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| <b>Cabinet Member for Adults and Health</b>   | <b>Ref No:<br/>AH16 18/19</b>  |
| <b>March 2019</b>   | <b>Key Decision:<br/>Yes</b>   |
| <b>Technology Enabled Care Service</b>  | <b>Part I</b>                  |
| <b>Report by Executive Director Children, Adults, Families, Health &amp; Education and Director of Adult Services</b>   | <b>Electoral Division: All</b> |
| <p><b>Summary</b></p> <p>The County Council is currently the lead commissioner of a telecare service for older and disabled people living in their own homes in West Sussex. The aim of the service is to provide technology that optimises the individual's wellbeing and independence and enables them to continue to live in their own home with appropriate support. The current 13 week free service is funded through a pooled budget between the County Council and the three West Sussex Clinical Commissioning Groups (Coastal West Sussex, Crawley, Horsham and Mid Sussex).</p> <p>At its very best a modern and innovative technology offer allows people to stay in their homes and live as independently as possible. Consequently the Council is keen to secure a sourcing option that will enable it to keep pace with the ever changing nature and development of digital technology whilst reaching a much higher volume of residents.</p> <p>This report builds on a previous Cabinet member decision report in December 2017 where it was agreed that the Council would commence procurement of a Technology Enabled Care (TEC) Service through an open tender EU compliant process. This procurement was paused in 2018 whilst the Council commissioned a peer review from Hampshire County Council. This report summarises the findings of the peer review and outlines a revised commissioning approach which seeks to mainstream and centralise the best offer of technology to a greater number of social care customers. Whilst the 13 weeks free trial offer will cease, this would only apply to new customers.</p> |                                |
| <p><b>West Sussex Plan: Policy Impact and Context</b></p> <p>The proposed new technology enabled care service (TEC) supports the West Sussex Plan 2017-22 commitment to support people to remain independent in later life.</p>   |                                |
| <p><b>Financial Impact</b></p> <p>The recommendation is a key step towards making adult social care more financially sustainable. Costs are estimated to be affordable within existing budget limits. By the point that the new service has expanded in full, it is expected to be the enabler of a £1m reduction in the demand growth funding that will need to be allocated to the Adults and Health portfolio, as assumed in the Medium Term Financial Strategy</p>  |                                |

## Recommendations

The Cabinet Member for Adults and Health is asked to authorise:

- (1) The recommencement of the procurement of an all age countywide Technology Enabled Care (TEC) service as set out in this report for a period of up to 7 years (including contracted breaks and extensions) and to delegate authority to the Director of Adults Services (DASS) to let the contract on the basis of the most economically advantageous bid.
- (2) A change from the current arrangement where customers receive a 13 week free trial to one where eligible customers will be provided with a TEC service as part of a care package.

## Proposal

### 1. Background and Context

#### 1.1 Strategic context

Technology can play a key role in ensuring residents feel safe and secure, can live independently whilst enjoying a long and healthy life – one of the central aims that the Council has for its residents.

- 1.2 It is acknowledged that health and care services are at full stretch due to increasingly complex demand, access and cost. It therefore continues to be imperative that the Council finds ways to reduce demand, increase ease of access and reduce reliance on more complex and costly interventions. One solution is to develop the ways that the Council continues and extends the use of technology thus reducing the demand for more complex health and social care interventions whilst making pathways as effective and efficient as possible.

- 1.3 Technology can support the Council to meet its duties under the Care Act 2014; it can play an increasingly important role in delivering the priorities set out in the West Sussex Plan 2017- 2022; and it will be an essential component of both the Council's digital plans and the Adult Operations Supporting Lives Connecting People programme to mainstream Community Led Support.

#### 1.4 TEC services

A definition of a TEC service is:

'the use of convenient, accessible and cost-effective products or services that allow people to monitor their own (or someone else's) health and wellbeing, so they may better manage long term conditions, perform tasks they would otherwise be unable to do, or increase the ease or safety with which tasks can be performed'.

