

BARNSELY METROPOLITAN BOROUGH COUNCIL

**Council Meeting:
17th March 2014**

Agenda Item: 5a

**Report of Central Area Council
Manager**

Central Area Council - Procurement Update

1. Purpose of Report

1.1 This report updates Members about the progress made to date in taking forward the Central Council procurement processes for:

- A service to reduce isolation and loneliness in older people
- A service for children aged 8-12 years
- A service for young people aged 13-19 years

1.2 It also presents the specification of requirements for “a service to create a cleaner and greener environment in partnership with local people” and outlines the process to be undertaken to appoint a Provider to deliver this service, based on a price/quality split. The report identifies the need for a Central Council member to be part of the Procurement/Evaluation Panel for appointing a Provider to deliver this service.

1.3 Finally, the report updates members about progress made in taking forward the two enforcement proposals that will complement the cleaner and greener service to be procured.

2. Recommendations

It is recommended that:

2.1 Members note the progress made in taking forward the Central Council procurement processes

2.2 Members approve the specification of requirements and the associated price/quality split upon which tenders will be evaluated for a service to create a cleaner and greener environment in partnership with local people.

2.3 A Central Council member is identified to be part of the Evaluation Panel for the Cleaner and Greener Environment procurement.

2.4 Members agree that a specification of requirement/service level agreement for each of the two enforcement proposals is brought to a special Central Council meeting to be scheduled for mid-April 2014.

3. Procurement Updates

3.1 Reducing Isolation and Loneliness in Older People

The specification of requirements and associated price/quality split for procuring this service was agreed by the Central Council at its meeting on 20th January 2014.

A comprehensive Tender Pack, incorporating all the information about the service to be procured and including the evaluation criteria for assessing the bids, has been developed in partnership with Norfolk Property Services (NPS)

The advertisement to procure this service was advertised on YORtender on 14th February 2014 and 55 expressions of interest have been requested to date.

The closing date for proposal submissions is Friday 14th March 2014.

Following this date an Evaluation Panel will meet to assess the proposals and identify the successful bidder. Support will be provided to the Evaluation Panel by NPS and briefing sessions to support this process have been arranged.

Membership of the Older People's Evaluation Panel is as follows:

Karen Temple-NPS
Councillor Phillip Birkinshaw
Councillor John Clarke
Doreen Cureton
Shiv Bhurtun
Carol Brady

3.2 Services (x2) for Children and Young People

Two specifications for services for children aged 8-12 years and young people aged 13-19 years, together with the associated price/quality splits, were agreed by the Central Council on 17th February 2014.

A comprehensive Tender Pack has been developed, including evaluation criteria for assessing the proposals. The advertisement to procure these children and young people's services will be advertised on 14th March 2014.

To enable smaller local organisations to network with larger organisations and potentially become part of the procurement process, a Market Briefing event is to be held on Friday 28th March 2015, 10-12noon at the Ozone, Barnsley Football Club. Leaflets will be available at the meeting for local distribution by Central Council members.

The closing date for proposal submissions for the children and young people's procurements will be Friday 2nd May 2014.

Following this date an Evaluation Panel will meet to assess the proposals against the criteria and identify the successful bidder.

Membership of the Children and Young People's Evaluation Panel will be as follows:

NPS representative
Councillor Phillip Birkinshaw
Councillor John Clarke

Tom Smith – Service specialist
 Youth Council representative
 Carol Brady-Area Manager

3.3 Creating a Cleaner and Greener Environment in Partnership with Local People

As outlined at the last Area Council meeting a service specification and associated procurement strategy has been in development to address the Central Council's "Clean and Green" priority.

From an Area Council perspective a Service Specification is a document that contains a description of what the Area Council wants from a service. It is a working tool for the Provider to use to structure how they will deliver the service, and it is a document for the Area Council to measure the quality of the service and hold the Provider to account.

Without a service specification a provider will not have a clear understanding of what it is the Area Council wants them to do, and so it will be difficult to evidence value for money, challenge poor practice and gather information to inform future commissioning decisions

A final draft of the specification of requirements for "a service to create a cleaner and greener environment in partnership with local people" has now been developed. A copy of this specification can be found at Appendix 1.

Alongside the Service specification document, a Procurement Strategy for this cleaner and greener service has been written. It outlines that the method of procurement for this new service will be competitive tenders through the open tender route. It also details the evaluation process for selecting a provider based on a price/quality split. The price/quality split determined is 35:65 in favour of quality.

