

## SLOUGH BOROUGH COUNCIL

<b>REPORT TO:</b>	<b>Cabinet</b>
<b>DATE:</b>	<b>21 March 2022</b>
<b>SUBJECT:</b>	<b>Adult Social Care Transformation Programme Update and Procurement</b>
<b>PORTFOLIO:</b>	<b>Cllr Natasa Pantelic, Social Care and Public Health</b>
<b>CONTACT OFFICER:</b>	<b>Alan Sinclair, Executive Director for People (Adults)</b>
<b>WARD(S):</b>	<b>All</b>
<b>KEY DECISION:</b>	<b>NO</b>
<b>EXEMPT:</b>	<b>NO</b>
<b>DECISION SUBJECT TO CALL IN:</b>	<b>YES</b>
<b>APPENDICES:</b>	<b>None</b>

### **1 Summary and Recommendations**

- 1.1 This report seeks to update Cabinet on the progress of the Adult Social Care (ASC) transformation programme and to seek approval to procure external support to ensure the continued delivery of phase 2 of the transformation programme.
- 1.2 This report also seeks approval to procure this external support by awarding a 12 month contract to Peopletoo Limited, via the Eastern Shires Purchasing Organisation (ESPO) Consultancy Services framework agreement, from 1 April 2022 to 31 March 2023 with a maximum value of £350,000.

### **Recommendations:**

Cabinet is recommended to:

1. Note the good progress on the delivery of phase 2 of the ASC transformation programme.
2. Approve the procurement of external support to continue to deliver phase 2 of the ASC transformation programme.
3. Approve the award of a contract to Peopletoo Limited for 12 months from 1 April 2022 to 31 March 2023 at a maximum cost of £350,000.
4. Delegate authority to the Executive Director for People (Adults), in consultation with the Lead Member for Social Care and Public Health, to commence formal procedures to procure this support and award the contract to commence on the 1<sup>st</sup> of April 2022.

5. Receive a further report in the Summer 2022 on the progress being made on the delivery of the ASC transformation programme and the impact of the contract with Peopletoo.

**Reason:**

1. To understand progress on the transformation programme to date.
2. To support the ASC transformation programme phase 2. This will increase efficiency and best value for Adult Social Care and help deliver £9,121,000 in savings across 3 years (2021-2024). £4,771,000 in savings is expected to be delivered in the 2022-2023 financial year and £2,223,000 in 2023-2024.

Support is needed for phase 2 to ensure the continued delivery of improvements and savings. Undertaking the transformation activity in house without external resources would create additional pressures and significant risks to the delivery of the savings. External support is required to bring capacity and experience at a delivery and strategic level, thereby reducing risks in the implementation of phase 2 and ensuring the savings are delivered.

The initial transformation business case dated January 2021 also identified the need for transformation support costs of £950,000 over 3 years to deliver the programme, of which £330,000 has been spent to date.

**Commissioner Review**

*“The Commissioners note the need for additional support for the ASC transformation programme to deliver the savings in full and the improvement to service provision and agree with the report recommendations.*

*The report sets out the contract management arrangements to oversee this programme. It is essential that these arrangements are followed.”*

**2 Report**

**Introductory paragraph**

2.1 The ASC transformation programme phase 2 will deliver £9,121,000 in savings across 3 years (2021-2024), with £4,771,000 expected to be delivered in the 2022-2023 financial year. This is being delivered through a range of improvement projects across ASC operations and commissioning. This report requests approval to procure external support for phase 2 of the transformation programme to continue to deliver the transformation programme and savings.

2.2 ASC began working with Peopletoo in October 2020 to identify areas for savings. ASC then procured a seven month contract with Peopletoo to support phase 1 of the transformation programme from 1 March 2021 to 30 September 2021, followed by a six month contract to support phase 2 from 1 October 2021 to 31 March 2022. ASC now seek approval to procure a new contract with Peopletoo for 12 months from 1 April 2022 to 31 March 2023 to continue providing support.

