

## **CABINET**

**13 MARCH 2012**

### **GATEWAY 1 PROCUREMENT COMMENCEMENT SCHOOL TRANSPORT CONTRACTS 2012**

Portfolio Holders: Councillor Les Wicks, Children's Services  
Councillor Phil Filmer, Front Line Services

Report from: Robin Cooper, Director of Regeneration, Community and Culture

Author: Gary Lindsey Transport Procurement Manager

#### **Summary**

This report seeks permission to commence the procurement process for tendering a number of transport contracts that provide services to students with Special Educational Needs. This has been classified as a high risk project.

This Gateway 1 report has been approved for submission to the Cabinet after review and discussion at Regeneration, Community and Culture Directorate Management Team meeting on 2 February 2012 and Strategic Procurement Board on 15 February 2012.

#### **1. Budget and Policy Framework**

##### **1.1 Service Background Information**

Medway Council has an obligation in providing school and respite transport to Children with Special Educational Needs. These Transport Service Contracts are provided via external contractors. The budget for these service contracts remains with the client services – Children and Adults Services. Officers in the Special Educational Needs Section of Children's Services manage the inclusion policy and authorise the provision of the transport service to the student. Officers in the Transport Procurement Unit provide procurement expertise and contract manage the services. Given the changing demographics it is necessary to re-plan routes regularly to ensure that they remain viable and continue to provide a quality service and are value for money. Following the end of contract term routes are accordingly terminated as no longer needed or re-planned to accommodate changing student needs and tendered accordingly. The inclusion of new starting students can also require the provision of new routes. The list of routes ending in July 2012 is attached in Appendix 1. However, the Contract Routes due to end in July 2012 number 88 with an annual value of £1,156,000.

## 1.2 Council's Strategic Priorities And Core Values

The procurement of this requirement directly links into the following Council Strategic Priorities and Core Values:

### Core Values

Putting our customers at the centre of everything we do.

This procurement requirement will deliver against the Core Value of 'Putting our customers at the centre of everything we do' by ensuring that all transport providers that are awarded contracts meet a set level of quality. This will ensure that the service users, using transport, receive a good quality service.

Giving value for money

This procurement requirement will deliver against the Core Value of 'Giving value for money' through ensuring that the assessment of all applicants includes an evaluation of the cost quoted by all tenderers. Contracts will be awarded on the basis of the most economically advantageous tender by assessing each tender on both quality and price.

### Strategic Priorities

A clean and green environment.

This procurement requirement will deliver against the Strategic Priority of 'A clean and green environment' by reducing the number of vehicles on the road during peak travel times. Where appropriate route planning will use group transport and reduce the number of low occupancy journeys.

## 1.3 Strategic Council Obligations

The procurement of this requirement directly links into the following Strategic Council Obligations:

Medway Council Plan

This procurement requirement links into the Medway Council Plan; see point 1.2 and how the procurement links in with the Council's six priorities and key values.

National Indicators

This procurement requirement links into the following Council / Local / National Indicators: NI 167 "Congestion – average journey time per mile during the morning peak", NI 175 "access to services and facilities by public transport, walking and cycling", NI 198 "Children travelling to school – usual mode of travel"

UK Government strategy

This procurement requirement embraces the Government's strategy for special education needs *Removing Barriers to Achievement* (February 2004).

## **1.4 Departmental and Directorate Service Plans**

This procurement requirement links into the following Departmental Service Plans (Integrated Transport Service Plan 2010) through working towards action IT10\_04.01, allowing the TPU to implement the lessons learnt from the results of consultation with customers of SEN transport, and action IT10\_04.03 improved contract conditions to allow for improved contract management via better terms and conditions of the contract.

## **1.5 Urgency Report**

Whilst this Gateway 1 report and the associated decision is not a matter of urgency for Cabinet, due to the nature of SEN transport and the statutory requirement that services must be provided to those individuals that require it in a timely manner, the greater process that is intended to culminate in the awards of contracts and the supply of services to begin in September has a high risk of failure should the timetable slip. Officers endeavour to provide a seamless and smooth transition between contractors as students often experience difficulty with change and a well-managed and timely process serves to greatly reduce the number and severity of complaints. The pupils require time to meet and become acquainted to their new transport provider; ideally, contracts awarded in June would provide operators sufficient time to meet parents and students. A later award of contract will greatly increase officer time spent dealing with complaints and enquiries raised by parents who do not have enough time for their children to meet and become familiar with their new transport provider. Therefore, it is recommended that Cabinet delegate authority to the Assistant Director for Corporate Services, in consultation with the Portfolio Holders for Children's Services and Front Line Services, to award the School Transport contracts 2012.

