

Decision Maker: Portfolio Holder for Adult Care and Health
with pre-decision scrutiny from Adult Care and Health Policy
Development and Scrutiny Committee

Date: Tuesday 18 June 2024

Decision Type: Non Urgent Non-Executive Non-Key

Title: **CONTRACT VARIATION: DIGITAL TRANSFORMATION**

Contact Officer: Heather Sinclair-Constance, Head of Service, Adult Services
Transformation and Improvement
Tel: 020 8313 4641 E-mail: heather.sinclair-constance@bromley.gov.uk

Chief Officer: Kim Carey, Director of Adult Services

Ward: All

1. REASON FOR REPORT

- 1.1 The Council has a contract with the Social Care Institute of Excellence (SCIE) to complete an independent review and produce a forward plan outlining the key findings, improvement recommendations and a roadmap for delivery, to make better use of digital solutions in Adult Social Care service delivery. The contract commenced 1st May 2023 for an initial eleven month period with the option to extend for a further year at an estimated annual value of £40k (whole life value of £80k inclusive of extension option).
- 1.2 The extension option has been applied with a revised contract end date of 30th September 2024 due to early completion of the initial review work with work in the extension period focusing on completion of an Adult Social Care Digital Transformation Strategy and Mobilisation Plan.
- 1.3 This report proposes a variation to the contract scope and price, to address new requirements to be accommodated within completion of the Strategy and Mobilisation Plan.
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2. RECOMMENDATION(S)

- 2.1 The Adult Care and Health PDS Committee is asked to note and comment on the contents of the report.
- 2.2 The Portfolio Holder is recommended to:
- i. Approve the variation to Digital Strategy contract with the Social Care Institute of Excellence (SCIE) Partnership, as detailed in paragraphs 3.11 to 3.12 of this Report,

to increase the contract value by £60,000 with a revised whole life value of £140,000 inclusive of the variation.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The work outlined in this report will support the delivery of the Adult Social Care Strategy and Transforming Bromley 2024-28 objectives.
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Transformation Policy

1. Policy Status: Existing Policy:
 2. Making Bromley Even Better Priority (delete as appropriate):
 - (2) For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
 - (5) To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
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Financial

1. Cost of proposal: Please refer to Part 2 of this report.
 2. Ongoing costs: Non-Recurring Cost n/a
 3. Budget head/performance centre: Adult Social Care
 4. Total current budget for this head: £89.5m
 5. Source of funding: Revenue budget
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Personnel

1. Number of staff (current and additional):
 2. If from existing staff resources, number of staff hours:
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Legal

1. Legal Requirement: Statutory Requirement: Care Act 2014 and Health and Care Act 2022.
 2. Call-in: Applicable
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Procurement

1. Summary of Procurement Implications: The report seeks a variation to the contract with Social Care Institute of Excellence (SCIE), the value of the proposed variation as detailed in Part 2 of this report.
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Property

1. Summary of Property Implications: N/A
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Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications: N/A
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Impact on the Local Economy

1. Summary of Local Economy Implications:

Impact on Health and Wellbeing

1. Summary of Health and Well Being Implications: The work seeks to help improve, maintain, and protect the health and wellbeing of all who live and work in the borough.
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Customer Impact

1. Estimated number of users or customers (current and projected): 82,500 over the 10-year period
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments: Not Applicable

3. COMMENTARY

- 3.1 [People at the Heart of Care](#), published in December 2021, set out the government's 10- year vision for adult social care - a vision created and shared with people who draw on, work in, and provide care and support. The government remains fully committed to that vision.
- 3.2 In April 2023, the government set out the next steps to support social care that builds on the People at the Heart of Care in [Next steps to put People at the Heart of Care](#). This refreshed plan includes further digital transformation in adult social care through the acceleration of the use of care technology and digital tools, strengthening of the adult social care workforce, and an ambition to speed up discharge from hospital over the next 2 years.
- 3.3 In May 2023, the Council commissioned the Social Care Institute of Excellence (SCIE) to complete an independent review and produce a forward plan outlining the key findings, improvement recommendations and a roadmap for delivery, focussing on the opportunities to make better use of digital solutions.
- 3.4 Following completion of the independent review, further work was needed to produce an Adult Social Care Digital Transformation Strategy and Mobilisation Plan. New requirements to be incorporated into the Plan have been identified, necessitating a variation to the contract.
- 3.5 The work to develop the Adult Social Care Digital Transformation Strategy 2024 to 2034 and associated is underway. Once complete, this will help support the delivery of the full range of Adult Care Services in the coming years.
- 3.6 New requirements have been identified which are to be incorporated into the Adult Social Care Digital Transformation Strategy, which require additional work to complete the Plan.
- 3.7 In addition, the scope of the service is to be varied to support the inclusion of co-production testing and the development of a forward plan that will ensure delivery of better co-production and engagement with people who draw on care, their carers, families, our partners, and residents. This additional element is key to a success CQC Assurance process.
- 3.8 The current value of the contract is £80k. The proposed variation to accommodate the additional work is at an estimated value of £40k, revising the whole life value of the contract to £140,000. The variation requires Portfolio Holder approval, despite its relatively low value, due to the contract being initially awarded via exemption as a specialist service.

