

Strategic Commissioning Commercial Case – Procurement Technology Enabled Care Service

Purpose:

The purpose of this Commercial Case is to provide the justification and rationale for the Procurement approach adopted for a given project where its value exceeds £50k. It documents the **Background and Scope** that has led to the procurement; the plan for **Contract Creation and Negotiation** – including the proposed route to market and the Evaluation methodology; and the proposed **Contract Strategy and Governance**, outlining the commercial model, costs, contract details, as well as performance, payment, and risk allocation details.

VERSION HISTORY

| Version | Date Issued | Brief Summary of Change | Owner's Name |
|------------|-----------------|---|---------------------------------------|
| Draft v0.1 | 23 September | First draft version | Theresa Barwell-Ward Sandie Atwell |
| Draft v0.2 | 26 September | Updates to timescale | Lizzie Blockley |
| Draft v0.3 | 29 September | Updates to indicative service cost | Lizzie Blockley |
| Draft v0.4 | 7 October | Updates to evaluation methodology based on feedback from Strategic Commissioner | Lizzie Blockley |
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1 REPORT SUMMARY

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|----------------------------|--|
| Contract Title: | Technology Enabled Care Service |
| Date: | Contract start date 1 June 2023 |
| Division: | Adult Social Care |
| Contract Value: | Financial model for internal ASC budget range: £16,006,575 and £28,061,010 over the life of a 5+2-year contract It is recommended that the contract is advertised to the market at up to £56.2m which will enable growth of the service with partners over the life of the contract, without requiring re-procurement |
| Directorate: | Adult Social Care and Health |
| Annual Value: | Between £1.5m - £4.8m (this is dependent on the growth of the service over the life of the contract, and the growth scenario targeted by ASC) |
| Contract Term: | 5 years + 2 |
| Commissioning Lead: | Anthony Prime |
| Commercial Lead: | Sandie Atwell |

2 BACKGROUND AND SCOPE

Governance

The Adult Social Care and Health Directorate undertook an assessment of its services, activity and practice in 2020 which delivered a diagnostic of the directorate and resulted in the development of the Making a difference every day approach. A key finding from the diagnostic was that the current Adult Social Care (ASC) technology services, Telecare and the KARA video carephone, were not making full use of the range of devices now available in the market and the outcomes that can be achieved through delivering care and support in more innovative ways.

Subsequently, Making a difference every day DMT approved the commissioning of a Technology Enabled Care Service pilot in East Kent to test new ways of delivering care and support with technology. This pilot will run until March 2023 and was commissioned with the view that lessons learned from the pilot will feed into the development of a county-wide, long-term Technology Enabled Care Service.

The new Technology Enabled Care Service will bring together the existing Telecare and KARA video carephone contracts and provide access to a much broader range of technology devices to provide care and support in more innovative ways, and empower people to have more choice and control about how their individual outcomes are met.

A business case has been developed which will be approved by ASC Making a difference every day DMT. The governance for the countywide Technology Enabled Care Service will be via ASC Making a difference every day DMT, ASC Governance DMT and Adult Social Care Cabinet Committee as follows:

| Date | Forum | Items |
|------------------|-----------------------------------|--|
| 6 July 2022 | Making a difference every day DMT | Overview of options and risks |
| 7 September 2022 | Making a difference every day DMT | Business case, KARA options, charging position |
| 5 October 2022 | Making a difference every day DMT | Sign off business case and financial model |
| 12 October | Governance DMT | Business case and commercial strategy |

| | | |
|------------------|-----------------------------------|------------------------------------|
| 2022 | | |
| 9 November 2022 | Making a difference every day DMT | Sign off service specification |
| 17 November 2022 | ASC Cabinet Committee | Decision to issue tender to market |
| 17 May 2023 | ASC Cabinet Committee | Decision to award contract |

The Cabinet Member for Adult Social Care has been briefed throughout the development of the Technology Enabled Care Service by the SRO for Making a difference every day.

Funding Source

Funding for the service will be either from the Adult Social Care demography monies or will be treated as an 'invest to save' service. This decision will be taken by Making a difference every day DMT in October 2022. Over time, it is anticipated that investment in the Technology Enabled Care Service will result in preventing escalation of needs for people who would previously have drawn on services such as Care and Support in the Home; the service will therefore support with managing the forecasted increased demand on ASC services and may result in small reductions to some existing care and support packages.

