

NON-CONFIDENTIAL
BOROUGH OF TAMWORTH



CABINET

4 December 2014

A meeting of the CABINET will be held on Thursday, 11th December, 2014, 6.00 pm
in Committee Room 1 Marmion House, Lichfield Street, Tamworth

A G E N D A

NON CONFIDENTIAL

- 6 **Public Sector Commissioning Progress Report** (Pages 1 - 84)
(Report of the Leader of the Council)
- 7 **Housing Regeneration Update** (Pages 85 - 88)
(Report of the Leader of the Council)

Yours faithfully

A handwritten signature in black ink, appearing to be 'A. S. J.', written over a circular stamp or mark.

Chief Executive

People who have a disability and who would like to attend the meeting should contact Democratic Services on 01827 709264 or e-mail committees@tamworth.gov.uk preferably 24 hours prior to the meeting. We can then endeavour to ensure that any particular requirements you may have are catered for.

To Councillors: D Cook, R Pritchard, S Claymore, S Doyle, and M Thurgood.

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THURSDAY, 11 DECEMBER 2014

REPORT OF THE LEADER OF THE COUNCIL**PUBLIC SECTOR COMMISSIONING PROGRESS REPORT****EXEMPT INFORMATION****PURPOSE**

To seek Cabinet approval to the revised terms of reference for the Tamworth Strategic Partnership (TSP) which will establish a locality commissioning function within the partnership and establish the appropriate delegations to TBC officers to manage commissioning activity through the Locality Commissioning Hub in accordance with the Council's financial guidance and governance of the TSP.

To inform Cabinet on the progress of contracts awarded under Commissioning Cycle 2.

RECOMMENDATIONS

That Cabinet;

1. Endorses the revised terms of reference for the TSP establishing a locality commissioning function, called the Tamworth Locality Commissioning Hub, reporting to the TSP Executive Board, attached as appendix 1
2. Delegates authority to the Chief Executive, the Director of Community, Planning and Partnerships and the Director of Housing and Health to participate in the Commissioning Hub and to make commissioning decisions through the Commissioning Hub as and when appropriate in line with the Council's financial guidance and governance of the TSP,
3. Authorises the delegated officers in the Commissioning Hub to receive monies into the Council from TSP partners and pool funding and award contracts to support joint commissioning activity as and when appropriate in line with the Council's financial guidance and governance of the TSP,
4. Approves the revised Public Sector Commissioning Framework attached as appendix 2 updated to reflect the new commissioning landscape,
5. Authorises the removal of the Voluntary and Community Sector Commissioning Board from the list of outside bodies,
6. Endorses the progress made by the providers awarded contracts under the Council's Commissioning Cycle 2 procurement exercise and the 6 month performance report on the Commissioning Cycle 2 contracts attached as appendix 4.
7. Authorises creation of the budgets up to £555,000 to facilitate the pooling of funds to the cost centre established.

EXECUTIVE SUMMARY

Locality Commissioning:

In 2009 the Council through its Strategic Partnership infrastructure established a Voluntary Sector Commissioning Framework and Board. The purpose was to improve the clarity and accountability of funding to the third sector, bring consistency to how the Council works with partners with opportunities for alignment of funding to achieve economies of scale, more intelligent commissioning driven by needs analysis and to provide a robust framework to manage contracts.

Recognising the value of Commissioning and the fact that upper tier Local Authorities were transforming into Commissioning organisations, the Council took the next natural step in 2011 when it redesigned the function and purpose of the VCS Framework and Board to accommodate Public Sector Commissioning. The Public Sector Commissioning Framework was adopted by the TSP in 2012 and subsequently the TSP oversaw the procurement of a Business Support service and a joint commission between the Council and Staffordshire County Council for a Healthy Eating and Physical Activity commission.

The most recent milestone on this journey was reached as a consequence of a specific piece of work commissioned by the Staffordshire Health and Well-Being Board (HWBB). It involved identifying a specific and meaningful role for districts and boroughs in delivering the objectives and outcomes from the HWB Strategy. The outcome was a locality based commissioning tool designed to deliver improved 'well-being' outcomes at a local level using a combination of devolved, pooled and mainstream funding for the purpose of co-ordinating decisions on commissioning priorities and securing better investment decisions. The establishment of a multi-agency locality commissioning hub will be instrumental to the delivery of the improved 'well-being' outcomes.

The TSP at its meeting on 11 September 2014 received a presentation from the Chief Executive of Tamworth Borough Council setting out his work on behalf of Staffordshire HWBB, the progress made and the approval by the Health and Wellbeing Board of the recommendations. The TSP at this meeting endorsed the progress made and the establishment of locality based commissioning in Tamworth with the establishment of a multi-agency commissioning hub. The terms of reference attached to this report were approved in principle by the TSP at its meeting on 27 November and formally establishes locality commissioning within the TSP. Officers now seek approval from Cabinet to establish the Locality Commissioning Hub within the governance structures of the Council and to delegate appropriate functions to TBC officers to ensure the effective functioning of the Hub.

The key functions of the new Locality Commissioning Hub are:

- Establishing and setting the strategic needs for Tamworth
- Producing an annual Commissioning Plan
- Developing and influencing service specifications
- Managing commissioning processes and procurement activity including evaluation of tenders
- Performance management of appropriate contracts
- Overseeing de-commissioning processes

The Voluntary and Community Sector Commissioning Board has operated effectively for a number of years and has overseen two commissioning cycles on behalf of the Council. However, the establishment of the Tamworth Locality Commissioning Hub and the move to joint commissioning with pooled or aligned funding means that the Voluntary and Community Sector Commissioning Board is no longer appropriate. It is therefore proposed that Cabinet disestablishes the Voluntary and Community Sector Commissioning Board.

Progress to date on Locality Commissioning

A shadow Tamworth Locality Commissioning Hub has been in place over the last few months and has been focussing on two key pieces of work in a twin track approach: a pooled funding locality commissioning prospectus (pooling funding streams to support shared

priorities) and the redesign of Children & Young People (CYP) emotional health and wellbeing services in Tamworth (redesigning existing services to deliver a Tamworth offer with improved outcomes).

1. Pooled funding locality commissioning prospectus

Commissioning leads from across the partnership identified appropriate funding streams and developed one commissioning document setting out requirements for Tamworth under the 'wellbeing' agenda based on strategic needs assessments. The 'Improving Wellbeing in Tamworth' Commissioning Prospectus setting out the funding priorities was agreed by all funding partners and was published on 14 November 2014 using the Council's In-tend electronic procurement system. The Prospectus has been attached as appendix 3 to this Cabinet report. The closing date for submissions is Friday 23 January 2015. Multi-agency evaluation panels will then assess tenders and services will commence in April 2015. A Scheme of Delegation report, signed by the Leader of the Council, gave TBC officers delegated authority to commence this process in advance of this Cabinet report.

2. Redesign of CYP emotional health and wellbeing services in Tamworth

To develop a Tamworth offer and an Academy School offer under the Staffordshire Emotional Wellbeing & Mental Health of CYP Strategy. Working with the SCC and CCG Commissioners to deliver a local approach around:

- Developing a single process for commissioning Emotional Health services.
- CYP having access to Information, Advice & Guidance to keep them emotionally well.
- Develop capacity & confidence within the education environment to deal with tier 1 & 2 issues
- Involve CYP & families in the decision making

Commissioning Cycle 2 – Contract Management:

The contracts awarded under the Commissioning Cycle 2 commissioning programme, overseen by the Council's Voluntary and Community Commissioning Board have been in place since April 2014. Officers in the Communities, Planning and Partnerships directorate have been monitoring the contracts on a quarterly basis. Progress over the last 6 months has been acceptable and the few initial teething problems regarding performance data are being resolved. A 6th month progress report is attached as appendix 4 setting out the key performance data. An important focus of the performance indicators agreed with providers is the close link with the Building Resilient Families programme and a requirement to do more outreach to ensure the services are accessible to our more vulnerable families.

OPTIONS CONSIDERED

Locality Commissioning is an opportunity for the Council. The principal opportunity is one of influence over the decision making of other partners so that between us we are able to make a greater impact on improving the wellbeing of the residents of Tamworth. This may be the start of a fundamentally new way of working where more services are commissioned jointly, and given the current financial climate and commonality between respective agendas, officers recommend testing this model.

RESOURCE IMPLICATIONS

The principles underpinning the locality commissioning approach is to enable public sector partners to better co-ordinate decisions on commissioning priorities and how we use our resources to achieve them. One element to this work is to achieve better investment

decisions on funding used by all partners to support the early intervention/prevention 'wellbeing' agenda. The funding identified to support the 'Improving Wellbeing in Tamworth' Commissioning Prospectus for the two financial years 2015/16 and 2016/17 is:

PCC Locality Deal Fund	£ 70,000
Building Resilient Families reward grant (SCC)	£ 67,000
Public Health district grant	£228,000
CCG district grant monies	£150,000
Community Cohesion funds (held in TBC reserves)	£ 20,000
Lifecheck/PCT funds (held in TBC reserves)	£ 20,000
Total	£555,000

A new cost centre has been established to hold this partnership funding.

Additional TBC officer time in Communities Planning & Partnerships and Procurement will be required to support the commissioning process and to support contract and performance management requirements. Initially this requirement will be met using existing officer time. These commitments are difficult to evaluate at this time as this is the first such exercise. It is expected that the funding of the multi-agency Locality Commissioning Hub will be the subject of future discussions with partners.

LEGAL/RISK IMPLICATIONS BACKGROUND

There are financial and risk implications to the Council in being the accountable body for the 'Improving Wellbeing in Tamworth' Commissioning exercise and for any future single commissioning exercise managed by the Council – in accordance with the Councils' Financial Guidance / Standing Orders. At this point in time it is expected that the value of the pooled budget will be £555,000 over the life of the 2 year contracts. Availability of future funding to meet commissioning commitments could be a significant risk to the Council as all contracts will be between the provider and TBC. However, in order to mitigate this risk and subject to the procurement process, break clauses will be included within the contracts/tenders. Partners will be expected to engage fully in the process – and inform the Council of any funding changes in sufficient time (say 6-12 months) to enable TBC to notify contractors accordingly and action the appropriate break clauses.

There may also be TUPE and employment related issues (e.g. redundancy) which will need to be managed. Partner support and advice will be sought to manage any HR type issues that may arise.

A risk register has been established on covalent. Officers will manage this risk register and will put in place mechanisms to mitigate these risks. Partnership agreements will be put in place between the Council and all funding partners. Lawyers from Staffordshire County Council are supporting this process and are currently looking at Staffordshire-wide mechanisms to support legal/HR and governance risks through appropriate legal documents to underpin locality commissioning.

The separation of roles between commissioner and provider will need to be considered carefully within this process. Legal advice will be sought through the appropriate TSP channels to ensure an appropriate segregation of duties where there may be a potential conflict of interest within TBC or other partners in the commissioning and delivery of this Prospectus or any future commissioning activity.

SUSTAINABILITY IMPLICATIONS

Staffordshire County Council has been supporting the work of the Council's Chief Executive

on behalf of the Staffordshire HWBB in establishing locality commissioning. Staffordshire County Council has set up a Staffordshire-wide Locality Working Strategic Leads group to share learning and to evaluate the effectiveness of this new approach. Future support and commitment to this approach will be influenced by the successful achievement of the outcomes sought through locality commissioning.

BACKGROUND INFORMATION

Tamworth has a well established strategic partnership which is built around the statutory Responsible Authorities Group. The Tamworth Strategic Partnership brings partners from the statutory, voluntary and private sectors together to deliver improved outcomes for the residents of Tamworth under the single vision of **One Tamworth, Perfectly Placed**. This mature strategic partnership is well-placed to oversee locality commissioning.

In addition, this Council has a long track record of effective commissioning of services to both the voluntary and community sector and private sector and has effective procurement and commissioning expertise.

REPORT AUTHOR

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LIST OF BACKGROUND PAPERS

Scheme of Delegation, Report of the Leader of the Council, Locality Commissioning – Single Commissioning Process – published 18 November 2014.

Cabinet Report – Tamworth Borough Council Commissioning Programme Update – 23 October 2013

APPENDICES

Appendix 1 - Revised terms of reference for the TSP and terms of reference for the new Tamworth Commissioning Hub which will report to the TSP Executive Board

Appendix 2 - Public Sector Commissioning Framework updated to reflect the new commissioning landscape

Appendix 3 - Tamworth Strategic Partnership Commissioning Prospectus -Improving Wellbeing in Tamworth 2015 – 2017

Appendix 4 - 6 month performance report on the Commissioning Cycle 2 contracts

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Tamworth Strategic Partnership Executive Board - Terms of Reference

1. Purpose of the Tamworth Strategic Partnership Executive Board

- To provide the Leadership and strategic direction necessary to achieve the shared priorities and objectives
- To agree priorities, set direction, empower individuals and check and challenge progress and outcomes,
- To lobby and influence in the interest of local priorities
- To be collectively and individually accountable for planning, resourcing and delivering programmes, projects and work streams designed to achieve the shared priorities and objectives
- To focus upon the delivery of the shared priorities for Tamworth and its communities;
- To implement a simple and transparent governance arrangement to support statutory compliance and accountability;
- To engender a flexible partnership environment based upon agreed core principles; and
- To create a sustainable partnership culture based upon honesty, trust and fairness
- Where relevant to Commission Services to meet the needs of Tamworth residents with delegated decision making powers
- To review provision of services and functions that can be integrated to achieve more effective public services
- To authorise the annual Locality Commissioning Plan and the Community Safety Strategic Assessment and Community Safety Partnership Plan

2. Expectations of committing to the Tamworth Strategic Partnership Executive Board

All partner organisations represented on the Strategic Executive Board will be expected to:

- Focus plans, capacity and resources on tackling the cause not the consequence of our priorities issues;
- Adopt a systems thinking, problem solving approach to working methods;
- Seek to ensure that those most vulnerable in our communities are prioritised and supported;
- Increase efficiency by greater collaboration, reduced bureaucracy and focusing upon outcomes;
- Enable a flexible partnership environment based upon honesty, trust and committed relationships; and
- Seek to secure sustainable local solutions to local issues.

3. Meetings and Reporting Arrangements

The TSP Executive Board will meet **quarterly**, will monitor and receive reports from the established Partnership Boards, Commissioning Hub and any operational Task and Finish Groups. A structure diagram is attached.

4. Membership

The members of the TSP Executive Board will have significant influence, resources and understanding of the single vision for Tamworth.

- | | |
|-----------------------------------|------------------------------------|
| • Tamworth Borough Council | Chief Executive |
| • Police | Police Team Commander |
| • Fire Service | Area Commander |
| • Public Health representative | District Public Health Lead |
| • Clinical Commissioning Group | Chief Operating Officer |
| • County Council | District Commissioner |
| • College | Deputy Principal |
| • Council for Voluntary Sector | Chief Officer |
| • Business Enterprise Partnership | Chair of the BEP or representative |
| • County Councillor | Cabinet member |
| • Borough Councillor | Leader of the Council |
| • Fire Authority representative | Responsible Authorities Group rep |

- Probation Service representative Responsible Authorities Group rep

Deputies may be nominated to attend the TSP in the absence of the above membership. The board may co-opt and invite interested parties as and when required.

5. Chair/Vice Chair

The chairperson will be – Leader of Tamworth Borough Council

The vice-chair will be – Deputy Principal South Staffordshire College

There will be an annual election of the Chair and Vice Chair.

6. Administration Arrangements

Meetings will be formally minuted by Tamworth Borough Council with a key emphasis on actions arising. Items for the agenda will be submitted to the chair two weeks prior to meetings and agendas and papers will be circulated at least one week in advance of meetings.

Meeting dates will be set annually in advance. A quorum shall be one quarter of the whole number of members.

7. Civil Contingencies

In the event of a major emergency being declared the Chair of the Board shall also be the Chair of the Community Recovery Committee with the Council providing Secretariat duties. The purpose is to reflect community concerns, feelings and initiatives in informing the wider community and assist in impact assessment of the affected community.

The role is non executive and shall, as far as possible, work on the basis of consensus to:

- Reflect community concerns, feelings and initiatives and bring those to the attention of the main Recovery Coordinating Group (RCG)
- Assist in informing the wider community of discussions and progress of the RCG
- Liaison with the business community and taking their concerns to the Business and Economic Recovery Group.
- Engaging the community in the recovery process.

8. Responsible Authority

The Tamworth Strategic Partnership will act as the Responsible Authority as defined by the Crime and Disorder Act 1998 (as amended). In doing so, it will implement an appropriate and transparent governance arrangement that will ensure statutory compliance and accountability.

Membership of the TSP has been permanently extended to include:

- Fire Authority representative
- Probation Service representative

In the event that there is a need for an issue to be escalated beyond the mandate of the TSP, the Chair of the TSP will refer the matter to the Staffordshire Strategic Partnership Board.