A synopsis of the Procurement Strategy, including information about the price/quality evaluation criteria, can be found at Appendix 2.

As outlined in the Procurement Strategy synopsis attached, one place has been identified on the Procurement/Tender Evaluation team for an elected member. This should be a Central Council member who has been involved in the development of the specification of requirements, and who has no conflict of interest with any potential providers.

To encourage the involvement and engagement of local providers in the clean and green procurement process, a Market Briefing event is to be held in early May 2014. It is likely that this event will be planned and delivered jointly between Central and South Area Council's. Both Area Council's are commissioning "clean and green" services and are progressing along similar timescales.

If the specification is approved by Central Council at today's meeting, the following are the key actions to be undertaken, with indicative timescales:

Finalise tender pack documentation -	Early April 2014
Place tender advertisements -	Early April 2014
Market Briefing event-	Mid April 2014
Tender return-	Early May 2014
Tender evaluation completed-	Late May 2014

Tender reports and approval to award-
Issue letters of intent/Contract-

Late May 2014
Early June 2014

3.4 Enforcement Proposals

It has been acknowledged at previous Central Council meetings that the Cleaner and Greener specification would need to be complemented by the following enforcement interventions:

- General environmental enforcement
- Private rented housing sector management/enforcement.

Generic Environmental Enforcement - Following the attendance of Paul Brannan at the last meeting of Central Council, and subsequent discussions that have taken place to consider how the provision of a generic environmental enforcement service could be taken forward across all the Area Council's, the following approach for the provision of this service has now been agreed:

- Joint procurements for generic environmental enforcement services are to take place with Central Council and South Council (subject to agreement) coming together to jointly procure this service.
- Working and operational deployment arrangements between the successful Provider and the existing BMBC Safety and Enforcement Service are currently being developed and would be included as part of the specification of requirements for this service.

A draft specification of requirements for this procurement has been developed however amendments and additions may be needed once the joint approach is adopted and the working/operational arrangements referred to above are finalised.

Discussions have taken place regarding the proposed number of operatives to be deployed as part of this service in the Central Council area and it is proposed that 1.5 FTE posts would be sufficient to meet the ongoing needs of the Central Council area over a one year contract period. The estimated value of this procurement would therefore be £55,000 for a 1 year period.

It is proposed that a final draft of a specification of requirements for this service, incorporating the information referred to above, be considered at a special Central Council meeting in mid-April 2014.

Private Sector Rented Housing Management/Enforcement – Discussions are currently underway to agree the approach for providing/delivering this service. It is anticipated that a draft specification or service level agreement will be available to consider at the special meeting of the Central Council in mid-April 2014.

Appendices

- Appendix 1:** Specification of requirements for a service to create a cleaner and greener environment in partnership with local people.
- Appendix 2:** Synopsis of Procurement Strategy for creating a cleaner and greener environment in partnership with local people.

Background Papers

Central Area Council priorities and commissioning update. Cen.20.01.2014/6

Central Area Council priorities and commissioning update. Cen.17.02.2014/3

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Date:

7th March 2014.

Appendix 1

CENTRAL COUNCIL

Specification of Requirements for Creating a Cleaner and Greener Environment in partnership with local people.

1. Brief Summary of the Service

The Central Council wants to commission a Provider to deliver a service that will complement existing service provision to improve the overall environmental appearance of the five wards that make up the Central Council area.

The service will contribute to maintaining a clean, well presented and welcoming physical environment in the Central Council area through both a reactive and proactive approach to the issues of littering, dog fouling, shrub bed maintenance, cutting back etc.

Wherever possible the service should involve local people in sustaining their own neighbourhoods and inspire people to ***Love Where You Live***. Engaging with local residents, community groups and volunteers will therefore be an integral part of this service.

Background information about the Central area and the Central Council can be found at Appendix 1.

In developing and delivering this service, the provider should ensure that it is contributing to the Council's Corporate priorities and outcome statements. Sustainability, community support, self reliance, resilience and reciprocity should therefore be built into the service design and delivery. Also and where possible, work experience placements, apprentice opportunities and local labour should be used.

We are keen to see the involvement of local people, groups and businesses in this service, not only through volunteering and stakeholder engagement, but also via formal sub contracting arrangements at a local level, where appropriate.

