



REPORT TITLE: Recommendations for contract and procurement arrangements for Electronic Call Monitoring (ECM) system for Adult Social Care from April 2023

Dates between which decision will be taken	Earliest date: 23 March 2023 Latest date: 31 st March 2023
Cabinet Member	Cllr Carole Allaway-Martin, Cabinet Member for Adult Social Care Commissioning
Key Decision	Yes
Purpose of Report	<ol style="list-style-type: none">1. Delay and revise the route to market for the procurement of Electronic Call Monitoring (ECM) that was approved by Cllr Allaway-Martin, Cabinet Member for Adult Social Care Commissioning on 4 July 2022.2. Extend by means of contract variation the current contracts for Electronic Call Monitoring (ECM) software for Home Care and Supported Living providers for adults in Gloucestershire for a period of up to 2 years, in accordance with Regulation 72 paragraph 1b of the Public Contracts Regulations 2015.

Recommendations	<p>That the Cabinet Member for Adult Social Care Commissioning delegates authority to the Executive Director: Adult Social Care, Wellbeing and Communities, in consultation with the Cabinet Member for Adult Social Care Commissioning to:</p> <ol style="list-style-type: none"> 1. Delay the implementation of the previous Decision regarding the Procurement of Electronic Call Monitoring (ECM) system for use from April 2023 taken on 4th July 2022 and deliver to the revised timetable set out in this report. Specifically: <ol style="list-style-type: none"> a) Conduct a further competition process under the Eastern Shires Purchasing Organisation (ESPO) Framework 394_19 in respect of a call-off contract for the supply of Electronic Homecare Monitoring and Scheduling Solutions. The proposed call-off contract shall continue for an initial period of 3 years and include an option to extend its term for a further period of not more than 2 years; b) In the event that the ESPO Framework 394_19 for the supply of Electronic Homecare Monitoring and Scheduling Solutions has expired and is not replaced, to conduct a further competition process under a suitable alternative framework or conduct a competitive procurement process in accordance with the Public Contract Regulations 2015 for the same; c) Award such call-off contract to the preferred tenderer; and d) Determine whether to exercise the option to extend such contract for a further period of not more than 2 years prior to the expiry of the initial 3-year term. 2. Vary the term for the existing two contracts with Access UK Ltd for the supply and maintenance of Electronic Call Monitoring (ECM) systems for Home Care and Supported Living Providers in Gloucestershire to extend their term for a period of up to 2 years until either a further competition or full procurement process can be completed in accordance with the Public Contract Regulations 2015.
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<p>Reasons for Recommendations</p>	<p>Currently, the ECM system helps the Council ensure that individuals are receiving the home care or supported living services commissioned for them, and provides an integrated means of payment, adjustable to the Council's business rules. In addition, the system provides a measure of provider business compliance/performance that enables the Council to support and shape the market. The system therefore makes a direct contribution to the Council's obligations under the Care Act 2014 and those anticipated in Statutory guidance that follows the Health and Social Care Act 2022.</p> <p>To continue benefiting from having an ECM system in place, we need to appraise the options available in the market. However, since the previous Decision about ECM procurement was taken on 4th July 2022, further draft guidance from the Department for Health and Social Care (DHSC) has been made available regarding how to implement a lifetime cap on care costs. We need to ensure that, insofar as is possible, the ECM specification we use for this procurement is compatible with emerging legislative guidance and has the longevity to match the contract duration the Council is to invest in.</p> <p>It was not possible to incorporate and test critical parts of the emerging system model to confirm the future ECM specification prior to April 2023. It is more important to prioritise proving that the system model we believe will enable us to meet our duties under the Act works. This means delaying the start of any procurement process for the amount of time it takes to carry out testing and finalisation of the specification and allow for all procurement routes to be considered.</p> <p>There is provision in this Decision to use either ESPO Framework 394_19 or full procurement. This is because the current iteration of ESPO Framework 394_19 expires on 3rd October 2023. We expect it to be renewed, but this dependency is outside of Council control, therefore this mitigation has been included.</p>
<p>Resource Implications</p>	<p>There are currently no anticipated human resources-related implications for the proposal.</p> <p>Pending a formal proposal from the incumbent supplier, the estimated contract extension value is £300k per year, therefore £600k for 2-year variation to extend the existing two contracts. An additional contingency has been approved given the current economic landscape. This must remain within the regulatory criteria governing this Decision.</p> <p>The total value of the original 7-year and 5-year contracts combined was £1,401,506, and the projected spend to these contract end dates is £1,382,240. Therefore, a 2-year extension applied to both contracts falls within the limitations within Regulation 72 paragraph 1b of the Public Contracts Regulations 2015, as set out in the 'Statutory Authority' section below.</p> <p>The estimated value of a new 3-year contract (covering both home care and supported living) from April 2025, following a further-competition or full procurement, would result in a spend of £900k, or £1.5m in total if subsequently extended for two years. There is ongoing permanent funding in place to cover this cost.</p>

