



## Executive Director for Community Services

### Contract Award - Adult Social Care Consultancy Service

**Date:** 2<sup>nd</sup> March 2021

**Key decision:** Yes

**Class:** Part 1

**Ward(s) affected:** All

**Contributors:** Corporate Procurement Team, Stewart Weaver-Snellgrove, Legal Team

### Outline and recommendations

The purpose of this report is to seek agreement from the Executive Director for Community Services to award the contract for an Adult Social Care Consultancy Service to Newton Europe Limited (Newton Europe) following a competitive tender exercise. Officers consider that appointing Newton Europe represents value for money and quality of the returned tenders.

The Executive Director for Community Services is recommended to approve the award of the contract to Newton Europe for the provision of consultancy services for the Adult Social Care department within Community Services, from 30 March 2021 to 30 June 2021. This will involve a fixed fee expenditure of £268,579.00 over the full contract term. This consultancy service will provide strategic and analytical capacity to identify the best way to deliver transformational change at pace and scale within Adult Social Care.

## **Timeline of engagement and decision-making**

The Authority to Procure Report for the procurement of an Adult Social Care Consultancy Service was presented to Tom Brown, Executive Director for Community Services on 18<sup>th</sup> January 2021. The Authority to Procure Report was signed and approved by Tom Brown, Executive Director for Community Services on 18<sup>th</sup> January 2021.

The tender was issued on Proactis e-procurement portal on 3<sup>rd</sup> February 2021 and the tender was returned on 17<sup>th</sup> February 2021.

### **1. Summary**

- 1.1. This report sets out the tender process to procure a consultancy service which will provide strategic and analytical capacity to identify the best way to deliver transformational change at pace and scale within Adult Social Care at Lewisham Council, and recommends award of the contract of services to Newton Europe.
- 1.2. The purpose of this report is to seek agreement and approval from the Executive Director for Community Services to award the contract for the provision of an Adult Social Care (ASC) Consultancy Service to Newton Europe following a competitive tender exercise.
- 1.3. Officers consider that appointing Newton Europe represents value for money and quality of the returned tenders.
- 1.4. The 'mini-competition' tender exercise was conducted using Lot 5 Health and Community of Crown Commercial Services' (CCS) RM3745 Management Consultancy Framework. The use of this framework was approved by the Executive Director for Community services on 18<sup>th</sup> January 2021. The fifty listed suppliers were invited to bid for this tender. Following the competitive tendering process and evaluation of bids the successful supplier has been identified as Newton Europe.
- 1.5. The Executive Director for Community Services is recommended to approve the award of the contract to Newton Europe for the provision of consultancy service, from 30 March 2021 to 30 June 2021.

### **2. Recommendations**

- 2.1. It is recommend that the Executive Director for Community Services:
- 2.2. Approve the contract award to Newton Europe for the provision of consultancy services, including strategic and analytical capacity, in order to identify the best way to deliver transformational change at pace and scale within the Adult Social Care department at Lewisham Council for a contract value of £268,579.00.

### **3. Policy Context**

- 3.1. A budget savings process is well underway Council-wide and there is an urgent need to deliver £40m over the next three years (2021-24) as described in the [Financial Stabilisation Medium Term Plan](#).
- 3.2. This financial position illustrates the impact of the severe financial constraints which

have been imposed on Council services due to a decade of funding cuts. This situation has been compounded by the Covid-19 pandemic and the need to protect Lewisham's most vulnerable residents.

