

Report for:
ACTION

Item Number:

Contains Confidential or Exempt Information	YES Appendix B contains Exempt information by virtue of Paragraph 5 of Part 1 of Schedule 12A to the Local Government Act 1972 (see paragraph 10 to the Access to Information Procedure Rules)
Title	Adults and Children’s Domiciliary Care and Adult Day opportunities DPS procurement
Responsible Officer(s)	Kerry Stevens, Strategic Director Adults and Public Health Robert South, Strategic Director for Children’s services
Author(s)	Kashmir Takhar, Older Adults Commissioner
Portfolio(s)	Councillor Josh Blacker, Cabinet member for healthy lives Councillor Kamaljit Nagpal, Cabinet member for a fairer start
For Consideration By	Cabinet
Date to be Considered	6 March 2024
Implementation Date if Not Called In	18 March 2024
Affected Wards	All
Keywords/Index	Domiciliary care, extra care, adults, children’s, day opportunities, homecare, floating support, outreach, social care, procurement

Purpose of Report:

The purpose of this report is to request Cabinet authority to:

- (1) Procure a new Dynamic Purchasing System (DPS) for adult and children’s domiciliary care services, extra care, adult day opportunities and floating support services.
- (2) Authorise a direct award of two contracts for a period of 12-months each for the current domiciliary care contracts in two extra care housing schemes to enable the re-procurement of these contracts via a mini-competition from the proposed new DPS.
- (3) Delegate authority to the Strategic Director Adults and Public Health and Strategic Director for Children’s Services to award entry of identified providers on to the DPS who have applied and successfully met the DPS entry requirements.

(4) Delegate authority to the Strategic Director Adults and Public Health and Strategic Director for Children's Services to make spot purchases where no suitable placements or packages can be sourced via the DPS.

1. Recommendations for DECISION

1.1 It is recommended that Cabinet:

- a) Authorise the procurement of a new Dynamic Purchasing System (DPS) comprising of separate service lots for adults and children's domiciliary care services, extra care, adult day opportunities and floating support services. It is intended that the new DPS will commence from 1st April 2025 for a period of four years, with an option to extend for a further four years (2 + 2) years, expiring on March 2033.
- b) Delegate authority to the Strategic Director Adults and Public Health and the Strategic Director for Children's Services to award entry of identified providers on to the new DPS who have applied and successfully met the DPS entry requirements.
- c) Authorise the direct award of a contract for domiciliary care services at Turnberry Court extra care housing unit to Hartwig Care Limited for a period of one year commencing from 3rd March 2025 to 1st March 2026 at a cost of £695,620.
- d) Authorise the direct award of a contract for domiciliary care services at Moorlands Court extra care housing unit to Hartwig Care Limited for a period of one year commencing from 23rd February 2025 to 1st March 2026 at a cost of £504,370.
- e) Note that the direct award of the contracts for domiciliary care services at Turnberry Court and Moorlands Court respectively will expire on the same date to enable the re-procurement of these contracts via a mini competition under the proposed new DPS referred to in recommendation 1.1(a) above.
- f) Delegate authority to the Strategic Director Adults and Public Health and Strategic Director for Children's Services to make spot purchases where no suitable placements or packages can be sourced via the DPS.

2. Recommendations for NOTING

2.1 None

3. Reason for Decision and Options Considered

3.1 Ealing Council has a statutory duty to meet the care and support needs of vulnerable children and young people, adults, and carers in the borough based on an assessment of their need and where the eligibility criteria are met.

3.2 The procurement of a DPS provides a contractual vehicle for adults and children's social care to purchase domiciliary care, adult extra-care, adult day opportunities, and floating support services. The DPS will include the following categories under separate lots of services:

- a) Adults domiciliary care: standard care, complex care
- b) Adults extra-care
- c) Children's domiciliary care: standard care, complex care
- d) Adult day opportunities: building based and community-based day activities
- e) Floating support services

3.3 The current DPS for domiciliary care services (known as the Ealing Homecare DPS) commenced the 1st of April 2017 for a period of four years with an option to extend for a further four years (2 years plus 2 years). The DPS was varied in 2021 to include the provision of children's domiciliary care services. There are no further options to extend the current DPS which is due to expire on 31st March 2025.