Background

The Technology Enabled Care project is a key area of the 'Making a difference every day' approach which is one of the main drivers of change within Adult Social Care. This project also aligns with KCC's Strategic Reset Programme and will contribute towards the delivery of the key ambitions of the Authority.

Through the vision and direction of travel being set by the Making a difference every day approach, there is an ambition for Kent County Council to become 'Best in Class' in terms of its adoption and application of assistive technology to support people, empower them to have more choice and control and achieve improved outcomes.

There has been significant developments in social and health care apps and wearables in recent years, and growth in the popularity and uptake of these devices. They provide people with convenience and control to integrate technology into their lives.

Technology Enabled Care has been identified as one of the key digital priorities to support new and innovative ways to work and support people.

As Technology Enabled Care is a new concept in Kent, the Making a difference every day Programme Board have agreed to undertake an initial one year build and test. The build and test contract was awarded to NRS Healthcare in March 2022 and the build and test areas in Thanet, Folkestone and Hythe and Dover went live on 30 May 2022. Whilst referrals into the build and test initially mobilised slowly and outcomes from the prescription of devices will not be available until September 2022, there have been excellent learning opportunities from the build and test mobilisation and close working with Adult Social Care practitioners.

The development of a county-wide Technology Enabled Care Service represents an opportunity to achieve benefits for the people supported by Adult Social Care, for KCC staff and for the wider health and social care system.

Requirement

The Technology Enabled Care Service represents a new non-statutory service for the Authority. The service specification will align to the identified preferred option:

Scope:

County-wide TEC service and products (digital telecare, assistive technology, remote monitoring and virtual solutions and apps), which is flexible and adaptive. Incorporate existing contracts KARA and Telecare and manage switch over.

Strategic input on the delivery and development of TEC services. Embed innovation through practice (culture) and seek new ways of working. Develop our partnerships and opportunities. Tracking and realisation of financial and non-financial benefits. Emphasis on delivering innovation, commercial capability and private pay.

Service solution:

A TEC Partner delivers core TEC requirements:

- Referrals
- Products
- Installation
- Monitoring
- Data dashboards

TEC Partner provides strategic and extended management input for the implementation, development and management of TEC.

The TEC Partner may deliver via sub-contractors or consortia of providers

Delivery:

The TEC Partner works closely with KCC TEC Facilitators to implement the core service, manage data and embed the approach in practice, developing new working. Works with us to explore commercial opportunities/ private pay market/ self-funder offer

The model enables KCC to upskill and embed innovation through practice over the life of the contract

Implementation:

Phased go-live which prioritises transition to the new contract for:

- Existing Telecare
- Existing KARA
- Existing Build & Test TECS

Mobilisation period from June – August focuses on supporting migration

County-wide contract go live September 2023 onwards

Emphasis on innovation. TEC partnership will evolve to reflect ongoing transformative nature of technology. Working with partners to develop opportunities and maximise potential commercial opportunities. Identifying additional cohorts of people that may benefit. Over the life of the contract activity will increase year on year.

Funding:

The TECS offer is split into two elements:

Short-term offer is considered preventative/ for purposes of assessment and is non-chargeable

Long-term offer is treated as a service and may be chargeable in the future. This will be subject to seeking external legal advice, further financial modelling on the viability of the internal resource required to implement and manage a charging process, and public consultation on the charging proposal.

Initially funding will be provided from the ASC base budget; in the long-term funding may be provided from a mixture of the ASC base budget and the chargeable element of the service.

Market Analysis

Extensive market insights have been gained through activities to develop the countywide offer, including:

- Desktop research and understanding of models and best practice in local authority areas
- Engagement with other local authorities who have implemented a Technology Enabled Care Service
- Market consultation activities subsequent to issuing a Prior Information Notice via the Kent Business Portal
- The procurement of the Technology Enabled Care build and test contract which began in late 2021 and was awarded to NRS Healthcare in March 2022.

The Technology Enabled Care market is a mature market which has advanced and expanded beyond the use of basic Telecare wearable technology and alarms, which have been widely utilised across health and social care for many years. The market now offers a wider range of technological solutions which range from simple solutions such as apps and hydration cups to sophisticated monitoring solutions which can be installed in someone's home and deliver live data about how people interact with their environment.