- 3.3. ASC must realise £7m of savings in 2021/22, more than any other service area in the Council. To help deliver these savings within the required timeframe, a full-scale review of ASC must be undertaken. The objective of this review is to identify sustainable financial benefits through service change (please see glossary for definition) and improvement, whilst continuing to provide good outcomes for Lewisham residents.
- 3.4. It is against this backdrop that the procurement of a consultancy service for ASC was approved, as Lewisham Council require management consultancy services to support the delivery of savings within ASC services whilst maintaining good quality outcomes for residents. This review will support the wider service transformation required in order to create a model that supports residents to be independent for longer.
- 3.5. It is important to note, whilst the appointed supplier will support the savings process, realisation of these savings is not wholly contingent on the completion of this review. The Council has already identified interventions to partially address the current budget position. Work to deliver £7m of savings in 2021/22 is already in progress under the Delivery Action Plan for ASC. This was explained to all suppliers within the service Specification.
- 3.6. For the purposes of procuring the intended service for ASC the Council chose to use Lot 5 (Health and Community) of CCS's RM3745 Management Consultancy Framework as this covered the subject matter in question and focussed on cost and commercial/efficiency review of public services.
- 3.7. As outlined in the ITT, the achievement of savings will not be contingent on the review in itself as work on the cuts process will commence in advance of the review taking place. The review will shape the strategy going forward, moving towards a model of independence and re-enablement, transforming how care is provided in Lewisham.
- 3.8. As outlined in the ITT to all suppliers, ASC is a statutory service and will continue to implement the legislative requirements and relevant guidance appropriately. Consideration will be given to, for example, whether care arrangements currently in place have appropriately considered the choices and aspirations of individual service users and carers when considering how needs can be met. All decisions made regarding – for example - how a care and support plan is changed (for example following any re-assessment of needs) will need to continue to be made in line with the Care Act guidance. Any re-assessments of current arrangements will follow Care Act guidance by taking into account the strengths and assets that individuals can contribute to support themselves, for example, looking at what family and community networks can provide, and whether there are sufficient finances to self-fund support required.
- 3.9. The Council's Corporate Strategy 2018 – 2022 which outlines a range of the Council's commitments including those regarding Adult Social Care services was also outlined to all suppliers within the ITT document. One of the seven corporate priorities is the delivery and defending of health, social care and support. 'Ensuring everyone receives the health, mental health, social care and support services they need' is directly related to Adult Social Care services. The proposals put forward will need to take those matters into account regarding provision of these services to our residents.

## **4. Background**

- 4.1. Permission to proceed and implement a 'mini-competition' using CCS framework RM3745 Lot 5 Health and Community was gained on 18<sup>th</sup> January 2021 from the Executive Director for Community Services.
- 4.2. Tender documents were developed and outlined in detail the requirements of this

service, including by not limited to:

- Work in partnership with ASC, helping them to find ways to expedite key deliverables, as identified in Section 3 of this Specification, to achieve the £7m of savings in 2021/22.
  - Build a detailed understanding of potential areas for ASC service improvement using existing service-related intelligence (e.g. financial and performance data), business insights, live studies, user experiences and stakeholder engagement.
  - Ensure that every stage of the review is data driven, evidence-led and linked to tangible outcomes. There should be a strong emphasis on data in every part of your review, with clearly referenced evidence provided for all data-based conclusions.
  - Highlight any specific barriers (including issues of capacity, capability and organisational culture) that would need to be overcome to implement improvements in these areas. This includes the identification of any internal or external policy barriers.
  - Produce a report quantifying the potential in each opportunity area and detail on the specific operational hurdles that must be addressed to release this potential. If opportunities are identified across the broader health and care system, then ensure that these are clearly highlighted.
  - Build a benefits model illustrating the rate at which improvements are expected, the source of these outcomes and the resultant financial improvements.
  - Establish an order of priority for improvement opportunities framed by robust rationale.
  - Develop a supporting narrative for transformational change that ASC staff can work consistently towards.
  - Develop a Diagnostic Report for Phase 1 (owned by the Council) with clear performance targets, resource requirements, owners, and timescales for agreement with the management team.
  - Impart skills or knowledge transfer to key council staff through mentoring or training opportunities throughout the lifecycle of the project.
  - Provide the identification of opportunities to either work with or train Lewisham officers in order that they are able to deliver part of any potential implementation process.
  - Using Lewisham's Corporate Strategy to develop a vision for change and create a future service offer that elected members and officers have confidence in and Lewisham residents can understand.
  - Identify the best approach to any organisational culture change that needs to be initiated as part of Phase 1. Create a delivery and implementation plan for Phase 2 that supports the council in the potential design and roll-out of these changes.
- 4.3. As a 'mini-competition' was used for the procurement of the consultancy service, as opposed to an open procurement, suppliers listed on Lot 5 of RM3745 were invited to tender via the Pro-contract procurement portal, in accordance with the Council's Contract Procedure Rules. It was also advertised via Contracts Finder, with an assessment taking place marking on a 20/75/5 price/quality/social value split.
- 4.4. The project was live and open to bids from 3<sup>rd</sup> February – 17<sup>th</sup> February 2021.
- 4.5. The contract will be between Newton Europe and the Council for the period of up to a maximum of three months. Newton Europe will, however, remain flexible with regard

