

# Strategic Commissioning Committee Annual Effectiveness Report

2020/2021



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# 1. INTRODUCTION

- 1.1. Having been a committee member of the Strategic Commissioning Committee since its inception in 2018, I am pleased to present the third annual effectiveness report for the Committee as its Convener. The annual effectiveness report, highlighted by CIFPA as one example of the Council's good governance, also informs the annual review of the Council's Scheme of Governance and enables officers to identify if any changes are required, for example, to the Committee Terms of Reference.
- 1.2. As part of the 2021 review, no changes were made to the Strategic Commissioning Committee Terms of Reference, as the amendments made in 2020 were intended to provide greater clarity and officers therefore did not consider that any further amendments were required in 2021. However, as with each year of the Scheme of Governance review, consideration will be given as to whether any amendments are required during next year's review and the preparation of the fourth annual committee effectiveness report.
- 1.3. The recent Best Value Audit of Aberdeen City Council noted that the effective redesign of services and a move to a commissioning-led approach had resulted in wide-ranging changes and allowed the Council to successfully deliver the required savings needed to maintain its financial sustainability over the short to medium term, also noting that the arrangements for consideration of the Council's commissioning based approach, our transformation programme and the Delivery Plan were well designed and aligned. The annual report continues to be a good mechanism for the Committee to support the Council's improvement journey by demonstrating the ways that the Committee contributes to the Council Delivery Plan and Local Outcome Improvement Plan outcomes whilst also providing the opportunity to reflect on the business of the Committee over the past year and to look to the Committee's focus for the year ahead.



**Councillor John Wheeler**  
Convener, Strategic Commissioning Committee

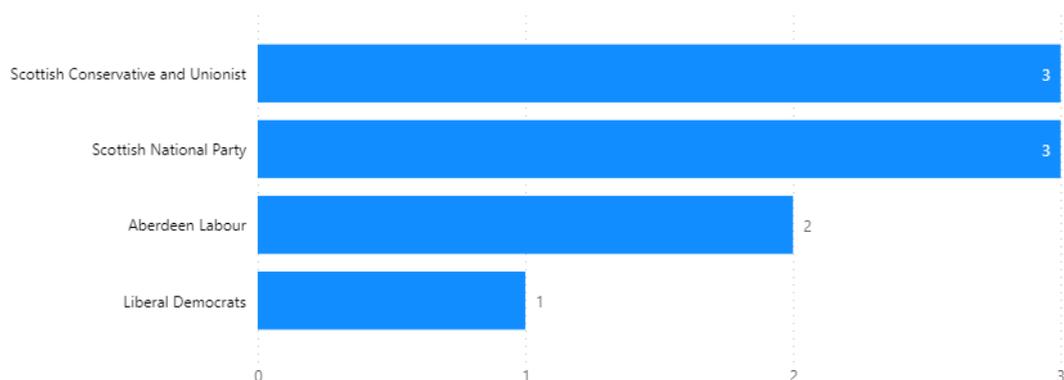
## 2. THE ROLE OF THE COMMITTEE

- 2.1 The Committee has a key role in supporting the Council’s change from budget led service provision to outcome focused delivery. It approves all internal and external commissioning activity by the Council, in accordance with the commissioning cycle, with the exception of procurement relating to the Capital Programme.

## 3. MEMBERSHIP OF THE COMMITTEE DURING 2020/2021

- 3.1 The Strategic Commissioning Committee has 9 Elected Members, and the committee composition is presented below.

Committee Political Balance (Seats)



## 4. MEMBERSHIP CHANGES

- 4.1 Councillor Laing was Convener and Councillor John was Vice Convener up to the April 2021 meeting, with Councillor Wheeler taking over as Convener and Councillor Grant taking on the Vice Convener role from June 2021. During the reporting period, Councillors Duncan, John, Lumsden and Alex Nicoll stepped down from the Committee, with Councillors Grant, MacKenzie, Mason and McRae joining.

