Invitation to Tender
for the
Provision of Shared Lives and a Homeshare Scheme
for
The Royal Borough of Windsor and Maidenhead

ategi Shared Lives Services

Date of Issue: 5th July 2012
ANNEX C: SELECTION CRITERIA response

Suppliers are required to complete the Selection Criteria Table below and include it in their response. Please complete it in full answering all the sections as accurately and concisely as possible or mark those sections not applicable as ‘N/A’ and provide an explanation.

This tender submission must be completed by, and should only contain information about, the organisation which is stated in Question 1 below, and which if successful, would be the organisation that the Council will contract with.

In order to simplify this process, unless expressly asked for, you do not need to provide supporting documents when submitting this document (e.g. accounts, certificates, statements or policies). However, the Council may ask to see these documents at a later stage, so please ensure they can be made available upon request. Suppliers may also be asked to clarify their answers or provide more details about certain issues.

SCORING GUIDANCE

Please refer to the Annex D, it contains guidance on issues such as how to complete the document, explanatory information regarding each question and the scoring methodology. Please provide the following information.

<table>
<thead>
<tr>
<th>1. Organisation Details</th>
</tr>
</thead>
</table>
| Full name of organisation tendering (or of organisation acting as lead contact where a consortium bid is being submitted) | ategi Limited  
The Clare Charity Centre  
Wycombe Road  
Saunderton  
Buckinghamshire - HP14 4BF  
Tel: 01494568888 |
| Registered office address | Smith House  
Cardiff Road  
Rhydyfelin  
Pontypridd  
CF37 5HB |
| Company or charity registration number | Company Reg: 2894715 / Charity Reg: 1077595 |
| Date of registration | 04/02/1994 |
| VAT registration number | N/A |
| Name of immediate parent company | N/A |
| Name of ultimate parent company | N/A |
| Type of organisation | i) a public limited co. |
The Royal Borough of Windsor and Maidenhead
Invitation to Tender: Shared Lives and Homeshare Scheme 2013

2. Contact details

Contact details for enquiries about this ITT

<table>
<thead>
<tr>
<th>Name and Job title</th>
<th>Tim Southern – Head of Shared Lives</th>
</tr>
</thead>
</table>
| Address            | ategi Shared Lives
                    | The Clare Charity Centre
                    | Wycombe Road
                    | Saunderton
                    | Buckinghamshire |
| Post Code          | HP14 4BF |
| Country            | United Kingdom |
3. FOR COMPLETION BY NON-UK BUSINESSES ONLY

<table>
<thead>
<tr>
<th>3.1 Registration with professional body</th>
<th>YES / NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is your business registered with the appropriate trade or professional register(s) in the EU member state where it is established (as set out in Annexes IX A-C of Directive 2004/18/EC) under the conditions laid down by that member state.</td>
<td>YES / NO</td>
</tr>
</tbody>
</table>

| 3.2 Is it a legal requirement in the State where you are established for you to be licensed or a member of a relevant organisation in order to provide the requirement in this procurement? If yes, please provide details of what is required and confirm that you have complied with this. | YES / NO |

4. Provision of Financial Information

You must attach to your ITT submission audited accounts or financial documentation for your organisation as detailed below in order for us to assess the economic and financial standing of your organisation.

Please provide the following set out below in your ITT submission:

<table>
<thead>
<tr>
<th>(a) Please include Audited Accounts for the last three financial years.</th>
<th>YES / NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>(b) If your organisation has been trading for less than three years, please provide audited accounts for the period which you have been trading.</td>
<td>YES / NO</td>
</tr>
<tr>
<td>(c) If, for some reason, your organisation is not required to produce Audited Accounts or an Annual Report then the Council’s Finance Section will need to have visibility of your management accounts. Please include the last three financial years of your management accounts.</td>
<td>YES / NO</td>
</tr>
<tr>
<td>(d) If your organisation qualifies as an SME and produces and submits abbreviated statutory accounts, please provide copies in your submission of your detailed Profit &amp; Loss Account for the last three financial years.</td>
<td>YES / NO</td>
</tr>
</tbody>
</table>
If your latest Audited Accounts are more than 18 months old, please send the latest unaudited or management accounts that includes at least one of the following:

(i) A statement of your turnover, Statement of Income and cash flow for the most recent year of trading

(ii) A statement of your cash flow forecast for the current year and a bank letter outlining the current cash and credit position

(iii) Alternative means of demonstrating financial status if trading for less than a year

If your organisation is a subsidiary of a group, the above are required for both the subsidiary and the ultimate parent.

(f) Please supply the following information for the last 3 financial years quoting for financial year end date: *(Amend the dates where required)*

<table>
<thead>
<tr>
<th></th>
<th>Amount (£’000) 2013 est.</th>
<th>Amount (£’000) 2012</th>
<th>Amount (£’000) 2011</th>
<th>Amount (£’000) 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td>1,279</td>
<td>1,035</td>
<td>1,039</td>
<td>1,186</td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td>428</td>
<td>306</td>
<td>371</td>
<td>226</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>1,220</td>
<td>1,116</td>
<td>1,058</td>
<td>1,020</td>
</tr>
<tr>
<td><strong>Retained Earnings</strong></td>
<td>104</td>
<td>58</td>
<td>38</td>
<td>-96</td>
</tr>
<tr>
<td><strong>EBIT (Earnings before interest &amp; taxation)</strong></td>
<td>104</td>
<td>58</td>
<td>38</td>
<td>-96</td>
</tr>
<tr>
<td><strong>Stockholder Equity</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Sales Turnover</strong></td>
<td>4,943</td>
<td>4,394</td>
<td>3,957</td>
<td>3,529</td>
</tr>
<tr>
<td><strong>Year End Date</strong></td>
<td>31/03/13</td>
<td>31/03/12</td>
<td>31/03/11</td>
<td>31/03/10</td>
</tr>
</tbody>
</table>

The Council will seek more information from an independent credit reference agency, such as CreditSafe, as part of the evaluation and reserves the right to undertake credit checks at each stage of the procurement process. Any supplier recorded as high risk will be investigated further using information provided above (See Annex D for information on financial checks).
5. Please provide evidence that you have or can obtain the following levels of insurance cover as set out below, if you are successful in being awarded the contract. e.g. Insurance certificate, broker’s letter or quotation.

<table>
<thead>
<tr>
<th>Insurance Type</th>
<th>Coverage Level</th>
<th>Yes / No / Will Obtain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Liability</td>
<td>£5 million</td>
<td></td>
</tr>
<tr>
<td>Employers Liability</td>
<td>£10 million</td>
<td></td>
</tr>
<tr>
<td>Professional Indemnity</td>
<td>£2 million</td>
<td></td>
</tr>
</tbody>
</table>

6. Please provide detail of your organisation’s main trading activities. (Max 500 words)

Following the ‘All Wales Strategy’ (1983) and the planned closure of Ely Hospital in Cardiff, ategi (formerly known as Cardiff Independent Living Company) began supporting people with learning disabilities to live in the community and commenced its service provision in April 1994.
The organisation started as a not for profit co-operative company, limited by guarantee.

In 1999, ategi registered as a Charity, limited by guarantee.

In 2001, ategi set up an Adult Placement Service, now called Shared Lives. This service was provided to local authorities in South Wales, but in 2009 ategi registered the service with CQC and set up a service on behalf of Buckinghamshire County Council and later the Royal Borough of Windsor & Maidenhead.

ategi provides a variety of services to vulnerable adults:-

Shared Lives - a flexible form of care and support in a real family setting using the Shared Live’s Carers’ home as a resource.

Visiting Support - a 'visiting' support service to adults living with families or carers

Supported Living - individuals living in their own home with individual tenancies

Social Activities - a volunteer led service, giving vulnerable adults the opportunity to mix with social groups and friends

7. Please provide details of two case studies of Services you have or are providing in the past five years that demonstrate relevant approaches to this Specification. (Max 500 words per case study)

Each case study should detail the following:

a. Client organisation (the recipient of the services)

b. Dates during which the services were (or are being) provided.
c. Approximate value of spend per annum, by type

d. Case study Detail – The case studies should demonstrate:
   i. Deliverables
   ii. Evidence of Outcomes and successes achieved
   iii. Challenges faced and how they were overcome
   iv. Innovations you bought to the Services

**Case study 1:** ategi began providing Shared Lives services in South Wales in 2001. The Scheme was established to provide a wider range of respite options for adults service users of Rhondda Cynon Taff County Borough Council (RCT) however the service soon developed to provide long term support and accommodation too. We continue to provide for RCT and in 2003 Cardiff County Council asked us to take over the management of their 30 or so Shared Lives Carers who had been managed by a neighbouring authority. We worked positively with them to ensure that Shared Lives Carers and the people they supported were comfortable with the move to our service and understood the responsibilities and benefits of ategi. We registered with the Care and Social Services Inspectorate for Wales (CSSIW) in 2004 under Regulations for Adult Placement Schemes in Wales.

Referrals to the scheme came predominantly from Learning Disability Teams though we also provide support to people with acquired brain injury, physical disability, mental illness, substance misuse and have recently responded to referrals from the older peoples’ dementia team. We built from the original one Manager operation to a strong and effective team currently with 9 workers supporting nearly 80 approved Shared Lives Carers providing long and short term support to over 600 people. This is run as one scheme with a Registered Manager overseeing all Shared Lives provision.

We undertake annual reviews of each Shared Lives carer seeking feedback from service users, Shared Lives Carers, Care Managers and other professionals, family members or advocates. We feed this into our annual quality report which has consistently reflected high satisfaction with service delivery and support. Service users reflect that they have grown in confidence, become more independent, increased their social circles, improved their community presence and in some cases have moved on to more independent living.

The service faced many challenges at different levels. Supporting Shared Lives Carers to provide positive experiences is the easy part. Managing the pressures that sometimes build on service users from their own family can be difficult. We have overcome these by having clear opportunities to communicate with relatives in a way that doesn’t patronise or compromise service users. Bigger challenges come when managing referrals from officers that don’t understand or fully value Shared Lives. We invest a great deal of time in building positive relationships with all stakeholders to make referral and matching a positive experience.

Contract Value £820K

**Case study 2:**
In 2009 ategi won the tender to start a brand new Shared Lives Scheme for Buckinghamshire County Council where there had been no experience of Shared Lives. Registering with CQC we established a staff team and an office base from which we recruited, trained and assessed a number of new Shared Lives Carers before
matching them with appropriate individuals identified as needing personalised support and accommodation. We now have over 40 approved Carers providing 25 long term arrangements, a similar number of short breaks and some day time support with Shared Lives Carers.

The service is offered to all adults who would prefer to be supported in an ordinary family way and our clients are a mixture of people with learning disabilities, mental ill health and some people with physical disabilities.

We faced challenges in the first few years where the local authority failed to generate enough appropriate referrals for the number of Carers we recruited, trained and approved. We worked very hard to ensure that Care Managers had a good understanding of the model and the importance of a clear matching process. Council officers conceded that their intial estimation of use was over ambitious based on thin research of client needs. We agreed to adjust the contract to better reflect the needs of service users resulting in the size scheme we currently manage and will continue to run because funding comes directly from the individual budgets of referred and matched service users. Costs include a management charge meaning that the council now make no direct funding payments.

Outcomes are the same as the scheme in Wales with good examples of people living better lifestyles as a result of the individualised support they get from their Shared Lives Carers.

In 2012 we took on the management of an existing 6 Shared Lives Carers in the Royal Borough of Windsor and Maidenhead. Carers were assessed and trained and now feel well supported as part of a solid and experienced Shared Lives Service.

