

ACTING DIRECTOR OF HEALTH & ADULT SERVICES	DATE 31/01/2025
TITLE Award of contract for the provision of Assistive-Technology Enabled Care services	WARD (S) All
CHIEF OFFICER Acting Director of Health & Adult Services	CABINET MEMBER Health and Adults Services
DECISION CLASSIFICATION Key decision (added to the Forward Plan on 12/12/24 Subject to Call-in Non-exempt report	IS THE FINAL DECISION ON THE RECOMMENDATIONS IN THIS REPORT TO BE MADE AT THIS MEETING? Yes

I. Decision required

This report makes the following recommendations to the decision-maker:

- 1.1 To approve the award of contract to Alcove Limited (company number 09076735) from the ESPO Framework for the supply and support of technology and data services as part of the new Assistive Technology-Enabled Care (ATEC) service.
- 1.2 To note that the Council had completed a mini competition via the ESPO framework (under Lot 2 – Technology Enabled Care Services) and previously published a decision (made on 21/10/24) to award a contract to Alcove, which was not implemented for the reasons set out in this report and was withdrawn.
- 1.3 To note that the total cost will be up to £17m (plus VAT) for a 5 + 2 + 2 + 1 year contract term from February 2025. Funding sources are agreed as a combination of Better Care Fund (BCF - Royal Borough of Greenwich and Integrated Care Board allocations), Section 106 contributions, Disabled Facilities Grant (DFG) in the first 2 years of the contract. Further financial planning and agreements will continue to ensure beyond the first 2 years of the contract, sources of funding from health and social care (care and support budgets), Integrated Care Board

Funds, DFG as well as continued contributions from BCF from the ICB and RBG.

Signed.....

Nick Davies, Acting Director of Health & Adult Services

Date:

2. **Links to Our Greenwich missions**

This report relates to the Council's agreed missions as follows:

2.1 **Mission 1: People's health supports them in living their best life**

Strength-based approaches are supported by using assistive technology – retains independence and focuses on what people can do for themselves first, before considering what the LA or health services can provide.

2.2 **Mission 2: People will not experience discrimination**

The new ATEC service will help all people access health and social care that supports their needs and is delivered in a way that considers cultural needs and protected characteristics in the way that it is delivered.

2.3 **Mission 6: People in Greenwich have access to a safe and secure home that meets their needs**

The new ATEC service will enable people who may normally have to go into residential care or be admitted into hospital, to receive health and social care at home in a safe and secure way. Devices like remote health monitoring and movement sensors allow professionals and support networks to know if individuals are safe and well at home.

2.4 **Mission 17: We design our services around the needs of our residents**

Over a year and a half of research, engagement and design have led to us speaking with over 200 local residents to ensure the new service is designed around resident needs from day one. Alcove Limited's bid showed that they had a clear approach and strong focus on co-producing the ATEC service.

2.5 **Mission 19: Our Council is an adaptive organisation, enabling it to navigate the increasing number of challenges it faces while remaining financially sustainable**

This new ATEC model delivers financial benefits as cost avoidance in our health and social care services, as well as modernising our workforce skills in health and social care. Alcove Limited had the optimal price score as well as scoring highest in quality and social value questions, and therefore meet the council's needs to deliver an innovative service whilst remaining financially appropriate.

3. **Purpose of Report and Executive Summary**

3.1 The report seeks approval for the award of the ATEC contract to Alcove Limited. It sets out the provision of technology and a data platform which Alcove would deliver as the new integrated Assistive Technology Enabled Care (ATEC) service and operate across health and social care services.

3.2 Alcove as the preferred supplier will provide a data platform and a range of ATEC devices, manage the service effectively and act as an innovative partner bringing advice and support to deliver a ground-breaking service. Ultimately, this decision will lead to a service that will enable residents to live a happier and more independent life and improve how care is delivered in the Royal Borough of Greenwich.

4. **Introduction and Background**

4.1 Nationally and locally, we are facing growing challenges to improve our health and social care services for our residents whilst also meeting the increasing demand. Over the past few years, technology is emerging as a highly effective and viable option for addressing health and social care needs to improve both residents' lives and the way in which our services are delivered. Therefore, we plan to launch a new integrated assistive technology enabled care service across the NHS and council that will enhance residents' independence, help people and their families feel safe and supported in their own homes, and unlock the potential of data in maintaining people's wellbeing.