Summary of Business Case

- 3.9 The Council is committed to working in partnership with our staff, residents, care providers, colleagues in Health and the voluntary and community sector to deliver the systems reform outlined in [Next steps to put People at the Heart of Care](#).
- 3.10 Delivering high performing services for residents, ever mindful of the financial context, is our key focal point, with this remaining the case in the coming years. The Council's Transformation programme has already delivered improvements in services, whilst also bring about savings.
- 3.11 A new transformation programme is being designed to ensure that Bromley continues to meet the challenges ahead and innovate, with our strategies supporting this work.
- 3.12 The Council, has developed an Adult Social Care Strategy for the period 2023 to 2028, which takes account of developments across the social care market, changing government policy and wider technological, demographic, and economic changes. This strategy was also designed to meet the key challenges of increased service demand and rising costs pressures in relation to

supporting vulnerable older residents, carers, and working age adults with a disability and/or long-term health condition.

- 3.13 The Adult Social Care Digital Transformation Strategy 2024 to 2034 is being developed to utilise improvements in digital capabilities, connectivity, and infrastructure, in relation to the care solutions offered and delivered for residents, giving more choice, and supporting efficient ways of working. It will help support the delivery of the full range of Adult Care services in the coming years.
- 3.14 There is extensive co-production across professional groups and organisations within Adult Services, however, we understand and recognise that more formal mechanisms of co-production with residents, people who draw on care, and carers is vital to making the Adult Social Care Digital Transformation Strategy a reality and to standardise the approach across the service.

Service Specification – contract variation and key deliverables

- 3.15 This contract variation will mean the following changes to the existing Social Care Institute of Excellence Partnership contract:
- i. An increase in the contract value to enable the completion of new requirements needed to complete the Adult Social Care Digital Strategy.
 - ii. Incorporation of a further variation to increase the contract scope, enabling the delivery of co-production testing and the development of a forward plan.
 - iii. Allocation of an additional £60,000 to the Social Care Institute of Excellence within the existing contract term, increasing the whole life cost to £140,000.
- 3.16 Detailed below are the key deliverables that will be completed under the contract variation :
- a. Adult Social care Digital Transformation Strategy New Requirements:
 - Revise the Digital Transformation Programme scope based on new requirements,
 - Revise the business case based on new requirements,
 - Development of the project definitions based on new requirements,
 - Update the project and implementation plan based on new requirements,
 - Update and finalise the independent report based on the new requirements,
 - Produce a Practice Findings Report based on information gained during the independent review.
 - b. Adult Social Care Co-production Testing and Development of a Forward Plan:
 - Scoping and planning for the test cases, workshops delivery and Action Learning Sets
 - Co-production Test case areas:
 - developing community services and hubs,
 - front door – development of our Information, Advice and Guidance (IAG) and ensuring effective signposting,
 - embedding the EDI ADASS Checklist into the coproduction approach, including supporting the development of the Oversight Group,
 - deliver associated Action Learning Set sessions for each test case,
 - writing up test case area findings and development of required resources,
 - Produce a comprehensive forward and mobilisation plan

Options Appraisal

3.17 Option 1 – Do nothing.

<p>Pros:</p> <p>This would not involve expenditure on commissioning the Social Care Institute of Excellence (SCIE) to help strengthen the effectiveness of efficiency work.</p>	<p>Cons:</p> <p>This option would not help address current risks to achievement of transformation and growth mitigation savings. It would not provide the required practice development support to the people involved in negotiations with providers, individuals, and families.</p>
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3.18 Option 2 – Tender for the Additional Requirements.