The market has a real mixture of large providers who have a well-established presence and proven record of delivering large contracts, and Small and Medium Enterprises who have more recently entered the market. There are approximately half a dozen significant providers in the market who have the existing infrastructure, systems and expertise to deliver an end-to-end Technology Enabled Care Service and already hold contracts with other local authorities in England. These providers typically sub-contract to Small and Medium Enterprise (SME) suppliers who are the developers of the technologies and software that make up the market and specialise in a specific area of the technology market.

The Technology Enabled Care Service model in Kent will be composed of a number of constituent parts including sourcing and procuring technology solutions, assessing for Technology Enabled Care, installing and managing devices, monitoring devices via an Alarm Receiving Centre and management and consultancy for culture change in Adult Social Care. There are very few suppliers in the market who would individually be capable of delivery all of these elements, but it is anticipated that the service will be delivered via a prime provider and sub-contractor/ consortia arrangement.

We have been able to gain insight about the costs of various activities under a Technology Enabled Care Service from discussions with other local authorities, who have provided figures linked to the cost of leasing and monitoring devices, managing installations and delivering culture change activities to the Adult Social Care workforce. Financial modelling has been undertaken based on cost figures provided by Essex County Council, which place the average cost at £25 per month for leasing devices.

Experience from the Technology Enabled Care build and test project has demonstrated that providers within the market are largely willing to work collaboratively and understand the value of ensuring that their systems and products interface effectively with other. Many local authorities implementing Technology Enabled Care Services are delivering a device-agnostic approach to ensure that a wide range of devices can be tailored to individual needs, requiring suppliers to be flexible in their ability to integrate their platforms.

Additionally, market consultation activities undertaken throughout August and September 2022 have demonstrated a clear appetite in the market for this contract and a ready willingness to engage with the Authority to inform the development of a robust service model.

3 CONTRACT CREATION AND NEGOTIATION

Proposed Route to Market

The tender will exceed the PCR 2015 thresholds and will be published via the Authority's Kent Business Portal. The proposed route to market is via a competitive tender with negotiation. This is in line with other comparable services and with best practice guidance from market leads and other local authorities.

Market consultation events held in August 2022 highlighted a desire from some providers to engage in a competitive dialogue procurement process rather than competition with negotiation. However, the competitive dialogue process is associated to much longer timescales and will take a minimum of 18 months to deliver from the commencement of market engagement activities. Given the requirement to have a new Technology Enabled Care Service in place prior to the end of the existing Telecare contract in August 2023, it is not viable to utilise a competitive dialogue process.

However, consultation with the market was extended throughout September 2022 and providers had the opportunity to engage with the Authority on key topics relating to service delivery including:

- Migration and costs/ benefits
- Outcomes and key performance indicators
- Culture change
- Basket of goods and e-marketplace.

Evaluation Methodology

Tender submissions will be evaluated based upon a two phased approach:

1. Compliance questions and Selection Questionnaire
2. Quality, Price and Social Value

It is recommended that the tender be evaluated using a weighting of 70% Quality, 20% Commercial and 10% Social Value. The process will apply thresholds to both the technical and commercial envelopes.

Bidders will be required to 'pass' each respective phase/stage to be considered for evaluation at the next stage. This will be clearly set out in the Invitation To Tender. The approach will provide assurance of the bidders' ability to meet our minimum standards, through asking confirmation of basic 'compliance questions' (e.g., in relation to IT systems requirements, LLW etc). The second phase of the procurement will also incorporate presentations from providers to further test their ability to meet the service specification. The Selection Questionnaire will provide assurance regarding minimum standards, as well as mandatory/discretionary exclusions.

There will be a full financial evaluation of the bidders based on a credit check and supplemented by full assessment of their financial accounts to provide assurance on their robustness. A detailed assessment/evaluation of their substantive response in relation to the quality questions, social value considerations and price responses will then be undertaken.

The evaluation panel for the tender will be made up of stakeholders from a range of disciplines and may include, but not be limited to:

- Making a difference every day SRO
- Commissioning representative(s)
- Co-Production Group representative(s)
- Subject Matter Experts for Technology Enabled Care
- Occupational Therapy representative(s)
- ASC Assistant Director(s)
- Innovation Delivery Team representative(s)
- Performance, Systems and Data representative(s)
- ICT representative(s)
- Finance representative(s)
- Partners including KICA, Children's and Health representative(s)

The technical aspect will have a weighting of 70% applied. The final weighting for each section has still to be determined but will be distributed based on the importance of each section. The weighting of 70% recognises the importance of the quality element within the contract; given the emphasis on innovation and culture change, it is crucial that the evaluation methodology reflects the approach.