9. Health and Wellbeing

The Tamworth Strategic Partnership will act as the local strategic link to the Staffordshire wide Health and Wellbeing Board. In addition Tamworth Strategic Partnership will consider the local delivery of the county wide Health and Wellbeing Strategy; in particular through the work of the Commissioning Hub and the Community Safety Partnership, and will contribute to the development of the Enhanced Joint Strategic Needs Assessment.

Tamworth Locality Commissioning Hub – Terms of Reference

Introduction

This document sets out the principles, governance and operating model of Tamworth's Locality Commissioning Hub.

Background

Tamworth has a well established strategic partnership which is built around the statutory Responsible Authorities Group. The Tamworth Strategic Partnership brings partners from the statutory, voluntary and private sectors together to deliver improved outcomes for the residents of Tamworth under the single vision of **One Tamworth, Perfectly Placed**.

In April 2014, Staffordshire's Health and Well-being Board engaged the Chief Executive of Tamworth Borough Council to undertake a piece of work on its behalf; ***To clearly articulate the role of district/borough councils and their broader locality partnerships in the delivery of the Health & Wellbeing Strategy outcomes.***

A key recommendation from this work, which was approved by the Health and Wellbeing Board in July 2014, was the establishment and development of Locality Commissioning Boards. Tamworth already had an emerging Commissioning Hub which had grown organically based on multi-agency commissioner conversations. This has now evolved into Tamworth's Locality Commissioning Hub which reports to the Tamworth Strategic Partnership.

The Partnership and Commissioning Landscape

1. Governance

Tamworth's strategic partnership landscape includes the following key bodies:

Tamworth Strategic Partnership (TSP)

This is the primary body for partnership working within Tamworth. This partnership, through its Strategic Board, sets the strategic vision and includes senior politicians and officers from partner organisations.

Locality Commissioning Hub (LCH)

This Hub is tasked to deliver the TSP strategic outcomes and Staffordshire's Health and Wellbeing strategic outcomes (and any other appropriate outcomes) through locality based delivery. Commissioners from partner organisations operate within the Hub. The Hub reports on commissioning plans and outcomes to the TSP. To support the work of the Hub, Task and Finish groups may be set up to undertake the more detailed work and consultation.

Task and Finish Groups

The number and subject matter of the theme groups will vary depending on the shared priorities identified by the TSP. The Task and Finish Group undertakes the detailed work around needs analysis, service redesign, and consultation, based on strategic commissioning methodology. The following commissioning cycle is a useful guide:



Membership of the Task and Finish Groups will include Commissioners, Providers, Schools and Service Users/Community representatives. The Task and Finish Groups will advise the Locality Commissioning Hub.

2. Partnership Structure

The TSP structure chart is attached as appendix 1.

3. LCH Functions

The functions of the LCH will include:

- Establishing and setting the strategic needs for Tamworth
- Producing an annual Commissioning Plan
- Developing and influencing service specifications
- Managing commissioning processes and procurement activity including evaluation of tenders
- Performance management of appropriate contracts
- Overseeing de-commissioning processes

4. Membership

Membership will include key Commissioning Leads from partner agencies:

Core Membership:

Tamworth Borough Council

Staffordshire County Council

Staffordshire Public Health

South Staffordshire & Seisdon Peninsula Clinical Commissioning Group

Police/PCC

Wider membership as and when appropriate (to avoid duplication with the TSP Executive Board)

Fire and Rescue Service

Probation Service

South Staffordshire College

Voluntary and Community Sector

Business Enterprise Partnership

Segregation of roles between commissioners and potential providers will be maintained to ensure the integrity of the procurement process.

5. LCH's Operating Principles

Partner organisations on the Tamworth Locality Commissioning Hub have agreed:

- To commit to the principle of pooling and aligning resources, intentions and funding at a strategic level
- To work towards the devolution of resources, accountability, support and funding in order to invest in locality based delivery
- To focus upon commissioning for outcomes and to work together to influence and not just spend
- To commit to the principle of developing the locality agenda through alignment with and the integration of Locality Based Commissioning across all of Staffordshire's strategic priorities and work streams
- To commit to sustaining Tamworth's Locality Commissioning Hub by:
 - Supporting innovation
 - Investing in partnerships
 - Training all who require it
 - Plan, measure and evaluate all commissioning activity
 - Maximise the benefits of all resources: Assets; People, Funding, and Knowledge.

6. Commissioning Plan

Tamworth's LCH will focus on the key areas of partnership interest. These priorities will be set out in an annual Commissioning Plan which will be taken to the TSP Strategic Board for formal approval.

The Commission Plan will be underpinned by the following guiding principles:

- We will commission for outcomes, making full use of evidence based tools to measure outcomes e.g. the Outcome Star
- We will commission based on evidence of need
- We will promote co-production wherever possible
- We will seek to influence wider commissioning
- We will co-ordinate and join up funding streams as appropriate
- We will manage demand through supporting behaviour change and increased resilience

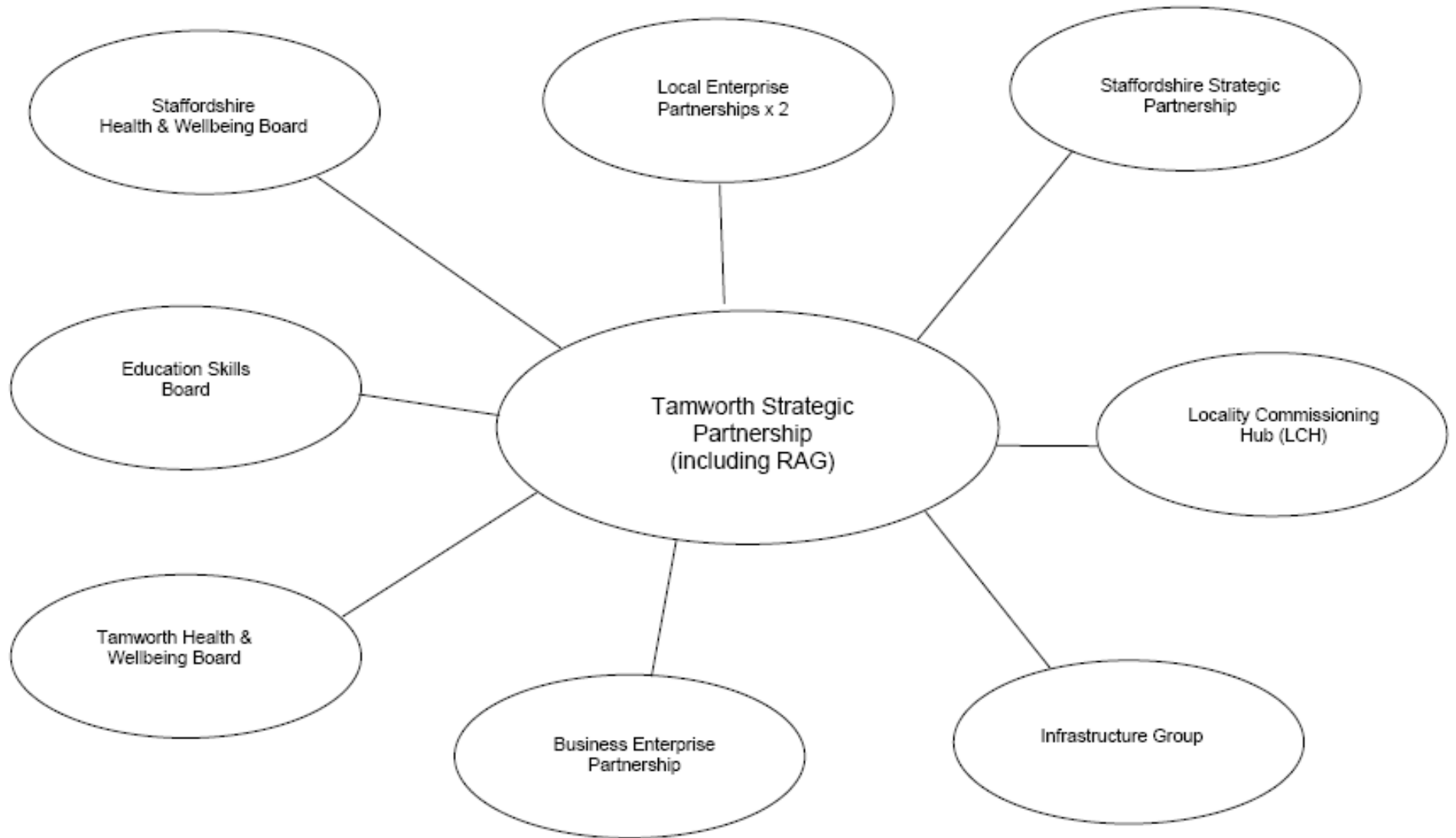
7. Accountability

The Chief Executive, Director of Communities Planning and Partnerships and the Director of Housing and Health have delegated authority from Cabinet to represent Tamworth Borough Council on the Commissioning Hub.

Other partners will abide by their own organisation's governance and financial requirements.

The Commissioning Hub will oversee, influence and authorise spending decisions against the agreed priorities. However as the TSP and LCH are not legal entities, the procurement of services and performance management requirements will follow the governance/financial regulations of the most appropriate or host organisation.

TSP Structure Chart



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Tamworth Public Sector Commissioning Framework

Document Hierarchy: Policy

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This document is held by Tamworth Borough Council and the document owner is the Head of Partnerships and Commissioning.

Printed documents may be obsolete; an electronic copy will be available on Tamworth Borough Council's Internet and with the Communities, Planning & Partnership Team. Please check for current version before using.

Revision History

Revision Date	Version Control	Summary of changes
06/03/11	Initial Draft	Drafting
21/03/2012	Version 2	Drafting
24/04/2012	Version 5	Drafting & consultation
13/06/13	Version 5 - Final	Approved
24/11/14	Version 6	Updated re locality commissioning

Approvals

Name	Title	Approved
Robert Mitchell	Deputy Director Communities, Planning & Partnerships	2012
Fleur Fernando / Karen Adderley	Partnership Support & Development Manager	2012
TSP Board		17 May 2012
TBC Cabinet		13 June 2012
TBC Cabinet		11 Dec 2014

Document Review Plans

Document review and updates shall be made in accordance with business requirements and changes will be with the agreement of the document owner.

Distribution

The document will be available on Tamworth Borough Council's website:

<http://www.tamworth.gov.uk/commissioning>

Security Classification

This document is classified as SEC 1 Routine.

For further information on this Framework please contact Karen Adderley details below.

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Service outlines will be posted on InTend the Tamworth Borough Council's tendering system.

Acknowledgements

The commissioning process contained in this document has been developed from Tamworth Borough Council's Voluntary and Community Sector Commissioning Framework, which was developed in consultation with the Voluntary and Community Sector, including Tamworth Council for Voluntary Service, Tamworth Voluntary and Community Sector Forum, Staffordshire & Stoke on Trent Consortium of Infrastructure Organisations (SCIO) as well as Tamworth Borough Council and Staffordshire County Council Officers involved in commissioning services.

This Framework has drawn upon good practice from other local authorities and particular acknowledgement is given to the Newcastle under Lyme Borough Council Third Sector Commissioning Framework and Sutton Commissioning Framework.

If you, or someone you know, would like this information in alternative languages or formats such as large print or Braille, please contact the Communities, Planning & Partnerships Team on 01827 709615 or e-mail tsp@tamworth.gov.uk

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APPENDICES

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- Appendix B: Eight Principles of Good Commissioning
- Appendix C: Intelligent Commissioning Model
- Appendix D: De-commissioning Guidance

1. Introduction

Tamworth Strategic Partnership (herein after referred to as Tamworth TSP) recognises the importance of a fair and transparent, COMPACT compliant process that enables equal access and opportunity for all sectors in the provision of commissioned services. We wish to secure longer-term support to deliver essential services to improve the quality of life of the Borough's communities, focusing on the priorities agreed by the Tamworth Strategic Partnership Board, Tamworth Borough Council (herein after referred to as TBC) and our Commissioning partners.

This Public Sector Commissioning Framework is a combination of Tamworth Borough Council's Voluntary and Community Sector Commissioning Framework and the TSP Commissioning Framework. It helps to demonstrate the TSP's genuine commitment to collaborative working and will apply to the allocation of TBC and TSP funding. This framework will bring a new level of transparency and consistency to future funding agreements.

The target audience who may read this Commissioning Framework ranges from the voluntary and community sector, businesses to Council Members and Officers at all levels within our partner organisations.

This framework is aligned with wider work being undertaken on joint commissioning between agencies such as the County Council, Public Health, Clinical Commissioning Groups and Police and Crime Commissioner and will, in the future, integrate with other commissioning frameworks. It is therefore important to note that it could be subject to change and may serve as a bridge to a more joined up approach that realises better efficiencies and value for money.

This framework has drawn on Government guidance and from existing examples of best practice and has taken account of responses from consultation.

1.1 Contextual Information

The partnership working arena in Tamworth is thriving and diverse. It covers the whole spectrum of statutory organisation responsibilities and embraces organisations from all sectors.

Commissioning as a means to deliver services not only harnesses the advantages of more effective, better quality, customer focused services for users but also provides opportunities to achieve wider local social and economic objectives such as increasing local employment, improving local skills and increasing the self-esteem and confidence of local communities by meeting the needs of the communities.

The commissioning process can be defined as:

The process of assessing needs, procurement, allocating resources, defining priorities and choices, determining how they are best delivered, overseeing implementation and delivery, evaluating impact

The commissioning process contained in this document has been developed with the Strategic Partnership which has a wide range of organisations as members including, Fire, Police, County Council, Health, and the local Clinical Commissioning Group.

'We want the best local partnership working between all partners to be the rule, not the exception.'

The Tamworth Locality Commissioning Hub which will oversee selected elements of the commissioning process on behalf of the Council and the TSP will strive to achieve this aim and will embed the eight principles of good commissioning¹ as identified in the Partnership in Public Services: An action plan for Third Sector involvement in its commissioning arrangements with the Third Sector. (Appendix B) These principles can be transferred and relevant to all commissioning.

1.2 Strategic Integrated Commissioning

The Tamworth Public Sector Commissioning Framework has the ability to provide a flexible framework for multi-agency joint and integrated commissioning activity.

The Tamworth Locality Commissioning Hub will hold a strategic overview of commissioning requirements for the borough based on an enhanced Joint Strategic Needs Assessment (eJSNA) and local needs analysis. Key members of the Hub will be involved in developing service outlines and specifications alongside the appropriate lead professional/commissioner, this will align multi-agency activity and maximise the investment in the borough. The Locality Commissioning Hub's membership will reflect the services being commissioned at any one time and the budget holders' requirements when carrying out the tender evaluation. The Locality Commissioning Hub will receive an overview of contract/performance monitoring reports to ensure that services being delivered in Tamworth are delivering the outcomes required.

The TSP and its Locality Commissioning Hub will play an important strategic role in ensuring effective and integrated commissioning within the borough.

2. Scope of the Framework

This Framework has been designed to apply to the commissioning of priority services that have been identified as being potentially suitable for delivery by the

¹ Partnership in Public Services: An action plan for Third Sector involvement, Office of the Third Sector, 2006

voluntary, community, public, private and business sectors. Due regard will be taken of any EU procurement regulations in force at the time which would cover the services being commissioned. The EU Procurement rules create a legal obligation on contracting authorities and services.

The framework does not replace the procedures for applying for small grants which may be implemented by TBC and partner organisations but works alongside these procedures.

Application of the framework

TSP partners are responsible for delivering services on behalf of the residents of Tamworth. Partners will be encouraged to procure services in line with this framework and involve the Locality Commissioning Hub wherever possible to maximise investment and secure joint and collaborative opportunities for commissioning more effectively.

Recording the decision to use the Public Sector Framework

The TSP approved the Public Sector Commissioning Framework on the 17 May 2012. To enhance the transparency and accountability of the process the Framework will be available for scrutiny via TSP Board and the TSP/Council website. The updated Framework to take account of locality commissioning was approved at Council on 11 December 2014.

Links to Tamworth COMPACT

This Commissioning Framework has been drawn up using COMPACT principles and was Equality Impact assessed to ensure it does not have a potential adverse impact on particular groups of people in Tamworth.

The purpose of COMPACT is to improve working relationships between statutory agencies and the voluntary and community sectors.

