

CABINET

23 OCTOBER 2018

GATEWAY 1 PROCUREMENT COMMENCEMENT: SPECIAL EDUCATIONAL NEEDS (SEN) TRANSPORT FRAMEWORK

| | |
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| Portfolio Holder: | Councillor Andrew Mackness, Children's Services (Lead Member) |
| Report from: | Ian Sutherland, Director of People – Children and Adults Services |
| Author: | Rachael Horner, Programme Lead Jo Murdoch-Goodwin, Partnership Commissioner |

SUMMARY

This report seeks approval to commence the procurement of Medway Council's Home to School travel assistance. This Gateway 1 report has been approved for submission to the Cabinet after review and discussion at Children and Adults (C&A) Directorate Management Team Meeting on 14 August 2018 and the Procurement Board on 3 October 2018.

The C&A Directorate Management Team and Procurement Board have recommended that this project be approved as a high risk procurement.

1. BACKGROUND INFORMATION

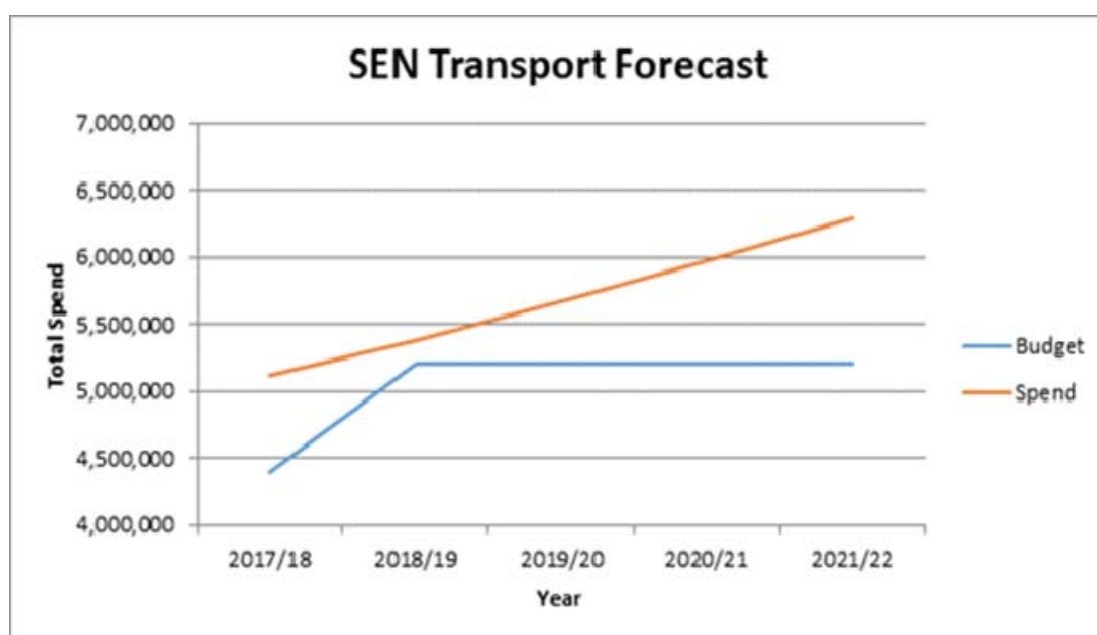
1.1 Budget & Policy Framework

- 1.1.1 All local authorities have a statutory duty to put in place arrangements for the provision of home to school travel assistance and transport for children and young people with Special Educational Needs and Disabilities (SEND) who meet the published eligibility criteria. Section 508B and 508C of the Education act 1996 (as amended) set out the local authority's duties and powers respectively, to make such suitable travel arrangements as the local authority considers necessary, to facilitate a child's attendance at school.

1.1.2 Medway Council's Education Travel Assistance policy was reviewed, updated and approved by Cabinet in April 2018. The changes made do not impact on the Council's statutory duties or national guidance to determine eligibility for travel assistance. The policy changes were around how services are commissioned and provided locally to meet Council obligations and ensure the viability and sustainability of services. The number of eligible children requiring travel assistance, the complexity of their needs and the high cost of providing travel assistance is placing an increasing pressure on the ability of Council resources to meet their statutory requirements.

