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| Subject: | The Council's Commissioning Work Plan | | |
| Date of Meeting: | 9 February 2012 | | |
| Report of: | The Chief Executive | | |
| Lead Cabinet Member: | Bill Randall | | |
| Contact Officer: | Name: | Mark Prior | Tel: 29-2095 |
| | Email: | Mark.prior@brighton-hove.gov.uk | |
| Key Decision: | No | Forward Plan No: | |
| Ward(s) affected: | All | | |

FOR GENERAL RELEASE/ EXEMPTIONS**1. SUMMARY AND POLICY CONTEXT:**

- 1.1 The Commissioning Work Plan is a key vehicle for the delivery of the council's Corporate Plan and the city's Sustainable Community Strategy. It determines the city wide Commissions through which the council, partners, service users and stakeholders work together to re-shape local services. It provides the framework for internal Compacts between Lead Commissioners and Heads of Delivery Unit for the provision and performance management of council services; it also underpins grant funding and contractual arrangements with external agencies and providers.
- 1.2 The Commissioning Work Plan (Appendix 1) follows the report to the 13 December 2011 Overview and Scrutiny Committee that outlined progress towards using "intelligent commissioning" as the main instrument for delivering excellent public services to Brighton & Hove's communities, residents and visitors at optimum cost.
- 1.3 The Commissioning Work Plan aims to be transformational and includes:
 - city wide commissions: multi agency reviews led and project managed by the council to tackle cross cutting issues
 - service commissions: the on-going work of commissioners including resource allocation, service review, procurement, performance management and decision making to improve service outcomes (including Clinical Commissioning Group and Public Health).
- 1.4 The Commissioning Work Plan has been designed with the Strategic Leadership Board. Implementation and performance management of the Work Plan is the responsibility of the council's Lead Commissioners Group. It is a working document and will be updated and changed as the programme of work develops.

- 1.5 The Commissioning Work Plan documents only key commissions and not everything the council leads on or delivers. The council's other activities are managed through the authorities planning processes including Compacts and service Business Plans.

2. RECOMMENDATIONS:

- 2.1 That the Cabinet agrees the Commissioning Work Plan (Appendix 1) and note the progress in taking forward commissions to deliver Corporate Plan priorities.
- 2.2 That the Cabinet agrees that the Commissioning Work Plan is taken to the Local Strategic Partnership and the Public Service Board to support joint working and the effective delivery of the plan.
- 2.3 That Cabinet notes that annual updates of the Work Plan will be brought to Cabinet or relevant committee and that Members will receive reports on individual commissions as relevant.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 The council's Commissioning and Delivery structure was finalised on 1 November 2010 within the Organisational Change Framework of "A Council The City Deserves".
- 3.2 The lead commissioning group includes the Strategic Director and Lead Commissioner for Communities and the co-located Lead Commissioners Group comprising of:
- Lead Commissioner People
 - Lead Commissioner Learning & Partnerships
 - Lead Commissioner Housing
 - Lead Commissioner City Regulation & Infrastructure
 - Lead Commissioner Children, Youth & Families
 - Lead Commissioner Public Health
- 3.3 Development of the Commissioning Work Programme itself reflects the new collaborative approach across the council's Corporate Management Team and with the commissioners of partner agencies. This new approach is driving innovation, improvement and value for money and is a key vehicle for the council's Corporate Plan and the city's Sustainable Community Strategy.
- 3.4 The principles of Intelligent Commissioning were set out in the April 2010 Cabinet report and the December 2011 OSC update report and are being applied to each of the commissions outlined in the work plan. Each commission requires a different approach and the principles are therefore applied differently and as appropriate. Learning is being applied from the Intelligent Commission pilots to guide this process. The principles can be summarised as:
- Gathering and using evidence (facts and figures) to gain a better, more rounded understanding of the needs of the city and our residents.
 - Ensuring innovation and joined up design through engaging partners, experts and citizens in new and more effective ways.

- Providing best value and return on investment within constrained budgets by fully understanding and combining relevant public sector budgets.
- Joining up delivery and activity across the city with partners, residents and businesses.
- Joining up understanding of, and response to, the results of delivery.

3.5 The commissioning stages outlined in the Commissioning Work Plan relate to progress against specific activities, these are:

- **Scoping:** discuss scope and principles of new commission with relevant partners and stakeholders; identify group, issue or place and summarise rationale
- **Needs Analysis:** gather, analyse and assess needs and outcomes; consult with clients/providers; map services and interventions/current pathways; draft priorities
- **Commissioning Strategy:** establish priorities and outcomes; develop service design and specification; identify service gaps; consult with clients/providers
- **Implementation:** specify and award contracts or amend compacts for services through tendering and contract / compact management; work with external providers and delivery units to agree performance compacts; develop the market, build capacity and promote innovation
- **Review:** manage service provider performance/quality via contract and compact management; review & evaluate service provision against required outcomes; consult with clients and residents to review if needs are being met

Commissions are developed within joint commissioning structures with other partners and stakeholders and specialist organisations to deliver on cross-cutting priorities. Priorities are agreed on the basis of statutory obligations, links to the Corporate Plan and needs identified as part of high level Joint Strategic Needs Assessments and the State of the City Report.

3.6 The Commissioning Plan is divided into three sections: City Wide Commissions, Service Commissions and examples of commissioning work from the health sector. The Health sector information has been provided by Public Health and the Clinical Commissioning Group and as part of the health transformation process will be progressively integrated with the City's Commissioning Plan as appropriate.