The Council are committed to the development of relationships with all partner organisations including the voluntary and community sector, and will adhere wherever possible to COMPACT principles. We will endeavour to:

- **Facilitate the engagement of local community groups in the Commissioning Process**
- **Support the sustainable development of Voluntary and Community organisations by introducing, where possible, longer term funding.**
- **Set up and maintain a process of transparent and competitive tendering for services to recognise that they can be supplied by a range of agencies, whether from the Public, Private, Voluntary or Community Sectors.**
- **Provide, where appropriate, access to technical advice and support, training, transport, accommodation and other resources.**
- **Recognise that effective management and governance, and the involvement of volunteers require adequate resourcing.**
- **Recognise the importance of infrastructure to the Voluntary and Community Sectors and volunteering, and where appropriate provide support to its development.**
- **Allocate funding, contracts and other resources against clear, relevant and consistent criteria. Applications will be judged against funding organisations strategic commissioning objectives.**
- **Accept the principle of full cost recovery (as promoted by the Treasury) in funding voluntary and community organisations, to help them to meet the true cost of providing services, while acknowledging the practical difficulties of achieving this.**
- **Establish clear and transparent arrangements for agreeing and evaluating objectives, performance indicators and other targets.**
- **Give honest and timely feedback to funded organisations about successes or deficiencies in performance.**

- **Work towards the alignment of policies and systems across and within funding agencies.**
- **Ensure prompt payment of grants and contracts (including payment in advance, where appropriate).**
- **Give timely information to voluntary and community groups about funding opportunities and decisions (before the end of the current grant/contract period).**
- **Design application systems to meet the needs of smaller voluntary and community groups.**

There has been a long-running debate about the merits of grants or contracts, as the means of funding for service delivery. The decision on the right mechanism is an integral part of intelligent commissioning.

We need to be clear about the purpose of funding awards. Joseph Rowntree Foundation identifies three different funding styles:

- 1) **'Giving' (contributing to the voluntary organisation's goals without expectations of return),**
- 2) **'Shopping' (buying services) and**
- 3) **'Investing' (building capacity for future benefit).**

Government recognises the importance of retaining a choice of funding mechanisms for procuring services. It is suggested that there is a benefit to maintaining a mix of grant funding open to small organisations, alongside the increasing opportunities for organisations to contract with local government for the delivery of public services.

TSP Executive Board support the principle of 'investing' in strengthening the services in Tamworth through infrastructure support.

We will adopt the principles of Intelligent Commissioning, Stages of Procurement as set out by the Office of the Third Sector. See Appendices C.

3. Service Identification and use of the Commissioning Framework

All commissioning will be premised on the fact that all parties want what is best for the local population of Tamworth.

The identification of services is extremely important. The Commissioning Team will endeavour to:

- Carry out needs assessments to establish funding priorities
- Use the Enhanced Joint Strategic Needs Assessment and other appropriate needs analyses to support commissioning decisions where appropriate.

4 Tamworth TSP's Commissioning Proposal

It is **proposed** that the following channels be made available for funding the activities/services in Tamworth:

- A. Grants and Small Grants (Giving)
- B. Procuring Specific Services (Shopping)
- C. Investing (building capacity)

A. Grants

"Grants" Explained

A grant is used to fund an activity of a recipient because that activity is in broad alignment with the Government's (or Council's) overall objectives. Project type grants of this kind, which are given to support the provision of specific services, will need to be treated as a 'restricted fund' in any accounts; it may only be used for defined purposes.

Definition – National Audit Office

There are a number of existing grant schemes provided by Tamworth Borough Council. These are:

1. Small Grants Scheme approved by Cabinet (grants) Sub-Committee
2. Arts Grants Scheme approved by Cabinet (grants) Sub-Committee
3. Sports Grants Scheme approved by Cabinet (grants) Sub-Committee

The Council currently intends to operate these schemes alongside the Public Sector Commissioning Framework.

Grant funding remains a valid way of buying some forms of community based services. Value for money, local knowledge and potential benefit to service users will all be key considerations in awarding grants.

B. Procurement

Definition of procurement

Procurement covers "the specific activities within the commissioning cycle that focuses on the process of buying services, from the initial advertising through to the final contract arrangements. It encompasses the lifetime of the activities/service provision and the performance management of contracts, through to continuation or decommissioning of the service.

C. Investment

The Council would seek to make investment decisions through the procurement process described in this document having identified at the Service Outline stage if we are looking to invest in an organisation.

4.1 Tamworth Borough Council's Procurement Process

The Commissioning Hub will oversee, influence and authorise spending decisions against the agreed priorities. However as the TSP and the Locality Commissioning Hub are not legal entities, the procurement of services and performance management requirements will follow the governance/financial regulations of the most appropriate or host organisation.

Should TBC be the accountable body the Council's financial guidance sets out the latest procurement requirements and can be found via the following link:

http://www.tamworth.gov.uk/sites/default/files/finance_docs/Financial-Guidance-2014-web.doc

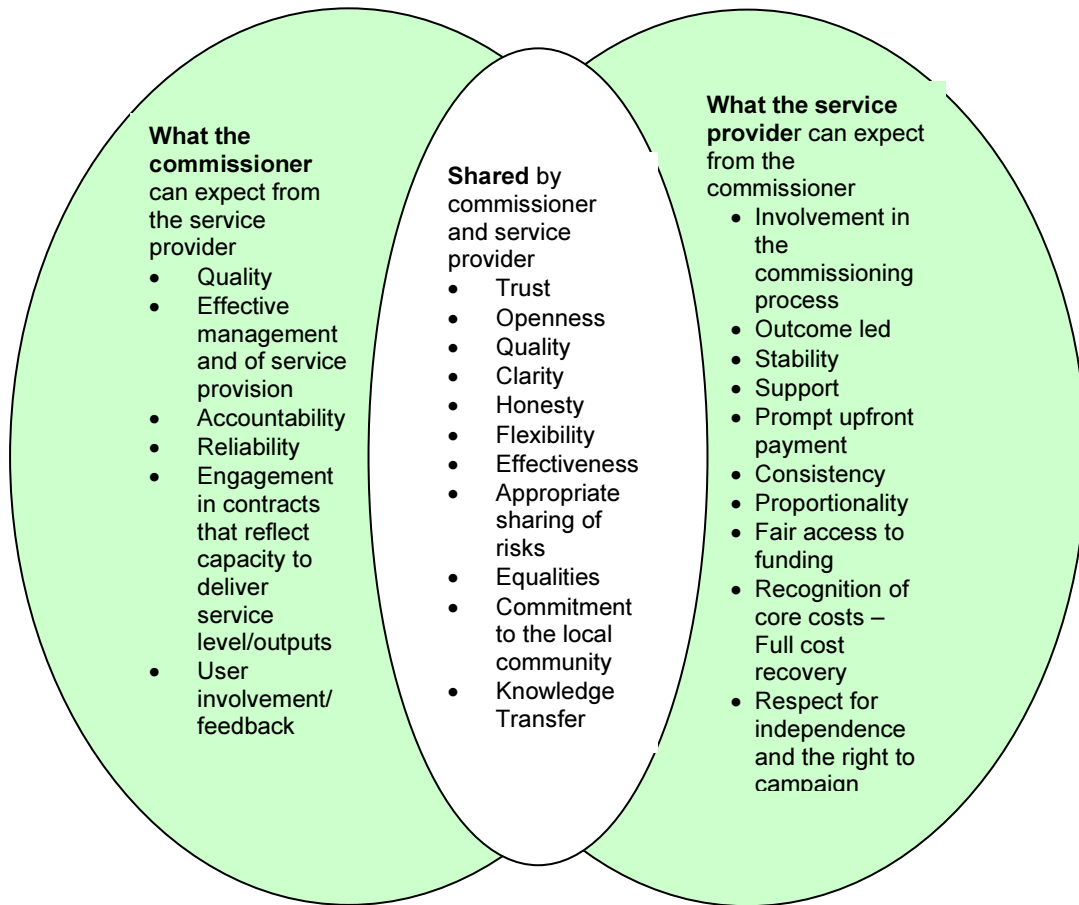
Services commissioned will deliver against the priorities for the Tamworth Strategic Partnership and funding partner priorities and requirements. The TSP's priorities are listed in Appendix A.

This involves the Council and all partners working together in an open, mutually respectful and honest manner to reach agreement on the delivery of services. This applies across the full funding spectrum. The objective for this method of commissioning is to ensure that both the Commissioner and the provider have joint ownership of the services delivered to the users, mutual respect for each other and contracts/SLAs that are driven by the performance of both parties and the mutually recognised needs of the clients. Partner organisations will be engaged in all parts of the Commissioning cycle from initial consultation and needs assessment through to monitoring and evaluation, where possible we will seek the views of the community and service users.

Successful partnership commissioning will enable an on-going successful relationship. The relationship and expectations of the parties is set out in **Figure 1. Expectations of commissioners and providers**²

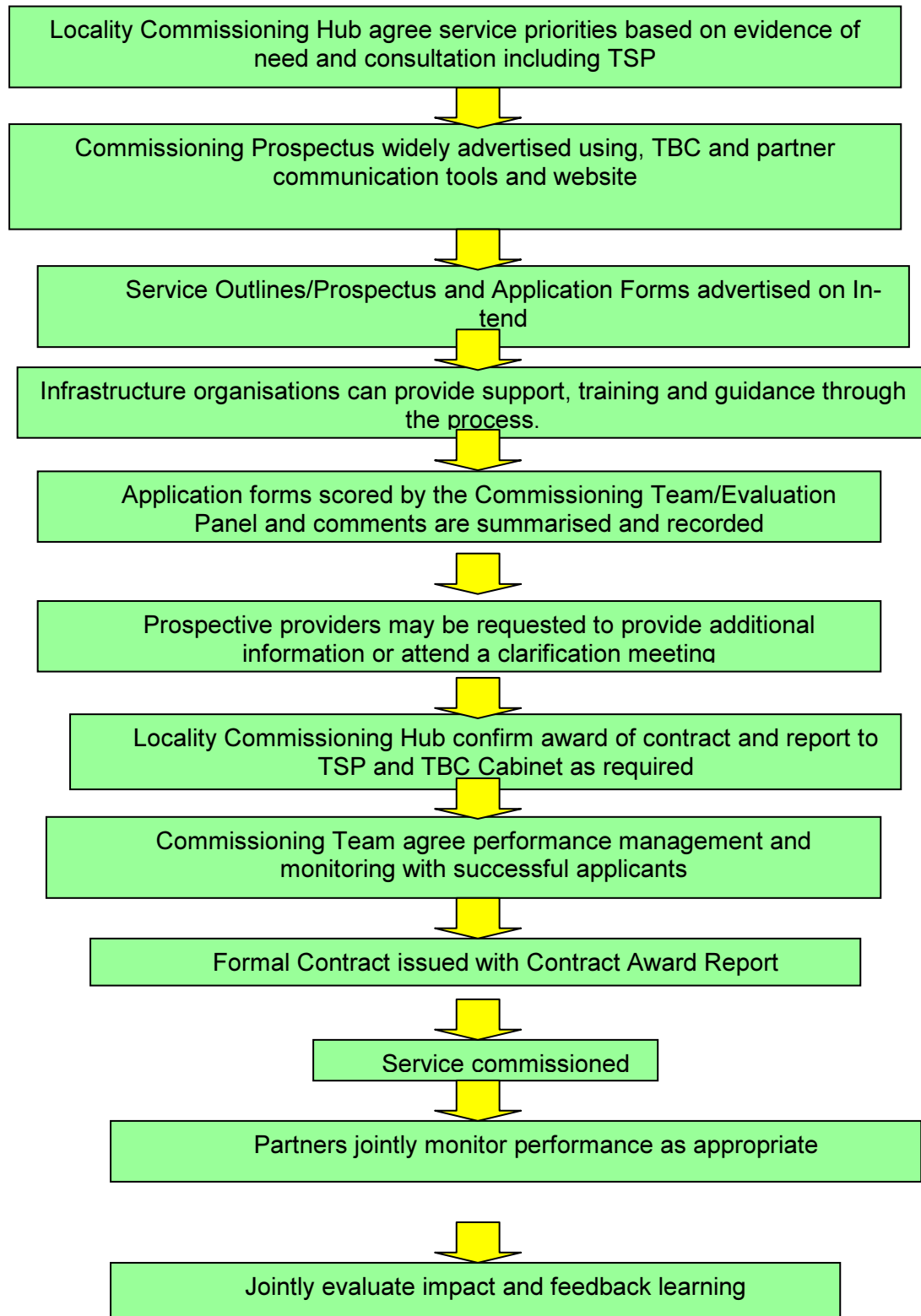
² Source: Tower Hamlets Third Sector Code of Practice (amended)

Figure 1 Expectations of commissioners and providers



5. Commissioning Services

Figure 2: Commissioning Process Flow Diagram



The Locality Commissioning Hub will ensure that the rigour of the process **will be proportionate** to the value of the commission. **Therefore it is possible that not all stages of the process would apply to all commissions**, this decision would be made during the needs assessment stage before the Service Outlines or Commissioning Prospectus is advertised.

6. Commissioning Process Management

For the purpose of this Framework, the term commissioning process covers the process from the needs assessment to the monitoring and evaluation of services. Effective commissioning process management is critical to the commissioning of services whether it is from the private, public or voluntary and community Sector. The circumstances of the provision, its size, complexity and sensitivity will inform how the service should be run and how formal the decision-making and documentation needs to be.

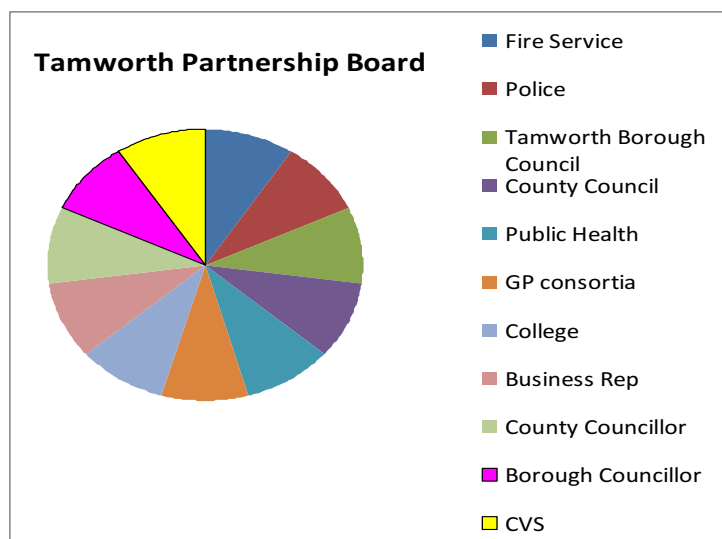
The commissioning process can involve the following roles:

Commissioning Sponsor: This role involves providing strategic direction for the commissioning of services. Internally, the role will interface with the TSP’s Executive Board and the Locality Commissioning Hub. The role may be empowered to authorise funding proposals.

Commissioning Manager and Team: This role, supported by a wider team including Procurement, HR, service professionals and commissioners from partner agencies, is responsible for the operational delivery of the commissioning processes.

Commissioning Support: This role will support the application process and also follow up on monitoring and evaluating the commissioned services.

Locality Commissioning Hub: The Hub includes representatives from the key partners from the TSP outlined below in addition to officers from TBC. Decisions will be made virtually and also formally at meetings. Dependent on the funds available and accountable body the membership of the Hub will vary accordingly. Terms of Reference of the Hub are part of this framework.



7. Risk Identification and Management

An important tenet of risk management is that risk “should be managed by the party best able to manage it”. Hence it is advisable not to try to transfer all risk to the provider. In fact it may be beneficial to retain as much risk as possible with the Public Sector Commissioner rather than attempting to transfer risks that are either not properly understood or cannot be effectively managed by providers. However, an equally important tenet of risk management concerns the ‘ownership of risk’. It is vital that each party accepts ownership of the risks they are responsible for, that these are clearly identified and an action plan is in operation to deal with significant risk.

There are several steps for risk to be fully addressed through the Commissioning Process:

1. The Locality Commissioning Hub has an up to date and annually reviewed risk assessment for the Commissioning process
2. The provider organisations carry out a risk assessment on the services they wish to provide and that this is submitted at tender stage.
3. When contractual arrangements are made with organisations joint risk assessments can be undertaken and subsequently monitored and reviewed.

Risk can be defined as uncertainty of outcome (whether opportunity or threat). Risk is inherent in any action the TSP takes. The most common reason for Services failing is that in the planning stage, a thorough risk profiling exercise is not carried out, resulting in poor management of significant risks. Risks should be considered in three specific categories:

- **Existing service risk.** The current strategic and operational risks within the existing in house service or service provider. The existing service should be reviewed to identify the risks already carried by the Council, their current impacts and likelihood of risk occurring and look to see if by redesign of the service delivery the risks could be mitigated or eliminated in a cost effective way. This review should include the identification of any relevant insurance cover carried by the authority in relation to the existing service.
- **Commissioning risk.** The risks that could occur during the Commissioning process that would damage the achievement of a successful outcome. Some risks are inherent in the contracting process; for example, poor tender specifications and evaluation criteria may lead to potential contractors not offering the level or quality of service envisaged and/or legal challenges being mounted against the results of the process.
- **New risk.** Any new risks that may emerge after the commencement of the contract. When the new provider of the goods or service is in place, there will be a new set of risks that the Council will have to address and these need to be categorised, documented and assessed; for example the provider may go out of business. This could include the impact on the charitable objects of the Voluntary and Community Sector organisations.