## **2. Background**

### **2.1 Project Details**

2.1.1 This procurement is a services procurement requirement.

2.1.2 This report seeks permission to commence the retendering of a number of current contract routes with proposed contract durations of 1 year. Additional comment in exempt appendix.

The contract is proposed to commence on 3 September 2012 and conclude on last academic day of July 2013.

A definitive total value of this procurement is not available in the exempt appendix. The report provides the exact routes being due to end in July 2012 and the according daily rates. However, the changing demographics mean that many students will leave the service and render routes obsolete and they will not be re-tendered, if there are no students requiring that service. Details for new students entering the service are not currently available so it is not possible to determine routes for these students. Officers endeavour to combine routes where possible in order to reduce costs. In such cases smaller and / or lower occupancy routes often become obsolete and are accordingly not re-tendered.

2.1.3 This procurement requirement is necessary to fulfil Medway’s statutory obligations. Local Authorities have duties to make suitable travel arrangements free of charge to “eligible children”, including those children with special educational needs, disability or mobility problems which mean that they cannot reasonably be expected to walk to their school.

## 2.2 Business Case

### 2.2.1 Procurement Project Outputs / Outcomes

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. Contract compliance	In re-tendering contract due to end officer will continue to provide services via legally compliant contracts.	Gary Lindsey – TPU Strategic Procurement Board	During and following this procurement process
2. Continuation of transport services to Medway Council service users.	Via close working with colleagues in the SEN section of Children’s Services.	Gary Lindsey – TPU Genny Cherriman - SEN	In September and then ongoing
3. Possible reduction of service cost	Starting costs of services being subject to this process compared with the output of services following the process	Gary Lindsey – TPU Juliet Sevier – AD	October snapshot following September 2012

### 2.2.2 Procurement Project Management

This procurement project will be resourced through the following project resources and skills:

Gary Lindsey – Transport Procurement Manager

### 2.2.3 Post Procurement Contract Management

The Transport Procurement Unit will manage the contracted services provided under this procurement process. Regular inspections and use of the TPU database which records all routes and contract changes. The database has a comprehensive system for recording data for all service users and contractors as well as other stakeholders such as parents, schools etc. This improves communication and negates potential issues. TPU officers track a number of pre-set fields for ongoing contract monitoring purposes, such as costs, future route projection and statistical queries. In addition the TPU Transport Inspector ensures that contractors and their staff continue to provide a quality service.

### 2.2.4 Other Issues

There are no other issues that could potentially impact both the procurement process and overall strategic aims as identified within Section 1 Budgetary and Policy Framework

### 2.2.5 TUPE Issues

Further to guidance from Legal Services, Human Resources and the Strategic Procurement Team, it has been identified that TUPE does apply to this procurement process.

It has been identified that potentially 67 employees (approximately) could be affected by TUPE resultant in the event that the incumbent provider is not successful as part of the procurement tender process. The appropriate TUPE information will be requested from the incumbent contract operators and made available on request by interested parties invited to tender.

## 3. Options

In arriving at the preferred option as identified within Section 4.1 Preferred Option, the following options have been considered with their respective advantages and disadvantages.

### 3.1 Do nothing

The option of doing nothing has been considered and below are the advantages and disadvantages of this option:

Advantages – None: services would be required but not provided giving rise to reputational harm and potential penalties from litigation and or ombudsman intervention.

Disadvantages – Unviable; taking no action would lead to a failure to provide transportation for a large number SEN children, a service the Council are statutorily obliged to provide.

### 3.2 In-house service provision

The option of providing this requirement through in-house service provision has been considered and below are the advantages and disadvantages of this option:

Advantages – Greater control over service provision.

Disadvantages – Unviable: in-house resources do not currently exist to deliver this service. Start-up cost would be prohibitive. Recruitment of satisfactory staff would be problematic. The local economy, specifically transport businesses, would be disrupted. Costs are likely to be greater for delivering the service.

### 3.3 Delivering the service via a single contractor that is also able to provide route planning and overall operational management.

The options of using a single contractor to deliver the service have been considered and below are the advantages and disadvantages of this option:

Advantages – Potential savings, though this is not certain. Reduced Medway Council officer input in planning, procurement and contract management.

Disadvantages – Limitations as to the operational control of the routes since service at arms length. Potential reputational risk if contractor causes unresolved complaints.

