



Southampton Behaviour Change Services Market Engagement Event

6th June 2016

A city of opportunity where everyone thrives



Aims of today

- **Share the proposed model with potential providers and other interested stakeholders.**
- **Provide an opportunity for participants to inform the development of the final service specification.**
- **Consider details of route to market and the tendering process.**
- **Challenge and confirm!**

Agenda

	Session	Lead
9.30	Registration and coffee	
10.00	Introductions, aims and objectives	Chrissie Dawson Senior Commissioning Manager
10.10	Presentation: proposed behaviour change service model	Sarah Weld Public Health Consultant
10.40	Q&A about proposed model	Chrissie Dawson Sarah Weld
10.55	Coffee and networking	
11.15	Workshop – developing and delivering the service	All
12.00	Presentation: tender readying	Adrian Draper-Oatley Procurement Services Business Partner
12.20	Next steps	

Vision for Southampton

Our vision is for Southampton residents to have access to a single, clear, consistent model of support which helps them have a healthy lifestyle and enables individuals, families and communities to develop more control over their lifestyle and health, facilitates positive behaviour change and creates environments where healthy behaviours are the norm.

Healthy Southampton[♥]

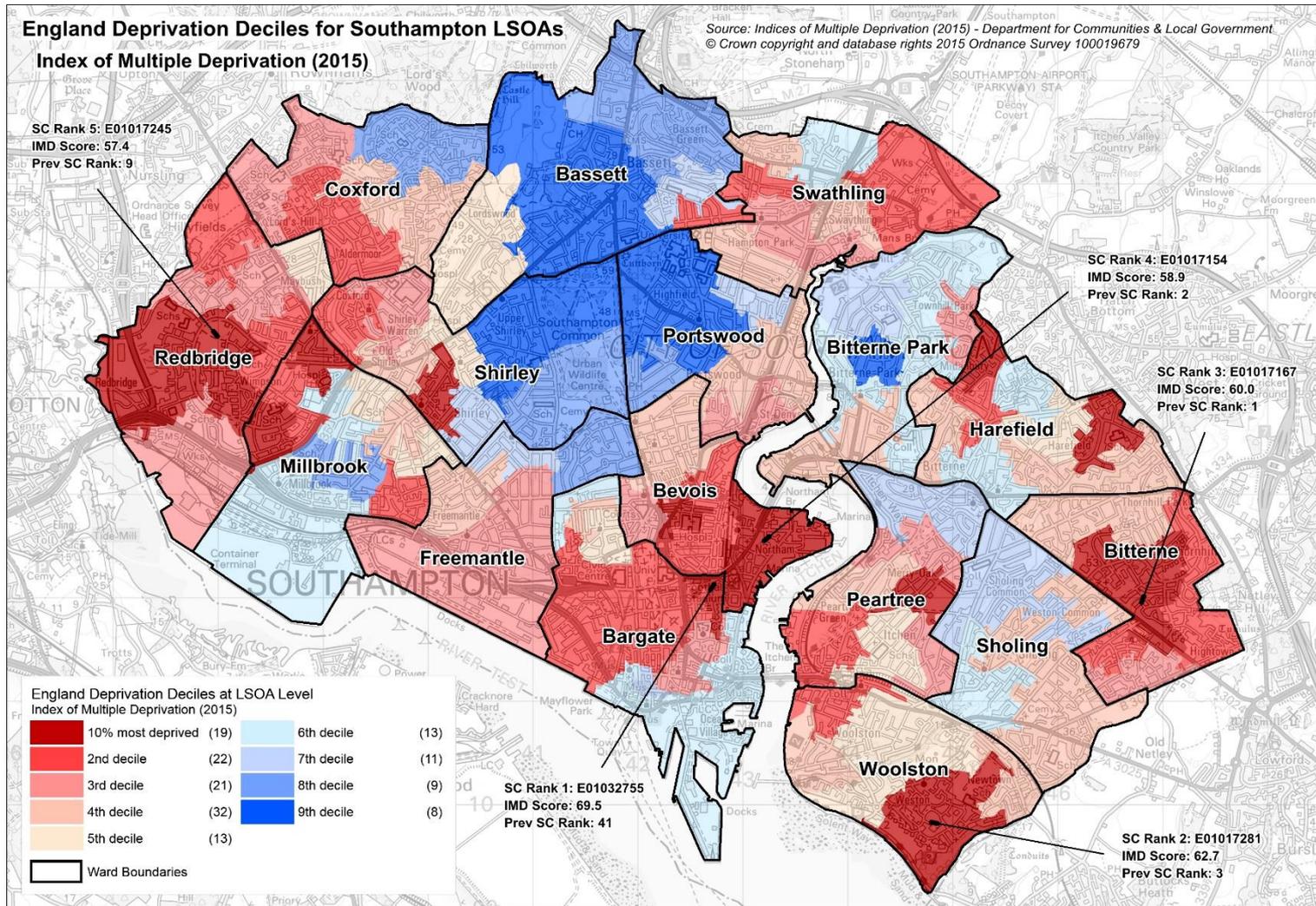
How we have developed the model

- JSNA: local data provides detail of population need
- Reviews of existing services
- Review of evidence and national guidance to ensure model is evidence based
- Consultation with commissioners and providers to understand best practice
- Engagement
 - Engagement with stakeholders (March 2016)
 - Feedback from H&WB Strategy (Peoples Panel)
 - Voluntary Sector event (April 2016)
 - P&EI Board (May 2016)
 - Community Solutions Group (May 2016)
 - One You Campaign (May 2016)
 - Practice Nurse Forum (May 2016)
 - Primary Care Survey (May 2016)

Key findings

- Smoking, weight, physical inactivity, alcohol higher than England average
- Significant inequalities in lifestyle choices and health outcomes
- We have some good local services however uptake is low and service users and professionals find them difficult to access and navigate
- Its difficult to make and sustain a change in behaviour
- Finding the right level of advice to support lifestyle changes can be confusing and complex
- Need for specialist behaviour change services together with support to develop capacity and expertise in workforce and local communities

IMD (2015) – Map of ENGLAND Deprivation Deciles



Behaviour change in Southampton

The following reductions are needed in unhealthy behaviours to come in line with the England average.....

