

From: Paul Carter, Leader
David Cockburn, Head of Paid Service

To: Policy and Resources Cabinet Committee, 1 July 2015

Decision No: N/A

Subject: Schedule of commissioning activity

Classification: Unrestricted

Electoral Division: All

Summary:

A schedule of commissioning activity across KCC over the next three years has been developed. This schedule will allow Members to have oversight of significant service delivery decisions in advance.

Recommendation:

The Cabinet Committee is asked to note the schedule of commissioning activity and the issues raised in the covering paper.

1. Introduction

- 1.1 To allow Members to have oversight of significant service delivery decisions in advance, a schedule of commissioning activity across KCC has been prepared. The information contained in the schedule of commissioning activity has been taken from the recently approved directorate business plans and from contracts information held on the Kent Business Portal.
- 1.2 This schedule of commissioning activity is intended to support Cabinet Committees to select the activity that they wish to consider in more detail so it can be programmed onto the forward agendas. The review in Autumn 2015 will consider the future involvement of the Commissioning Advisory Board in commissioning activity.

2. Financial Implications

- 2.1 The schedule of commissioning activity includes known procurement activity of £1 million and over that will be undertaken in the years 2015-16 to 2016-17. It includes contracts of this value that are due to be let, re-let, extended or that expire in this timeframe.
- 2.2 One of the aims of our approach to becoming a strategic commissioning authority is to allow for greater member scrutiny of commissioning decisions that will commit KCC to significant spend, to ensure that the organisation is using its resources efficiently to achieve our strategic outcomes. The schedule of commissioning activity could help to achieve this by supporting Members in identifying items that they wish to look at in detail.

3. Strategic Statement and Policy Framework

- 3.1 The information in the schedule of commissioning activity is largely taken from the directorate business plans, which outline how the directorates will deliver the outcomes contained in the Strategic Statement: *Increasing Opportunities, Improving Outcomes*.

4. The Report

- 4.1 The four directorate business plans for 2015-16 identify major service redesign, commissioning and procurement exercises expected over a rolling three-year period. 'Major' was defined as any redesign, commissioning or procurement that would require a Key Decision.
- 4.2 The information provided in this section of the directorate business plans 2015-16 (where provided) has been the basis for the development of the schedule of commissioning activity which has been produced by the Strategy, Policy, Relationships and Corporate Assurance division (Appendix 1).
- 4.3 The schedule aims to capture commissioning activity for the years 2015-16, 2016-17 and 2017-18, although the majority of the activity that has been identified is in the first year (this is discussed below).
- 4.4 As well as the specific section of the directorate business plans referenced above, information in the schedule was also gathered by working through the narrative of each directorate business plan to identify commissioning activity, or activity likely to lead to commissioning or decisions around service delivery. This included service reviews, development of strategies and response to major national changes affecting services. This broad definition has been applied to help identify commissioning activity well in advance of decisions being formed and made.
- 4.5 The information from the directorate business plans has been cross-checked with contracts information held on the Kent Business Portal. The Kent Business Portal (www.kentbusinessportal.org.uk) is KCC's online contracts register. Each contract that KCC holds with a provider is logged on the Portal and this information can be sorted and extracted. Contracts due to expire in the years 2015-16, 2016-17 and 2017-18 of £1 million and over in total value were identified. Where not already referenced in the directorate business plan this information has been added to the schedule because commissioning activity will be required in advance of the end of the contract.
- 4.6 Developing the schedule of commissioning activity has raised some issues about the way in which KCC plans future commissioning activity, which will need to be addressed as we continue to move towards becoming a strategic commissioning authority.
- 4.7 Firstly, despite being asked to identify commissioning, procurement and service redesign activity over the next three years in the directorate business plans, the vast majority of activity identified is in 2015-16, with very little tangible activity set out for 2016-17 and 2017-18. This one-year focus

suggests that managers may need in some cases to plan further ahead to ensure full strategic oversight of the future delivery of their services.

- 4.8 Secondly, there appear to be some inconsistencies between the information included in the directorate business plans on commissioning activity and the information on the Kent Business Portal that identifies when contracts are due to expire. This is being investigated to understand why in some cases the business plans have not referenced activity to prepare for the upcoming expiry of contracts. Where contracts are due to expire, commissioning activity must be planned well in advance so that the best delivery option for the service can be properly considered and agreed. This planned activity should be documented in the business plan.
- 4.9 These issues will be considered in the review of the 2015-16 business planning process, which will report to Policy and Resources Cabinet Committee in September 2015. This report will suggest improvements to the business planning process for 2016-17, and further recommendations will be made to ensure a comprehensive and forward-looking planning of commissioning, procurement and service re-design activity.

5. Conclusion

- 5.1 The schedule of commissioning activity has been developed as a tool to support more effective forward agenda planning and to allow members to have oversight of significant service delivery decisions in advance. This is an important step in becoming a strategic commissioning authority.

6. Recommendation

Recommendation:

The Cabinet Committee is asked to note the schedule of commissioning activity and the issues raised in the covering paper.

7. Background Documents

- 7.1 Directorate business plans 2015-16: <http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/business-plans>
- 7.2 Report to Policy and Resources Cabinet Committee on 12 December 2014 – Business Planning 2015/16: <https://democracy.kent.gov.uk/documents/s50169/Item%20D3%20-%20Business%20Planning%202015%2016%20PR%20committe%20v1%204.pdf>

8. Contact details

Report Author:

- Jenny Dixon-Sherreard, Policy Adviser
- 03000 416598
- jenny.dixon-sherreard@kent.gov.uk

Relevant Director:

- David Whittle, Director of Strategy, Policy, Relationships and Corporate Assurance
- 03000 416833
- david.whittle@kent.gov.uk