#### 1.5 Current telecare service

Under the current contractual arrangement, the installation costs and first 13 weeks rental for each individual referred to the service are paid for by the Council/CCG, so that the individual receives the initial 13 weeks service free

of charge. Referrals are made by health or social care professionals and people receiving the service do not have to be eligible for social care services. The recent Hampshire Peer Review identified that over 60% of referrals are made by health partners.

- 1.6 After 13 weeks, the individual can choose to keep the service and pay for it themselves through a private arrangement with the supplier. Approximately 55% of people currently decide to do this. If the individual does not take this option, any equipment installed under this contract is removed. For specific individuals, where they are assessed as having social care eligible needs and where it can be shown there are on-going benefits, the Council may decide to fund the on-going provision of Telecare
- 1.7 In 2010 the Council contracted with Wealden and Eastbourne Lifeline (WELbeing) for the provision of Telecare services. This contract was extended for a further period of two years until January 2015.
- 1.8 In 2014 the Council conducted an EU compliant tender process for the award of a telecare service for a period of four years. Following an internal review of the procurement process in relation to letting the contract, the Council took the decision to abandon the procurement process and no contract was let. To ensure that a telecare service was maintained the existing arrangement was continued on a three month rolling basis.
- 1.9 A Cabinet decision to proceed to tender was made in December 2017 and this was followed by a series of market engagement activities. In the summer of 2018, the tender timelines were paused whilst Hampshire County Council were commissioned to carry out a Peer Review of the West Sussex Telecare model with particular emphasis on gaining a greater understanding of the financial case for mainstreaming TEC within Adult Social Care.

#### Key findings from the Hampshire Review

- Health and care professionals are positive about the potential for TEC, but they want fewer barriers to getting TEC to their service users.
- Social care benefits are currently low because the levels of TEC adoption are not being maximised and the existing service has not been set up to deliver/monitor benefits.
- The combination of policies (including eligibility and charging), social care practice (TEC mostly treated as an 'add on') and service processes (equipment-led referrals) have served West Sussex well historically. However, with the market now providing a much wider set of technology enabled care solutions and a shift in social care practice towards strength-based approaches, there is growing recognition that different approaches to TEC are required to achieve a step-change in the impact of the service.
- The current 13 week free model does not encourage holistic care package decisions to minimise total care costs.
- The potential for using an outcomes-led approach to TEC in West Sussex could deliver an eventual £1m per year in additional benefits. This is driven by around 2,200 additional people in West Sussex leading safer and more independent lives, with TEC playing an active role in their care and support package.

## 2. Proposal Details

- 2.1 To recommence the procurement of an all age countywide TEC service for a period of up to 7 years (including contracted breaks and extensions).
- 2.2 'Technology First' Infrastructure and cultural change programme  
To move to a 'Technology First' culture and approach and use technology as the primary solution to enhance user's strengths as well as prevent, reduce or delay the need for more formal and costlier health and social care support. This will therefore provide an opportunity to reduce the impact of pressures, such as demographic, complexity, economic and workforce, that Adult Services are currently facing.
- 2.3 A 'Technology First' Infrastructure and cultural change programme will be developed where:
- Value, from all resources (people or monetary) invested in technology development, is maximised,
  - The work on technology by health and social care organisations is coordinated and delivered in a joined up and partnership way, and
  - Products and systems used and/or developed are joined up and interoperable.
- 2.4 Reference groups will be set up with input from referrers, users of TEC and wider stakeholders and will work with the provider and appropriate partners to increase the use of existing, and develop new technology to maximise outcomes for people in agreed priority areas
- 2.5 Organisational and marketing/promotion resources will be required to develop training and learning opportunities, resources and support mechanisms for a cultural and behavioural change to a 'Technology First' approach by both the public and health and social care professionals.
- 2.6 The procurement of a TEC provider  
The Council wishes to source a provider for a TEC service which would supply, install, maintain, monitor and provide technology based support or response services to the following groups of West Sussex residents:

### **Customer group A**

Customers who are eligible for social care as defined by the Care Act 2014. These customers would receive TEC as part of their ongoing funded care package. It is anticipated that the number of eligible customers benefitting from this service would significantly increase from the current position over the lifetime of the contract.