Peopletoo Limited is a specialist consultancy providing support to organisations across local government and health. They have delivered over 100 local authority transformation programmes and have expertise in financial management, providing best value for money,

developing integrated care models, and developing a strengths-based approach to ASC that builds resilience and best outcomes for people.

## **Options considered**

### Option 1: Do not procure new external support and continue phase 2 of the Adult Social Care transformation programme in house (Not recommended)

A new contract for external support will not be procured. This will leave ASC without external support to deliver phase 2 of the transformation programme.

Undertaking the transformation in house without external resources creates additional pressures given the Directorate is still engaged with partners to coordinate a response to the next phases of Covid-19 and senior managers are focused on identification and delivery of major commissioning and the wider recovery and improvement work required across the Council. As a result of this, there would be increased risks in the implementation of the transformation programme, which could have a negative impact on ASC's ability to deliver the £9,121,000 savings and to provide best value and improved efficiency. In addition, there is a risk of losing the expertise that an external partner brings from working with local government and health organisations elsewhere.

It may be possible to recruit interim staff for the required programme and project management support, but recruitment of ASC commissioning and transformation experts is limited at present. As such, it is unlikely that ASC could recruit interim staff to provide all of the necessary support instead of consultants.

Therefore, this option is not recommended.

### Option 2: Award a new contract to Peopletoo Limited, to support the continued delivery of phase 2 of the Adult Social Care transformation programme (Recommended)

Procuring support from Peopletoo Limited will bring expertise in delivery and strategy as well as additional capacity to the transformation programme, reducing risks around delivering the necessary savings and improvements.

Peopletoo have delivered over 100 Local Authority transformation programmes and have expertise in financial management, providing best value for money, and developing a strengths-based approach to ASC that builds resilience and best outcomes for people. Peopletoo have supported the Council to deliver £1.5m savings as of February 2022 for the current financial year and developed the initial transformation programme business case. They have good working knowledge of Slough Adult Social Care and have developed links with key partners across the borough. This will result in reduced risks in the implementation of the transformation programme and support the delivery of the £9,121,000 savings, best value, and more efficient Adult Social Care.

Peopletoo were previously selected using an ESPO Framework Agreement in 2021 for seven months from March 2021 – September 2021 to support phase 1 of the transformation programme and from October 2021 to March 2022 to support phase 2. The direct award of a new contract to Peopletoo is possible using the same ESPO framework agreement as the previous contracts and will achieve the same effect as an extension. This new contract will be for twelve months from 1 April 2022 to 31 March 2023 with a maximum value of £350,000.

It is anticipated that support from Peopletoo in 2022/23 will be reduced as the transformation programme progresses during the year. This is because the expected input into the specific projects will occur during the early part of this one-year contract in preparing the projects for delivery and then the adult social care and commissioning teams

will oversee the implementation and embedding of new practice and changes. Any support required for future years of ASC transformation and savings will be developed during the year and presented to cabinet later in the year.

Procuring from the framework means the Council will only pay for time and materials agreed and actually used, therefore, the £350,000 budget is the maximum cost, but the final total paid for time and materials will be less due to the expected reduction in support over time.

This option is the recommended option.

### Option 3: Procurement of support via competitive tender (Not recommended)

Following discussions with procurement, it was identified that if we were to go out to tender to procure support following cabinet approval in March 2022, then the earliest a new contract could begin would be the beginning of June 2022 if there was delegated authority for an officer to agree the award of contract, or July 2022 if Cabinet were to award the contract.

At least 8 weeks would be needed for the competitive process, including time for internal governance procedures and at least 4 weeks for tender to enable parties to bid and compete reasonably with Peopletoo Limited. This means the tender process would end in May. There is no Cabinet meeting in May, therefore it is likely that Cabinet would not be able to award a new contract until the Cabinet meeting in June 2022, with the contract starting in July 2022. If there was a delegation of authority to an officer to award the contract, then the contract could be awarded in May 2022, with the contract starting in June 2022.

