

**SURREY COUNTY COUNCIL****CABINET****DATE: 18 DECEMBER 2018****REPORT OF: MRS MARY LEWIS, CABINET MEMBER FOR CHILDREN, YOUNG PEOPLE & FAMILIES****LEAD OFFICER: SHEILA NORRIS, INTERIM DIRECTOR OF COMMISSIONING****COMMUNITY VISION OUTCOME: PEOPLE****SUBJECT: COMMISSIONING OF PERSONAL SUPPORT SERVICES FOR CHILDREN, YOUNG PEOPLE AND THEIR FAMILIES****SUMMARY OF ISSUE:**

Surrey County Council has a statutory duty to support disabled children, young people and their families with short breaks. Personal support services are part of the overall short breaks offer, providing care and support within and also outside the home, helping children and young people to access and be included in social and leisure activities in their local communities.

Children and young people accessing these services often have very complex needs which cannot always be met by providers on the current framework. There is therefore a need to review and refresh the framework so that there is greater range and more effective provision for those needs. Additionally, the current arrangements end on 31 March 2019. There is also a need to improve cost control and value for money through reducing dependency on off-framework spot-purchasing of services for these children and young people, as this will help to address the budget overspend. More robust arrangements are also being introduced to increase use of frameworks and ensure value for money as part of the current Family Resilience Transformation, including a Gateway to Resources team.

This paper sets out how the Council intends to ensure that the Personal Support Offer responds to need, provides sufficient choice for families across Surrey, and is cost-effective, through the setup of a Light Touch Dynamic Purchasing System (DPS) from April 2019. This has been co-designed and co-commissioned with Family Voice Surrey.

**RECOMMENDATION:**

It is recommended that Cabinet approves the setup of a Light Touch Dynamic Purchasing System (DPS) for the commissioning of Personal Support for Children, Young People and their Families. This will enable call-off placements to be made under the Light Touch DPS from 1 April 2019 – 31 March 2022. (If both extension years are used the Light Touch DPS end date will be 31 March 2024.)

## **REASONS FOR RECOMMENDATION:**

The current arrangements end on 31 March 2019 and the Council has statutory duties to provide these services. The Council needs to ensure spend on personal support is compliant with Procurement regulations and address current overspend.

Feedback from professionals and families has indicated that there were limitations to the previous framework in terms of choice, flexibility and overall availability. Therefore a different approach is required. The new specifications will support improved outcomes for children and families.

The Light Touch DPS provides the opportunity to improve choice and flexibility for families through a dynamic list of approved suppliers. Support will be called off through the lifetime of the Light Touch DPS, therefore limiting spot-purchases, and as a result the new approach should offer better value for money.

## **DETAILS:**

### **Background**

1. The Council is committed to improving outcomes for all children and young people, including through our personal support offer. We know that this means improving our services and processes by listening to and working with families.
2. The commissioning of personal support contributes to Surrey's wider strategy to improve outcomes for children and young people with Special Educational Needs and Disabilities (SEND), including the outcomes set out in "Child First: Commissioning Intentions for Children in Surrey 2017-22". This also supports the Council's Community Vision for Surrey in 2030, that everyone (including children and their parent carers) "lives healthy, active and fulfilling lives, and makes good choices about their wellbeing."
3. Personal support services, which are part of the overall short breaks offer, enable children and young people with SEND who are eligible (following a social care assessment) to develop their independence, readiness for adulthood and physical and emotional health, by having new experiences, learning, having fun and meeting their friends. The commissioning of personal support services will be integrated with the overall short breaks offer in future, so that the whole offer can be considered as part of a single commissioning process. This could be achieved from 1 April 2022 if the current short breaks commission were extended by one year, although other options are available.
4. Personal support services can take a number of forms to meet diverse and complex needs, including help with personal care in the home, accessing social and community activities, managing their behaviours and emotions, and help with more complex health needs.
5. Personal support also allows children to remain at home rather than access residential care, and helps families to continue to support children in their home setting, keeping families together and building their resilience.