Background Documents	<ul style="list-style-type: none"> ▪ Individual Cabinet Member Decision 4/7/2022 Decision - Procurement of Electronic Call Monitoring (ECM) system for use from April 2023 (gloucestershire.gov.uk) ▪ Cabinet decision 27/09/2017: Direct award contract for Electronic Call Monitoring to disability community care and support providers ▪ Cabinet decision 11/11/2015: Electronic Call Monitoring for Domiciliary Care Services
Statutory Authority	<p>1) Section 15 of the Care Act 2014 included a cap on care costs, but implementation was delayed and revised through the Health and Social Care Act 2022. During 2022 there was a consultation led by the Department of Health and Social Care (DHSC) to help interpret the effect in practice of the range of provisions and develop draft operational guidance on how to implement a lifetime cap on care costs. The results of this consultation were published in January 2023: https://www.gov.uk/government/consultations/operational-guidance-to-implement-a-lifetime-cap-on-care-costs/operational-guidance-to-implement-a-lifetime-cap-on-care-costs.</p> <p>Care and Support Statutory guidance will in due course be extended by 3 new chapters that will set out how the cap on care costs will operate in practice. In the meantime Local Authorities are expected to plan based on draft operational guidance, therefore the Council must refer to this to ensure that its electronic systems are capable of being configured to deliver the expected functionality described: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1127547/Charging-reform_revised-draft-operational-guidance_note_Jan_2023.pdf</p> <p>2) Regulation 72(1)(b) of the Public Contracts Regulations 2015 permits a modification to be made to a public contract where it allows a contractor to deliver additional works, services or supplies that have become necessary and were not included in the initial procurement on the basis that:</p> <ul style="list-style-type: none"> i. A change of provider cannot be made for economic or technical reasons ii. A change of provider would cause significant inconvenience or a substantial duplication of costs for the Council; and iii. Any increase in price of the contract does not exceed 50% of the original contract value. <p>Regulation 72(2) of the Public Contracts Regulations 2015 provides that where several modifications are made, the 50% threshold applies to the value of each modification subject to the proviso that successive modifications should not be aimed at circumventing the application of the procurement rules.</p>
Divisional Councillor(s)	All

<p>Officer</p>	<p>Any representations should be sent to:</p> <p>Name: Brenda Yearwood Tel. no: 07990 675275 Email: Brenda.yearwood@gloucestershire.gov.uk</p> <p>By 5pm on 22nd March 2023</p>
<p>Timeline</p>	<p><i>April 2023:</i></p> <ul style="list-style-type: none"> • Contract variation start dates to extend the period of supply of the existing software as a service. <p><i>April - October 2023:</i></p> <ul style="list-style-type: none"> • System testing and finalisation of future specification of requirements for ECM <p><i>October – December 2023:</i></p> <ul style="list-style-type: none"> • Confirm route to procurement and hold conversations with suppliers / carry out market testing as appropriate (<i>Note: Existing ESPO Framework 394_19 expires on 3rd October. Anticipate renewal.</i>) <p><i>January-August 2024:</i></p> <ul style="list-style-type: none"> • Carry out procurement exercise and identify most suitable supplier. <p><i>September 2024 – March 2025:</i></p> <ul style="list-style-type: none"> • Contract preparation including any User Acceptance Testing and implementation <p><i>April 2025:</i></p> <ul style="list-style-type: none"> • New contract begins (3-year term) <p><i>March 2028:</i></p> <ul style="list-style-type: none"> • Initial contract term expires, possible extension by 2 years depending on outcome of contract review <p><i>March 2030:</i></p> <ul style="list-style-type: none"> • End of possible 2-year extension period