This would leave a minimum of a two to three month gap in support between the end of the current contract on 31 March 2022 and the start of the new contract in June or July 2022. For the 2022-23 financial year, the transformation programme aims to deliver £2,088,000 in savings. This equates to £174,000 per month. If there was a two to three month delay in support for the transformation programme, this would put approximately £348,000 to £522,000 in savings at risk of not being delivered or being delayed.

It may be possible to extend the current contract with Peopletoo Limited for three months until the end of June 2022 to cover this gap in support. However, there is a risk that Peopletoo may choose to not extend the current contract. Additionally, Peopletoo may choose to not take part in the new tender exercise, resulting in the procurement of new consultants and a further delay in delivery of the transformation programme while the new consultants are brought up to speed on the programme and progress so far.

Therefore, this option is not recommended.

### **Background**

The ASC transformation programme aims to increase efficiency and value for money through a range of improvement projects within ASC operations and commissioning. The programme also aims to deliver £9,121,000 in savings across 3 years (2021-2024). The business case for the savings also identified transformation support costs of £950,000 over 3 years to deliver the programme.

Peopletoo began working with Slough Borough Council in October 2020 as part of a diagnostic to identify areas of savings opportunity. ASC procured a seven-month contract with Peopletoo Limited to support the transformation programme and the programme began in March 2021. Peopletoo supported and delivered the mobilisation and implementation of financial improvement projects across ASC. In December 2021, Cabinet

approved the procurement of a further contract with Peopletoo for six months from 1 October 2021 to 31 March 2022.

### Progress on the ASC Transformation Programme

Below is a breakdown of the ASC transformation programme savings (in £000s) as of February 2022.

<b>Savings Description</b>	<b>Total Saving</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>
Provider Services	1154	300	854	
LD Residential Costs	156	78	78	
LD Nursing Costs	242	182	60	
Accelerated Shared Lives	204	54	150	
Target Costs achieved on Older People Residential Placements	137	40	97	
Provision Changes - Change in Care Purchasing Behaviours Cost Avoidance	2076	692	692	692
Provision Changes - Identify Alternative Provision for Existing Clients Actual Saving	123	45	39	
Target Care Costs	2650	0	1400	1250
Joint Funding Protocol	450	150	150	150
Diverting Demand at the Front Door	393	131	131	131
Client Contributions	1300	300	1000	
Virtual Review Team	236	116	120	
<b>Totals</b>	<b>9121</b>	<b>2088</b>	<b>4771</b>	<b>2223</b>

Of the £2,088,000 savings target for this financial year 2021/2022, the transformation programme has delivered £1.5m to date in February 2022 and will deliver the full value of savings by year end outturn.

Summary of progress from the 14 February 2022 highlight report:

- Strengths Based Practice workstream:
  - Saved £1,346,000 to date.
  - The ratification to evidence key savings as a result of improved management of the front door contacts and improving scrutiny in the care planning process is still in progress. There is strong evidence to show the impact of the work taking place.
  - The Front Door project is live and there is high activity in bringing staff into a focussed ASC front door.
  - The Financial Charging project continues to collect additional monies; however the team are now working on more complex assessments which has slowed the speed. The new charging policy for 2022/23 is also being submitted to Cabinet in April 2022.
  - A Targeted Review Project has begun, with a focus on reviewing clients to increase capacity in the market by reviewing care packages which have not been reviewed for over 12 months.
  - The Practice Review has begun its first two workshops to define success and ensuring the work is aligned to the strategy.
  - Joint Funding Protocol completed

- Market Management workstream:
  - The tender content for the Replacement care service has been completed and will be going live in this month
  - Shared Lives has successfully been tendered and replacement care will follow in the next 8 weeks.
  - Training on negotiating with purchasing and commissioning officers has been arranged to take place in February and March 2022.
  - Negotiators and Purchasing are working to follow up on reviews with Providers and explore the cost of care.
- Targeted Interventions workstream:
  - The Provider Services project has been operationally completed, the system is being finalised with new costs which will provide full clarity on the saving, the full savings target will be delivered.
  - The replacement care provisions currently sit within market management, but people are continuing to be supported until the new commission is ready.
  - A care pathway project has begun with a new vision for how people enter ASC and the routes taken to care.
  - Work is ongoing with the reablement service to work towards the new pathway vision and make the service more effective and efficient.