In all areas of our work Shared Lives Carers bring innovative solutions to the table. They have great flexibility and desire to meet the needs of the people they are matched with offering real freindships in a way that no other service can.

A strong group of approved Shared Lives Carers with wide ranging skills and abilities has given us the opportunity to provide very personalised day support, real friendships, emergency support at times as well as setting strong examples of how service users can easily be at the centre of their planning and decision making.

Contract Value £550k
8. **Client References**

Please ask two organisations for which you have delivered similar projects to complete the Client Reference Form (Annex M) and email it directly to procurement.tenders@rbwm.gov.uk with the subject ‘Shared Lives and HomeShare Tender reference for’ followed by your organisation’s name. Any references received from the same address or from the Royal Borough of Windsor and Maidenhead will result in your ITT being discounted.

It is your responsibility to ensure the Council receives these references by 24th July direct from your referees. Please provide contact details including a name, email address and telephone number for these references:

<table>
<thead>
<tr>
<th>Reference 1:</th>
<th>Bridget Kearney</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Specialist Contracts Officer</td>
</tr>
<tr>
<td></td>
<td>Adults and Family Wellbeing</td>
</tr>
<tr>
<td></td>
<td>Buckinghamshire County Council</td>
</tr>
<tr>
<td></td>
<td>County Hall, Walton Street, Aylesbury, Bucks. HP20 1YU</td>
</tr>
<tr>
<td></td>
<td>Tel: 01296 387176</td>
</tr>
<tr>
<td></td>
<td>Mobile: 07734 540709</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:bmkearney@buckscc.gov.uk">bmkearney@buckscc.gov.uk</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reference 2:</th>
<th>Denise Moriarty</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Service Lead Manager Learning Disabilities</td>
</tr>
<tr>
<td></td>
<td>Room 363</td>
</tr>
<tr>
<td></td>
<td>County Hall</td>
</tr>
<tr>
<td></td>
<td>Cardiff</td>
</tr>
<tr>
<td></td>
<td>Tel: 029-2087-2892</td>
</tr>
<tr>
<td></td>
<td>Fax: 029- 2087-3611</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:dmoriarty@cardiff.gov.uk">dmoriarty@cardiff.gov.uk</a></td>
</tr>
</tbody>
</table>

9. In the last 3 years, has your organisation incurred any contract penalties, default notices or payment of liquidate damages? If “yes” please give details and explain what has been rectified in order to avoid this situation arising in the future. (Max 500 words)

- [ ] Yes
- [x] No

10. In the last 3 years, has your organisation had a contract that has been terminated earlier than intended by a client due to poor performance? If “yes” please give details and explain what has been rectified in order to avoid this situation arising in the future. (Max 500 words)

- [ ] Yes
- [x] No
### Business Practices

11. Please outline your Business Continuity plan your organisation has established. Use this section to outline how you would keep the service/contract described in this tender, in full operation in the event of a pandemic and/or major incident which may have an impact on your business and/or service you provide. (Max 500 words)

Aspects that you may wish to consider are:
- Plans in place in the event of fire, flooding, electrical fault, extreme weather
- Plans in place in the event of a major health epidemic
- Loss of suppliers, staffing, vehicles, plant
- Loss of IT systems
- Shortage of raw materials

### ategi Emergency Contingency plan – Organisational Services

Our Emergency Contingency Plan establishes procedures to recover or maintain the services provided by ategi following any major disruption. The following objectives have been established for the plan:
- Maximize the effectiveness of contingency operations through an established plan that consists of several phases
- Notification/Activation phase to detect and assess damage and to activate the plan
- Recovery phases to maintain or restore ategi services
- Identify the activities, resources, and procedures needed for ategi Domiciliary, Shared Lives and central management processing requirements during prolonged interruptions to normal operations.
- Assign responsibilities to designated ategi personnel and provide guidance for maintaining or recovering all services during prolonged periods of interruption to normal operations.
- Ensure coordination with other ategi staff who will participate in the contingency planning strategies. Ensure coordination with external points of contact who will participate in the contingency planning strategies.

The ategi Emergency Contingency Plan applies to the functions, operations, and resources necessary to restore and resume ategi’s Domiciliary, Shared Lives and central management operational service provision.

The Emergency Contingency Plan will be implemented, as necessary, in phases in response to any major disruption resulting in the risk of any ategi service provision being compromised.

Our Emergency Contingency plan is available on request.

12. During the last three years has your organisation, or any of your directors/management, been found guilty of contraventions of environmental legislation (including town and county planning legislation) in relation to activities similar to those covered by this contract? If ‘Yes’, please provide details (including, in the case of prosecutions, details of charges, dates and venues of hearings, verdicts of the courts and penalties, if found guilty) and any steps you have taken...
13. Does your organisation hold a recognised environmental management system certificate, for example ISO 14001 or equivalent? If “no” please describe any actions your organisation currently undertakes to demonstrate a responsible attitude towards environmental management. (Max 500 words)

☒ Yes ☐ No

Further information:

We do not hold a certificate. However we take our responsibilities very seriously and attach our ategi Environmental Policy for your information which shows our commitment to:

- incorporate environmental concerns and impacts into business decisions
- promote environmental awareness among our employees, volunteers, carers, visitors and the people we support and will encourage them to be environmentally responsible
- train, educate and inform staff and people supported by ategi about environmental issues that may affect their work / life
- reduce waste recycling and purchase recycled, recyclable or re-furbished products and materials where these alternatives are available, economical and suitable
- ensure cleaning materials are as environmentally friendly as possible and will only use licensed and appropriate organisations to dispose of waste
- reduce energy usage throughout offices and consider energy consumption and efficiency of new products when purchasing office equipment and products
- encourage staff and people supported by ategi to car share wherever possible and to promote the use of travel alternatives, such as email or video/phone conferencing
- achieve and exceed the targets set within the business plan and operational plan for reducing ategi’s environmental impact
- periodically review our environmental policy in light of our current and planned future activities.
14. The Royal Borough of Windsor and Maidenhead requires all external service providers to understand and comply with the Council’s security conditions, including where necessary those agreed with central government as part of Government Connect. Please download the council’s Supplier and Third Party Security Policy and confirm you have read and will comply the document’s requirements.


☒ Yes ☐ No

**Equalities**

15. Is your organisation committed to meeting the requirements of the Equality Act 2010 and the Human Rights Act 1998 in service delivery and employment?

☒ Yes ☐ No

16. Briefly describe how your organisation ensures that it remains compliant and up to date with the Equalities Act 2010. (Max 500 words).

ategi’s success depends on people. We fully appreciate that capitalising on what is unique about individuals and drawing on their different perspectives and experiences adds value to the way we do business.

We want to be a diverse organisation, where individual differences are recognised and valued and where discriminatory attitudes or practices are challenged.

As such, we will constantly strive to maintain an inclusive and supportive environment for service users, employees, potential employees, volunteers and Shared Lives Carers, where equality and diversity is promoted and everyone has an equal chance to succeed.

Using fair and objective employment practices and service provision, our aim is to ensure that people are treated equitably and able to realise their potential whatever their sex, race or ethnicity, age, disability, gender identity, marital or civil partnership status, parental status, sexual orientation, religion or belief (including non-belief), employment status (including fixed term and part time) or any other protected characteristic.

Any discriminatory behaviour, including harassment or bullying, by individuals or groups will be regarded extremely seriously and could be considered as grounds for disciplinary action, which may include dismissal of staff or termination of approval for Shared Lives Carers and volunteers.

We have a clear written policy that applies to employees (including Relief staff) and potential employees, volunteers, Shared Lives Carers, visitors, trustees and the people we support. It also applies to individuals working at ategi or service user premises,
including temporary workers, agency workers and contractors.

Our policy has been written in accordance with the provisions of the Equality Act 2010 and with reference to best practice guidance from the Equality and Human Rights Commission and is available on request. Our Human Resources Manager has overall responsibility for ensuring compliance with the Act with support from the CEO and the Heads of Service.

The Head of Shared Lives is registered as the Responsible individual with CQC and is currently registered as the Manager of our scheme in Buckinghamshire/RBWM with clear responsibility to meet all regulatory requirements including the Equality Act 2010.

<table>
<thead>
<tr>
<th>17. Does your organisation have an Equal Opportunities Policy, please enclose and state how this is communicated to your employees and how issues are raised. (Max 500 words)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Equal Opportunities</strong> – is often seen as treating everyone exactly the same but to provide real equality of opportunity people often need to be treated differently in ways that are fair and tailored to their needs.</td>
</tr>
<tr>
<td>In accordance with the provisions of the Equality Act 2010, ategi has a duty to provide a healthy and safe environment that is free from unreasonable or unacceptable behaviour/s in accordance with the following protected rights, known as 'protected characteristics':</td>
</tr>
<tr>
<td>- Age</td>
</tr>
<tr>
<td>- Disability</td>
</tr>
<tr>
<td>- Race and ethnicity</td>
</tr>
<tr>
<td>- Sex</td>
</tr>
<tr>
<td>- Religion or cultural beliefs</td>
</tr>
<tr>
<td>- Gender reassignment</td>
</tr>
<tr>
<td>- Marital status and civil partnership</td>
</tr>
<tr>
<td>- Sexual orientation</td>
</tr>
<tr>
<td>- Pregnancy and maternity</td>
</tr>
<tr>
<td>ategi’s commitment to anti-discriminatory practice relates to all kinds of discrimination, as set out below:</td>
</tr>
<tr>
<td><strong>Direct Discrimination</strong> - treating a person less favourably than others because they have a protected characteristic as set out above (e.g. a job advert that openly says 'no disabled people need apply').</td>
</tr>
<tr>
<td><strong>Indirect Discrimination</strong> - where a policy, practice or requirement applies in the same way for everybody but has an effect which particularly disadvantages a group of people who share any of the characteristics set out above (e.g. requiring all male employees to be clean shaven, putting members of certain religious groups at a disadvantage). This will apply unless the policy, practice or requirement can be justified as a proportionate means of achieving a legitimate aim (e.g. the requirement to be clean shaven could be justified for hygiene reasons for employees working in a kitchen).</td>
</tr>
</tbody>
</table>
**Associative Discrimination** - direct discrimination against someone because they associate with someone who has a protected characteristic as set out above (e.g. not promoting an employee because they have a disabled child and an assumption is made that they could not devote sufficient time to increased duties).

**Perceptive Discrimination** - direct discrimination against someone because others think they have a protected characteristic (as set out above) even if they do not possess that characteristic (e.g. a heterosexual man being taunted about his sexuality by colleagues who believe he is gay).

**Harassment** - can take a variety of forms but is unwelcome physical, verbal or non-verbal conduct which violates a person’s dignity or creates an intimidating, hostile or humiliating environment for them (e.g. offensive remarks, sounds or jokes; unfair allocation of work; exclusion from normal workplace conversation or activities). Suspected harassment is dealt with under ategi’s Harassment Policy and Procedure.

**Victimisation** - when someone is treated badly because they have made or supported a complaint under the Equality Act or it is thought that they have done so (e.g. an employee makes a complaint of discrimination against a colleague and the colleague subsequently ignores them or gossips/ talks negatively behind their back).

In the absence of your own policy please download the document at http://www.rbwm.gov.uk/public/corp_comprehensive_equality_policy.pdf and confirm acceptance by signing and returning as part of your response.

