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Purpose: For Noting

Committee report

Committee AUDIT COMMITTEE

Date 05 DECEMBER 2016

Title PROCUREMENT ACTIVITY REPORT FOR THE HALF-

YEAR 1 APRIL 2016 TO 30 SEPTEMBER 2016

Report Author HEAD OF LEGAL SERVICES AND MONITORING

OFFICER

EXECUTIVE SUMMARY

- 1. This report provides the committee with a high level view of the council's procurement activity for the period 1 April 2016 to 30 September 2016 inclusive.
- 2. In addition, this report also sets out an overview of recent changes and achievements within the procurement team.

BACKGROUND

- 3. The Procurement Team is a central resource consisting of 2.1 FTE permanent members of staff and 1 FTE locum, providing advice and guidance to all council departments on procurement matters. The team works with the relevant service to co-ordinate the letting of any contract over the value of £25,000 from conception right the way through to contract award.
- 4. The team consists of professionally qualified procurement specialists who work closely with commissioners to advise on the most appropriate routes to market, looking for innovative ways to procure whilst keeping the process as lean and efficient as possible.
- 5. The team is responsible for setting and managing the procurement methodology that the council follows, and designs and maintains all of the council's procurement documentation i.e. invitation to tenders, request for quotations, tender evaluations.
- 6. A key role of the team is to help ensure compliance with the Public Contracts Regulations 2015 that implement the EU procurement directives. These apply to the majority of procurements with a total value over a specified threshold. Procurements which are below threshold are not covered by the UK

- regulations, but are still subject to EU Treaty principles and the council's own Contract Standing Orders ("CSOs").
- 7. Previously, reports presented to the committee have been heavily focused around the activity of the Procurement Board ("the Board"). As reported in December 2015, the role of the Board changed therefore; the focus of this report has moved away from being about the activity of the Board and now focuses on the general procurement activity across the council and the operations of the procurement team.
- 8. Waivers to CSOs and contract price variations below £100,000 are considered by the Procurement Team Leader and or Head of Legal Services and Monitoring Officer. For waivers and contract price variations over £100,000, the Board will consider the request. The membership of the Board comprises Head of Resources, Head of Legal Services and Monitoring Officer, Procurement Team Leader and Technical Finance Manager.
- 9. On the 1 June 2016, the council introduced a revised set of CSOs and on the 10 November 2016 the council's Executive approved the new Procurement Strategy which came in to effect on the 21 November 2016. The updated procurement framework has enabled the procurement team to manage the council's procurement activity much more efficiently and effectively.

STRATEGIC CONTEXT

10. The council's procurement strategy, contract standing orders and the activity of the Procurement Team supports the achievement of the council's priorities as identified within the Corporate Plan 2015 – 2017, particularly in relation to Priority 4 – Ensuring that all resources available to the Island are used in the most effective way in achieving the Island's priorities.

PROCUREMENT ACTIVITY 1 APRIL 2016 - 30 SEPTEMBER 2016

11. During the period 01 April 2016 to the 30 September 2016 a total of 66 procurement processes were initiated through the Procurement Team. This ranges from Invitation to Tenders ("ITT"), OJEU ITTs, Request for Quotations ("RFQ"), call offs and direct awards on framework agreements and waivers to contract standing orders. Table 1 shows a breakdown of the numbers of procurement procedures initiated in the reported period, by Directorate.

Table 1

Directorate	Process	Quantity
Place	OJEU ITT	5
	IWC ITT	5
	RFQ	2
	Framework Agreement Mini Competition	6
	Waiver	2
	Framework Agreement Direct Award	1
	DPS	1
	DPS Call Off	1
	Approved Supplier List	1
	TOTAL	24
Adult Social Care &	OJEU ITT	2
Community Wellbeing	Framework Agreement Mini Competition	1
	Waiver	3
	Framework Agreement Direct Award	1
	TOTAL	7
Children's Services	OJEU ITT	1
	RFQ	2
	Framework Agreement Mini Competition	1
	Waiver	10
	DPS	1
	TOTAL	15
Resources	OJEU ITT	3
	IWC ITT	2
	RFQ	2
	Framework Agreement Mini Competition	5
	Waiver	3

		TOTAL	15
Public Health	OJEU ITT		2
	IWC ITT		1
		TOTAL	3
Financial Management	Framework Agreement Mini Competition		2
		TOTAL	2

- 12. Further detail of the procurements initiated in the reported period can be seen at **Appendix A**.
- 13. This is a new way of collating and reporting information to the committee therefore we do not have a data set to compare to. The next report to committee will show comparisons of volumes and updates on some of the larger projects initiated within this current reporting period.
- 14. During this period a total of 19 contracts were awarded. **Table 2** below shows an overview, by Directorate, of the contracts awarded and their values. The committee should note that these values are total contract values, and not annual values. The committee should also note that the actual value of certain contracts will vary based on the activity/volumes purchased under the contract.