<p>Pros:</p> <p>Testing the market to determine viability of procuring the service.</p>	<p>Cons:</p> <p>The proposed variation is directly related to current and ongoing work developed by the incumbent provider and it is unrealistic for an alternative provider to successfully undertake the additional work required without duplication of cost and significant delay to the completion of the project.</p> <p>This will delay the already well-developed transformation programme and the opportunity cost will also be significant.</p> <p>There will also be delays in strengthening the effectiveness of efficiency work.</p>
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3.19 Option 3 – Approve the Variation to the current contract.

<p>Pros:</p> <p>Maintains the current pace of Adult Social Care Transformation Programme. It will also safeguard the trusted relationship between the people who draw on, work in, or provide care and support, as well as galvanise the existing partnership between multi-agencies, enshrining the underpinning principles of Everyone's Job and No Wrong</p>	<p>Cons:</p> <p>None identified.</p>
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<p>Doors to improve access and quality of care.</p> <p>The Adult Social Care Reform Transformation Programme is already well developed, therefore commissioning the Social Care Institute of Excellence (SCIE) will help strengthen the effectiveness of efficiency work.</p>	
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Preferred Option

3.20 In consideration of the above, it is recommended that the option 3 detailed at 3.15 above is approved by the Portfolio Holder.

4. PROCUREMENT AND PROJECT TIMESCALES AND GOVERNANCE ARRANGEMENTS

4.1 **Estimated Value of Proposed Action:** Variation of £60k with a revised whole life value of £140k.

4.2 **Other Associated Costs:** N/a

4.3 **Proposed Contract Period:** The contract period is unchanged with contract commencement from 1 May 2023 and extended with a revised end date of 30 September 2024.

5. MARKET CONSIDERATIONS / IMPACT ON LOCAL ECONOMY

5.1 The Council provides a range of statutory services for adults, and support to people to assist them with living healthy lives, to prepare for ageing well and to support people with disabilities.

5.2 Whilst we are moving towards more digital options for people, we will not exclusively be forcing people down the digital route. We want to explore new ways of meeting the needs of and offering support to our residents, including those who are currently well, to those who are on the edge of needing social care, to people who draw on care and those who care for others.

5.3 To ensure there is no digital exclusion we will always have a safety net in place for individuals who do not have access to digital tools or technology, have limited digital literacy, have inadequate digital infrastructure, need support because of their protected characteristics or choose not to use smart technology for whatever reason.

5.4 The Social Care Institute of Excellence (SCIE) is the sectors leading value-driven improvement agency that specialises in developing and improving Adult Social Care. The agency is the only specialist partner working with the Department of Health and Social Care (DHSC) to reform of Adult Social Care in England through delivery of People of the Heart of Care and the Health and Care Act 2022.

5.5 There are other agencies working with Adult Social Care departments across England, however, SCIE is the only agency working with the DHSC, ADASS, LGA and Local Authorities as the sector led.

6. SOCIAL VALUE, CARBON REDUCTION AND LOCAL / NATIONAL PRIORITIES

- 6.1 It is acknowledged that digital tools and technology can help to improve the quality, value, and choice for those receiving care and support. A blended approach, using technology to enhance care delivered by a skilled workforce to increase choice, control, independence or safety is part of the Government's 10-year vision outlined within [Putting People at the Heart of Care](#) and the [Next steps to put People at the Heart of Care](#) implementation plan for the adult social care sector in England.

7. STAKEHOLDER ENGAGEMENT

- 7.1 Staff engagement sessions were held between November 2022 and September 2023 to help develop, design and co-produce the independent review, the case for change and the Digital Strategy lead by Social Care Institute of Excellence (SCIE), develop the Adult Social Care Workforce Strategy, and provide updates on the progress of the Adult Social Care Transformation Programme. This involved gathering the views and ideas of staff across Adult Services, other Council departments, and the Bromley care system to help shape this future approach.
- 7.2 Further staff engagement sessions have taken place between October 2023 and February 2024 to support the completion of the Adult Social Care Digital Transformation Strategy and Mobilisation Plan.
- 7.3 In addition, a wide range of historic and recent consultations, co-production and feedback from service users' carers help to inform our approach. However, whilst there has been extensive co-production across professional groups and organisations, we understand and recognise that more formal mechanisms of co-production with residents is vital to making the Adult Social Care Digital Transformation Strategy a reality and to standardise the approach across the service.

8. IMPACT ASSESSMENTS (INCLUDING VULNERABLE ADULTS AND CHILDREN) AND CUSTOMER IMPACT

- 8.1 An Equalities Impact Assessment (EQIA) has been completed to assess the impact of delivering the new way of working to ensure the service remains sustainable for the future, supported by a workforce that continues to deliver a quality service with better outcomes for residents and our staff. The EQIA will be published on the Council's website if the Strategy is approved.