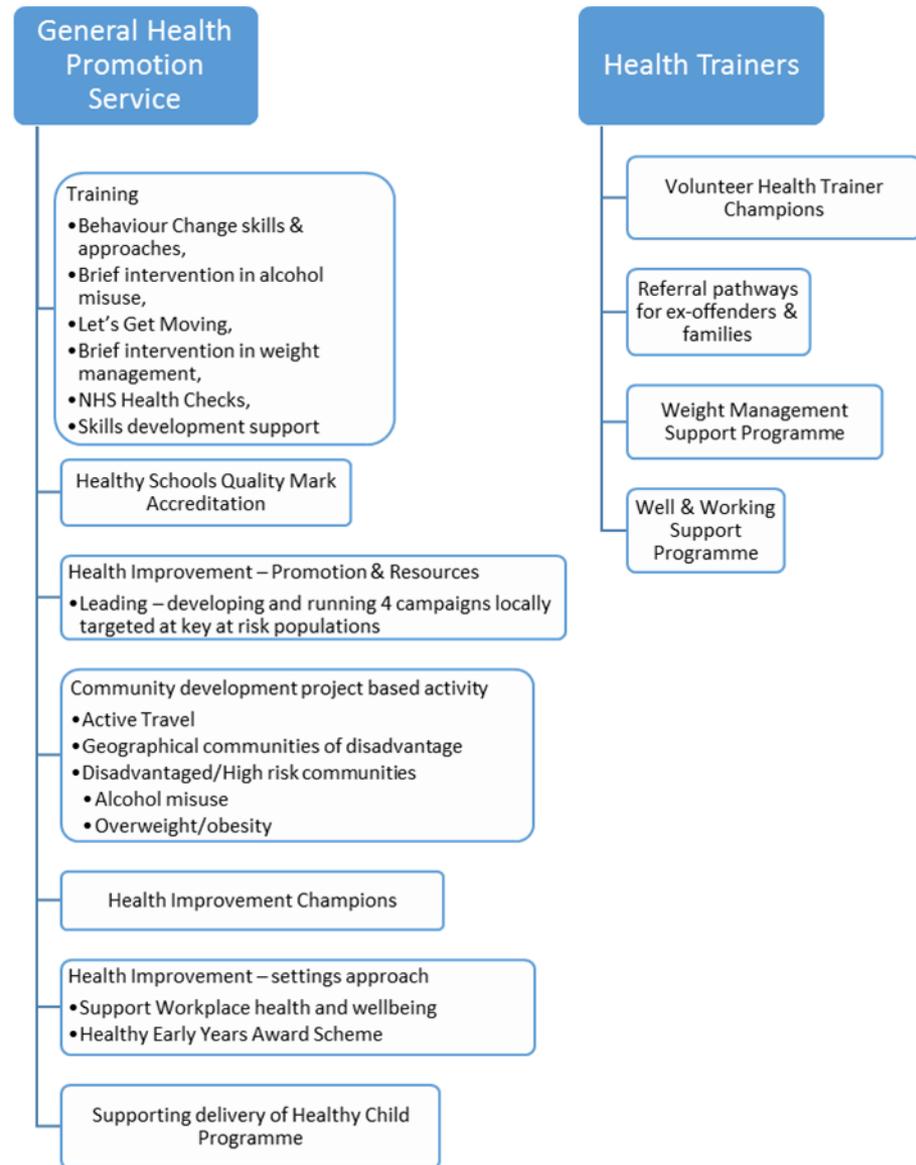


Current services

- **Quitters Stop Smoking Service**
- **Southampton Health Trainers**
- **Probation Health Trainers**
- **NHS Health Checks – Primary Care and outreach**
- **Stop Smoking – BME outreach**
- **Health Promotion training, resources and campaigns**
- **Healthy Schools Quality Mark Accreditation**
- **Healthy Early Years Award**
- **Oral Health Promotion Team**
- **Exercise on Referral**
- **Workplace Health**
- **Community Nutrition and Physical Activity Initiatives**

2016/17 - £1.6m

Budget will reduce in-line with Council savings programme and cuts to the Public Health Grant



Feedback from market engagement workshop

- Access – range of platforms required – not just digital/phone.
- Use self-assessment, e-training, digital behaviour change and interventions, activity trackers and other new technology.
- Working with and understanding community essential – outreach model so to deliver services where people are.
- Confidence building and resources required as well as healthy messages.
- No “one size fits all” service. Important to have resources in the community to buddy – Health Trainers, Community Navigators
- Move health messages away from health settings. Involve business and retailers – health sells.
- Focus on motivation and using resources and assets we have already
- Link to national campaigns, resources and support. Promote local events.
- Workforce development required.
- GP Practices – can we ensure a minimum level of service?
- Important to build partnerships and build on existing assets and workforces.

Feedback from voluntary sector consultation event

- Voluntary sector not experts – need to know how to raise the issue and where to go to for specialist support. People listen to outsiders and want specialist advice.
- Everybody knows what's bad for them – need to transfer knowledge and skills – ways to nudge. Doing more might seem too judgemental and pushy.
- Lots of opportunity for brief interventions in voluntary sector.
- Training needed – broad awareness about how to raise the issue and where to signpost for support.
- Voluntary sector has limited capacity to deliver – need top-up funding to extend projects.
- People want to change but don't know how to access services. Need more local support.
- Families have a significant role to play. Lack of support from schools – need to find different ways to engage.
- Takes a lot of time to build trust with those harder to reach and with more complex needs.
- Must address the root causes of unhealthy lifestyle choices.
- Need to change the behaviours of commissioners and service providers as well as local people.