Background

1. Following the Decision about the procurement of Electronic Call Monitoring (ECM) that was approved by Cllr Allaway-Martin, Cabinet Member for Adult Social Care Commissioning on 4 July 2022, the Integrated Brokerage team prepared for a Further Competition against ESPO Framework 394_19 to award a new contract for the supply of Electronic Homecare Monitoring and Scheduling Solutions. This was to replace the two current and separate contracts for monitoring and paying for home care and supported living services.
2. The background to the Decision made on 4 July 2022 acknowledged that the legislative environment for Adult Social Care in England is changing rapidly and the Integrated Care System in Gloucestershire was preparing for the expected impact of the Health and Social Care Act 2022 which passed into law on 28 April 2022. Draft operational guidance on how to implement a lifetime cap on care costs was published on 7 July 2022 and, as noted in the section on 'Statutory Authority' above, a consultation on this guidance was published in January 2023. Additional chapters to existing Care and Support Statutory guidance are expected to confirm the approach drafted. In November 2022, the Autumn Statement announced a delay in the implementation of charging reform from October 2023 to October 2025. This is not expected to change the guidance; however it may lead to further considerations.
3. When local authorities arrange a person's care or provides financial support, they will need to apply a meter based on what an individual is charged by the local authority to contribute towards their care costs, excluding any local authority support. In practice this means that the Council needs the data available in the right systems to monitor a person's progress towards the care cap and provide up-to-date care account statements. Local authorities and software suppliers have been working on wide-ranging changes to processes and functionality to ensure that suitable charging information is available to support these reforms. Every local authority with responsibility for Adult Social Care has different combinations of software for managing this function (e.g. case management, financial management) so the impact of this external pressure on each authority's system model is unique.
4. The Council had been able to anticipate some of the principles of a new system model for Gloucestershire and in March 2022 started paying for home care and supported living services implemented on ECM using a 'banded actuals' system, rounding real time recorded visit durations up to the nearest 15 minutes. Following that, preparations have been made to install the ContrOCC Visits module to facilitate the return of data from the ECM system to the Council's finance and contracts management system for Adult Social Care. However, while preparing the ECM procurement specification alongside scoping the ContrOCC Visits module implementation, various points of technical configuration were identified as critical to test, to ensure that the systems and data transfer will behave as expected. This is essential to both support charging reform and confirm the content of the future specification for ECM. Critical tests will include how the banded, non-timetabled care visit data, which is unique to Gloucestershire's model, is handled within ContrOCC for both payments and charging.
5. The Council acknowledges the requirement to procure a new ECM solution. However, the priority at this time is proving through coordinated and in-depth use acceptance

testing that the system model in development will enable operational delivery of the Council's overall model to deliver charging reform. Therefore, the Council is planning modifications to the existing ECM contracts to allow time for this. model based on the provisions under Regulation 72 1 (b) of the Public Contracts Regulations (PCR) 2015. Should the recommendations of this Decision be accepted, the Council will be obliged to publish a Modification Notice to inform the broader market of our actions.

6. From an economic perspective, to procure a new ECM system now using only the existing specification would lead to significant duplication of cost in future if it was found that the chosen supplier was not capable of meeting the technical and interoperability requirements confirmed by further testing and the publication of Statutory guidance. In contrast, proceeding with testing the functionality in ContrOCC and the draft ECM specification using the Council's currently implemented ECM system would ensure that this exercise can be completed more reliably and quickly. This is the case because the modules that Access UK Ltd supply have established interfacing with ContrOCC and are part of the existing model that all relevant Council staff are familiar with. There is also an established working relationship with staff employed by the incumbent supplier, and this will facilitate progress more swiftly. Proving the system model for Gloucestershire would be achieved at far less cost than would be necessary if the whole testing process were to be begun again with a new ECM supplier later this year and it would allow the Council to finalise the future ECM specification sooner.
7. From a technical perspective, it is essential to prove interoperability within the system model the Council expects to use, because user acceptance testing may result in finding that some of the ways data is recorded and managed need to change. Despite systems of these type being highly configurable, there are ways in which Gloucestershire is unique, for example in wishing to send banded, non-timetabled visit data from an ECM system to ContrOCC for use in payments and charging, that have not been done before. It is very important for the Council to keep working with the current ECM supplier at the moment to ensure stability while obtaining a deeper understanding of model requirements, to inform any more fundamental decisions about internal Council processes and data flows.
8. The economic and technical risks would also both come with substantial inconvenience to Council staff who are working on a range of objectives prompted by care reforms and the resulting Transformation Agenda for Adult Social Care, in particular preparation for the inspection of Adults' services. Having a confirmed ECM specification to meet future needs will be essential evidence for the Council's capabilities in number of inspection themes. For this reason the Council is seeking on this occasion to not be driven solely by the date of current ECM contract end, but instead to act with respect to the impact, timing, and requirements of legislative change against which staff must deliver at this critical time. This is especially important to deliver value for money in procurement and resourcing.
9. The recommendation to extend the current contracts with the incumbent supplier Access UK Ltd by 2 years is regarded as necessary for the delivery of three key objectives:
 - a) testing of the Council's system model to facilitate charging reform, and the associated ECM system specification, to be completed before the end of 2023;