3.4 The proposed new DPS will assist in achieving:

- a) A bank of quality assured providers (by service category)
- b) A clear choice of approved providers enabling control for the individual customer over their day-to-day life
- c) Best market value in terms of cost and quality of service
- d) A competitive electronic process for running mini competitions
- e) Improved business processes for both the council and providers

3.5 Domiciliary Care:

Since establishing the Ealing Homecare DPS in 2017, over 150 care agencies successfully joined the DPS. The development of the DPS has directly stimulated the setting-up of new local domiciliary care businesses, in addition to attracting more established regional and national providers. The DPS has ensured that 99% of council funded care packages are procured via a formal contractual arrangement. The level of sufficiency achieved has been significant enough to allow the council (since 2020) to move to a quality-based approach whereby all new care packages are only placed with care agencies rated either Good or Outstanding by the Care Quality Commission (CQC). Care agencies that fall below this quality threshold are suspended from bidding for new care packages until their CQC rating has improved to Good or above. The consolidating of the children's domiciliary care categories within the Ealing Homecare DPS has significantly improved the sufficiency of support available to children's services, with over 40 care agencies now registered with CQC to support children aged 0-18 years old. By including categories for adult day opportunities and floating support services under the new DPS we expect a similarly positive impact on quality and sufficiency in this sector.

3.6 Extra-Care:

Extra care housing is a cost-effective alternative to residential care and offers individuals housing with care and support, which means they can retain their

independence while being assisted with tasks such as washing, dressing, going to the toilet or taking medication. The care and support contracts for the two extra care schemes in Ealing (Turnberry Court and Moorlands Court) are currently commissioned separately outside of the existing DPS. However, both contracts expire in February and March 2025 respectively. The direct award of both contracts for Turnberry Court and Moorlands Court to Hartwig Care Limited, (the current provider) for a period of 12 months expiring on 31st March 2026 would enable both contracts to be reprocured using the new DPS once it is in place. This will ensure that the procurement of these services contracts are fully aligned to the domiciliary care contracts.

3.7 Adult Day Opportunities:

For 2023-24 it is estimated that over 230 adults will access day centre or outreach activities. These activities offer vulnerable adults the opportunity to engage in social and leisure activities in a safe and secure environment. This can take place within a day centre or be delivered in the community as outreach provision. Currently, all these external placements are commissioned on a spot purchase basis; the value of which is projected to be in the region of £5.5m. There are currently in the region of 20 external providers operating in the adult day opportunities sector, most of which are not-for-profit or charitable organisations. In addition to the external services there are council-run services operating at the Cowgate Centre which caters for adults with learning disabilities who have complex / higher needs, and the Michael Flanders Centre supporting vulnerable adults with dementia care and support needs.

Both day centre activities and outreach services are non-regulated provision which means they are not covered by the CQC regulatory framework(s). This presents a significant gap in ensuring quality (and safety) within these service settings. Consequently, it is imperative to bring these services under clear and robust contractual arrangements (particularly in the absence of formal regulation) to ensure that effective and accountable quality standards are in place, particularly regarding the safe delivery of care and support to the vulnerable adults who use these services. The COVID-19 pandemic has had the impact of widening the day opportunities offer from typical building-based activities to include more activities based in the community, via remote support and activity packs. This has been a positive shift for many people with learning disabilities in terms of there being a wider range of options to choose from; and as such it is proposed that this is reflected in the new proposed DPS as an explicit category of care.

3.8 Floating Support Services:

Floating support services are provided to a diverse range of vulnerable individuals including older adults, people with a learning disability or mental health or physical disability, and young people. This type of support is often offered to people who may need help with various aspects of their lives but prefer to remain in their own homes rather than move to institutional settings. There are currently seven floating support schemes in operation across the borough that are directly commissioned by the council. The schemes are projected to support a combined total of 429

vulnerable adults and / or young people over the course of 2023-24. Floating support services are non-statutory services and typically provided by non-regulated providers to vulnerable adults who reside in their own accommodation. The focus is on providing housing related support and other support services that are tailored to the specific needs of each individual, which can include assistance with daily living activities, managing personal finances, accessing community resources, and more to support vulnerable individuals. Similar to the other service areas, the current contract arrangements for the seven schemes expire on the 31 March 2025.