Integrated Lifestyle Service - Long-term vision

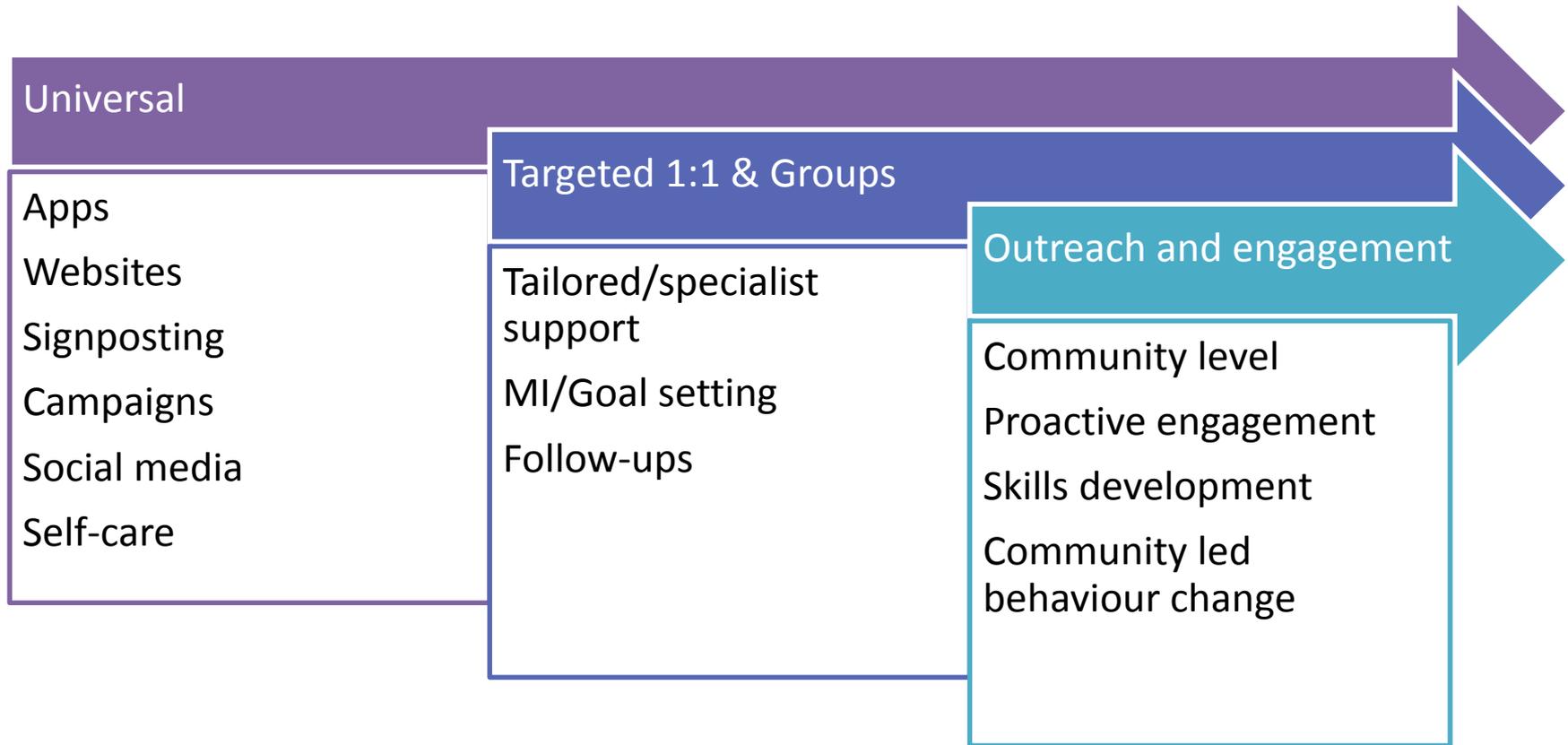
- **Real reduction in health inequalities in the city** – *large scale population lifestyle change with targeted interventions at those with greatest need.*
- **Place-based health and well-being systems** – *settings have the infrastructure to support self-help and workforce development*
- **Prevention is embedded within all providers** – *a health and social care system that recognises and responds to the wider determinants of health strategically and at the front line (MECC/Skilled Workforce, pathways)*
- **Community capacity and capability** – *opportunities and support innovation for behaviour change within local communities*