## Personal Support in Surrey

6. The current Surrey Short Breaks Personal Support Framework commenced on 1 April 2014, ended on 31 March 2018 and was extended to 31 March 2019. Monitoring of the framework indicated that providers on the framework were not always able to meet the needs and requirements of care packages.
7. Spending on personal support services has risen significantly (from £538k in 2016/17 to £918k in 2017/18) although the number of children accessing these services has only increased slightly. The personal support budget is included in the Children with Disabilities non-placement spend, and includes the budget for direct payments, respite placements, personal care, and associated travel. The net budget for this was £4,671k in 2017/18, and the variance at year end was an overspend of £380k. The increased expenditure on personal support in 2017/18 is due largely to a significant level of spot-purchasing of provision from providers who are not on the framework, particularly to address more complex needs.
8. There is therefore a need for greater rigour and consistency in how decisions to provide personal support are made, for improved monitoring and management of provision and budget, and for a greater choice and flexibility in the provision. The establishment of a Light Touch Dynamic Purchasing System (DPS) will enable SCC to maintain a larger and more flexible framework of providers who can more effectively meet needs. Additionally, through the Family Resilience Transformation, improved arrangements are being put in place to support greater use of frameworks and better value for money, including a Gateway to Resources team. These measures, together with new approaches in the service, will address the causes of the budget overspend.
9. There are, additionally, a range of other ways that families can access personal support in Surrey, outlined below. However, it is important to note that only the commissioning of personal support accessed through the framework is within scope.
  - **Surrey Domiciliary Care Service (SDCS):** This in-house SCC service provides personal support services for children with a range of needs. Many of those supported are among the most vulnerable of children receiving domiciliary care. A significant percentage of the team's time is spent supporting complex social care cases.
  - **Crossroads Care Surrey - The home based breaks service:** This is a joint contract held with Adult Social Care and Health, the focus of which is developing an approach to the provision of support to carers. In most cases, carers receive three hours' support on a regular basis, whereas others receive more occasional support on a flexible basis. The service has universal access and there is a long waiting list.
  - **Direct Payments:** Families are also able to use direct payments to organise their own personal support to meet a wide range of needs. These are funded by SCC where there is an identified need following a social care assessment, and as such they form part of the child's care plan. Their use has increased in line with the drive for greater personalisation and choice.

## Need and Demand

10. Our analysis used the 2016/17 numbers and spend as a baseline. Short breaks were accessed by 2,205 Surrey children and young people in 2016/17. Personal support forms part of the short breaks offer. Our understanding of need is mainly based on our knowledge of those children, young people and families who are accessing our services. There may be more families who may benefit from support or fund support privately. Of those children accessing short breaks, a small number of children access personal support.
11. In 2016/17, 82 children and young people accessed personal support services with a small increase taking this to 87 children in 2017/18. Analysis of data has shown that whilst demand for these services has remained steady, provision was still being accessed on and off the framework. On-framework average spend increased by 1% in 17-18, whereas there was a larger increase in off-framework gross expenditure, largely due to a few more complex cases.

#### 2016/17 and 2017/18 spend

	<b>On/Off framework</b>	<b>Spend</b>	<b>Numbers of children</b>	<b>Ave spend per child</b>
<b>2016/17</b>	On	£260k	59	£4,407
	Off	£278k	23	£12,087
	Grand Total	£538k	82	£6,561
<b>2017/18</b>	On	£187k	42	£4,452
	Off	£731k	45	£16,244
	Grand Total	£918k	87	£10,552

12. Most off-framework spend was to provide personal support to a small number of children with complex needs. This pattern of spend could be explained in part by the complexity of some of the needs that on-framework providers are not able to meet, leading social workers to spot-purchase support with off-framework providers. This is particularly the case for complex health needs where there are existing packages in place with health and we are required to fund the personal support element.
13. Furthermore, these providers have not felt incentivised to join the framework and this has hampered the ability of SCC to respond to the needs of children and families, manage spend and monitor outcomes and quality. The new approach to commissioning these services, with a specific focus on complex needs in lot 3 (see below), will mean we are better-placed to meet these needs through the Light Touch DPS rather than through spot-purchasing of provision.