This option could not be established prior to the start of the new academic year in 2012.

### 3.4 Use of an EU compliant procurement framework

The option providing the service via a framework has been considered and below is the advantages and disadvantages.

Advantages: potentially quicker process for procurement, allowing more precise route planning resulting in reduced expenditure.

Disadvantages: The existing framework would limit competition due to the fact that potentially “new” bidders cannot now join the framework. Those not already on the existing framework would be excluded from the bidding process. Limited competition potentially resulting in increased costs of provision. Also option of a single contract for all services was not an aspect of the original framework tender.

It is intended to offer lots as in previous years but also this year to offer the option for bidders to provide a single bid to provide school transport services to all students who will be subject to the re-tendering and changes this year.

Previously, SEN long-term transport contracts were procured via a framework and Medway Council has in place a EU compliant Transport Procurement Framework of pre-qualified contractors. However, currently this is used only for short term and ad hoc transport for the reasons stated above. In order to gain competition from a wider local market, to increase sustainability of

service delivery and improve quality of services substantive transport contracts are procured via a full restricted procurement process. This provides wider competition to tender.

### 3.5 Formal tender process in line with EU Procurement Regulations and Medway Council's Contract Rules.

The option of formally tendering this procurement requirement in line with EU Procurement Regulations and Medway Council's Contract Rules has been considered and below are the advantages and disadvantages of this option:

Advantages – Allow greater competition therefore allowing potential savings. Provides opportunity to update terms and conditions in line with latest service requirements and expectations. Allows new contractors to provide bids and allows sufficient competition for a single contractor provider bid.

Disadvantages – increase officer time to manage process and to analyze submissions.

### 3.6 Other alternative options

None.

## 4. Advice and analysis

### 4.1 Preferred option

Further to the options identified within Section 3 Options, the following preferred option is outlined below with associated justification.

The preferred option is 3.5 a formal tender process in line with EU Procurement Regulations. Any transport operator can apply to tender via the Pre-Qualification Questionnaire, which increases to available competition and reduces costs of providing the service.

### 4.2 Equality Act 2010

A review of tenders Equality policy will form part of the quality assessment of the tender documentation. The review will check for compliance to the Equality Act 2010 and to Medway Council's equality policy.

### 4.3 Corporate Sustainability Plan

This procurement competition will be open to all appropriate transport providers. A greater number of operators will increase the sustainability of the service as well as the sustainability and viability of local businesses in Medway.

## 5. Risk Management

### 5.1 Risk Categorisation

The following risk categories have been identified as having a linkage to this procurement project:

Procurement process	Yes
Service delivery	Yes
Reputation / political	Yes

For each of the risks identified above in OPTION B, please provide further information:

<b>Risk Categories</b>	<b>Outline Description</b>	<b>Risk Impact</b> A=Very High B=High C=Significant D=Low E=Very Low F=Almost Impossible	<b>Risk Likelihood</b> I=Catastrophic II=Critical III=Marginal IV=negligible Impact	<b>Plans To Mitigate Risk</b>
Failure to deliver service on time.  Procurement Service Delivery Reputational /political	Council's failure to deliver the service on time which may lead to the inability to award contracts with in sufficient time before the start of the new academic year in September 2012. This may also cause disruption to vulnerable children's education and have an adverse affect on the Council's reputation.	B	II	Should the process fail to provide suitable arrangements for the delivery of the service in September the existing EU compliant Transport Framework can be used to provide transport for students requiring transport in September. However this will result in higher cost provision and is likely to give rise to a higher number of service user complaint that will result in significant officer time in attempting to resolve such as well as the potential for reputational harm.
Failure to secure sufficient quality contractors.  Procurement Service Delivery Reputational /political	Contractors failing to meet standards required for service delivery as per the ITT.	C	IV	Contractors will be required to meet stringent quality criteria including communication and company structure, policy and accreditation, health and safety policies, vehicle quality, etc. However, the available market has developed over a number of years to satisfy and exceed the quality criteria set by Medway Council.

## 6. Consultation

### 6.1 Internal (Medway) Stakeholder Consultation

#### 6.1.1 Before commencement of the procurement process in order to direct the specification

As part of this procurement project, TPU officers sought consultation and guidance of SEN, Finance, Procurement, Legal, H&S Council teams.



### 6.1.2 During the procurement process in order to aid the evaluation process

As part of this procurement project, TPU officers will maintain a close dialogue with the Procurement team in order to ensure a successful process and a robust evaluation process.

