



Title	Nursing Dementia Block Bed Contract
Purpose of the report	To make a key decision
Report status	Public report
Report author	Lara Fromings – Assistant Director – Commissioning, Transformation & Performance (Adult Social Care)
Lead Councillor	Paul Gittings
Corporate priority	Thriving Communities
Recommendations	<p>That the Executive Director of Communities and Adult Social Care be given delegated authority, in consultation with the Lead Councillor for Adult Social Care, to:</p> <ul style="list-style-type: none"> Award the contracts to the successful provider(s) of 4 block bed contracts of 5 beds to run for 5 years with an option to extend for a further 5 years. The lifetime of the contract budget has been agreed at a maximum price of £10,061,613 Negotiate, vary, extend and manage the contract(s) at the appropriate times throughout the lifecycle within the lifetime financial envelope stated and in accordance with the relevant Procurement Regulations and the contracts.

1. Executive Summary

- 1.1 Adult Social Care, Children's Services and Education Committee on 22/10/2020 authorised Adult Social Care commissioning to offer and manage new block contracts of up to 15 beds each to total 30 beds (for 01/10/2021), each contract to be for the term of 2 years with the option to extend for up to a further 4 years. One of the nursing dementia block contracts (of 15 beds) was terminated by the provider in September 2023, more than halving the Council's secured provision. A Needs Analysis has been completed in 2024 to determine the provisions, needs and options within the borough and determines the need to replace the terminated contract with 4 contracts of 5 beds each totalling 20 block beds over a 10-year contract.
- 1.2 The South of England is currently experiencing capacity issues in the market for nursing dementia beds resulting in hospital discharge delays and causing an increase in the fees paid for such placements. Reading Council therefore must ensure provision is available to meet the Council's needs.
- 1.3 Commissioning are preparing a tender for the Council to secure future provision for Reading residents and reduce the overall cost of placements for the Council. This paper outlines options considered and recommended that the Council commission 4 block bed contracts of 5 beds under a capped tender price of £1,009 per bed per week. The contracts shall run for 5 years with an option to extend for a further 5 years with the full lifetime of the contract at a maximum price of £10,061,613 and cost avoidance of £2,074,148.

2. Policy Context

2.1 Our Adult Social Care purpose is 'Supporting the Life that Matters to You'. Our overriding ambition is to support people to realise their potential, be independent and live in their own homes for as long as possible whilst ensuring that intensive support is available for those that need it most. We are working with care providers to develop a sustainable, good quality support offer for people who are living in their own homes, supporting independence and enabling people to have greater choice and control over their own life. We continue to invest in intensive support for people with higher levels of need - this includes the continued development and growth of the supported living market to support people with more complex needs and the diversification of extra care housing to reach more people and offer an effective alternative to care homes. The Council is committed to supporting people in their own homes however there continues to be a need for more intensive support options for people for whom this is no longer a possibility including nursing care provision. To meet these goals, we are exploring options to ensure we have secured dedicated provision around the borough that can be used to meet these needs alongside assisting with easing winter pressures and delayed discharges.

3. The Proposal

3.1 Current Position:

Block Provision: One contract for block provision of 12 beds out of the 30 in total began on 30/09/2021 with the initial period of 24 months and an option to extended for a further 4 years (2 x 24 months). This contract remains in place after a review in August 2023 which has been authorised until 30/09/2025 and with continuing success the contract is likely to be extended to the full lifetime until September 2027.

3.2 Need

Reading is committed to supporting residents to remain in their homes with appropriate care. However, for those who have more complex needs we ensure quality services are available locally. Dementia is a neurocognitive disorder, which manifests when the brain is damaged by injury or disease. The symptoms involve progressive impairments in memory, thinking and behaviour, which negatively impact a person's ability to function and carry out everyday activities. When the condition advances and presents a risk to the person remaining in their own home, care homes are often the most appropriate option. National Health Service (NHS) research suggests 1 in 11 people over the age of 65 currently have dementia in the United Kingdom. However, specifically to Reading:

3.2.1 New data from the 2021 census has found that nearly one in five people aged 65+ are affected by dementia. Within the age group of 65 years and over in Reading the population has increased by 17.2% to 21,600. This is the highest proportion of people in the age bracket on record now signalling an ageing population that is nearing retirement.

