender or another method to best meet need. Discussion about how often the new arrangements will “open” to allow new entrants to the provider market will also take place.

The voice of children and young people in care will be a key part of the tender design and implementation process. The Plymouth based Listen and Care Council have already been approached to ensure that the voice of children and young people in care is captured as part of the re-tender; it is a key aim to make sure that placements are providing what young people need. This feedback will be used to form the design of the tender but also fed into the development of the contracts.

High level action	Dates
Cabinet Sign off of Business Case	February 2016
Engagement events with placement provider market – to include provider surveys, group provider events, and the provision of “You Said, We Did” feedback information.	December 2015 onwards
Tender paperwork launched to the provider market	May 2016
Tender evaluation	Autumn 2016
Cabinet sign off on Contract Award	January/February 2017
Contract implementation	1 st April 2017

Appendix A: Corporate Commissioning Principles

This project will also align to the values and principles of Co-operative Commissioning:

Values	Principles	How the Peninsula tender will align with Co-operative Commissioning
Democratic	<p>Citizens and communities will be at the heart of all commissioning activity</p> <p>Commissioning decisions will be open and transparent</p> <p>Commissioning will seek to promote civic responsibility</p>	<p>Children and young people will be consulted as part of the design for the tender via the Listen and Care Council.</p> <p>Providers will be consulted via online surveys and requests for information and also via group provider events.</p>
Responsible	<p>We will commission for sustainability by prioritising early intervention and prevention</p> <p>We will commission for quality and outcomes</p> <p>Commissioning decisions will focus on delivering VFM and promoting social value</p>	<p>We will aim to work with providers who are graded Good or above by Ofsted and support and challenge those with quality issues.</p> <p>The specifications for the services will have a strong focus on quality and demonstrable outcomes for children and young people placed.</p>
Fair	<p>Commissioning will focus on reducing inequalities and making Plymouth a fair City</p> <p>Commissioning activity will be needs and evidence based</p> <p>We will develop local, fair and sustainable markets</p>	<p>We will use up to date and relevant needs information to ensure the new contracts meet the needs of vulnerable children and young people.</p> <p>We will ensure that consideration is given to the Living Wage as part of the new arrangements.</p>
Partners	<p>We will commission with a range of partners</p> <p>We will work collaboratively and coproduce public services</p> <p>We will promote citizen commissioning</p>	<p>We will ensure we commission a service that meets the needs of our most vulnerable children.</p>

Appendix B: Current Peninsula Framework Providers

Providers with current Plymouth City Council placements are highlighted in grey. Provision is spread geographically across Cornwall, Devon, Somerset, Wiltshire, Dorset and Gloucestershire.

Provider	Lot
3 Dimensions Care	Lot 1 – Residential
3 Dimensions Care	Lot 3 – Special schools
ABC Fostering Services Limited	Lot 2 – Fostering
Action For Children	Lot 2 – Fostering
Acorn Care and Education	Lot 3 – Special schools
Acorn Care Residential Services Ltd	Lot 1 – Residential
Alabaré Christian Care Centres	Lot 4 – 16+ services
Ambitions Support Ltd	Lot 4 – 16+ services
Barnardo Services	Lot 2 - Fostering
Beaufort Projects Ltd. Trading as Beaufort Care Group	Lot 1 – Residential
Bettercare Keys	Lot 1 - Residential
Bettercare Keys	Lot 3 – Special schools
Blackford Education (Schools) Ltd t/a The Libra School	Lot 1 – Residential
Blackford Education (Schools) Ltd t/a The Libra School	Lot 3 – Special schools
Blue Sky Fostering	Lot 2 – Fostering
Broadwood Educational Services	Lot 1 – Residential
Cambian Education Services	Lot 3 – Special Schools
Cambian Education Services	Lot 4 – 16+ services
Cambian Group (Formerly Advanced Childcare)	Lot 1 – Residential
Cambian Group (Formerly Advanced Childcare)	Lot 3 – Special schools
Cambian Group (Formerly Advanced Childcare)	Lot 4 – 16+ services
Capstone Foster Care (South West)	Lot 2 – Fostering
Chapter 1	Lot 4 – 16+ services
Church Housing Action Team (Mid Devon) Ltd	Lot 4 – 16+ services
City of Exeter YMCA	Lot 4 – 16+ services
Crossways Care Ltd	Lot 1 – Residential
CSM Independence Ltd	Lot 4 – 16+ services
Dame Hannah Rogers Trust	Lot 1 – Residential
Dame Hannah Rogers Trust	Lot 3 – Special schools
Devon and Cornwall Autistic Community Trust Ltd t/a Spectrum	Lot 1 – Residential
Devon and Cornwall Autistic Community Trust Ltd t/a Spectrum	Lot 3 – Special Schools
Embrace Group Limited (Children's Homes)	Lot 1 – Residential
Empowering Lives	Lot 4 – 16+ services
Encompass Southwest	Lot 4 – 16+ services
Exe-changes Limited (Previously Endurance Solutions Limited)	Lot 4 – 16+ services
Enhanced Foster Care	Lot 2 – Fostering
Exeter Royal Academy for Deaf Education	Lot 3 – Special schools
Five Rivers Child Care	Lot 1 – Residential
Five Rivers Child Care	Lot 2 – Fostering
Foster Care Associates Ltd (formerly Core Assets Fostering)	Lot 2 – Fostering
Fosterplus Ltd	Lot 2 – Fostering
Fusion Fostering Ltd	Lot 2 – Fostering
Greenfields Adolescent Development	Lot 1 – Residential
Headway Adolescent Resource	Lot 1 – Residential