1.1.3 Medway Council has had an operational SEN Transport Framework in place since 1 September 2015. There is a proposal that a more comprehensive approach is taken to re-procuring a needs led service that is of high quality. The key drivers are to reduce costs, improve service delivery and increase the number of competitive contractors for the duration of the provision as described in this document.

1.1.4 SEN transport is currently funded from existing revenue budgets. The prediction of forecast against the current budget over the next five years is likely to continue to increase if the known demographic increases.



1.1.6 In 2017/18 the SEN transport budget was £4.402m and overspent by £0.826m. As part of the 2018/19 budget setting process, the division requested a budget increase of £1.0m to rebase and match the budget to the anticipated 2018-19 outturn forecast; the request was approved and the budget increased to £5.602m. However, after the budget was rebased, the budget was reduced to £5.250 owing to predicted savings of £0.440 which was considered achievable through the revised SEN Transport Policy and additional staffing resources to achieve the savings target.

1.2 Service Background Information

- 1.2.1 The Council put in place a SEN Transport Framework in 2015 which was successful and saw the managing teams nominated for national recognition due to the result. This Framework is coterminous with the academic year and due to expire at the end of the 18/19 academic year. As such a new procurement needs to be undertaken to meet the need starting September 2019. A key lesson learned from the current contract is to tailor the tolerance levels as opposed to imposing a one size fits all model.

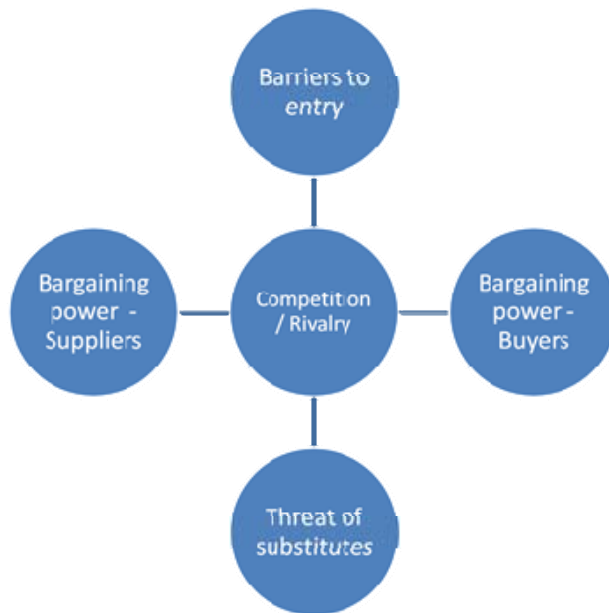
1.3 Potential procurement mechanisms

- 1.3.1 A Dynamic Purchasing System (DPS) is a procurement mechanism that is similar to a conventional Framework but allows potential additional contractors to join on a continuous basis. It can help to ensure that the market is fully utilised over the entire duration. This is achieved by the tender stage being open for the duration of the DPS so, should for example a contractor miss the tender stage, they can still apply at a later date and subsequently those who do apply and are unsuccessful can use their feedback to better a response and reapply when the time suits them.
- 1.3.2 The DPS ensures a continuous competitive environment for the contractors involved. It should also be noted that a DPS is not recommended for all procurements but has been proposed on this occasion due to the lack of market capacity achieved from the previous framework attempt and also the understanding the Council now has of the market.
- 1.3.3 Standard supply chain management theory¹ illustrates that by creating barriers to entry, increasing the threat of substitutes, and levelling their bargaining power via our current contractual arrangements, competition/rivalry between the contractors is heightened and there is an incentive for them to improve as well as offer lower prices. This is known as Porter's Five Forces² and is shown in the diagram overleaf.

¹ *The Five Competitive Forces That Shape Strategy*; Michael E. Porter; Harvard Business Review; Jan 2008; <https://hbr.org/2008/01/the-five-competitive-forces-that-shape-strategy>

² *ibid*

Porter's Five Forces:



- 1.3.4 A Framework however, in effect closes the door on additional potential contractors as no new bidders can enroll to deliver the required services over the duration of the contract. This then means that competition and rivalry is minimised and there is less incentive for them to improve.
- 1.3.5 A more open and dynamic solution is likely to ensure longevity, increase investment opportunity from the market, lead to greater capacity and increased competition. An evaluation of the different options is summarised in point 4.2.