[ ] Yes [ ] No

Attach Signed RBWM Policy if required [ ] Yes [ ] No

18. In the last three years has any finding of unlawful discrimination been made against your organisation by any court or industrial or employment tribunal or equivalent body? If “Yes”, what corrective actions, if any, did your organisation take as a result of that finding or investigation? (Max 500 words)

[ ] Yes [ ] No

Further Information

19. In the last three years has your organisation been the subject of a formal investigation by the Equality and Human Rights Commission or an equivalent body on grounds of alleged unlawful discrimination? If Yes provide further information below. (Max 500 words)

[ ] Yes [ ] No

Further information:
20. Health & Safety

Do you have a company Health and Safety policy? If “Yes”, please enclose a copy.

☑ Yes    ☐ No

21. If your answer to question 20 is “No”, please briefly describe what arrangements you have made to manage Health and Safety within your organisation. (Max 500 words)

22. Does the relevant section of your organisation hold a recognised health and safety management systems certificate, for example OHSAS 18001 or equivalent? If “Yes”, please enclose a copy of the certificate.

☑ Yes enclosed    ☐ No

23. Have you been the subject of any Improvement or Prohibition Notice or prosecution or been a defendant in any case brought under Health and Safety legislation within the last three years? If Yes please provide details. (Max 500 words)

☐ Yes     ☑ No

Further Information

Professional Organisations

24. Please indicate any relevant regulatory and professional bodies your organisation belongs to or any awards won especially those in relation to the services being tendered for.

Registered providers with the Care Quality Commission (CQC) in England and the Care and Social Services Inspectorate for Wales (CSSIW)
Members of Shared Lives Plus
Members of Investors in People

Mandatory Requirements

25. This functional specification indicates the Mandatory requirements for this Service provision, please confirm that you meet all these requirements in the table below. If
any of the Mandatory requirements are not met by the Supplier, the tender will not be considered further.

<table>
<thead>
<tr>
<th>Ref</th>
<th>Mandatory Requirements</th>
<th>Please confirm you comply with these requirements (Y/N)</th>
<th>Supplier Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Staff and volunteers need enhanced DBS checks (formerly known as CRB)</td>
<td>Yes</td>
<td>Includes Shared Lives Carers</td>
</tr>
<tr>
<td>2</td>
<td>Safeguarding and anti-discriminatory policy in relation to users, staff and volunteers. (provide a Copy)</td>
<td>Yes</td>
<td>Includes Shared Lives Carers</td>
</tr>
<tr>
<td>3</td>
<td>Clear policy and processes around consent to access and share people’s personal data</td>
<td>Yes</td>
<td>Includes Shared Lives Carers</td>
</tr>
<tr>
<td>4</td>
<td>Service registered with CQC for the provision of Shared Lives</td>
<td>Yes</td>
<td>Please provide your registration number 1-448766297</td>
</tr>
</tbody>
</table>
ANNEX E
AWARD CRITERIA RESPONSE

The Supplier is required to answer the following questions which form the Technical evaluation which is weighted at 50% of the final score. The tender submissions will be evaluated on the scoring mechanism detailed in section 9.

Please detail in full how you will deliver the outcomes / requirements as per the information detailed within the specification in Annex A.

<table>
<thead>
<tr>
<th>Technical Headings</th>
<th>Weightings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Methodology</td>
<td>25%</td>
</tr>
<tr>
<td>Management Operation and Performance Monitoring</td>
<td>15%</td>
</tr>
<tr>
<td>Implementation</td>
<td>5%</td>
</tr>
<tr>
<td>Innovation and Added Value</td>
<td>5%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>50%</strong></td>
</tr>
</tbody>
</table>

**Requirement**
(Supplier, please describe how you will deliver the outcomes / requirements listed below as per the information detailed within the Specification)

<table>
<thead>
<tr>
<th>Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weighting: <strong>Service Methodology</strong> <strong>25%</strong></td>
</tr>
</tbody>
</table>

**Service:**
Describe in detail how you will establish and deliver the Service in accordance with the specification to deliver high quality and positive outcomes for service users and RBWM?

*(No word limit)*

ategi Shared Lives Carers, service users and staff celebrate 10 years of ategi Shared Lives in the summer of 2011

ategi has provided Shared Lives Services since 2001 having developed a new service for Rhondda Cynon Taff CBC (RCT) to provide short and long term arrangements for all adults in the area. In 2003 we took over the management of an existing Shared Lives Scheme for Cardiff CC and in 2007 we won the tender to manage and develop a small Shared Lives Scheme for Torfaen CBC.
In 2009 we successfully tendered to start a new Shared Lives Scheme for Buckinghamshire CC and in 2012 we were asked to manage the small number of Shared Lives Carers providing services for the Royal Borough of Windsor & Maidenhead (RBWM).

We currently manage 120 Approved Shared Lives Carers offering long and short term support to all adult service users in England and Wales with strong, well established teams in both regions. We are developing services in RCT to address the needs of people with dementia. We have a business plan for the growth and development of Shared Lives Services.

Though not a current provider of Homeshare services we are currently scoping the possibilities of piloting Homeshare in Cardiff and have undertaken some practical and useful research to support our aims. Our Head of Shared Lives Chairs the Board of Trustees for Shared Lives Plus (formerly NAAPS) and has worked as a Trustee for over nine years. Throughout this time the model of Homeshare has been developed within the national organisation as Shared Lives Plus were commissioned to develop national guidance for the provision of Homeshare which is available and essential to organisations planning to develop Homeshare.

We think that though Homeshare is significantly different from Shared Lives in that it is unregulated and does not offer the provision of care it sits well alongside Shared Lives services. This is because the skills needed in assessing circumstances, skills and abilities and the need to match effectively and clarify arrangements and agreements is very similar in both models. A Homeshare scheme needs less staff resources so a Homeshare worker or workers would be well supported by a peer group of Shared Lives workers.

**On this basis our bid is to manage and develop all three lots described in the service specification. I will comment on each lot separately but will refer later to areas where ategi would be an effective provider of all three lots.**

**We would prefer to manage all three lots as this gives savings to the council. However we would also manage individual lots if required.**

The model of Shared Lives Carers supporting people to live or stay within their ordinary family settings naturally shapes our approach which puts the individual service user at the centre of our work. Our mission statement was chosen by our “Taking Part Group”, a group of people who use ategi services supported by an experienced participation worker, and its simplicity reflects our aims: “Supporting people to live their lives”.

Our values are based on ensuring people are supported in an environment that encourages: Community Presence; Competence; Choice; individuality; status and respect; continuity; relationships. We
believe that these values can be easily achieved within the ordinary family settings of our carefully recruited Shared Lives Carers and their extended families. Through careful recruitment, detailed assessment and training and a thorough matching process we ensure that our values are embedded in the approach of people we work with.

Working with all adult groups we have a clear understanding of how to work openly and inclusively with transparent processes and real participation with the people we support. To this end we currently have four people who live with Shared Lives Carers who have worked with the team to develop their understanding of the recruitment process for new staff and have contributed positively to the selection process. They have also contributed to the assessment of new Carer applicants having developed an appropriate procedure with support from their Assistant Coordinators. One of the service users attends an assessment visit with a member of the team to put predetermined questions to an applicant. Their views on the applicants’ answers are added into the final report.

Carers are the providers of services and though our clear remit is to ensure that they are suitable for their role and have the skills, abilities and the right level of support we understand that they are the key stakeholders in the success of services provided. As such we work in an inclusive way based on mutual respect and openness. We have Carer’s on our Approval Panel, regular Carer/scheme meetings including people we support; a Shared Lives Carer Forum in each region that feeds into our ategi Management Committee, Carer representation at Shared Live Plus Committee level and we provide regular newsletters and updates seeking their input and advice. Our most recent Carer survey, undertaken anonymously by an independent company showed an improvement in Carer response to how they value one to one support from their Coordinator or Assistant Coordinator from 92% satisfaction 2 years ago to 100% satisfaction now.

Lot 1: Learning Disability Shared Lives Scheme

We took over the management of existing Carers in RBWM just over a year ago. Since then we reassessed each Shared Lives Carer, provided induction training and established clear Shared Lives agreements between us and the Shared Lives Carers as well as for each individual supported. We have already recruited two new Shared Lives Carers.

The potential for the existing Carers to be resentful or patronised by our input was countered with honest, open discussion about the provision of Shared Lives, the need to operate safely and legally and the need to provide clear direction and support to Shared Lives Carers in order for them to provide effective support and positive outcomes for service users. Some had worked as Shared Lives Carers yet all of
them now express great satisfaction at the relationship we have with them because they feel supported, guided and clear about our expectations of them.

So if we are awarded this Lot we will continue to manage the existing Shared Lives Carers effectively. They are all due for their annual Shared Lives Carer review which will enable us to re-evaluate their skills and abilities against the 25 Skills and Knowledge statements agreed nationally by Shared Lives Plus members.

The current service is managed with 8 hours of Manager time, 20 hours Coordinator time and 4 hours Administrative support.

To meet the outcomes listed for the existing Shared Lives arrangements along with the target for new service users we would strengthen the team as follows:

<table>
<thead>
<tr>
<th>Staff</th>
<th>Sept 2013/14</th>
<th>Sept 2014/15</th>
<th>Sept 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager</td>
<td>8 hours</td>
<td>10 hours</td>
<td>10 hours</td>
</tr>
<tr>
<td>Coordinator</td>
<td>25 hours</td>
<td>37 hours</td>
<td>37 hours</td>
</tr>
<tr>
<td>Assistant Coordinator</td>
<td>NA</td>
<td>10 hours</td>
<td>37 hours</td>
</tr>
<tr>
<td>Administrator</td>
<td>4 hours</td>
<td>10 hours</td>
<td>18 hours</td>
</tr>
</tbody>
</table>

We are able to operate this structure because we are an existing Scheme in the area and can draw on the experience and structure already in place. This keeps costs down for the Council as the development of a brand new scheme would require a Manager which may need to be full time to attract the appropriate person.

Further cost savings can be made with the employment of an Assistant Coordinator rather than a Coordinator. This also keeps the need for Administrative support to a minimum.

**How the roles help meet the service outcomes:**

**The Manager** is in place already and will build on existing relationships with the Learning Disabilities team to identify appropriate referrals from within the area, work closely with the team to give information and guidance to people and their families outside the area who could move back, promote the service through local parent carer groups, day services and other opportunities to help raise the profile of the scheme. The Manager will work closely with the transitions team to support and inform service users and their families about Shared Lives as a positive, individualised option.

The Manager will implement the strategic plans and provide direction and support to the Coordinator through regular supervision, team meetings and day to day guidance. The Manager will respond promptly to referrals and queries about long term arrangements,
short breaks or befriending/ day time support needs.

The Coordinator is in place already and will continue supporting and managing the existing arrangements and Shared Lives Carers. The Coordinator will work with the Manager to recruit new carers by advertising locally, developing word of mouth links through existing Shared Lives Carers and community groups. The Coordinator will undertake assessments of new applicants, plan and deliver training (with input from the Manager and Head of Service), manage and facilitate 6 monthly reviews of arrangements, facilitate annual Shared Lives Carer reviews.

In year two the Assistant Coordinator will be employed to support the Coordinator to manage all Shared Lives arrangements. The Assistant Coordinator is paid at a lower level, will not undertake assessments of new applicants or set up new arrangements. The Assistant Coordinator will facilitate 6 monthly reviews (or more frequent when necessary), support service users through introductions, undertake Shared Lives Carers reviews, provide ongoing support and guidance to Shared Lives Carers.

The Assistant Coordinator and Coordinator work as a team within a team to determine the most effective way to manage and support the arrangements and Shared Lives Carers on their case load.

The Administrator will be generally office based providing a direct response to callers, immediate support to Shared Lives Carers, Carer Managers and service users who call as well as undertaking the organisation of files, database management, timesheets, correspondence and other administrative duties to support the work of the team and Shared Lives Carers.