3.2.2 The Projecting Older People Population Information system (POPPI) predict dementia cases in Reading will rise at an average of 53 new cases per year (an increase of 34%) over the next 10 years.

3.3 Demand in Reading

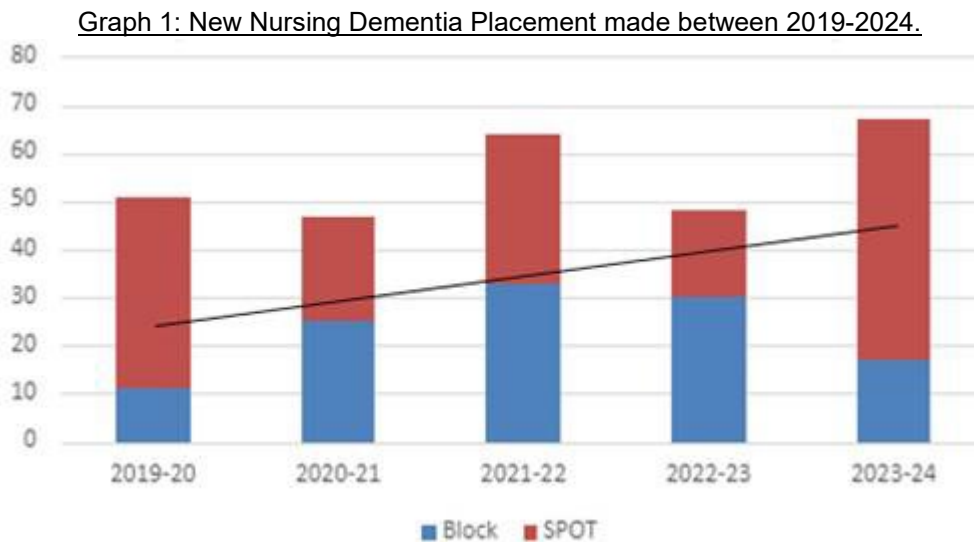
Mosaic (The Council's Adult Social Care Record System) confirms between 2019 and 2024 the Council placed an average of 55.5 service users per year into nursing dementia care. Further details to consider are:

- The majority of nursing dementia placements (88%) are made in-borough, or with neighbouring local authorities suggesting that service users and their families prefer to remain local.
- Dementia UK advise age is the biggest risk, specifically those aged 85 to 89 on average 19 in 100 are affected. Within the age group of 85-90 alone POPPI predict large increases in numbers who are likely to have nursing requirements and due to fragility and vulnerability an expected increase of 41% over 10 years.
- Within the age group of 65 years and over the Census tells us **in Reading the numbers have increased by 17.2% the highest ever recorded**. Within this age group the need

for Care Homes in Reading with nursing raised in every bracket, at 65-74 by **14%** (1,537), 75-84 by **14%** (1790), and 85+ at **15%** (2,072) over the last decade.

3.4 Number of Placements

Graph 1 below shows the number of nursing dementia placements made by the Council has been increasing over the last 5 years, with peaks in 2021-22 and 2023-24. The number of block placements can be seen steadily increasing as we started the new block contracts and filled them over time. The drop in placements made to block beds is due to the Florence House nursing dementia block becoming full and remaining filled and the termination of the Parsons Grange 15 block nursing dementia beds, which more than halved our nursing dementia block capacity.



3.4.1 The line in Graph 1 indicates the average increase in placements made between 2019 and 2024 clearly indicating a steady ongoing increase. We can expect to be making an average of 55.5 new placements per year, and currently have no block bed availability.

3.4.2 In 2020 care homes remained open during Covid restrictions and placements were made, however the increase in placements from 2020-21 could be where those appropriate may have required hospital treatment rather than care homes at the time. In 23/24, we have significantly increased the number of spot placements due to the block bed being full and recent termination of a contract.