Proposal for Support from 1 April 2022 onwards

The leadership and operational teams in ASC recognise the ongoing need for additional support to continue the implementation of the Adult Social Care transformation programme phase 2.

This report proposes that this support be provided by:

- External support from Peopletoo Limited, procured on a 12 month contract from 1 April 2022 to 31 March 2023,

Peopletoo will provide support for phase 2 of the transformation programme through their experience in the design and delivery of ASC transformation programmes, including vital expertise in financial management, providing best value for money, and developing a strengths-based approach to ASC. They will bring all of this knowledge, as well as additional capacity, to support the timely implementation of the ASC transformation programme and the delivery of the £9,121,000 savings.

Below is the scope of support needed for phase 2 of the transformation programme.

Area of Support Required	Scope and indicative milestone
<b>Learning Disability residential and nursing costs</b>	<ul style="list-style-type: none"> <li>• Revised transformation business case completed by end of March 22</li> <li>• Revised action plan completed by end of April 22.</li> <li>• Support to commissioning team to implement actions April – May 22</li> </ul>
<b>Implement Shared Lives</b>	<ul style="list-style-type: none"> <li>• Support availability of new shared lives carers from end of April 22</li> <li>• Support ASC teams to identify people who will benefit from shared lives by end of May 22</li> <li>• Monitor and recommend improvements by end of July 22</li> <li>• Provide project management to support the delivery</li> </ul>

<b>Target Costs for Older Peoples residential</b>	<ul style="list-style-type: none"> <li>• Revised transformation business case completed by end of March 22</li> <li>• Revised action plan completed by end of April 22.</li> <li>• Support to commissioning and operational teams to implement April – May 22</li> </ul>
<b>Change in Care Purchasing Behaviours - Cost Avoidance</b>	<ul style="list-style-type: none"> <li>• Support to commissioning team to extend brokerage support to Learning Disability and Mental Health purchasing by end of May 22</li> </ul>
<b>Alternative Provisions</b>	<ul style="list-style-type: none"> <li>• Support with specifications development of new accommodation with care schemes by June 22</li> <li>• Work with ASC Operations to ensure reviews delivered thorough range of teams to identify people relevant for services by June 22</li> <li>• Procurement support, identifying and procuring housing providers by Sept 22</li> <li>• Project managing the delivery of this activity</li> </ul>
<b>Target costs</b>	<ul style="list-style-type: none"> <li>• Revised transformation business case completed by end of March 22</li> <li>• Revised action plan completed by end of April 22.</li> <li>• Support to commissioning team to implement actions April – May 22</li> <li>• Working with neighbouring authorities to review block contract arrangements by July 22</li> <li>• Support to identify relevant people for reviews of out of borough placements and other contracted spend by end of June 22</li> <li>• Support with review of care home contracts by end of Sept 22</li> <li>• Support with negotiations with suppliers by end of Sept 22</li> <li>• Commissioning capacity and support to deliver cost reductions through target costs by end of March 23</li> </ul>
<b>Joint Funding Protocol</b>	<ul style="list-style-type: none"> <li>• Support to operational and commissioning teams to embed the protocol into practice by end of June 22</li> </ul>
<b>Demand at the Front Door</b>	<ul style="list-style-type: none"> <li>• Revised transformation business case completed by end of March 22 to identify new model of delivery</li> <li>• Revised action plan completed by end of April 22.</li> <li>• Support to commissioning and operational teams to implement April – May 22</li> </ul>
<b>Client Contributions</b>	<ul style="list-style-type: none"> <li>• To continue to support the delivery of this successful project and ensure new model is embedded and income continues to increase and bad debt reduces by March 23</li> <li>• Updated Financial Charging Policy to April Cabinet</li> </ul>
<b>Targeted Reviews</b>	<ul style="list-style-type: none"> <li>• Re-develop the approach to targeted reviews by April 22</li> <li>• Redevelop the business case to consider the new factors such as staffing pressures and current market environment by April 22</li> </ul>