Table 2

Directorate	Process	Value
Place	Ryde Fire Station Remedial Works	£27,000.00
	Sustainable Transport Transition Year Management Support	£40,000.00
	Shanklin Cliff Lift Bridge	£499,915.20
	Water Testing	£157,000.00
	Beach and Slipway Cleaning	£250,000.00
	Taxi DPS	£5,000,000.00
	Seasonal Entertainment	£48,000.00
	Berthing Supervision	£48,000.00
	TOTAL	£6,069,915.20
Children's Services	St George's Special School Roofing Project	£278,000.00
Jei vices	Niton Primary Re-Roofing	£160,000.00

	AV Technology at Barton Primary	£35,355.00			
	Supply Upgrade to Newchurch & Niton Primary Schools	£31,000.00			
	TOTAL	£504,355.00			
Resources	Fresh Produce	£70,000.00			
	Vehicle Maintenance Services - Inspection & Servicing of Authority Fleet Units - Light Commercials and Cars (Lot 1)	£350,000.00			
	Vehicle Maintenance Services - Inspection & Servicing of Authority Fleet Units – Large Goods Vehicles (Lot 2)	£7,500.00			
	Vehicle Maintenance Services - Supply of Body and Accident Damage Repairs to Authority Vehicles (Lot 3)				
	Washroom Services	£48,000.00			
	Accounts Payable Audit	£50,000.00			
	TOTAL	£600,500.00			
Fire & Rescue	Purchase of Fire Pump	£235,000.00			
	TOTAL	£235,000.00			
	OVERALL TOTAL	£7,409,770.20			

15. The procurement team maintains a contracts database of contracts with a whole life value of over £25,000. There are currently 124 entries and an overview by Directorate can be seen below labelled **Table 3**.

Table 3

Service Area	Number	Annual Contract Value
Place	46	£47,947,338.56
Adult Social Care & Community Wellbeing	13	£6,826,937.00
Children's Services	10	£2,547,594.20
Resources	36	£4,298,318.37
Financial Management	9	£648,395.00
Public Health	6	£5,490,847.90
Fire & Rescue	4	£210,270.00

TOTAL 124 £67,696,701

- 16. Historically commissioners had the responsibility of registering their contracts on the database and the procurement team are aware that this has led to contracts being missed. There are clearly gaps in the database and a piece of work is underway to capture as many of the missing contract details to remedy this issue. In recent months, the process for registering contracts has changed and it is now the responsibility of the procurement officers so going forward there will be a more comprehensive central record of the contracts over £25,000 held by the council.
- 17. Commissioners have the ability to request a waiver of the contract standing orders. Waivers may be sought in unforeseen or exceptional circumstances but must not be sought for reasons of poor planning nor as a means to bypass the CSOs and waivers cannot be given if they would contravene the Public Contracts Regulations 2015 or any other applicable legislation. Waivers may be utilised where it can be demonstrated that the ability to act quickly to engage a single supplier would make economic sense and fit with service requirements, in circumstances where there is no more effective way to secure the capacity. Throughout the first two quarters of 2016 up until 30 September 2016, 18 waivers were submitted and approved. **Table 4** below sets out a high level overview of the waivers. A more detailed list can be seen labelled **Appendix B** which sets out the details of each waiver along with the action plan of how we propose to prevent waivers of a similar nature in the future, if applicable.

Table 4

Service Area	Number	Value
Children's Services	10	£1,175,802.00
Adult Social Care & Community Wellbeing	3	£180,988.00
Resources	3	£207,802.59
Place	2	£229,580.00
TOTAL	18	£1,794,172.59

18. It was previously reported that in the first two quarters of 2015/16, a total of 13 waivers were submitted. Although there are likely to be various reasons behind the small increase, it is thought that this is partly due to the increased number of procurement staff working with commissioners resulting in a greater visibility and documentation of the council's procurement activity compared to last year.