4.2 Implementing technology in our services and using data insights will transform how health and social care is offered in Greenwich. To deliver this innovative and integrated service, we need to partner with a future-looking provider who can collaborate effectively with our in-house

ATEC monitoring and response team. The chosen supplier will supply the appropriate equipment depending on the needs of our residents, enabling the service to adopt a person-centred approach.

- 4.3 Our selected supplier will also provide a data platform that will allow integrated health and care teams in Greenwich to shift towards a more proactive and preventative approach to care and support. This platform will empower recipients of the service to better manage their health and wellbeing, to live more independently and stay connected to loved ones. Moreover, it will equip the Council, NHS and other key partners with insights that will enable better management of costs and help make informed decisions about proactive interventions for residents. Ultimately, it will be a useful tool to predict and prevent, reduce and delay interventions.
- 4.4 The preferred supplier was selected through a competitive process which consisted of initial evaluation of bids submitted by 4 providers. All bids were evaluated on Quality (including Social Value) with a maximum score of 80% and Price 20%. Alcove's tender was evaluated as the most advantageous tender and once the decision was confirmed in accordance with RBG governance processes, the outcome was notified to all bidders.
- 4.5 During the voluntary standstill period, anomalies with the pricing submission indicated that bidders had interpreted the pricing guidance very differently and the pricing schedule could not be evaluated correctly. Bidders were therefore requested to re-submit their pricing in a new format.
- 4.6 Following this request for bidders to resubmit pricing, two bidders withdrew their tender. Therefore, these two bids were removed from the final evaluation phase and the remaining 2 bidders' tenders were evaluated in accordance with the pricing evaluation. Note that the Quality and Social Value scores remained unchanged.
- 4.7 Alcove achieved the highest score following completion of the evaluation process and is recommended for award. The revised scores are set out below.

Bidder	QUALITY			PRICE		RANK
	WEIGHTING (%)	WEIGHTED SCORE (%)	WEIGHTING (%)	WEIGHTED SCORE (%)	WEIGHTED SCORE (%)	
Alcove	80.00	67.50	20.00	20.00	87.50	1
Tenderer B	80.00	32.50	20.00	17.38	49.88	2

4.8 The previous decision is therefore withdrawn and replaced by this decision.

5. **Available Options**

5.1 Option 1 – Do nothing and do not award the contract

In this option, current workloads and finances would remain as they are. Ultimately, this would mean we would be failing our commitments to improve services for our residents. This will also be a more costly decision in the long term as we face growing demand, and this decision will mean we have wasted the resources that have gone into progressing and developing the project to near completion over the past two years, as well as not realising the cost avoidance associated with ATEC.

Moreover, this is not a viable option as the procurement was done via a competitive process in compliance with the procurement regulations and principles. Not awarding the contract to the preferred supplier will create a reputational risk to the Council and the decision for not awarding the contract will require valid justification.

5.2 Option 2 – Award of contract for the ATEC service to Alcove Limited

If the Council awards a call-off contract to the best-fit provider as identified in the framework procurement exercise, this will enable the new ATEC service to be launched by the start of 2025/26 and will improve independence and strength-based working in the lives of our residents. Therefore, we would be meeting our council's aims and fulfilling our duties to improve outcomes for residents.

Through this initiative, the council and the NHS would also see financial benefits including reduced spending and cost avoidance which have been modelled over the next ten years.

6. **Preferred Option**

- 6.1 The preferred option is Option 2 – Award the contract for the provision of technology and a data platform for the new ATEC service to Alcove Limited.

7. **Reasons for Recommendations**

- 7.1 Alcove are the recommended bidder as their tender is the most advantageous to Royal Greenwich. Although the recommendation has not changed since the original report, the revised pricing evaluation process provides the council with confidence that the outcome is correct.
- 7.2 Delivery of the ATEC service has the potential to improve outcomes for vulnerable residents in Royal Greenwich, alongside the delivery of financial benefits.

9. **Consultation Results**

- 9.1 No consultation has been undertaken on this decision specifically. However, there is an active resident design group for the ATEC programme who had input into the specification and assessment criteria for this exercise.

10. **Next Steps: Communication and Implementation of the Decision**

- 10.1 Once agreed, the contract will be executed with Alcove Limited using a contract document that will be signed by all parties. We will then enter the implementation and mobilisation phase, working with the supplier in preparation for the service launch in early 2025. When the contract enters its final year (Year 5), a full review will be undertaken.