Once the risks have been identified it is important to establish their **significance** both in financial terms and with regard to their potential to cause damage to the

Councils reputation and ensure relevant steps are taken to reduce the likelihood of risk occurring.

8. Marketing

TSP wishes to work pro-actively to develop and support a varied supplier market. TSP wishes to act fairly to ensure that all prospective suppliers are able to bid for work where appropriate. This may include the packaging of services, use of umbrella groups and / or consortia. TSP will adhere wherever possible to the principles of COMPACT.

Some of the services TSP may seek to have delivered by the voluntary and community sector, public and business sectors will be either outside or peripheral to the current operations of the voluntary and community sector and business organisations in Tamworth. TSP needs to generate a wide interest from these sectors by marketing its commissioning activity. This can be undertaken in a number of ways however, the recommended process is as follows:

1. The Locality Commissioning Hub oversees the production of the **Service Outline or Commissioning Prospectus** for the services/priorities it wishes to commission. Important information for the Service Outline/Prospectus can be extracted from the needs assessment stage; this will include meeting corporate and sustainable community priorities, aims and objectives, specific desired outcomes, budget and the proposed timetable. It is good practice to identify (if possible) at this stage whether there may be a Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE, see section 16 for more information) or Asset transfer issue as part of the commissioning, or if the service provider will require specific types of insurance e.g. Professional Indemnity Insurance. An indication as to whether the Hub wishes to commission the services in a single or consortium package is also required.
2. The **Service Outline/Prospectus** will be advertised on In-Tend (the electronic procurement system) which can be accessed via www.in-tendhost.co.uk/tamworthbc. Infrastructure organisations, partners and a range of other networks will be advised of the tender opportunity. Press releases to local newspapers may also be used to promote the tender opportunity to the widest audience possible.
3. There will be various workshops after the tenders are put out to support the organisations through the application process and address any training requirements to ensure accessibility to the commissioning process and further develop and enhance the local market.

9. Award Criteria

Tender documentation issued will be proportionate to the value of prospective commissions.

An application form will be issued with the Service Outline/Prospectus as will the scoring criteria/weightings.

Bid documentation requested as part of any tendering process may include some or all of the following requirements:

- Proposal Submission form
- Service Delivery Plan
- Equality Impact Assessment
- Risk Assessment
- Health and Safety Policy
- Safeguarding Policies (Children and Vulnerable Adults)
- Equal Opportunities Policy

A check will be made to ascertain if appropriate insurances/DBS checks are in place.

Details will be provided in the tender documentation of the specific requirements for each commissioning activity.

A check may be made to ascertain what effect any award would have on the applicant's organisation/business and assess whether or not the applicant would have the capacity to deliver the contract/grant without incurring unreasonable financial risk(s).

Tender submissions will be evaluated by members of the Commissioning Team and recommendations will be considered by the Locality Commissioning Hub for approval. Clarification meetings may take place.

Award of contracts and grants will follow the financial regulations of the accountable body for each award.

Social Value

Ensuring value for money in public service delivery is now a more pressing concern than ever before. Measures of social value, which take into account wider 'value added' impacts and softer outcomes are becoming more sought after. The recent Best Value Guidance directs local authorities to consider social value when commissioning services. The guidance also provides a definition of Social Value.

Under the Duty of Best Value, therefore, authorities should consider overall value, including economic, environmental and social value, when reviewing service provision. As a concept, social value is about seeking to maximise the additional benefit that can be created by procuring or commissioning goods and services, above and beyond the benefit of merely the goods and services themselves.

DCLG, 2011

The additional benefits created may fall within the following seven domains³

Housing, Environment, Education, Health, Employment, Income and Crime

Social gains may be seen through increased social participation, civic engagement including volunteering, local employment, training, community cohesion etc. It is important however that social value is considered in relation to the service to be delivered and should be relevant to the contract.

This approach has been strengthened by the Public Services (Social Value) Act 2012 which came into force on 31 January 2013. This requires public authorities to have regard to economic, social and environmental well-being in connection with public service contracts. Public authorities are required to consider how what is procured may improve the social, economic and environmental wellbeing of the Borough, how the Council may secure any such improvement and to consider the need to consult. The Act applies to service contracts, which must be advertised through the EU Journal but, the principles can be of wider application and support the principles of this framework.

10. Performance Measurement and Service Specification

It is intrinsic to the success of the service, that the specification developed in partnership with the successful provider, identifies performance measures that will deliver against the TSP and funding partners' priorities.

An essential element in the development of commissioning partnerships is **the joint ownership** of the service specification and the outcomes/outputs of the service.

This process is a sensitive process between the successful applicant and the Commissioning Team. Both parties must acknowledge this fact and respect the confidentiality of the information shared⁴.

³ Seven Domains taken from the North West Social Value Foundation, Social Value Toolkit

⁴ The TSP must comply with the Freedom of Information Act 2000 in disclosing information to third parties. Please see Section 15 for further details.

Outcomes Based Service Outline

Many traditional contracts have been developed around the outputs (activities and processes) that should be delivered. Whilst this can provide clarity about the types of activity required it does not encourage sufficient attention to the outcomes of activity. It is important to know 'the difference' the work has made. Therefore an effective service outline will use outputs and both short and long term outcomes.

The Commissioning Team will negotiate the development of these with the organisation awarded the contract. Where possible we will seek to align reporting requirements with those of other Commissioners.

It is an acknowledged principal of good management that all effective organisations measure their performance in order to know how well they are performing and to identify opportunities for improvement. In the initial development of Key Performance Indicators (KPIs) a few matters are critical:

- Are the KPIs relevant to the required outcomes and outputs of the service or essential to its proper management?
- Are they measurable?
- Is the measurement objective enough to make comparison with some base position relevant?
- Can the KPI's be collected efficiently and cost-effectively?
- Are soft outcomes also being measured and evidenced?

The development of the Key Performance Indicators will be a collaborative process between the Commissioning Team and the successful service provider, although, there may be statutory and other performance indicators that must be met which may be listed in the Service Outline/Prospectus. This will enable an informative process to take place in which the TSP identifies its objectives and the prospective providers define their capability to meet these objectives in terms of measurable performance. Providers will be expected to demonstrate the results of their activity both in terms of the outputs and the short and longer term outcomes. As part of this process of developing a performance measurement framework the Contract/SLA for the service will also be developed. Additionally the resource implications for the provider may be confirmed through this negotiated process.

11. Contract Award

Following the evaluation of application the award of a Contract/SLA will be made. A **Contract** will be completed and signed by the relevant Director or other authorised officer. The ability to award contracts is set out in the Councils Financial Regulations and Standing Orders in relation to Contracts. We will publish the Commissioning decisions in order to be fair and transparent.

12. Contract Length

When commissioning services under this framework it is recommended that, where possible, contracts are for a **minimum period of 2 years**. However if either party is in breach of contract, early termination, as per the contract, is enforceable by either party. This period is chosen as this reflects the Council's Medium Term Financial Strategy. This enables the provider to recover any investment it makes to deliver the

service. Investment in this sense includes assets, training and additional management support. It also enables the provider to plan for the long term.

13. Contract Management and Performance Review

Effective contract management is fundamental to the delivery of high quality services. The Locality Commissioning Hub/Commissioning Team and the provider will **jointly monitor performance** as set out in the contract/funding agreement. To develop trust and reinforce transparency it is imperative that an open and honest procedure is in operation on both sides.

Locality Commissioning Hub reserves the right to carry out an audit of commissioned organisations at its sole discretion and cost.

14. Dispute Resolution

All agreements will incorporate a dispute resolution mechanism which needs to be time limited. This will follow the Dispute Resolution Procedure as set out in the contract or funding agreement.

15. Legal and Compliance Issues

All commissioning must comply with relevant TSP members' own Financial Regulations and Standing Orders in relation to Contracts.

The EC Procurement Directives are applicable to all procurements.

Where the value of the commission is less than the current thresholds for a Part B service, there is no need to advertise in the European Journal. However under EU law TBC is bound to act in an open and transparent manner and *not* discriminate against any organisation from outside Tamworth (including all the European Union) that may wish to bid for services. In the case of Part B services over the set threshold TBC must observe rules on specifications and place an award notice in the Official Journal of the European Journal (OJEU).

Data Protection Act 1998 and Freedom of Information Act 2000

The Locality Commissioning Hub is fully committed to compliance with the requirements of the Data Protection Act 1998 which came into force on 1 March 2000. The Locality Commissioning Hub will therefore follow procedures which aim to ensure that all employees, elected members, contractors, consultants, partners or other servants of the council who have access to any personal data held by or on behalf of the Locality Commissioning Hub, are fully aware of and abide by their duties under the Data Protection Act 1998.

The Locality Commissioning Hub regards the lawful and correct treatment of personal information as very important to its successful operations and to maintaining confidence between the Hub and those with whom it carries out business. The Locality Commissioning Hub will ensure that it treats personal information lawfully and correctly.

To this end the Locality Commissioning Hub fully endorses and adheres to the principles of Data Protection as set out in the Data Protection Act 1998.

The Freedom of Information Act 2000 (FOI) came into force in January 2005 and under it any member of the public, company, charity or organisation, may make a request for information to the Borough Council.

Voluntary and Community Sector organisations are exempt from the act. However, government would “expect charities to respond as openly and promptly as possible to reasonable requests for the information they hold”.⁵⁵

Protecting your organisational interests

When tendering or entering into a contract with the Authority, organisations may wish to ensure that their commercial interests are protected or this could result in sensitive information being disclosed. Applicants should consider what information may be confidential or sensitive and advise the Commissioning Team in writing.

Organisations may wish to identify sensitive information when tendering and forwarding material to the Council. It is the responsibility of the tenderer to clearly mark any information contained in their tender proposals or contracts that is commercially sensitive or may be:

- Classed as secret within their sector and bring this to the attention of the Commissioning Team in writing. Reasons why the information is sensitive and/or secret must also be included.
- Organisations may wish to agree a list of potentially exempt information to attach to a contract e.g. pricing, innovative or original processes.
- The Commission Team will also, where possible, notify organisations of information requests and seek the agreement of the organisation before disclosing the information to someone else.

The Freedom of Information Act 2000 is enforceable by the Information Commissioner, for more information please visit www.informationcommissioner.gov.uk. For specific procurement related guidance see the FOI (Civil Procurement) Policy and Guidance document.

16 TUPE

As part of the Commissioning process, due regard will be taken of any TUPE implications and commissioners and providers will be expected to abide by current TUPE regulations.

⁵ The Ministry of Justice 2009

Glossary

Best Value - The policy for delivering services of excellence within available resources which respond to both local and national priorities. 'A Best Value authority must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness' (LGS 1999, section 3 [1]).

Commissioning Manager - The Commissioning Manager's responsibilities will include: Supporting and liaising with potential providers, managing the application and delivery process, resolving shortfalls in the delivery of the service.

Commissioning Team - The Commissioning Team refers to a virtual team who share responsibility for the operational delivery of the commissioning process and may comprise of Council representatives from the Commissioning Directorates, Legal Team, Human Resources the Commissioning Manager and the Partnership Funding Officer as well as Commissioners from partner agencies. This list is not exhaustive.

Community Groups Membership based member-led groups usually focussed on a neighbourhood, village or community interest which tend to be informal in structure, based on mutual support and have limited income.

Consultation The process of seeking and listening to views in order to assess opinions on a particular issue.

Contract/SLA The document awarded on the completion of the tendering process recording the agreement between the parties. It specifies the service to be delivered and the arrangements for delivery, paying for it together with arrangements for monitoring and ending the contract. This is a legally binding document.

eJSNA enhanced Joint Strategic Needs Assessment

Evaluation The assessment of the value of the service that is provided. It helps organisations to see whether they are achieving what they want to achieve or if they need to do anything in a different way.

Full Cost Recovery Full Cost Recovery is an essential financial management concept that gives accurate and complete project costing when applying for funding. Full cost recovery means the service provider must 'recover' the full cost of a project or service they provide including direct costs and a relevant proportion of the overhead costs of the organisation. Every organisation needs to recover all its costs to generate surplus to rent office space, pay employees and plan for the future and the continued development of its services. Full cost recovery will therefore include appropriate overhead costs activities or services provided. These costs may include:

- Premises – rent, mortgage, heat, light, management, insurance
- Equipment – telephone, fax, photocopying, IT
- Staffs costs
- Finance management
- Research and development
- Support of membership structure/volunteers/trustees

- Project management
- Monitoring and evaluation, quality assurance
- Travel and subsistence
- Training and supervision
- Human resources
- Fund-raising

Funding A general term used to describe money for a project, person, business etc. or the way in which that money is provided e.g. via a grant.

Grant A grant is a financial transfer used to fund activity that is in broad alignment with the Funder's objectives.

MEAT Most Economically Advantageous Tender often used in the same way as Best Value.

Monitoring The collection and recording of information against performance indicators on the activities of an organisation. It provides information on what the organisation is doing.

Participation A process in which individuals, groups and organisations can be actively involved with others in a variety of activities or processes.

Partnership Two or more organisations working together to achieve a shared goal. There is a clear understanding of what each organisation is contributing whilst taking into account their differences. There is equal respect for all partners and its success depends on the sharing of decision making and information.

Procurement The acquisition of goods or services from third party suppliers under legally binding contractual terms where all the conditions needed to form a contract have been met. Procurement is the process that public bodies use to obtain goods and services necessary for the delivery of the services it provides to the public. This may involve a competitive bidding process which any organisation has the right to bid on equal terms.

Public Sector Agencies Central and Local Government agencies established by statute or law.

Tamworth Strategic Partnership An overall partnership of people that brings together organisations from the public, private, community and voluntary sectors within a local authority areas, with the objective of improving people's quality of life.

Tender A competitive procedure by which a bid is made to provide goods, services and works at a certain price, volume and standard.

Third Sector Registered charities, voluntary organisations, and community groups, faith groups engaged in voluntary social action, not for profit organisations, community interest companies and social enterprises.

The Locality Commissioning Hub The group that is responsible for Commissioning Services and oversees the whole process.

TUPE Stands for Transfer of Undertakings (Protection of Employment) Regulations. These protect people when their employer changes such as when a company is taken over or a public service is contracted out.

Value for Money (VFM) The optimum combination of whole life costs and quality to meet the user requirement. VFM is an overarching principle of the UK Governments Procurement Policy and all public procurement decisions should be made on the basis of VFM.

Voluntary organisation An organisation which is non-profit distributing, non-statutory, autonomous and often of charitable status.

APPENDICES

APPENDIX A:

PRIORITIES FOR TAMWORTH

CORPORATE PRIORITIES

“One Tamworth, Perfectly Placed”
(the people) (the place)

Strategic Priority 1

To Aspire and Prosper in Tamworth

Primary Outcome

To create and sustain a thriving local economy and make Tamworth a more aspirational and competitive place to do business.

To achieve this, we will:

1a Raise the aspiration and attainment levels of young people

1b Create opportunities for business growth through developing and using skills and talent

1c Promote private sector growth and create quality employment locally

1d Brand and market “Tamworth” as a great place to “live life to the full”

1e Create the physical and technological infrastructure necessary to support the achievement of this primary outcome.

Strategic Priority 2

To be healthier and safer in Tamworth

Primary Outcome

To create a safe environment in which local people can reach their full potential and live longer, healthier lives.