## 5. MEMBER ATTENDANCE

Member	Total Anticipated Attendances	Total Attendances	Substitutions	Nominated Substitute
<b>Councillors</b>				
Christian Allard	6	6		
Neil Copland	6	6		
Sarah Duncan	4	4		
Ross Grant	2	2		
Freddie John	4	4		
Jenny Laing	6	6		
Douglas Lumsden	4	3	1	Tom Mason
Avril Mackenzie	2	2		
Tom Mason	2	2		
Ciaran McRae	2	0	2	Michael Hutchison
Alex Nicoll	4	4		
John Wheeler	6	4	2	Philip Bell M. Tauqeer Malik
Ian Yuill	6	6		

## 6. MEETING CONTENT

**6.1** During the 2020/2021 reporting period (1 May 2020 to 31 October 2021), the Committee had 6 meetings and considered a total of 38 reports. In terms of the Workplans and Business Cases report, the Committee received 47 business cases for consideration and approval. The June 2020 meeting of the Committee was cancelled as a result of the COVID-19 pandemic and the decision of Urgent Business Committee to cancel meetings of the Strategic Commissioning Committee until August 2020 with any business-critical reports being considered by the Urgent Business Committee. Meetings of the Committee resumed as of 27 August 2020.

### 6.2 Terms of Reference

Of the 38 reports received, the following table details how the reports aligned to the Terms of Reference for the Committee (Terms of Reference are appended to this report for information).

Terms of Reference	Count of Terms of Reference
General Delegation 8.5	1
Remit 1.1	1
Remit 1.2	1
Remit 1.3	1
Remit 2.1	1
Remit 2.2	1
Remit 3.1	7
Remit 3.2	7
Remit 3.3	
Remit 3.4	
Remit 3.5	
Remit 4.1	2
Remit 4.2	4
Remit 4.3	5

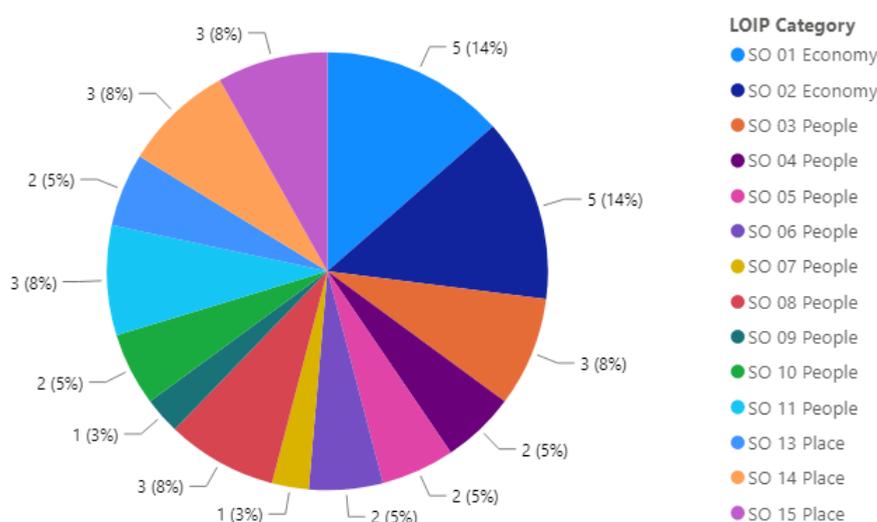
Remit 4.4	6
Remit 4.5	3
Remit 4.6	
Remit 5.1	8

- 6.3** During the course of 2020/2021 the Strategic Commissioning Committee received reports under the majority of its Terms of Reference which would indicate that the Committee has discharged its role throughout the course of the reporting period.
- 6.4** Most of the reports considered related to the approval of commissioning activity, the annual review of ALEOs and monitoring of performance associated with the Council's agreed commissioning intentions and ultimate contribution to LOIP outcomes.
- 6.5** Where there were no reports listed against the above Terms of Reference, this was due to there being no requirement during the reporting period for any papers in relation to grants and associated conditions; the establishment of ALEOs where it might be determined that services should not be provided in-house; the decommissioning of services or the approval of the Strategy Framework. It is not considered that the above would require any amendment to the Terms of Reference, as these may arise and be required for future meetings.

