

Appendix 1 – Options Analysis

| Option | Pros | Cons |
|---|--|---|
| a) Direct award new contract with incumbent provider GCH | Continuity for current residents for CQC rated 'good' service | Not a procurement compliant route |
| | Gradual improvements to service can continue (without waiting for new provider) | GCH are reliant on this contract |
| | Timescales suggest this option is quickest to move into contract | Significant officer time to monitor and manage the service and respond to frequent requests for more staff. |
| b) Direct award contract to Care UK (the Forrester Court care provider) | Care UK are large, experienced care provider | Potentially disruptive for just 20 months |
| | Possible to gain efficiencies via economies of scale across both homes | May adversely impact on care delivery at Forrester Court |
| | A more straightforward relationship for contract managers and monitoring officers | Another direct award so lack leverage for significant efficiencies and again not procurement compliant options |
| c) Carry out procurement for medium- or long-term service (3 to 15 years) | Introduces competition allowing us to specify what we need, adapting to weaknesses in current contract | Market engagement suggests is not another viable option currently for this single care home offer. |
| | Option likely to be less costly than in-house option and possibly than what currently paying | List of currently interested providers is underwhelming with mixed reputations |
| | | Market conditions have not changed significantly since last procurement |
| | | Does not give opportunity to join with Forrester Court |
| d) Insource service as soon as practical | Allows council a level of control of service quality and who lives in the home | Council will inherit significant sector workforce issues in terms of recruitment and possibly values of TUPE'ed staff |
| | Opportunity to partner with health help with system pressures | Likely to be more expensive than procured option - Just one care home so reduced economies of scale and cost of support services more expensive |
| | Ability to link with other parts of council to innovate e.g., digital, community hub | Resources to mobilise are extensive and may distract from other areas |
| e) Do nothing – Service will continue with GCH out of contract | No change to practice | Out of contract |
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