Proposed Model

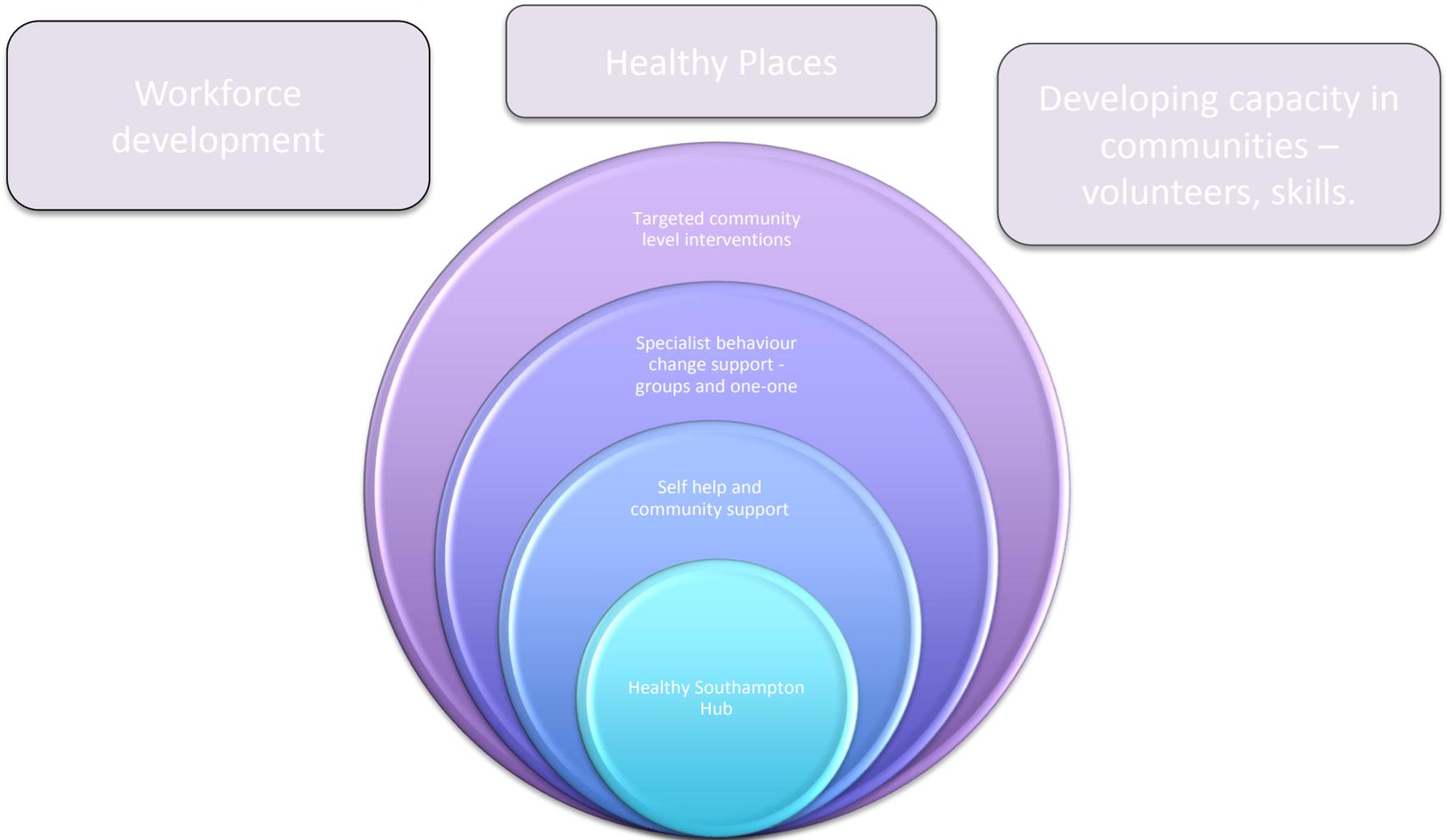
Objectives

- Integrated evidence based healthy lifestyles systems rather than separate services – primary and secondary prevention.
- Identifiable point of access to advice for individuals, communities and professionals utilising a range of different platforms (link with IA&G)
- Build on and develop community and workforce capacity through training / champions and developing networks to raise and influence the issues of lifestyles (link with Community Solutions programme)
- Promote healthy lifestyle changes through the six GP cluster areas, with a focus on the most deprived neighbourhoods
- Utilise existing assets in the city including building the capacity of existing services and communities to support healthy lifestyles as an integral part of their business
- Target interventions that are relevant and tailored to individual's needs, ability and culturally appropriate with a focus on reducing health inequalities.

Hub-client centred



Behaviour change system



Specialist behaviour change services

The behaviour change “system” is larger than the proposed Integrated Lifestyle Service. The new service(s) should be positioned within “systems” to deliver and maximum impact. (Systems meaning 0-19s, primary care, voluntary sector).



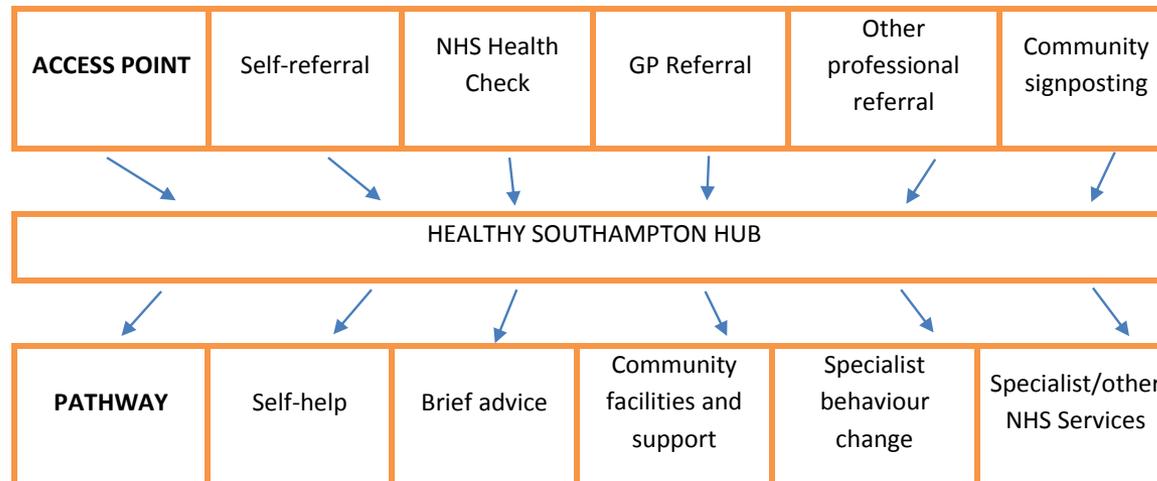
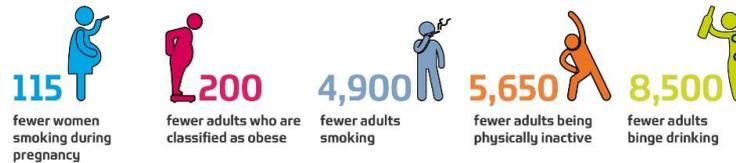
Early years	Children and young people	Pregnancy	Adulthood	Old age
Health Visiting Sure Start Centres Breast feeding Welcome Early Years settings Third Sector Primary Care	Schools School Nursing HeadStart No Limits Third Sector Primary Care	Midwifery Sure Start Centres Primary Care	Drug and alcohol services Better Care Workplaces Third Sector Primary Care	Better Care Falls prevention Third Sector Primary Care

Outcomes

- Reduce the number of residents who smoke
- Increase the number of residents who are physically active
- Increase the number of residents who eat a healthy diet
- Increase the number of residents who maintain a healthy weight
- Reduce the number of residents drinking alcohol at risky levels
- Early identification of those at risk (diabetes, CVD, kidney disease)
- Reduce number of children with decayed, missing or filled teeth
- Improved oral health