### 6.6 Local Outcome Improvement Plan

The following chart details of the 38 reports how many had a link to the themes of the Local Outcome Improvement Plan. Stretch outcomes in place during the reporting period are attached at Appendix 2 for reference. It can be seen that reports cover a wide range of stretch outcomes.

Reports with links to the LOIP



## 6.7 Reports and Committee Decisions

The following table details the outcome of the Committee's consideration of the 38 reports presented to it throughout the year.

Reports	Total
Number which were Exempt/Confidential	<p>One report was fully exempt – Operational Delivery Models (Bon Accord Care &amp; Sport Aberdeen).</p> <p>In line with last year's discussion on the effectiveness report, this year officers monitored the number of exempt appendices. During the reporting period, Committee considered 47 exempt business cases, and received one further exempt appendix for the Christmas Village Annual Feedback report.</p>
Number of reports where the Committee has amended officer recommendations	<p>While a number of reports had additional recommendations added by Committee, these were in relation to thanking staff or organisations; agreeing press releases; and writing correspondence to COSLA and parties in the Scottish Parliament. Only one report had an amendment made to officer recommendations – the Christmas Village Annual Feedback report was presented for noting, however Committee agreed to refer the matter to the City Growth and Resources Committee with a recommendation that the 2020 Christmas Village did not proceed.</p>
Number of reports approved unanimously	<p>100% (38 reports)</p> <p>There was one division during the reporting period, a procedural motion in respect of moving one of the reports from the private to the public section of the agenda.</p>
Number of reports requested by members during the consideration of another report to provide additional assurance and not in business planner	None
Number of Service Updates requested	<p>Two – one in relation to the work that had been undertaken on Collaboration with Businesses, and another with the Executive Summary of the Population Needs Assessment.</p>
Number of decisions delayed for further information	None
Number of times the Convener has had to remind Members about acceptable behaviour and the ethical values of Public Life	None

Reports	Total
Number of late reports received by the Committee (i.e. reports not available for inspection by members of the public at least three clear days before a meeting)	One late item was presented to Committee – this was COSLA correspondence which had been received and was placed on the agenda for further discussion by Members.
Number of referrals to Council, or other Committees in terms of Standing Order 33.1	None

## 6.8 Notices of Motion, Suspension of Standing Orders, Interface with the Public

Number of notices of motion	None
Number of times Standing Orders were suspended and the specific Standing Orders suspended	None
Standing order number (ref)	None
Number of deputations or other indicators of interface with the public, i.e. engagement and social media.	None

## 7. TRAINING REQUIREMENTS

- 7.1 No training requirements were identified for members of the Strategic Commissioning Committee in the reporting period, however this will be kept under review and further training will also be provided following the 2022 local government elections.

## 8. CODE OF CONDUCT – DECLARATIONS OF INTEREST

- 8.1 8 declarations of interest were made by Councillors during the reporting period. Information in respect of declarations of interest is measured to evidence awareness of the requirements to adhere to the Councillors' Code of Conduct and the responsibility to ensure fair decision-making.

## 9. CIVIC ENGAGEMENT

- 9.1 At its October 2021 meeting, the Committee received the Locality Plans Annual Reports which outlined all the progress made in pursuing local priorities, reflecting the range of activities being taken forward in collaboration with the Community Planning Aberdeen Outcome Improvement Groups, as well as local actions and initiatives.
- 9.2 The Committee also considered the Annual Procurement Performance report, which included updates on the evolving and improving themed approach to community benefits. While the number of Community Benefit outcomes achieved during the reporting period was affected by the Covid-19 pandemic, Members were advised that a total of 302 community benefits had still been delivered during the period. This included jobs created

by project apprenticeships; school engagement activities; further education engagement activities; work experience placements; skills training; and third sector and local social media enterprise opportunities, including a Meet the Buyer event.