PROCUREMENT SAVINGS AND EFFICIENCIES

19. Recent changes implemented by the procurement team have resulted in more efficient procurement processes due to the removal of unnecessary steps or anything that was deemed to not add value to the process. To put it in to

context, the team re-procured a contract that was coming up for expiry using the new 'leaner' process. The tender process was 35 days from the point of advertising to the point of award. The previous tender for the same services took 67 days from start to finish. This has obvious benefits for both the council and suppliers wishing to tender for the council's contracts.

- 20. The procurement team have been working with service areas to identify where additional benefits can be achieved when letting contracts. In the reported period, the procurement team have awarded a framework agreement for the service, repair and maintenance of fire extinguishers and associated fire safety equipment. The framework agreement has also been opened up for schools, some town and parish councils and some local charities to access, should they choose to. The previous contract covered council owned properties and schools, with the council recharging schools for their usage under the contract. When it came to re-procure, the decision was taken to let it as a framework agreement meaning the schools can call off their own contracts and make their payments directly to the supplier which has freed up administrative resource within Children's Services. All parties benefit from the economies of scale, the external partners to the framework benefit from knowing that they are buying from a supplier who has been through a robust competitive process with all of the relevant company checks carried out and the security that the council is managing the overarching arrangements, and the council benefits from a rebate from the supplier based on the volume of external purchases made through the framework agreement, therefore bringing an income in to the council. This framework agreement has only recently commenced so there are no figures to report on at this stage, however, an update will be provided in the next half yearly report.
- 21. The procurement team have replicated this process for the council's day to day buildings maintenance requirements. Again, it has been set up as a framework agreement and can be accessed by schools, town and parish councils, the IW NHS Trust and the CCG among others, and will generate an income for the council based on the uptake. This framework agreement has not yet commenced so there are no figures to report on at this stage, however, an update will be provided in the next half yearly report. We are hopeful of a good take up, especially within the schools and town and parish council's as it offers them a quick and easy route to market to engage with a contractor to maintain the buildings they are responsible for without having to go through their own procedures and company checks, and again, all parties will benefit from the economies of scale.
- 22. The procurement team has established its first Dynamic Purchasing System ("DPS") using its central e-tendering system. The e-tendering system has been maintained within the procurement team since July 2015 and is used to run all of the council's tender procedures electronically. It also has the capability of being used to set up and run a DPS. In July 2016 the system was used to set up a DPS for the provision of home to school taxi journeys. The DPS allows for a straightforward procurement process and is easily accessible by companies as there is no lengthy tender submissions required, only an enrolment and accreditation process. Any company who passes the minimum criteria joins the DPS and can start bidding for the contracts. Companies are able to join at any point during its lifetime meaning the DPS is able to respond to a changing market and it affords the council's transport team a quick, compliant route to market. The previous framework agreement

for the same services saw the council engaging with 13 taxi companies. The DPS currently has 17 companies enrolled and we believe this is indicative the new streamlined process.

Table 5

Period	Contract Type	Number of Contractors Engaged	Number of Students Using the Service	Spend/Forecasted Spend
2015/16	Framework Agreement	13	129	£608,000.00
2016/17	Dynamic Purchasing System	17	131	£540,000.00

23. A significant amount of work has been put in to supporting the schools property maintenance team on the delivery of their capital building projects. When the procurement team became involved in their projects they recommended a change in the way that their works contracts were being procured and advised that instead of using framework agreements that better value would be achieved by tendering in the open market, as well as allowing the local supply base the opportunity to bid for the work. **Table 5** outlines a summary of the reduction in costs incurred on capital budgets made on two of the school capital projects as well as two other contracts awarded between the 01 April 2016 and the 30 September 2016.

Table 6

Project	Reduction in costs on capital budget
St George's Special School Roofing Project	£75,000.00
Niton Primary Re-Roofing	£40,500.00
Purchase of Fire Pump	£33,545.00
Ryde Fire Station Remedial Works	£3,207.74

FINANCIAL / BUDGET IMPLICATIONS

24. There are no direct financial or budgetary implications arising from this report although all procurement decisions directly contribute to the council's total expenditure and therefore any reduction in the amount of spend as a result has a direct beneficial impact on the council's budget position.