1.4 Framework evolution

- 1.4.1 Whether a Framework or a DPS is used to service the immediate need for a Transport Framework from which to procure home to school transportation options, a potential vision for the future that should be considered is a Total Transport Solution (TTS).
- 1.4.2 A TTS would be a cross-Council piece of work that would require a number of relevant services to cooperate on evaluating the need, consulting their service users and developing the service prior to proceeding to market.
- 1.4.3 A TTS would benefit Medway residents and the community as a whole, by maximising the use of vehicles throughout the day to transport other member of the community to their destinations as opposed to using a fleet of vehicles just twice a day. Although this could contribute to a number of strategic goals across the organisation e.g. contribute to a reduction in social isolation, emissions reduction, it is not realistic at this time. There are a number of barriers (for example the opening times of day centres are currently the same

as that of schools) that would require substantial multi-agency, cross-team activity, and strategic planning and consultation activity.

1.5 Procurement objectives

- 1.5.1 There are four distinct objectives to the procurement of a transport Framework from which to procure Home to School transport contracts.
- Promote independence of service users
 - Increase capacity of providers
 - Reduce cost of contracts
 - Increase auditability of the journeys commissioned and
 - Increase levels of quality assurance.

1.6 Proposed Service Model

- 1.6.1 An options appraisal was undertaken as described in full in section 4.2 of the report. The proposal is therefore to implement a multiple Lot framework. The current framework is formed of 3 Lots which are comprised of the same contractors and therefore, by implementing a multiple Lot, the Council will obtain a more comprehensive list of operators who are able to offer services in more areas of activity. It should be noted that a multiple Lot framework will be able to deliver all the current services and can be used to introduce a total transport model.
- 1.6.2 Post award, the contracts will be defined through a tolerance of pupil numbers, geographic location and inclusive of solo provision within Medway and beyond its boundaries. Travel assistance will be provided through shared vehicle including the use of pick up points where specific routes have been determined. It will also comply with quality assurance to ensure we meet the needs of the children and young people within this framework.

1.7 Funding/Engagement from External Sources

- 1.7.1 The Transport Framework that is being proposed is an overarching Framework from which individual transport contracts can be called off through mini-competitions and direct awards. This will be procured in the first instance for the Home to School transport contract for children with special educational needs. Funding for these contracts will continue to be sourced from the general revenue budget.
- 1.7.2 As other service areas such as Adult Services are introduced to the Framework and also use it to call off their travel contracts, they will be identifying the funding that they have available.
- 1.7.3 There is no external funding relating to this procurement. The statutory duty rests with the Council to ensure that children and young people with special educational needs are appropriately transported to school.

1.8 Parent Company Guarantee/Performance Bond Required

- 1.8.1 PCG/Bond will not be asked for at this stage, should at call off (mini competition) stage either be required then this will be built into the call off requirement.

2. PROCUREMENT DEPENDENCIES & OBLIGATIONS

2.1 Project Dependencies

- 2.1.1 It is imperative that a decision is made at the earliest possible opportunity to allow for a streamlined transfer between provisions from the end of one academic year and the start of the next in September 2019.

- 2.1.2 The SEN Transport Framework procurement will interface closely with:
- Services for children with disabilities or special educational needs
 - Education services and schools including the virtual school
 - The environmental team to best work on initiatives to reduce harmful emissions for the benefit of the health of the local population
 - The licensing team

2.2 Statutory/Legal Obligations

- 2.2.1 The Council has a statutory duty to offer transport services to/from school for all eligible pupils who are identified as having a Special Educational Need through assessment. Every child or young person who is unable to walk to school by reason of their special educational need, disability, or mobility problem (including temporary medical conditions) is eligible for transport assistance.

- 2.2.2 School transport law is set out in the Education Act 1996 (the Act), as amended by the Education and Inspections Act 2006. Sections 508B and 508C of the Education Act 1996 make provision for local authorities to ensure that suitable travel arrangements are made, where necessary to facilitate a child's attendance at school.

2.3 The legislative framework

- The Education Act 1996
- The Equalities Act 2010
- The Children and Families Act 2014
- The SEN Code of Practice 2014
- Children's Act 1989
- Home to school travel and transport guidance (statutory guidance for local authorities)

- 2.3.1 The Equalities Act, in particular, is anticipatory- it requires schools and colleges to consider in advance what a particular child or young person may

need in respect of reasonable adaptations (to buildings, to the curriculum, to teaching styles and support). (Code of Practice, 6.9).