## 10. OFFICER SUPPORT TO THE COMMITTEE

	Anticipated Attendance	Attendances
Director of Commissioning	2	2
Chief Officer – Data and Insights	6	6
Head of Commercial and Procurement	6	6
Chief Officer – Governance	6	6
Chief Officer – Finance	6	6

## 11. EXECUTIVE LEAD'S COMMENTS

- 11.1** This is the third year of the Strategic Commissioning Committee, and of the Commissioning function. Now that the commissioning cycle has become further embedded, this year the Committee received commissioning intentions for the year 2021/22 in advance of the completion of the Council Delivery Plan. This allowed the Committee to give direction to the Council's service design and resource allocation as they were developed prior to full consideration of the Plan by the Council at the budget meeting in March 2021.
- 11.2** Another area of important work considered by the Committee during the reporting period was the climate friendly weighting for contracts. While the pandemic undoubtedly had an impact on this piece of work, officers created a new section in the Community Benefits Project Plan/Award Questionnaire section of the invitation to tender documents which introduced a climate friendly weighting to supplement the current approach as outlined in the ACC Sustainable Procurement and Community Benefits Policy. Performance against this measure is monitored during ongoing contract management with regular reports provided by successful bidders.
- 11.3** The Committee has considered business on each of the key elements of the commissioning cycle and would appear to be working effectively. It should be noted that no decisions required to be delayed all business was agreed unanimously, with the exception of one procedural motion. Business has largely been able to be considered in public and, where this was not possible, there has been clear justification. The majority of the exempt information considered has been included in the various business cases presented to Committee, and as these contain commercially sensitive information, these are considered with the press and public excluded. Following on from the request Members made last year that the number of exempt appendices be monitored, that information has been included in this year's report, and will take on board any additional comments made by Members in relation to this year's effectiveness report.

## 12. NEXT YEAR'S FOCUS

- 12.1 Upcoming committee business includes the Scotland Excel Annual Report; the Council Delivery Plan annual report; the Locality Plans annual update; the annual reports from each ALEO; and the annual procurement performance report. Members will also receive regular reports on the performance of the Commercial and Procurement cluster.
- 12.2 The Committee will continue to give consideration to how community benefit clauses positively impact new contracts let to increase the contribution of the Council to LOIP outcomes and climate friendly weighting for contracts.
- 12.3 Commissioning workplans will continue to be presented to the Committee giving a full and timely overview of the contracts and procurements which will be a focus for specific businesses cases throughout the year. We will build on the outcome based approach to performance management, including annual reviews of performance in respect of the LOIP, the Council Delivery Plan, Locality Plans and the Council's ALEOs. We will also strengthen the performance in delivering outcomes through the business cases presented to the Committee.

## Appendix 1

### Terms of Reference 2021

#### PURPOSE OF COMMITTEE

To approve all internal and external commissioning activity by the Council, in accordance with the commissioning cycle, with the exception of procurement relating to the Capital Programme.