Options considered:

3.9 The following alternative procurement models have been considered:

Model	Description	Pros	Cons
Block	Contract for services is paid for entirely by way of a single payment, agreed at the point of commissioning. This sum may vary each year either as set out in the contract, or by negotiation.	<ul style="list-style-type: none"> • If demand is known, then this can be a good way to seek best value. • Cost per unit will be more competitive than spot purchase. • Allows provider to invest in services with a guaranteed contract. 	<ul style="list-style-type: none"> • Could challenge quality as lack of financial incentives. • No new providers can be added during lifetime of contract. • Unresponsive to changes in demand in terms of up or down potentially leaving local authority or provider in the lurch. • Risks born by Commissioner.
Block and Volume	Contract for service is split between a fixed block payment, and a variable payment paid in direct relation to levels of activity. The block element can vary as a proportion of the total contract value.	<ul style="list-style-type: none"> • Block portion of contract allows for investment in staff, systems, and training for service provider. • Variation by volume allows for flexible, reactive approach. 	<ul style="list-style-type: none"> • Depending on the ratio of total contract worth between block and volume, it may be more or less responsive to variations. • Inherent incentives for providers to drive volume upwards to maximise contract value. • No new providers can access contract during lifetime of contract.

Spot Purchase	Services purchased by Commissioners on a per-case basis. Can be with one or multiple providers.	<ul style="list-style-type: none"> • May fill in gaps for a provider and work around other existing contracts. • Works where there are high fluctuations in demand and a robust existing marketplace that has enough excess supply to meet changes in demand. 	<ul style="list-style-type: none"> • Without committed investment services unlikely to be well developed • Can be less responsive to changes in demand. • Poor model on which to base new service where significant up-front costs/investment required. • Quality of service may suffer as providers do not have contract security on which to base longer term relationships or development. • Doesn't always offer economies of scale. • Risk born by provider(s).
Framework	Multiple providers commissioned on a per case basis, paid through a 'Spot Purchase' model, without any undertaking on either side to commission, or provide a set amount of service.	<ul style="list-style-type: none"> • Framework Agreements offer Commissioners and individuals choice. • Works well there is a strong marketplace with multiple, financially robust providers. 	<ul style="list-style-type: none"> • Can add complexity to Commissioning relationship with multiple, and not always aligned strategic priorities. • Can add complexity to contract management arrangements where parties want different data, outputs, and outcomes, or approach the contract from different perspectives. • Providers cannot be added to Framework for duration of arrangement.
Dynamic Purchasing System (DPS)	Completely electronic model. Multiple providers are commissioned on a per case basis, via an e-auction model, without any undertaking on	<ul style="list-style-type: none"> • DPS offers Commissioners and individuals choice. • Builds market capacity as no limit on providers 	<ul style="list-style-type: none"> • No limit on the number of providers who can access the scheme. • Difficult to forecast spend as prices

	either side to commission, or provide a set amount of service.	accessing the scheme. <ul style="list-style-type: none"> • Prices achieved based on market prices. • Fits well with Care Act duties 	based on bidding process. <ul style="list-style-type: none"> • Scrutiny of providers can be seen as light touch.
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3.9.1 Following a review of the above contract models, the preferred option is to procure services via a new DPS for a period of up to eight years up to 2033. The main reason being that the current DPS to date has assisted the council in establishing a competitive homecare market that:

- a) Offers effective and robust prices
- b) Provides sufficient capacity to meet demand
- c) Does not lock the council into a fixed cost or guaranteed minimum volume arrangements
- d) Includes the facility to call-off of the DPS on the basis of the providers CQC quality rating, (Good or Outstanding only).

4. Key Implications

4.1 Ealing Council risks failing in its statutory duty to meet a persons' eligible social care needs, if necessary, care and support services are not in place to meet those needs.

4.2 The often-urgent nature of adult and children's social care requires that services need to be actioned at short-notice such as to avoid a hospital admission or on a patients discharge from hospital or because of an emergency or to prevent a crisis occurring. This requires the council to build capacity within the marketplace that can respond to and deliver high quality care packages in a timely fashion. Effective procurement models allow the council to undertake these functions hence the need for the development of the new DPS.

4.3 In the first half of 2023-24 the DPS supported circa 2,250 borough residents, with a projected annual (planned) activity of 1.3m care hours expected to be provided to vulnerable adults and children.

4.4 Category focused service specifications will be developed for each lot of the service categories, which will set out the minimum standards of delivery expected from care providers. However, entry onto the DPS will not guarantee business for a provider nor will it obligate the provider to offer a service. Providers that apply to join the DPS will be required to meet minimum quality criterion including for example, where regulated a Good or Outstanding rating by the CQC and / or good or excellent reference testimonies from existing commissioners. Once registered, providers will in turn be able to 'bid' for a package of care or a day opportunity or floating support referral once raised by either an adults or children's social care team.