LEGAL IMPLICATIONS

25. Procurement by public bodies is subject to a rigorous regulation principally via The Public Contract Regulations 2015 (which came into force on 26 February 2015) and the relevant EU Directives. In addition to the legislation the council has its own contract standing orders. The council is also required to comply with other legislation when carrying out procurements, for example that relating to equality and social value.

26. All procurements with a whole life value over £25,000 are overseen by the procurement team ensuring robust governance of the council's procurement activity.

RISK MANAGEMENT

27. Failure to observe the relevant legislation and the council's contract standing orders has the potential to pose a significant threat to the council's financial health and reputation. Such risk could take many forms including the risk of legal challenge resulting in significant financial penalties and the potential for negative publicity together with the risk that a contract could be deemed to be void.

EQUALITY AND DIVERSITY

28. There are no direct equality and diversity implications arising from this report. Equality and diversity implications would have been considered for each contract between the commissioner and procurement officer responsible for the project.

RECOMMENDATION

29. The committee is asked to note the report.

APPENDICES ATTACHED

30. **Appendix A** - Procurements Initiated between 01 April 2016 – 30 September 2016

Appendix B – Details of waivers approved in the period 01 April 2016 – 30 September 2016

CLAIRE SHAND
Head of Resources

COUNCILLOR JONATHAN BACON Executive Member for Resources

APPENDIX A

Procurements Initiated between 01 April 2016 – 30 September 2016

- Pedestrian Bridge Shanklin Cliff Lift Standard ITT PLACE
- Adult Social Care Pre-Paid Cards Mini Competition on framework agreement ASC &
 CW
- Junction Improvement Design Works Mini Competition on framework agreement -PLACE
- Reactive Maintenance Framework Agreement OJEU ITT PLACE
- Ryde Fire Station Smoke House Remedial Works Standard RFQ PLACE
- Sustainable Travel Transition Year Programme Management Support Standard RFQ -PLACE
- Establishment of Home to School Taxi DPS DPS PLACE
- SIP Trunks and Associated Technology Standard RFQ RESOURCES
- Health Visiting and School Nursing OJEU ITT PUBLIC HEALTH
- Sexual Health Services OJEU ITT PUBLIC HEALTH
- Integrated Domestic Abuse Services OJEU ITT ASC & CW
- Washroom Services Mini Competition on framework agreement RESOURCES
- Works to Cowes Floating Bridge Slipways and Pathways Standard ITT PLACE
- Works to Replace Piles and Pontoons at The Folly Standard ITT PLACE
- Various Home to School Taxi Call Offs from DPS Mini Competition on DPS PLACE
- Workplace Health Improvement Programme Standard ITT PUBLIC HEALTH
- Fire Extinguisher Supply, Service and Maintenance and Associated Products Standard ITT - RESOURCES
- Multi-Disciplinary Building Consultancy Framework Agreement OJEU ITT PLACE
- Minor Building Works Framework Agreement OJEU ITT PLACE
- Banking Services Mini Competition on framework agreement FINANCIAL MANAGEMENT
- ICT Hardware Supply, Maintenance and Consultancy Framework Agreement OJEU ITT -RESOURCES
- Annual Billing and Elections Printing and Postage OJEU ITT RESOURCES
- Supply of Vehicle Tyres Standard RFQ RESOURCES
- South Wight Coastal Strategy Mini Competition on framework agreement PLACE
- Mainland Car Hire Mini Competition on framework agreement RESOURCES
- Occupational Therapy Services OJEU ITT ASC & CW
- Research Services The Island Factor Waiver RESOURCES
- Office Waste Waiver RESOURCES
- Actuarial and Benefits Mini Competition on framework agreement FINANCIAL MANAGEMENT
- CAPITA SIMS Mini Competition on framework agreement CHILDREN'S SERVICES
- All Saints Primary School Flooring Waiver CHILDREN'S SERVICES
- Supply Upgrade to Newchurch & Niton Primary Waiver CHILDREN'S SERVICES
- Inter Agency Adoption Fees Waiver CHILDREN'S SERVICES
- Interim Market Commissioner Waiver ASC & CW
- Children's Placements- Waiver CHILDREN'S SERVICES
- Children's Placements
 Waiver CHILDREN'S SERVICES
- Children's Placements- Waiver CHILDREN'S SERVICES
- Children's Placements
 Waiver CHILDREN'S SERVICES