to both this timeframe and the service launch date due to the ongoing demand placed upon the Council and its partners as a result of the COVID-19 pandemic.

- 4.6. Newton Europe will begin the provision of the consultancy service on Tuesday, 30 March 2021 at the earliest.

## 5. Evaluation

- 5.1. Tenders were received on 17<sup>th</sup> February 2021 from the following organisations:

- Newton Europe (successful bidder)
- Bidder A
- Bidder B
- Bidder C

- 5.2. The following criteria were used during the evaluation process:

Criteria	Weighting
Financial	20%
Commercial Offer	15%
Service Delivery	15%
Savings Action Plan	15%
Sustainability and Innovation	10%
Culture Change	10%
Equality, Diversity and Inclusion	10%
Social Value	5%

- 5.3. Three of the criteria – Commercial Offer, Service Delivery and Savings Action Plan – were assigned a minimum score of seven (7). All other criteria had a minimum score of five (5). Where a bidder did not reach these minimum scores, the Council had the ability to reject the tender.
- 5.4. Tenderers were asked to submit a description of their proposals in the form of Method Statements in order to test their understanding of service requirements. The Method Statements were assessed under the quality criteria, and those provided by the successful tender will form part of the contract documentation against which their performance will be monitored.
- 5.5. The evaluation of the price was worth 20% of the overall score and was calculated using a model that evaluated all tenders against the lowest paid submission.
- 5.6. The evaluation of the quality element was worth 80% of the overall score, and was awarded on the responses to the Method Statements.
- 5.7. The evaluation panel consisted of representatives from Community Services, Adult Social Care, the Programme Management Office, Finance and our Social Value Officer. Additional support was provided by the Corporate Procurement Team.

### **Synopsis of Bids**

- 5.8. Following the provision of comments and scores by individuals on the evaluation panel, a consensus score for each bidder's response to the Method Statements was reached

during the moderation meeting. The moderation matrix indicates whether or not the response has reached the minimum scoring requirement for each Method Statement (as set out in the ITT). Two bidders, Bidder A and Bidder C, failed to meet the minimum scores required for an acceptable and valid tender. Bidder A failed to reach the minimum score of seven (7) for MS2 and Bidder C failed to reach the minimum score of seven (7) for MS2 and MS3. Therefore both Bidder A and Bidder C did not meet the minimum score threshold, so both submissions were deemed invalid and the prices submitted by Bidder A and Bidder C were not evaluated.

- 5.9. Further information regarding the invalid tenders can be found in section five of the Part 2 report.
- 5.10. Information regarding the final priced tenders received can be found in section five of the Part 2 report.

<b>Contractor</b>	<b>Weighted Price Score</b>
Newton Europe	16.44
Bidder A	Invalid Tender
Bidder B	20
Bidder C	Invalid Tender

- 5.11. The qualitative assessment was based on the tendering suppliers' responses to method statements included in the ITT and weighted scores for these are summarised in the table below and in Part five of the Part 2 report. Submitted tenders were analysed and evaluated using Lewisham's standard tender evaluation processes.