11. Cross-Cutting Issues and Implications

Issue	Implications	Sign-off
<p>Legal including Human Rights Act</p>	<p><i>This report requests the Acting Director of Health and Adults Services to agree to the award of a contract to Alcove Limited (company number 09076735) from the ESPO Framework for the supply and support of technology and data services as part of the new Assistive Technology Enabled Care (ATEC) service for a period of 5 years with the option to extend for a further 5 years, being a total contract term of 10 years at a total value for the 10 years of up to £17 million plus VAT commencing on the date set out in paragraph 1.3.</i></p> <p><i>CSO 3.1 states that all purchasing shall be conducted in accordance with National Law and all relevant statutory provisions, relevant and applicable procurement legislation and the Council’s Constitution including these CSOs, the Council’s Financial Regulations and Directorate Scheme of Delegation. CSO 3.2 states that in the event of conflict between the above, the National Law and other UK legislation will take precedence, then the Council’s Constitution, the Council’s Procurement Manual and guidelines, policies and procedures.</i></p> <p><i>The PCRs apply to this procurement as the value of the contract is above the threshold for services contracts.</i></p>	<p><i>Eleanor Penn, Assistant Head of Legal Services (Planning & Procurement), 21st January 2025</i></p>

Issue	Implications	Sign-off
	<p><i>According to CSO 15.2, one of the procurement procedures for contracts with a value above the national threshold is a mini competition from an Approved Framework</i></p> <p><i>The Chief Officer is therefore authorised to award this contract.</i></p> <p><i>The Chief Officer is requested to note the previous decision dated 21/10/24 is withdrawn for the reasons set out in this report.</i></p> <p>Best Value</p> <p><i>Under the Local Government Act 1999 the Council is required to achieve the best value in the exercise of its functions. In reaching a decision, the Chief Officer must take into account the reasons for the award of this contract as set out in the body of the report and the Council's fiduciary duty to achieve Best Value.</i></p> <p>Human Rights</p> <p><i>Under the Human Rights Act 1998 local authorities have a duty to promote and protect human rights. The award of this contract does not have legal implications under the Human Rights Act 1998.</i></p>	

Issue	Implications	Sign-off
	<p>Consult with Legal</p> <p><i>The report author should consult with the Legal Department regarding the drafting and execution of the call-off contract.</i></p>	
<p>Finance and other resources</p>	<p><i>This report requests the Acting Director of Health and Adults Services (HAS) to agree to an award of contract to Alcove Limited for the supply and support of technology and data services as part of the new Assistive Technology Enabled Care (ATEC) service.</i></p> <p><i>The Director of HAS is also requested to note that the procurement was carried out using the ESPO approved framework agreement published on the Proactis Procurement portal and a mini competition exercise, in compliance with the framework buying procedure.</i></p> <p><i>Originally four tender submissions were received via the ESPO framework and evaluated on the basis of quality and finances.</i></p> <p><i>However, due to anomalies that came to light with the pricing schedule during the voluntary standstill period, the award of contract was withdrawn, and bidders were requested to re-submit pricing schedules in a new format.</i></p> <p><i>Only two revised pricing schedules were received and evaluated as two of the</i></p>	<p><i>Samina Yasir</i> <i>Accountancy</i> <i>Business Change</i> <i>manager</i> <i>10/01/25</i></p>

Issue	Implications	Sign-off
	<p><i>original bidders chose to withdraw their tender submissions.</i></p> <p><i>Following the evaluation and moderation process, Alcove Limited's bid was found to be the highest scoring out of the two submitted by the potential providers and as such, Alcove has been recommended by the panel to be the preferred provider for the ATEC contract.</i></p> <p><i>The period of the contract will be 5 years with an option to extend on a 2 + 2 + 1 year basis and the expected start date is February 2025.</i></p> <p><i>The value of the contract (including potential extensions) will be approximately £17m.</i></p> <p><i>The cost of the contract (and full programme – commissioned and internal services) will be met from various funding streams.</i></p> <p><i>BCF funding of £900k has been allocated towards the cost of the ATEC service in year 1 (£600k from RBG and £300k from ICB); this will also be available in year 2, with possible further BCF funding from any uplifts in 2025/26 onwards.</i></p> <p><i>In addition, £446k of Section 106 funding has been allocated over the first 2 years and further funding could</i></p>	