4.5 It is envisaged that the referral and call-off process will be managed via the secure e-brokerage system, CarePlace, which has successfully been used by the council

to procure services from DPS providers over the last several years. CarePlace is hosted (and maintained) by the Commissioning Alliance (also known as the West London Alliance).

5. Financial

a) Financial impact on the budget

The approved revenue budget for adults and children's social care for the relevant services is £32.037m in 2023/24 as shown below:

	2023/24	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m	£m
Adults domiciliary care (<i>incl. Turnberry and Moorlands extra care and block contract</i>)	24.202	24.202	24.202	24.202	24.202
Children's domiciliary care	2.254	2.254	2.254	2.254	2.254
Adult day opportunities (<i>incl. external day centres and outreach</i>)	4.829	4.829	4.829	4.829	4.829
Floating support	0.752	0.752	0.752	0.752	0.752
TOTAL BUDGET	32.037	32.037	32.037	32.037	32.037

*Note – The budget figures above are pending 2024/25 MTFs budget setting and may change consequently.

Table below details the estimated net expenditure for 2023/24 and potentially for future years.

	2023/24
	£m
Adults domiciliary care (<i>incl. Turnberry and Moorlands extra care and block contract</i>)	28.404
Children's domiciliary care	2.214
Adult day opportunities (<i>incl. external day centres and outreach</i>)	5.794
Floating support	0.752
TOTAL Expenditure	37.164

2023/24 budget pressure totals £5.127m mainly in Adult's services is being managed within the overall placement budgets with ongoing mitigations and demand management plans. The same will apply to future years of the contract.

b) Financial background

It is proposed that the DPS contract will be awarded for a minimum term of 4 years with an option to extend for a further two years plus two years (8 years in total). The combined net annual value of the contract (based on projected 2023-24 activity) is forecast to be in the region of £37.164m. The final annual figure(s) in real terms will be based on actual service usage throughout the duration of the DPS.

Domiciliary Care: Current projected 'gross' planned spend for adult and children's domiciliary care for 2023-24 is forecast to be in the region of £30.598m. The 'net' cost to the Council will be lower than this once adult client income and non-delivery efficiencies are factored in. However, for market engagement purposes the focus should be the gross council 'planned' spend and activity.

Extra Care: The projected 'gross' spend for extra-care provision for 2023-24 will be in the region of £1.5m. Again, the overall net position to the council will be lower once adult client income is taken into account.

Adult Day Opportunities: The projected spend for external adult day activities and outreach provision for 2023-24 is in the region of £3.177m for external day activities, and £2.617m for external outreach services. It is proposed that these two streams be combined to make up the proposed 'day opportunities' category of the DPS. Again, the net position to the council will be lower than the gross planned costs, once client income is factored in.

Floating Support Services: The projected spend for floating support services for 2023-24 is in the region of £752,000.

6. Legal

- 6.1 The Care Act 2014 requires the Council to meet identified eligible needs as assessed under s9 of the Act, and to meet that need with appropriate provision. Where this is identified as domiciliary care, there is a duty placed upon that Council to make that provision.
- 6.2 Under the Care Act 2014 the Council is required to assess the care and support needs of individuals. If a person has needs which meet national minimum eligibility criteria and the conditions in S18 or S20 of the Act are met the Council must work with the individual to draw up a care and support plan for meeting them. The plan can include a care home, supported living or community service such as a homecare package. When meeting needs the local authority must formulate a Personal Budget, which is the cost to the local authority of meeting those needs. Where needs are to be met via the provision of accommodation the local authority must offer a range of providers and subject to certain conditions the adult is able to elect their preferred option. If the preferred option is greater than the adult's Personal Budget, the adult must be able to pay the additional cost. The local authority must identify at least one option within the adult's Personal Budget and must increase the Personal Budget if they cannot.
- 6.3 Under section 5 of the Care Act local authorities are under a general duty to shape and maintain an efficient and effective market for meeting care and support needs with a view to ensuring that those in its area have access to a variety of high-quality providers to choose from. Local Authorities are under a duty to promote the wellbeing of adults with care and support needs including so far as relating to control by the individual over day-to-day life (including over care and support, or support, provided to the individual and the way in which it is provided).

6.4 Local Authorities also have ‘aftercare’ responsibilities under the Mental Health Act 1983 towards certain people who have needs on discharge from hospital. This duty applies in relation to services that the Council commissions directly, but also to other non-commissioned services (including self-funders), and services provided by partners (health) that together create the marketplace.