	<ul style="list-style-type: none"> <li>• Commissioning capacity and support to deliver cost reductions through target costs by end of Sept 22</li> </ul>
<b>Practice Improvements – (to support all the above)</b>	<ul style="list-style-type: none"> <li>• Support to ASC operations to identify areas for practice improvements to support good decision making, strength-based practice and personalisation by April 22</li> <li>• Action plan in place by end of April 22</li> <li>• Support the delivery of a new practice assurance framework and practice handbook completed by May 22</li> </ul>
<b>Reablement Improvements</b>	<ul style="list-style-type: none"> <li>• Support to ASC Operations to identify improvement opportunities in reablement by end of March 22</li> <li>• Action plan in place by end of April</li> <li>• Support and monitoring impact of improvements</li> <li>• Support preparations for integrated service by July 22</li> </ul>
<b>Technology enabled care</b>	<ul style="list-style-type: none"> <li>• Develop business case outlining changes by June 22</li> <li>• Support business decisions around implementing changes by July 22</li> <li>• Support with implementation of changes Sept 22</li> <li>• Monitor and support improvement by Dec 22</li> <li>• Project manage</li> </ul>
<b>Programme support</b>	<ul style="list-style-type: none"> <li>• Preparation and support for board and meetings</li> <li>• Updates for transformation board, resolving and support with actions from Transformation Board</li> <li>• Supporting Stakeholders, attending stakeholder meetings</li> <li>• Programme coordination, risk management, plan management, Interdependency management</li> <li>• Finance Tracking and benefits realisation</li> <li>• Producing Highlight Reporting</li> <li>• Project team management &amp; project planning</li> <li>• Project updates, risk and mitigation, and escalation</li> <li>• Following up on, and escalating actions with SBC project owners</li> </ul> <p>All to be delivered throughout 22/23</p>
<b>Social Care Reform and Integration</b>	<ul style="list-style-type: none"> <li>• Support as required to the Council in preparation for ASC reform and integration Including: <ul style="list-style-type: none"> <li>○ Cost of Care exercise by Sept 22</li> <li>○ Care Cap and Financial charging by Oct 22, including financial modelling for impact of self-funders</li> <li>○ CQC Inspection by Dec 22</li> <li>○ Place Based integration arrangements by Oct 22</li> </ul> </li> </ul>

### **3. Implications of the Recommendation**

#### **3.1 Financial implications**

3.1.1 The cost of procuring a new contract with Peopletoo Limited for twelve months is estimated to cost a maximum of £350,000. The cost of this procurement will be funded from within Adult Social Care budgets.

3.1.2 The Adult Social Care transformation programme will deliver £9,121,000 in savings across 3 years (2021-2024).

3.1.3 During 2021/22 Peopletoo have supported the delivery of the transformation projects and savings in the following main areas:

Provider Services - £300,000 - Plus an additional £854,000 in 2022/23

Target Care Costs Older People - £40,000

Provision Changes - change in care purchasing behaviours and cost avoidance - £692,000

Joint Funding - £150,000

Client Charging - £799,000

Virtual Review Team - £172,000

Total £3m

The cost of procuring Peopletoo during 2021/22 has been £330,000

3.1.4 During 2022/23 Peopletoo will support the delivery of transformation projects and savings in the following main areas:

Shared Lives Service - £150,000

Provision Changes - change in care purchasing behaviours and cost avoidance - £692,000

Target Care Costs Older People - £97,000

Target Care Costs £1.4m

Joint Funding - £150,000

Diverting demand at the front door - £131,000

Client Charging - £1m

Virtual Review Team - £120,000

Total £3.74m

#### **3.2 Legal implications**

3.2.1 The Care Act 2014 sets out the statutory framework governing how care needs are to be assessed and how provision is to be made to meet eligible needs. The duty to assess if someone has care needs is set out at s9 and the duty to make provision to meet eligible care needs is set out in s18 of the Act.