Inaura	Lot 3 – Special schools
Independent Futures	Lot 4 – 16+ services
Key2 Futures Limited	Lot 4 – 16+ services
Key Change Charity	Lot 4 – 16+ services
Keys Education	Lot 1 – Residential
KPR Care Services Ltd	Lot 4 – 16+ services
Larkstone Supported Living Limited	Lot 4 – 16+ services
Lifeworks Charity Ltd	Lot 1 – Residential
Marchant Holliday School	Lot 3 – Special schools
National Fostering Agency	Lot 2 - Fostering
Idem Living (Name change - was New Start Living Ltd)	Lot 1- Residential
Next Step Care Management Ltd	Lot 4 – 16+ services
On Track Education Services Limited	Lot 3 – Special schools
One to One Crisis Intervention Limited	Lot 1 – Residential
Parallel Care Ltd	Lot 4 – 16+ services
Pathway Care (Families First SW)	Lot 2 – Fostering
Pathway Care Bristol Ltd	Lot 2 – Fostering
Phoenix Learning and Care	Lot 1 – Residential
Phoenix Learning and Care	Lot 3 – Special schools
Priory Education Services Ltd	Lot 1 – Residential
Priory Education Services Ltd	Lot 3 – Special Schools
Stonewater (formerly Raglan Housing Association)	Lot 4 – 16+ services
Regional Foster Placements	Lot 2 – Fostering
Somerset Progressive School (New Horizons School)	Lot 3 – Special schools
South West Childcare Services Limited	Lot 1- Residential
South West Childcare Services Limited	Lot 4 – 16+ services
St Christopher's School, Bristol	Lot 1 – Residential
St Christopher's School, Bristol	Lot 3 – Special schools
Step-A-Side Company Ltd	Lot 1 – Residential
Stepping Out Independence Limited t/a Fusion Independence	Lot 4 – 16+ services
SWIIS Foster Care Limited	Lot 2 – Fostering
TACT	Lot 2 – Fostering
Taliesin Education Limited (T-Plus Centre)	Lot 3 – Special schools
The Fostering Foundation (Bristol)	Lot 2 – Fostering
The Fostering Foundation (South West)	Lot 2 – Fostering
The Halfway Limited	Lot 4 – 16+ services
WESC Foundation	Lot 3 – Special schools
WESC Foundation	Lot 4 – 16+ services
Wessex College	Lot 1- Residential
Westcountry Housing	Lot 4 – 16+ services
Willows (Devon)	Lot 1 – Residential
Young Devon	Lot 4 – 16+ services
Chelfham Mill School	Lot 1 – Residential
Chelfham Mill School	Lot 3 – Special schools
Forward Step Limited	Lot 4 – 16+ services