To achieve this, we will:

2a Address the causes of poor health in children and young people;

2b Improve the health and well being of older people by supporting them to live active, independent lives;

2c Reduce the harm and wider consequences of alcohol abuse on individuals,

families and society;

2d Implement 'Total Place' solutions to tackling crime and ASB in designated localities;

2e Develop innovative early interventions to tackle youth crime and ASB; and

2f Create an integrated approach to protecting those most vulnerable in our local communities

Appendix B:

Eight Principles of Good Commissioning

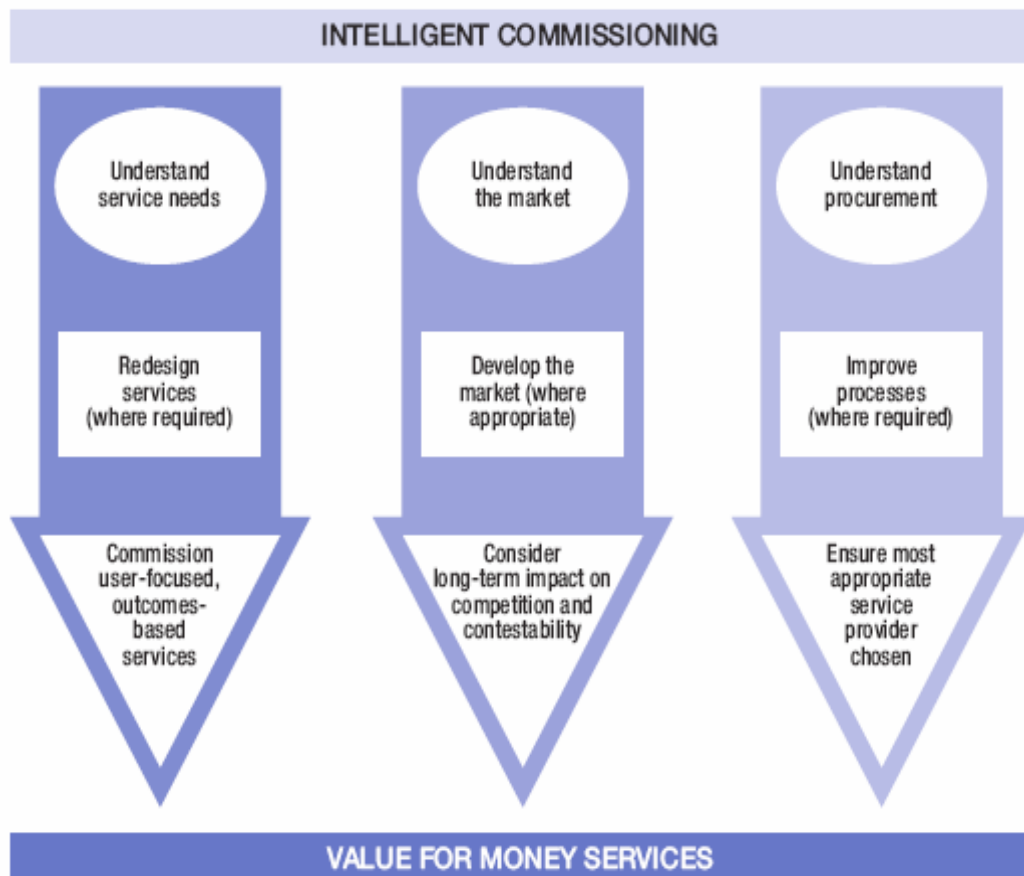
Partnership in Public Services: An action plan for Third Sector involvement, Office of the Third Sector, 2006

Eight principles of good commissioning

- 1. develop an understanding of the needs of users and communities by ensuring that, alongside other consultees, they engage with Third Sector organisations as advocates to access their specialist knowledge;**
- 2. consult potential provider organisations, including those from the Third Sector and local experts, well in advance of commissioning new services, working with them to set priority outcomes for that service;**
- 3. put outcomes for users at the heart of the strategic planning process;**
- 4. map the fullest practicable range of providers with a view to understanding the contribution they could make to delivering those outcomes;**
- 5. consider investing in the capacity of the provider base, particularly those working with hard-to-reach groups;**
- 6. ensure contracting processes are transparent and fair, facilitating the involvement of the broadest range of suppliers, including considering subcontracting and consortia-building where appropriate;**
- 7. seek to ensure long-term contracts and risk sharing wherever appropriate as ways of achieving efficiency and effectiveness; and**
- 8. seek feedback from service users, communities and providers in order to review the effectiveness of the commissioning process in meeting local needs.**

Appendix C:

Intelligent Commissioning Model



Appendix D:

**TAMWORTH PUBLIC SECTOR COMMISSIONING
DECOMMISSIONING GUIDANCE FOR ENDING A CONTRACT
COMMISSIONED, PROCURED OR GRANTS FUNDED**

Contents

1. Definitions
2. Introduction
3. Legal Considerations
4. Key Principles for Good Decommissioning
5. Risk
6. When to Decommission
7. Roles and Responsibilities
8. The Decommissioning Process
 - Strategic Commissioning and Decision Making
 - Operational Decommissioning Process
 - Exit Strategies and Planning Transition
9. Additional Considerations
10. Appendices
 - Appendix 1 Flowchart of Operational Decommissioning Process
 - Appendix 2 Key Related Policies to Consider
 - Appendix 3 IPC Commissioning Cycle
 - Appendix 4 Risk Matrix
 - Appendix 5 Additional Reading

Version Control			
Document Author		Karen Adderley – Head of Partnerships & Commissioning	
Version	Date Amended	By	Significant Changes
1	08/04/13	FF	
2	21/06/13	FF	
3	17/09/13	KA	

SCOPE OF GUIDANCE

This guidance forms part of the Public Sector Commissioning Framework, and sets out processes and standards to adhere to when reaching the end of a contract, end of grant funding arrangement and decommissioning services.

The process and considerations for decommissioning must be considered during the commissioning cycle and form part of any contract and service level agreement.

Implementation of this guidance will ensure that the expectations of all parties are clear and reduce the risks of failing to comply with legal or financial requirements, of letting down service users, or of destabilising the provider market.

This Policy applies to all services, including those jointly commissioned with partners, whether they are delivered internally or by an external contractor, and regardless of the 'sector' (e.g. VCS) in which the Provider is operating.

1. DEFINITION

The term decommissioning commonly covers all instances and is defined as:

“The process of planning and managing a reduction in service activity or terminating a [service or] contract in line with commissioning objectives.”

Improvement & Development Agency, IDeA

STRATEGIC / OPERATIONAL

Decommissioning can be considered as having two key stages that are used when defining the key roles, responsibilities and tasks

1. **Strategic Decommissioning:** the business case for change and decision-making.
2. **Operational Decommissioning:** implementing good change management, including contract termination and transition to new delivery arrangements.

Providers and interested stakeholders of existing services must be consulted and engaged with throughout the strategic decommissioning process.

Essentially, successful decommissioning is about good **change management**, ensuring that the transition to new ways of delivering services or the cessation of service delivery is well managed.

2. INTRODUCTION

Tamworth Borough Council has adopted, in its Public Sector Commissioning Framework, recognition that decommissioning is an integral part of the commissioning process.

Considerations for decommissioning must be carried out at the Analyse, Plan, Do and Review stages as shown in the diagram example in Appendix 3

The resources available to commissioners for investing in achieving outcomes will on the whole be finite¹, and in times of financial hardship funding may often be reduced.

This requires commissioners to look for the most efficient ways of investing to achieve the best outcomes for adults, children and young people in Tamworth; increasingly this will be seen in the integrating of budgets and frontline service delivery across partner organisations, seeking more efficient delivery models from existing suppliers as well as looking for new models of service delivery.

Inevitably, any decisions to change service delivery and move resources will require change to, or termination of the current service delivery. This can happen when a contract reaches the end of its agreed term, grant funding has finished, where national or local changes in priorities or funding requires a service review that alters the scope of work or poor performance by providers needs addressing.

In addition, immediate decommissioning can result where a provider has breached a contract, for instance where a service is not safe or compliant with legal duties.

Service cessation and contract termination could impact on provider sustainability and the future of their workforce affecting therefore the market's future availability of providers from which to commission.

Market development can be stifled by poor decommissioning practices, as providers are more wary of dealing with the Authority or are detrimentally impacted upon by commissioning decisions.

Robust exit strategies should be considered at both the tender and contract negotiation stages; in order to reduce any detrimental impact of commissioning or decommissioning and to best prepare parties for changes to funding or commissioning demand.

High quality and appropriate monitoring and evaluation requirements must also be in place to determine how well a current service is delivering outcomes. The evidence provided by good contract management must be used in all decommissioning processes.

¹ Although on occasion new funding streams are identified, these are on the whole short-term and overall the resources available are likely to remain the same or reduce over the next few years.

3. LEGAL CONSIDERATIONS

At the beginning of any contractual relationship it is essential to set out clear legal terms for the termination of contracts.

Before any decommissioning work commences it is **paramount** to check the legal position of the service under review and to adhere to contractual terms. Legal services must be consulted at all stages of the process.

4. KEY PRINCIPLES FOR GOOD DECOMMISSIONING

By undertaking the decommissioning process well we are seeking to:

- Prioritise the changing needs of service users, particularly the most vulnerable
- Improve service quality
- Continuity of service provision
- Secure transition to new delivery arrangements
- Managing the process of service cessation
- Make the best possible use of limited resources to secure positive outcomes
- Base change on a clear and evidence based business case
- Consider the impact of change on the 'whole system'
- Minimise risk of compliance failure with legal, financial and statutory duties
- Maintain good partnership working and relationships with providers and stakeholders
- Consider and mitigate the impact on equalities groups
- Maintain the skills, experience and knowledge of the workforce
- Support the future market
- Demonstrate transparency and openness in decision-making
- Be aware of the broader social and economic impact of change – e.g. on local employment and other investment
- Continue to meet our statutory duty

FOUR KEY PRINCIPLES

Good decommissioning embeds the following key principles and identified activity:

Principles	Processes
Focus on achieving outcomes	Base change on evidence of need and shared aspirations
	Effective inclusion of all, focusing on vulnerable and equalities groups
	Engage service users in decision making
Build Consensus	Communicate, within a clear structure and process, with all stakeholders
	Be open, transparent, timely and respectful

Principles	Processes
	Develop a shared understanding of both processes and outcomes
	Secure political and senior management ownership
	Manage expectations
Informed and robust decision making	Use accurate data in information, communications and documentation
	Establish a clear and credible evidence base
	Clarify ownership of the decision-making process
	Fully understand the impact of the 'whole-system'
	Clearly identify and forecast resources
	Understand the impact on equalities communities
	Be transparent
High quality project management	Set out and communicate a well planned process
	Clearly define roles and responsibilities
	Undertake good quality risk management
	Identify adequate timescales, resources and capacity for the process
	Undertake robust transition planning
	Review and learn for the process

5. RISK

All change has both intended and unintended consequences. It is important that commissioners are aware of the risks and the likely impacts of the decommissioning activity, and ensure that appropriate actions are taken to reduce the potential negative effects wherever possible.

A risk matrix is a useful tool to help clarify the importance of each action. It demonstrates in a grid format the level of likelihood against impact of each decision, highlighting clearly those in high and critical areas.

An example is shown in appendix 4.

Likelihood ↑	4	Green	Yellow	Red	Red
	3	Green	Yellow	Yellow	Red
	2	Green	Green	Yellow	Yellow
	1	Green	Green	Green	Yellow
		1	2	3	4
		Impact →			

Assessing the risk

The risks are listed down and then mapped on the grid in the appropriate sector. This starts to build a picture of how the process will affect the service to be decommissioned.

Examples of what questions should be considered are:

1. What will be the impact of loss of funding for the provider?
2. What are the impacts upon other services?
3. What will be the impacts upon working relationships between provider and the Council?
4. What will be the impacts upon the market of provision/altering the balance of power?

Whilst these risks cannot be mitigated because of the need to decommission has to happen, it is paramount that the implications are understood and accepted within the process.

6. WHEN TO DECOMMISSION

Service decommissioning can be initiated either by the actions of a provider or a commissioner / contracting officer.

1. Planned decommissioning

Results either from the scheduled end of an existing contract/funding arrangements and/or a service or strategy review process. Where the strategy review process

takes place during the life of the contract, the **legal** implications need to be checked first. Depending how the service was contracted will determine what type of exit strategy will need to be applied.

2. Unplanned decommissioning

May result where a current service or provision fails – this could be due to consistent poor performance; other difficulties for the provider which require them to pull out of delivery; or a major incident which places service users at immediate risk.

Unplanned decommissioning is likely to require swift and robust action and accentuates the need to have a process in place at the start up of a contract. Plans to aid decommissioning are part of the contract terms.

7. COMMISSIONING TEAM – THE FOLLOWING TABLE OUTLINES THE KEY ROLES AND RESPONSIBILITIES TO BE INVOLVED IN A COMMISSIONING TEAM

Role	Responsibilities	Timescale
Locality Commissioning Hub Defined by the specific commissioning / decommissioning process e.g. could be a Programme or Project Board, Work stream Group.	<ul style="list-style-type: none"> • Determines the appropriate decision making process • Approves the commissioning and decommissioning recommendations; • Provides quality assurance and challenge to the commissioning and decommissioning process 	At least 6 Months prior to end of contract
Lead Commissioner Service Manager or equivalent	<ul style="list-style-type: none"> • Leads stakeholder engagement and communications • Leads on the commissioning and decommissioning process and development of service review or strategy; • Develops, with providers, Business Case for Change and presents cases to the Commissioning Body for decision; • Identifies the scope, requirements and makes recommendations to the Commissioning Body; • Ensures that the data, evidence base and other information is accurate and robust; • Signoff business cases for individual service decommissioning; • Provides direction and support to the contract manager; • Implements stakeholder engagement and communications plan 	At least 6 Months

Role	Responsibilities	Timescale
Officer performance managing the contract	<ul style="list-style-type: none"> • Manages communications with individual providers; • Ensures existing information on performance and emerging needs informs the commissioning / decommissioning process; • Manages the operational decommissioning process; • Manages a transition plan to new service delivery arrangements. 	At least 3 months
Finance Officer	<ul style="list-style-type: none"> • Ensures availability and use of accurate information on existing spend and forecasted available spend to correctly inform commissioning and decommissioning; • Provides support to the contract manager in mitigating any risks related to funding in contract wind down and transition to new arrangements; 	As and when required
Legal Services	<ul style="list-style-type: none"> • Provide appropriate legal advice when consulted by lead commissioner /procurement/ contract manager. <p><i>Note: remember to factor in the costing for legal services</i></p>	As and when required

The Review Process

Whether the decommissioning requirement stems from a planned or unplanned occurrence the review process is still the same. The process consists of the following determinants:

Needs of Service Users (Demand)

- Changes in service users' needs
- Service user satisfaction or dissatisfaction
- Level and trend of demand from service users

Financial

- The need to improve value for money;
- Making required efficiency savings;
- A reduction in the available resources;
- Service costs become unsustainable

Policy and Practice

- Legislative, national or local policy changes
- Integration of services to increase efficiency and better meet needs, including the pooling of partners resources
- The drive for personalised budgets and devolving of resources to users
- New research or improved evidence base changes required practice

Market Provider Factors (Supply)

- Service landscape change – i.e. impact of change to other, related services
- Changes or developments within the market
- Ability of current service(s) to deliver expected outcomes
- New technology available to support delivery

8. THE DECOMMISSIONING PROCESS

Strategic Commissioning & Decision-Making

Clarity on the formal decision-making processes is essential for any decommissioning activity, and particularly when working in partnership.

However, depending on the scope of the decisions, investment level, funding source, degree of change and political sensitivity decisions may also require consideration at the Executive Board, Cabinet and/or Boards of individual partner agencies.

The decision-making process must be clearly set out to all parties, including the opportunities for influence or appeal by providers. It needs to have clear ownership by all those engaged and clear documentation (e.g. through Business Case for Change).

It is important to identify and have early communications with your Executive

Member /sponsor to ensure buy in and alignment to decision making.

Stakeholder Participation

A good commissioning process clearly identifies the relevant stakeholders and undertakes a proportionate level of stakeholder mapping – their needs, requirements, issues and concerns. This is essential to building consensus amongst stakeholders to underpin likely change. The key stakeholders in the process may include:

- Service Users
- Service Users' family, carers or friends
- Wider community
- Provider organisation(s)
- Provider staff
- Provider forum organisations/groups
- Multiagency working partners
- Trade unions
- Senior management
- Lead Members and Councillors
- Locality Partnerships / neighbourhood Partnerships
- Other partnership bodies
- Agencies in neighbouring areas (to ensure permeable borders for service users; value added across borders; provider viability etc)
- Central government civil servants

Once decommissioning implications have been identified it is advisable for the Lead Commissioner and Contract Manager to revisit this stakeholder mapping to review the needs and concerns of stakeholders in light of these potential changes and identify the actions required.

Existing monitoring and evaluation information

Existing provision has a wealth of information to contribute to any service review. This underlines the importance of engaging existing providers throughout the strategic commissioning process and undertaking effective contract management. Information needed from existing providers will include:

- Provider specific performance data on outcomes achieved;
- Service user numbers, satisfaction and views;
- Depth and breadth of service reach and relationships, e.g. capacity to reach hard to engage/hard to reach groups;
- Pathways into and out of existing services and other multiagency working arrangements;
- Financial information – e.g. costs per service user, overall level of current investment;
- Qualitative information on emerging needs and gaps in current provision;

Resourcing and Planning Change

Commissioners need to consider the impact of the change process itself, including:

- Financial and nonfinancial costs of the change process;
- The potential risks of the change;
- The transition of service users, particularly where they may be vulnerable due to any break in service;
- Resources required for commissioning and decommissioning processes;
- Ensuring the pace of change delivers effectively and minimises risk to service users, without prolonging uncertainty and/or potentially poor performance by providers.