2.4 The Local Offer

2.4.1 The Children & Families Act requires all local authorities to publish a “local offer”, that is, a directory of policies and services (including those in schools and colleges) available to families, children and young people with SEND with their home council area.

2.4.2 Medway Council’s local offer can be found at:
<https://www.medwaylocaloffer.com/kb5/medway/localoffer/home.page>

3. BUSINESS CASE

3.1 Procurement Project Outputs / Outcomes

3.1.1 As part of the successful delivery of this procurement requirement, the following procurement project outputs / outcomes within the table below have been identified as key and will be monitored as part of the procurement project delivery process.

| Outputs / Outcomes | How will success be measured? | Who will measure success of outputs/ outcomes | When will success be measured? |
|--|---|---|--------------------------------|
| 1. Increased transparency in spend | A spend analysis can be undertaken, comparing future spend and detailed price breakdown or routes operating, with the current spend on routes procured using the Framework. | Category Management Team | On-going |
| 2. Reduction in spend | Comparison of annual spend and cost per head figures between pre award spend and post award spend | Category Management Team / Finance | On-going |
| 3. Increased surety in budget setting | Comparison of annual spend and cost per head figures between pre award spend and post award spend and cohort analysis | Category Management Team / Finance | On-going/quarterly |
| 4. Increased options for procuring transport | Comparison of previous transport procurement procedures and delivery time with new procedures and delivery time. | Category Management Team / Services | On-going |
| 5. Safe and quality transport provision for all end users | This will be measured through continued contract monitoring, levels of complaints raised, default notices served. | Category Management Team / Services | On-going |
| 6. Improved service delivery | This will be measured through continued contract monitoring, levels of complaints raised, default notices served, and feedback from service users. | Category Management Team / Services | On-going |
| 7. Quality Assurance framework implemented | This will be measured through continued contract monitoring, levels of complaints raised, default notices served, and feedback from service users. | Category Management Team / Services | On-going |

3.2 Procurement Project Management

3.2.1 The procurement project management will be the responsibility of the category management team who will closely liaise with the relevant service areas to ensure all needs are met.

3.3 Post Procurement Contract Management

3.3.1 Post procurement contract management will be the responsibility of the relevant service areas who utilise the framework for their transport provision, this will be a devolved activity and reported centrally within the Category Management team's e-procurement system where it can be strategically reviewed and reported back to procurement board annually.

4. MARKET CONDITIONS & PROCUREMENT APPROACH

4.1 Market Conditions

4.1.1 From the previous Framework exercise Medway has identified a large number of local transport operators with the potential to provide the required services.

4.1.2 A market engagement event will be held in October/ November 2018.

4.2 Options Appraisal for the new SEN transport model

4.2.1 At present, 6 overarching options are being considered but a decision needs to be made to ensure the correct process can be initiated with adequate time for completion and implementation. The 5 options are outlined below:

- Do nothing
- OJEU Framework
- OJEU Dynamic Purchasing System
- Total Transport Procurement
- In house
- Norse

4.2.2 As with all options, due care and consideration needs to be given; below is an outline of the advantages and disadvantages of the various options at our disposal:

4.2.3 Option 1 – Do Nothing

| Advantages | Disadvantages |
|-------------------|---|
| | The current contract is due to expire in 2019 and as this is a statutory service, doing nothing is not an option. |

Synopsis: Not a viable option.

4.2.4 Option 2a – OJEU Framework Process

| Advantages | Disadvantages |
|--|---|
| Follows the same model in situ | Competition may stagnate. |
| The documentation and literature will largely remain the same | A framework, once established, doesn't permit entry for new applicants. |
| Wasn't previously challenged so should be deemed a low risk option | Contractor resources may not allow a bid in time and therefore Council left worse off |
| Many lessons learnt which will easily be incorporated into the same service provision | Without changing the approach, the Council runs the risk of not fully adapting the service. |
| It is the model most widely used to engage the market to deliver this service | Complex award criteria may dilute the efficiencies possible. |
| Resource friendly as only one set of evaluations need to be undertaken at the inception stage. | |
| Allows for direct awards, mini competitions and e-auctions as part of the award process. | |
| Public Contract Regulations compliant process | |

Synopsis: An OJEU compliant framework provision gives contractors only one opportunity to be part of a 4 year contract.

