

Strategic Commissioning Committee

Annual Effectiveness Report



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1. INTRODUCTION

I am pleased to present the second annual effectiveness report for the Strategic Commissioning Committee. As Members will be aware, as part of their interim assessment of the Council's governance arrangements in 2016, CIPFA recommended that Committees review the extent to which they had operated within their Terms of Reference, through an annual report. This had been an aspiration for some time, representing good practice in governance terms. This year, the Council was the first in Scotland to be awarded the CIPFA Mark of Excellence in Governance, and the annual effectiveness report was highlighted by CIPFA as one example of the Council's good governance. The annual effectiveness report 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.

As part of the 2020 review, changes were made to the Strategic Commissioning Committee Terms of Reference to provide greater clarity and those will be monitored throughout the year and taken into consideration during next year's review and the preparation of the third annual committee effectiveness report.

The annual report is 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.



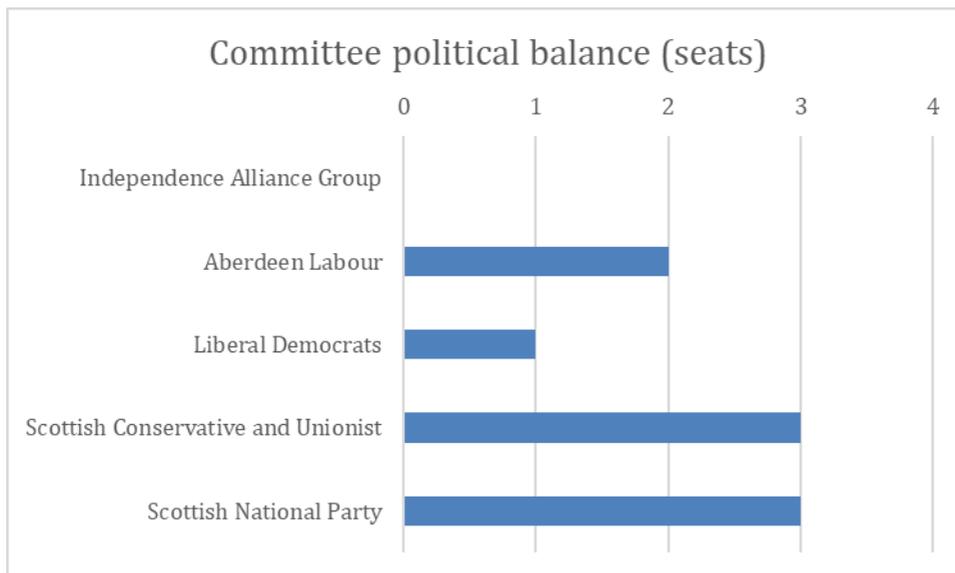
Councillor Jennifer Laing
Convener, Strategic Commissioning Committee

2. THE ROLE OF THE COMMITTEE

- 2.1 The Committee has a key role to support the Council’s change from budget led service provision to outcome focused delivery. It reviews the needs of citizens and approves commissioning activity to meet those needs and the outcomes specified in the Local Outcome Improvement Plan. The Committee also performs a monitoring role to help ensure that the needs and outcomes identified are being achieved. The Committee also approves commissioning activity by the Council, in accordance with the commissioning cycle.
- 2.2 The Terms of Reference for the Committee as approved by Council in March 2019 are appended to the report.

3. MEMBERSHIP OF THE COMMITTEE DURING 2019/2020

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



4. MEMBERSHIP CHANGES

- 4.1 Councillors Cameron and Jackie Dunbar were members of the Committee for the May and August 2019 meetings and were replaced by Councillors Hutchison and Alex Nicoll from the August 2019 meeting; Councillor Donnelly was a member of the Committee for the May, August and November 2019 meetings and was replaced by Councillor Lumsden from the January 2020 meeting; Councillors Copland and Audrey Nicoll joined the Committee from January 2020, replacing Councillors Hutchison and Flynn.

