

Record of decision taken under delegated powers by a council officer



Title:	Transformation Consultancy
Divisions Affected:	All / List
Key Decision:	Yes /
Reason Key:	Affects two or more Divisions
Decision taken under delegation by virtue of:	Scheme of Delegation Part 2 – General Delegation to Officers / Cabinet 24 September 2019 – Minute ref: 158/19 Interim Procurement Forward Plan

Summary

To accelerate the integration of commissioning services across Surrey a consultancy partner is required to develop and implement a new operating model for commissioning services.

We are seeking an external consultancy firm with significant experience in supporting health and care integration to bid for this work to define the best methodology to deliver the aims set out in the specification.

The expertise we are looking for will have at its core the ability to deliver work in complex and contentious territory, able to meet the brief by facilitating and nurturing a strong and purposeful partnership between health organisations and commissioners in the council. Building the alliances and shared sense of purpose required to deliver a significant change against very tight deadlines.

Commencing with an initial agreement to bring together our Children's Commissioning capacity. Whilst the initial focus is on commissioning, we anticipate that this will need to broaden during future phases to look at more operational teams as well as continuing to our shared enablers and system capabilities needed to support effective commissioning.

1. An overarching design phase - designing the model, structures, governance and purpose of the new arrangements, setting out the ambition, opportunities, risk management and cultural changes needed to ensure success.
2. An implementation phase for Children's focused elements of commissioning – implementing the new arrangements and delivering the supporting programme of work needed to land the work by April 2020
3. As part of the initial design phase, wider consideration will need to be given to all aspects of commissioning across Surrey and the appropriate phasing of any future integration of these functions across health and care. Integration of these other areas will commence in a latter phase of the programme after April 2020.

Integrated Commissioning

There are a range of different models and approaches to integrated commissioning. There are, however, some key features that will exist irrespective of the model adopted:

- Collaboration and partnership
- Shared vision, objectives and outcomes supported by shared commissioning strategy
- Operate and think as a system – align resources, share risks and benefits
- Shared governance
- Joint training and workforce development
- Leadership – joint roles or individual leaders take responsibility for themes across the partnership
- Organisational – single team/function
- Pooled resources
- Joint planning, problem solving

Decision made

Decision made:

Following consideration of the available options and the results of the procurement process to award the Transformation Consultancy contract to Private Public Limited (PPL).

Reasons for Decision:

Decision made:

It was AGREED that:

Private Public Limited will be awarded a contract for the services of Transformation Consultancy. This contract will be to the value of £247,540 and will run for six (6) months with the option to extend for a further twelve (12) months to complete Phase 2.

Reasons for Decision:

A robust procurement process was followed.

5 bids were received, 3 of which received a score that was unacceptable to the Council and was disqualified. The remaining two bids were evaluated and interviewed.

Private Public Limited bid was the 'Most Economically Advantageous Tender' and therefore received the highest score.

Decision taken by:	Executive Director Children, Families Lifelong Learning and Culture
Decision taken on:	14 November 2019
To be implemented on:	20 November 2019

Alternative options considered

Alternative options considered

Option	Description of Option	Relative Advantages/Disadvantages, Reasons for selection or not, and any cost implications
Option 1 – <i>Proposed Route to Market</i>	Call-off the CCS Management Consultancy Framework (RM3754) Lot 5	<ol style="list-style-type: none"> 1. A Specific 'Lot' specialising in transformational consultancy 2. 62% of suppliers on the Framework are SME's 3. Money will be saved and timescales shorted by not conducting an 'Open' procedure 4. Maximum daily rates have been published giving us the opportunity to reduce during further competition.
Option 2 – Create a Surrey CC Consultancy Framework	Conduct a full Open OJEU compliant procedure to select a <u>multiple</u> suppliers.	<p>Rejected because</p> <ol style="list-style-type: none"> 1. A Surrey Framework agreement with 2-3 suppliers. 2. Time and resource intensive. Minimum of 3 months establish 3. Opportunity would be open to the whole market. 4. Would most likely not include smaller SME's
Option 3 – <i>Open Procedure</i>	Conduct a full Open OJEU compliant procedure.	<p>Rejected because:</p> <ol style="list-style-type: none"> 1. Open procedure would not fit the intended timescales. 2. We would expect a vast amount of bids which would be resource intensive to evaluate.
Option 4 – <i>do nothing</i>	In house expertise.	Rejected because:

		<p>To deliver our ambitions, it is recognised that the traditional resource model won't provide the capability or capacity we need to deliver key pieces of work, projects and programme at the pace of change we desire.</p>
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Summary of any financial implications

The budget for the design and implementation of Phase 1 is £250,000 and will be drawn from the Council's transformation reserve fund, as agreed with the Exec. Director of Resources.

Payment of this contract will be made based on achievement of the milestones and outcomes set out in the Appendix 2 – Specification. The first payment will be made following the successful sign off and delivery of Phase One; Design. The final payment will be made following the successful sign off and delivery of Phase One; Implementation.

Following the successful delivery of Phase One; Private Public Limited will have the opportunity to progress on to Phase Two of the transformation programme. The payment model for this phase will be based on a risk and reward model and will be approved by both The Council and the Supplier. The suggested budget for Phase 2 will not be in excess of the budget allocated for Phase One.

Declarations of conflicts of interest

None

Consultation/Process Followed

The 50 suppliers on the CCS Framework were given 7 days prior notification that a significant procurement would be advertised on the 3rd October and they should be prepared to bid.

The specification was shared and discussed for input with:

- Chief Executive Surrey County Council
- Executive Director Of Childrens, Families, Life Long Learning & Culture SCC

- Director of Strategic Commissioning SCC
- Director of Transformation SCC
- Senior Responsible Officer Surrey Heartlands
- Director of Transformation Surrey Heartlands

The quality evaluation questions and the interview questions have been jointly agreed by the following:

- Director of Strategic Commissioning SCC
- Director of Transformation SCC

Head of Portfolios SCC

Background Documents

Exempt:

Procurement Report
Tender Evaluation

Yes
Yes

Title:	
Divisions Affected:	All / List
Key Decision:	Yes / No <i>(Note – a notice must be published on the website 29 days in advance of any key decision being taken – contact Dem Services)</i>
Reason Key:	Over £500,000 / Affects two or more Divisions
Decision taken under delegation by virtue of:	Scheme of Delegation Part 2 – General Delegation to Officers / Scheme of Delegation Part 3 – Specific Delegation to Officers <i>(add number from Constitution) /</i> Committee decision <i>(give meeting and minute details - eg Cabinet 1 April 2012 Min ref: 123/12) /</i> Delegation from Leader of the Council dated xxxx <i>(delete as appropriate)</i>

Summary

Decision made

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Reasons for Decision:

Decision taken by:

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To be implemented on:

Alternative options considered

Summary of any financial implications

Declarations of conflicts of interest

Consultation/Process Followed

Background Documents

Exempt:

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