- b) a legally-compliant procurement process to be carried out during 2024, which allows sufficient time for all potential suppliers to be engaged; and
- c) testing and implementation of the ECM system supplied by the chosen provider, which could be different from the current supplier and therefore reasonable time (minimum 6 months) needs to be incorporated into the timeline.

10. The original ECM contract for home care was awarded with a value of £839,586 and commencement date 1st April 2016. The current contract for Disabilities / Supported Living ECM was awarded with a value of £561,920 and commencement date 1st April 2018. The total value across both contracts is £1,401,506 and the projected spend to current contract end is £1,382,240. Therefore, a 2-year extension costing £600k falls within the limitations within Regulation 72 paragraph 1b of the Public Contracts Regulations 2015: that the value of the extension must not exceed 50% of the original contract value. This is illustrated further at the individual contract level in the table below. Not reflected in the table is that additional contingency has been approved, pending a proposal from the incumbent supplier. Any slight increase in the value of a contract extension leading to adjusted percentages would need to remain within these criteria.

Table 1: Value and spend data for ECM contracts – existing contracts and proposed extensions

	Disabilities ECM contract (5 years - 2018-2023)	Home Care ECM contract (7 years - 2016-2023)	Totals
Value of original contract:	£561,920	£839,586	£1,401,506
Projected total spend for original contract:	£546,794	£835,445	£1,382,240
Estimated spend on 2-year contract extension of contracts:	£230,000	£370,000	£600,000
Value of 2-year extension as % of original contract value:	40.9%	44.1%	42.8%
Value of 2-year extension as % of projected total spend:	42.1%	44.3%	43.4%

Options

Option 1: Do nothing – do not replace the existing ECM system after the current contracts end on 31st March 2023.

11. Under this option, there would be a return to manual invoicing for all home care and supported living services from April 2023. This would require setting up an actuals management scheme on the Council’s contract and finance management system, ContrOCC, and re-training all Providers in the new process. An historic database of

visit data would be provided to us for reference by the outgoing ECM systems supplier for retention under data management guidelines.

11.1 Advantages

- Cost saving on the procurement of an ECM software solution and ongoing associated licences/per client fees.

11.2 Disadvantages

- Providers would submit invoices based on care delivery data that would be *unverified*.
- Unverified data does not provide any of the benefits the Council enjoys by having an ECM system in relation to management of individual care, market oversight or social value.

11.3 Costs

- Existing permanent staff who administer ECM monitoring and payments would administer the alternative arrangements. There are no anticipated savings on staff costs under this option.

11.4 Risks

To not continue with Electronic Call Monitoring would result in:

- No visible visit data to monitor home care and supported living, which would make care enquiries and other investigations impossible;
- No delivery data for either the Council or Providers to use as evidence for adjusting individual care plans;
- Slower payment to care providers, which would impact on businesses at a time of continued pressure; and
- Fewer tools/data sources available to support contract management / quality assurance processes and market shaping, thereby limiting the strategic capability and responsiveness of these functions.

Option 2: To extend the current contracts and conduct a procurement process as described in the recommendation of this Decision paper (Recommended option)

12. Using this route provides the opportunity to fully review market leading suppliers' system models available / in development at the relevant time and provide a proven specification of ECM requirements for Gloucestershire. The model the Council is most likely to procure is similar to the one we operate currently, which is fully centralised. This means that the Council pays the costs of system implementation and ongoing licensing for all adult social care providers that are asked to use it under the terms of their own contracts with GCC.

12.1 Advantages

- This option will enable the Council to procure a similar service to the one currently enjoyed, in which we have customer and technical support from one system supplier to monitor both adults' supported living and older peoples' domiciliary care provision. The additional benefit is that from April 2025 these services would be procured and managed as one contract rather than two.