Southampton exceeds the England average figures

Proposed pathways

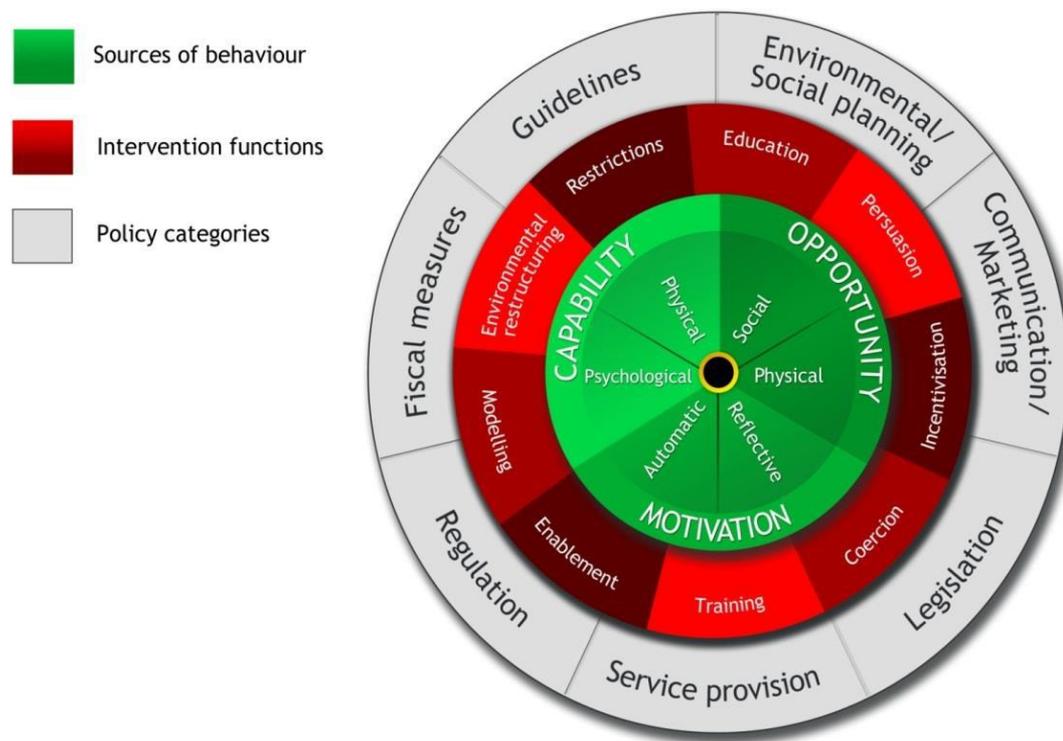


National evidence and guidance

- NICE PH49 – Behaviour change in individuals
- NICE PH24 guidance on alcohol use disorders / brief interventions
- NICE PH41 on promoting walking and cycling
- NICE PH1 Brief advice and referral to stop smoking services
- NICE QS43 – Smoking cessation
- NICE PH44 brief interventions for physical activity
- NICE PH53 guidance on weight management
- NICE PH26 Quitting smoking in pregnancy and following childbirth
- NICE PH5 Workplace interventions to promote smoking cessation
- NICE PH1 Brief interventions and referral for smoking cessation
- NICE PH25 Prevention of cardiovascular disease
- NICE PH27 Weight management before, during and after pregnancy
- NICE guidance PH35 Preventing type 2 diabetes - population and community interventions
- NICE PH38 Preventing type 2 diabetes – risk identification and interventions for individuals at high risk
- NICE PH42 Obesity: working with local communities
- NICE PH47 Overweight and obese children and young people: lifestyle weight management Services 2013 (PH47)
- NICE CG43 Obesity: Guidance on the prevention, identification, assessment and management of overweight and obesity in adults and children
- NICE PH53 Overweight and obese adults – lifestyle weight management
- NICE National Clinical Practice Guideline Number 115: Diagnosis, assessment and management of harmful drinking and alcohol dependence
- NICE QS11 Alcohol dependence and harmful alcohol use

Changing behaviour – evidence based interventions

Actions to bring about behaviour change may be delivered at individual, household, community or population levels using a variety of means or techniques.



UCL Centre for Behaviour Change

Proposed Model

Functions

1. Healthy Southampton 'Hub'

- ✓ Central point of access and referral for info, advice about the range of lifestyle behaviours; single telephone number, email, website for individuals, communities and professionals.
- ✓ It will link people to appropriate pathways, with an emphasis on encouraging self-care and will be the gateway for professionals and organisations to access training and expert advice.
- ✓ It will include triage, brief advice, sign-posting to self-help advice and tools to make healthier lifestyle choices and to local activities and support.
- ✓ The hub will assess a persons readiness to change/eligibility criteria and be the gateway for referral to specialist behaviour change support

Proposed Model

Functions

2. Specialist behaviour change support

- ✓ Specialist behaviour change support to enable individuals to set and achieve behaviour change goals, in line with nationally recognised evidence and guidance
- ✓ Services and support will be prioritised to address the needs of the most vulnerable groups, helping to reduce health inequalities, long term conditions and the demand for health and social care services
- ✓ A range of different methods will be used including digital and telephone support, one to one and group based interventions. These will be available in a range/choice of different settings to utilise and build on the infrastructure of existing services

Proposed Model

Functions

3. Development of communities and settings

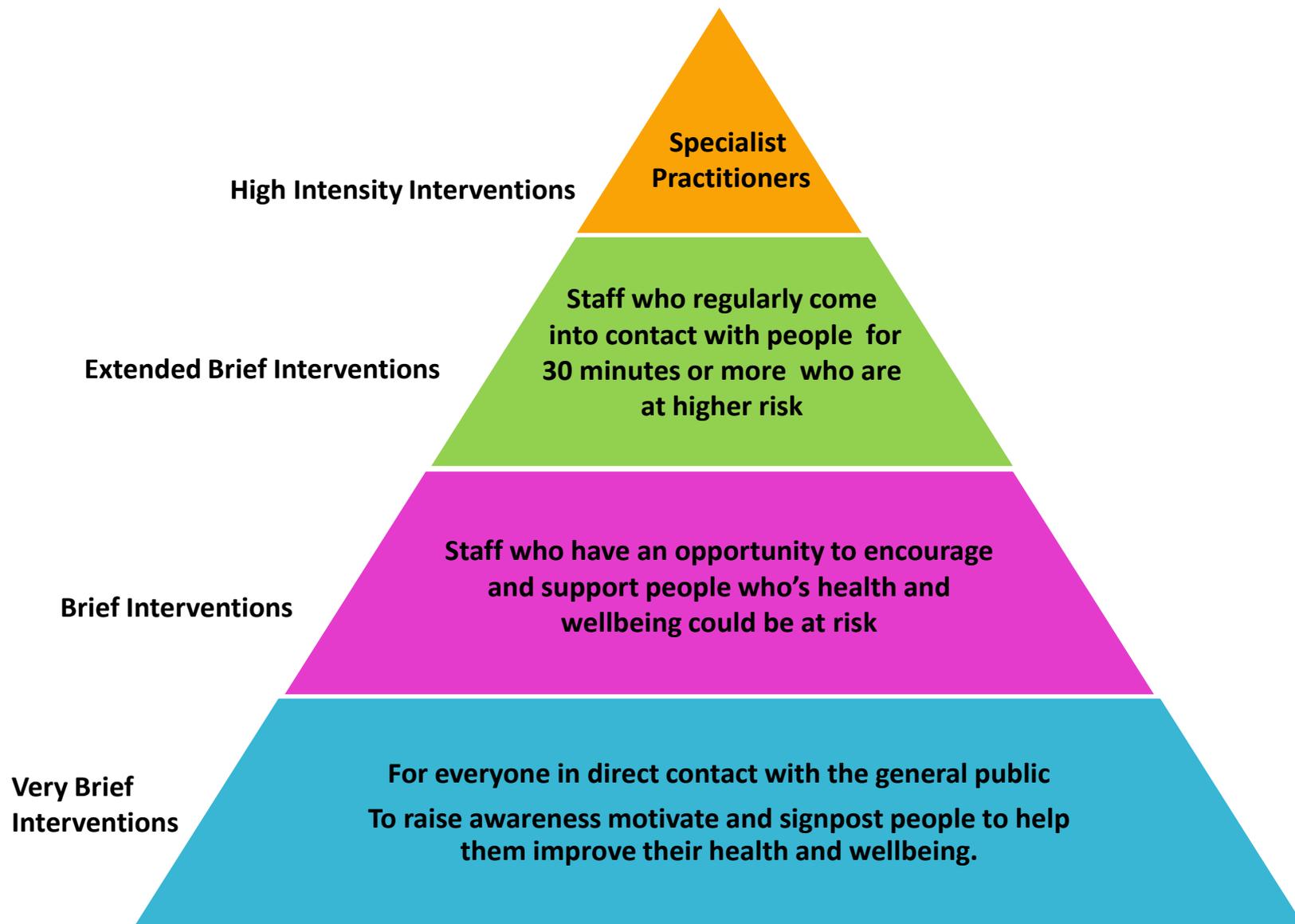
- ✓ Interventions will be based on behavioural insights (what is the trigger for this behaviour and the barriers to change), evidence of need and built in partnership taking the intelligence from the local communities as to what would work well in their areas. This function could be delivered through the award of small community grants
- ✓ City wide campaigns and targeted interventions in communities and settings to help individuals, families and communities to avoid taking up unhealthy behaviours, providing advice and support to change behaviours
- ✓ Working in partnership with communities to develop, monitor and sustain networks, e.g. supporting initiatives: play streets, allotments, walking bus