#### **Legal duties**

14. SCC has a statutory duty (under section 17 of the Children Act 1989) to “safeguard and promote the welfare of children...who are in need; and...to promote the upbringing of such children by their families, by providing a range and level of services appropriate to those children’s needs”, including short breaks and personal support. Cabinet should take SCC’s statutory responsibilities into consideration when reviewing the proposals set out in this report.



## Commissioning Strategy

15. The increase in the number of children with more complex needs is well-understood nationally. Our local needs analysis highlighted a number of complex packages. This has resulted in an increasing number of joint packages of support with health. Therefore, a decision was made to divide the tender into three categories or “lots”, with a new lot developed specifically to support children and young people with more complex health needs as described in the next paragraph.

16. The three lots are described below:

**1. Personal Support:** This includes but is not limited to children and young people with permanent and substantial disabilities who require support which is personalised to each child. Support will be focused and based on desired outcomes and may include help with personal care in the home or supporting the child to access activities in the community.

**2. Managing Behaviour That Challenges:** This includes but is not limited to supporting children and young people with managing their behaviours and emotions, particularly where there are identified behaviours that challenge. This may take place in the child’s home or in supporting the child to access the community. Depending on the assessed need and subsequent risk assessment, two staff members may be required.

**3. Complex Needs:** This includes but is not limited to children with more complex health needs which may include gastrostomy care, catheter care, moving and assisting and help with all personal and intimate support needs. This does not include nursing care but might include health care assistance.

17. The following options were considered:

**Option 1 – Tender for a new Light Touch Dynamic Purchasing System**

A Dynamic Purchasing System is a flexible tool that remains open for new providers to join. This DPS would allow us to develop an approved list of providers who can deliver the required service as demand for the service grows.

**Option 2 – Do nothing/continue as is**

This was not a suitable option as the framework used to commission Personal Support services externally came to an end in March 2018. A waiver was put in place to allow us to continue purchasing from the framework providers until March 2019, but it would not have been appropriate to continue beyond this point.

**Option 3 – Bring personal support services in-house**

Using Surrey’s in-house service, Surrey Domiciliary Care, would have required more time, further research, staff training and a large recruitment drive, and the in-house service alone would not have been able to meet demand.

**Option 4 – Collaborate with an Orbis partner**

Surrey’s Orbis partners have different purchasing arrangements for personal support and as there are key differences in how we commission these services, the main one being that personal support is tendered separately in Surrey from the rest of the Short Breaks offer, whereas other authorities tender for these services together.

18. The route to market chosen was a Light Touch Dynamic Purchasing System (DPS), as we needed a system that allows flexibility and the opportunity for providers to join continuously. As demand for this type of service grows, the number of providers who have joined and are able to provide this service will also grow, meaning demand will constantly be met. This will allow the service to build links with Children with Disabilities teams to better respond to need, and also allow opportunities to engage with providers and encourage service development.
19. The Council ran a full, open tender process from 10 September to 9 October 2018. To develop this approach we worked with the market through hosting two market engagement events (which were well-attended).
20. The benefits which will be generated by the implementation of the new Light Touch DPS and call-off contracts will include the following:
- **More effective provision of quality, needs-based, individualised personal support services for children and young people** which improve their quality of life, enable and encourage greater social interaction and community participation, and promote wellbeing.
  - **Improved choice and flexibility for families, to meet a range of needs through a larger pool of providers:** Information supplied by bidders indicates that we will have good coverage across the county, with at least four of six bidders able to deliver services in each district or borough.
  - **The scope to develop and grow the market for these services,** through ongoing market engagement and opening the Light Touch DPS to new providers at regular intervals. The Light Touch DPS provides the flexibility to both bring in new providers to ensure changing and growing needs are met, and to manage out providers in the event that they do not meet the performance expectations set.
  - **Greater control over pricing and cost management** with fixed prices for the duration of the Light Touch DPS, and a significantly reduced dependency on spot-purchasing, due to the improved provision available, particularly for complex needs.
  - **Social Value benefits over the course of the DPS:** Providers have committed to a range of Social Value benefits including economic, social, environmental and innovative benefits as part of the tender process. Providers have committed to recruiting local staff and volunteers, attending Surrey schools and colleges to promote job opportunities, and providing apprenticeships for Surrey residents.
  - **More effective and systematic monitoring of outcomes** through a more outcomes-based approach as described below.
21. There is a need to ensure that Health and the Council each fund their respective parts of provision. Provision will in future be more clearly linked to need, with organisations held to account for their elements of funding. Work is underway to drive this change. We are looking to build communication and partnership working with health through regular joint meetings, reviewing and developing joint packages of care, sharing data and information about those packages, ensuring clarity as to respective costs and contributions, and ensuring that Health contributions are met.