2. Background and Context

The Central Council area is a diverse area that is made up of 5 wards, namely Central, Kingstone, Dodworth, Worsbrough and Stairfoot. The population of the area is approximately 52,700 .

The area, which covers 35km, includes a number of high density urban areas with a mix of social and owner occupier housing. It also includes a number of green areas, small parks, a borough park, conservation areas, distinct villages, town centres and countryside parks.

The Trans Pennine trail runs through parts of the Central Council area.

The proximity of some wards to the Town Centre has a distinct impact on the green

and clean agenda that is more pronounced than in other parts of the Central Council area, for example litter and parking issues.

The local environment has been highlighted as a cause for concern by local residents across the 5 wards and this view is supported by the Ward Alliances who have highlighted the Environment as a priority for local consideration.

An existing and ongoing service that includes litter picking, dog fouling, fly tipping, weed killing, grass cutting, hedge cutting etc. has been delivered by the Council's Neighbourhood Pride team for a number of years.

The service to be procured should therefore complement the continuing Neighbourhood Pride Service and proactively engage the local community in keeping their neighbourhoods clean and tidy.

The service to be commissioned will also be complemented by an enforcement service which is currently being procured by the Central Council.

3.Strategic Vision, Values, Aims and Priorities

3a. Barnsley Council's Vision and Values

Vision:

Working together for a brighter future, a better Barnsley

Values:

Working Together

- We work as "One Council" to do the best that we can for our customers
- We build partnerships and work with others to achieve the best for Barnsley
- We are understanding and supportive of others, respecting and valuing differences

Honesty

- We are open and honest about what we are able to achieve, the decisions we make and how well we are doing
- We are true to our word, reliable and fair
- We are responsible and accountable for our actions

Excellence

- We are committed to quality and value for money
- We learn from our successes and mistakes
- We are flexible, adaptable and respond positively to change

Pride

- We are proud of the work we do and services we deliver
- We are proud to support our communities to make Barnsley a better place
- We are proud of our achievements

3b. BMBC Corporate Priorities and Outcome Statements	
<i>In developing and delivering this service, the provider should ensure that it is contributing to the Council's Corporate priorities and outcome statements as outlined below.</i>	
Thriving and vibrant communities	-Create more jobs and businesses through appropriate provision of business, enterprise and employment programmes to reduce worklessness amongst those currently unemployed and increase skills levels of our current and future workforce.
Supporting resilient communities	-Ensure people of all ages have a much greater involvement in designing services and actively participating in improving their lives and Barnsley -Support the many benefits of volunteering and foster our many and diverse opportunities for residents to gain new skills and experiences through volunteering -Ensure customer services and the citizen experience of access is improved-facilitate greater self-help -Engage local communities in helping them shape decisions and services in their neighbourhood
Citizens achieving their potential	-Target young people, families and communities who may need extra help in gaining the skills and experience they need to succeed -Prioritise the safeguarding of vulnerable children and adults, and ensure that the risk of them getting harmed is kept to an absolute minimum -Make the improvement of people's health and wellbeing everybody's business, with an emphasis on prevention and the contribution that all services can make -Prioritise the reduction in health inequalities between different parts of the Borough -Ensure that the Council plays a strong part in keeping the Borough safe, and work with others to improve community safety

4. Specific Aims and Objectives of the Service

- To improve the physical appearance of the Central Council area in partnership with local residents and/or local community groups/organisations
- Contribute to maintaining a clean, safe, well presented and welcoming physical environment through the provision of both proactive and reactive

work as agreed with Ward Alliances

- Inspire local people and encourage sustainability through engagement with volunteers, residents, local community groups and organisations
- Encourage and support community responsibility for green areas/ shrub beds/planters
- Reduce the amount of littering, dog fouling in the area through education in schools and within local communities
- Liaison with environmental enforcement service in hot spot areas

5. Social Value Objectives of the Service

Under this contract the successful provider will be required to actively contribute to the achievement of specific social value objectives. These reflect the vision and corporate priorities of the Council outlined in Section 3, and include:-

- Provision of local skills development, work experience placements and apprentice opportunities
- Employment and training opportunities within the locality
- Use of local Voluntary Community Organisations and community groups
- Recruitment and deployment of volunteers
- Development of strong community networks, community self-help and resilience
- Engaging with local residents to initiate social action
- Working with existing “friends of” groups and community groups to encourage local action
- Local spend
- Use of local supply chains and local sub contractors

6. The Service/Activities to be Delivered

The appointed provider will develop and deliver a service that: complements existing provision; addresses the needs of each ward in the area, meets the specified objectives; and delivers the outcomes outlined in this document.