#### REMIT OF COMMITTEE

<b>1.</b>	<b>Analysis</b>
1.1	to receive a bi-annual Population Needs Assessment to understand the needs which public bodies must address;
1.2	to receive, as appropriate, an in-depth analysis of key groups, priorities and challenges across public services to identify and action potential efficiencies and improvements to help ensure that the needs of customers and citizens are met and commissioning intentions are delivered; and
1.3	to receive, as appropriate, sufficiency and market analyses to understand existing and potential provider strengths and weaknesses, and identify and take action in respect of any opportunities for improvement or change in providers.
<b>2.</b>	<b>Planning</b>
2.1	to endorse the refresh of the Local Outcome Improvement Plan (LOIP) including recommending any changes which may be required; and
2.2	to approve annual procurement workplans, reflecting the LOIP, the Population Needs Assessment, the Council's commissioning intentions, the Council's service standards, the views of customers and citizens, and the best evidence of effective interventions to ensure a preventative focus on demand reduction.
<b>3.</b>	<b>Doing</b>
3.1	to approve all procurement activity by the Council, with the exception of procurement relating to the Capital Programme which will be approved by the City Growth and Resources Committee, including
3.1.1	Procurement Business Cases submitted in accordance with Procurement Regulations;
3.1.2	Grants and associated conditions;
3.1.3	Contract management arrangements and Service Level Agreements; and
3.1.4	The establishment of Arm's Length External Organisations (ALEOs) where it is determined that services should not be provided in-house.
3.2	when approving procurement activity, the Committee will:
3.2.1	promote investment in the prevention, early intervention and reduction in the demand for services; consider the experience of customers and take such action to ensure that services to be commissioned are co-designed to meet customers' needs;
3.2.2	ensure that commissioned services are focused on delivering the Council's agreed commissioning intentions and contribution to the LOIP; and
3.2.3	identify potential efficiencies and improvements in quality, including across partner organisations and promote the strategic allocation of resources.
3.3	to decommission services, including ALEOs, that do not meet the Council's commissioning intentions and outcomes.
3.4	to take such action to ensure that appropriate supply management and capacity building (market facilitation) is in place to ensure a good mix of resilient service providers, that offer customers an element of choice in how their needs are met;
3.5	to approve the Strategy Framework to facilitate the delivery of agreed outcomes.
<b>4.</b>	<b>Reviewing</b>
4.1	to approve amendments to the Council's Performance Management Framework (PMF);
4.2	to receive annual reports on the LOIP and Locality Partnership Plans;
4.3	to consider and monitor performance associated with the Council's agreed commissioning intentions and ultimate contribution to the LOIP outcomes;
4.4	to receive annual reports from each of the council's ALEOs to enable scrutiny of performance;
4.5	to receive an annual procurement performance report to enable scrutiny of performance; and
4.6	to receive reports on any change in legislative requirements, policy and population needs which may facilitate opportunities to work differently to improve outcomes or may require revisions to existing commissioning intentions and outcomes.

<b>5.</b>	<b>Service Delivery</b>	
5.1	The Committee will, for the Commercial and Procurement cluster: -	
	5.1.1	oversee, and make decisions relating to service delivery;
	5.1.2	approve options to improve/transform service delivery;
	5.1.3	scrutinise operational performance and service standards in line with the Performance Management Framework and consider recommendations for improvements where required;
	5.1.4	receive the cluster risk registers relative to its remit and scrutinise to ensure assurance of the controls in place;
	5.1.5	approve all policies and strategies relative to its remit; and
	5.1.6	receive reports on inspections and peer reviews in order to ensure best practice and note any actions arising from those inspections and reviews.

## **Appendix 2 – LOIP Stretch Outcomes (as at time of reporting period)**

### **Economy**

1. 10% increase in employment across priority and volume growth sectors by 2026.
2. 90% of working people in Living Wage employment by 2026.

### **People**

3. 95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026.
4. 90% of children and young people will report that they feel mentally well by 2026.
5. 95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026.
6. 95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026.
7. Child Friendly City which supports all children to prosper and engage actively with their communities by 2026.
8. 25% fewer young people (under 18) charged with an offence by 2026.
9. 25% fewer people receiving a first ever Court conviction each year by 2026.
10. 2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026.
11. Healthy life expectancy (time lived in good health) is five years longer by 2026.
12. Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026.

### **Place**

13. No one in Aberdeen will go without food due to poverty by 2026.
14. Addressing climate change by reducing Aberdeen's carbon emissions by 42.5% by 2026 and adapting to the impacts of our changing climate.
15. 38% of people walking and 5% of people cycling as main mode of travel by 2026