The social value aspect will have a weighting of 10% applied. The social value element of the contract aligns to the aspirations set out in Kent County Council's strategy Framing Kent's Future and recognises the importance of strengthening Kent's economy through the development of workforce skills, job opportunities and improving life in deprived communities.

The price evaluation process will ensure the most competitive bid (lowest price per unit) in achieves the maximum weighted commercial score of 20%. Thereafter the lowest bid price submitted is divided by the other individual tenderer's bid prices and multiplied by the percentage weighting as set out below:

$$\frac{\text{Lowest submitted total contractual price}}{\text{Tenderer's submitted total contractual price}} \times 20\%$$

Suppliers will be asked to complete the pricing schedule when submitting their prices to outline how much they will charge as outlined in the price schedule. The total contract price will be used for evaluation purposes. Suppliers will be asked to complete the pricing schedule to get an understanding of the spend.

The scores for each respective area will be consolidated to establish lowest total price receiving the 20%. By ensuring a focused and targeted approach to evaluation, with the important items within the elements of the pricing weighted appropriately will ensure that we achieve best value and a commercial offer that works the best.

The indicative cost of the contract is between £16,006,575 and £28,061,010 over the 5+2-year term.

4 CONTRACT STRATEGY AND GOVERNANCE

Commercial Model

There is not a Technology Enabled Care Service contract currently in place and the service represents a new offer for Kent County Council, although it will incorporate existing Telecare and KARA users.

The preferred option for the service is delivery with a Strategic Technology Enabled Care Partner, which will enable the development of the service over the life of the contract. Work with a Technology Enabled Care Partner will ensure that Adult Social Care has the opportunity to develop a strong working relationship with the provider which shapes the service over the life of the contract, have oversight of the full range of activities under the Technology Enabled Care Service contract and receive assurance regarding the outcomes being delivered for people drawing on the Technology Enabled Care Service.

It is expected that the Strategic Technology Enabled Care Partner will subcontract some elements of service delivery and will manage the sub-contracted providers.

Costs

Financial modelling has been undertaken with Finance and Strategic Analytics to model future demand for the service and determine a cost envelope for the contract value.

The Technology Enabled Care Service represents a new offer for KCC, despite incorporating existing Telecare and KARA users. At this stage, there is an insufficient evidence base from the build and test to make financial assumptions about scaling up the service across the county. Therefore, financial modelling is being undertaken based on cost evidence from other local authorities who have implemented a similar Technology Enabled Care Service, assumptions about the take-up of the service over the life of the contract and demographic forecasting informing the impact on demand for ASC services.

Values for the financial model are largely based on engagement with other local authorities who have shared costings for their own Technology Enabled Care Service demand and costs associated to device leasing, device monitoring and cultural change activities. Other local authorities have also shared insights about their benefits realisation models including the impact of increasing the use of technology in favour of traditional care and support methods.

Using insights and evidence from other local authorities combined with KCC's own performance and analytics data, a number of different scenarios have been modelled to develop a 'cost envelope' which provides an indicative value for the service:

| Scenario | Value |
|--|-------------|
| Scenario A – Making a difference every day diagnostic Users for the service grow year-on-year as Technology Enabled Care is embedded in practice Scenario A is based on the modelling for Making a difference every day; it will include new starters for all Adult Social Care | £21,258,204 |
| Scenario B – Essex Model Based on engagement with Essex, who have a mature Technology Enabled Care Service contract Existing Telecare users and a small proportion of existing KARA users transfer into the new contractual arrangement Service growth is relatively low – only 29% growth from the starting figure over 5 years | £16,006,575 |
| Scenario C – Hampshire model Based on engagement with Hampshire, who have a mature Technology Enabled Care Service contract Existing Telecare users and a small proportion of existing KARA users transfer into the new contractual arrangement Service growth is slightly higher than Essex model, with 38% service growth from the starting figure by Year 5 | £17,220,878 |

| | |
|--|--------------------|
| <p>Scenario D – Ambitious service growth</p> <p>Based on ambitions outlined by our Digital Coach; this is predicated on best practice in other local authorities and existing Technology Enabled Care service models</p> <p>Growth is more ambitious and is set at 35% in Year 2 and 50% in Year 3.</p> | <p>£28,061,010</p> |
|--|--------------------|

The indicative financial value for the contract is between £16,006,575 and £28,061,010 over a 5-year contract with a 2-year extension option. The indicative cost avoidance and prevention savings are between £7.6m and £35.3m over the life of the contract. This does not take account of the value if partners such as Health or Children, Young People and Education join the contract framework during its lifespan.