- The Council would retain access to one centralised database of logged care visits, which is essential for monitoring care delivery and associated auditing, which feeds into broader Council objectives for market management and quality assurance.
- A centralised model also creates a level playing field for all providers to log visits to individuals receiving Council-funded care and support, no matter the size or shape of their business.
- If used, it is worth noting that the ESPO Framework is compliant with UK procurement legislation and ensures that all providers have been assessed for their suitability, experience and ability to provide appropriate solution.
- Furthermore, the ESPO Framework (if used) has pre-negotiated terms and conditions, which can be amended to a degree in negotiation with contracting authorities when using the mini-competition process. The standard terms and conditions have been reviewed by GCC Legal and Information Management services and could be used with only minimal amendments.
- The full procurement process alternative retains many benefits in terms of being able to explore the full range of market innovations available at the time and explore a broader range of commercial relationships.

12.2 Disadvantages

- If ESPO Framework 394_19 is renewed and the Council uses this procurement route, the choice of providers with whom to engage on the Framework is usually more limited than a full tender exercise through ProContract would be.

12.3 Costs

- A pricing schedule is usually provided for the ESPO Framework but further discussion with framework providers - within the scope permitted under procurement regulations at the time - would be necessary to give a fuller assessment of likely price. Likewise, market engagement via ProContract in preparation for a full procurement should enable some feedback about costs at that time.
- Existing permanent staff who administer Brokerage systems including ECM monitoring and payments would carry out procurement activities as part of their roles, with assistance from the Council's in-house professional support services.

12.4 Risks

- The path to finalising the ECM specification for Gloucestershire may be influenced by any changes to the timetable of other systems projects the Council is driving forward; for example upgrades to ContrOCC, and the migration of ContrOCC from Council servers to an externally hosted, cloud-based location. Some dependencies have been identified as part of development work carried out to date. The relevant teams working on dependent projects are actively collaborating with ICT support services and the Adults Transformation team on a roadmap for systems development. Continued engagement with the wider programme for Adult Social Care should mitigate against issues that could be created by timetable conflict.
- The Council may need to take earlier, or additional, actions in respect of market engagement to mitigate against having a very limited choice of system suppliers capable of providing a service that meets the specification of requirements we are developing for ECM.

13. Any new ECM system contract would need to meet the requirements of the generic specification we have developed, which will include the ability to interface with ContrOCC. The system software contracts with Oxford Computer Consultants (for ContrOCC) and LiquidLogic (for LAS) are due to end 31st March 2026. Whatever solution is procured by the Council to provide case and financial management functions from April 2026 will need to be specified as compatible with the Council's commissioned ECM solution at the time.
14. In terms of procurement routes for new contracts the Council has considered using G Cloud. However, there is no flexibility in the terms and conditions or product specification under that route, which means it has been rejected without further consideration as an additional procurement option in this report.
15. Bearing in mind the risks and opportunities presented above, the Council's preferred option is Option 2, as the risk of losing the Council's established mechanism for paying and monitoring Adult Social Care delivery is not acceptable even in the short term.

Financial implications

16. Staff costs for administering the Electronic Call Monitoring function within the Integrated Brokerage and Market Management team are static and wholly funded by permanent budget. They would not change in the event that ECM was discontinued, because staff would be reallocated to managing whatever alternative model was used for monitoring and paying for the relevant services.
17. There is a permanent ongoing annual budget for ECM Software as a Service of £300k. Based on the information available about our service needs and system pricing on the ESPO Framework at the current time, the existing budget is realistic both for the recommended extension to current contracts and the subsequent competitive procurement process. However, as explained in paragraph 10, there is additional contingency that can be used for the contract extension, within regulatory limits.
18. Subject to the results of a competitive procurement process, the total estimated value of any new contract from April 2025 should be in the region of £900k for the initial three-years, or £1.5m in total if extended for a further two years. Any significant changes to the economic landscape or future increase in demand for ECM data as a result of Care Act reform may impact value and this will be kept under review.

Climate change implications

19. It is the Council's intention that the Brokerage function uses rostering information from Electronic Call Monitoring data to shape market delivery to a more localised approach in support of carbon reduction targets. Ongoing environmental reporting will be requested with other supplier reports, with associated specific KPIs (with support from the sustainability team as needed). When considering mapping of provider movement, this information will be key in identifying how care resource route planning could be better undertaken for fuel efficiency purposes.