- Poll Card Postage Waiver RESOURCES
- Ventnor Haven Seaweed Removal Waiver PLACE
- AV Technology at Barton Primary Waiver CHILDREN'S SERVICES
- Alternative Education Provision Waiver CHILDREN'S SERVICES
- Assessment & Care Commissioning Manager Waiver ASC & CW
- Occupational Therapy Waitlist Waiver ASC & CW
- Water Testing Waiver PLACE
- Telecare Products (Wightcare) Direct Award on framework agreement ASC & CW
- Floating Bridge Advertising OJEU ITT PLACE
- Housing Association Lettings Scheme (HALS) Approved Supplier List PLACE
- Enforcement Officers Mini Competition on framework agreement RESOURCES
- Training Framework Agreement DPS CHILDREN'S SERVICES
- Waste Engineer Mini Competition on framework agreement PLACE
- Placement for Unaccompanied Asylum Seeker Children Waiver CHILDREN'S SERVICES
- Coastal (Sandown Bay Seawall and Groynes) Mini Competition on framework agreement - PLACE
- Coastal (Ventnor coastal defences and appraising landslide risk) Mini Competition on framework agreement - PLACE
- Sourcing Floating Bridge Advertising OJEU ITT PLACE
- Renewal of Corporate Food Contract Mini Competition on framework agreement -RESOURCES
- Northern Boundary Wall at Grove Carpark, Ventnor Standard ITT PLACE
- Office Waste Procurement OJEU ITT RESOURCES
- Cash Collection Direct Award on framework agreement PLACE
- Binstead Primary Calorifier Standard RFQ CHILDREN'S SERVICES
- Medina Leisure Centre Roof Standard ITT PLACE
- Broadlea Primary Pipework Standard RFQ CHILDREN'S SERVICES
- Broadlea Primary Window and Doors Replacement Standard ITT CHILDREN'S SERVICES
- Office Supplies Mini Competition on framework agreement RESOURCES
- Legal Services Framework Standard ITT RESOURCES
- Water deregulation Mini Competition on framework agreement PLACE

APPENDIX B

APPENDIX B Details of waivers approved in the period 01 April 2016 – 30 September 2016

Contract	Service Area	Value	Reason for Waiver	Longer Term Action Plan
Research Services – The Island Factor	Human Resources and Organisational Change	Up to £40,000	Waiver sought on the basis that only one provider showed interest following the issue of a call for competition.	This is a one off contract.
Office Waste	Organisational Change	£100,000	Historically, each department was responsible for securing their own building waste arrangements; however it was recognised that efficiencies can be made by centralising the management of office waste. A wavier was requested to ensure sufficient time is available to identify each buildings requirement before sourcing the required services via a competitive procurement process.	The procurement team are currently working with the service area on the procurement of a centralised office waste contract.
All Saints Primary School Flooring	Children's Services	£30,000	Works were required to replace rotten floors at All Saints Primary School. Due to the nature of the works, it was essential that the building is unoccupied for the duration of the contract and it was proposed that the works be carried out over the summer holidays in 2016. There was insufficient time to carry out an advertised procurement process, however, three quotes were sought from island contractors to maintain an element of competition.	This is a one off contract.
Supply Upgrade to Newchurch & Niton Primary	Children's Services	£31,000	Works were required to upgrade the electrical supply to Niton Primary School as it was identified as dangerously overloaded. The actual upgrade of the supply was a fixed quotation from SSE (as a sole source supplier being the area network provider). An electrical contractor	This is a one off contract.