Proposed Model

Functions

4. Training, capacity development, governance and quality assurance

- ✓ Delivery of behaviour change and healthy lifestyle training (including e-learning) for front-line staff and volunteers to provide them with the knowledge and skills to raise the issues of behaviour change and provide information on healthy lifestyles, signposting to other services when appropriate
- ✓ Develop a network of volunteers and work-based champions to promote, advocate and facilitate healthy lifestyle choices
- ✓ Provide governance and assurance to ensure consistent quality and capacity
- ✓ Provide consistent healthy lifestyle information and advice for individuals, professionals and organisations
- ✓ Robust data collection and reporting in line with local and national requirements



Behaviour change interventions mapped to NICE Behaviour Change: Individual Approaches

<https://www.nice.org.uk/Guidance/PH49>

Questions?



Guiding Principles/Building Blocks

Single accessible and reliable source of information

Advice and support in a variety of forms with emphasis on self-care

Service provides specialist targeted support

Procurement mechanism supports change over lifespan

Evidence based service with a focus on reducing health inequalities

Innovation promoted as standard – including development of evaluation methods

Core information and advice principles shared across all health and care organisations

Social value

Value for money is the over-riding factor that determines all public sector procurement decisions.

Under the Public Services (Social Value) Act public bodies are required to consider how the services they commission and procure might improve the economic, social and environmental well-being of the area.

Social value has been defined as “the additional benefit to the community from a commissioning/procurement process over and above the direct purchasing of goods, services and outcomes”

Workshop – developing and delivering the service

- **How could this service best be delivered?**
- **What does this mean for procurement?**
- **What does this mean for potential providers and partners?**
- **How do we commission for social value?**

Workshop discussion

Pros and cons	Single contract	More than 1 contract	Community Grants
Commissioner			
Provider			
Service users and community			

Workshop feedback

- Single contract with subcontracting arrangements most effective?
- Include clear objective on grants that are closely monitored by commissioners
- TUPE an issue for small local providers
- Need for local providers with community knowledge to be involved in process – give local ownership
- Assurance from lead provider that subcontracting arrangements agreed and visible
- Learn from challenges with other local contracts
- Positives around innovation and flexibility
- Opportunities for current services and service providers to be involved in procurement process?
- Need for extended period between spec issued and bids to give time to develop relationships
- Potential for broad providers to be involved in delivery
- How do we maximise local knowledge
- Commissioners to take more responsibility for subcontracting
- Move away from silo working
- Smaller organisations to be enabled to work with more than 1 potential provider?
- Contract monitoring – risk of shifting work on to Provider?
- Capacity issues for smaller organisations?
- Need time for relationships to be built
- Specific measurable outcomes required in contract which are closely monitored
- Payment by results – outcomes or outputs?
- Ensure services are incentivised to work with the hardest to reach (rather than the easier)
- Prime Provider – focus on delivery of outcomes of other contracts – Commissioner to take a more holistic approach

Getting Tender Ready

Adrian Draper-Oatley (Capita)

<http://www.southampton.gov.uk/>

The screenshot shows the Southampton City Council website interface. At the top right, there are links for "Sign in" and "Register". Below these is a search bar with the placeholder text "What do you want to do?" and a magnifying glass icon. The search bar is circled in red. Below the search bar is a section titled "POPULAR TASKS" with a grid of nine blue buttons, each with an icon and text: "Bin collection calendar", "Pay your council tax", "Itchen Bridge top-up", "Manage a parking ticket", "Homebid", "Renew a senior bus pass", "Renew your library item", "Planning applications", and "EU referendum". Below this is a row of four red boxes, each representing a service category: "Bins & Recycling" (with sub-points: Renew garden waste collection, Report a missed bin, Bulky waste collections), "Housing & Council Tax" (with sub-points: Pay your rent or service charge, Homelessness advice, Council Tax reduction), "Benefits & welfare" (with sub-points: Housing Benefit, Change in circumstances, Welfare Rights), and "Council & Democracy" (with sub-points: Electoral services, Find your councillor, How decisions are made). Each category box has a "MORE" button. At the bottom, there is a "SHOW MORE SERVICES" button. The Windows taskbar at the bottom shows the date and time as 09:24 on 03/06/2016.

Supply
Southampton

<http://www.southampton.gov.uk/business-licensing/supply-council/supply-portal.aspx>

The screenshot shows a web browser window displaying the Southampton City Council Supply portal. The browser's address bar shows the URL: <http://www.southampton.gov.uk/business-licensing/supply-council/supply-portal.aspx>. The page header features the Southampton City Council logo and a search bar with the placeholder text "What do you want to do?". Below the header, a breadcrumb trail reads "Home > Business & Licensing > Supplying the council". The main heading is "Supply portal".

On the left side, there is a sidebar with the heading "Within this section" and a list of links: "Supply the council", "Current adverts", "Future opportunities", "How we buy", "Supplier payment", and "What we buy".

The main content area contains the following text:

The Supply Southampton service is available to all organisations interested in selling goods and services to the council.

Supply Southampton makes it easier to do business with us. To view current tender opportunities:

- Above & Below £100k

Whilst the council does not operate an 'approved supplier' list; it does however, encourage suppliers interested in dealing with the council to quote or tender for requirements as and when they arise.

Below the text, there is a link "Was this information helpful?" with a downward arrow icon.

