



**DRAFT UNRESTRICTED MINUTES OF THE CABINET PROCUREMENT AND  
INSOURCING COMMITTEE**

**MONDAY, 17 APRIL 2023 (5PM)**

**THE MEETING WAS LIVE STREAMED AND CAN BE VIEWED HERE:**

<https://www.youtube.com/watch?v=aIUSRxc4WiQ>

<b>Chair:</b>	<b>Cllr Robert Chapman (Cabinet Member for Finance, Insourcing and Customer Services)</b>
<b>Councillors Present:</b>	<b>Cllr Chris Kennedy (Cabinet Member for Adult Social Care, Voluntary Sector and Culture) Cllr Caroline Woodley (Cabinet Member for Families, Parks and Leisure)</b>
<b>Apologies:</b>	<b>Cllr Anntoinette Bramble (Deputy Mayor (Statutory) and Cabinet Member for Education, Young People and Children's Social Care) (Joined virtually)</b>
<b>Officers Present:</b>	<b>Rotimi Ajilore (Head of Procurement), Tessa Mitchell (Governance Team Leader)</b>
<b>Officers in Virtual Attendance:</b>	<b>Jenny Murphy (Assistant Director Strategic Commission for Adult Social Care &amp; Public Health) James Whitehouse (Senior Insurance Officer) Lola Olawole (Public Health Commissioning Manager) Carolyn Sharpe (Consultant in Public Health) Divine Ihekwoaba (Category Lead - Construction and Environment) Merle Ferguson (Procurement Strategy and Systems Lead) Leila Gillespie (Procurement Category Lead Commissioning Manager) Patrick Rodger (Senior Lawyer) Timothy Lee (Public Health Commissioning Manager)</b>

**1. Apologies for absence**

- 1.1 Apologies for absence received from Deputy Mayor Bramble who joined the meeting virtually.

**2. Urgent Business**

- 2.1 There were no items of urgent business.

**3. Declarations of Interest - Members to declare as appropriate**

- 3.1 There were no declarations of Interest.

**4. Notice of Intention to Conduct Business in Private, any Representations Received and the Response to Any Such Representations**

- 4.1 There were no representations received.

**5. To Consider any Deputations, Questions or Petitions Referred to the Cabinet Procurement and Insourcing Committee by the Council's Monitoring Officer**

- 5.1 Questions have been received from Cllr Binnie-Lubbock with regard to agenda item 7 - Adult Social Care Transformation.

**6. Unrestricted Minutes of the Meeting Held on 13 March 2023**

**RESOLVED:**

That the unrestricted minutes of the Cabinet meeting on 13 March 2023 be approved as a true and accurate record of proceedings.

**7. AHI S150 Adult Social Care Transformation - Business Case**

- 7.1 The Assistant Director Strategic Commission for Adult Social Care & Public Health introduced the report, highlighting the following:

- Recommendation for approval to go out to tender for a delivery partner to support the design and implementation phases of the adult social care transformation programme. The project will be for up to three years and the value will be kept at the price submitted by the winning bidder and released as savings as achieved.
- In 2022, during the first phase of the project, officers appointed a strategic partner to support the transformation project and carry out diagnostic exercises to identify opportunities for improved outcomes for adult social care residents. The diagnostic identified a number of areas that would benefit from a redesign and showed improved outcomes for up to 4000 residents whilst at the same time giving benefits to the Council of up to £35 million over the next five to six years.
- The project is now in a position to move into a design and implementation phase in partnership with a service provider who would be asked to demonstrate their sound experience and track record for delivering this work.

- 7.2 Cllr Kennedy thanked Assistant Director Strategic Commission for Adult Social Care and Public, and Procurement teams for their work. Cllr Kennedy acknowledged the work that went into the business case presented and would expect to see the contract proposal in July.
- 7.3 With reference to 5.21, Cllr Woodley indicated her support for the proposals and highlighted the volume of work to be undertaken. Deputy Mayor Bramble reiterated Cllr Woodley comments and welcomed the number of residents that would benefit from the programme.
- 7.4 Questions from Cllr Binnie-Lubbock:
- (i) *This proposed transformation of Adult Social Care depends upon 'demand management and cost avoidance' (5.10). Can Cllr Kennedy outline where community input or patient voice sits in this plan for redesigning how care is delivered in the borough to make sure reduction in quality of care is not at risk because of cost avoidance?*
  - (ii) *Para 5.8 states that "The diagnostic work has also shown that it is easier to undertake critical challenges and be visionary if not so close to the embedded practice as Council officers are." Is there an inverse risk that an external transformation team, working on a no-win no fee type basis will have less skin in the game as it were, and be less motivated and informed by long-term, real world experience in service delivery?*
  - (iii) *Can Cllr Kennedy explain what is meant by 'some poor practice' in the current culture of adult social care (in 5.11) which it is felt external agencies will be better placed to address?*
- 7.5 Cllr Kennedy highlighted the Council's commitment in co-production whilst seeking to improve the packages of care, and working with people who are already known to the Council. Cllr Kennedy went on to say that the provider is expected to have 'skin in the game' as they will be investing their own resources upfront. The provider will have to produce results in order to gain profit.
- 7.7 The Assistant Director Strategic Commission for Adult Social Care & Public Health stated that whilst savings through costs avoidance are expected, work is primarily about improving outcomes and providing care in a different way.
- 7.9 The Chair indicated that the committee will take a closer look at sustainability issues in July when the tendering process has been completed.