3.5 Length of Stay

It is important to note that people with nursing dementia needs remain in care homes for a longer period of time than people with nursing needs alone and this impacts on the overall level of resource needed. Table 2 shows statistics taken from the last 66 placements made to the River View Care Home where only 13 service users (20%) were in place for up to 1 year. In total 26 (39%) remained for over 3 years.

Table 2: Length of Stay in Nursing Dementia Placements, River View

No. of Placements	Time in the Care Home	%
4	5 years +	6%
6	5 years	9%
4	4 years	6%
12	3 years	18%
27	2 years	41%
13	1 year	20%
Total = 66		

3.5.1 Table 2 identifies each year there are fewer vacancies for new placements due to the length of time individuals now reside in the care homes and live longer which in turn compounds the pressure to meet demand in Reading.

3.6 Current Capacity Issues

Overall, the needs analysis evidence highlights demand in the area and placement issues we have at present. Reading is currently making a minimum of 40 and an average of 55 new nursing dementia placements each year and this is expected to continue to grow year on year over the next 10 years (stated in the needs analysis) due to an increasing and ageing population.

3.7 Availability

The Capacity Tracker system provides vacancies within Reading care homes evidenced in Table 3 below. This shows that Reading has only 33 beds nursing beds to cater for all new placements including nursing dementia.

Table 3: Nursing & Nursing Dementia Beds Available in Reading

Care Home	No. Beds	CQC Rating	Vacancies
River View	137	Requires Improvement	8
Florence House	79	Good	0
Northcourt	22	Good	0
Signature at Caversham	86	TBC	25

3.7.1 When Signature opened in 2023 an influx of private self-funders occurred from both in and out of the Borough. The home is marketing its placements beyond a price-range RBC can meet and 25 of the beds are in this home. Where the market is vulnerable, we have 8 of the 33 beds are currently available for new placements.

3.8 Care Home Providers

Reading has only 4 care homes within the Borough that provide nursing dementia which does impact options where quality or safeguarding issues arise. Table 3 above identifies beds and availability in Reading. In total there are registered for 324 registered beds although the larger care homes also provide beds dedicated to nursing care only.

3.9 Neighbouring Authorities

Reading borders the Local Authorities of Wokingham, Oxfordshire and West Berkshire. Although the Oxfordshire side is more rural, resources are used across patches to meet needs and preferences of service users.

3.9.1 Population

Both West Berkshire and Wokingham are also experiencing increases in their older populations, which will impact on their own nursing dementia placing habits. Our strategic approach being to support people to stay at home and remain well and independent as long as possible, but the increasing number of older people is still likely to translate into a greater need for nursing dementia provision. According to POPPI, both authorities are

predicted to have a 1/3 increase in the number of over 65 people currently residing in their boroughs, above Reading for this age group. Predicted numbers in total between the three boroughs rise from 85,000 to 110,000 within the next 10years.

3.9.2 Resources

Neighbouring authorities host more care homes with nursing care than Reading as identified in Table 4 below. Wokingham (10) and West Berkshire (5) all provide nursing dementia, but in addition are also registered with specialist areas such as Physical Disabilities, Mental Health, Learning Disabilities and age groups under 65's within the same homes. Ultimately this reduces the actual number of beds overall but increases options for residents.

3.9.3 Neighbouring Availability

Local Authorities who border Reading or are within Berkshire are experiencing a lack of placements available. Table 4 is information taken from Capacity Tracker (a system to identify availability and care home data) which has reported there are only 4 beds available in these neighbouring authorities at present highlighting the high demand in surrounding areas at present.

Table 4: Care Homes Neighbouring Reading providing Nursing Dementia care

Area/ Number of Care Homes	Number of registered beds in total	Vacancies
Bracknell x 3	148	0
Wokingham x10	601	2
West Berkshire x10	239	2

3.9.4 With so few resources it is likely that care homes will be sought in neighbouring authorities which reflects the need to consider block bed contracts for local Reading residents.