4.2.5 Option 2b – OJEU Dynamic Purchasing System Process

| Advantages | Disadvantages |
|---|-----------------------------------|
| Very similar to a framework approach but the doors remain open for contractor entry | Resource heavy |
| May generate greater levels of competition than a framework | May dilute the market |
| Public Contract Regulations | Direct awards are not a permitted |

| Advantages | Disadvantages |
|---|---|
| compliant process | principle under this process and therefore all requirements will have to be contracted through a mini competition |
| The documentation and literature will largely remain the same | |
| Many lessons learnt which will easily be incorporated into this service provision | |

Synopsis: Whilst a DPS removes the entry barrier, it does not permit direct awards. An informed decision needs to be made as to the importance of direct awards which may dictate whether this is a viable option.

4.2.6 Option 3 – Total Transport Model

| Advantages | Disadvantages |
|---|--|
| Enrols all transport requirements under one umbrella. | Currently conceptualised and no fully working model is known. |
| Can create vast cost savings through better vehicle utilisation | Vast amounts of work required to fully adopt |
| Reduce emissions due to vehicle rationalisation | Risk of other associated bodies not meeting deadlines stipulated by current contract |
| Greater assurances in terms of transport operations | If jointly procured, Medway may unknowingly subsidise other spend. |
| Increased relationship management with contractors | May be a costly and resource intense process for little benefit |
| Can trail blaze the concept and sell implementation practices with other public bodies. | Cannot benchmark current arrangements fully as full scope isn't known. |

Synopsis: Whilst the total transport model is great on paper, implementing such a practice will most likely require far more time than is available at present.

4.2.7 Option 4 – In-House Delivery

| Advantages | Disadvantages |
|---|--|
| Retain full ownership of services | Very large up front capital expenditure. |
| Reduce compliance issues as licencing, insurances etc. will be undertaken centrally. | TUPE costs may not relate to what the Council would be willing to pay, therefore higher cost of service. |
| Fast to implement as current operators with PAYE staff will be subject to TUPE | New staff subject to LGPS – increased costs |
| No reliance on external contractors | May not be able to source required vehicles if market is left in disrepair |
| Consolidated management of services will result in lower overheads | Long term negative effects on capacity within the market should the model not work |
| Greater utilisation of vehicles. | Cost of sub-contracting may be extortionate due to unwillingness to cooperate with Council |
| Granular detail in terms of operations resulting in better decision making. | Logistics is not a core competency of the Council therefore service delivery may suffer |
| Increased school relations and reputational ability due to undertaking a one operator approach for all transport. | |

Synopsis: In-house service delivery would take a tremendous amount of coordination and would result in a change in transport provision for all end users.

4.2.8 Option 5 – Medway Norse

| Advantages | Disadvantages |
|--|--|
| Can be seen as an arm-length, internal provision | Transport team recently re-deployed back into Medway Council from Medway Norse |
| Streamlined management of services | Management fee for a service which could arguably be undertaken internally. |
| Greater transparency in terms of | Council would need to co-invest in |

| Advantages | Disadvantages |
|---|---|
| operations | additional space and land for the storage of vehicles |
| Better utilisation and relationships can be built | Current speculation regarding the use of a section 19 operator's licence and how it's governed. |
| Medway Norse have established working relationships for subcontracting arrangements and therefore will more easily obtain these provisions should they arise. | Operators may suffer in terms of capacity and go out of business |
| | Should it not work there will be no alternative and the costs will far outweigh the savings. |

Synopsis: Medway Norse would deliver the same service as could be delivered in-house but charge a management fee for doing so. The benefit of Norse would be the attractiveness of employment to ensure the right people are employed to deliver the service.

4.2.9 Option 6 - Medway Commercial Group

| Advantages | Disadvantages |
|--|--|
| Can be seen as an arm-length, internal provision | No experience of this service |
| Better relationships can be built | Management fee for a service which could arguably be undertaken internally. |
| Greater transparency in terms of operations | Council would be billed (as part of invoicing) the full cost of land and vehicles required to run this service within the contract period. This would make their cost proposal substantially higher than the rest of the market. |
| | Does not hold an operator's license and there is no guarantee they would be successful in obtaining one. |
| | Other operators may suffer in terms of capacity and go out of business |
| | Should it not work there will be no alternative and the costs will far outweigh the savings. |

| Advantages | Disadvantages |
|------------|--|
| | MCG would defer from the innovative solutions they are meant to be seeking for Medway and instead will deliver transport which has sufficient market capacity already. |

Synopsis: Medway Commercial Group does not have the experience, vehicles, storage yard nor operator's licence needed to operate this service.

