

Award of a contract EHCP Service Redesign and Delivery Consultancy Support

Date: 16th November 2023

Report of: Programme and Partnerships Manager

Report to: Chief Officer Transformation and Partnerships

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

This reports requests approval for the Direct Award of a contract to PricewaterhouseCoopers LLP (PWC), under the ESPO Consultancy 664_21 Framework (lot 4c) agreement, for service redesign and delivery consultancy work related to a review of Education Health and Care Plan (EHCP) processes with a value of £493,000 ex VAT for the period 20th November 2023 until 5th April 2024

Recommendations

- a) Approve the Direct Award of a contract to PricewaterhouseCoopers LLP (PWC), under the ESPO Consultancy 664_21 Framework (lot 4c) agreement.

What is this report about?

- 1 The council's existing processes in relation to the discharge of duties concerning the assessment of and delivery of outcomes arising from the EHCP process have existed for some time. Given the increasing demand and associated cost pressures a review of the arrangements was considered necessary to determine if process improvements could be made.
- 2 Consultancy work has previously been delivered by Pricewaterhouse Coopers LLP which included an end to end diagnostic of arrangements, risk and benefit analysis, and a presentation of the case for change. This subsequently included wider engagement with external groups particularly advocates, parents, children and young people to support insight and diversity in influence, and to identify opportunities for developing a partnership approach to support families and to restore networks of support. This work has identified next steps and recommendations for change through a redesign of the services, alongside internal and external groups, to improve outcomes.
- 3 A direct award of a contract to Pricewaterhouse Coopers LLP (PwC), reflects the most appropriate way forward due the knowledge and experiences gained during previous commissions, and due to the communications and support systems already established with the directorate. PwC will support a significant programme of change during the contract period which will include:
 - Internal and external engagement and co-production to create change that is sustainable, resilient, and supported and recognised by staff, parents, carers, children and young people
 - Framing the change around the need to create a culture which has the voice of the child at the heart, and uses practice and process to achieve this
 - Undertaking knowledge transfer, training and leadership development as part of the engagement to resolve existing issues.
 - Drawing on relationships at an operational and leadership level that are already established, both within Learning Inclusion and across Leeds City Council, promoting a partnership approach and the ability to offer broader support.

What impact will this proposal have?

- 4 The outcome is to achieve positive impact through the redesign of service delivery and support, focused around the voice of the child and achieving the right outcomes for children and young people. For the Children and Families Directorate this work will extend beyond the contract period. Over the next 12 months, there will be focus on the following outcomes:
 - Codesigning a future way of working with families
 - Redesigning the EHCP process to put the focus on the child and reduce manual effort

- Creating an approach to the Code of Practice which aligns with the Leeds Way
- Ensuring leadership which is stable and consistent
- Creating a culture which promotes equity and is obsessed with the voice of the child

How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing Inclusive Growth Zero Carbon

- 5 The impact of this commission is to improve the education, health and wellbeing of children and young people with special educational needs and/or disabilities.

What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted? Yes No

- 6 With regard to EHCP process, engagement has previously been undertaken with external groups particularly advocates, parents, children and young people, and with employees and Elected Members at Leeds City Council.
- 7 With regard to this specific contract award, the Director of Children and Families and the Executive Member for Economy, Culture and Education has been consulted.

What are the resource implications?

- 8 The contract value is a value of £493,000 exclusive of VAT and will be funded from existing resources through the Children and Families Revenue Budget.

What are the key risks and how are they being managed?

- 9 All commissioned activity will be monitored and under the direction of the Chief Officer for Transformation and Partnerships, who will provide direction for the overall programme, making management decisions and performing management functions pertaining to relevant council services.
- 10 The Chief Officer for Transformation and Partnerships will ensure timely decision making and provision of feedback to support the delivery of key milestones.
- 11 Decisions will be taken and risk will be managed in accordance with the projects governance structure and wider constitutional decision making requirements.
- 12 PwC personnel will not be provided with access to systems or information which contains confidential and sensitive service user information

What are the legal implications?

- 13 This decision is a significant operational decision falling within the Directors scheme of delegation and is not subject to call in.
- 14 The awarding of and monitoring of this contract will be in accordance with the corporate Contract Procedure Rules.

Options, timescales and measuring success

What other options were considered?

- 15 A direct award of a contract is to the only provider who can fulfil the requirements of this work, due the knowledge and experiences gained during previous commissions. Decisions of this nature are allowed under contract procedure rules and do not require a waiver.
- 16 Redesign and change delivery utilising wholly existing Council resource was considered but internal capacity constraints will not allow for this level of change management to be undertaken in a timely manner. Internal staff will however support and manage PwC activity during the contract period.

How will success be measured?

- 17 Success will be measured with due regard to the outcomes detailed in paragraph 4.

What is the timetable and who will be responsible for implementation?

- 18 The contract period is 20 weeks commencing 20th November 2023 and ceasing on the 5th of April 2024.

Appendices

- None

Background papers

- None