3.10 Appropriate Services

Commissioning focus on the needs within The Market Position Statement 2024-2027 where "appropriate" services are defined as locally centred around community, family, and friends, as these are crucial factors in overall well-being and what support and care services the Council will need in the future.

3.11 Services & Accessibility

Reading promotes the Maintaining Family Ties and Social Network ethos and understands the positive impact on residents' health and recovery this support brings. Accessible care homes within the Reading boundaries are preferred by service users and families as evidenced in the decisions of placements over the years.

3.11.1 Considerations in services to uphold the approach may include; the place of service, proximity to family who live in Reading, range of visiting hours, on site facilities, type of grounds for outside visiting, catering options to visitors and clients, connections with taxis companies and any special rates, care home transport offer collect and return services for key visitors, various online communication services, Internet, etc.

3.12 Service Delivery

Commissioning expects the guidelines and principles below to be met in the standard of service delivery for nursing dementia care which is monitored by our Quality Team and ultimately quantified by the Care Quality Commission (CQC). These will form part of the contract we use in the procurement.

3.12.1 Re-affirming the person-centred approach the NICE Guidelines in care of nursing dementia patients include:

- The human value of people living with dementia (regardless of age or cognitive impairment) and their families and carers
- The individuality of people living with dementia, and how their personality and life experiences influence their response to dementia
- The importance of the person's perspective

- The importance of relationships and interactions with others to the person living with dementia, and their potential for promoting wellbeing
- 3.12.2 The Royal College of Nursing implement the SPACE acronym of principles in nursing dementia care to ensure the service provides:
- Staff who are skilled and have time to care
 - Partnership working with carers
 - Assessment, early identification of dementia and post diagnostic support
 - Care and support plans which are person centred and individual
 - Environments that are dementia friendly

3.13 Finance

Table 5 below present the current block bed prices held with Florence House where the current contract annual cost avoidance from Spot prices is £122,015.

Table : 5 Cost Avoidance at 2024 Prices

Type	Cost	Bed no.	w/cost	Annual cost	Difference
Block Bed	£945	12	£11,340	£591,301	
Spot Price	£1,140	12	£13,684	£713,316	+£122,015

(Excluding FNC (currently £235.88))

3.13.1 Comparative Costs in Berkshire

Recent high inflation and cost of living has increased the prices of nursing dementia beds now paying £945 for a block bed in Reading is comparable to the average price of £1,057 for spot purchases outside of the borough at a £112 weekly difference. Fees outside of Reading recorded in July 2024 are shown below in Table 6.

Table 6: Berkshire Spot Placement & Average Spot Costs

In Borough	Min.	Max.	Ave.
Parsons Grange	£943.73	£1,441.53	£1,003.82
West Oak	*		£1,075.46
Windsor Care Centre	*		£1,108.75
Huntercombe Hall	*		£1,601.70
Apple Hill	*		£949.27
<i>Overall Nursing DE Ave:</i>			<i>£1,057.35</i>

*1 placement only has been made in the home
(Excluding FNC (currently £235.88))

3.14 Voids & Utilisation

The Florence House Contract provides evidence to adjust mobilisation timeframes for bed availability to reduce risk of void beds and associated costs and the benefits of long-term contracts and value for money as evidenced in Table 7 below.

- 3.14.1 Mobilisation: A staggered approach was taken to fill the block beds to reduce void costs started with 5 beds between the 18/10/2021 and 11/11/2021. It is recognised the beds became available too soon and therefore void costs were high due to the timing.

Table 7: Total Nights of Bed Availability in the Contract to Date.

Variations	Year 1 Oct 2021 – Sept 2022	Year 2 Oct 2022-Sept 2023	Year 3 Oct 2023- Aug 2024
Total number of beds available per week during dates stated	606 weeks (mobilisation)	624 weeks	564 weeks
Price per bed per night	£107	£117.57	£135
Total number of nights of beds vacant	216 nights	161 nights	35 nights
Void %	5% Void	3.7% void	0.8% void
Total Void Cost within dates	£23,433	£18,929	£4,725

3.14.3 Year 1 had 216 nights (5%) of beds available and cost £23,433 in void costs supporting the approach future contracts should stagger start dates over a longer period of time to reduce the risk of empty beds.