It is likely that TUPE may apply for the Telecare service. Initial TUPE data provided requires clarification and questions have been sought from the incumbent. Specialist legal advice will be sought to understand the risks and liabilities and ensure these are managed/mitigated as appropriate to enable a fair and transparent process to be conducted. However, it is anticipated that TUPE will only apply for one member of staff for the Telecare service.

Contract Type, Arrangements and Discussion

Service Commencement Date: 1 September 2023
Initial Contract Period: 5 years
Contract Extension: 2 years
Break Clause: 6 months

Service Requirements/Demand and Performance Management

The Technology Enabled Care Service represents a new service for Kent County Council and therefore specific volumes and values cannot be provided. The Authority is seeking a strategic partnership with a provider who will provide consultancy input and specialist service knowledge expertise to co-design the service.

Key Performance Indicators will be co-designed between the Authority and the provider during the mobilisation period but will be aligned to guidance from the TEC Services Association. The types of KPIs that may be used to inform contract management are:

- Number of referrals into the service
- Time from referral to assessment for technology and implementation of technology
- Outcomes achieved as a result of implementing technology
- Number of calls managed by the Alarm Receiving Centre and time taken to answer calls
- Outcomes achieved as a result of contact with the Alarm Receiving Centre.

The Authority will take a proactive contract management approach which may vary from provider to provider, but as a minimum will meet on a monthly basis for formal contract management meetings. The provider will be expected to provide management information and regular reports which will form the basis of discussion at formal contract management meetings; the content of these reports will be co-designed and agreed during the mobilisation period.

Additionally, the Authority expects that representatives of Adult Social Care will work closely with the provider at all stages of contract delivery to co-design elements of the contract and embed the culture change required in the Adult Social Care workforce.

Payment and Incentive Mechanisms

The Authority intends to tender the contract on the basis of asking providers to submit a unit cost which incorporates the costs of procuring, managing and installing devices, and also incorporates a management and consultancy fee for the delivery of culture change activities within the Adult Social Care workforce. The Authority does not intend to incentivise on the basis of meeting KPIs or outcomes.

Under the Lead Provider arrangement that is likely to be implemented under the Technology Enabled Care contract, the lead provider may wish to incentivise their sub-contractors but must account for any incentivisation payments and costs to their sub-contractors within the scope of their unit cost.

The management and consultancy cost is likely to be at its highest in the first year and vary thereafter. In the first year of the contract it is anticipated that a high level of initial resource investment will be required to manage training and culture change activities and other start-up costs. The level of resource requirement and associated cost is likely to reduce after year 1 of the contract.

Purchasing Protocols

All Technology Enabled Care Services will be purchased via this contract. The referrals process will be defined during the mobilisation period and will be co-designed between the Authority and the provider.

Allocation of Risk

| Key Contractual Risk | Risk Ownership/Risk Management Strategy |
|---|--|
| There is a risk that KCC staff do not embrace Technology Enabled Care and do not drive sufficient referrals for a viable service | This risk will be managed through an emphasis on culture change activities in the ASC workforce; communications will focus on the benefits of Technology Enabled Care and supporting the workforce to feel confident in the ability of the service to meet outcomes for the people they support |
| There is a risk that if there are a large number of providers involved in delivering the service they may not work effectively together. This could result in poor service outcomes and safeguarding risks for individuals using the service | This risk will be owned by the lead provider, who will be required to enact effective and robust supplier chain management and contract management. Bidders for the contract will be asked to give examples of supplier chain management as part of the tender process and evaluated against their ability to manage this risk |
| There is a risk associated to potential turnover of provider staff working on the contract – to deliver an effective model we need to develop strong relationships and there will be adverse impact if there is not continuity in the provider representatives working closely with the Authority | Bidders for the contract will be required to set out robust business continuity plans which will include giving consideration to managing staffing changes and turnover |
| There is a risk of provider failure which could result in safeguarding risks for people using the service | Bidders for the contract will be required to set out robust business continuity plans which will include giving consideration to managing provider failure for any provider involved in the delivery of the Technology Enabled Care Service |
| There is a risk regarding the challenges of managing staff recruitment and filling staff vacancies; in the current economic environment this has proved challenging for many providers and this could result in adverse impact on the scalability of the service | Bidders for the contract will be asked to evidence their existing infrastructure in Kent and demonstrate their ability to successfully recruit and retain staff with the appropriate skillset. They will have clear workforce development strategies in place and evidence that their resources will be capable of meeting the scaling requirements of the Technology Enabled Care Service |