22. This new commission has given an opportunity to use a more outcomes-based approach. The Short Breaks Outcomes Framework that was co-produced with parent carers for the wider short breaks arrangements has been adapted for this provision and is at Annex 3. Some of the key outcomes identified through this work were:
- Children and young people develop their independence and prepare for adulthood;
  - Children and young people are more emotionally and physically healthy;
  - Parents and carers are more empowered to meet the needs of their children;
  - Parents and carers are able to support their whole family to achieve good outcomes; and
  - Parents and carers are more emotionally and physically healthy.
23. The approach to contract management follows key principles of proportionality depending on provider volume/value of services, collaboration, focus on improving outcomes, and making best use of resources to address gaps. Areas of focus will be performance monitoring, quality assurance and spend monitoring. Information and evidence will be collected and assessed by the short breaks team through quarterly data returns, contract monitoring meetings and annual site visits. These data returns will be reviewed to identify any areas of underperformance, which will be then addressed with the provider through a Performance Action Plan.
24. The outcomes framework sets our expectations for the service impact on children, young people and families. Providers will develop their own approach to evidencing progress against these outcomes (to be agreed with commissioners) guided by key principles that:
- every child is outcomes-measured;
  - at least three outcomes of the framework are used to track progress; and
  - a mix of evidence is used (including consultation with children, young people and families).
25. The tender process was carefully designed to assess providers' experience and expertise in working with children, young people and families and their capacity to respond to their needs. Bidders were asked to:
- evidence their approach to and practice in consulting with and engaging with children, young people and families;
  - review a case study example and describe how they would approach provision of support for that particular child; and
  - consider the five things (from the consultation described below) that children and young people using personal support services have told us are important to them, and show how they would deliver on them.

### **Summary of final proposals for contract award**

26. Having completed both the procurement and engagement processes, this report sets out recommendations for contracts for the provision of personal support

services commencing 1 April 2019. More detail about the proposed contract awards and the bid evaluation process is in Part 2 of this report.

27. We absolutely acknowledge that any changes to services, particularly those that are relied upon as much as personal support, may be unsettling for families affected. We are confident, however, that the proposed awards will provide families with a high-quality personal support offer.
28. Where families are currently using non-framework providers, we aim to maintain the existing arrangements initially, to avoid disruption to children, young people and their families, but looking forward we will identify suitable points for them to transition to providers on the Light Touch DPS, by March 2020 at the very latest (which is 12 months after the commencement of the Light Touch DPS). In some cases their provider may join the Light Touch DPS, removing the need to transition them. There are currently 21 children and young people who will be in scope for transition, assuming that their existing packages continue beyond 1 April 2019.
29. Our assessment is that demand for personal support services will be met effectively through the DPS, because:
  - The providers have indicated that they can provide good coverage across the county: at least three of the six providers can offer support in each of the three lots in every district and borough. (Part 2 provides full details.)
  - For many children, young people and families currently receiving support, existing arrangements will continue, at least in the short term, and we can monitor the capacity and effectiveness of providers in meeting new demand and in transitioning those using non-framework provision.
  - The approach enables us to re-open the framework every four months in order to bring new providers on-board to meet any gaps we identify.

#### **CONSULTATION:**

30. The Short Breaks Team commissioned a consultation event with children and young people accessing Surrey's in house personal support service.<sup>1</sup> Children and young people identified five things that are important to them in receiving support:
  - the worker is on time;
  - they have choice in what they do;
  - they are listened to;
  - they feel safe; and
  - they are happy with the support they receive.
31. The key messages from this consultation have been used to inform this commission, specifically in relation to ensuring the quality of support workers and the service they provide. The tender process was carefully designed to assess providers' experience and expertise in working with children, young people and families and their capacity to respond to their needs.

