

Officer Decision Record – Executive Decision

If Key Decision: Decision Ref. No.

B024/24

If not a Key Decision write n/a above

OFFICER DECISION RECORD ⁱ

Officer Key Decisions are subject to the Council's Call-In Procedure (Annex 9 of the Council's Constitution <https://www.hertfordshire.gov.uk/about-the-council/freedom-of-information-and-council-data/open-data-statistics-about-hertfordshire/who-we-are-and-what-we-do/who-we-are-and-what-we-do.aspx>)

Subject: Procurement of consultancy services to support ACS transformation programme

Type of Decision: Executive

Key Decision (Executive Functions only): Yes

Executive Members/Committee Chairman:

Councillor Tony Kingsbury

Councillor Bob Deering

Portfolio (Executive Functions only):

Adult Care, Health and Wellbeing
Resources and Performance

Officer Contact: Jackie Albery, Director of Planning and Resources, ACS

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1. Decision

To approve the award of a contract under CCS Framework RM6187 Management Consultancy Framework Three (MCF3) Lot 3 - Complex & Transformation. The contract is to be let over 2 years, for consultancy services related to the development and implementation of a transformative prevention programme within HCC's Adult Care Services (ACS) to deliver improved outcomes for people and significant savings through demand management.

The identity of the successful bidder and the value of the contract awarded to them is included in Annex A.

2. Reasons for the decision

The decision will support the successful delivery of the Council's ambitious Adult Care Services Prevention Transformation Programme. The successful implementation of this programme is critical to delivering improving outcomes for residents and £7,706,000 of savings in the current financial year, rising to ongoing savings of £25,895,000 by 2027/28.

There is significant evidence that investing in prevention can be a successful mechanism for managing demand for adult social care.

The intended benefits of the ACS plan for prevention are:

- Improved outcomes for people
- Reduce long-term spend
- Supporting people to live the life they want

External support is required to support the successful implementation of the programme and will provide significant expertise at delivering a significant change programme across the ACS Department. This will provide expert cross-programme oversight alongside a drive and focus on the delivery against agreed KPIs to measure progress and impact.

Undertaking this extensive transformation programme and implementing a new preventative approach across ACS in-house without external resources would create significant additional staffing pressures and significant risks to the delivery of the savings. External support is required to bring capacity and significant experience at delivering prevention models. Working alongside ACS staff, this will enable us to develop skills and experience in our own staff to be able to continue the transformation programme and expand it into other areas once this programme is successfully completed.

ACS have sought an external partner to support us in this transformation journey to assure delivery of benefits and support us to develop our prevention and transformation capability.

Using the framework CCS Framework RM6187 Management Consultancy Framework Three (MCF3) Lot 3 - Complex & Transformation, we asked seven companies to provide information about their experience and ability to support us in delivering this programme through the Request for Information (RFI) process, only one provider responded and no other responses to the RFI were received. The preferred provider provided significant evidence and assurance of their ability to deliver the programme as specified.

The preferred provider also provided extensive evidence of working with numerous other Local Authority Adult and Children's Social Care services to successfully deliver similar programmes, including a comparable level of savings. Case studies were submitted as part of the response to the RFI which detailed successful programmes of work with other councils.

The preferred provider's team bring considerable experience and capability:

- High quality specialists with robust recruitment.
- Core operations specialists with the skills to identify improvement opportunities, utilise rigorous problem-solving techniques and skills to evidence and measure benefit.
- People-centred change specialists to support the change journey with staff.
- Digital experts to enhance access to information, harness AI and bring innovative solutions.
- Expert senior advisors to provide additional insight and guidance to the delivery team.
- Knowledge and best-practice.
- Scheduling and surge resource to ensure the right blend of capabilities to deliver the programme, with additional resource as required.

The model will be based on robust benefit tracking, with governance and KPIs agreed and owned by HCC finance and BI teams. This allows the translation of operational changes into financial benefits, and the monitoring of benefits beyond the life of the programme.

3. Alternative options considered and rejected

The option to use internal resources was considered but it is expected that this approach would take longer to deliver and would only deliver savings to the level of 40%-60% of the total ambition and would require an additional team of around 25 -30 staff who would need to be funded (estimated to be £4.2m over the two years). Having carried out a comparison between various delivery options, the optimum solution was found to be the establishment of a programme team comprising of ACS staff working alongside an external provider.

No other responses to the Request for Information were received.

The option to run a competitive procurement process was considered, however the timescales for set-up, design and delivery of service solutions to deliver the improved outcomes and financial savings at pace do not allow for this.

4. Consultation (see *Summary of Requirements below*)

Was any Councillor consulted? Yes

If yes:

(a) Comments of Executive Member

Noted and agreed.

(b) Comments of other consultees

None

5. Any conflict of interest declared by a councillor who has been consulted in relation to the decision

None

6. Following consultation with the Executive Member/Committee Chairman, I am proceeding with the proposed decision.

Signed: Chris Badger

Title: Executive Director, Adult Care Services

Date: 14 June 2024

Copies of record to:

- All consultees
- hard & electronic copy (if required to be made available for public inspection) to Democratic Services Manager - Room 213 County Hall.ⁱⁱ

Summary of Requirements to Inform/Consult Councillors

Significance of Proposed Action	Controversial	Relevant Councillor(s) to be Consulted
Technical/Professional/ Routine	No	No need to inform or consult councillors
Technical/Professional/ Routine	Yes	Executive Functions: Consult relevant Lead Executive Member and, where appropriate, Local Councillor Non-Executive Functions: Relevant Committee Chairman and, where appropriate, Local Councillor
Local	No	Executive Functions: Inform Lead Executive Member and Local Councillor Non-Executive Functions: Inform Local Councillor
Local	Yes	Executive Functions: Consult Lead Executive Member and Local Councillor Non-Executive Functions: Consult Local Councillor
General or County-wide	No	Executive Functions: Consult relevant Lead Executive Member (s) Non-Executive Functions: Consult relevant Committee Chairman
General or County-wide	Yes	Executive Functions: Consult relevant Lead Executive Member (s) and the Leader of the Council Non-Executive Functions: Consult relevant Committee Chairman/Leaders all Political Groups