Five Service Level Agreements that address the needs in each ward and address hot spot areas should be developed in liaison with each of the 5 Ward Alliances and delivered accordingly.

The interventions/activities to be delivered for each Ward as part of the SLA may include the following:

- Grass cutting
- Shrub bed maintenance/removal
- Pruning vegetation
- Hedge strimming
- Litter picking
- Sweep roads where machines cannot access
- Remove fallen leaves- hot spot areas
- Dog fouling removal
- Remove graffiti which is not racist or homophobic
- Removal of fly posters
- Weed control

In addition, and in liaison with the Central Area Team, the provider will be expected to:

- Organise / assist / lead with community clean ups
- Develop community warden schemes for adult residents
- Promote street pride

The above is not an exhaustive list and there may be other activities you wish to include.

The provider will be expected to tailor their work to suit seasonal variations in demand and support for community events and/or community clean ups will be an integral part of the work.

The provider will be expected to act as the “eyes and the ears” in the community and be responsible for reporting other matters not necessarily within their scope of responsibility so that this can be actioned by the respective Council service. This would include reporting:

- Discarded needles
- Graffiti
- Fly Tipping
- Problems with trees
- Asbestos

Instructions on how these reports should be made will be provided.

It is expected that the set-up, and ongoing costs of materials, tools, equipment will be met by the provider. The provider will ensure that these materials, tools and equipment are well maintained and kept in a secure place.

The Service Provider will have access to all BMBC waste disposal sites, and tipping costs will be met by Barnsley MBC, subject to the waste being checked by BMBC operatives at the sites. Any anomalies will be raised at the Contract Monitoring meetings Recycling will be carried out wherever possible. The Service Provider will need their own Waste Carriers License. This will be verified as part of the procurement process.

Work with local media and through social media channels should take place to highlight the work taking place, the improvements being made and to change the relationship between community and council. This should encourage more witness reports to come forward from the community.

It will be very important that this service is delivered in close liaison with Neighbourhood Services to ensure that overall service delivery is co-ordinated and complementary. The provider is also expected to work closely with environmental enforcement services.

The service must be flexible and reactive as well as proactive. The service is expected to deliver to ‘hot spot’ areas as identified by elected members/Ward Alliances, to improve the environment in a way which is sustainable. There will be SLAs with each of the 5 wards that includes an equal number of working hours but with the flexibility to deliver on the key requirements of each area, each having

different needs.

7. Target Groups and / or Areas

The Service should be delivered proportionately across each of the 5 wards of the Central Council area. Hot spot areas in each of the 5 wards should however be prioritised through the Ward Alliances.

8. Equality Impacts

9. Performance Measures

9a. Outcomes

The following are the outcomes that the provider is expected to achieve as a result of the service being delivered.

Specific outcome measures, targets and methodology for measuring to be proposed by provider .

Targets will be agreed prior to commencement of contract.

<i>Outcomes</i>	INDICATIVE Outcome Indicators	<i>(Evaluation Methodology)</i>
Creating a well maintained, clean, safe, well presented and welcoming physical environment	Reduction in complaints/ requests for service	
Local communities involved in ensuring areas are kept clean and litter free	Residents taking part in volunteering activities	
Reduction in levels of littering and dog fouling.		
Residents/community groups taking responsibility for green areas/ shrub beds/ planters etc.	Increase in number of community groups established	
Increase skills and work		

experience at local level		
Increase the number of people engaged in volunteering activities in the community		
9b. Outputs. <i>Easy to measure actions, units, events that tell us how much, how many or how often.</i> <i>Exact measurements and targets to be determined when the final interventions are agreed</i>		
9c. Milestones		
<i>(Activity/Action)</i>	<i>(When)</i>	
Tender Return	Early May 2014	
Tender Evaluation	Late May 2014	
Provider Interviews	Late May 2014	
Tender Report and Approval to Award	Late May 2014	
Standstill Period and Feedback	Early June 2015	
Contract commences	Mid June 2014	
Develop and agree SLA's for each of the 5 ward areas	Mid July 2014	
Year 1 Quarter 1 report submitted	End of September 2014	
Y1 Quarter 2 report submitted	Early January 2015	
Y1 Quarter 3 report submitted	Early April 2015	
Y1 Quarter 4 and end of year 1 report submitted	Early July 2015	
Y2 Quarter 1		

10. Location/Availability/Accessibility of the Service

Service to be delivered within the boundaries of the Central Council area.