5 TENDER EVENT SCHEDULE TIMETABLE

| Activity | Dates |
|--|---------------------|
| Further market engagement on the proposed specification | Early October '22 |
| Adult Social Care Cabinet Committee decision to go to market | 17 November '22 |
| Issue Selection Questionnaire to market | 6 December '22 |
| Questionnaires returned | 5 January '23 |
| Issue Invitation to Tender | 23 January '23 |
| Tenders returned | 22 February '23 |
| Evaluation and recommendation | 6 March '23 |
| Best and final offer OTT | 15 March '23 |
| Response | 23 March '23 |
| Negotiation | 23 March '23 |
| Contract award | 1 June 2023 |
| Mobilisation | 1 June 2023 onwards |

6 KEY CONSIDERATIONS

| Item | Y/N | Details |
|-------------|------------|----------------|
|-------------|------------|----------------|

STRATEGIC COMMISSIONING COMMERCIAL CASE (PROCUREMENT) TEMPLATE

Technology Enabled Care Service

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|---|---|---|
| Social Value: Has Social Value been considered as part of the contract? | Y <input checked="" type="checkbox"/> N <input type="checkbox"/> | Yes – social value has been considered and will form part of the evaluation requirements against bidders will be assessed |
| Is there potential to use the Social Value Exchange in this project, and how will this be progressed? | Y <input type="checkbox"/> N <input checked="" type="checkbox"/> | No – the value of the contract is too high and the service too specialist for this to be appropriate |
| What work has been undertaken to minimise impact on the environment/contribute to KCC’s carbon targets | Y <input checked="" type="checkbox"/> N <input type="checkbox"/> | Providers will be assessed against environmental considerations as part of the tender process and will also be required under the service specification to ‘reduce, reuse and recycle’ their equipment. Where equipment has reached the end of its lifecycle, providers will be required to demonstrate that it will be disposed of in line with environmental best practice |
| Legal Support: Does the contract present risks that will require legal support? | Y <input checked="" type="checkbox"/> N <input type="checkbox"/> | Yes – legal advice will be required in relation to TUPE and has been sought |
| TUPE and Pension Staff Transfers: Will the contract require any transfer of Staff? | Y <input checked="" type="checkbox"/> N <input type="checkbox"/> | Confirmed – TUPE requirements are still to be finalised but advice will be sought to ensure a clear TUPE and pension strategy |
| Business Continuity: Will the service require a Business Continuity Plan? | Y <input checked="" type="checkbox"/> N <input type="checkbox"/> | Business continuity has already been considered in the market consultation exercises to shape the service specification. Business continuity requirements will also be built into the tender evaluation process, and bidders will be required to demonstrate robust business continuity plans |
| GDPR: Will the contract require the processing of personal data? | Y <input checked="" type="checkbox"/> N <input type="checkbox"/> | A full DPIA has been undertaken and outlines how personal data will be safely processed and stored. The DPIA is available as an Appendix to the Outline Business Case |
| Mobilisation Period: Does the contract require a mobilisation period? | Y <input checked="" type="checkbox"/> N <input type="checkbox"/> | Yes; a mobilisation period will be required to safely transition people from existing Telecare and KARA video carephone services to the new contract. This mobilisation period will form the first phase of the contract from June – August 2023, and the full service will go live on 1 September 2023 Additional mobilisation activities will include co-design work between the Authority and the provider to determine Key Performance Indicators and management information requirements, contract management arrangements and service infrastructure including the referrals route and assessment for technology process |
| Key Decision: Does the contract require a key decision? | Y <input checked="" type="checkbox"/> N <input type="checkbox"/> | Yes; a full breakdown of the governance route is outlined in this document and in the Outline Business Case. Decisions will be taken by Adult Social Care Cabinet Committee to agree to go to market and agree to award the contract |

7 APPROVAL

Approval to proceed has been granted in accordance with the Council's [Scheme of Delegation](#) as below:

| | | | |
|-------------------|--|-----------------|--|
| Name: | | Position | |
| Signature: | | Date: | |