<b>Contractor</b>	<b>Quality Score</b>
Newton Europe	67.00
Bidder A	Invalid Tender
Bidder B	63.00
Bidder C	Invalid Tender

- 5.12. Please see Appendix A with the qualitative scores for each Method Statement and bidder.
- 5.13. Please see Appendix B to view the table outlining price, quality and overall scores for each bidder.
- 5.14. A detailed synopsis of the tenders received is set out in Section five of the Part 2 report.
- 5.15. Following evaluation of the submissions, Newton Europe provided best value based on the price and quality evaluation criteria used.
- 5.16. It is therefore recommended that the Council accepts the proposal submitted by Newton Europe.

## **6. Budget**

- 6.1. Following completion of Phase 1 of the review there will be a brief pause whilst consideration is given to the possibility of in-house delivery of the service improvement opportunities, alongside alternative approaches. At this time, a decision on how to proceed to Phase 2 will follow the appropriate route required by the Council's Constitution (including Contract Procedure Rules) and Schemes of Delegation.

- 6.2. Should Phase 2 be procured, any payment to the successful bidder for Phase 2 will be based on a percentage of the savings achieved. Payment will be contingent on the successful bidder achieving the sustainable savings set out in the report.

## **7. Financial implications**

- 7.1. The proposed contract award recommended in paragraph 2 will be funded from the Corporate Transformation fund. The overall cost of the contract award, in the region of £300k, is outweighed by the benefits both financial and transformational to the Adult Social Care service and the Council as a whole. The payments are also linked to the achievements of key milestones and therefore provide value for money.

## **8. Legal implications**

- 8.1. The Council's Constitution contains requirements about how to procure and manage contracts. These are in the Contract Procedure Rules (Constitution Part IV). Some of the requirements in those Rules are based on the Public Contracts Regulations 2015 as amended by the Public Procurement (Amendment etc.) (EU Exit) Regulations 2020 ("the Regulations") with which the Council must comply. Under the Council's Contract Procedure Rules the Council may use a framework agreement set up by a public sector body where that framework agreement has been procured in accordance with the Regulations and allows for the Council to use the Framework Agreement. The framework agreement used for this procurement is EU compliant and the Council is entitled to use the framework.
- 8.2. The report proposes the establishment of a contract for provision of consultancy services, including strategic and analytical capacity, in order to identify the best way to deliver transformational change at pace and scale within the Adult Social Care department at Lewisham Council for a contract value of £268,579.00. The potential value of the contract is less than £500,000, which means that this is a Category B contract for the purposes of the Council's Contract Procedure Rules and one which is to be awarded by the Executive Director.
- 8.3. This contract has been procured as required by the Regulations and the Council's Constitution. If the proposal to award the contract is approved, an award notice must be published in the prescribed form.
- 8.4. Procedures for tendering are to be determined by contracting authorities in accordance with the Regulations (regulation 76). These require procedures to be transparent and ensure equal treatment of suppliers. Time limits must also be reasonable and proportionate.
- 7.5. The report explains the evaluation approach and process applied to the bid and the reasons for recommending the successful bid for approval. The report demonstrates that the winning bidder meets all of the Council's requirements.
- 7.6. This decision is a Key Decision under Article 16.2 (c) (xxiii) of the Constitution as it has a value of more than £200,000. It is therefore required to be contained in the current Key Decision Plan.
- 7.7. The Council has a public sector equality duty (the equality duty or the duty - The Equality Act 2010, or the Act). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 7.8. In summary, the Council must, in the exercise of its functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

7.9 It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed above. The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for Mayor and Cabinet, bearing in mind the issues of relevance and proportionality. Mayor and Cabinet must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.

7.10 The Equality and Human Rights Commission (EHRC) has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance. The Council must have regard to the statutory code in so far as it relates to the duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found on the EHRC website.

7.11 The EHRC has issued five guides for public authorities in England giving advice on the equality duty. The 'Essential' guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice.