OPERATIONAL DECOMMISSIONING PROCESS

The operational decommissioning process can be divided into two main phases and is covered in more detail below:

1 **Business Case for Change/Impact Assessment** – some significant change to service delivery has been identified as an option (e.g. service cessation, re-tendering, service redesign), and the impact of that needs to be established and must be fed into strategic decision making before services are decommissioned.

2 **Service Exit and Transition** – formal decisions have been taken to end the service and either transition to new arrangements or cease delivery entirely.

BUSINESS CASE FOR CHANGE

Producing a clear business case or rationale for decommissioning a service is an essential part of the decision-making process, whether as an individual service or as part of a wider change strategy. It is important that there is dialogue with the existing provider to ensure that all relevant information on impact and risk has been considered in defining the change required.

The business case needs to provide robust information on the impact of changing

(decommissioning or remodelling) a service and offers the opportunity for the Contract Manager and existing Provider to:

- Focus on ensuring the changes proposed will improve the outcomes
- Gather intelligence to ensure the case for change is accurate and has considered all relevant information – e.g. impact on other services, match funding, vulnerable groups, unintended consequences of change
- Flag early, factors that need to be incorporated into transition and exit planning
- Identify training or development support that may be required by providers e.g. to compete for any re-commissioning opportunities
- Provide information on other contextual issues that will impact on service users and/or the provider organisation in light of the proposed decommissioning

There are no formal timescales for this process, however, it should always allow for effective dialogue with the provider and service users. The Staffordshire Compact provides guidance, for example, on the timeframes of best practice in consultation and engagement of VCS providers. This process may run parallel to a formal consultation on a new commissioning strategy and also be informed by the results of this.

EXIT STRATEGIES & PLANNING TRANSITION

Once a formal decision with regards to decommissioning has been made it will result in one of a number of options for individual services:

1. No change to service delivery required
2. Remodelling or variation of existing service, with existing provider
3. Service cessation
4. Tender or other procurement process to secure the new service

The Provider will require formal notification in each of these circumstances.

For external contracts the notice period, of extension, variation or termination will be in line with that given in the contract terms and conditions (usually a minimum of 3 months).

However, this is a minimum reasonable notice period and the length of time given for service wind down and/or transition to new arrangements will need to be appropriate to the individual situation and overall commissioning project plan.

Unless the decision is that absolutely no change is required to service delivery (an unlikely event as most review processes will require some modifications) some form of transition and/or exit plan will be required for the service.

An exit strategy or risk management plan will ideally have been put in place as part of the original contract negotiation, although it will need reviewing for appropriateness at this stage.

The dialogue with the provider on the Business Case for Change will have provided a lot of the information required for consideration in the exit plan or transition. An exit

or transition plan needs to be agreed between commissioner and provider.

It is important that, even if a service is to be retendered and a current provider will bid, a transition plan is in place in the event that they are not the successful provider. In this case it is important to consider TUPE implications – see information regarding TUPE in ‘additional considerations’ below.

IMMEDIATE DECOMMISSIONING

The need for immediate decommissioning may arise because of one of the following:

- 1 The Provider has failed to comply with an improvement action plan owing to poor performance
- 2 A significant service failure on the grounds of risk to service users and/or the organisation is no longer viable.
- 3 A swifter process of decommissioning may be required as a result of the withdrawal of external funding or policy, e.g. a government grant.

In any of these circumstances the same decommissioning principles and processes apply, but will need to be tailored to the individual situation and timescales. For example, the provider dialogue and exit planning are likely to occur at the same time.

In circumstances of poor performance, it is important that all actions that have been taken to address performance with the provider are clearly evidenced and that the provider has been informed with the appropriate information, in writing, that the contract is on performance related notice.

It is essential in such circumstances to prioritise the needs and outcomes of those using the service by producing a robust risk management strategy and appraising the options for moving service delivery to another provider, if required.

REVIEWING THE DECOMMISSIONING PROCESS

The Contract Manager should keep notes around challenges, learning and best practice throughout the process that will form both part of the evaluation and the method of reviewing this policy and process guidance.

9. ADDITIONAL CONSIDERATIONS

Equalities Impact Assessments

It is important that all decisions regarding change to services funded or delivered by Tamworth Borough Council are subject to the appropriate equalities impact assessment. The screening questions for the EqIA are built into the Business Case template but decisions will also be required on whether a full assessment is required in line with the EqIA guidance.

Providers with multiple contracts or multiple funding streams

It is not uncommon, particularly with VCS providers for organisations to be in receipt of a number of funding streams and/or contracts with Tamworth Borough Council. The Lead Commissioner and Contract Manager should ensure they are aware where this is the case and consider the impact of decommissioning with other relevant funders.

Where a provider has a number of contracts, where these are all at risk, it is also worth considering the cumulative impact of this on the provider and whether this requires a specific approach to managing the relationship.

Transfer of Undertakings Protection of Employment – TUPE

The potential impact of TUPE (cost and timings) should have been considered within the strategic commissioning process, as it is a criterion in assessing new delivery options. This is a complex legal area and legal advice should be sought if decommissioning involves the retendering, or other means of securing, the same or similar service as a provider currently delivers.

*Note: ensure that you consult with legal service for current advice.

Conflicts of Interest

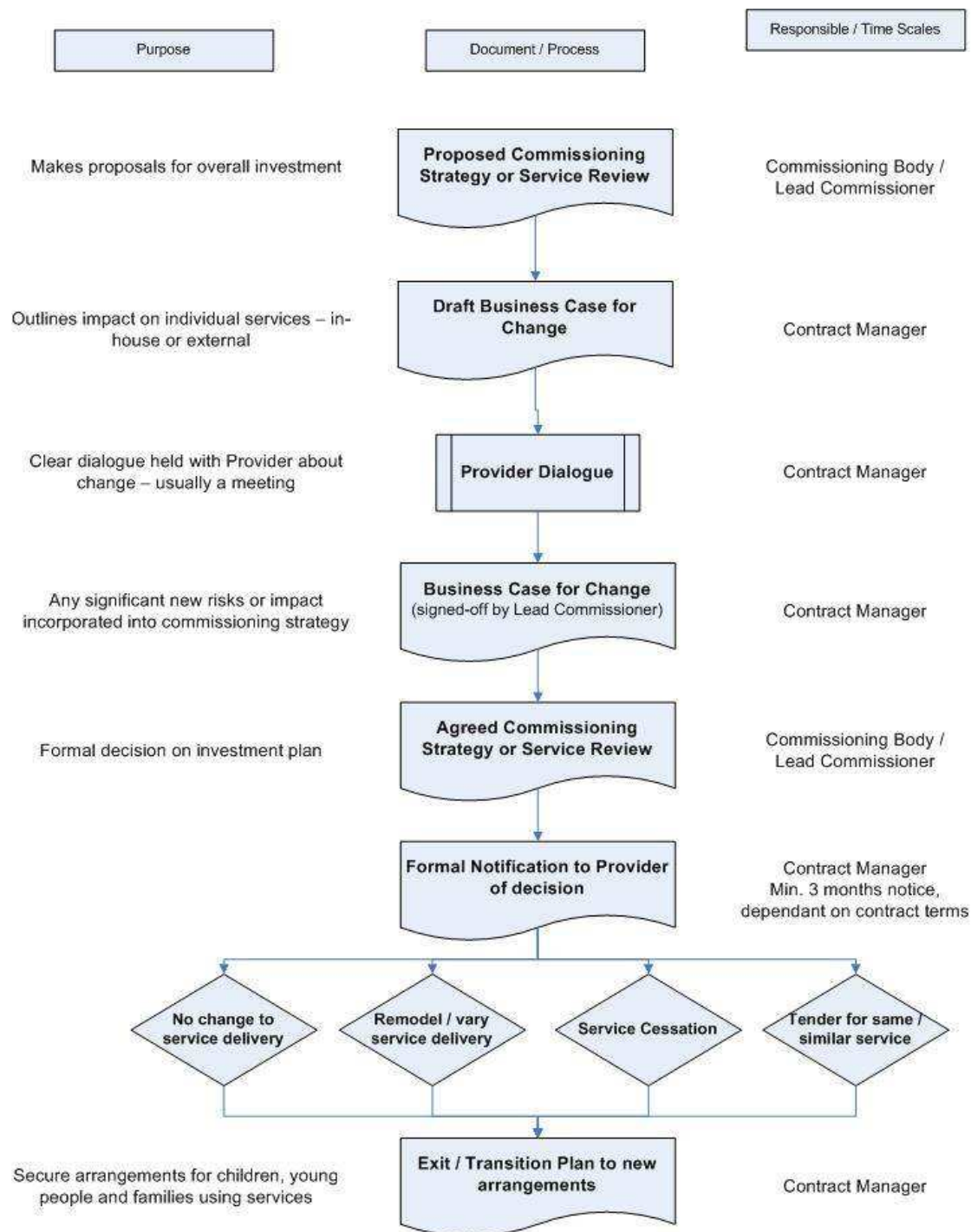
Both Lead Commissioners and Contract Managers should be careful to ensure that any potential conflicts of interest are carefully considered and steps taken to address these appropriately and transparently. For example, if the contract manager or other interested parties are also users of the service.

Confidentiality

It is important that the need for confidentiality throughout the process is clear – providers should not be in a position where information is shared regarding their organisation unnecessarily or without their permission. Similarly, they should be clearly notified of any decisions or proposals prior to other parties as far as possible within the decision-making process.

APPENDICES

Appendix 1: Flowchart of Operational Decommissioning Process



Appendix 2: Key Related Policies to Consider

Tamworth Public Sector Commissioning Framework

Staffordshire Compact – The Staffordshire Compact is the agreement between Staffordshire’s public sector and voluntary, community and social enterprise sector, which described standards and best practice in relationships and partnership activities.

<http://www.staffordshirepartnership.org.uk/Compactandcodesofpractice.htm>

Tamworth Borough Council Financial and Procurement Regulations – these regulations define the required financial practice and level of decision-making required for purchasing services for the Local Authority; which in itself is dependent on the level of investment, source of funding and the type of services being commissioned. It is therefore important that Lead Commissioners are clear about the required level of decision-making and related obligations within these regulations.

http://www.tamworth.gov.uk/sites/default/files/finance_docs/Financial-Guidance-2014-web.doc

Change Policy – this policy governs the process of making change to services delivered by Bristol City Council where these changes will affect the terms, employment or roles of employees. This policy has been agreed with Trade Unions and must be complied with where changes are made to internal services. This Decommissioning Guidance does not replace or affect the Managing Change Policy and where and Lead Commissioners will, therefore, need to ensure that any decommissioning of internal services incorporates the Managing Change Policy clearly and complies with all of the necessary requirements.

Equality Impact Assessment – Equality Impact Assessments are required in law for any change that the Local Authority makes which may impact on service users and stakeholders.

Community Impact Assessment – Are a wider impact assessment and consider social value and the wider community

Environmental Impact Checklist – this checklist seeks to clarify any environmental impact, risks and mitigating actions needed to be addressed due to change in services.

<http://intranet.bcc.lan/ccm/content/filestorage/cyps/infomationforcypsstaff/rt-environmentimpactchecklist.en>

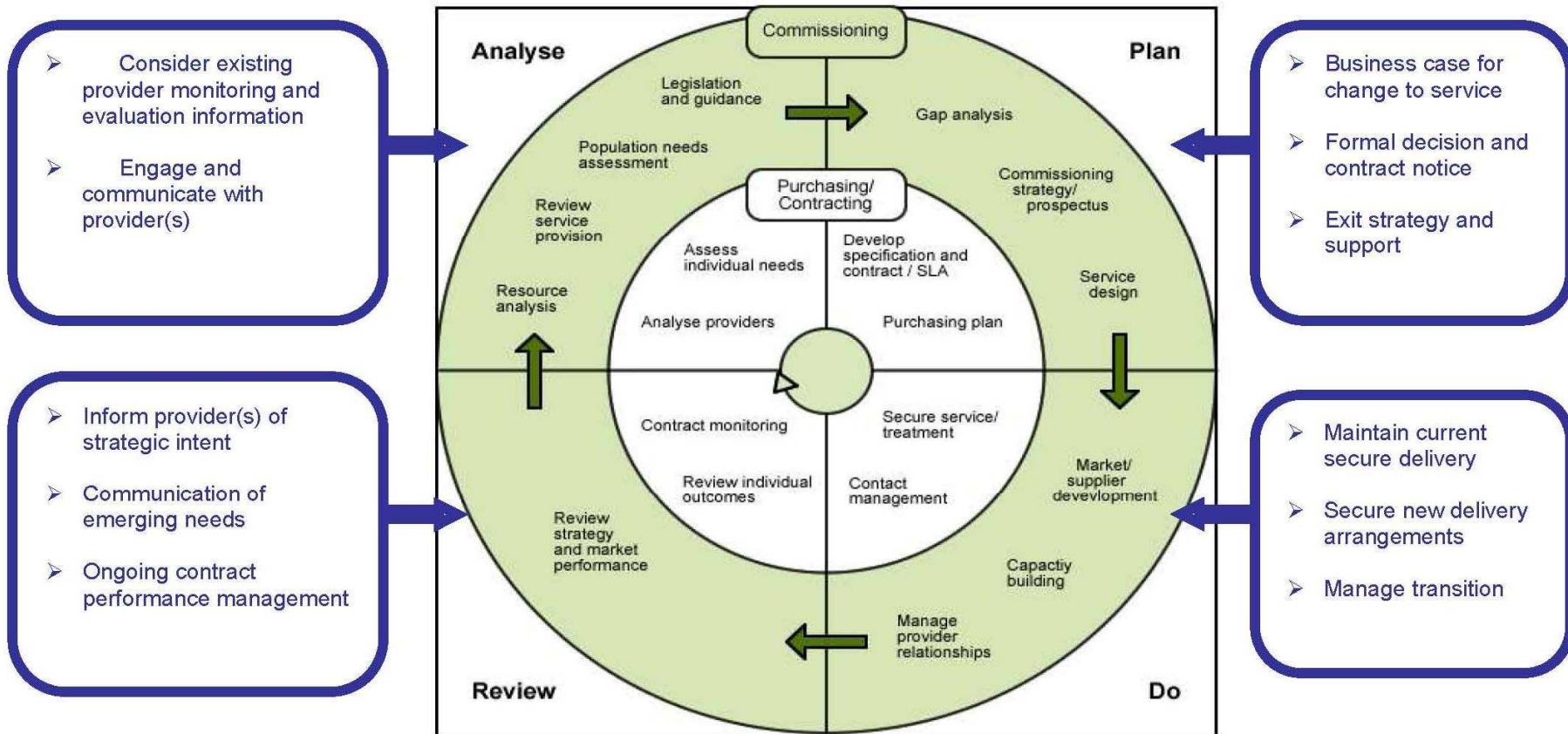
The Social Value Act - An Act that requires public authorities to have regard to economic, social and environmental well-being in connection with public services contracts; and for connected purposes.

<http://www.legislation.gov.uk/ukpga/2012/3/contents/enacted>

Appendix 3
IPC Commissioning Cycle with Decommissioning Actions areas

Key areas for consideration when decommissioning

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Appendix 4 Risk Matrix

Likelihood ↑	4				
	3				
	2				
	1				
		1	2	3	4
		Impact			

Appendix 5: Useful Additional Reading

BCC Select Committee on Third Sector Commissioning
<http://www.bristolcompact.org.uk/publicsector/contractsvcs>

Change Management – Business Balls – current –
<http://www.businessballs.com/changemanagement.htm>

Risk Management http://en.wikipedia.org/wiki/Risk_Matrix

World Class decommissioning – October 2009 – Paul Corrigan –
<http://www.paulcorrigan.com/Blog/octs/worldclasdecommissioning>

Social Return on Investment – all publications and network membership – current – the SROI network
<http://www.sroiuk.org>

Staffordshire Compact – Making the Staffordshire Compact a reality – new codes of practice.
<http://www.staffordshirepartnership.org.uk/Compactandcodesofpractice.htm>

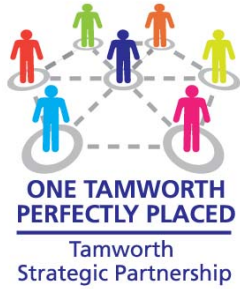
The Challenge of CoProduction – NESTA Dec 2009 –
http://www.nesta.org.uk/areas_of_work/public_services_lab/assets/features/the_challenge_of_coproduction

Public Services Inside Out – New Economics Foundation – April 2010 –
<http://www.neweconomics.org/publications/publicservicesinsideout>

A Risk Management Standard AIRMIC (The Association of Insurance and Risk Managers) ALARM (The National Forum for Risk management in the Public Sector), & IRM (Inst of Risk Management) – 2002
http://www.theirm.org/publications/documents/Risk_Management_Standard_030820.pdf

A Practical Guide to integrated Working (2nd edition) – Integrated Care Network and care Services Improvement Partnership – 2007
<http://icn.csip.org.uk/library/ICNdocument.pdf>

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Tamworth Strategic Partnership

Commissioning Prospectus

Improving Wellbeing in Tamworth

2015 - 2017

Part One

1. Introduction to the Prospectus

Welcome to the Tamworth Commissioning Prospectus

This document builds upon the learning from the Public Health Commissioning Prospectus, and is the result of a partnership ambition to adopt a truly joined up approach to commissioning for wellbeing. This document is owned by the Tamworth Strategic Partnership (the “Partnership”) and brings together resources from a number of different sources, to find ways of meeting outcomes that matter to us all. Tamworth Borough Council (the “Council”) will be the accountable body on behalf of the Partnership and will manage this commissioning process.