4.3 Recommendation:

4.3.1 Based on the above options, should enough time have been available to explore the total transport model then this would have been the preferred option and recommended. However, as time does not permit and; doing nothing is not a viable option; a DPS will not allow direct awards which have been utilised heavily on the current provision; in-house provision could result in long term financial issues due to eradicating capacity; Medway Norse would result in long term financial issues due to also eradicating capacity; The recommendation is to therefore implement another OJEU framework and work towards building a Total Transport Solution within the awarded provision.

4.4 Procurement Process Proposed

4.4.1 The proposal is to procure this service through a Framework under an open process.

4.5 Evaluation Criteria

4.5.1 As quality of service is very important due to the vulnerability of the recipients of the service, the proposal is to proceed on a 30% quality, 70% price split. In addition to this split, additional clauses will be added to the quality questions. This time all contractors must score at least an acceptable score as per the tender scoring methodology to be eligible for contract award. This ensures that in all areas the contractor will at least meet the Council's minimum requirements.

4.5.2 It should be noted that once established, a Framework allows for an award to be conducted by either a direct award (awarding a contract to the first ranked supplier) or a mini-competition (a further tender between all framework members) or an e-Auction (an online auction to drive the price down). The incentive to score higher during quality evaluations is due to contractors ranking higher on the direct award lists, which means they are more likely to be awarded contracts. Once the contractor passes all of the quality questions then they will be scored on a price only basis.

5. RISK MANAGEMENT

5.1 Risk Categorisation

| | | |
|---|----------------------|------------------|
| 1. Risk Category: Procurement Process | Likelihood: High | Impact: Marginal |
| <p>Outline Description: The proposal is to have the Framework in place by the start of April 2019 school term, failure to do so may mean it will be hard to utilise before the following school year due to the otherwise disruptive change of transport operators mid-year.</p> | | |
| <p>Plans to Mitigate: Establish a procurement programme which must be adhered to corporately.</p> | | |
| 2. Risk Category: Sustainability | Likelihood: High | Impact: Marginal |
| <p>Outline Description: There is a risk that contractors may increase their fees in light of not having seen an increase for some time.</p> | | |
| <p>Plans to Mitigate: Run mini-competitions via the Framework to ensure that provider tender affordably. An additional mitigation that could be used is to use e-auctions to tender for routes.</p> | | |
| 3. Risk Category: Service Delivery/H&S | Likelihood: Very Low | Impact: Critical |
| <p>Outline Description: There is a risk that Providers do not</p> <ol style="list-style-type: none"> 1. undertake appropriate recruitment checks in addition to DBS checks and in line with safer recruitment practice. 2. provide a training programme for drivers and escorts on the management of behaviour/care and health needs of the young people in their care whilst transporting | | |
| <p>Plans to Mitigate: Include specific requirements on quality and safety standards in the service specification/contract and targeted question in the ITT documents.</p> | | |
| 4. Risk Category: Reputation / Political | Likelihood: Low | Impact: Severe |
| <p>Outline Description: The drivers and passenger assistants may not be fully capable of dealing with the individual requirements of some of the complex needs of the passengers who will be using the service which is paramount.</p> | | |
| <p>Plans to Mitigate: The tender documentation included technical assessment and quality assessments to ensure the contractors have obtained the relevant certification, have provided the necessary training, and have the required policies in place to manage challenging passengers appropriately.</p> | | |

6. CONSULTATION

6.1 Internal (Medway) Stakeholder Consultation

- 6.1.1 The Transport Framework is primarily aimed at Home to School transport for children and young people with special educational needs, however, it does include the provision of further transport services such as hire of vehicles so further consultation has been conducted with the Integrated Transport Team. In order to ensure that no duplication of funding occurs going forwards, the Integrated Transport team, HR and other relevant services will be included in upcoming consultation work. It should also be noted that on a wider scale, the environmental team has been engaged to produce schemes and working practices to assist in reducing harmful emissions from the final outcome, these will be built into the tender opportunity.
- 6.1.2 Going forwards, the licensing team will also be consulted on how to ensure improvements to the Quality Assurance process are delivered. As this has a heightened degree of political and media interest, the Communications team will be consulted as to how best to manage the sensitivities as the programme develops.