### **Customer group B**

Customers who would benefit from TEC to assist them in the short term to recover from illness or operation thus avoiding hospital admission or supporting them to be discharged from

hospital in a timely way. The inclusion of this group is subject to further discussion with the CCGs, who will need to confirm that their current funding contribution will be maintained. Assuming that happens, it is proposed that TEC would be funded for up to a period of 6 weeks. After 6 weeks the customer's eligibility for ongoing support would be assessed under the Care Act 2014. If the customer has eligible care needs TEC could be provided as per customer group A. If not eligible the customer could enter into a private arrangement with the supplier as per group C.

### **Customer group C**

Customers who are not in the above groups but would benefit from the use of TEC to support them to continue to enjoy good health whilst maintaining their independence at home. These customers would be given information and advice about TEC services available and should they choose to, would pay for these services under a private arrangement with this or other suppliers.

- 2.7 It is proposed that the contract for this service will be for a maximum of 7 years in duration following an appropriate procurement process, and will be for a value of up to £7m over the life time of the contract. This allows for demand growth as well as assuming that the CCGs will commit to provide funding for customer group B. If that is not the outcome, the contract value will become a maximum of up to £5m. A number of contract breaks will be set out in the final contract.
- 2.8 The procurement process, contract service length and contract breaks will be finalised following further discussions with the market, providers and other stakeholders. It is proposed that authority for these decisions be delegated to the Director of Adults Services (DASS).
- 2.9 Strategic and innovation development  
The Council will work closely in partnership with local stakeholders, its reference groups, its TEC provider and, when appropriate, other technology providers and/or consultancy support, enabling it to:
- Identify new TEC services and products in the market and seek to make them available through the contracted TEC provider.
  - Innovate and develop TEC services or products that are not readily available or unavailable in the market and seek to make them available through the contracted TEC provider.
  - Identify external sources of funding for TEC services and product developments wherever possible.
  - Maximise revenue streams by marketing and retailing any innovative products or services developed outside of West Sussex.
- 2.10 The Council acknowledges that new TEC services are likely to require a greater need for efficient broadband services, particularly in more rural areas. Close working with other Council officers will therefore be required over the term of the contract to ensure that developments in technology services and infrastructure are considered alongside each other to ensure there is as fair and equitable coverage across the county as is possible. The

TEC provider will also be expected to lead a successful transition to digital delivery of services by 2025 when the analogue telephone services in the UK will be switched off and replaced by digital systems using internet protocol (IP) technology.

#### 2.11 Timeline

The Council proposes to take forward an EU compliant procurement process through an internal working group with internal finance, HR and legal team membership. There will also be further engagement with wider stakeholders including providers of TEC services.

- 2.12 It is estimated that the procurement process will start in April 2019 to allow sufficient time to enable the Council to develop a specification and procurement process that ensures the Council gets the best TEC provider. With a nine month tender and mobilisation period, it is likely that the new TEC provider will start delivering the new contract from early 2020.

### **Factors taken into account**

#### **3. Consultation**

##### 3.1 Members

A Cabinet decision to proceed to tender was made in December 2017. The outcome of the Hampshire Peer Review was shared with the Cabinet Member in February 2018.

##### 3.2 External

There have been previous discussions with District and Borough Council Chief Executives about the approach to sourcing a new County wide TEC provider. Further discussions with District and Borough Telecare leads are underway to explore how potential new customers in group C (above) can be signposted.

- 3.3 The Council has previously worked closely with the NHS Digital Roadmap Group, a sub-group of the Sussex and East Surrey Sustainability and Transformation Programme on the development of its TELS plans and it is currently engaging with NHS partners on the updated proposals.