3.14.5 Effective void management is essential to prevent void loss during mobilisation. The last 11 months have proved to have minimal voids of 0.8% The loss has been recouped since then and will remain financially viable as the current need and demand continues to increase. The contract can allow 2 vacant beds maximum at any one time before the cost for the 12 block beds meets the SPOT price for 10 beds.

3.15 Preferred Option

To meet demand in Reading it is recommended that the Council runs a procurement to commission 4x 5 bed block contracts securing a total of 20 nursing dementia beds via open procurement. The preparation has been a reflection of the needs analysis in May 2024 however numbers have suddenly and significantly increased. Unable to fully understand why this has occurred we are continuing with the amount of beds known to be in need long-term in Reading from 2025 onward.

Commissioning recommends the procurement prioritise services within the borough through increased points to internal services as part of the procurement. This won't prohibit competition from care homes outside the Reading Borough but will ensure we meet the preferences of families and service users who wish to remain in their hometown and increase accessibility to friends and family.

Staggered lead ins at the start of the contract dates will meet the need over the first year and further reduce risk of voids. Mobilisation will take place between January 2025 to December 2025 to allow time to fill all beds.

A capped pricing approach for the tender will ensure appropriate budgeting and contracts over more than 1 care home will offer stability where services may experience quality issues or circumstances that significantly disrupt placements in the service for any length of time. All contracts will end in January 2035.

3.15.1 Contract length

It is recommended that the block contract is procured for a period of 5 years, with the option to extend a further 5 years. The contract can be varied if necessary but extended periods provide long-term financial security to providers and encourages bidding on the procurement. A longer contract allows security of secured provision for the Council and fixed budget forecasting.

3.15.2 Fees

Due to the capped tender process recommended it is expected competitive rates will be tendered within a dedicated budget at a maximum fee calculated at:

- between the current block rate with inflation (£945 + 6.78% = £1,009) and our current average spot rate with inflation (£1,140 + 6.78% = £1,217.29).
- The South-East Average rate for nursing dementia predicted for 2024 is £1,158.69.

- The weekly cost of 20 beds at £1,009 is £20,180 making an annual fee of £1,052,245 per annum.

3.16 Other Options Considered

3.16.1 Do Nothing

Doing nothing will result in RBC making placements into SPOT purchases for the majority of placements.

- This option is not appropriate as it is certain to impact the budget significantly year on year where block purchasing will allow cost avoidance. Risks such as a flu pandemic, provider failure or force majeure predicaments would push placements outside of Reading without provisions secured. RBC could meet a situation where services are unable to offer a choice of placements in Reading against legal requirements, impact the delivery of an efficient service and slow down moves from hospital. There are no benefits to the Council with this option.

3.16.2 Direct Negotiation

Commissioning to hold direct negotiations with preferred nursing dementia services for the best price and terms and conditions of contract.

- Not an option as the total lifetime cost of the contract exceeds thresholds set by the Public Procurement Regulations 2015. The amount requires a procurement to be run therefore, if direct negotiations occurred this would be in breach of the Regulations and the Council's own Contract Procedure Rules. There are no benefits to the Council with this option.

3.16.3 Care Home Framework Arrangement

To consider a care home framework where the Council has framework contracts with multiple homes at an agreed rate but with no secured provision. Placements could be made if the service has availability to fill.

- This option is not advisable as it would not guarantee provision when needed and the agreed rate is likely to be higher than could be secured through a block arrangement because no voids are being covered and therefore there is no incentive to the provider to reduce the rate. Although this is a successful approach in other areas of care, Reading does not have enough nursing dementia care homes to effectively manage this option.