Issue	Implications	Sign-off
	<p><i>be identified in year 2 and 3 and DFG funding is available in the first 2 years.</i></p> <p><i>There is also £135k one-off HAS reserve funding towards year 1 implementation costs.</i></p> <p><i>Additionally, from year 3 onwards, it is expected there will be capacity within Care and Support budgets (as gross financial benefits expected across Adult Social Care budgets) to cover some of the ATEC costs, but the Service may need to identify further resources from across HAS budgets and funding streams.</i></p>	
Equalities	<p>During the procurement process, we have taken into consideration how the suppliers will address barriers to digital inclusion so that every Greenwich resident can equally benefit from assistive technology.</p> <p>In line with the Council’s Equality and Equity Charter and the Council’s Equality Objectives 2022-2024, the ATEC service will involve work with partners and the community to make our information, services and products more accessible and inclusive. This will in turn aim to reduce health inequities.</p>	<p><i>Kit Collingwood AD, digital and customer services 08/01/25</i></p>
Climate change	<p>During the procurement process, we have taken into consideration</p>	<p><i>Kit Collingwood</i></p>

Issue	Implications	Sign-off
	<p>how the supplier's provision of technology aligns with Royal Borough of Greenwich's Carbon Neutral Plan.</p> <p>This service will contribute to the Carbon Neutral plan agreed by Cabinet on 18th November 2020 through the specification, which has specific requirements about elongating the lifecycle of technology devices as well as ensuring recycling of all possible materials.</p>	<p><i>AD, digital and customer services</i> <i>08/01/25</i></p>
Risk Management	<p>Key risks attaching to the proposals in this report, together with applicable mitigating actions have been considered and detailed in the Background section above. The identified risks will continue to be monitored and managed in line with the Council's risk management Toolkit through the ATEC programme's risk register, with relevant risks escalated through the HAS and ultimately corporate risk register as needed.</p>	<p><i>Kit Collingwood</i> <i>AD, digital and customer services</i> <i>08/01/25</i></p>
Community Engagement	<p>The planning of the new ATEC service has involved community engagement from the start. Discovery work was carried out with residents and the feedback and findings were developed into a discovery report to help inform the design of a service that meets our resident's needs.</p> <p>Since then, there have been monthly and currently bi-monthly meetings</p>	<p><i>Kit Collingwood</i> <i>AD, digital and customer services</i> <i>08/01/25</i></p>

Issue	Implications	Sign-off
	<p>with a design group that consists of residents and staff. Through this we have been able to carry out an abundance of co-production work.</p> <p>Resident surveys were also used to collect feedback which was analysed. This led to the production of a public consultation summary that has been published on the RBG website. The consultation addressed resident concerns and informed us that residents are supportive of the proposed service.</p> <p>Residents were also involved in interviews for the new Head of Digital Health and Care position.</p> <p>Our residents also had a say in how we deliver co-production work and had the opportunity to partake in reviews to suggest future co-production ideas and areas for improvement.</p>	
Procurement & Social Value	<p>Procurement endorses the recommendation to obtain approval for the award of contract to Alcove following the successful completion of a mini competition via the ESPO Framework (Lot 2 - Technology Enabled Care Services. The contract was completed in compliance with procurement regulations for framework and will be delivered as a 5+2+2+1 to accommodate extensions.</p>	<p>Shola Oke Senior Strategic Procurement Business Partner for Children's Services, Digital & Finance. 04/12/24</p>

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	<p>Social Value:</p> <p>This will be measured through monthly reporting on the following: device recycle rates, number of failed visits, progress against partnership for trees in the city</p>	
Digital	<p>The Assistant Director, Digital and Customer Services is the joint SRO for this programme and fully endorses the recommendations set out in this report.</p>	<p><i>Kit Collingwood AD, digital and customer services 08/01/25</i></p>
Information governance	<p>If agreed, this decision will make changes to how special category personal data is processed by the Council. Accordingly, a Data Privacy Impact Assessment should be completed.</p> <p>Depending on the nature of the solution selected and where data is held, a data sharing agreement or relevant contractual terms should be agreed with the vendor.</p>	<p>David White, Head of Information, Safety and Community, 24 September 2024</p>
Health and wellbeing	<p>Sign off for the service has been approved the integrated ATEC programme board, Integrated Leadership Meeting and Healthier Greenwich Partnership. The service will enable the launch of a new ATEC service in Greenwich. The service will help residents to live happier and more independent lives.</p> <p>It will also enable residents to feel safe and supported in their own homes. Additionally, the</p>	<p><i>Kit Collingwood AD, digital and customer services 08/01/25</i></p>

Issue	Implications	Sign-off
	technologies will improve management of health needs and better connect people with their friends and family.	

11. **Report Appendices**

11.1 The following documents are to be published with and form part of the report: N/A

12. **Background Papers**

More information about the ATEC service can be found in the previous decision, which can be found here

<https://committees.royalgreenwich.gov.uk/mgIssueHistoryHome.aspx?Id=2375&Opt=0>

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