- 3.4 A series of market engagement activities were undertaken after the Cabinet decision of December 2017, and as part of the updated procurement process, the Council will further engage with the market before issuing any tender documentation.

##### 3.5 Public

The development of TEC services and the proposals outlined in this report have been guided (through this full development period) by previous feedback received from existing service users about the current service.

##### 3.6 Internal

The Peer Review undertaken by Hampshire County Council included a number of service design workshops with representation from health and social care professionals and the proposals outlined in this report have been discussed at a number of senior officer groups. In addition a small internal

working group consisting of technical experts from procurement, legal and finance have supported the development of the proposal outlined above.

#### 4. Financial and Resource Implications

##### 4.1 Revenue consequences of proposal

The TEC budget is pooled with the CCGs with the planned funding split for 2019/20 as follows:

|   |         |
|---|---------|
| County Council (via the Better Care Fund) | £0.393m |
| CCGs                                      | £0.162m |
| Additional Better Care Fund contribution  | £0.306m |
| Total                                     | £0.861m |

The cost of the recommendation will depend on the number of installations that are made, which makes them subject to inherent variation. Nevertheless, based on forecast installations, costs are expected to be affordable within existing budget limits and so the tender amount will reflect that sum with expenditure being managed accordingly:

|                  | Year 1<br>2019/20 | Year 2<br>2020/21 | Year 3<br>2021/22 |
|------------------|-------------------|-------------------|-------------------|
|                  | £                 | £                 | £                 |
| Revenue budget   | £0.861m           | £0.861m           | £0.861m           |
| Forecast cost    | £0.861m           | £0.861m           | £0.861m           |
| Remaining budget | Nil               | Nil               | Nil               |

Equally important is that the situation is set in context of the expectation that an outcomes led approach to TEC in West Sussex will be an enabler of savings through:

- Reducing domiciliary care costs (more efficiency of time).
- Delaying admission to residential care (by supporting people to stay in their own homes with appropriate support).

The findings of the Hampshire Peer Review suggested that this could realise on-going annual savings in the region of £1m by Year 3, based on an assumption of around 900 installations per annum. That benefit has already been built into the Medium Term Financial Strategy on the grounds that this will require less funding to be allocated to the Adults and Health portfolio in future years for demand growth. Pending evidence of the actual impact of the new service that savings figure is considered to be conservative, which also means that it should provide a margin to mitigate against potential funding loss, for example if the additional Better Care Fund contribution was withdrawn. It should also enable resources to be provided to promote a 'Technology First' approach and to fund the development of new TEC

services. Since the need for this will have a critical dependency on the rate of technological change over the period of the contract, an actual budget amount is not being allocated for this purpose. That requirement will only become apparent in time and any expenditure will be funded from the financial benefits enabled by TEC. While all of this will require careful monitoring, it follows that there is potential for a greater level of savings to be delivered than is being assumed, in which case further reductions will be able to be made to demand growth allocations in future years.

Separately to this TEC will also create savings potential for the NHS. As a system benefit, this is relevant as part of the wider business case and will include:

- Reducing health costs through reducing the risk of falls,
  - Quicker emergency response times resulting in shorter treatment periods
  - Earlier hospital discharges.
- More 'holistic' social/wellbeing savings can also be gained by people feeling safer, more secure, carers not facing break down, people feeling more confident in their independence, as well as other social benefits.

The Care Act requires customers to pay a means-tested contribution towards the cost of their care. Since TEC will become an integral element of care packages, its cost will be taken into account as part of the financial assessment process. No other charging arrangements for Care Act eligible customers will apply.

4.2 Human Resources, IT and Assets Impact has been sought accordingly.

## **5. Legal Implications**

5.1 Appropriate legal advice and guidance has been sought in relation to the options detailed in section 7 below.

5.2 The provision of technology will assist the County Council to carry out its' duties under the Care Act 2014

5.3 As per section 6 legal risk is considered to be low because the procurement will be undertaken in accordance with both Council Standing Orders and the Public Procurement Regulations ensuring an open, fair and transparent process offering the opportunity to any suitable provider.