3.16.4 Tender a 20x Bed Block Bed Contract

Tender a contract for the full 20 beds with preference to Reading providers. The contract would incorporate current filled nursing dementia beds to the new block to prevent void loss and hold the contract to just one nursing home providing consistency in care and engagement between RBC and care home manager. A single contract allows for greater economy of scale value for money and means the contract can absorb more voids before losing value for money compared to our average spot contracts.

- This is an appealing option for contract management and value for money but is not the preferred option. There is just 1 care home that would be likely to bid for this contract in Reading. One contract increases a risk of sustainability in delivering the service over the full length of the contract where any issues with provider quality or provider engagement would jeopardise their ability to deliver.

4. Contribution to Strategic Aims

4.1 Values

4.2 Our Vision is to help Reading realise its potential and to ensure that everyone who lives and works here can share the benefits of its success, as our values confirm:

- we will look at best practice and ensure we deliver quality services and value for money
- we will transform our services to make them fit for the future
- we will value equality, diversity and inclusion

4.3 **The Corporate Plan**

This decision aligns with the Council's corporate plan under thriving communities and inclusive economy. It will directly affect people in Reading by increasing the speed at which the Council can react to changes in need, enabling placements to be made and hospital discharges to be made as fast as possible. It will also have a direct impact on Council's budgets by enabling the teams to flexibly utilise beds in a way that will reduce void times within the block contract.

4.4 **Healthy environment:** Our Health & Wellbeing Strategy aims to reduce the differences in health between different groups of residents and support those who are at high risk of poor health outcomes.

4.5 **Thriving communities:** An increased focus on the needs of the most vulnerable and excluded in our communities, to ensure young people, older people and those with long term health conditions or disabilities are supported to live their best lives.

4.6 **Inclusive economy:** Our priority is to support the most vulnerable in our communities and to lay the groundwork for a strong economic recovery and that this work continues.

5. **Environmental and Climate Implications**

5.1 Limiting and ensuring the procurement encompasses other local authorities close to the Reading boundaries and are accessible by public transport will minimise travel and carbon footprints from service users and their families. Environmental factors are considered during the tender to establish good practice in areas of ecological and environmental sustainability.

6. **Community Engagement**

6.1 Discussions have been held between Commissioning and the Hospital Discharge Team where the increase in care home referrals with nursing dementia needs has evidenced more placements are needed for discharge support. Regular contract monitoring meetings with Providers in the borough indicate they are aware we have a need for additional capacity outside of their services and provisions due to the increase in enquiries, placements out of borough and lack of vacancies themselves.

7. **Equality Implications**

7.1 An Equality Impact Assessment was completed on 29/04/2024 which identified no further action was required. There is no indication this service will have any negative impact in policy, procedure or contract from historic services, and current complaints and feedback to RBC.

7.2 The decision will have no differential impact on racial groups; gender; people with disabilities; people of a particular sexual orientation; people due to their age; people due to their religious belief.

8. **Other Relevant Considerations**

8.1 There are any no other issues to consider relevant to this report.

9. **Legal Implications**

9.1 The procured service will provide care services in line with the Care Act 2014

9.2 Delegated authority to enter into the contracts and to negotiate with the successful tenderer(s) to vary the contract and extend the contract at the appropriate time will be sought from Committee.

9.3 An Open Procurement Process will be used that is compliant with the Council's Contract Procedure Rules.

9.4 The procurement will be conducted in accordance with the light-touch regime of the 2015 Public Contracts Regulations.

9.5 The underlying terms and conditions for each of the block contract agreements will be supplemented by Service User Placement call-off agreements for use when commissioning individual placements in the successful Care Homes.

10. Financial Implications

10.1 The contract would be likely to begin in January 2025 so a good value weekly bed rate would be anything between the current block rate with inflation (£945 + 6.78% = £1,009) and our current average spot rate with inflation (£1,140 + 6.78% = £1,217).

- **Weekly:** at a weekly bed rate of £1,009 each contract estimates a maximum cost of £5,045p/w.
- **Annual:** at a weekly bed rate of £1,009 each contract cost estimates a maximum of £263,061 per annum.