6.5 Local authorities have a duty under Section 17 of the Children Act 1989 to assess all children who are or may be ‘in need’ (which includes children who are disabled) and to provide a range and level of services appropriate to those children’s needs so as

- (a) to safeguard and promote the welfare of children within their area who are in need; and
- (b) so far as is consistent with that duty, to promote the upbringing of such children by their families,

The Local Authority has a duty to provide specified services, which includes some domiciliary care services, to individual disabled children under section 2 of the Chronically Sick and Disabled Persons Act 1970 where following assessment it is assessed as ‘necessary.’

6.6 S149 Equality Act 2010 requires public authorities to have due regard to:

- a) eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by the Act;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
- b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons’ disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- a) Tackle prejudice, and
- b) Promote understanding

6.5 The new DPS will be procured in accordance with the Public Contracts Regulations 2015 (as amended) (PCR 2015) and the Council's Contract Procedure Rules utilising the flexibilities provided by the light touch regime in the PCR 2015 for the procurement of social care services contracts. Under the PCR 2015, the Council may determine the procedures that are to be applied in setting up the DPS and may use a modified procedure provided that it complies with the requirements of transparency and equal treatment.

6.6 The call offs from the DPS will be made in accordance with the PCR 2015 which require that all providers on the DPS are invited to take part in a mini competition and that the contract shall be awarded to the tenderer who submits the best tender on the basis of the award criteria set out in the invitation to tender. However, the Council may modify the call off procedure requirements provided that it sets out in the DPS the rules on how the call offs will be made and does so in a transparent manner. In setting out those rules, the Council can consider the following requirements, including:

- (a) the need to ensure quality, continuity, accessibility, affordability, availability and comprehensiveness of the services;
- (b) the specific needs of different categories of users, including disadvantaged and vulnerable groups;
- (c) the involvement and empowerment of users; and
- (d) innovation.

6.7 The award of contracts to Hartwig Care Limited for domiciliary care services at Turnberry Court and Moorlands Court will also be subject to securing an exception to the council's Contract Procedure Rules in addition to this Cabinet authority.

6.8 Further legal advice is contained in Confidential Appendix B.

7. Value For Money

7.1 Utilising an e-brokerage tool within the DPS will ensure that the council secures 'best market' prices for care. As set out in paragraph 4.5 of this report, the proposed e-brokerage function is a digital process for securing competitive market prices from the care providers via a mini competition process for each individual placement.

7.2 It should be noted that any proposed expenditure is authorised by an authorised budget holder prior to any service arrangements being entered into. Budget holders can instruct placements or packages of care be re-tendered for further market comparison if required.

7.3 Pricing models:

- a) Adult and children's domiciliary care, and extra-care services are priced using an hourly price model determined by the council via market analysis conducted on an annual basis, supported by the annual London ADASS (Association of Directors of Adults Social Services) homecare price benchmarking exercise.
- b) A standardised daily price model for the provision of adult day opportunities will be developed determined by benchmarking against the pricing models utilised by other London boroughs, and an open book accounting approach.
- c) Floating support, similar to domiciliary care, is typically priced within an hourly price model determined by the council via market analysis conducted on an annual basis, and an open book accounting approach.

7.4 The current DPS has been successful in providing price stability for the council in terms of the rates it pays for domiciliary care. The average hourly rate for domiciliary care currently stands at £17.65 per hour, which is one of the lowest hourly rates across London. The average hourly rate increased by £2.42 per hour as a result of the council implementing the Real Living Wage (London) rate for all council commissioned domiciliary care provision, delivering one of the main Council Plan strategic priorities.

It is envisaged that the new DPS will help achieve the same level of price stability for adult day opportunities and floating support services. It is also envisaged that these rates will be available to direct payment holders who will be able to access DPS services at equitable rates.

8. Sustainability Impact Appraisal

8.1 It is proposed to implement a geographic zoning approach for the delivery of domiciliary care. These zones could align to the seven towns which means that providers would select the zones where they wished to provide services. This approach would enable providers to limit the travel time between visits and reduce travel distances thereby having an impact on the carbon footprint.

9. Risk Management

9.1 Statutory risks: the proposed arrangements will mitigate the risk of the council being in breach of meeting its statutory duties towards vulnerable adults.

9.2 Financial risks: much of the financial pressure / risk is a result of external factors such as increases in the National Minimum Wage, inflation and other cost pressures impacting the care sector. Adults and Children's services will aim to mitigate the impact of these by ensuring the best competitive prices are sourced from the market; that a robust and competitive market is developed and monitoring annual price and other inflationary pressures at regular budget meetings and in turn reporting to senior management for future financial profiling and budget setting purposes. As indicated Ealing are also participating in the London ADASS Commissioners network to identify price benchmarks for care.