9. TRANSFORMATION/POLICY IMPLICATIONS

- 9.1 The strategy outlined in this report have been informed by Making Bromley Even Better Priorities 2 and 5.
- 9.2 They ensure the Council delivers its statutory duties as set out in the Care Act 2014 and Health and Care Act 2022.
- 9.3 In addition, deliver on People at the Heart of Care – the Adult Social Care Reform, digitalising social care and workforce policy implications.

10. IT AND GDPR CONSIDERATIONS

- 10.1 A Data Protection Impact Assessment will be completed in partnership with colleagues in the Digital and IT Team. The use of any new technology solutions to support implementation of the reforms will include the standard wording and expectations upon staff, partners, and providers in relation to IT and GDPR.

11. STRATEGIC PROPERTY CONSIDERATIONS

- 11.1 There are no strategic property considerations arising from this report. Any strategic property implications arising from the implementation of the various actions will be reported to the Policy Development and Scrutiny Committee separately.

12. PROCUREMENT CONSIDERATIONS

- 12.1 The report seeks a variation to the contract with Social Care Institute of Excellence (SCIE), the value of the proposed variation as detailed in Part 2 of this report.
- 12.2 This is a services contract, and the value of this procurement falls below the thresholds set out in Part 2 of the Public Contracts Regulations 2015, so is only subject to Part 4 of the Regulations.
- 12.3 The Council's requirements for authorising a variation are covered in CPR 23.7 and 13.1. For a contract of this value, the Approval of the Portfolio Holder for Adult Care and Health following Agreement by the Chief Officer, Assistant Director Governance & Contracts, the Director of Corporate Services, and the Director of Finance. In accordance with CPR 2.1.2, Officers must take all necessary professional advice.

13. FINANCIAL CONSIDERATIONS

- 13.1 This report recommends that the Portfolio Holder approves a contract variation to the Social Care Institute of Excellence (SCIE) Partnership contract, to increase the contract value by £60k, with a revised whole life contract value of £140k. This contract, including the variation, can be funded from the Adult Social Care revenue budget, including a £24k balance of Charging Reform Implementation Support grant that has been carried-forward from 2023/24.

14. PERSONNEL CONSIDERATIONS

- 14.1 There are no personnel considerations arising from this report. Any personal implications arising from the implementation of the various actions contained within both strategy will be reported to the Policy Development and Scrutiny Committee separately.

15. LEGAL CONSIDERATIONS

- 15.1 This report seeks authorisation for a variation to the contract with Social Care Institute of Excellence (SCIE), with the value of the proposed variation detailed in Part 2 of this report.
- 15.2 The Council has various statutory duties under the Care Act 2014 and Health and Care Act 2022 to provide care and support. In accordance with section 111 of the Local Government Act 1972, the Council has the power to do anything which is calculated to facilitate or is conducive or incidental to the discharge of any of its functions.

15.3 This contract is a services contract within the definition of the Public Contracts Regulations 2015 (the Regulations). As the cumulative value of the contract is below the current threshold the Regulations and specifically Regulation 72 does not apply to a variation of this contract. However, the Council must still consider whether the modification is significant or material in its nature and must comply with the public procurement principles of equality, transparency and non-discrimination which must be applied in a manner proportionate to the subject matter and context of the contract.

15.4 As outlined in the Procurement considerations and under the Council’s Contract Procedure Rules (CPRs) the requirements for authorisation of a variation to a contract is in accordance with CPR 23.7 and CPR 13.1. Following Approval, a formal written variation of the contract will need to be agreed and signed by both parties in accordance with the terms of the contract.

16. IMPACT ON HEALTH AND WELLBING

16.1 The Strategy seeks to help improve, maintain, and protect the health and wellbeing of all who live and work in the borough.

17. WARD COUNCILLOR VIEWS

17.1 There are no Ward Councillor views needed for this report. Any Ward Councillor implications arising from the implementation of the various actions contained within the strategy will be reported to the relevant Ward Councillor and Policy Development and Scrutiny Committee separately.

Non-Applicable Headings:	11. STRATEGIC PROPERTY CONSIDERATIONS 14. PERSONNEL CONSIDERATIONS 16. WARD COUNCILLOR VIEWS
Background Documents: (Access via Contact Officer)	Adult Social Care Reform Report Social Care Institute of Excellence Gateway Officer Report