Lot 2: Shared Lives Older People

This is a new scheme which would be incorporated into our existing scheme if we were successful in winning both. If ategi becomes the provider for both Shared Lives Schemes there will be opportunities for savings that will be highlighted at the end of this section.

There will be significant differences in the activity of staff in a Shared Lives Scheme for older people. It is likely that support will be much more around short term support; short breaks, day time support, befriending etc, than long term arrangements. This will mean more activity for the team in managing referrals, organising introductions, setting up and reviewing arrangements and dealing with concerns. This will be reflected in the staff compliment.

ategi has felt for some time that Shared Lives is a very positive, consistent and inclusive way of meeting the needs of older people particularly people with early stages of dementia. To this end our staff
have taken advantage of Government funding to Shared Lives Plus who have developed a pack and training for Shared Lives Schemes considering offering support to people with dementia. We recognise that we will need to invest a great deal of time in building confidence with families and professionals to generate referrals early enough in a persons’ life to make a difference.

The ategi Shared Lives Scheme has developed clear policies, procedures and working practices to ensure that our Carers, with wide ranging skills and abilities are recruited and supported to provide positive long, medium and short term arrangements to vulnerable adults. Our policies and procedures and philosophies mirror those of Shared Lives Plus (the UK member organisation for our sector) and will need no modification.

We are already registered with CQC to provide Shared Lives Services to all adult service users including older people. Our Head of Service is currently the registered Responsible Individual and the Registered Manager of the Service though the Scheme Manager will become the Registered Manager imminently.

All publicity and Scheme information has been produced and is available for immediate reprint to aid the establishment of the new Scheme in RBWM and will be available in all languages by using google translate and other formats on request. We will develop new material to promote the model to older people and their families.

The ategi Shared Lives Scheme in Buckinghamshire currently comprises of the full time posts of Scheme Manager; 1 Shared Lives Co-ordinator; 1 Assistant Co-ordinators and 1 Administrator. Financial management support is provided by ategi’s central finance team in Wales. We have 46 Approved Shared Lives Carers providing 24 long term arrangements, 25 short break arrangements and 16 individualised day time support arrangements to over 50 service users. Having analysed our work closely we have broken down the tasks and responsibilities of the team and developed a structure that enables us to remain cost effective while meeting and exceeding the requirements of Regulations and National Minimum Standards for Adult Placement Schemes (now Shared Lives) in England.

Our Shared Lives Co-ordinators manage up to 32 Carers each with their Assistant Co-ordinators. Coordinators will undertake assessments and determine how Carers will be supported; monitored and reviewed; determine how arrangements will be reviewed and who will undertake tasks. The model allows for further Assistant Coordinators to be employed to meet the needs of an expanding Scheme rather than the more expensive option of adding further Coordinators. A further Coordinator would be added when the Scheme grows to the extent that more assessors are required. Though this helps us start to build a team there will be significant differences in staff activity as previously mentioned.
We would apply a similar model to the Older Peoples’ Scheme in RBWM and would initially aim to restructure our current Shared Lives Team to enable more management hours. The Manager is directly line managed by our Head of Shared Lives. We would base the service at our Shared Lives Scheme office in High Wycombe which has already proved to be accessible and convenient to RBWM both for staff and Shared Lives Carers. Increased space is available to us at low cost as current tenants providing savings to RBWM.

To meet the outcomes listed for the Older People’s Shared Lives arrangements the team would be established as follows:

<table>
<thead>
<tr>
<th>Staff</th>
<th>Sept 2013/14</th>
<th>Sept 2014/15</th>
<th>Sept 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager</td>
<td>20 hours</td>
<td>20 hours</td>
<td>37 hours</td>
</tr>
<tr>
<td>Coordinator</td>
<td>37 hours</td>
<td>37 hours</td>
<td>37 hours</td>
</tr>
<tr>
<td>Assistant Coordinator</td>
<td>NA</td>
<td>37 hours</td>
<td>37 hours</td>
</tr>
<tr>
<td>Administrator</td>
<td>4 hours</td>
<td>10 hours</td>
<td>37 hours</td>
</tr>
</tbody>
</table>

**How the roles meet the service outcomes:**

**The Manager** is in place already in our Bucks scheme and will build on existing relationships with the Council to identify appropriate referrals from within the area, work closely with the Older Peoples’ team to give information and guidance to people and their families to help raise the profile of the scheme.

The Manager will implement the strategic plans and provide direction and support to the Coordinator through regular supervision, team meetings and day to day guidance. Respond promptly to referrals and queries about long term arrangements, short breaks or befriending/day time support needs.

Management hours will be kept to a minimum in year 1 and 2 but will increase in year three to oversee the development of the service which will undoubtedly grow beyond the third year.

**The Coordinator** will be employed from September 2013. The Coordinator will work with the Manager to recruit new carers by advertising locally, developing word of mouth links through existing Shared Lives Carers and local community groups. The Coordinator will undertake assessments of new applicants, plan and deliver training (with input from the Manager and Head of Service), link with Older Peoples’ teams to identify specialist training opportunities for individuals, manage and facilitate 6 monthly reviews of arrangements, facilitate annual Shared Lives Carer reviews.
In year two the **Assistant Coordinator** will be employed to support the Coordinator to manage all Shared Lives arrangements. The Assistant Coordinator is paid at a lower level, will not undertake assessments of new applicants or set up new arrangements. The Assistant Coordinator will facilitate 6 monthly reviews (or more frequent when necessary), support service users through introductions, undertake Shared Lives Carers reviews, provide ongoing support and guidance to Shared Lives Carers.

The Assistant Coordinator and Coordinator work as a team within the larger team to determine the most effective way to manage and support the arrangements and Shared Lives Carers on their case load.

**The Administrator** will be generally office based providing a direct response to callers, immediate support to Shared Lives Carers, Carer Managers and service users who call as well as undertaking the organisation of files, database management, timesheets, correspondence and other administrative duties to support the work of the team and Shared Lives Carers. The short term nature of the arrangements likely to be needed by older people will require full administrative support by year three.

atagi is an award holder with Investors in People and would continue our high standards of staff support; supervision and appraisal to the team. As an existing provider of Shared Lives services we would draw on the skills and experience of our current teams in both Buckinghamshire and Wales to provide inclusive induction and training to the new team and would take positive steps to establish their identity and inclusion within the company. Our experience within the Shared Lives world is that peer support is achieved most effectively with clear links to other Schemes regardless of location. Our operations in England and Wales would only be separated by a relatively short journey allowing for shared training and development.

We have an established Approval Panel whose role is to consider assessment reports on applicant Shared Lives Carers and to make a recommendation to the Scheme Manager on their approval or otherwise. We would strengthen the panel with interested parties from RBWM. Our current Panel operates in line with Shared Lives Plus guidance. The Panel is independent from the Scheme, Chaired by an experienced person who understands the process of Shared Lives arrangements but is independent from the assessment process. It includes Shared Lives Carers; people who use services where possible; professionals with an interest in ensuring good practice within the Scheme and other suitable representation from service users’ families, voluntary organisations and professional bodies. The panel is supported by the Scheme administratively and already considers RBWM applicants.

Alongside this the team will develop its recruitment strategy based on the needs identified with RBWM officers. We will need to establish a positive working relationship in order to ascertain the most
appropriate areas to seek a range of individuals, couples and families of all ages, backgrounds and circumstances. Part of the strategy will be to use local press but also to facilitate awareness sessions; seek support from the County to utilise journals; distribution lists and websites to raise the profile of the new Scheme.

All applicants to the Scheme will be visited and we will arrange to undertake a full assessment of the skills, experience, circumstances and family networks of potentially suitable applicants. Our clear policies on assessment will ensure that people are treated equally and fairly and that they receive full information about the process in suitable languages or formats.

Everyone who is assessed will attend our thorough training programme before being considered for approval by our Panel as described in later in this bid.

The Scheme will operate in accordance with regulations and National Minimum Standards for Adult Placement Schemes (now Shared Lives) to provide a range of opportunities for individuals to live or stay for short breaks or have individual sessional support within or from the homes of carefully recruited, trained, approved and supported Shared Lives Carers. We will only work with Shared Lives Carers who demonstrate to us that they are prepared and equipped to include people within their ordinary households and wider social networks while encouraging and supporting them to live as independent lifestyle as possible. We are experienced in enabling our Carers to develop strong, equal relationships with those they support through regular visits; telephone contact; regular opportunities to meet with their peers and Scheme workers. We will facilitate regular reviews to ensure that all parties continue to benefit from arrangements and that outcomes are identified and addressed.

All our Shared Lives arrangements will work, as with our current arrangements, in a way that encourages those supported to enjoy meeting new people and trying new experiences within their community while maintaining existing relationships, cultural activities and commitments and occupations. For people with dementia familiarity and consistency will be a crucial part of the support plan. Above all we will support Shared Lives Carers and those they support to enjoy a happy and meaningful lifestyle.

We will find people with the skills and experience to offer short breaks to a number of people who match their circumstances. Generally we think that people benefit more from the individual approach they receive from being the only person supported at one time though we recognise that there are great benefits for people who choose to stay at the same time as others as long as the Shared Lives Carers’ home offers individual rooms and they are able to meet the needs of both parties and if all parties can demonstrate that that choose to share. 3 people can legally stay with a Shared Lives Carer in exceptional circumstances (ie: They choose to because they are friends).
For some people the opportunity to stay or live with a Shared Lives Carer will be a much more attractive and suitable option than other forms of long term accommodation. We will recruit Shared Lives Carers with the skills, abilities and circumstances to offer support in their own homes and family settings to older people including people with dementia.

WE will engage positively with Older Peoples’ social work teams and other professionals to raise awareness of the service. We will seek help from professionals to identify relevant groups, organisations, opportunities to talk to about the scheme and what we can offer. We will build on the success of our initial work to give positive stories so that others can gain a good picture of the possibilities offered by Shared Lives.

**Lot 3: Homeshare**

Homeshare is not an area that we currently work in though we are successfully through the first stage of a funding bid to pilot Homeshare in Cardiff. We believe that Homeshare sits very comfortably alongside Shared Lives Services because of the need for good assessments, thorough checking, sound procedures and clear agreements. We believe that Homeshare provides excellent opportunities for home owners and for people needing affordable accommodation at a time and in an area where good quality accommodation is hard to come by.

If successful our Homeshare Scheme will be managed by our Shared Lives Scheme Manager. The Shared Lives Scheme will provide necessary administrative support.

<table>
<thead>
<tr>
<th>Staff</th>
<th>Sept 2013/14</th>
<th>Sept 2014/15</th>
<th>Sept 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Coordinator</td>
<td>37 hours</td>
<td>37 hours</td>
<td>37 hours</td>
</tr>
<tr>
<td>Administrator</td>
<td>4 hours</td>
<td>4 hours</td>
<td>4 hours</td>
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**Aims of the ategi Homeshare Service**

**To:**
Develop and provide a high quality flexible and reliable Homeshare service.
Promote each individual’s choice and independence.
Support and monitor Homeshare arrangements.
Work inclusively with stakeholders to achieve the aims of the project.

We will recruit a Homeshare Coordinator to provide support, management and coordination of the agreed number of Homeshare
arrangements within the Scheme’s Region. The Coordinator will check, assess and train people who wish to become Homesharers. As well as checking, assessing and training people who wish offer accommodation to Homesharers.

The Coordinator will identify applicants circumstances, skills and abilities and match them effectively together drawing up clear agreements and will widely promote the service with help and support from the ategi Shared Lives Team.