3.2.2 The Care and Support Statutory Guidance at paragraph 6 emphasises that the assessment and eligibility process must be person-centred throughout, involving the person and supporting them to have choice and control.

3.2.3 The charging regime that allows a local authority to charge for care services is set out in the Care and Support (Charging and Assessment of Resources) Regulations 2014.

3.2.4 Services that cannot be charged for include some reablement services and services provided under s117 of the Mental Health Act 1983.

3.2.5 The prevention duty under s2 of the Care Act 2014 mandates that a local authority must provide or arrange for the provision of services, facilities or resources, or take other steps, which it considers will contribute towards preventing or delaying the development by adults in its area of needs for care and support and for carers in need of support, and to reduce the needs for care and support of adults in its area and reduce the needs for support of carers in its area.

3.2.6 The wellbeing duty in section 1 of the Act requires the local authority, in carrying out assessments and care planning functions, to promote the individual's well-being.

3.2.7 The threshold for procurement of services of these kind (transformation services) is £189,330 and a new lawful procurement process must take place to ensure compliance with the Public Contracts Regulations 2015 (PCR 2015).

3.2.8 A new direct award to Peopletoo Ltd could be made under the same ESPO framework agreement 664\_21 (Consultancy Services) creating a new contract for the duration required, this will comply with the requirements of the PCR 2015.

3.2.9 A new contract will achieve the same effect as an extension. The terms and conditions will be the same as the previous contract.

### 3.3 Risk management implications

3.3.1 As with all large transformation programmes there will be some changes to projects and savings profiles during the period of the programme and all anticipated savings may not be achieved as planned. This will be mitigated through robust monitoring, risk management and financial oversight which allows for early identification and remedial actions to be taken and alternative savings to be delivered.

3.3.2 The governance and assurance for the transformation programme is managed in several ways:

- Weekly meetings between Peopletoo and the leadership team in People (Adults) directorate to review progress against each action and agree any new actions or mitigations that need to be in place and regular review of the programme risk register. No new work or change to planned projects can be made without the permission of the Executive Director People (Adults)
- Monthly programme board chaired by the Executive Director People (Adults) attended by the People (Adults) leadership team, SBC finance and performance, Frimley NHS place based director and representatives of the Slough co-production network. For future board meetings the cabinet lead for Social Care and Public Health will also be attending
- The board meeting reviews and acts in relation to a series of trackers – covering finances, risk register and specific project and programme trackers.
- All expenditure with and invoices from Peopletoo are signed off by the Executive Director People (Adults)
- The ASC business case is reviewed and updated 6 monthly and the next version will be presented back to cabinet for sign off in the summer 2022.

3.3.3 The contract with Peopletoo will include an exit clause that will ensure that if the Council is not satisfied with the outputs, deliverables and quality of work of Peopletoo the contract will end, all work will cease with no further new work commissioned and no further payments to be made.

### 3.4 Environmental implications

3.4.1 There are no environmental implications.

### 3.5 Equality implications

3.5.1 There are no direct equality implications as a result of the decision requested.

3.5.2 There may be equality implications in the future as a result of work on the Adult Social Care transformation programme. Full equality impact assessments have been undertaken for all aspects of the Adult Social Care transformation programme.

3.5.3 S.149 of the Equality Act 2010 requires public bodies to have due regard to the following aims when exercising their functions:

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

The strength based practice model in particular seeks to advance equality of opportunity between persons with a disability and those without by focusing on what an individual can do and promoting independence to remove or minimise disadvantages and meet needs.

### 3.6 Procurement implications

3.6.1 The Council must adhere to its Contract Procedure Rules and the Public Contracts Regulations. Consultancy services are subject to the full Public Contracts Regulations i.e. neither can be considered as either exempt or subject to the Light Touch regime as applies to social care and similar type services.