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<sup>1</sup> Surrey Domiciliary Care Consultation, SCC/Barnardos, 2017

32. Family Voice Surrey (FVS) have worked in partnership with the Council throughout the re-commissioning project to help us co-design the offer with families, listening to and engaging them in developing proposals throughout the process.
33. FVS were invited to contribute to this report and did so as follows:

*FVS were invited by the Council to support the tender process. Our members have told us that they frequently struggle to recruit and retain Carers with the appropriate skills to support their children's needs safely and effectively; we hope that, as a result of the new framework, families will in future be able to access a bigger range of providers who have been vetted for suitability. Five parent carers were involved in different stages of the tender process:*

- *scrutinising and contributing to the drafting of the specification, quality questions and model answers*
- *offering feedback on the Equality Impact Assessment to help highlight risks and opportunities from the families' perspective*
- *evaluating and scoring the quality of the individual bids and taking part in the moderation process to agree a final quality score*

*At each stage parent carers were treated as equal partners in the process. Most of our suggestions for changes to the specification and EIA were adopted, and during the moderation process, partners were willing to adapt their scoring in response to each other's reasoning. Our only unresolved concern was the issue of the threshold for families asking for support from the Children with Disabilities team: many families have reported to us that their children's need for support is significant but because it is based primarily on behaviour relating to their mental health needs rather than to a Learning Disability, they cannot access the help they need. We hope that this gap in provision will be recognised by elected members and picked up in future planning.*

*We feel confident that the views of parents with direct experience of using Personal Support Services offered a useful sense-check alongside the views of commissioners and front-line staff.*

34. In respect of the "unresolved concern" raised by FVS, the Children with Disabilities Team's threshold is to provide services for children and young people who have a severe to profound level of disability. The provision of services by the Team to children who meet this threshold is determined following a social care assessment. This service includes personal support. A specific lot has been developed as part of this tender to provide support to families of children with challenging behaviour. Where a child's needs are based on behaviour relating primarily to mental health needs, the CWD teams will support the family in being signposted to or accessing relevant emotional wellbeing mental health services or CAMHS.

#### **RISK MANAGEMENT AND IMPLICATIONS:**

35. All recommended tenderers successfully completed satisfactory financial checks as well as checks on competency in delivery of similar contracts at the pre-qualification stage.

36. The Light Touch DPS agreement includes the following 'Termination Clause':  
"The Council may terminate this Agreement at any time on twelve (12) weeks' written notice to the Service Provider". This will allow the Council to terminate the Light Touch DPS with three months' notice.
37. The following key risks associated with the contract have been identified, along with mitigation activities:

Category	Risk Description	Mitigation Activity
Financial	Insufficient provision to fulfil our statutory obligations, leading to continued high levels of spot-purchasing. This would be exacerbated if, for example, a provider got into financial difficulty and could no longer be used.	Four of the six providers being proposed to join the new Light Touch DPS were on the previous framework and one was previously off-framework so there is a high level of continuity of provision. Information provided suggests that these providers will collectively offer a high level of capacity to meet our needs across the lots and across the county. We will keep this under review and the Light Touch DPS will be re-opened every four months to allow new providers be added, sustaining and increasing choice and capacity.  Performance monitoring will help to identify and address any problems with delivery or performance at an early stage.
	Requests for price increases	Any request for a price increase will have to be fully justified and approved. The tender documents stated that submitted prices would be fixed for the life of the Light Touch DPS.
	Where children transition from off-framework to on-framework provision, costs may increase if the off-framework provider charges lower rates	Although this possibility exists, prices of on-framework provision are fixed for the life of the Light Touch DPS.
	Budget overspend, as a result of changes to other services offered to families, unforeseen increases in the level of need or families accessing different services to those anticipated	There will be a robust contract and budget monitoring to ensure that there is no overspend outside the contract, and we will monitor demand and spend.  Re-opening the Light Touch DPS every four months will enable new providers to be added, increasing capacity and avoiding the need for off-framework purchasing.