Equality implications

Has an Equalities Impact Assessment (EIA) been completed? Yes

20. The equalities considerations for ECM have previously been incorporated within the Due Regard Statements written in connection with the procurement of current and previous contracts submitted to Cabinet, and the previous Decision taken on 4 July 2022. These have been reviewed as part of preparing for this Decision and the latest template completed. No negative impact has been identified and positive impacts are retained. Cabinet Members should read and consider the Equalities Impact Assessment in order to satisfy themselves as decision makers that due regard has been given.

Data Protection Impact Assessment (DPIA) implications

21. We are currently working with the Information Management Service to review the DPIA for ECM and will ensure that any requirements / considerations are built into the specification of requirements and new procurement. For the contract variation to extend existing contracts while a new longer-term procurement is planned, there will be an opportunity to propose some minor points of order amendments to Schedule clauses relating to data protection to reflect recent legislative changes.

Social value implications

22. The proposed contract extensions will be based on a continuation of the current service. For the subsequent competitive procurement process, the newly awarded contract will contain a requirement for the provider to demonstrate social value in line with GCC Social Value Policy. It will focus on employment opportunities, engagement with the local community and improving the lives and outcomes of individuals within Gloucestershire. Questions relating to social value will also be included as part of the procurement, whichever route is used.

Consultation feedback

23. In recognition of the strategic importance of ECM, discussions with the Executive Director: Adult Social Care and Public Health and the Cabinet Member for Adult Social Care Commissioning have already taken place at intervals over the last 18 months, in connection with the previous Decision take on 4 July 2022 and since to ensure their support for the continuation of Electronic Call Monitoring in principle. Commitment to the continuation of ECM in principle provides assurance about the Council's intentions in this area, which is helpful both internally and externally for business planning and managing market expectations.

Officer recommendations

24. That the Cabinet Member for Adult Social Care Commissioning delegates authority to the Executive Director: Adult Social Care, Wellbeing and Communities, in consultation with the Cabinet Member for Adult Social Care Commissioning to:

- a) Delay the implementation of the previous Decision regarding the Procurement of Electronic Call Monitoring (ECM) system for use from April 2023 taken on 4th July 2022 and deliver to the revised timetable set out in this report. Specifically:
- b) Conduct a further competition process under the Eastern Shires Purchasing Organisation (ESPO) Framework 394_19 in respect of a call-off contract for the supply of Electronic Homecare Monitoring and Scheduling Solutions. The proposed call-off contract shall continue for an initial period of 3 years and include an option to extend its term for a further period of not more than 2 years;
- c) In the event that the ESPO Framework 394_19 for the supply of Electronic Homecare Monitoring and Scheduling Solutions has expired and is not replaced, to conduct a further competition process under a suitable alternative framework or a competitive procurement process in accordance with the Public Contract Regulations 2015 for the same.
- d) Award such call-off contract to the preferred tenderer; and
- e) Determine whether to exercise the option to extend such contract for a further period of not more than 2 years prior to the expiry of the initial 3-year term.

25. Vary the term for the existing two contracts with Access UK Ltd for the supply and maintenance of Electronic Call Monitoring (ECM) systems for Home Care and Supported Living Providers in Gloucestershire to extend their term for a period of up to 2 years until either a further competition or full procurement process can be completed in accordance with the Public Contract Regulations 2015.

Performance management/follow-up

26. The outline timetable is set out within the summary section of this Decision report shows that the immediate priority following publication of this Decision statement will be to complete the contract extension template supplied for ESPO Framework 394_19 and obtain signatures. In parallel, the Council will be required to publish a Modification Notice.
27. Following this, the Brokerage team will continue to work in partnership with other teams across Integrated Commissioning on system planning and testing to support Adults' Transformation, and to inform the development of the ECM system specification. These activities, followed by the next stage procurement (whether mini-competition under ESPO Framework 394_19 or full procurement), will be overseen by the Executive Director: Adult Social Care, Wellbeing and Communities and the Head of Integrated Commissioning – Integrated Brokerage and Market Management, advised by the relevant professional support services. The result will be to award a contract to the most suitable supplier that meets the Council's care monitoring needs from April 2025, ready for the anticipated duties on charging reform coming into force from October 2025.