At the bottom of the page, there are links for "Print this page" and "Share this page" with social media icons for email, Facebook, and Twitter. The footer contains navigation links: "A-Z | News | Accessibility | Contact us | Jobs | Privacy", social media links for "Twitter", "Facebook", and "YouTube", a "Stay connected sign up to e-alerts" button, and the council's address: "Southampton City Council, Civic Centre, Southampton, SO14 7LY".

The Windows taskbar at the bottom shows the system tray with the time "09:28" and date "03/06/2016".

https://supply.southampton.esourcingportal.com/ Southampton City Council

Exchange Web Access Contact us Capita Consulting P&C S... Web Slice Gallery myLogBuy

SOUTHAMPTON CITY COUNCIL Register Current Opportunities Past Opportunities Help Information

Welcome to Supply Southampton

Southampton City Council is delighted to provide its Supply Southampton service to all organisations interested in selling to the Council.

Supply Southampton embodies our aim of making it easier to do business with us. It provides a simple and secure way of managing tenders over the internet - reducing the time, money and effort associated with tendering for both the Council and its suppliers. Additionally, where organisations have defined the range of works, services or supplies on their system profile that they are interested in supplying to the Council, they will receive an alert informing them of any opportunity for that defined range.

We invite you to register. Please read the How to Register guide and then register and use the service and its helpdesk absolutely free of charge.

Registered suppliers can use the service to:

- provide basic information about their organisation just once
- receive alerts regarding current opportunities of interest to them
- express an interest in current opportunities
- submit their pre-qualification and tender responses electronically
- ask our buyers questions about a tender using a secure messaging facility

IMPORTANT UPDATE: Correspondence from this portal will now be from the sender mailserver@curtisfitchmail.com

Please sign in

Password

Sign in

Register Forgot Password

A-Z, News & Events, Accessibility, Contact Us, Jobs

Stay connected

Southampton City Council, Civic Centre, Southampton, SO14 7LY

Twitter Facebook Youtube

09:29 03/06/2016

https://supply.southampton.esourcingportal.com/pre_register.cfm? Curtis Fitch - Source

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SOUTHAMPTON CITY COUNCIL Login Register Current Opportunities Past Opportunities Help Information

Welcome to the Southampton City Council sourcing portal.

Please enter your organisation's details as requested in the next screen. We also request that you select the types of goods / services that your organisation has demonstrable experience in providing. This will help us to better understand your business and capabilities, and target tender opportunities to match your expertise.

With the necessary information at hand, the form should take approximately 20 - 30 minutes to complete.

This questionnaire asks you to confirm if there are any Mandatory or Discretionary reasons that can prevent your organisation from tendering with Southampton City Council and there is a final stage, which is a declaration.

Including these questions in the registration enables us to gather information on your organisation once, rather than repeatedly asking you to complete for each tender. We hope this will make it easier for you to respond to suitable opportunities.

Kindly register your organisation once. You are able to include additional contacts on the Organisation and contact details.

The Registration Process:

- Requires company information, and areas of expertise.
- Require Yes/No answers relating to declarations of company standing.
- Requires a confirmation that the response is accurate.

The registration process is split into two stages, please refer to the help tab located on the Southampton City Council sourcing portal to access the user guides on how to register.

The contact details entered will be the details (small address) that will receive communications and invitations to participate in sourcing events. We suggest a shared email address to avoid your company missing out on these.

Proceed

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09:30 03/06/2016

https://supply.southampton.esourcingportal.com/register_interest.cfm?preregister=1 Curtis Fitch - Source

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SOUTHAMPTON CITY COUNCIL Login Register Current Opportunities Past Opportunities Help Information

Register Interest

Fields marked with an "*" are mandatory for registration only, other details will be used should a supplier be asked to tender for future supply of goods/services

Welcome to Southampton City Sourcing Portal.

Southampton City Council is pleased to be able to provide the Southampton service to all organisations interested in selling to the Council.

This tool aims to assist the council in managing it spends for goods and services and in doing so, provide opportunities to the wider supplier base.

We invite you to register.

Registered suppliers can use the service to:

- provide basic information about their organisation just once
- receive alerts regarding current opportunities of interest to them
- express an interest in current opportunities
- submit their pre-qualification and tender responses electronically
- ask our buyers questions about a tender using a secure messaging facility

Login Details

Username (Email Address) *

Already have an account? No Yes

Personal Details

Title * Please Select

First name *

Last name *

Job Title *

Contact Telephone Number *

Mobile Telephone Number

Company Details

Company Name *

Address Line 1 *

Address Line 2 *

09:32 03/06/2016

A city of opportunity where everyone thrives

Curtis Fitch



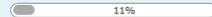
Home

Welcome, Adrian Draper-Oatley

[Edit Personal Profile](#)

Company Profile

Adrian Draper-Oatley

 11%

[View Company Profile](#)



Events

View and respond to events that you are participating in.



Message Centre

Send and receive messages

Current Opportunities

[View current opportunities](#)

Past Opportunities

[View past opportunities](#)

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curtisfitch



09:44
03/06/2016

A city of opportunity where everyone thrives



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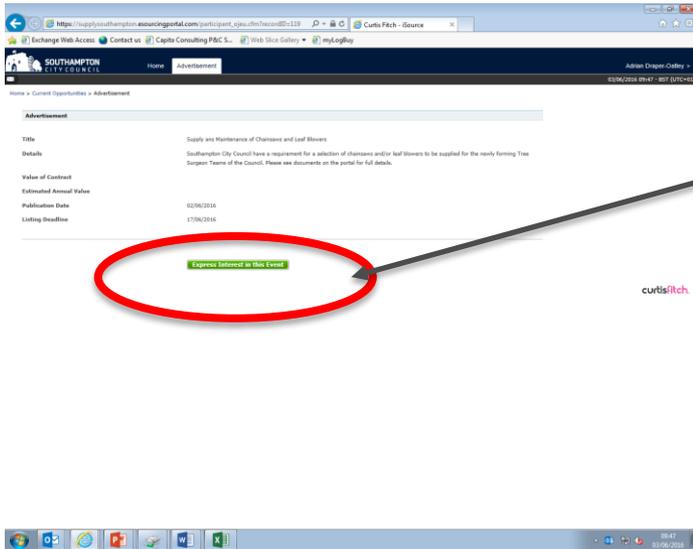
The screenshot shows a web browser window displaying the Southampton City Council e-sourcing portal. The browser's address bar shows the URL: https://supplysouthampton.esourcingportal.com/current_opportunities.cfm. The page header includes the Southampton City Council logo, navigation links (Home, Exchange Web Access, Contact us, Capita Consulting P&C S..., Web Slice Gallery, myLogBuy), and the user name Adrian Draper-Oatley. The page title is "Home > Current Opportunities".

