

### Record of operational decision

<b>Decision title:</b>	To award a contract to PricewaterhouseCoopers (PwC) to deliver a savings diagnostic of the Adult Social Care (ASC) service.
<b>Date of decision:</b>	9 June 2026
<b>Decision maker:</b>	Corporate Director, Community Wellbeing
<b>Authority for delegated decision:</b>	<p>Chief Executive scheme of delegation: CW-01 and CW-08</p> <p><b>CW-01:</b> Adult social care operation and policy provision of assessment and care management; approved mental health practitioners; deprivation of liberty functions; strategic and operational safeguarding adults policies and procedures; prevention and support services (including welfare rights, occupational therapy, financial assessments, direct payments, telecare, rapid response registered service).</p> <p><b>CW-08:</b> Commissioning, quality assurance and contract management relating to all ages.</p> <p>The Corporate Director, Community Wellbeing is authorised to take this decision under the council's Contract Procedure Rule 4.6.10.</p>
<b>Ward:</b>	Countywide
<b>Consultation:</b>	The Cabinet Member for Adults Health and Wellbeing has been consulted.
<b>Decision made:</b>	<p>To award a contract to PricewaterhouseCoopers (PwC) to deliver a savings diagnostic of the Adult Social Care (ASC) service as Phase 1 to identify recurrent, sustainable savings over the Medium Term Financial Strategy period, with the option to award Phase 2 to the provider for the design, implementation and support to deliver the savings identified as part of Phase 1. The diagnostic will be delivered within 12 weeks of the contract start date and will cost £295,000.</p> <p>The award of Phase 2 will be subject to confirmation by the Corporate Director Community Wellbeing and the Director of Finance that the opportunities identified through the diagnostic will deliver significant annualised savings. Continuation to Phase 2 will be subject to a key decision.</p>
<b>Reasons for decision:</b>	In common with many local authorities, Herefordshire is currently facing significant financial challenges. In 2026-2027, the Community Wellbeing Directorate, including Adult Social Care, is committed to delivering £7.3m

	<p>savings. The outcome of the diagnostic will support the directorate to identify savings for the remainder of the Medium-Term Financial Strategy period.</p> <p>The objective of this diagnostic is to quantify financial and practice-based improvement opportunities, define a realistic and deliverable savings profile, and produce a fully costed transformation plan to improve outcomes for residents while reducing cost in a sustainable way.</p> <p>The diagnostic will not duplicate existing areas of ongoing work but will support the approach and identify key additional and deliverable opportunities.</p> <p>Service Areas in scope for this diagnostic review include:</p> <ul style="list-style-type: none"> <li>• Prevention and early intervention</li> <li>• Demand and Front Door</li> <li>• Short-term Services</li> <li>• Care Pathways and Practice</li> <li>• Commissioning</li> <li>• Digital, Data and BI</li> </ul> <p>A further competition was undertaken utilising the Crown Commercial Services RM6309 Management Consultancy Framework Four. Three tender submissions were received by the tender deadline and were duly evaluated in accordance with the evaluation criteria set out in the further competition documents. PwC submitted the most economically advantageous tender response and are recommended for award.</p>
<p><b>Equality Considerations</b></p>	<p>Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:</p> <p>A public authority must, in the exercise of its functions, have due regard to the need to:</p> <ol style="list-style-type: none"> <li>a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.</li> <li>b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.</li> <li>c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.</li> </ol>

	The ASC diagnostic contract will have no negative impact on any group with a protected characteristic.
<b>Highlight any associated risks/finance/legal/equality considerations:</b>	<p>There are no associated risks with the award of this contract.</p> <p>The contract is being awarded following completion of a compliant further competition process, in line with the council's Contract Procedure Rules.</p> <p>The provider has set out a clear delivery plan in the tender documents, with weekly progress meetings throughout the 12-week diagnostic period to help keep delivery on track and reduce the risk of delays to achieving the contract objectives.</p>
<b>Details of any alternative options considered and rejected:</b>	<b>Do nothing:</b> This contract provides short-term, focused capacity and specialist expertise to undertake a rigorous, independent assessment and identify additional savings opportunities. If no action is taken, some savings opportunities may remain unidentified.
<b>Details of any declarations of interest made:</b>	None.

Signed: H Hall

Date: 09/06/2026