## **6. Risk Assessment Implications and Mitigations**

6.1 *Corporate and service risks and action to mitigate*

6.2 Risk that the proposal will not deliver the objectives

The risk that the proposal will not deliver the objective is considered to be low because;

- The Council does currently have a Telecare service that is operationally sound. However, the Council is keen to secure a sourcing option that

enables it to keep pace with the ever changing nature and development of digital technology for the benefit of West Sussex residents, and to reach a much higher number of people.

- It is anticipated that demand for technology based solutions will increase due to the range of factors as outlined in this report.
- The Council will gain knowledge and expertise to expand and develop its use of TEC services and products through working with the TEC provider, reference groups and other technology providers and/or additional consultancy support.
- There is a market for the provision of TEC and there are organisations keen to become a partner. However, officers will explore the potential benefits through further market testing.
- A key part of the proposal is to develop a 'technology first' culture and approach for both professionals and members of the public.

### 6.3 Legal risk

Legal risk is considered to be low because the procurement will be undertaken in accordance with both Council Standing Orders and the Public Procurement Regulations ensuring an open, fair and transparent process offering the opportunity to any suitable provider.

### 6.4 Economic risk

Tenders not coming in on Budget.

Financial risk is considered to be low because;

- The Council will only pay for TEC services or products that are installed and is therefore able to control the supply of installations, albeit if the Council reduced or stopped installations due to budgetary constraints it may face reputational and legal risk.
- There is growing evidence of the savings to social care and the NHS that TEC services and products can provide, however limited cultural and behavioural change in both customers and professionals may mean these benefits are not achieved. A key part of the TEC proposals outlined above are to develop and provide increased training and change management to staff and increased communications to customers and it is hoped this will mitigate this risk.
- The development of new TEC services or products will only commence following agreement to a business plan showing the cost and benefits of any new TEC service or product.
- Break clauses will be included in the contract. In the event that any of the funding sources are lost, these will ensure that there is a mechanism to manage spending within the limits of available resources, should the County Council decide it is appropriate to exercise that right.

### 6.5 Technical risk

Technical risk is considered to be medium because:

- Speed of change in technology may mean that TEC services or products become quickly outdated and/or may impact on cost and investment/benefit realisation calculations. This will be mitigated in part

through building strategic and innovation partnerships with the TEC provider and other partners to support the Council to innovate and introduce and/or develop new services or products.

- Interfaces between different systems may create a barrier to communication and sharing of information. This is a priority for the NHS Digital Roadmap Group and should be supported through the MOSAIC social care customer management system.
- New technologies may be difficult to introduce to people who prefer more traditional services or products that may not provide the same level of benefits. This will require extensive communication and engagement to change the behaviour of people as part of the infrastructure and cultural change programme.

## **7. Other Options Considered** (and reasons for not proposing)

### Sourcing options

The following sourcing options were considered:

#### 7.1 Option 1 – Do nothing, maintain current arrangements

This option is to continue with the existing arrangements of having a telecare service procured on a 3 month rolling basis. It is not legally viable to continue in this way, so this option has been discounted.

#### 7.2 Option 2 - Procurement of TEC provider

This option would mean replacing the existing telecare arrangement with a broader TEC provider than was currently being provided and working in partnership with this Development Partner to identify and develop new products for supply to customers. The ability to specify the service, albeit with the need to ensure that there is sufficient flexibility within the contract to enable the Council, in partnership with the contracted TEC provider, to adapt, innovate and be flexible will enable the Council to manage the relationship in the way that it wishes to.