## **9. Equalities implications**

9.1. Newton Europe will be required to comply with the Council's equality and diversity policies and guidance.

9.2. Addressing inequalities within the health and care system, especially those impacting upon our Black, Asian and Minority Ethnic (BAME) communities, is a key priority for the Council and its partners. This focus has been sharpened in response to the disproportionate impact that COVID-19 has had on these communities. Any changes to ASC services originating from this review will need to be mindful of this, with a thorough consideration of the equality implications for our most vulnerable residents alongside appropriate mitigation to reduce any negative impacts.

## **10. Climate change and environmental implications**

10.1. There are no anticipated climate change and environmental implications arising from this review of ASC. However, any proposed service changes or recommendations made by Newton Europe must be mindful of the Council's intention of becoming a carbon neutral borough by 2030 and observe our commitments in the Climate Emergency Action Plan that was agreed by Mayor and Cabinet in March 2020.



## **11. Crime and disorder implications**

- 11.1. There are no crime or disorder implications relating to this contract.

## **12. Health and wellbeing implications**

- 12.1. Any proposed changes made by Newton Europe to the delivery of services must be fully compliant with relevant legislation regarding Health and Safety in respect of both staff and our service users.

## **13. Social Value implications**

- 13.1. As part of the Invitation to Tender Documents, bidders had to outline how they would deliver Social Value and meet the following targets during the life of the contract.
- A. Employment, Skills and Economy
  - B. Greener Lewisham
  - C. Healthier Lewisham
  - D. Training Lewisham's Future
- 13.2. Following the evaluation process, Newton Europe scored a 6 on this Method Statement question. Their responses to each social value target are as follows:
- 13.3. Employment, Skills and Economy

Newton Europe stated that their experience suggests a well-trained, fairly compensated workforce will support higher quality provision for residents. Their Diagnostic will therefore examine opportunities in jobs, training and development for those working in ASC (both in-house and commissioned) and for service users. They will therefore:

- Deliver a clearer understanding of ideal demand for services (versus current) and will identify opportunities to better support the social care market to meet residents' needs. Newton Europe will consider how well service providers are aligned to the ASC vision (providing good quality outcomes, independence and reablement) and their potential to create further social value (e.g. opportunities to support training and development structures to improve effectiveness of provision, or further encourage providers to adopt the London Living Wage);
- Understand opportunities to support current ASC users to be more independent, accessing volunteering, training, and employment. Pathway reviews will therefore bring together multi-disciplinary teams to rigorously understand pathway decisions of real cases and highlight potential opportunities for promoting independence. Newton Europe will seek opportunities to help vulnerable people (e.g. with learning difficulties) otherwise dependent on provisioned support to learn new skills and so increase their engagement with their communities.
- Work closely alongside Lewisham Council to share their methodology and approach. They will freely provide skills transfer to our staff as part of this offer.
- Build the delivery plan, by working closely with staff from frontline roles to leadership roles, in order to assess the capacity and capability of operational and business support functions to undertake transformational change. This will include identifying areas where upskilling, training or recruitment is required to enable a successful and sustainable Phase 2.

- 13.4. Greener Lewisham

Newton Europe will pay particular attention to Lewisham's Climate Emergency Action Plan:

- Newton Europe will review ways of working to understand the daily challenges frontline staff face and map potential changes to release more time to spend face-to-face with residents. Changing ways of working to reduce travel time will both increase the proportion of time staff can spend with residents and reduce the environmental impact of unnecessary travel. Newton Europe's previous experience in reviewing community-based services has found that route planning and geographic matching of resource and demand can save travel time by 20% and 30% respectively. Newton Europe will therefore consider how potential service providers use travel time and whether this is effective compared to taking up more environmentally friendly transport options.
- The Covid-19 pandemic has resulted in significant shifts in ways of working within many organisations. During the Diagnostic, Newton Europe will review the ways of working of Lewisham teams and how they best support a service that promotes good outcomes for service users. The design and implementation plan Newton Europe create will ensure that any positive changes to ways of working driven by Covid-19 are appropriately supported to become a sustainable part of 'business as usual' and thus reduce environmental impact from travel, materials and waste (e.g. taking advantage of the possibilities of remote working and opportunities for digital innovation.).
- Where the Newton team is working 'on-site' (unless ongoing Covid-19 restrictions require remote working), they will ensure their working practices are aligned to the vision for a Greener Lewisham. Newton Europe will actively work to reduce their impact on carbon emissions, e.g. staying locally to avoid long daily commutes, using public transport or car sharing where travel is required, and making use of digital tools to avoid waste.