The main content area is titled "Current Opportunities" and contains a search bar with a search icon, a text input field, and dropdown menus for "Title" and "All Types". Below the search bar is a table listing current opportunities. The table has four columns: "Publication Date", "Title and Description", "Notice Type", and "Listing Deadline".

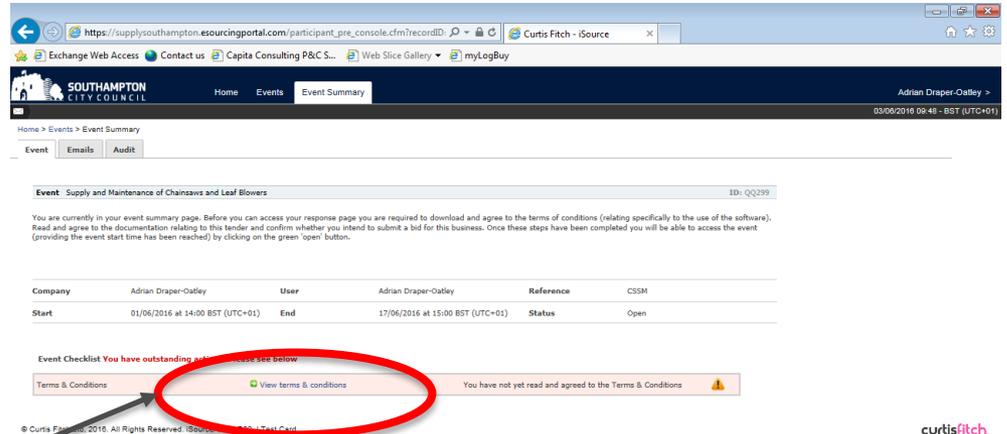
Publication Date	Title and Description	Notice Type	Listing Deadline
02/06/2016	Title: Supply ans Maintenance of Chainsaws and Leaf Blowers Southampton City Council have a requirement for a selection of chainsaws and/or leaf blowers to be supplied for the newly forming Tree Surgeon Teams of the Council. Please see documents on the portal for full details. View		17/06/2016
25/05/2016	Title: ITT - operation under licence of Riverside Pitch & Putt Course Southampton City Council is currently seeking to let under licence the operation of an 18 Hole pitch and putt course and 18 hole putting green situated 4.98 Hectares of SCC Leisure land adjacent to the River Itchen in Riverside Park, Southampton, SO1 ... View		08/06/2016
25/05/2016	Title: Southampton City Council Masefield Green Play Area Repairs Southampton City Council would like to appoint a supplier to repair the damage inflicted to Masefield Green Play Area following a recent arson attack. To review documents and express your interest, please log on to the e-sourcing portal. View		15/06/2016
25/05/2016	Title: Southampton City Council - St Marks School Dry Rot Removal Southampton City Council would like to appoint a supplier for the removal of dry rot at St Marks School. This is a formal advertisement for this opportunity. To view further documentation and respond to the ITQ, please follow the activation link b ... View		07/06/2016
24/05/2016	Title: Visitor Survey of SANGS in Southampton Southampton City Council requires expert assessment of the suitability of a number of sites within the city to act as SANGs and an understanding of the capacity of these sites to accommodate additional visitors. Please see attached documents for F ... View		06/06/2016

The Windows taskbar at the bottom shows the system tray with the date and time: 09:46, 03/06/2016. The taskbar also contains icons for various applications including Internet Explorer, Microsoft Word, and Microsoft Excel.

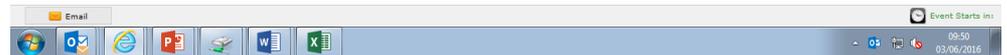
Curtis Fitch



Express an interest



Document viewer



Tender Design

Tenders

- **Tenders can take a fair amount of time to complete.... However.....**
- **The first tender you complete will be the hardest, but after that and along with this presentation you will find it gets easier**

Procurement / Tender slide

- **Advert**
 - Curtis Fitch, Contracts Finder, OJEU
- **PQQ**
 - see over
- **Evaluation**
 - Panel
- **ITT**
 - Instruction document, Method Statement Questions, Pricing Schedule, Terms & Conditions
- **Evaluation**
- **Award**
- **Standstill**
 - 10 days
- **Contract sealing**
- **Contract Start**
 - April 2017

Procurement / Tender slide

- Section A** – Introduction – For information only
- Section A** – Organisational Profile – For information only
- Section B1** – Grounds for exclusion – Pass/Fail criteria
- Section B2** – Mandatory Grounds for exclusion – Pass/Fail criteria
- Section C** – Grounds for Discretionary exclusion – Pass/Fail criteria
- Section D** – Financial Assessment – Pass/Fail criteria
- Section E** – Technical Capacity – scored section.
- Section F** – Consortia – For information only
- Section G** – Additional Modules - For information only
- Section GA** – Project Specific Question – Pass/Fail Criteria
- Section GB** – Insurance – Pass/Fail Criteria
- Section GC** – Compliance with Equality legislation – Pass/Fail Criteria
- Section GD** – Environment Management – Not Applicable
- Section GE** – Health and Safety – Pass/Fail Criteria
- Section H** – Undertaking – Pass/Fail criteria

Top Tips on the procurement Process

Top Tips on the Procurement process (a)

- What do we look for?

- Fitness for purpose; quality and suitability
- Delivery and availability against price; there's no point buying the cheapest if you can't get it on time or the service isn't available when you want it
- The cost of procurement itself
- Make proposals specific to the service you are bidding for
- Avoid off the shelf proposals
- Examples of how the bidder is already working
- Examples of knowledge & experiences
- Evidence of clear commitment to service delivery
- Fully answered questions
- Evidence of improvements made elsewhere
- An understanding of what the client wants
- Examples of innovation

Top Tips on the Procurement process (b)

How do we decide?

- M.E.A.T. (Most Economically Advantageous Tender)
- Quality v price
- Interviews/presentations (clarifications)
- Internal Governance
- Debrief

Top Tips on the Procurement process (c)

How Providers can Improve their Chances

- Be on time!
- Read the specification
- Answer all the questions
- Identify and promote added value
- Provide the information as requested
- Develop a greater understanding of how authorities work and what they require
- Promote innovation
- Deliver a better service
- Think outside the box!

Any Questions?