Our policies and procedures will be based on nationally agreed guidance produced by Shared Lives Plus (formerly NAAPS).

**Main duties and responsibilities of the Coordinator are:**

| Service delivery. |
| Recruitment and selection |
| Administration and finance |
| Training |
| Quality assurance |
| Organisational responsibilities |
| Personal development. |

The Coordinator will provide a person centred service enabling people to lead full and valid lives within a Homeshare setting. The key to this will be to establish and sustain positive working relationships with carer groups, GP surgeries, voluntary groups as well as advertising in local journals, libraries, newsletters and websites to generate interest in the service.

Homeshare is a little known concept but there are excellent examples in the UK and more so in Canada, Australia and the USA. The Coordinator will develop links with Homeshare International which brings together Homeshare services across the world to share ideas and learn from experience.

We will organise and facilitate awareness raising sessions with local groups, community centres, social clubs as well as in Universities, Colleges or with housing providers to attract Homesharers to the scheme.

We will develop a steering group with representatives from housing organisations, local employers, older peoples’ charities and support groups, student bodies, nursing colleges, RBWM council etc. The steering group will help us to set raise our profile, find interested people to become Homesharers, market the service through local networks.

We will write positive stories about our successes and use these to widely publicise the Homeshare concept.
Homeshare concept. It is a highly populated area where there will be many householders with space to share and with a need for companionship and low level support. Equally there are many people who struggle to find attractive yet affordable accommodation.

**Carer Recruitment and Support:**

How will you recruit, train, and support Shared Lives Carers and Homesharers?

*(Max 2000 words)*

**Recruitment Process**

Everyone who wishes to become an Approved Carer with the ategi Shared Lives Scheme (SLS) will undergo the same process of recruitment, assessment, training and approval.

Applicants will need to co-operate fully throughout the process, which is designed to:

- Ensure the applicants suitability to support vulnerable adults.
- Ensure the suitability of the accommodation.
- Inform the applicant of the role and responsibility of Carers.

To achieve this applicants are required to be completely honest about their experience, history and current circumstances. In return applicants can expect clarity and honesty from ategi.

At any point throughout the process applicants may wish to withdraw their application if they feel the role is not for them. Equally ategi may halt the process if an applicants’ suitability is in doubt.

**Shared Lives Recruitment Process**

(Much of this section applies also to Homeshare though the assessment process will focus more on the circumstances, facilities, aspirations and goals of an applicant. References and DBS reports will be collected as with Shared Lives Carers).

ategi adopts an equal opportunities policy and will recruit suitable individuals, couples and families from areas and backgrounds that reflect the local population and the circumstances of people who may wish to use the service. We will advertise in local journals, Council newsletters and websites, use local radio and recruit through raising the profile of the service through community based opportunities like Libraries, job fairs, Voluntary group events etc using posters, leaflets along with a strong staff presence.

It is not essential that applicants have experience of supporting vulnerable people though they will need to demonstrate why they feel they may be suitable.
ategi will respond to any enquiry about becoming a Carer with the service. Initial queries will be addressed through brief discussion, generally on the telephone or at group meetings. All applicants will be sent a brochure with general information about the philosophy and values of the service as well as details about the expectations of the role and the process of assessment and approval. A Carer application form will also be included though people can apply on line too.

On receipt of a completed application form ategi will arrange to visit every applicant at his or her own home. During the visit the process will be explained verbally and people will be invited to ask questions. Verbal information will be given about the philosophy of the scheme, the expectations and responsibilities of Carers, the support available from ategi and any financial issues. The suitability of the accommodation will be established. If it is unsuitable people will be told there and then.

Two original forms of identification must be seen and the applicants’ date of birth checked against this. One will include a photo e.g. passport, driving licence etc.

Applicants will be given time to consider their application. Further visits can be arranged if required. If they still want to pursue their application they will be asked to complete forms giving consent for ategi to approach doctors, the disclosure and barring service and other referees.

ategi will not automatically exclude applicants who have a criminal record. Applicants will be given a copy the company policy on the recruitment of offenders and will be encouraged to discuss details of any offences concerning them or any other member of the household over the age of 18. Applicants will be clearly informed that they will be subject to criminal record checks from the Disclosure and Barring Service if they are approved with the service.

A Doctors reference will be required for each applicant along with two personal references for each applicant. These will be from people who are not relatives and who have known the applicant for at least 2 years. One of these should be from the current or most recent employer where appropriate.

References from friends who have known the applicant for 2 years or more are acceptable if the applicant is unable to supply a current or most recent employer referee.

Where people have been part of local authority or independent sector services a further reference should be taken up from this service. ategi will pursue references in writing and may follow up with a personal interview with referees. All references will be dealt with in the strictest confidence. Applicants will be told that unsatisfactory references may lead to their application being terminated and will be informed in writing if this is the case. ategi will not disclose details of third party information.
ategi will arrange to undertake a full assessment with the applicant when satisfactory references have been received. The assessment process takes place between the ategi SL Coordinator and the applicant, usually at the applicants’ home, and will include other members of the household at times.

**Shared Lives Assessment**

Assessment provides the opportunity to fully explore the experience, background and circumstances of the applicant through open discussion based on questions laid out in the standard assessment form. It also provides an opportunity to talk in depth about the role and expectations of a Carer. The applicant will be given a copy of the topics that will be covered before the assessment begins.

The assessment process is as much to give details about the Carers role as it is about gathering information from applicants. At any point throughout the process either party may feel that there are reasons to stop the assessment. If an applicant wishes to end or postpone the assessment process this is perfectly acceptable and should be agreed with the ategi SL Coordinator. If the Coordinator wishes to end or postpone the assessment the applicant will be given clear reasons and an indication about if and when the process could resume.

ategi work positively to include the people they support in the services they deliver. We have worked with a number of people who use our services to develop questions which they will put to applicants during a planned assessment visit. The individual will be supported by one of our team to visit the applicant, ask questions about their planned role as a Shared Lives Carer then feed this back to the Assessor to form a part of the assessment report.

The assessment report will include evidence gathered by the SL Coordinator illustrating the skills and knowledge of the applicant matched against the 25 skills & Knowledge statements which a SL Carer is required to meet.

The report will include the recommendation of the ategi SL Coordinator, which will indicate approval, non-approval or deferment to gain more information or suggest further training or experience. Our independent approval panel will scrutinise each report making a recommendation to the Registered Manager.

Homesharers and Householders will undergo an assessment too. Because Homeshare is not about the provision of care but it a safe and well managed way of introducing two parties with mutual needs the assessment is very different.

Householders will demonstrate the facilities they are offering while illustrating their lifestyle and the areas in which they would like some support in return for affordable accommodation. Their values will be examined and they will need to demonstrate their understanding of
the nature of the agreements they will be entering into with the scheme and with Homesharers.

Homesharers will also be assessed for their suitability based on their circumstances and understanding of the role. They will have to demonstrate their willingness to live inclusively and to provide agreed levels of support.

**Shared Lives Training**

Before assessment reports are presented to the Approval Panel all applicants will be required to attend and contribute to a course arranged by ategi regardless of any previous training or experience they have.

Usually the course will be run for a small group of applicants and will be arranged to suit the circumstances of the group wherever possible. The course programme is intended to be informative, interesting and enjoyable and will include sessions on:

- The philosophy of the scheme
- Attitudes & values
- Roles & responsibilities
- Health & Safety
- Meeting people who provide Shared lives arrangements
- Meeting people who have stayed in family arrangements
- Confidentiality
- Business issues (tax, insurance etc)
- Emergency aid
- Food hygiene
- Adult Protection and safeguarding
- Information on service user groups

Training sessions will be facilitated by ategi workers, existing Carers and clients from neighbouring areas and other specialists.

We will include opportunities for people in the Homeshare scheme to contribute to some of these sessions and will provide the chance for Homeshare Scheme members to access relevant training sessions to their specific needs.

**Shared Lives Carer support**

Approved SL Carers with the ategi Shared Lives Scheme can expect to be fully supported by a named ategi Coordinator.

The ategi Coordinator will be suitably skilled and experienced to give SL Carers the kind of supervision, advice, guidance and support they may need to carry out their role.

The Shared Lives Scheme will ensure that all relevant information it has regarding the support needs of the client will be shared appropriately with the SL Carer in accordance with the confidentiality
policy.

ategi will make sure that SL Carers have information about Shared Lives Plus; the member organisation for SL Carers. ategi will pay for all approved SL Carers to be members of Shared Lives Plus.

ategi will help SL Carers to develop their own SL Carer support groups with input and advice from the Shared Lives Carer representative.

ategi will arrange for SL Carers to receive any necessary specialist training or information they may need to provide for individuals they support.

All approved SL Carers will be given the Shared Lives Carer Handbook outlining information that will help them carry out their tasks effectively.

ategi will agree a minimum contact plan with each SL Carer depending on the level of work they undertake. Typically the named ategi Coordinator will visit SL Carers once a month, more if either party feels it would be beneficial.

Visits are important for both support and monitoring. Essentially ategi staff will develop a clear, professional relationship with SL Carers so that they feel able to discuss their work openly in the knowledge that they will be helped to find ways of providing positive support.

Visits will be arranged at times convenient to SL Carers and ategi Coordinators though it is important to note that staff may visit unannounced at least once a year.

SL Carers will have the opportunity to discuss their role; identify areas of good practice; identify any training needs; receive constructive feedback from their Coordinator; raise any concerns or questions.

ategi Coordinators will record and file all contact with SL Carers including visits, phone calls, letters, meetings etc in accordance with the Data Protection Act 1998. SL Carers can have access to their own files on request but any third party information will not be available to them. SL Carers can expect to receive copies of meeting minutes they attend.

ategi Coordinators will be responsible for arranging and facilitating reviews and any other required meetings.

ategi recognises the benefits and advantages in developing support networks among SL Carers. SL Carers will be encouraged to play a part in the progress of the scheme.

ategi will encourage and help SL Carers to devise a constructive,
positive forum where clear terms of reference exist and where all SL Carers feel the group is relevant and inclusive.

The experience of SL Carers will not be underestimated and appropriate SL Carer networks will be encouraged and supported.

ategi provide an out of hours duty system that will be available to all SL Carers.

The out of hours service is provided to advise and support ategi staff and Carers on matters they feel cannot wait until office opening times.

SL Carers will also be given the Emergency Duty number for the Local Authority their client is from.

Out of hours peer support will be encouraged through SL Carer support groups though this will need to be handled sensitively so that confidentiality is respected.

Homeshare members will benefit from all the support structures surrounding our Shared Lives scheme. They will also have their named Homeshare Coordinator who will adopt the same supportive approach to monitoring and reviewing Homeshare services when appropriate. The emphasis will be much more on enabling and supporting both parties to manage their Homeshare arrangement but they will know that the Homeshare Coordinator will help them to resolve concerns or conflict. We will provide opportunities for Homeshare members to meet for peer support.

Please describe your service user matching methodology and how you assess the suitability of possible carers to service users?

Please provide a sample anonymised Carer Agreements (Evidence – robust assessment models; approaches and methods; range of staff & panel process) and/or Individual Care Plan Agreements

(Max 3000 words + charts)

Shared Lives

Referral

Anyone can apply to live or stay with an ategi Shared Lives (SL) Carer if this has been identified in an Assessment of their needs by the Local Authority. People can usually arrange to have their needs assessed through their local social services office. We will consider self referrals but would usually direct people to their relevant Social Work team in the first instance.
Potential service users who want to know what it is like to live or stay with a SL Carer or SL Carer family can contact ategi and arrange for an ategi worker to visit them or speak to them on the telephone. Potential service users will be given a brochure that is intended to help them learn more about the service. It will include information about the range of accommodation, support provided by SL Carers, facilities, fees and key issues about admission, occupancy and termination of arrangements. The brochure could be used to help potential service users discuss things further with their family, friends or advocates.