Underpinning the prospectus and future commissioning in Tamworth is a desire to achieve a number of core goals or cross cutting principles. They are:

- To co-produce solutions with communities
- To build community resilience recognising Tamworth’s diversity and newly emerging communities
- To focus on preventing problems rather than reacting to them
- To encourage early intervention
- To reduce social isolation and increase community capacity
- To raise aspiration
- To make full use of the assets available to us in Tamworth
- To reduce reliance on Public Sector support e.g. fire, police, local authority, hospital and health services
- A focus on outcomes that are based on need
- Added Value and Social Return on Investment

The Prospectus is aimed at strengthening community resilience and assets through funding support which promotes good health and wellbeing and helps prevent situations from getting worse for children, families and adults where there are particular needs. This overall prevention role is vital in managing demand for longer-term support and more expensive services, in turn helping to keep the local health and social care economy sustainable.

We look forward to working in partnership with successful organisations and innovative, enthusiastic people on new ways to use local resources effectively and efficiently – to deliver the impacts and outcomes that will make a difference to people’s lives.

We will welcome applications for funding of proposals from **all** sectors assuming that they meet the criteria listed in this document.

We encourage applicants to take this as an opportunity to ‘think differently’ about what you as an organisation or community can deliver. This may be about how you can widen the scope of your project in the outcomes that it could achieve, how you can work in partnership with other similar organisations to achieve multiple outcomes or how you can develop the communities that you are targeting by maximising the use of local assets*.

* Assets – people, communities, clubs, groups, buildings, skills and experiences, open spaces etc

2. Key Contacts

The Commissioning Prospectus is being managed by Tamworth Borough Council.

Your key contact for application queries or the submission of the application(s) is:

Mr Dave Onion
Corporate Procurement Officer
Any requests for clarification must be submitted via the correspondence facility on the in-tend portal at:
<https://in-tendhost.co.uk/tamworthbc>

Contacts for support in writing your application(s) are:

Support Staffordshire (Tamworth)
Tel: 01827 709657
enquiries@tamworth-cvs.org.uk

Or

VAST
Tel: 0300 303 8606
enquiries@vast.org.uk

3. Commissioning Outcomes in Tamworth

As a partnership we can identify the populations who are most at risk of poor outcomes in our key strategic areas. We will commission activities that target these populations and aim to improve their wellbeing. We will also seek to influence other commissioners as part of this process. Over time we expect the improvement in wellbeing will lead to an improvement in the key strategic outcomes and an improvement in the context in which the target populations live and in turn improve their wellbeing. Our commissioning will therefore, seek to initiate a cycle of improvement in all our priority strategic areas.

In other words we shall focus on commissioning activities that improve wellbeing.

Cross Cutting Principles:

To achieve this will seek the following cross cutting principles in all of our commissioning:

- To co-produce solutions with communities
- To build community resilience recognising Tamworth's diversity and newly emerging communities
- To focus on preventing problems rather than reacting to them
- To encourage early intervention
- To reduce social isolation and increase community capacity
- To raise aspiration
- To make full use of the assets available to us in Tamworth
- To reduce reliance on Public Sector support e.g. fire, police, local authority, hospital and health services
- A focus on outcomes that are based on need
- Added Value and Social Return on Investment

In line with the needs that we know exist in Tamworth and the resources available to us, the Partnership has agreed to concentrate our commissioning in the following priorities:

Lot 1 Living Well; interventions that promote healthy living

Lot 2 Community empowerment; interventions that engage with and empower communities to take control

Lot 3 Increasing Aspiration; interventions that raise individual and community aspirations to make positive changes

Lot 4 Early interventions for vulnerable groups

4. What do we want to commission in this prospectus?

We realise that the priorities outlined in section 3 are wide ranging, and in time, we expect our commissioning to develop to encompass the whole range of partnership interest. However, the four Lots set out below state what we hope to achieve with this Prospectus. Applicants may submit proposals for any of the Lots listed below. Collaborative proposals may be a good way of meeting more of our outcomes.

For this prospectus the focus, will be as follows:

Lot 1: *Living Well; interventions that promote healthy living*

Focus: Evidence of improved and sustained lifestyle behaviours in Communities with a primary focus on:

- Increasing levels of physical activity and reducing the proportion of sedentary people
- Encouraging healthy eating and cooking skills
- Promoting emotional and mental wellbeing (5 ways to wellbeing)
<http://www.neweconomics.org/publications/entry/five-ways-to-well-being-the-evidence>
- Promotion of emotional wellbeing for children and young people

Lot 2: *Community empowerment; interventions that engage with and empower communities to take control*

Focus: Evidence of increased community involvement and participation with a primary focus on:

- Reducing reliance on public sector support by encouraging community leadership and resilience
- Improving community cohesion recognising Tamworth's diverse and newly emerging communities' e.g. shared future vision and sense of belonging, strong and positive relationships between people from different backgrounds
- Engaging with communities to make positive pledges to change their lifestyle
- Reducing the fear of crime and increasing perceptions regarding personal safety

Lot 3: *Increasing Aspiration; interventions that raise individual and community aspirations to make positive changes*

Focus: Evidence of improved attainment, increased participation in employment education and training opportunities:

- Increased volunteering and mentoring provision to support aspiration
- Take up of employment, education and training opportunities
- Family and parenting support to promote aspiration and achieve practical lifestyle changes
- Support at key transition stages for individuals and families e.g. study clubs, holiday schemes

Lot 4: Early interventions for vulnerable groups

Focus: Evidence of prevention of crisis and targeted interventions:

- Homeless prevention initiatives
- Targeted approaches with young people at risk e.g. sexual exploitation, not in education, employment or training, anti social behaviour, domestic violence
- Reducing the impact of alcohol or drugs through prevention
- Maintaining independence for older people e.g. falls prevention, social isolation, dementia, long term conditions
- To reduce reoffending of young people
- Interventions to promote self-care and self management particularly of long term conditions
- Targeted approaches for residents with complex and multiple needs

In all cases, we will expect any organisation that we fund to work in partnership with commissioners, with other successful organisations and with identified communities.

The Lots and areas of focus have been identified to align with funding partner priorities and business plans. More details can be found via the following links to funding partner websites:

<http://sesandspccg.nhs.uk/news-and-information/publicatins/sotratagic-documents>

<http://www.staffordshire.gov.uk/yourcouncil/strategicplan/strategicplan2012-2017.aspx>

<http://www.staffordshire-pcc.gov.uk/saferfairerunited/>

<http://www.safertamworth.org.uk/>

http://issuu.com/tamworth_borough_council/docs/annual_review_corporate_plan_2014/1

http://www.tamworth.gov.uk/sites/default/files/misc_docs/Commissioning-PH-Outcomes-final-311014.docx

Commissioning in Tamworth is needs led. Information on the identified needs in Tamworth which underpin this commissioning prospectus can be found via the following links:

http://www.staffordshireobservatory.org.uk/publications/healthandwellbeing/districtsummaryprofiles.aspx#.VD_UltBwa1s

<http://www.staffordshireobservatory.org.uk/documents/DistrictProfile/2014/Enhanced-District-Profiles/EnhancedDistrictProfile2014Tamworth.pdf>

[http://www.staffordshireobservatory.org.uk/documents/SaferandStronger/Community-Safety-Profiles/Tamworth-Borough-Community-Safety-Profile-2013-\(V1\).pdf](http://www.staffordshireobservatory.org.uk/documents/SaferandStronger/Community-Safety-Profiles/Tamworth-Borough-Community-Safety-Profile-2013-(V1).pdf)

<http://www.staffordshirepartnership.org.uk/Health-and-Wellbeing-Board/Local-eJSNAs.aspx>

http://www.tamworth.gov.uk/sites/default/files/community_docs/Cohesion%20Baseline%20Document.pdf

5. Funding Available

- 5.1 The total amount of funding available within this Commissioning Prospectus is currently envisaged at **£555,000 over 2 (two) years**. Whilst every effort shall be made by the Partnership to provide this funding, applicants should be aware that this does not guarantee that the total funding will not exceed or fall short of this amount. The Partnership shall reserve the right to increase or decrease the total funding subject to availability.
- 5.2 There are four Lots available for applicants to apply for funding. Applicants may submit more than one proposal per Lot should they wish to do so:
- Lot 1 *Living Well; interventions that promote healthy living;*
 - Lot 2 *Community empowerment; interventions that engage with and empower communities to take control;*
 - Lot 3 *Increasing Aspiration; interventions that raise individual and community aspirations to make positive changes;*
 - Lot 4 *Early interventions for vulnerable groups;*
- 5.3 Subject to 5.1, each Lot will be allocated funding of 25% of the total amount of funding available.
- 5.4 Funds shall be allocated for up to 2 (two) years per proposal subject to break clauses set out in the contract and the continuing availability of funding. Applicant's bids for funding must not be less than £15,000 or exceed £60,000 per proposal over the two year period.

- 5.5 Applicants may submit more than one proposal for a single or multiple Lots. Applicants need only submit one completed Application Form but **MUST** clearly indicate in their application which Lot(s) they are requesting funding for. A completed Proposal Submission Form must also be submitted for each proposal.
- 5.6 It is the Partnership's intention, wherever possible, to award funding for multiple proposals per Lot. Only proposals that successfully pass the evaluation process will be considered for funding. Precedence for funding shall be given in descending order in line with the scores awarded in the evaluation. An application for funding a proposal may be granted in whole, in part or not at all by the Partnership, even if the evaluation process has been passed.
- 5.7 Where the value of applications for funding proposals in any Lot exceeds the amount of funding available, the Partnership shall distribute the funding to applicants as described in 5.6 until all available funding is exhausted. This may result in some proposals receiving part or no funding at all.
- 5.8 The Partnership shall reserve seventy five percent of available funding for each Lot specifically for use within that Lot. In the event that the value of applications for funding in any Lot is less than seventy five percent of the funding available, the Partnership shall reserve the right to either:
- a. re-distribute the difference between successful proposals within that Lot, or
 - b. initiate a new procurement process for the Lot up to the value of the shortfall.
- 5.9 Where up to twenty five percent of allocated funding in any Lot is not awarded, the Partnership shall reserve the right to re-distribute the funding to other Lots where successful proposals have received only part or no funding, as described in 5.7 above. Priority for receiving the funding shall be given in descending order in line with the scores awarded in the evaluation irrespective of the Lot. Once completed, any remaining surplus of funds shall be distributed or withheld entirely at the discretion of the Partnership.
- 5.10 In the case of two separate proposals targeting similar needs, outcomes and displaying similar approaches in the absolute discretion of the Partnership, funding shall only be awarded to the proposal awarded the highest score.
- 5.11 In consideration of 5.1 (and 5.6/5.7) above, applicants should include provision in their proposals for potential increases or decreases in the amount of funding being requested.

6. Issue of Further Information

- 6.1 The Council expressly reserves the right to issue further instructions and clarifications and to alter and amend any of the documents comprised in this Prospectus up to the final date for receipt of applications.
- 6.2 Should the applicant have any queries requiring clarification prior to the submission of their application in respect of any part of the Prospectus Documentation, they must submit a written request via the correspondence facility on in-tend. Any such requests must be made in writing at least forty-eight (48) hours prior to the submission return time and date deadline. Queries and/or requests for clarification will NOT be answered after the 2 day deadline. Replies will be sent to all applicants as a Clarification Notice via in-tend, although the anonymity of the person raising the query will be maintained.

7. What we will not fund

The commissioning Prospectus will NOT support:

- × Projects run for the benefit of an individual person
- × Health, Care and treatment services
- × Capital costs
- × Formal education
- × Any predominantly religious activity
- × Any political activity
- × A statutory responsibility or services generally resourced from/by other statutory organisations
- × Expenditure previously incurred or committed (including the writing of this application)
- × Projects occurring outside the local authority boundary of Tamworth, unless a direct benefit to the area can be proved
- × Any activity that discriminates on the basis of race, religion, gender, nationality, disability, age or sexual orientation

8. Frequently Asked Questions

<p>Do state aid rules apply?</p>	<p>It is the responsibility of each organisation seeking Improving Wellbeing funding to ensure their project does not contravene State aid rules. State Aid Guidance: www.thinklocalactpersonal.org.uk/Latest/Resource/?cid=9003</p>
<p>Is an organisation able to put in two different applications to the commissioning prospectus?</p>	<p>Of course, however each proposal needs to be submitted on a separate proposal submission form.</p>
<p>Can I apply for projects already part funded by other sources?</p>	<p>Project applications can be made where they are part funded by other means. This must be clearly stated in the appropriate section on the proposal submission form.</p>
<p>If I am successful in my application when will I receive my funding?</p>	<p>Payments will be made quarterly in advance for contracts awarded to voluntary and community sector organisations and in arrears for other organisations and will be subject to provision of performance data as set out in the contract.</p>
<p>Will the receipt of funding be payment by results?</p>	<p>Continued funding will be based on the performance of the agreed outcomes and outputs.</p>
<p>Can we submit a bid as part of a consortium?</p>	<p>Yes. We would positively encourage this. You just need to state clearly the consortium arrangements on the application form. Only the lead organisation should submit a bid.</p>

9. How to apply and timetable

Application Submissions

General

- 9.1 Applicants need only submit the one Application Form together with one set of checklist documents.
- 9.2 Applicants must submit a separate Proposal Submission Form for each proposal.
- 9.3 Applicants must submit the requested documentation via the relevant placeholder button (coloured red) titled “Upload Document” on in-tend. Should an applicant wish to submit more than one proposal per Lot then the system will permit this to be done as follows:

At the bottom of the in-tend submission page select the appropriate Lot from the drop down menu and then click on “Attach Document” to upload the additional proposal. Applicants are reminded that for each proposal they submit, it must also be accompanied by a completed Service Delivery Plan (Appendix A), Risk Assessment (Appendix B) and Equality Impact Assessment (Appendix C). The same process should be followed for each completed Appendix or any other document associated with the additional proposal.

- 9.4 Tamworth Borough Council must receive the applicant’s fully completed application form, together with any other requested bid documentation, by the return time and date specified at 9.7 below.

LATE RETURNS WILL NOT BE ACCEPTED AND WILL BE AUTOMATICALLY DISQUALIFIED

- 9.5 Applications MUST be submitted electronically using the ‘Submit my Return’ function on the in-tend website at <https://in-tendhost.co.uk/tamworthbc> in either PDF format or in a format which is compatible with Office 2003. Applications submitted by any other means will not be considered, unless otherwise directed, and will be disqualified.
- 9.6 Electronic links to other websites, or similar, where completed applications or associated documentation may be viewed or downloaded by the Council will not be accepted.
- 9.7 Applications, together with any supporting documentation, MUST be received electronically at the in-tend portal by no later than:

14:00 hours on FRIDAY 23 JANUARY 2015

9.8 Late receipt of electronic documentation will result in the disqualification of the submission. Applicants are advised, wherever possible, to submit their documents electronically well before the submission deadline as submissions attempted close to the deadline may experience delays and may result in some application documentation not being received and accepted. Any problems uploading submissions **MUST** be reported to and received by **Dave Onion, Corporate Procurement Officer, Tel no. 01827 709371, e-mail: david-onion@tamworth.gov.uk** before the submission deadline. Where applicants are unable to upload their submission and the report of the problem is received after the submission deadline, this will result in the disqualification of the submission. The Council accepts no liability of any kind for any submissions that are incorrectly or not delivered. It is the applicant's responsibility to ensure that their application documentation is submitted electronically before the closing date and time indicated at paragraph 9.7 above.

Indicative Timetable

Prospectus/application forms issued for a 10 week period	14 Nov 14
Deadline for receipt of completed application forms	23 Jan 15
Multi-agency Commissioning Team to evaluate submitted application forms	W/C 2 Feb 15
Clarification meetings if required	W/C 9 Feb 15
Decision on award of contact/grant	W/C 16 Feb 15
Applicants notified of decision	W/C 23 Feb 15
10 day voluntary standstill period	W/C 23 Feb or 2 March 15
Contracts issued	March 15
Service commencement date	1 April 15

As part of the evaluation of submitted applications and proposals, applicants may be requested to attend a meeting to discuss their submission. This will not be subject to scoring and is for the purpose of clarifying and verifying the information contained within the applicant's submission.