	Rise in need for personal support services due to demographic trends, legislative changes and developments within other parts of the SEND system.	Bidders have put forward sustainable models of delivery and delivery of services will be monitored and reviewed, as will any impact that other developments may have on demand and provision. Where appropriate, children, young people and families can be directed to other sources of support such as short breaks.
Reputational	Children, young people and families may face disruption if arrangements change or if their provider is no longer on the framework	We will ensure that existing arrangements are honoured so that children can continue to receive support from the same provider and – importantly – the same support worker, even if that provider is no longer on the framework, and make arrangements to transition them to a new provider only when appropriate. We will work closely with providers to ensure smooth transitions between services.
	There may be a risk of not finding sufficient placements to fulfil our statutory obligations	Four of the six providers being proposed to join the new Light Touch DPS were on the previous framework and one was previously off-framework so there is a high level of continuity of provision and proven experience in supporting children, young people and families in Surrey. There is the option to source provision off-framework in exceptional cases where necessary but the Light Touch DPS will be opened every four months to allow new providers be added, sustaining and increasing choice and capacity. Therefore any shortages in capacity, while unlikely, can be addressed.
	Lack of provision close to home	Providers were asked to evidence how they would deliver services across Surrey and their capacity to do this is reflected in how budgets and provision will be allocated across the boroughs. Providers were also asked to evidence how they would demonstrate social value through, for example, local recruitment.

Performance	Providers do not provide a good service to children, young people and families, or there is inconsistency in the level and quality of service provided to different children, young people and families, and/or outcomes are not achieved	Organisations were specifically asked as part of the bidding process to set out the policies and procedures they have in place for quality assurance and monitoring, and evidence their practice in this area, including in relation to how children, young people and families can evaluate the services they receive.  A robust approach to contract management, with regular contract review meetings and clear measures, will allow us to mitigate the risk of poor quality services. We will work with the providers collaboratively to help them improve their performance and involve families in assessing service performance and impact on outcomes.
Personal data	Personal data relating to children and young people or families is not managed appropriately or securely	Bidding providers are required to submit, for review, a copy of their Data Protection/GDPR compliance policy.

#### **FINANCIAL AND VALUE FOR MONEY IMPLICATIONS**

38. Personal support spend is driven by a range of individual support packages that vary in spend and support required by the child.
39. Total spend on personal support in 2016/17 was £538k. The budget for personal support in 2018-19 is £691k, based on activity levels and spend at the time the budget was set.
40. In 2017/18 gross expenditure on personal support was £918k. This was not due to a large increase in children using the service, as the numbers only increased from 82 children to 87. Average annual spend per child increased from £6,561 to £10,552, and this was due to a small number of packages with off-framework providers, supporting children with complex needs.
41. Moving forward, work will be done to ensure that the budget for this service takes into account any increase in demand and that all options are explored for ensuring that children with complex needs can be supported on the Light Touch DPS.
42. The overall estimated value of the call-off contracts to be awarded under the Light Touch DPS over five years is £3,455k based on the current budget.

#### **SECTION 151 OFFICER COMMENTARY**

43. The Council is facing a very serious financial situation, whereby there are still substantial savings to be delivered to achieve a balanced budget in the current year and a sustainable budget plan for future years.

44. The section 151 officer acknowledges there are advantages in operating a Light Touch Dynamic Purchasing System in that there is a greater transparency of unit costs; the potential for more providers so there is more choice; price inflation can be controlled. All of these advantages provide greater control over market prices and overall spend.

#### **LEGAL IMPLICATIONS – MONITORING OFFICER**

45. The Council has a statutory duty (under section 17 of the Children Act 1989) to “safeguard and promote the welfare of children...who are in need; and...to promote the upbringing of such children by their families, by providing a range and level of services appropriate to those children’s needs”, including short breaks and personal support.
46. The personal support services required for children, young people and their families were procured in accordance with the Public Contracts Regulation 2015. The requirement for a Dynamic Purchasing System (DPS) was advertised in the Official Journal of the European Union as an Open Procedure under the Light Touch Regime. This meant it was open to all potential suppliers who wished to apply. The evaluation was done on an objective basis and suitable suppliers were identified and admitted to the DPS. Under the DPS the Council has the flexibility to call off services as and when required. Potential suppliers have the flexibility to apply to join the DPS during the lifetime of the DPS.