### 13.5. Healthier Lewisham

Newton Europe has committed to identifying opportunities to support a Healthier Lewisham - stating their belief that this is integral to the Diagnostic - and that they will build a plan to deliver the ASC vision of supporting people to achieve good outcomes and live more independently and safely. Newton Europe have stated that this is aligned to Newton's their ASC ethos of: being outcome-focussed, promoting high-quality outcomes and ensuring people (particularly those with complex needs) are accessing the right services at the right time:

- Newton Europe has stated that n 'best outcome' workshops, multi-disciplinary teams of practitioners will review real user journeys through service pathways and understand the potential for higher quality outcomes through different ways of working. For example, by reviewing user journeys through the hospital discharge pathway with Lewisham and NHS colleagues, Newton Europe will explore opportunities to support more residents to return home from hospital rather than entering residential settings (reducing the need for long term care and support).
- As well as exploring demand management from the community and hospital, Newton Europe will seek to understand opportunities in early intervention or prevention to improve resident health and wellbeing, combat social isolation, and delay or avoid the need for escalation to statutory services later in a user's care pathway.

- Newton Europe has stated their belief that many opportunities to create a Healthier Lewisham will require work across the interfaces between ASC, the NHS and Public Health. Newton Europe will therefore work with Lewisham to fully understand those who will need to be engaged in the work across Lewisham and its system partners, from senior leaders to frontline practitioners. During the Diagnostic, Newton Europe will engage key stakeholders to shape workshops, studies and discussions that best identify where social value can be gained to ensure alignment between system partners in future opportunities.

### 13.6. Training Lewisham's Future

Newton Europe outlined their view that the biggest priority for 'Training Lewisham's Future' is the education of young people. Whilst outside the scope of Phase 1, as this is a key focus area, Newton Europe would like to explore how they can support Lewisham Council in this area, therefore:

- Newton Europe are committed to maximising their positive impact, particularly on young people across the country. They will manage this through the Newton Foundation, whose flagship cause is social mobility, due to a belief that improving educational standards and raising skills are two of the key strategic interventions which can help to alleviate poverty. Newton Europe aim to support as many young people as possible from low-income backgrounds to engage in degree-level study and then graduate into employment.
- Over the past 2 years, Newton Europe has supported a new charity - The Elephant Group (TEG) – to begin their ambition of scaling as a national charity. TEG has committed to improving fair access to top universities with the goal of improving social mobility in the UK through the power of collaboration and partnerships between leaders in education, the third sector and the private sector. As part of this work, Newton Europe has worked with TEG to develop a performance tracking and impact dashboard to continuously improve their programme. Newton Europe also funded and staffed the 2019 TEG summer school at the University of Exeter for 160 students, similarly supporting a 2020 programme via a virtual platform.
- Newton Europe has committed to exploring opportunities to link Lewisham schools and education institutions with TEG so that young people in the Borough can benefit from the work of this charity.