5. MEMBER ATTENDANCE

Member	Total Anticipated Attendances	Total Attendances	Substituted
David Cameron	2	2	
Neil Copland	1	1	
Alan Donnelly	3	1	2
Jackie Dunbar	2	2	
Sarah Duncan	4	4	
Stephen Flynn	3	3	
Michael Hutchison	1	0	1
Freddie John	4	3	1
Jenny Laing	4	3	1
Douglas Lumsden	1	1	
Alex Nicoll	2	1	1
Audrey Nicoll	1	1	
John Wheeler	4	2	2
Ian Yuill	4	3	1

6. MEETING CONTENT

6.1 During the 2019/2020 reporting period (29 April 2019 to 30 April 2020), the Committee had 4 meetings and considered a total of 16 reports. The April 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.

6.2 Terms of Reference

Of the 16 reports received, the following table details how the reports aligned to the Terms of Reference for the Committee (2019 Terms of Reference are appended to this report for information).

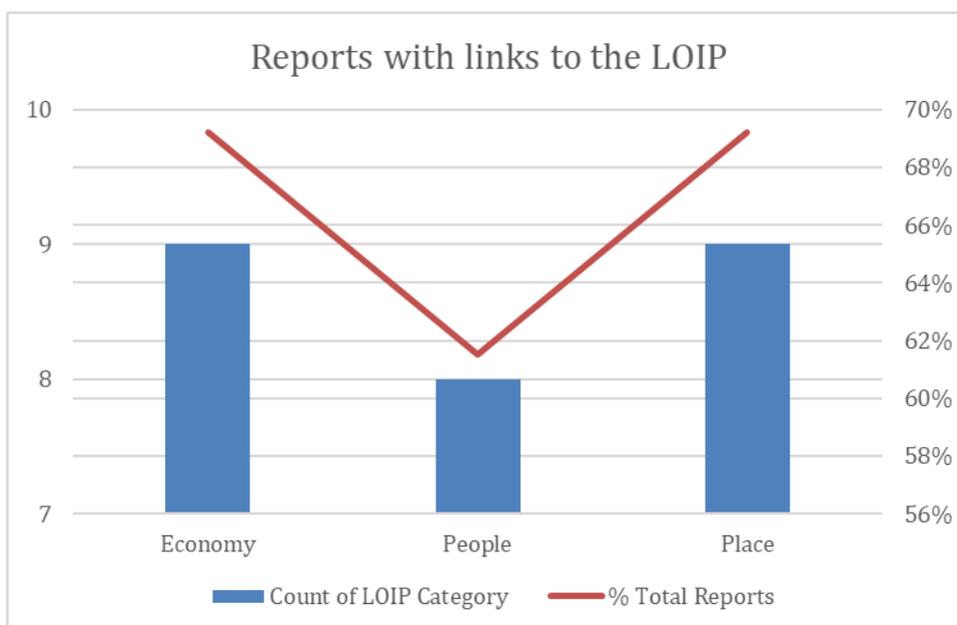
Terms of Reference	Count of Terms of Reference
General Delegations To Committees 7.4	1
General Delegations To Committees 7.5	1
General Delegations To Committees 7.6	1
Purpose of Committee 1	1
Purpose of Committee 2	3
Purpose of Committee 5	3
Purpose of Committee 6	2
Remit of Committee 2.2	1
Remit of Committee 2.3	1
Remit of Committee 4.2	1
Remit of Committee 4.3	2
Remit of Committee 4.4	1

Remit of Committee 4.5	4
Remit of Committee 5.5	2

- 6.3 During the course of 2019/2020 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 the identification of potential efficiencies and improvements in quality and outcomes, including across partner organisations and public services.
- 6.5 The majority of the sections of the Committee’s Terms of Reference were discharged throughout the course of the reporting period. This would indicate that the Committee has discharged its role as determined by Council.
- 6.6 There were no reports under TOR 2.1 as the Committee was not due to receive the Population Needs Assessment in the reporting period; 3.1 as the Committee considered the refresh of the LOIP in January 2019 which was outwith the reporting period; 3.2 as the approval of service standards and service specifications was undertaken at the Urgent Business Committee; and 5.2 as the Committee approved the Performance Management Framework at its meeting in March 2019 which was also outwith the reporting period.