#### 7.3 Option 3 - Framework for TEC provider(s)

This option would mean replacing the existing telecare arrangement with a framework of providers who would 'compete' for customers requiring TEC services. Working with multiple TEC providers could make it difficult to work in partnership to identify and develop new products and innovations. Multiple TELS providers may also make it more difficult to monitor service provision, identify benefits, obtain economies of scale and would make it harder for referrers to access the service.

#### 7.4 Option 4 - Open Market

This option would mean replacing the existing telecare arrangement with the Council having no contractual obligation with any TEC provider, instead requests for TEC services would be directed to providers in the open market, possibly using the Council's 'Connect To Support' website or something similar. Whilst this would maximise choice of provider, it doesn't necessarily follow that this will mean choice of TEC services or products as it will depend on what the selected provider supplies as to what the customer will get. Working with multiple providers could create issues related to management of relationships, making payments, identifying benefits and monitoring

services. It may also lead to an inequitable service across the County.

7.5 Option 5 - Public to Public partnership

This option would mean replacing the existing telecare arrangement with the Council entering in to some form of 'business' relationship, through a separate legal body, with another public body. Whilst there could be an opportunity to retain surpluses, the costs of setting up such a vehicle, the technical difficulties, the on-going risk of challenge and the potential lack of expertise within the Council to operate in the TEC sector make this option unviable.

7.6 Option 6 – Develop In-house TEC Service

This option would mean replacing the existing telecare arrangement with the Council developing its own TEC provision. Whilst this would enable the Council to manage and control the delivery of the service, it is felt that there would be insufficient expertise in the Council to be able to manage this type of service. It is also felt that there would be insufficient knowledge of the market to be able to ensure that the in-house service would be able to keep up with existing technologies and innovate and develop new technologies.

7.7 Each option has been considered against Strategic Objectives, Operational Objectives, Benefits and Achievability/Constraints. The summary of the Options Appraisal is included in Appendix 1: Sourcing Options - Options Appraisal.

7.8 On the basis of the options appraisal, the recommended option is Option 2 – Procurement of a TEC provider.

## **8. Equality and Human Rights Assessment**

8.1 There will be no impact for existing customers as the ceasing of the universal free 13 weeks of service offer would apply to new customers only. Council funding for TEC services and products will now be based on Care Act 2014 eligibility criteria and customers will be means tested in line with current charging arrangements for care. It is noted that TEC can be used to assist individuals who are vulnerable to discrimination, harassment and victimisation, in a person-centred specific way once such individual risks have been identified and shared with the provider, and hence could support people with protected characteristics.

8.2 The TEC provider will be expected to meet equality legislation and to ensure that recruitment and staff development processes reflect the same level of equality for people with protected characteristics. The TEC provider will be required to create and maintain records about customers supported through the installation and monitoring of equipment, and the equipment installed, which will be reviewed regularly as part of the contract review processes. In addition through providing training and development opportunities the TEC provider will be expected to encourage and communicate to their staff that there is an expectation of equality of service for all customers, particularly for people with protected characteristics.

## **9. Social Value and Sustainability Assessment**

- 9.1 An aspect of the existing arrangements which presents social value, and hence would need to be specified and reflected in new arrangements, is the employment of as many installers as possible that live and work in West Sussex and spread across West Sussex, which helps to minimise the impact on the environment by driving shorter distances.
- 9.2 The future arrangements will look to support the local economy and local business promoting the use of a range of locally provided TEC services, particularly through the 'Connect to Support' market place and as part of the strategic and innovation development. Local Small and Medium Enterprises and technology developers may have an opportunity to work with the TEC provider and Reference Groups to deliver identified specific products/services that are not already on the market following an appropriate sourcing process.

## **10. Crime and Disorder Reduction Assessment**

- 10.1 TEC services and products can make individuals feel safer and more secure and may be able to prevent crime and disorder incidents involving the customer when in their own home.
- 10.2 There may be issues in respect of sharing of personal data and infringement of individuals human rights through the monitoring of them by TEC products. This will all be clearly explained and the Council and the TEC provider will ensure that the regulations set out in the General Data Protection Regulation around the protection of personal information will be met.