People looking for an arrangement with ategi will also be given specific details about the particular SL Carer ategi have matched them with. This will include details on location, type of accommodation and information about the SL Carer and their interests.

If potential service users decide to apply to stay with a SL Carer they will have to complete the ategi Shared Lives Scheme referral form. The form is available at the ategi office but should also be available with Local Authority Care Teams.

The form should be completed by the person who wants or needs the service, with their Care Manager or advocate. This would often be the person who undertook the assessment of need.

The referral form addresses questions that will later help ategi to try and find the best possible SL Carer so it is important that they are answered as fully and as honestly as possible.

It is very important that all information is shared that will help ensure a suitable match. An assessment of any potential risks to the individual must be identified along with any potential risks to the Shared Lives Carer, their family and children or visitors to their house.

Shared Lives Carers must have all relevant information about the person to whom they are or will be providing support. This is essential to the safety of all parties and the quality of the arrangement.

The ategi Shared Lives Scheme cannot accept any referral where the person being referred refuses to share relevant information.

Where the person being referred is refusing to share relevant information the local authority officer must inform the Scheme that relevant information has been withheld.

The referral form should be accompanied by a chronology if important life events of the referred person where possible.

The referral form should be sent to the ategi Shared Lives Scheme
attached to a copy of the client’s assessment of needs.

All referrals will receive a written response within 4 working weeks stating whether or not the referral has been accepted, rejected or put on hold. Clear reasons will be given for any decision.

**Adult Plan**

Any person considered by the Shared Lives team to be suitable will be visited by a member of the team who will get to know the person through the completion of an Adult Plan. The Adult Plan (blank copy attached) explores in more detail how the person’s support needs will be met by a Shared Lives Carer. It will clarify the kinds of support needed in any given area.

**Matching**

Arrangements will only be offered if there is an available SL Carer who can meet the assessed needs of the potential service user and whose circumstances match with theirs. This will be determined by the Shared Lives Team and responsibility for this process lies with the Manager who will be registered with CQC.

It will be important for the Scheme Manager and the team to maintain positive relationships with referring officers from within the Council to ensure that matching criteria and approach is understood.

SL Carers will have undertaken a full assessment with ategi. The assessment will highlight their circumstances and experience. The process is detailed and takes up to three months to complete resulting in the report being considered by our Approval Panel as described in the previous section. This information will help match SL Carers to service users. They will also have received training before becoming approved SL Carers.

ategi will take into consideration the age, gender, cultural background, personal interests and communication needs of the potential client when trying to match them with an appropriate SL Carer. The geographical area and local facilities will also be considered in the matching process.

The needs, abilities and circumstances of the referred person and the Shared Lives Carers’ family will be considered and balanced in the matching process with the aim of ensuring a safe, positive, compatible arrangement.

SL Carers and potential service users will be given time to get to know each other before deciding if they would like to go ahead with an arrangement. This will vary depending on each situation but there will be at least a full day, spread over several visits, usually more. These visits will enable the SL Carer to get to know and understand the service user and will rely on support from their Care Manager,
family and friends where appropriate.

The interests and needs of the relatives of the person seeking accommodation will be taken into account during the matching process, subject to the service user’s agreement.

People applying to ategi for accommodation will be informed about independent advocacy/self advocacy services throughout the arrangement process.

**Arrangements and Agreements**

Shared Lives Coordinators will facilitate the matching, introduction and agreement process.

It is important to try to be as sure as we can that everyone concerned is happy about the possibilities of an arrangement being made. When a match has been identified SL Carers will offer visits and overnight stays before a decision is made.

Visits and introductory stays will vary depending on the situation but will be at least a half-day visit and an overnight stay. These arrangements will be agreed to suit the particular needs of the person seeking accommodation and the SL Carer.

During introductory visits it will be important for the person seeking accommodation to achieve the following:

- Meet the SL Carer and the other people living in the household.
- Visit and make use of the room they would stay in.
- Have a meal.
- Be shown the locality and local facilities.
- Discuss how they may be supported if they were to stay or live there.

It may take longer for some people than others to decide whether or not to go ahead with an arrangement. The length of introductions will be discussed and agreed between the person seeking accommodation, their Family/advocates if appropriate, the SL Carer, the Case Manager and the ategi worker.

If introductions have been successful a Shared Lives agreement will be drawn up setting out the terms and conditions of occupancy and the rights and responsibilities of all parties. All parties will sign agreements.

*(Copy of anonymised Adult Plan and Carer agreement attached)*
### Homeshare

Our values and philosophical approach to assessing and matching people to use Homeshare will be the same. The process will be swifter and the assessments less detailed about support needs but much more about identifying individual aspirations, day to day needs, circumstances, short and long term plans.

Essentially the Homeshare Coordinator will develop a database of relevant data about location, facilities, timescales and circumstances which will be used to introduce people to each other. Once people have been assessed as being suitable for Homeshare they will be given the opportunity of meeting potential Homesharers with a view to drawing up the necessary agreements.

Details about the process will be transparent and will be passed to all Homeshare members.

### Service Users Outcomes:

How can you ensure that service users make progress in the outcomes set in their placement agreements, support plans and placement reviews, overcoming any barriers that impede progress? What evidence will you gather to demonstrate progress? (Evidence – outcome setting and measurement; evaluation and monitoring process; use of placement agreements and reviews; person centred approaches & matching process)

(Max 2000 words)

Each Shared Lives arrangement will be subject to formal review on a regular basis. Reviews will take place at least every six months but will vary depending on the nature of the arrangement. The review process gives the opportunity to examine and measure the quality of life of the person using the service and their progress against any agreed outcomes.

### Arrangement Review

Arrangement reviews are properly the responsibility of the commissioning authority as part of the review of all services their client receives. However, ategi will ensure that Shared Lives arrangements are reviewed at least every six months. With negotiation it should be possible to link in with the Care Managers review requirements.

The initial referral and Adult Plan give the Shared Lives Carer and worker clear details about the aims of the arrangement and outcomes for the service user. A clear agreement will be drawn up outlining the expectations, responsibilities and aims for all parties (see previously attached).
Long term arrangements will be reviewed at least monthly for the first three months (sometimes more if necessary). Reviews can then be arranged as required but will not be more than six months apart.

Short break arrangements will be reviewed following each period of respite within the first year and then, on a six monthly basis.

Homeshare arrangements will be reviewed initially and then at times agreed with each individual.

The structure of the review will be flexible and in a format that is acceptable to the service user and the Shared Lives Carer. Though the process is a formal requirement it will be informal in its nature so that everyone involved is helped to feel comfortable with the situation.

Generally reviews will take place in the Shared Lives Carers home, where appropriate, and will be a meeting involving the service user, their advocate, friend or family member where appropriate, the service users’ Case Manager and the ategi worker. For some people it may be appropriate to seek the views of others. It will be important to ensure that review meetings are small and manageable.

The review will cover all aspects of the arrangement and will be guided a standard ategi review format. Topics covered will include any current issues, health matters, occupational and leisure issues, financial issues and any other topics relevant to the arrangement and the service users’ quality of life reflecting on progress with any agreed outcomes.

The ategi worker will produce a written record of the review for the service user, Shared Lives Carer and Case Manager and will keep a copy in the arrangement file. The written record will be produced in a suitable format that enables the service user to be fully involved in the review process.

More reviews can be arranged if there are changes to the Carer’s circumstances or the support needs of the service user.

The success or failure of any ategi Shared Lives arrangement relies largely on the strength of relationship between the Shared Lives worker and the Shared Lives Carer. Much of the assessment, training and support processes are designed to develop a relationship of openness and trust that will help in supporting the service user to achieve their goals. This will also make it easier to address any obstacles or concerns that may arise.

The Shared Lives Team will undertake an annual review of the Shared Lives Carers skills, abilities and performance. This will draw on feedback from service users, Care Managers and other relevant people to gain a clear picture of how everyone feels things are going. This gives an independent opportunity for people to comment.
constructively on the achievement of outcomes and all other aspects of the arrangement including the effectiveness of the Shared Lives Scheme.

There will be less detail about agreed outcomes for each Homeshare situation. Even so we will detail aims and goals for Householders and Homesharers and will measure these at the start of each arrangement and again at the end of each arrangement to determine satisfaction, achievement and outcomes for each individual such as:

Long term friendship was maintained.  
The Homesharer stayed for a year then could afford his or her own flat.  
The Householder feels much more part of their community.  
The Householder is able to remain in their long term family home.

<table>
<thead>
<tr>
<th>Service User Involvement:</th>
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<tbody>
<tr>
<td>Please demonstrate how you will deliver services that promote service user engagement; involvement; and promote independence and dignity?</td>
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</tbody>
</table>

(Max 1000 words)
As a model of care and support Shared Lives and Homeshare place the service user at the heart of all aspects of the process. Arrangements within the ategi Shared Lives service ensure that all our dialogue, written documents and plans are made with service users and their family/advocates where they choose or need support.

You will see from the details around our matching process that we start by engaging directly with each individual because we know that a Shared Lives arrangement will only work if there is a desire or a will from the service user to be supported within an ordinary family setting. To this end we have agreed standards about how we will present written information to make it as easy as possible for people to understand. Our work tries to be jargon free, nationally agreed fonts and sizes and use of pictures/illustrations where necessary.

These approaches will be equally effective for users of a Homeshare service.

Our assessment process has a section specifically designed and delivered by service users with support from the team. A small group of service users receive training and guidance on the aims of the assessment process and how their section fits in. Though we have a commitment to including service users on our Approval Panel it is sometimes difficult to find someone who can demonstrate their understanding of the highly confidential nature of this work so our approach helps us to involve service users at least in part of the process.
We have a programme of opportunities to discuss the future direction of our services with all stakeholders throughout the year in each of the regions we work in. We hold regular meetings/get-togethers with service users and Shared Lives Carers rather than separate them out into two groups which most would find a little patronising. Service users who choose to attend contribute fully to discussions and plans for the future of the service and discuss broader issues such as changes in requirements in the care sector or topical issues of interest.

Our training programme for new Shared Lives Carers is built around our key expectations that the people we support are treated with respect and dignity, are supported to take advantage of opportunities that will help them to grow as individuals through increased confidence and independence.

We have an ategi Taking Part Group which provides service user who choose to get involved with opportunities to comment and reflect on the wider strategic aims of the company. We employ a part time enabler who supports current members to understand and comment on changes to key procedures as well as supporting a service user representative to attend ategi’s Management Committee.

<table>
<thead>
<tr>
<th>Management Operation and Performance Monitoring</th>
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<tbody>
<tr>
<td>How will you monitor; measure and review quantitative and qualitative outcomes of the Service including service user feedback?</td>
<td></td>
</tr>
<tr>
<td>(Evidence – recognition and input of key stakeholders; monitoring process; systems)</td>
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<td>(Max 2000 words)</td>
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<tr>
<td>As with the monitoring requirements earlier in this document we are used to producing clear data on the service we provide. We have a bespoke Database we call TRYST which enables us to gather the quantitative data required by funding authorities such as number of approved carers, service users matched, pending referrals, unmatched Shared Lives Carers etc.</td>
<td></td>
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<tr>
<td>Alongside this we have annual inspections in two Countries which always provides positive feedback as well as highlighting areas in which we can improve.</td>
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<tr>
<td>Our service now and in the future, depends on our ability to engage with and gather clear information and feedback from the people we support, our Shared Lives Carers, Homeshare members and other professionals involved and committed to achieving positive outcomes.</td>
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<tr>
<td>Each approved Shared Lives Carer will contribute to their annual review which draws on recorded input from service users; Care Managers and other relevant stakeholders in the form of carefully designed questionnaires.</td>
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</table>
This information helps us respond to suggestions and shape our future work with an individual Carer and as a Scheme. We coordinate this data into an annual summary highlighting satisfaction of the main stakeholders (very satisfied; satisfied; not satisfied; did not respond) and feed findings into our action plan for the coming year.