**ACTION:**

- (1) Assistant Director Strategic Commission for Adult Social Care & Public to present proposed contract award to the Committee in July 2023 once the tender process has been completed.

- (2) Officers to ensure that the contract award is listed for key decision on the Council's Executive Meetings Key Decision Notice as appropriate.
- (3) The Assistant Director Strategic Commission for Adult Social Care & Public Health to provide a written response to Cllr Binnie-Lubbock.

**RESOLVED:**

**The Committee agreed to go out to tender for a delivery partner to support the design and implementation phases of the transformation programme using the Crown Commercial Service (CCS) Management Consultancy Framework 3, Lot 3 (Complex and Transformation). The contract will be for up to three years and the contract value will be capped at the price submitted by the winning bidder and released as savings are achieved.**

**8. General Exception AHI S192 City and Hackney Enhanced Health Visiting Service - Contract Award**

8.1 The Public Health Commissioning Manager introduced the report, highlighting the following:

- Recommendation to seek approval to award a contract to Provider A for an enhanced health visiting service for a 5 year period from 1 September 2023. Total value of the contract will be a max of £34.8 million.
- The service is for children and families from pregnancy up to 5 years and is designed to deliver at scale and intensity in proportion to the needs of the community.
- It aims to provide a needs-led model and evidence-based interventions at five different levels, with flexibility that allows families to progress between the different services in accordance with their needs.
- The model will also include a home visit service that will also cover vulnerable families with complex needs including parents who have had children removed.
- It will comprise of three additional targeted visits which is in addition to the five mandated visits and will include speech and language visits.

8.2 The Chair queried the need for the General Exception requirement when it probably could have been foreseen that there was a need for the review of the service. In response, Consultant in Public Health apologised and stated that delays to the timeline was as a result of negotiations on the bid. This was in addition to not having foreseen that there was initially not going to be a Cabinet Procurement Insourcing Committee meeting in May.

8.3 Cllr Woodley sought reassurance about specialist support for young parents and queried whether this resource will be available year on year as this is not set out in the report. In response, Consultant in Public Health agreed to have discussions with the provider on the mobilisation period around training, and will include a standing item at quarterly performance meetings to ensure that there is a regular focus on the number of young parents being supported and their outcomes. Additionally, highlighted in the specification is that there is a high impact role around vulnerable cohorts so therefore able to draw on some of the information through that stream of work.

- 8.4. The Chair stated that there could have been more detail on the sustainability issues and asked that further details are shared with the Committee.

**ACTION:**

- (1) Consultant in Public Health to follow up with the provider on support for young parents and capturing the outcomes.
- (2) To prepare a briefing note in consultation with the Procurement team addressing the sustainability issues.

**RESOLVED:**

**The Committee agreed to award the Enhanced Health Visiting Service contract to Provider A for a period of a maximum of five years (2+1+1+1) from the 1st of September 2023. The total value of the contract will be a maximum of £34,850,000 (An average of £6,970,000 per year).**

**9 FCR S180 Procurement of Core Insurance Provision Contract Award (Officer Key Decision) - For Noting**

9.1 Senior Insurance Officer introduced the report and highlighted:

- The report is for noting by the Committee following the decision to approve Lots 2 - 6 in February 2023.
- The decision with respect to Lot 1 property insurance was deferred and delegated to the Group Director for Finance and Corporate Resources. The insurance policy was incepted as of 1 April 2023.

9.2 The Chair acknowledged the challenges presently faced in the insurance market however highlighted that more could have been said in the report about the Council's green ambitions, the KPIs that are being developed and innovation.

**ACTION:**

- (1) Senior Insurance Officer to provide a briefing note to the Committee that provides further detail on the Council's green ambitions, the KPIs referenced in the report and innovation.

**RESOLVED:**

**That the Committee agree the recommendations as set out in the report.**

**10. Any Other Unrestricted Business the Chair Considers to be Urgent**

10.1 There was no other business that the Chair considered urgent.

**End of meeting.**

5.00-5.40pm

**Date of the Next Meeting**

The next meeting will be held at 3.00pm on 2 May 2023.