### 6.1.3 Post procurement/tender award in order to aid the contract management process

As part of this procurement project TPU officers will maintain a close relationship with the SEN department in order to closely manage the process of tendering transport contracts and to ensure that the needs of the service users are met.

## 6.2 External Stakeholder Consultation

### 6.2.1 Before commencement of the procurement process in order to direct the specification

Service users, parents and carers, schools were not directly consulted with for this procurement process. However, colleagues from children's services have directed the service user information and have provided comment and guidance in relation to service user specification.

It is not possible to consult directly with service users or accept recommendations in respect of service user's choice due to the nature of tendering process and fair competition.

### 6.2.2 During the procurement process in order to aid the evaluation process

No external stakeholder consultation would benefit the evaluation process.

### 6.2.3 Post procurement/tender award in order to aid the contract management process

TPU officers inspect and monitor service provision to ensure that the requirements of the contracts are being met. Regular liaison and meetings with contractor to discuss important issues, recurring problems and new service requirements.

## 7. **Strategic Procurement Board**

7.1 The Strategic Procurement Board considered this report on 15 February 2012 and supported the recommendation as set out in paragraph 9 of the report.

## 8. **Financial and legal implications**

### 8.1 **Financial Implications**

8.1.1 This procurement requirement and its associated delivery as per the preferred option highlighted at Section 4.1 'Preferred Option' and the recommendations at Section 9, can be met from within the annual SEN Home to School Transport budget, reflected in the 2012-13 budget proposals agreed by Council on 23 February 2012.

8.1.2 Detailed finance and whole-life costing information is contained within Section 2.1 Finance and Whole-Life Costing of the Exempt Appendix.

## **8.2 Legal Implications**

8.2.1 This procurement requirement and its associated delivery as per the preferred option highlighted at Section 4.1 'Preferred Option' and the recommendations at Section 9, has the following legal implications which the Cabinet must consider: The Council has a statutory duty under s508B of the Education Act 1996 to provide such travel arrangements as it considers necessary in order to secure that suitable home to school travel arrangements, for the purpose of facilitating an "eligible child's" attendance at school, free of charge in relation to the child. Eligible children include those children with special educational needs, disability or mobility problems which mean that they cannot reasonably be expected to walk to their school.

## **8.3 Procurement Implications**

8.3.1 This procurement requirement and its associated delivery as per the preferred option highlighted at Section 4.1 'Preferred Option' and the recommendations at Section 9, has the following procurement implications which the Strategic Procurement Board must consider.

8.3.2 The aggregate value of the proposed contract for the provision of bus services for SEN is approximately £1,156,000. As a services requirement with anticipated contract values in excess of the EU threshold for services, which currently stands at £173,938 it is thus subject to the full rigour of the EU procurement regulation as well as Medway Council's Contract Procedure Rules for Category B procurement.

8.3.3 The dynamics of the SEN bus route planning coupled with its associated sensitivities, calls for proactive planning and a just in time approach if we are to fulfil our statutory obligation of providing transport services for SEN as well as mitigating reputation risk to the Council.

8.3.4 As part of the options appraisal, consideration was given to the potential use of either a single contractor to serve the entire SEN bus routes or to resort to the use of an in-house framework agreement for this purpose.

8.3.5 The inherent risks and potential merits associated with the use of a single contractor to serve the entire SEN transport routes needs further exploration to determine its viability for future consideration.

8.3.6 The reliance on an in house framework agreement although quick to administer, prohibits the entry of new contractors throughout the duration of the framework agreement, which could potentially be up to (4 years) or more thus limiting new alternative solutions, which may be efficient and present best value to the Council.

8.3.7 Strategic Procurement supports the recommendation set out in this report to subject the proposed requirement to a formal tender exercise, as this will ensure a robust and transparent process is used.

## 8.4 ICT Implications

8.4.1 This procurement requirement does not have any ICT implications.

## 9. Recommendation

9.1 Cabinet is requested to approve the commencement of this procurement project for the re-tendering of the contracts set out in Appendix 1, on the basis set out in paragraph 4.1 of the report and delegate authority to the Chief Finance Officer, in consultation with the Portfolio Holders for Children's Services and Front Line Services, to award the School Transport Contracts 2012.

## 10. Suggested reasons for decision(s)

10.1 The recommendations contained within Section 9 Recommendations above are provided on the basis of:

The recommended approach will ensure that services can be in place by end of July which will minimise the disruption to students with special educational needs and therefore reduce the number of actual complaints from parents in respect of the retendering process as well as mitigating the severity of any complaints.