11.Contract Value

The total estimated value of this procurement is £160,000, to be run over a 2 year period (ie. £80,000 per annum), with a break option after Year 1.

12. Contract Terms and Conditions

Please see contract.

13. Monitoring and Recording Arrangements

The Provider will need to be able to demonstrate the effectiveness of the service in terms of delivering the agreed outcomes, outcome measures and outputs. There is a key requirement of the provider to:

- Provide a quarterly report to the Contract Manager against each of the 5 SLA's agreed.
- Collect, collate and report on a range of agreed indicators on a quarterly basis (see milestones) as part of a quarterly report. This should also include the submission of 2 case studies (group, individual or illustrating good practice/innovative work) together with supporting photographs.
- Attend quarterly meetings with the contract manager to discuss the quarterly report and request any additional information/provide clarification, if required.
- An end of year report to be submitted (see milestones)
- An end of Project report and lessons learned to be submitted 3 months before the contract end date.

The Area Council Manager will review performance in liaison with the Central Area Council and may reasonably ask for additional information at anytime.

Service provision will be subject to annual review

14. Quality Standards

The provider will have all relevant policies and procedures in place.

The provider of this service will be required to adhere to the Health and Safety at Work Act 1974 at all times and any other relevant guidance and directives in force or subsequently issued. In addition the provider is required to achieve accreditation under one of the Safety Schemes in Procurement.

The Service Provider will ensure that:

- All materials used in carrying out the service comply with the Control of Substances Hazardous to Health Regulations
- All materials, and equipment, are stored in a safe and proper manner
- Environmentally friendly materials are used whenever possible
- All staff are equipped with appropriate training, (including needle search training) staff development and supervision.
- All staff employed or engaged by the Service Provider are informed and are aware of the standard of performance that they are required to provide and are able to meet that standard.

- The adherence of the Service Provider's staff to such standards of performance is routinely monitored and that remedial action is promptly taken where such standards are not met
- All staff employed or engaged by the Service Provider have been subject to a DBS clearance, where required, and an acceptable outcome determined
- For the avoidance of doubt, nothing in this specification is intended to prevent the Service Provider from setting higher quality standards than those laid down in the Contract.

Additionally:

- The Service Provider will have a robust system for monitoring complaints and suggestions; feedback from service users will inform service delivery.
- The Service Provider will submit reports summarising any complaints, investigations and remedial actions

15. Commissioning/Procurement Officer Details

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Appendix 2

CENTRAL AREA COUNCIL
PROCUREMENT STRATEGY SYNOPSIS
A SERVICE FOR CREATING A CLEANER AND GREENER
ENVIRONMENT IN PARTNERSHIP WITH LOCAL PEOPLE

The Central Council wants to commission a Provider to deliver a service that will complement existing service provision to improve the overall environmental appearance of the five wards that make up the Central Council area.

The specific aims and objectives of the service are:-

- Improve the physical appearance of the Central Council area in partnership with local residents and/or local community groups/organisations
- Contribute to maintaining a clean, safe, well presented and welcoming physical environment through the provision of both proactive and reactive work as agreed with Ward Alliances
- Inspire local people and encourage sustainability through engagement with volunteers, residents, local community groups and organisations
- Encourage and support community responsibility for green areas/ shrub beds/planters
- Reduce the amount of littering, dog fouling in the area through education in schools and within local communities
- Liaison with environmental enforcement service in hot spot areas
- Link with other Central Area Council procured services, to support the over-arching aims of area governance shown above
- Effective deployment of available resources to fully comply with and deliver the requirements of this specification

Social value objectives are:-

- Provision of local skills development, work experience placements and apprentice opportunities
- Employment and training opportunities within the locality
- Use of local Voluntary Community Organisations and community groups
- Recruitment and deployment of volunteers
- Development of strong community networks, community self-help and resilience
- Engaging with local residents to initiate social action
- Working with existing "friends of" groups and community groups to encourage local action
- Local spend
- Use of local supply chains and local sub-contractors