Table 8: Mobilisation Dates

Contract 1	13-Jan-24	10-Feb-24	10-Mar-24
No. Beds	2	2	1
Contract 2	14-Apr-24	12-May-24	09-Jun-24
No. Beds	2	2	1
Contract 3	14-Jul-24	11-Aug-24	15-Sep-24
No. Beds	2	2	1
Contract 4	13-Oct-24	10-Nov-24	15-Dec-24
No. Beds	2	2	1

- Each of the 5 bed contracts will be staggered during the mobilisation period. This will reduce the initial contract cost during the first year of the contracts as outlined in the table below.

Table 9: Mobilisation costs: Between January 2025 to December 2025

Contract:	Contract 1	Contract 2	Contract 3	Contract 4
Start Date:	January 2025	April 2025	July 2025	October 2025
No. Weeks	52	38	26	13
Cost	£247,493	£179,746	£114,737	£49,441
Total Year 1				£591,417

- **Lifetime of Contract:** Outside of the mobilisation period annual costs for all 4 contracts combined is £1,052,244 per annum. The total cost (9-years x 4 contracts = £9,470,196 + Mobilisation Year £591,417) totals **£10,061,613**.

10.2 Full Contract Cost Avoidance: The contract has a full potential annual cost avoidance after mobilisation of £216,914 per annum and over the lifetime of the contract cost avoidance of **£2,074,167**.

10.3 Inflation

We are proposing a mechanism for calculating inflation which is linked to living wage and CPI; this will change year on year. Rates will also need to be informed by the Social Care Reform cost of care work A block will mean we have more control over the rate than if we were spot purchasing.

10.3.1 It is recommended that 60% of the contract price is inflated annually by the % change to the living wage and 40% of the rate is inflated by the % change in CPI (Consumer Price Index). This index has been chosen because 60% of the costs affecting care homes are staffing related and CPI is the accepted means of calculating general inflation for local authorities. This amount would be paid from the annual inflation budget.

- 10.4 It isn't possible to accurately predict inflation over the life of this contract given the indices being proposed and the length of the overall contract. However, as an example, the table below demonstrates how the contract costs would change if inflation of 3% were awarded each year over the 10-year life of the contract.

Table 10: Showing change in costs with 3% inflation awarded.

	Per Bed Rate	Contract 1	Contract 2	Contract 3	Contract 4
Year 1	£1,009.00	£247,493.29	£179,746.14	£114,737.71	£49,441.00
Year 2	£1,039.27	£270,953.28	£270,953.28	£270,953.28	£270,953.28
Year 3	£1,070.45	£279,081.88	£279,081.88	£279,081.88	£279,081.88
Year 4	£1,102.56	£287,454.33	£287,454.33	£287,454.33	£287,454.33
Year 5	£1,135.64	£296,077.96	£296,077.96	£296,077.96	£296,077.96
Year 6	£1,169.71	£304,960.30	£304,960.30	£304,960.30	£304,960.30
Year 7	£1,204.80	£314,109.11	£314,109.11	£314,109.11	£314,109.11
Year 8	£1,240.94	£323,532.38	£323,532.38	£323,532.38	£323,532.38
Year 9	£1,278.17	£333,238.36	£333,238.36	£333,238.36	£333,238.36
Year 10	£1,316.52	£343,235.51	£343,235.51	£343,235.51	£343,235.51

* All figures are shown net of FNC

11. Timetable for Implementation

PROCUREMENT EVENT	• TIME AND DATE
<i>Dispatch of Contract Notice</i>	• 17 October 2024
<i>Deadline for Clarification Questions</i>	• 25 November 2024
<i>Deadline for receipt of ITT</i>	• 2 December 2024
<i>Evaluation of ITT, date completed by</i>	• 13 December 2024
<i>Internal Award authorisation date by</i>	• 16 January 2025
<i>Intention to Award Letters to all Suppliers - Winning Bidder announced and commencement of standstill period.</i>	• 17 January 2025

12. Background Papers

- 12.1 None