## 14. **Background papers**

### 14.1. Authority to Procure Report



ASC Management  
Consultancy Service\_

## 15. **Glossary**

### 15.1.

<b>Term</b>	<b>Definition</b>
ASC	Adult Social Care
CCS	Crown Commercial Services
ITT	Invitation to Tender
Service Change	Finding the most effective and efficient way to deliver quality services using the resources available

## **16. Report author and contact**

- 16.1. Flora Allan, Trainee Procurement Officer  
16.2. Flora Allan, [flora.allan@lewisham.gov.uk](mailto:flora.allan@lewisham.gov.uk), 020 8314 3047

## **17. Comments for and on behalf of the Executive Director for Corporate Resources**

- 17.1. [Type here, Arial size 11]  
17.2. *Provide the name, number and email address of the author of the financial implications.*

## **18. Comments for and on behalf of the Director of Law, Governance and HR**

- 18.1. [Type here, Arial size 11]  
18.2. *Provide the name, number and email address of the author of the legal implications.*

**Appendix A**

<b>MS #</b>	<b>Description</b>	<b>Absolute weight (/100)</b>	<b>Minimum threshold score</b>	<b>Newton Europe</b>	<b>Bidder A</b>	<b>Bidder B</b>	<b>Bidder C</b>
<b>MS1</b>	Please outline how you will demonstrate value for money over the course of this project. Your answer should reference your approach to payment on the achievement of milestones.	<b>15</b>	<b>7</b>	8	7	8	7
<b>MS2</b>	Please provide a detailed and clear proposal as to how you will deliver Phase 1 of this review, as outlined in the Specification. Your answer should include your key service; milestones, methodology, analytical tools, resourcing requirements, risk management, stakeholder engagement, reporting and skills transfer.	<b>15</b>	<b>7</b>	9	<b>6</b>	8	<b>6</b>
<b>MS3</b>	Please outline how you will take the Council's existing Savings Action Plan, as detailed in Section 3 of the Specification, into account in your analysis. You should outline how you will ensure that the interventions identified within this Plan will be addressed in Phase 1 of the review.	<b>15</b>	<b>7</b>	9	7	9	<b>6</b>
<b>MS4</b>	Please explain your approach to innovation and sustainability. You should outline how you will ensure that the service changes and improvements identified in Phase 1 are the right ones to deliver good outcomes for Lewisham residents whilst realising sustainable financial benefits.	<b>10</b>	<b>5</b>	9	7	7	6
<b>MS5</b>	Describe how you will undertake and implement a culture of continuous improvement and, where necessary, culture change in order to fully realise both the potential and value of this service-wide review of Adult Social Care.	<b>10</b>	<b>5</b>	8	8	8	5

<b>MS6</b>	Please describe how you would implement the principle of equal opportunity in Phase 1 within the context of the specification. You should clearly set out how you will promote and safeguard equality, diversity and inclusion to reduce inequalities in outcomes for users of Adult Social Care services.	<b>10</b>	<b>5</b>	8	6	7	6
<b>MS7</b>	In relation to the delivery of the Specification please detail how you propose to deliver Social Value and how you will meet these targets during the life of the contract. A) Employment, Skills and Economy B) Greener Lewisham C) Healthier Lewisham D) Training Lewisham's Future	<b>5</b>	<b>5</b>	6	9	7	5

**Appendix B**

	<b>Newton Europe</b>	<b>Bidder A</b>	<b>Bidder B</b>	<b>Bidder C</b>
<b>PRICE</b>				
<b>Total fixed price</b>	<b>268579.00</b>	<b>51100.00</b>	<b>220725.00</b>	<b>79100.00</b>
<b>Weighted Price score</b>	<b>16.44</b>	<b>Invalid tender</b>	<b>20</b>	<b>Invalid tender</b>
<b>Price ranking</b>	<b>2</b>		<b>1</b>	
<b>QUALITY</b>				
<b>Weighted Quality score</b>	<b>67.00</b>	<b>Invalid tender</b>	<b>63.00</b>	<b>Invalid tender</b>
<b>Quality ranking</b>	<b>1</b>		<b>2</b>	
<b>OVERALL SCORE</b>				
<b>Overall Weighted score</b>	<b>83.44</b>	<b>Invalid tender</b>	<b>83.00</b>	<b>Invalid tender</b>
<b>Overall ranking</b>	<b>1</b>		<b>2</b>	