Procurement strategy/ method

The method of procurement for the new service will be competitive tenders using the open tender route. The activities underpinning this method of procurement comprise:

Competitive Tender:

- Draft specification, including Price & Quality Evaluation Methodology in order to award to the most economically advantageous tender

- Placing of tender advertisement
- Despatch of tender documents to providers expressing interest
- Tender Return and Evaluation
- Tender Report and Approval to Award
- Standstill Period and Feedback (10 Days)
- Tender Award/Signature of Contract

Procurement Programme (non OJEU):

- | | |
|---|-----------------------------|
| • Complete drafting of Specification: | Dec 2013-March 2014 |
| • Area Council Approval of Specification: | 17 th March 2014 |
| • Place Tender Advert: | Early April 2014 |
| • Market briefing event: | Mid April 2014 |
| • Tender Return: | Early May 2014 |
| • Tender Evaluation: | Late May 2014 |
| • Tender Report and Approval to Award: | Late May 2014 |
| • Standstill Period and Feedback: | Early June 2014 |
| • Issue Letter of Intent/Contract: | Early June 2014 |

Procurement team

The Procurement/Tender Evaluation Team is:

- | | |
|---------------------|------------------------------------|
| - TBC | Commissioning and Procurement Lead |
| - Paul Castle? | Technical Support |
| - Ward Alliance rep | Community Representative |
| - Elected member | Central Council member TBA |
| - Area Manager | Carol Brady |

Provider selection and tender evaluation process

The evaluation process will seek to obtain the most economically advantageous tender following a Price Quality Evaluation in the ratio of 35:65 in favour of quality. This ratio has been calculated from analysing the aims and objectives of the procurement.

The following process will be followed for the quality evaluation:-

- Tender quality submissions will be subject to evaluation by the Procurement/Tender Evaluation Team and will include an interview process for the top 2 providers.
- All members of the procurement/Tender Evaluation Team will evaluate and score submissions, and all elements of the submissions will be evaluated.
- Specialist areas of the submissions, such as finance, will be distributed to relevant specialist support officers within the Council.
- Records will be maintained throughout the process that provide justification for actions/decisions taken and are fully auditable. Electronic scoring sheets (Excel) will be utilised for all stages.
- Scores for each evaluator will be logged separately, together with detailed comments, and signed/dated by the relevant evaluator. Where they are adjusted, for example after discussion, the reasons should be clearly identified and initialled. Scores will be averaged for the panel, not arrived at by consensus.
- Unsuccessful tenderers will be de-briefed.

The following process will be followed for the price evaluation:-

- Tender prices will be separately evaluated as part of the tender evaluation.
- Individual priced components will be summarised into a total tender figure for the whole of the service and for the duration of the contract, and arithmetically checked.
- One hundred marks will be awarded to the lowest acceptable tender bid. For all other submissions, one mark will be deducted for each percentage point by which the submission exceeds the lowest.

The Quality Evaluation Criteria:-

The tender quality evaluation will focus on the criteria below in order to test provider quality credentials in these specific areas. Some of the criteria are for information only and some are PASS/FAIL criteria. The remaining criteria will be individually awarded a score according to the standard of information provided by the applicant.

<u>Tender Quality Evaluation Criteria</u>	<u>Weighting %</u>
1. Organisational Information	Information Only
2. Financial Information	PASS/FAIL
3. Health & Safety	PASS/FAIL
4. Safeguarding/Quality Accreditations	PASS/FAIL
5. Technical Capacity:- <ul style="list-style-type: none"> - Proposed methodology for delivering the full scope of service (including resources, holiday cover, vehicle specification etc) - CV's of persons delivering the service - Proposed Outputs, Targets and Supporting Evidence for Outputs - 	54%
6. Contract Management:- <ul style="list-style-type: none"> - Financial, Budget and Change Management/Reporting; customer care 	10%
7. Social Value:- <ul style="list-style-type: none"> - Improve the environment - Encourage and inspire people to 'Love Where they Live' - Increase skills and work experience at local level - Increase employment opportunities through apprenticeships - Increase the number of people engaged in voluntary activities in the community - Local sub-contracting 	26%
8. Interview –Top 2 providers	10%
	100%