#### **EQUALITIES AND DIVERSITY**

47. An Equality Impact Assessment was completed and found that possible key impacts for this tender might include:
- Positive - Provision will better meet the needs of children and young people with disabilities and their families, as services have been re-designed and re-commissioned to enable them to achieve the outcomes families told us were most important, and providers will be asked to provide at a very local level (districts and boroughs).
  - Negative - Some professionals have communicated a lack of confidence in the ability of providers to respond to the growing demand for personal support. This is in part due to difficulties in recruiting in this sector. This tender may not change the situation significantly – affecting capacity to support children with disabilities.
48. Any possible negative impacts on protected characteristics will be managed through careful monitoring of the scope and impact of provision, robust contract management and the re-opening of the Light Touch DPS every four months to enable new entrants to the market to join; this will make market management particularly vital if there are gaps identified around specific protected characteristics.
49. The full EIA is at Annex 2.

#### **Safeguarding Responsibilities for Vulnerable Children and Adults Implications**

50. Providing personal support to children with disabilities, who are therefore vulnerable, requires effective safeguarding protocols to be in place. This is compounded by the fact that personal support is often provided by a single

worker, and the safety and security of both worker and child must be protected. As part of the tender process, all bidders have been asked to provide copies of their Safeguarding Policy and these have been checked. Additionally, bidders were specifically asked to evidence how their organisation would safeguard children and young people, using their own practice examples. Discussions will take place with successful bidders as part of the mobilisation phase to ensure that appropriate provisions are put in place.

### **Environmental Sustainability Implications**

51. The main area in which personal support services may have an environmental impact is in the volume of travel that workers will need to undertake to visit children, young people and families, and in accompanying them on activities which may take place at specialist facilities. All bidders were asked to evidence how their approach to the provision of personal support would improve the environmental wellbeing of the area and evaluators looked for evidence of policies and practices to support this, such as local recruiting, carbon reduction, waste management etc. Given the specificity of the environmental impacts of the service, an Environmental Sustainability Assessment (ESA) has not been completed.

### **Public Health Implications**

52. Improved health and wellbeing is a key objective of the service and the outcomes framework includes wellbeing outcomes for both children and young people and parent carers.

### **WHAT HAPPENS NEXT:**

53. The timetable for implementation is as follows:

<b>Action</b>	<b>Date</b>
Cabinet decision to award (including the end of 'call in' period)	27 December 2018
'Alcatel' 10 day Standstill Period ends	8 January 2019
Light Touch DPS Agreement Signature & Mobilisation	January 2019 – March 2019
Light Touch DPS Commencement Date	1 April 2019

54. The Council has an obligation to allow unsuccessful suppliers the opportunity to challenge the proposed contract award. This period is referred to as the 'Alcatel' standstill period.

55. We are in the process of developing plans to support providers through the three-month mobilisation process. This will include:

- communications to stakeholders including parent carers and families;
- finalising processes and documentation to support the call-off process;
- developing processes for performance management and outcomes monitoring and briefing and supporting providers in implementing them;
- developing processes for monitoring and review of the framework;
- planning for re-opening of the framework in January/February 2019.

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**Consulted:**

- Family Voice Surrey
- Personal Support Re-commissioning Steering Group, including representatives from Family Voice Surrey, Surrey Children's Services, CFL Commissioning

A meeting was held with Cllr Clare Curran (Cabinet Member for Children) on 14 November 2018.

A meeting was held with Cllr Mary Lewis (Cabinet Member for All-Age Learning) on 22 November 2018.

**Annexes:**

Confidential Part 2 Annex  
Annex 1: Procurement Process  
Annex 2: Equality Impact Assessment  
Annex 3: Outcomes Framework

**Sources/background papers:**

Child First: Commissioning Intentions for Children in Surrey 2017-22, Surrey County Council, 2017  
Community Vision for Surrey in 2030, SCC, 2018  
Surrey Domiciliary Care Consultation, SCC/Barnardos, 2017