6.2 External Stakeholder Consultation

- 6.2.1 A market engagement event has been set for October 2018 to meet with existing contractors and potential new ones. There is regular contact with Medway Parents and carer forum. Medway Council web site and social media is utilised to maximise impact and interest locally.

7. PROCUREMENT BOARD

- 7.1 The Procurement Board considered this report on 3 October 2018 and supported the recommendation as set out in section 10 below.

8. SERVICE IMPLICATIONS

- 8.1 It should be noted that service contributions have not yet been sought on the procurement method. However, the service is directly involved in the process of allocating and reviewing transportation options to ensure that children are safely and appropriately transported at all times.

8.2 Financial Implications

- 8.2.1 The procurement requirement and its associated delivery (as per the recommendations at Section 10) will strive to be funded from existing revenue budgets. However, it is acknowledged that the budget will reduce in future years yet the number of children eligible for transport will increase. Careful contract management will be undertaken to ensure the costs are controlled and within budget as far as practically possible.

- 8.2.2 The proposal to implement a total transport solution should further reduce the budget pressure as the Council will yield better vehicle utilisation.
- 8.2.3 Further detail is contained within Section 2.1 Finance Analysis of the Exempt Appendix of this report.

8.3 Legal Implications

- 8.3.1 The Council has the power under the Local Government (Contracts) Act 1997 and the Localism Act 2011 to enter into contracts in connection with the performance of its functions.
- 8.3.2 The process described in this report complies with the Public Contracts Regulations 2015 and the Council's Contract Procedure Rules.
- 8.3.3 Should new laws be implemented through legislation during the lifetime of a new contract, there are variation provisions within the Medway standard contract that will allow the Council to vary the way services are being delivered to meet any new legal requirements (including a reduction in services). The Council can also be protected from an automatic price increase as result of changes in the law.

8.4 TUPE Implications

- 8.4.1 Due to the varying employment status between operators, TUPE will apply to some contractors but not all. This will be a careful consideration when procuring the new framework and the process will be closely monitored and managed.

8.5 Procurement Implications

- 8.5.1 The current framework has provided a great stepping-stone towards understanding how the future of SEN transport can work for Medway. Since the inception of the current framework, other Authorities have followed suit and market developments have occurred which will be built into any future provision. There are certain current contractual arrangements that will be offset when the new framework is incepted and new models of pricing and logistics that should see the costs of delivery reduced.
- 8.5.2 To date the contractors have worked with the Council to achieve the delivery model that is seen today and looking forward we will continue these strong working relationships for the benefit of the end user.

8.6 ICT Implications

- 8.6.1 There are no ICT implications in regards to the recommendation.

9. OTHER CONSIDERATIONS

9.1 Diversity & Equality

9.1.1 Transporting young people with SEN to their educational establishment contributes towards providing equity of education. The implementation of the new commissioning arrangements for SEN transport Providers will enhance the assessed care needs of individuals with protected characteristics through the monitoring of individual child outcomes which will be in line with their assessed needs and according to specified Regulations and National Minimum Standards.

9.2 Social, Economic & Environmental Considerations

9.2.1 This contract has the potential to contribute to the following areas:

- Economic benefits of more people in employment or education – both parents of young people with SEN and also the young people themselves as they develop their independence.
- Promotion of and increased use of sustainable travel modes, resulting in environmental and health benefits for all;
- Greater diversity of people accessing the community, which should serve to reduce prejudice; and
- Increased public transport patronage, benefitting local transport operators.

10. RECOMMENDATION

10.1 The Cabinet is asked to approve the commencement of the OJEU Framework procurement process as per the options appraisal in section 4.2 of the report.

11. SUGGESTED REASONS FOR DECISION

11.1 A decision is required to allow for adequate time to have the new system in place for the school year 19/20.

11.2 A DPS will not allow direct awards which have been utilised heavily on the current provision;

11.3 In-house provision could result in long term financial issues due to eradicating capacity;

11.4 Medway Norse would result in long term financial issues due to also eradicating capacity.

LEAD OFFICER CONTACT

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Title

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Department

Partnership
Commissioning

Extension

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APPENDICES

Exempt Appendix – Financial Analysis

BACKGROUND PAPERS

None