We undertake a fully independent survey with all staff and a separate survey with Shared Lives Carers every two years. We are able to identify clear areas of satisfaction and highlight key areas for improvement which we share with our key stakeholders and agree actions as a result. The most recent review identified high levels of satisfaction in: Communication; learning and development; management style; culture, with most areas achieve higher than 90% satisfaction.

The performance of the Scheme will improve through increased experience, development and support of the staff team who will continue to recruit Carers with a range of skills and experience.

Homeshare is an unregulated service yet members will benefit from the structures we have in place which will translate effectively to the Homeshare service.

Please describe how you will ensure that staff have the appropriate skills and qualifications to deliver the Services. This should include detailing appraisal, training plans and supervision processes for both staff and volunteers that provide services similar to those required (where volunteers are used).

(Max 1000 words)

ategi has robust recruitment and selection policies, procedures and practices in place to ensure that the appropriate people exist to deliver our services effectively. Whilst our R&S Policy confirms this in detail, below are some examples:

- We have clear job descriptions and person specifications in place for all posts, to outline clearly the expectations of the role
- All vacancies are advertised appropriately, in order to attract the best people from the widest pool possible
- We have a thorough interview process that includes the involvement of service users and carers
- Thorough pre-employment checks are undertaken including: DBS check, references and medical clearance
- Staff are supported through a thorough induction process that includes: company orientation, on the job training, peer support and formal learning and development appropriate to the role. During this time staff are provided with: clear expectations of the role; access to all company policies, procedures and practices including reference being made to ategi’s Staff Charter and Professional Code of Conduct
In **retaining** effective staff within ategi in order to maintain a consistent service for the people we support we know that effective two-way communication is essential. Staff are encouraged to express their views, share their ideas, participate in their own development (and that of the people they support) and contribute to the organisation as a whole; below are some ways in which we facilitate this:

1. **Supervision and Appraisal** – gives the manager an opportunity to provide constructive feedback in an informal and private setting. Managers also use these meetings as opportunities to thank staff for their contribution and to praise them for work that has been carried out well. We believe that this type of positive feedback helps to maintain/boost staff motivation.

   Through supervision/appraisal staff are encouraged to consider their own aspirations. Staff are often encouraged to undertake additional/new tasks or participate in project work that is of interest to them. We believe that this type of involvement helps to motivate staff and allows opportunity for future progression, i.e. into other more senior roles.

2. **Participation at regular team meetings** – staff are encouraged through their team meetings to share ideas, talk about their experiences and contribute to making improvements. We aim to empower staff to make desired changes through individual/team contribution. Staff often feel empowered during such meetings where managers confirm how valued their views/opinions are.

3. **Attendance at an annual Team Building event** – is encouraged to give staff an opportunity to participate in a fun activity with their team members, to obtain feedback from their peers/management and to share ideas for the future. Staff are encouraged to participate in community based activities by means of ‘giving something back’ to other people and often return to work with positive stories about their experiences.

4. **Staff Forum** – our established staff forum is represented by all groups of staff within the organisation. Through the staff forum reps, staff are consulted about any changes affecting ategi, any planned growth/development etc. Staff are encouraged to share their ideas in order to improve things for themselves/colleagues/the people they support/the organisation as a whole. Staff forum reps have been actively involved in reviewing ategi’s policies and procedures and in organising company specific events.

   2 Staff Forum reps attend ategi’s Management Committee meetings and have an opportunity to share feedback / be consulted with.
5. **Learning & Development** – is encouraged from day one, i.e. company induction to help new staff feel part of the organisation; on the job training alongside an experienced member of staff to build confidence in the role; on going job-specific training; regular refresher training and support to achieve a relevant Diploma qualification. Personal development is also encouraged and supported, i.e. PTLLS training is offered for staff involved in training delivery. In addition to formal training staff are encouraged where appropriate to ‘Act up’ into other roles, to take on additional responsibilities during busy periods and participate in appropriate working groups that they have an interest in.

6. **Clear expectations** – ategi helps staff to achieve their full potential by being very clear about what is expected of them; this is reinforced through ategi’s Staff Charter.

7. **Biannual employee questionnaire** – an opportunity to assess how motivated staff are and to address areas that could be affecting staff motivation. Feedback provided is benchmarked against other similar providers.

8. **Encouraging / Facilitating a work life balance by:**

   - Ensuring ongoing communication via a staff newsletter, notice boards in our offices, up to date policy & procedure files, Chief Executive briefings and open door sessions and accessible managers
   - Providing equipment to allow for flexibility within certain roles, e.g. laptop/mobile phone
   - Allowing staff to build and take TOIL (in moderation)
   - Encouraging rest and relaxation
   - Considering (and accommodate where possible) requests for flexible working arrangements (not just for staff with young children)
   - Providing access to health/wellbeing practitioners via an Occupational Health and Counselling service
   - Benchmarking all terms & conditions and company practices against similar providers in the area.

We also ensure that staff are equipped to support Shared Lives Carers through:

   - Clear job description and person spec and a thorough interview process in order to assess people’s abilities and confirm any skill gaps
   - Working alongside experienced staff during the induction period
   - Evaluation of training needs and ongoing discussion at supervision, annual appraisal and annual training needs analysis exercise
   - Monitoring and observation especially during the
probationary period (with feedback sought from the line manager, peers, carers, service users etc.

- Training and development arranged that is appropriate to the overall role
- Service user specific training arranged (in order to gain an understanding and therefore be in a position to support the carer), i.e. epilepsy

Please describe how you will ensure that your financial and administrative systems and processes ensure timely payment to shared lives carers and home-sharers for long term and short term breaks/placements, that benefits such as Housing Benefit are maximised and collection of money owing from service users are supported.

(Max 2000 words)

ategi has vast experience of operating a Shared Lives service and as such, has robust systems in place for ensuring that Shared Lives Carers are paid accurately and in a timely fashion. ategi has a centralised finance function, which ensures that all systems, processes and procedures are uniform and operate to the highest level.

We use a two-fold approach (local Shared Lives teams and Finance team) to service user payment collection (housing benefit and personal contributions) to ensure consistency and transparency and to ensure that all service users are treated equally and in the exact same way. This approach also guarantees that all areas are covered and that no individuals are solely responsible for ensuring that the processes are fully complied with.

The finance team operate different systems for payment in the various geographical areas in which ategi provides its Shared Lives services. This ensures that we provide the best possible service to the carers in each area to ensure that we meet ‘their’ needs.

Example.

Our service in Wales operates a twice monthly payment system for short breaks and respite to ensure that carers are paid within the shortest amount of time possible. Carers know the system and know when they can expect payments to be received, and this ensures complete satisfaction with regard to payment.

Process for respite/short break Carer payments (Wales)

- Timesheets are authorised by local Shared Lives teams
- Timesheets are to be received by Finance 3 days before payment due date
- Payments are made on 1st and 15th of every month (or the last working day prior if these fall on a weekend)

Payments are made via Carers preferred method of payment – BACS/Cheque
ategi also support service users with making claims for housing benefit in order to ensure that these benefits are maximised and this then forms part of the costs for their arrangements. This is done via the local Shared Lives teams as part of the process of arranging the long term arrangement for the individuals. Once the claim is in place, the centralised finance team take over the day-to-day management and control of the claim, receiving payments on behalf of the service users. ategi have processes in place to ensure that the monies are received correctly and on time and this is achieved in part by dedicating one member of the finance team to controlling and managing the Shared Lives payments and receipts. However, the systems in place also ensure that the current position with all claims/payments is crystal clear for any member of the finance team to review, and ensures that there is a very clear audit trail.

In addition to benefit claims, where service users are required to make a contribution to their arrangements, ategi manage this on their behalf in order to make sure that service user monies are protected. ategi receive the contribution directly from service users, either via standing order or regular payments and this then forms part of the payment made to the carer. This process ensures that the carer is protected and independent as they are not directly involved with receiving payments from service users. This contribution is fully discussed and explained during the course of the arrangement being set up so that service users understand what is expected of them, and is managed initially by the local Shared Lives teams until the arrangement is in place. The management and control of it is then taken over by the centralised finance team. Payments due to ategi are monitored monthly to ensure that any issues are identified and raised immediately to limit the potential impact on service users of
any cessation of benefits etc, to ensure that debts are not created.

Our structure and systems will be equally effective for Homeshare arrangements.

**Please describe how you intend to meet and exceed the required target numbers for service users using the Services?**

*(Max 2000 words)*

ategi is an experienced provider of Shared Lives Services over a range of geographical areas and for different service user groups. The procedures already described will continue to form the basis of our approach in promoting what will be a relatively new model of care to service users, professionals and community member of RBWM.

Our experience in recruitment and publicity shows that finding a range of suitably skilled and motivated applicants relies on raising the profile of the scheme in a wide range of ways. The most effective recruitment tool is word of mouth so we would work on this basis and arrange a campaign to publicise each part of the scheme. We would work with Adult Service Teams and other County colleagues to raise awareness with professionals; relative carer groups; service users groups and all potential stakeholders. We would advertise in local and free press, and arrange for our leaflets to be delivered (usually Royal Mail) within targeted post codes across the county; we will seek support from internal county distribution opportunities to display posters in community facilities; surgery waiting rooms; libraries etc; we will work with major employers such as Buckinghamshire County Council to utilise all opportunities to raise awareness through articles; websites; journals and newsletters; we will hold open information meetings in targeted areas across Buckinghamshire.

We are the existing provider of the small Shared Lives Service for people with Learning disabilities in RBWM. We have already established positive working relationships with members of the Learning Disabilities Team and would build on this to generate appropriate referrals. It will be essential to develop this relationship with the Older People’s team to ensure their full understanding of the opportunity their clients have with Shared Lives.

Equally we will actively seek to engage with service user groups; advocacy groups; parent carer groups and family support groups to seek their support, understanding and approval of our work. Word of mouth continues to be our most effective tool in profile raising and we will work with all stakeholders to achieve the aims of the Borough and the Scheme.

We have confidence in our ability to draw on existing skills and experience of promoting, marketing and delivering Shared Lives services to the benefit of a new Homeshare service. We feel that the targets set are achievable and can be exceeded by building on early successes and using them to further promote the model. We live in a
time of financial hardship for many and feel that Homeshare will offer many people the chance to live in high quality accommodation in return for modest costs, agreed levels of household support and above all; friendship and companionship. This model will appeal to many and will have measureable benefits for the communities of RBWM.

### Adult / child safeguarding and Anti-Discriminatory Policies; Procedures; and Practice:

Please demonstrate our understanding of and policies and procedures that ensure the safeguarding of vulnerable adults and children and how you implement these policies within the organisation

(Max 2000 words)

We deliver a full Safeguarding awareness session to all new applicants to our service which explores the types of abuse and what some of the indicators are so that Shared Lives Carers and staff have a shared understanding of language and a clear knowledge of their responsibilities. We would expect Homesharers to take part in our Safeguarding training.