In expediting the process of procuring these substantive SEN contracts Strategic Procurement Board will also secure a lower spend in providing these transport services by negating the need for more costly temporary arrangement should this process not be complete by the start of the new academic year.

The tendering process for SEN transport contracts this year, like last, will provide for an efficient and pro-active contract management. The comprehensive terms and conditions together with the improved evaluation method will demand the highest level of quality in the service.

### Lead officer contact

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### Background papers

None.



Appendix 1

**Contracted routes with contract end dates in July 2012**

Route No	Cost Centre	Destination	Annual days	End Date
ABL1	SEN	Abbey Court Lower School	191	31-Jul-12
ABL2A	SEN	Abbey Court Lower School	191	31-Jul-12
ABL3A	SEN	Abbey Court Lower School	191	31-Jul-12
ABL4	SEN	Abbey Court Lower School	191	31-Jul-12
ABL6	SEN	Abbey Court Lower School	191	31-Jul-12
ABL7	SEN	Abbey Court Lower School	191	31-Jul-12
ABL8	SEN	Abbey Court Lower School	191	31-Jul-12
ABU1	SEN	Abbey Court Upper School	191	31-Jul-12
ABU2	SEN	Abbey Court Upper School	191	31-Jul-12
ABU3	SEN	Abbey Court Upper School	191	31-Jul-12
ABU4	SEN	Abbey Court Upper School	191	31-Jul-12
ABU5	SEN	Abbey Court Upper School	191	31-Jul-12
ABU6	SEN	Abbey Court Upper School	76	21-Jul-12
ABU7	SEN	Abbey Court Upper School	191	31-Jul-12
ABU9	SEN	Abbey Court Upper School	191	31-Jul-12
ACL102	SEN	Abbey Court Lower School	191	23-Jul-12
ACN101	SEN	Abbey Court Nursery School	191	23-Jul-12
BA101	SEN	Brompton Academy	191	23-Jul-12
BORA101	MS	Bishop of Rochester Academy	191	31-Jul-12
BRG2	SEN	Bower Grove School	191	31-Jul-12
DC109	SEN	Danecourt School	76	30-Jul-12
DEA101	SEN	Deanwood Primary	191	01-Jul-12
GLDW101	SEN	Goldwyn School	191	22-Jul-12
GPC1	SEN	Grange Park School/FE at Holmesdale	191	31-Jul-12
HF001	SEN	Heath Farm School	76	21-Jul-12
HV001	SEN	Hope View School	76	30-Jul-12
IFS3	SEN	Ifield School	76	01-Jul-12
ISP101	SEN	ISP, Sittingbourne Woodlands Primary	191	23-Jul-12
M0153	MS	The Hub	191	31-Jul-12
M0181	SEN	Silverbank	191	20-Jul-12
M0185	SEN	Rivermead School	191	22-Jul-12

M0192	SEN	Marlborough Centre	191	22-Jul-12
M0193	SEN	Chalklands Unit	191	20-Jul-12
M0200	SEN	Hope View School Chilham	191	22-Jul-12
M0241	SEN	Fort Pitt Grammar	191	22-Jul-12
M0247	SEN	The Quest School	191	22-Jul-12
M0257	SEN	Abbey Court Nursery School	191	22-Jul-12
M0277	SEN	Abbey Court Nursery School	191	31-Jul-12
M0284	SEN	Bradfields School	191	22-Jul-12
M0285	SEN	Marlborough Centre	191	31-Jul-12
MAC1	SEN	Marlborough Centre	191	31-Jul-12
MAC4	SEN	Marlborough Centre	191	31-Jul-12
MAC5	SEN	Marlborough Centre	191	31-Jul-12
MAC6A	SEN	Marlborough Centre	191	31-Jul-12
MAC7	SEN	Marlborough Centre	191	31-Jul-12
MF1A	SEN	Meadowfield School/Annexe/IS P Sittingbourne	191	31-Jul-12
MF2	SEN	Meadowfield School/Annexe/IS P Sittingbourne	191	31-Jul-12
MF3	SEN	Meadowfield School/Annexe/IS P Sittingbourne	191	31-Jul-12
MHC101	SEN	Hundred of Hoo	191	23-Jul-12
MJS001	MS	St Margarets Juniors	76	23-Jul-12
MKC101	COL	Mid Kent College, Gillingham Campus	191	31-Jul-12
MKC101	SEN	Mid Kent College	191	31-Jul-12
MKC104	SEN	Mid Kent College Gillingham	76	31-Jul-12
MKC106	COL	Mid Kent College	38	22-Jul-12
MKC107	COL	Mid Kent College Gillingham	76	30-Jul-12
MLS2	SEN	Milestone School	76	22-Jul-12
NBF1	SEN	Brompton Academy	191	31-Jul-12
NBF10	SEN	Brompton Academy	191	31-Jul-12
NBF3	SEN	Brompton Academy	191	31-Jul-12
NBF4	SEN	Brompton Academy	191	31-Jul-12
NBF5	SEN	Brompton Academy	191	31-Jul-12
NBF6	SEN	Brompton Academy	191	31-Jul-12
NBF7	SEN	Brompton Academy	191	31-Jul-12
NM001	SEN	Northeast Manor	191	24-Jul-12