9.3 Quality risks: will be managed through the DPS entry requirements and evaluation of applications for entry on to the DPS as well as through ongoing contract and quality assurance monitoring.

9.4 Contract risks: will be managed by adherence to the council's Contract Procedure Rules, management of procurement timetables, and agreed performance and contract monitoring.

10. Community Safety

10.1 None.

11. Links to the 3 Key Priorities for the Borough

11.1 The council's administration has three key priorities for Ealing. They are:

- a) fighting inequality
- b) tackling the climate crisis
- c) creating good jobs.

The provision of good quality domiciliary care and adult day opportunities supports the delivery of the Council's priority for healthy lives. The adult social care Better Lives programme promotes the independence and well-being of local people. Care providers in Ealing will be expected to work in line with this programme to prevent older people needing to go into care homes and to receive the care they need in their own homes. Care providers will be expected to support hospital discharges to ensure that people do not spend a day longer than necessary in hospital and are enabled and empowered to recover quickly and effectively at home.

12. Equalities, Human Rights and Community Cohesion

12.1 An equalities analysis assessment has been undertaken. The assessment concludes that the overall impact of these proposals is likely to be positive for the protected characteristics age (both older and younger groups), disability, race and sex. The overall impact for the protected characteristics gender reassignment, religion and belief, sexual orientation, pregnancy and maternity and marriage and civil partnerships is unknown as there are gaps in the data available to assess impact.

The following mitigation actions have been identified:

- Social care to review current processes to improve the capture and recording of data for the protected characteristics identified above.
- To undertake service user engagement to help inform the development of service specifications to reflect the needs of all groups.
- To develop service specifications for all categories that set out requirements on providers to ensure equity of access for all groups taking in to account their specific needs.
- Entry criteria on to the DPS will set out requirements for providers to have relevant policies and procedures in place to ensure residents are treated with respect and dignity.

- Undertake service monitoring to ensure that providers are acting in accordance with these policies and ensure the needs of all groups with a protected characteristic are met.

13. Staffing/Workforce and Accommodation implications:

13.1 There are no implications for council staff or workforce and no implications for council accommodation.

14. Property and Assets

14.1 There are no property implications.

15. Any other implications

15.1 None

16. Consultation

16.1 Consultation has taken place with the Adults senior management team, Children’s Leadership team and Legal, Finance and Procurement departments. A questionnaire survey was sent to other London boroughs to gather feedback on their approaches to domiciliary care procurement and meetings were held with several commissioners to share experiences.

Ealing is also part of a benchmarking group for adult day opportunities for sharing best practice. The views of service users of adults and children’s domiciliary care will be considered as part of the process for developing service specifications. Consultation and engagement with adults with a learning disability was undertaken as part of the development of the Learning Disability strategy and further engagement will take place to inform the development of service specifications.

17. Timetable for Implementation

Seek Cabinet approval to tender	6 th March 2024
Draft service specifications, pricing schedule, social value matrix	January – June 24
Market engagement with providers	July - August 24
Publish RTP (route to procurement)	September 24
Deadline for RTP	October 24
Evaluation	October – November 24
Letters to successful/unsuccessful tenderers	December 24
DPS agreements sent to successful providers	December 24 – February 25
Provider onboarding and training	February - March 25
DPS to be used to procure homecare packages, day opportunities, floating	1 st April 25 onwards

support, and mini-competition for extra care schemes	
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18. Appendices

Appendix A – Equalities Analysis Assessment

Appendix B – Confidential Legal Advice

19. Background Information

None

Consultation

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Internal				
Adenike Tilleray	Assistant Director Commissioning and use of resources	01.02.2024	01.02.2024	throughout
Sajal O'Shaughnessy	Lawyer (Legal Contracts)	01.02.2024	06.02.2024	throughout
Kathleen Ennis	Principal Lawyer,	01.02.2024	08.02.2024	6. Legal
Vikram Lall	Finance Manager, Childrens and schools	01.02.2024	08.02.2024	5. Financial
Jumoke Adebisi	Finance Manager	01.02.2024	08.02.2024	5. Financial
External				

Report History

Decision type:	Urgency item?
Key decision	No
Report no.:	Report author and contact for queries:
	Kashmir Takhar, Older Adults Commissioner