Our training session and on going safeguarding work is closely linked to the safeguarding strategic principals set out in the Berkshire Safeguarding Policy which relates to all adults at risk rather than the term vulnerable adults and are now in the process of updating our written material.

We would work closely with RBWM colleagues to identify statutory Safeguarding training sessions with an emphasis on local reporting policy. In identifying roles and responsibilities with Shared Lives Carers we clarify their responsibilities toward protecting and safeguarding people. Essentially our whole approach toward developing an open culture through clear roles and responsibilities and good support ensures minimal concern around safeguarding issues.

Though we are providers of adult services our procedures reflect the need for staff and Shared Lives Carers to be aware of child protection issues too. All Shared Lives Carer settings have the potential for children to reside or visit and we ensure that Carers and staff understand their responsibilities to safeguard children in their environment.

Our approach to safeguarding informs our rigorous checking and assessment process outlined in other areas of this document. We ensure we have clear processes of agreement, monitoring and support that create a safer, more open environment where people are encouraged and feel able to raise concerns not matter how small or insignificant they may seem.
### Implementation

<table>
<thead>
<tr>
<th>Please describe (and provide a plan) showing how you will implement this new contract to ensure that it will meet the targets outlined and be provided for in an effective and efficient manner.</th>
</tr>
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</table>

**Max 1000 words + chart as required**

Our approach to implementing this new contract is made easier for us and the council because we already operate in the area with a well-established Shared Lives team, clear procedures to provide Shared Lives and an office base that will serve RBWM effectively. Our expertise in Shared Lives does not lessen our understanding and enthusiasm for the opportunity to develop a Homeshare service which we think is highly compatible with our Shared Lives work.

Our attached implementation plan is separated into the three individual plans for each lot which demonstrates that we can implement each of them separately. Our preference would be to begin the contract as a new project in its entirety, strengthening our existing experienced team to hit the ground running from September.

Our staffing and implementation plan doesn’t reflect that our experienced Head of Shared Lives will be fully involved in setting up and establishing each element of the project with the back up and support of our central Finance and Human Resources Teams.

We include a more detailed plan for the delivery of the Homeshare service because it is fundamentally different from the Shared Lives plan as for us it will be a new project. However we have already given strong consideration to the development of Homeshare within our organisation in Wales and are able to translate our planning so far to this bid.

**See attached Implementation Plan RBWM**

### Innovation and Added Value

<table>
<thead>
<tr>
<th>Please describe any innovative and original ideas for enabling the council to make savings over the lifetime of the contract and detail how these could be achieved and within what timescales, detailing what obstacles could be encountered and how they could be overcome.</th>
</tr>
</thead>
</table>

**Max 1000 words**

As a Shared Lives provider we already offer a unique opportunity for the council to make savings because our policies and procedures are in place; we have a well-equipped, functioning office base in nearby Buckinghamshire form where we already manage and support RBWM Shared Lives arrangements.
Shared Lives arrangements/placements will operate around the needs of the individual. Management of Shared Lives Carers will be specifically agreed with each Carer depending on their experience and identified support needs but will be based on regulatory requirements. Therefore there will be regular contact; a minimum of six monthly reviews of every arrangement; annual Carer reviews etc. By clarifying the tasks required to ensure the success of any arrangement in this way our staffing levels will be efficient.

We have extensive experience in the skills and attributes needed to manage a number of Shared Lives Carers. We have introduced a tier of staffing we call Assistant Coordinator. This role supports a Coordinator but has a reduced level of responsibility and is therefore paid at a lower level. We feel this is an efficient and more cost effective way of ensuring a high standard of service.

Our energies will go into the appropriate matching and the drawing up of clear agreements as well as developing strong, mutually beneficial relationships with our Carers. This will minimise the likelihood of increased staff hours enabling a more cost effective staff ratio.

The development of a Homeshare Scheme has potential to be an isolated and lonely role for the Homeshare worker/team. Our existing Shared Lives Team, along with the growth of the team through this contract would provide a relevant and compatible support structure and office base for the Homeshare Scheme.

By combining the three elements of this tender opportunity ategi would be able to draw on the skills and abilities of Shared Lives Carers and Homesharers for the benefit of RBWM citizens providing support to people with assessed needs but also offering a wealth of opportunity to people with energy and compassion for their community.

| TOTAL | 50% |
ANNEX F- AWARD CRITERIA PRICING RESPONSE 50%

This Section will be evaluated based on the total price based on a single user and the target numbers. All costs should only relate to the cost of the Service, implementation but not the care support and living costs paid to the carers.

Section A – Service Management Fee
The Supplier must complete for each lot which covers both long term placements and short term breaks. All other costs associated with the Service must be included in the Other section in the table.

PLEASE COMPLETE THE OPTIONAL YEARS ON THE ASSUMPTION OF THE SAME RATE OF GROWTH OF SERVICE USER NUMBERS FROM Y2 TO Y3.
LOT 1 – Shared Lives - Learning Disability

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Lot 3 – Homeshare

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Section B – Existing Service Users for Shared Lives Lot 1 only
Please provide a breakdown of the Service fees for the management of the existing pilot scheme.

If ategi are awarded Lot 1 or 2 (or both) we will not make an additional charge for the management of the existing pilot scheme.

Section C – Discounts on combined award lots
Please can you provide details of the any discounts you will offer on being awarded more than one lot.

Ategi will be pleased to offer RBWM significant discounts/savings on being awarded multiple lots. The items highlighted in green in Section B will all be discounted but the exact amount we would be able to offer would depend entirely upon the combination of lots awarded.

We would also offer RBWM a discount of 5% on the combined total of the Management Charge of multiple lots (highlighted in yellow).

Section D – Alternative Models
Please provide information on any alternative models you propose including incentivisation on achieving target numbers.

Our approach to the provision of Shared Lives and Homeshare is detailed in this submission and is compatible with the requirements and aims of RBWM.
ANNEX G

NON-COLLUSIVE TENDERING CERTIFICATE

I / WE certify that in preparing and submitting this Tender we have not offered or agreed to offer to any person any gift or consideration of any kind as an inducement or reward for going or forbearing to do or having done or forborne to do any action in relation to obtaining this Contract.

I / WE have not canvassed any person or offered any inducement in order to obtain confidential information in relation to the Contract and the Services to be undertaken either directly or indirectly.

I / WE certify that no one has been permitted to act on our behalf to offer such inducements or perform such acts set out above.

By this Certificate the word “person” includes any persons and any body or association corporate or unincorporated and offer or agreement includes any transaction formal or informal and whether legally binding or not.

Print Name(s) in full: Tim Southern
Signed: [Signature]
Date: 25.07.2013

Print Name(s) in full: Helen Smith
Signed: [Signature]
Date: 25.07.2013

For and on behalf of (Registered Company Name)
agei Limited

Registered Address
Ategi - Smith House, Cardiff Road
Rhydyfelin
Pontypridd, CF37 5HP
RCT
Wales
**ANNEX H**

**NON-CANVASSING CERTIFICATE**

I / We certify that in preparing and submitting this Tender for The Royal Borough of Windsor and Maidenhead that we have not canvassed any member or anyone in the employment of the Council.

In this Certificate:

“Person” includes any person and any body or association corporate or incorporate.

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<th>Print Name(s) in full:</th>
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For and on behalf of
(Registered Company Name)

| ategi Limited |

Registered Address

| Ategi - Smith House, Cardiff Road
| Rhydyfelin |
| Pontypridd, CF37 5HP |
| RCT |
| Wales |
ANNEX I

BONA-FIDE TENDER CERTIFICATE

In recognition of the principle that the essence of Selective Tendering is that the clients shall receive bona-fide competitive tenders from all those tendering I / WE Certify that:

1. The Tender submitted herewith is a bona-fide Tender intended to be competitive.
2. We have not fixed or adjusted the amount of the Tender under or in accordance with any Agreement or arrangement with any other person.
3. We have not done and we undertake that we will not do at any time before the hour specified for the return of the Tender any of the following acts:-
   a) Communicating to a person other than the person calling for this Tender the amount or approximate amount of the proposed Tender (except where the disclosure in confidence of the approximate amount of the Tender was essential to obtain insurance premiums quotations required for the preparation of the Tender).
   b) Entering into any Agreement with any other person that he shall refrain from Tendering or as to the amount of any Tender to be submitted.
   c) Offering or paying or giving or agreeing to give any sum of money or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused to be done in relation to any other Tender or proposed Tender any act or thing of the sort described above.

In this Certificate:-
   1. “Person” includes any person and any body or association corporate or incorporate
   2. “Any Agreement or arrangement” includes any transaction of the sort described above formal or informal and whether legally binding or not

Print Name(s) in full: Tim Southern
Signed: 
Date: 25.07.2013

Print Name(s) in full: Helen Smith
Signed: 
Date: 25.07.2013

For and on behalf of (Registered Company Name) ategi Limited
Registered Address Ategi - Smith House, Cardiff Road
Rhydyfelin Pontypridd, CF37 5HP
RCT Wales
ANNEX J

FREEDOM OF INFORMATION AND TRANSPARENCY

The Council is committed to transparency and meeting its legal responsibilities under the Freedom of Information Act 2000 ("The Act"), and all information submitted may be need to be disclosed in response to a request.

Organisations are asked to consider if any of the information supplied in this tender should not be disclosed because of its sensitivity under the Act, and, if this is the case, provide the information, identifying specific reasons for its sensitivity. The Council will endeavour to consult with organisations about sensitive information before making a decision on any Freedom of Information request received.

Please detail pages that are exempt from disclosure and include reasons:

NA

The Council shall be responsible for determining in its absolute discretion whether any part of the Agreement or its Schedules is exempt from disclosure in accordance with the provision of the Act and the Council’s transparency commitments.
ANNEX K

FORM OF TENDER

TO: The Chief Executive
       Royal Borough of Windsor and Maidenhead
       Town Hall
       St Ives Road
       Maidenhead
       Berkshire
       SL6 1RF

Ladies and Gentlemen

Having examined the Contract Documents for the provision Shared Lives and Homeshare Scheme Tender to The Royal Borough of Windsor and Maidenhead, we offer to perform and complete the whole of the Service in conformity with the said Contract Documents for such sum as may be ascertained in accordance with said Contract Documents.

I / We undertake to complete the Services as detailed in the Specification (Annex A of the Tender documents) and Contract during the Contract Period.

I / We declare that to the best of my knowledge the answers submitted in this ITT are correct. I understand that the information will be used in the process to assess my organisation’s suitability to be invited to tender for the Council’s requirement. I understand that the Council may reject this ITT if there is a failure to answer all relevant questions fully or if I provide false/misleading information.

I / We agree and accept all Terms and Conditions included in this tender, and accept that these will be used to form the Contract.

I / We agree that until such time as a formal Agreement is executed by the parties this Tender, together with the Council’s written acceptance thereof, shall constitute a binding Contract between us.

I / We agree that within 28 days of the acceptance of this Tender by the Council we shall take the following steps:
   a) Execute a formal Agreement;
   b) Produce to the Council for inspection, documentary evidence that the insurances required are property maintained;

I / We also agree that if we fail to undertake any of the aforementioned steps within the said period of 28 days the Council shall be entitled to treat the said binding Contract as terminated by our breach, but without prejudice to the Council’s right to claim against us for any loss or damage resulting from such breach.
I / We further agree that this Tender will remain open for consideration for a period of three months from the last date for the return of Tenders.

I / We understand that you are not bound to accept the lowest or any form of Tender you may receive.
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<tr>
<th>Yours faithfully</th>
<th>Tim Southern</th>
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