NSW2	SEN	The New School at Westheath	191	31-Jul-12
RH001	SEN	Rowhill School	76	23-Jul-12
RM8	SEN	Woodlands Primary The Hub	191	31-Jul-12
RNHW001	SEN	Robert Napier School	38	21-Jul-12
RNS101	SEN	Robert Napier School	191	22-Jul-12
RNS102	SEN	Robert Napier School	191	31-Jul-12
RV101	SEN	Riverside Primary	191	22-Jul-12
RVM101	SEN	Rivermead School	191	22-Jul-12
RVM102	MS	Rivermead School	191	22-Jul-12
SBP103	SEN	Silverbank	191	20-Jul-12
SBP106	SEN	Silverbank	191	21-Jul-12
STW104	SEN	St Werburgh Centre	191	01-Jul-12
TRN101	SEN	Trinity School	191	20-Jul-12
TV101	SEN	Thamesview unit (Longfield)	191	22-Jul-12
TW105	SEN	Twydall School	191	31-Jul-12
TW106	SEN	Twydall School	191	31-Jul-12
UCA101	COL	University of Creative Arts	191	31-Jul-12
WDC101	SEN	Woodlands Development Centre	191	22-Jul-12
WDS101	SEN	Woodlands Primary The Hub	191	22-Jul-12
WEST1	SEN	Westlands School	191	31-Jul-12
WWO1	SEN	Warren Wood School	191	31-Jul-12
WWO2	SEN	Warren Wood School	191	31-Jul-12
WWO3	SEN	Warren Wood School	191	31-Jul-12
WWO4	SEN	Warren Wood School	191	31-Jul-12





## Evaluation Methodology

Criteria	Maximum points awarded
1. <b>Method Statement:</b> Include evidence of your understanding of our business needs, the quality and quantity of your resources, and evidence of your ability to carry out all services tendered for.	10
2. <b>Communication:</b> Please detail your procedures for communicating with Medway Council's TPU (Transport Procurement Unit), the customers / passengers / schools / colleges and institutions. Please provide details of your communication systems in place, including emergency contact procedures and out of office hours communication.	10
3. <b>Sub-contractors:</b> Evaluation of any sub-contractors if they are to be used (please note that the same level of criteria and assessment will be applied to sub-contractors and main contractors). Please note that sub-contract means persons not paid via PAYE	10
4. <b>Customer Relations:</b> Please provide details of your customer liaison arrangements including procedures for dealing with complaints and problems. Please also detail your day-to-day operational procedures for responding to complaints and issues raised.	10
5. <b>Contract Monitoring:</b> Please provide details of your contract monitoring procedures, including your proposals for the monitoring and reporting on the quality of the services delivered. Please detail the performance checks and their frequency as well as the scope and who will perform them. Please include details and examples of your process for carrying out Risk Assessments such as for each route.	10
6. <b>Vehicles:</b> How many vehicles in your current fleet? Please provide details of the class, seating, age, make and condition of all vehicles in your fleet, including all ancillary equipment including wheelchair clamps and straps, booster seats, etc	5
7. <b>Policy &amp; Accreditation:</b> Please provide details of your sustainability policy, health and safety policy, quality assurance, accreditation and environmental management policies.	5
8. <b>Company Structure:</b> Please provide details of your management structure, including how many staff you employ (PAYE). Please complete the company structure chart below or provide a copy of your existing company structure chart.	5
9. <b>Change in Service:</b> Please detail your ability to deal with fluctuations in the service, including details of spare capacity.	5
10. <b>Fault Reporting:</b> Please provide details of your fault reporting and rectification procedures.	5
11. <b>Price:</b> The lowest price tendered will receive the maximum 25 points. Next lowest price tendered will be scored utilising the following equation: (Lowest price / Next lowest price) x 25.	25