During the meeting we may, For example:

- ✓ ask to see copies of required policies, insurances etc.,
- ✓ discuss monitoring requirements
- ✓ discuss specific outcomes and performance indicators relating to the project outcomes
- ✓ discuss start date of service/activity
- ✓ discuss aspects of the proposal including, where applicable, any known amendments to funding and any impact on the proposal.

TUPE

Whilst the Council are not currently aware of any TUPE liabilities resulting from any previous commissioning, this will depend on the proposals you submit and services previously provided via the organisations listed below. Bidders should make their own investigations and take advice regarding the service(s) previously provided via the following organisations:

South East Staffordshire and Seisdon Peninsula Clinical Commissioning Group Clinical Commissioning Group

Staffordshire County Council – Public Health

Staffordshire County Council

Tamworth Community Safety Partnership

Tamworth Borough Council

Part Two

10. Evaluation Guidance

We will score the application based on the following matrix

Reference section	Criteria	Range of marks	Weighting	Indicative scoring
	Summary		15%	
Q1 (Q16/Q17/Q18)	<i>A detailed summary that sets out the needs and appropriate outcomes of the proposal.</i>	5 4 3 2 1 0	15%	<p>5- a robust proposal based on clearly identified need with a strong likelihood of fully achieving appropriate outcomes</p> <p>4- a good proposal based on clearly identified need with likelihood of achieving appropriate outcomes but minor weaknesses or omissions</p> <p>3- evidence of need & achieving appropriate outcomes but with some significant weaknesses/omissions</p> <p>2-basic evidence of need or achieving appropriate outcomes</p> <p>1-little evidence of need or appropriate outcomes</p> <p>0-No clear evidence of need or appropriate outcomes</p>
	Knowledge and Experience		30%	
Page 79	<i>How your organisations experience & knowledge contributes to the proposal</i>	5 4 3 2 1 0	5%	<p>5- Extensive experience and knowledge and demonstrates how it will successfully contribute to the proposal</p> <p>4- Good experience and knowledge and demonstrates how it will successfully contribute to the proposal</p> <p>3- Some relevant experience and knowledge and demonstrates how it will successfully contribute to the proposal</p> <p>2- Limited experience and knowledge but demonstrates how it will successfully contribute to the proposal</p> <p>1- Good experience and knowledge but limited demonstration of how this will contribute to the proposal</p> <p>0- Limited or No experience and knowledge with little demonstration of how this will contribute to the proposal</p>
Q3 and Q4	<i>Proposed Service Delivery Model including Service Delivery Plan</i>	5 4 3 2 1 0	25%	<p>5- A clearly defined service delivery model that will deliver realistic, achievable & significant measurable outcomes</p> <p>4 – A good service delivery model that will deliver realistic, achievable & significant measurable outcomes with some minor weaknesses/omissions</p> <p>3- A service delivery model with some weaknesses/omissions that may impact on success</p> <p>2 – A service delivery model with significant weaknesses/omissions which are likely to impact on success</p>

				1- limited evidence to demonstrate a successful service delivery model 0- No clearly defined service delivery model
	Quality and Management		35%	
Q5, Q6, Q7, Q8, Q9	<i>The organisations management and approach to deliver the proposal</i>	5 4 3 2 1 0	15%	5- Evidence of full management capability and an approach that addresses all requirements 4- Evidence of strong management capability and an approach that addresses all requirements with some minor weaknesses/omissions. 3- Evidence of management capability and an approach that addresses all requirements with weaknesses/omissions that may impact on delivery. 2- Evidence of management capability and an approach that addresses some requirements with weaknesses/omissions that may impact on delivery 1- Evidence of management capability and an approach that addresses some requirements with weaknesses/omissions that may have a significant impact on delivery 0- No or limited evidence of management capability.
Q10 Page 80 (Q16/Q17/Q18)	<i>Your organisation's understanding of the risks inherent in the service delivery</i>	5 4 3 2 1 0	5%	5- Evidence of a full understanding of the risks with appropriate mitigation 4- Evidence of strong understanding with appropriate mitigation but with some minor omissions/weaknesses 3- Evidence of some understanding of the risks and appropriate mitigation to the minimum acceptable level 2-Basic evidence of understanding risk and mitigation 1- Little evidence of understanding the risks 0- No evidence of understanding the risks
Q11	<i>Your organisation's commitment to equality in the service delivery</i>	5 4 3 2 1 0	5%	5- Evidence of full commitment to equality and diversity 4- Evidence of strong commitment with some minor limitations to equality and diversity 3- Evidence of some equality and diversity commitment however some significant gaps remain 2- Evidence of a basic equality and diversity commitment 1- Little evidence of any equality and diversity commitment 0- No evidence of any equality and diversity commitment

Service Delivery Plan & Q12 & Q15	<i>Value for Money – The quality and quantity of the outcomes and outputs to be delivered as set out in the proposal in relation to the funding requested</i>	5 4 3 2 1 0	10%	5- Strong Evidence of value for money 4- Good Evidence of value for money 3- Some Evidence of value for money 2- Limited Evidence of value for money 1- Little Evidence of value for money 0- No Evidence of value for money
Added Value			20%	
Q13	<i>Contribution to added value/ additional resources your organisation brings to the delivery of the service, the wider community and environment (not restricted to but examples could include): local volunteers, training, partnership working, local jobs and support of local supply chains</i>	5 4 3 2 1 0	10%	5-Evidence of strong added value/additional resources and Impact 4- Evidence of good added value/additional resources and Impact 3- Evidence of some added value/additional resources and Impact 2- Limited evidence of added value/additional resources and Impact 1-Little evidence of added value/additional resources and Impact 0- No evidence of added value/additional resources and Impact
Q14	Contribution to the cross cutting principles listed on page 5 of the commissioning prospectus.	5 4 3 2 1 0	10%	5- Thorough identification and evidence of how the proposal meets the cross cutting principles 4- Thorough identification and evidence of how the proposal meets the cross cutting principles with some minor omissions/weaknesses 3- Reasonable identification and evidence of how the proposal meets the cross cutting principles with some omissions/weaknesses 2- Little identification and evidence of how the proposal meets the cross cutting principles with significant omissions/weaknesses 1- limited evidence of how the proposal meets the cross cutting principles 0- No or irrelevant evidence of how the proposal meets the cross cutting principles

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Criteria Questions

The table above details the criteria that your application will be scored against along with how it will be assessed and the assigned weightings.

Criteria will be marked on a scale of 0 to 5. The table below sets out how these marks are allocated. Scoring shall be calculated as follows:

Score Awarded for Criteria x Weighting
Maximum Score Available for Criteria

The successful applicant will be chosen based upon the highest overall scores identified through the Criteria Questions.

Please Note: Minimum Total Score MUST equate to at least 65% for funding to be considered.

11. Evaluation Panel

The following individuals will be on the evaluation panel for each Lot:

Karen Adderley	Tamworth Borough Council
Karen Clancy	Tamworth Borough Council
Fleur Fernando	South East Staffordshire and Seisdon Peninsula Clinical Commissioning Group Clinical Commissioning Group
Donna Harvey	Staffordshire Police
Tim Leese	Staffordshire County Council
Jon Topham	Staffordshire County Council – Public Health

12. Managing the contract

We will discuss the service delivery and performance indicators with you prior to contract signature.

- **Payment Arrangements**

All payments will be made by BACS. Payments will be made quarterly in advance for contracts awarded to voluntary and community sector organisations and in arrears for other organisations and will be subject to provision of performance data as set out in the contract. Your contract will contain the details of your payment schedule.

Funding cannot be paid for costs incurred prior to the Contract signature. It is therefore advised not to proceed with expenditure until confirmation of funding has been received.

- **Monitoring and Evaluation**

We will work with the successful applicants to ensure a smooth project/service initiation and provide ongoing support for effective service activity/delivery.

You will be required to submit a performance return each quarter. Where returns highlight irregularities in performance, you will be required to meet with appropriate officers, providing a written report of how you plan to recover performance within an agreed timescale.

- **Break Clauses**

Your contract will include break clauses, including one at 31st March 2016.

Appendix 4

Headline 6th Month Progress Report – Commissioning Cycle 2

Organisation & value of 2 year contract	Outcomes purchased	6 th Month Contract Target(s)	6 th Month Progress
Home Start: £30,000	To provide practical family support: Improved parenting skills, improved aspirations of families, parents and children and improvised resilience in families.	15 new families supported in their home environment (referred by Families First LST)	33 referrals from start of contract. Work with 10 families now completed (verification of families underway)
Tamworth CAB: £120,000	To provide debt and general advice: Delivering debt advice, maximising income opportunities, improving health and well-being through advice and enhancing advice available.	3,250 individual client face to face advice contacts 1,250 telephone advice calls 17 clients prepared for hearings/tribunals/courts	4,772 face to face client contacts 1,242 telephone advice calls 88 clients prepared for hearings/tribunals/courts
Tamworth Cab: £30,000	To help prevent homelessness: Reduce the number of people losing their tenancies, give support, guidance and information to maintain housing, help to improve the health and well-being of residents through good advice	No targets set	103 Referrals to the service 75 people seen by the Court Desk and Debt Advice Service Homelessness prevented in 95% of these cases The Tenancy Sustainment Service provided 66 pieces of advice to people
Business Development Services Ltd: £80,000	For infrastructure support to business and third sector: Create an environment for innovative businesses, encouraging entrepreneurial activity and organisational stability and encourage job creation.	75 separate organisations in receipt of telephone and email support 65 support visits to organisations 37 first time volunteers place within organisations £50,000 external funding brought into Tamworth 10 new jobs created	80 organisations 58 support visits 42 first time volunteers £44,230 external funding brought into Tamworth 12 new jobs created

Samaritans: £14,000	To support vulnerable people: Improve mental health and well-being, reduce the number of vulnerable people experiencing mental health issues and reduce the risk of self-harm or suicide.	4,500 client contacts received per annum recorded by contact type ie telephone, email, face to face and reason for contact where possible	5,662 client contacts Continuing to develop outreach programme and new publicity material now available in all GP surgeries
Home Start: £18,000	To maximise income: Help families increase their income and manage money more effectively, increase grant checks for families, share good practices and case studies with others.	250 completed benefits checks 75 completed grant applications	289 completed benefits checks 91 helped to access grants including SCC crisis team and food bank voucher
Shopmobility: £10,000	To help residents retain independence: To provide mobility aids, to enable people with temporary or permanent physical impairment to continue shopping in the town centre and Ventura Park, give advice on the most appropriate equipment to customers.		
Wild About Tamworth: £30,000	To increase involvement and environmental awareness of local people through volunteer/community groups, coordinate local nature reserves management and other relevant open space, support the maintenance of sites, including the development of community groups and to provide educational awareness	To engage with 160 volunteers per month. Number of children receiving environmental education 450 pa; 37 per month	Total volunteers this quarter: 181 Equivalent number of days' work: 131 Cumulative number of volunteers 366 Total number of children receiving environmental education this quarter 60, cumulative to date 292

More detailed performance data is available on Co-valent.

THURSDAY, 11 DECEMBER 2014

REPORT OF THE LEADER OF THE COUNCIL**HOUSING REGENERATION UPDATE****PURPOSE**

To update members regarding the current position of the Tinkers Green and Kerria regeneration project. To agree the appointment of GVA to complete the next stage of preparatory work. To make changes to the current years budget structure to ensure continued delivery of the project.

RECOMMENDATIONS

- **That the contents of the report are noted**
- **That £421,750 is vired in 2014/2105 from the Kerria budget to the Tinkers Green budget**
- **That GVA are appointed to undertake Stage Three preparation**

EXECUTIVE SUMMARY

On 13th March 2014 members received a report updating on plans for the delivery of Housing based regeneration in the Tinkers Green and Kerria areas of Tamworth. Since this date the projects has progressed considerably. In particular:

- 14 bungalows at Cottage Walk/Leisure Walk have been demolished following the decanting of residents to more suitable dwellings.
- Residents of Hastings Close have been successfully re-housed in line with the Council's decant plan.
- A contract has been let with Ad-hoc solutions to provide 'property guardians' for the vacant dwellings. This scheme will help to reduce anti social behaviour.
- Wide community consultation has been undertaken based on options for the development of the two sites. These consultations have provided vital information to help inform the development of the master plan for the site
- Site investigations have been undertaken including environmental reports.
- A study of the potential and requirement for retail provision on both sites has been undertaken to inform the development of the master plan
- The Council has procured appropriate consultancy support for the progression of CPO proceedings

To date, despite some delays in achieving demolition of specific properties the Council remains on target to deliver the project within the original project programme with completion of all works by 2018/2019.

Following the consultation with residents the Council's architects have develop detailed proposals to comprise the Master Plan for the sites. Community feedback has helped inform these proposals along with technical and other data and information. It is intended that a final proposal will be submitted to Cabinet in February to agree the submission of the proposals for planning approval. Prior to this a further opportunity for residents to comment will be provided during January with an open event in each area. An all members seminar

regarding the proposals is also planned.

Work is also underway based to complete the Master Plan and update the financial appraisal. The report to Cabinet in February will include an updated financial appraisal including construction and other cost estimates and an evaluation of the impact on the HRA business plan.

Once the Council has submitted planning permission it will be important to start work to procure a development solution via the procurement of a developer. There are a number of options in relation to how this commissioning exercise may proceed. At the time of the appointment of the Council's lead consultants GVA the project was broken down into four constituent parts with the initial appointment being for the first two stages only. The first two stages are nearing completion and it is proposed that the Council now confirm the commission of GVA for the third stage. This will comprise work in preparation for the commissioning of a development contract for the project including a market evaluation and assessment of the best commissioning option for the Council. This stage attracts a fee of £12,000 for which budgetary provision has been made. In order to ensure continued momentum of the project it is considered that this work should commence. Stage Four includes the commissioning exercise to secure a developer and this will be subject to a further Cabinet decision in February 2015. To date GVA have performed well and have delivered all objectives in a timely and effective manner. The company are responsive to the requirements of the Council and have been agreeable to approaches to work which support the Council's objectives including closely supporting the approach to engaging with local people. Robust contract management on the part of the Council will ensure continued delivery to the standards specified.

Overall the project is progressing well and in line with the previously agreed overall programme.

OPTIONS CONSIDERED

In relation to the appointment of GVA to complete Stage Three work the following options are relevant:

Option	Risks	Benefits
Do not appoint GVA and re-tender the work	This will present an unnecessary delay which will put back the overall timescale for delivering the project.	None material
Wait until the Cabinet report in February to agree the Master Plan before commissioning the work	This could delay due progress and will mean that the Council cannot start preparations for the commissioning of a developer in a timely fashion	None material
Appoint GVA to undertake both Stage Three and Stage Four of the original tender	The development of a master plan and completion of stage three work will impact on the nature of the Stage Four work. It is therefore sensible to reserve the appointment for the fourth stage until this has been completed	None Material
Appoint GVA to complete Stage Three of the original tender	Should the project not progress then this work will be abortive	Given what is known at present it is unlikely that the project will not progress and

		therefore completion of the work will result in timely completion of necessary preparations.
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RESOURCE IMPLICATIONS

The Stage Three activities identified above can be met from within existing budgets.

The table below shows a summary of the budgets and spend for each scheme since the start of the project. The profiling of the 2014/15 capital budgets for each scheme does not reflect where the cost of the work is currently being undertaken. It is proposed to vire £421,750 from the Kerria scheme budgets to Tinkers Green budgets to ensure that the funds are available to meet all the current year costs.

	Total Budget	Allocated to Tinkers Green	Allocated to Kerria
2012/13	650,000	0	650,000
2013/14	500,000	500,000	0
2014/15	500,000	0	500,000
Total Budget	1,650,000	500,000	1,150,000
Proposed Virement	0	421,750	(421,750)
Revised Budget	1,650,000	921,750	728,250
	Total Spend	Tinkers Green	Kerria
2012/13	0	0	0
2013/14	541,714	387,558	154,156
2014/15 - Estimated	1,104,780	530,690	574,090
Total Spend	1,646,494	918,248	728,246
Budget Remaining	3,506	3,502	4

The HRA Regeneration report to Cabinet in February 2015 will include an updated financial appraisal including construction and other cost estimates and an evaluation of the impact on the HRA business plan. This information will be used to calculate the future year's budgets to be included the 2015/16 Capital Programme reported to Cabinet and Council in February 2015.

LEGAL/RISK IMPLICATIONS BACKGROUND

None arising from his report

SUSTAINABILITY IMPLICATIONS

As included in previous reports the regeneration of the Tinkers Green and Kerria areas contributes directly and substantially towards the Council's objectives.

REPORT AUTHOR

Rob Barnes

LIST OF BACKGROUND PAPERS

APPENDICES