3.6.2 The use of a reputable framework agreement is an appropriate mechanism to ensure compliance to the Public Contracts Regulations.

3.6.3 Officers are proposing the use of the Eastern Shires Purchasing Organisation's (ESPO) Consultancy Services framework agreement. ESPO is a Central Purchasing Body operated by Leicestershire County Council, Lincolnshire County Council, Cambridgeshire County Council, Norfolk County Council, Warwickshire County Council, and Peterborough City Council for the purpose of providing good value goods and services to the public sector.

3.6.4 Officers are proposing the use of the direct award procedure under the framework agreement. Provided the direct award procedure is complied with, the award is permissible. The procedure under this framework agreement allows direct award where the service provider which best meets the requirements taking consideration of the information provided within the user guide and pricing document can be identified. Under this procedure, the commercial arrangements must be those of the framework agreement; in this case, the agreement allows for award of time and materials at the predefined rates only. It is not permissible to award contracts based on milestone or other types of commercial arrangements. Should this be wished for a competition must be used.

3.6.5 Given the limitations set out at 3.6.4, officers propose a robust contract management approach, with regular management of time and delivery to ensure delivery remains on target. Whilst the arrangement does not resolve the lack of milestones within the contract, the approach provides a measure of control and gives some assurance that delivery and cost will remain on track. Officers also intend to use a “key personnel” clause to reduce risks of under-delivery from change of the team and a loss of known skills.

3.6.6 Officers have reviewed the costings of all providers on the framework agreement. Under a blended day rate, the intended provider has ranked 3<sup>rd</sup> in cost out of 32 providers. The providers in first and second place do not have particular specialisms in the areas concerned, whereas the intended supplier has specific experience of providing the necessary expertise. As such, it is permissible to directly award the contract to the intended party under the framework agreement and be in compliance with the Contract Procedure Rules and the Public Contracts Regulations.

3.6.7 Officers are unable to obtain quotes under the direct award procedure of the proposed framework agreement. The procedures of the framework agreement are clear that seeking pricing information from a service provider is not permitted; this is, in effect running a competition. Such restrictions are common across framework agreements under direct award procedures. Officers are aware this may be commercially sub-optimal.

### 3.7 Workforce implications

3.7.1 There are no direct workforce implications of procuring external support for the transformation programme.

3.7.2 The wider ASC transformation programme will require support from other areas of the Council to deliver its full ambition. The main service areas that are anticipated to be impacted are:

- Customer Contact Centre: increase in training & supervision to divert people from statutory services appropriately.
- Housing development / Planning: increased access to general housing, and development of accommodation with support properties.
- Data / Performance: Requirement to develop a dashboard that enables tracking of provision.
- To deliver increased income through financial charging, ASC will need the Corporate Operations Directorate to have this as a priority and ensure there are sufficient staff to deliver this action.
- The Integrated Care System (ICS) and other East Berkshire councils will need to work collaboratively in developing and agreeing for shared care protocols.
- ICS & Co-production Network: The programme is being designed with the principles of co-production and engagement at the core. The ICS and the co-production network are part of the Delivery Board, and Communication and Engagement is a dedicated workstream to ensure we continually recognise and address the need for clarity, collaboration, and a shared purpose.

### 3.8 Property implications

3.8.1 There are no direct property implications as a result of the decision.

3.8.2 If any property implications arise as a result of the transformation programme, correct procedures will be followed. Any surplus property assets will be managed as part of the wider asset disposal programme.

#### **4. Conclusion**

To ensure the delivery of the ASC transformation programme and savings and support the council to prepare for the impending changes in social care reform (including preparation for regulatory inspection and the care cap) and integration the council will require additional capacity and capability to support these changes. It is recommended that a direct award is made to procure Peopletoo to provide this support for 2022/23. As well as delivering the specific projects in the programme Peopletoo will also be updating the ASC transformation business case and this will be presented to Cabinet for approval in the summer 2022. If any further support for reform and/or transformation is required for 23/24 a further report will be presented to cabinet later in the year.

#### **5. Background Papers**

None.