

Nottingham City Council Delegated Decision



Nottingham
City Council

Reference Number:

4324

Author:

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Department:

People

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Subject:

Commissioning of a Transformation Consultancy

Total Value:

£336,000 (Type: Revenue)

Decision Being Taken:

To appoint a consultant through a framework process to provide advice on the approach to transformation within Children's Integrated Services.

Reasons for the Decision(s)

Services for children form a key statutory duty of the Council and a priority in the Council Plan. Transformational work is taking place across large areas of the Council to meet the actions outlined in the Council's Recovery and Improvement Plan. The Plan requires Children's Integrated Services to increase the efficiency of service delivery, build core capacity and investigate different ways of working. Given the significance of Children's Services in the Council's priorities and budget, transformation of this area of service is agreed to form a priority in the new programme and requires specialist expertise to move forward at pace. The proposed approach brings in external expertise and capacity to assess the current Service and make recommendations on the transformation required within it to secure outcomes for children, reflecting benchmarks of best practice and best value, as well as establishing how this can be delivered.

Consultants will be appointed to provide the skills and expertise to support transforming Children's Integrated Services. This will include diagnostic work, worked broadly across the Service, working closely with Service leads. The appointed consultants will support Children's Integrated Services to achieve a lower overall cost and/or reduced demand growth to the Council as key outcomes of the transformational work. The findings from the transformation engagement will further support and inform Children's Integrated Services' budget savings process, and support services to sustainably handle rising demand pressures. They will also support Children's Integrated Services to positively impact on the current 'requires improvement' Ofsted rating and provide a high quality, efficient service that will improve outcomes for children and families. The proposal involves using a framework to make an appointment and has specific call-off terms for awarding contracts. Provided that the framework process is followed, the award of contract would be compliant with the required procurement processes.

Other Options Considered:	<p>1) To do nothing: this is not a viable option. Internally, the Council does not have the resource capacity or the essential experience to undertake the required transformational approach. In commissioning external consultants, they will be able to provide that resource capacity required, along with skills and experiences to support the transformational work. This will improve outcomes for children and families, assist children's social care to sustainably handle rising demand pressures, and guide making those improvements to service quality that would in time positively impact on the current 'requires improvement' Ofsted rating.</p> <p>2) Procure consultants through a full tender process: an appropriate consultant to undertake a review and provide advice to the Council on how to transform the Children's Integrated Services is available through the Bloom framework.</p>
Background Papers:	None
Published Works:	None
Affected Wards:	Citywide
Colleague / Councillor Interests:	None
Use of Consultants	<p>Number of Days: 40 Rate per Day: 8400 Total value: 336000 Start date: 01/09/2021 End date: 15/10/2021</p>
Reason for using a consultant:	To provide external skills and expertise to undertake transformational work within Children's Integrated Services.
Other options considered:	<p>1) To carry out the transformational work with existing capacity: internally, the Council does not have the resource capacity or essential experience to undertake this transformational approach. In commissioning external consultants, the Council will have access to experienced support to inform the transformational work. The outcome of this will inform the scope and scale of the transformational work, leading to improved outcomes for children and families, assisting Children's Integrated Services to sustainably handle rising demand pressures and guiding services to make those improvements to service quality that would, in time, positively impact on the current 'requires improvement' Ofsted rating.</p>
Name of consultant:	Newton Europe
Reason for selection?	An interview process was undertaken to ensure the consultant held the appropriate skills and expertise.
Has the consultant previously completed work for the City Council?	The consultant has worked previously with Adult Social Care.

Specific activities to be undertaken by the consultant are:	To provide specialist advice and expertise to help scope and plan the delivery of transformational work within Children's Integrated Services.
Period of engagement:	8 weeks
By what process was the consultant selected?	The selection was carried out in accordance with the procurement framework.
Consultations:	Those not consulted are not directly affected by the decision.
Crime and Disorder Implications:	None
Equality:	EIA not required. Reasons: This decision does not represent proposals for a new or changing policy, service or function.
Social Value Considerations:	Not applicable
Relates to staffing:	Yes
Decision Type:	Portfolio Holder
Subject to Call In:	Yes
Call In Expiry date:	12/08/2021
Advice Sought:	Legal, Finance, Procurement, Human Resources
Legal Advice:	<p>Subject to the appointment being made through a compliant framework and in accordance with the call-off requirements, there are no significant legal issues arising from this decision. A failure to comply with requirements would result in a breach of procurement legislation and leave the Council open to a potential challenge.</p> <p>The report author must ensure that they liaise and work with the Procurement Team to ensure that the procurement process is correctly followed. Legal Services will assist with the review of any call-off terms if and as required.</p> <p>Advice provided by Naomi Vass (Senior Solicitor) on 22/07/2021.</p>

Finance Advice:

The decision seeks approval to appoint consultants to undertake an assessment review that enables the transformation of Children's Services whilst reducing the overall spend and / or demand.

The total value of the decision excluding VAT is £336,000; this assumes fees and charges are included.

The cost excludes any resources from the Council required as part of the Assessment Phase. Any additional requirements will require further approval.

In line with transformation activity, funding is from transformation allocations as part of Capitalisation Directions support from the Ministry of Housing, Communities and Local Government (MHCLG).

To ensure value for money, the procurement process will use existing frameworks; where this is not available, the appropriate procurement process is required to ensure compliance with procurement law.

Any impact to services in line with transformation activity will require an Equality Impact Assessment.

Advice provided by Christine Green (Strategic Finance Business Partner) on 23/07/2021.

Procurement Advice:

The proposal involves using a framework to make an appointment. The framework has specific call-off terms for awarding contracts. Provided the framework process is followed, the award of contract would be compliant with procurement law and, therefore, there would be no significant Procurement concerns.

Advice provided by Paul Ritchie (Procurement Manager) on 09/07/2021.

HR Advice:

An exploration of internal resources has been considered and the Council does not have the resource capacity and essential experience and skills to undertake the transformational work necessary within the required time-frame. The consultant will work with Service Area Leads whilst carrying out the work.

Engagement with Procurement has been carried out in order to source appropriate resources. Management will also need to follow guidance around 'IR35 Off Payroll Working', to ensure that taxation requirements are met.

The proposal to engage a consultant due to the specialist nature of the work and the timescales involved is therefore supported.

Advice provided by Matthew Hackney (Resourcing Consultant) on 22/07/2021.

Signatures:

David Mellen (Leader/ PH Strategic Regeneration Communications)

SIGNED and Dated: 05/08/2021

Cheryl Barnard (Portfolio Holder- Children and Young People)

SIGNED and Dated: 29/07/2021

Catherine Underwood (Corporate Director for People)

SIGNED and Dated: 29/07/2021