3.7 Whilst this plan does not represent everything that the city council will be leading on and delivering, it does represent some priority areas where a commissioning approach will lead to transformational change. The council's other activities are managed through the authorities planning processes including Compacts and service Business Plans.

The City Wide Commissions

3.8 The City Wide Commissions are **major** undertakings addressing significant issues in the city with the full involvement of our partners and stakeholder. These are key priority areas that have a wide ranging impact across lives, geography, sectors and services. These scheduled commissions will aim to tackle the top priorities identified across the city with our partners. The City Wide Commission established to look at **Families in multiple disadvantage** is a good

example of this. There are currently 18 City Wide Commissions identified, including the 3 initial pilot commissions already well underway and delivering.

Service Commissions

- 3.9 The Service Commissions have their roots in a particular service area, and are not as wide in scope as the City Wide Commissions. In many cases, partners will be involved such as those with our partners in the National Health Service for example. The Service Commissions may be annual or re-commissioning pieces of work, but they are still based upon the principles of commissioning outlined above. The **Student Housing Strategy** commissioned by the Strategic Housing Partnership is a good example of this.
- 3.10 It is important to note the policy and strategy activity that underpins the work of the council and our partners including the Commissioning Work Plan. This activity, led by the local authority with partners, provides the strategic and supporting framework for effective commissioning and day to day service delivery. This work ranges from large scale and wide ranging pieces of strategy to some fairly specific pieces of policy with a narrower focus. Examples include:
- State of the City Report and the Joint Strategic Needs Assessment
 - One Planet Living Framework and State of the Local Environment Report
 - Equality and Inclusion Strategy
 - Community Safety Strategy, the Crime Reduction and Drugs Strategy
 - City Events Strategy
 - Brighton and Hove Food Strategy (Spade to Spoon, Digging Deeper).
 - Welfare Reform planning

4. COMMUNITY ENGAGEMENT AND CONSULTATION

- 4.1 Commissions are developed within joint commissioning structures with other partners and stakeholders and specialist organisations to deliver on cross-cutting priorities. Priorities are agreed on the basis of statutory obligations, links to the Corporate Plan and needs identified as part of high level Joint Strategic Needs Assessments and the State of the City Report.
- 4.2 Commissioners undertake a wide degree of consultation within the council and Corporate Management Team, Strategic Leadership Board and more widely with City Partners including Public Health, Police, Transport and CVSF on service and city wide commissions to ensure cross-cutting priorities are established and delivered jointly to ensure they maximise efficiency and value for the city.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 The development and delivery of Commissioning Work Plan is resourced within the budget strategies for 2012/13 and 2013/14 to support the council's agreed corporate plan priorities. Commissioning influences the assumptions within the council's Medium Term Financial Strategy ensuring that needs are properly

understood, growth is managed and resources prioritised, to deliver the intended outcomes.

Finance officer consulted: Anne Silley

Date: 23/01/12

Legal Implications:

- 5.2 Given the city wide scope of the proposed commissions and their strategic importance under the council's Corporate Plan, Cabinet is the appropriate body to consider and approve the Commissioning Work Plan.

Lawyer consulted: Oliver Dixon

Date: 23/01/12

Equalities Implications:

- 5.3 The council's Equality and Inclusion Policy is one of the key accompanying documents to the Commissioning Work Plan. The Equality and Inclusion Policy guides the council's approach to equality, diversity and inclusion. It explains the council's responsibilities and duties, and sets out how the council will meet them. This includes identifying the priorities of equality groups across the city and address equality implications of the Corporate Plan.

In addition, data from the Place Survey and the State of the City report has been used to inform the development of the Plans focus on reducing inequality and the rolling programme of equality impact assessments by teams and service units across the council. Equality Impact Assessments will be carried out as part of each commission.

Sustainability Implications:

- 5.4 Sustainability implications have been outlined in detail within the Corporate Plan, the main document upon which this plan has been developed. These have been informed by the State of the City report and recent work by the City Sustainability Partnership on the State of the Local Environment and One Planet Living Framework, as well as on going work by council teams for example, transport, parks, waste.

Crime & Disorder Implications:

- 5.5 Crime and disorder implications have been outlined in detail within the Corporate Plan, the main document upon which this plan has been developed. These have been informed by the emerging Safe in the City Strategy, the State of the City Report, as well as on going work by council and community safety teams.

Risk and Opportunity Management Implications:

- 5.6 Risks and opportunities for the council and the city were considered during the development of the Corporate Plan significantly influencing the choice of priorities, for example, social and economic implications of not tackling inequality, the benefits and opportunities of better involvement of wider range of people. The Commissioning plan seeks to support delivery of these priorities.

Public Health Implications:

- 5.7 Public Health implications, informed by the JSNA and the State of the City Report, have been incorporated within specific and city wide Commissions within the council's Commissioning Work Plan.

Corporate /City wide Implications:

- 5.8 The council's Commissioning Work Plan commits the local authority to undertaking cross-cutting service delivery in accordance with the Corporate Plan, the City's Sustainable Community Strategy and other established policies and plans in conjunction with City Partners.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 Not applicable

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 Not applicable. The Commissioning Work Plan sets out a significant programme of city wide and service priorities that are fundamental for delivering the council's Corporate Plan and Sustainable Community Strategy objectives with its Partners.

SUPPORTING DOCUMENTATION

Appendices:

1. The work plan is large and complex and therefore is embedded here as an Excel workbook. It can be opened by clicking the icon below.
The "Introduction" worksheet describes the view and print options.



Documents in Members' Rooms

Hard copy of the Commissioning Work Plan

Background Documents