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			was also appointed to manage all the works with SSE as a listed subcontractor. Therefore the total contract value includes the SSE element.	
Inter Agency Adoption Fees	Children's Services	£27,000	These fees are payable when children in the care of the Isle of Wight Council are placed with adoptive parents who are approved by another local authority or adoption society.	The procurement team have investigated whether the payment of these fees actually falls within the Procurement Regulations or not. It has established that they do not and so there will be no need for future waivers.
Interim Market Commissioner	Adult Social Care	£65,000	The consultant was recommended by the LGA and it was felt that it would be counterproductive to bring in a different consultant who would not be familiar with the council and its partners.	This is a one off contract.
Children's Fostering Placement	Children's Services	£497,357.08*	An in house foster carer was not available at the time the child needed a foster carer therefore an external agency was engaged.	The Council joined a collaborative procurement process for the provision of Independent Fostering Agencies. The framework goes live on the 01 April 2017 and will negate the need for waivers in relation to external fostering agencies.
Children's Fostering Placement	Children's Services	£68,524.16*	An in house foster carer was not available at the time the child needed a foster carer therefore an external agency was engaged.	The Council joined a collaborative procurement process for the provision of Independent Fostering Agencies. The framework goes live on the 01 April 2017 and will negate the need for waivers in relation to external fostering agencies.
Children's Residential Placement	Children's Services	£116,948.00*	The waiver was requested because we do not have a lawful route to market established on the island for this specialist provision and this placement had to be based on the island.	The council is part of a collaborative procurement process for the provision of residential and SEN placements. The intention is that island providers will be encouraged to join the framework agreement which will negate the

				need for future waivers.
Children's Fostering Placement	Children's Services	£85,377.78*	An in house foster carer was not available at the time the child needed a foster carer therefore an external agency was engaged.	The Council joined a collaborative procurement process for the provision of Independent Fostering Agencies. The framework goes live on the 01 April 2017 and will negate the need for waivers in relation to external fostering agencies.
Poll Card Postage for PCC elections and EU Referendum	Elections and Local Land Charges	£67,802.59	Our poll card printers release the cards to Royal Mail directly from their print site, and Royal Mail then invoice the council for the delivery. The entire sum is reclaimed from the Elections Claims Unit.	We are currently in the process of procuring a contract for the provision of electoral printing which includes the postage. This will negate the need for any future waivers relating to this.
Ventnor Haven Seaweed Removal	Commercial Services	£72,580.00	This waiver was sought on the grounds of compatibility and sole source of supply. The incumbent supplier has developed and own the specialist plant required to dredge, macerate and pump the seaweed from the harbour.	Investigation is currently underway to determine whether the seaweed problem can be eradicated through engineering modifications, or whether the current methods of disposal are actually the best way to deal with the issue. Depending on the outcome of this investigation, another waiver may be required to allow time for the engineering modifications to take place.
AV Technology at Barton Primary	Children's Services	£35,355.00	IT equipment was required for the new Barton Primary School building. A number of the items were low value purchases and internet searches were carried out to ensure value for money was obtained. The interactive screens were higher value and were the subject of this waiver. Prices were sought from central framework agreements; however, they proved to be more expensive.	This is a one off contract.
Alternative Education Provision	Children's Services	£42,000.00	This waiver was requested in respect of a young person who	Long term it is noted within children's services that a

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			attended the ILC. There is currently no lawful route to market established on the island for this specialist alternative education provision, hence the need for a waiver.	strategic piece of work is required to ensure that the needs of alternative provision are procured in compliance with the procurement regulations.
Assessment & Care Commissioning Manager	Adult Social Care	£28,600.00	The contract is required for bespoke support for intense working to ensure performance improvements in assessment and care management. The interim DASS identified a specific urgent need for a more cost effective option to improving performance and partnership working across assessment and care management. The consultant was identified through the LGA network and was available immediately.	This is a one off contract.
Occupational Therapy Waitlist	Adult Social Care	£87,388.00	This contract is for the clearing of the Occupational Therapy assessment wait list. The waiver was required due to an unacceptable level of delayed/uncompleted assessments by the incumbent resulting in an urgent need to assess medium risk clients that had been waiting up to 52 weeks.	The Occupational Therapy service is currently under review with the intention that a procurement process will commence early next year.
Water Testing	Property Services	£157,000.00	This contract was required as our contractor withdrew their services on the island resulting in the council having to put in place an interim contract to allow sufficient time to re procure.	The procurement team are working with the service area to ensure a compliant contract is procured.
Fostering Placement for Unaccompanied Asylum Seeker Children	Children's Services	£242,240.00*	The children came to be the Island's responsibility under the National Unaccompanied Asylum Seeking Child Transfer Scheme. An in house foster carer was not available at the time the child needed a	The Council joined a collaborative procurement process for the provision of Independent Fostering Agencies. The framework goes live on the 01 April 2017 and will negate the need for waivers in relation to

	foster carer therefore an	external fostering
	external agency was	agencies.
	engaged.	_

^{*}value listed is based on a placement up until the child's 18th birthday and is therefore the potential maximum spend