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## **Appendices**

Appendix 1 - Sourcing Options – Options Appraisal

## Appendix 1 – Sourcing Options – Options Appraisal

|   | <b>Option 1</b>  | <b>Option 2</b>                   | <b>Option 3</b>                     | <b>Option 4</b>                   | <b>Option 5</b>                     | <b>Option 6</b>                     |
|---|--|-----------------------------------|-------------------------------------|-----------------------------------|-------------------------------------|-------------------------------------|
| <b>Description of option:</b>   | <b>Do nothing - continue with current arrangements</b> | <b>Procurement of TEC Service</b> | <b>Framework for TEC Service(s)</b> | <b>Open Market TEC Service(s)</b> | <b>Public to Public TEC Service</b> | <b>Develop in-house TEC Service</b> |
| <b>Strategic Objectives</b>   |  |                                   |                                     |                                   |                                     |                                     |
| Meeting the West Sussex Plan 2017-22 commitment to support people to remain independent in later life |  |                                   |                                     |                                   |                                     |                                     |
| Support the transformation of Adults Services and the vision and strategy for Adult Social Care       |  |                                   |                                     |                                   |                                     |                                     |
| Support the delivery of efficiencies in health & social care budgets                                  |  |                                   |                                     |                                   |                                     |                                     |
| Equitable service for all residents   |  |                                   |                                     |                                   |                                     |                                     |
| <b>Service objectives</b>   |  |                                   |                                     |                                   |                                     |                                     |
| Single countywide all age service   |  |                                   |                                     |                                   |                                     |                                     |
| Able to support the 'technology first' cultural and infrastructure change                             |  |                                   |                                     |                                   |                                     |                                     |

|   |        |        |        |        |        |        |
|---|--------|--------|--------|--------|--------|--------|
| Ease of ability to supply the broadest range of technology available                            | Green  | Green  | Yellow | Green  | Yellow | Yellow |
| Ability to accommodate changes in technology during the course of the arrangements              | Yellow | Yellow | Yellow | Green  | Yellow | Yellow |
| Expertise in the sector to support innovation in West Sussex                                    | Green  | Green  | Green  | Yellow | Yellow | Red    |
| Financial sustainability through market share   | Green  | Green  | Yellow | Red    | Green  | Green  |
| Easily accessible for referrers   | Green  | Green  | Yellow | Yellow | Green  | Green  |
| <b>Benefits</b>   |        |        |        |        |        |        |
| Monitoring of service provision   | Green  | Green  | Yellow | Red    | Yellow | Green  |
| Clear identification of benefits / outcomes provided  | Green  | Green  | Yellow | Red    | Green  | Green  |
| Opportunity for economies of scale to enable best value   | Green  | Green  | Yellow | Red    | Green  | Green  |
| Able to build relationship(s) with provider(s) of service to enable partnership innovation work | Green  | Green  | Yellow | Red    | Green  | Yellow |

| <b>Achievability/Constraints</b>                 |           |           |           |           |           |           |
|--|-----------|-----------|-----------|-----------|-----------|-----------|
| Budget   |           |           |           |           |           |           |
| Management of costs through influence on pricing |           |           |           |           |           |           |
| Able to manage quality and performance           |           |           |           |           |           |           |
| Fair & equitable sourcing process                |           |           |           |           |           |           |
| Technical / legal process to establish           |           |           |           |           |           |           |
| <b>TOTALS</b>                                    |           |           |           |           |           |           |
| Red (0)  | 2         | 0         | 0         | 10        | 2         | 1         |
| Amber (1)  | 2         | 2         | 11        | 7         | 5         | 7         |
| Green (2)  | 16        | 18        | 9         | 3         | 13        | 12        |
| <b>SCORE</b>                                     | <b>34</b> | <b>38</b> | <b>29</b> | <b>13</b> | <b>31</b> | <b>31</b> |