6.7 Local Outcome Improvement Plan

The following table details of the 16 reports how many had a link to the themes of the Local Outcome Improvement Plan.



6.8 Reports and Committee Decisions

The following table details the outcome of the Committee's consideration of the 16 reports presented to it throughout the year.

	Total	% Total Reports
Confidential reports	0	0%
Exempt reports Note that although appendices were exempt, the reports themselves were public reports	0	0%
Number of reports where the Committee amended officer recommendations	0	0%
Number and percentage of reports approved unanimously	15	94%
Number of reports or service updates requested by members during the consideration of another report to provide additional assurance and not in forward planner	1	6%
Number of decisions delayed for further information	0	0%
Number of times the Convener has had to remind Members about acceptable behaviour and the ethical values of Public Life	0	0%
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)	0	0%
Number of referrals to Council, or other Committees by one third of the membership in terms of Standing Orders	0	0%

6.9 Notices of Motion, Suspension of Standing Orders, Interface with the Public

Number of notices of motion	0
Number of times Standing Orders were suspended and the specific Standing Orders suspended	0
Standing order number (ref)	N/A
Number of deputations or other indicators of interface with the public, i.e. engagement and social media.	0
Number of petitions considered	0

Number of Members attending meetings of the committee as observers	5
Number of Meetings held by the Convener with other Conveners, relevant parties, to discuss joint working and key issues being raised at other Committee meetings	Weekly meetings held

7. TRAINING REQUIREMENTS

- 7.1 When the Committee was established in 2018, Members were provided with an overview of the function of the Committee and the key aspects of the commissioning approach, as well as a session on the use of data and evidence focusing on the role of Elected Members throughout the stages of a commissioning cycle. As the Committee is now established and in its second year of operation, such training was not required this year. This will be kept under review and if any training is identified, this will be arranged.

8. CODE OF CONDUCT – DECLARATIONS OF INTEREST

- 8.1 5 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 The Committee received and approved a report in August 2019 on the Strategic Commissioning approach which set out the intent to understand the flow of demand through the perspective of the service user, customer or patient and therefore how services are being used and provided. The report emphasised the need to engage customers in commissioning activity and this is taken forward, as appropriate, in the business cases which are taken before the Strategic Commissioning Committee for consideration.
- 9.2 The Committee is also due to receive a report on collaboration on community involvement programmes provided by businesses, however a planned event was unfortunately delayed due in part to COVID-19. However as part of the annual Procurement performance report considered by Committee, Members were made aware of the work being undertaken via Community Planning Aberdeen to strengthen its relationship with the business community across the City in recognition of the vital role private organisations can play in improving outcomes for the people, places and economy of Aberdeen.
- 9.3 The Committee will also receive the Locality Plans Annual Reports at the November meeting, which will outline all the progress that has been 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.

10. OFFICER SUPPORT TO THE COMMITTEE

Officer	Total Anticipated Attendances	Total Attendances
Chief Officer – Digital & Technology	1	1
Head of Commercial and Procurement	4	4
Chief Officer – Early Intervention and Community Empowerment	1	1
Chief Officer – Customer Experience	1	1
Chief Officer – Finance (or representative)	4	4
Chief Officer – Data and Insights	4	4
Chief Officer – City Growth	1	1
Team Leader Legal - Commercial and Procurement	4	4

11. EXECUTIVE LEAD'S COMMENTS

11.1 The second year of the Strategic Commissioning Committee, and of the Commissioning function, built significantly on the foundations laid in 2017/18. Of most fundamental significance has been the Committee's agreement of a joint commissioning approach, applied by both the Council and Aberdeen City Integration Joint Board. In agreeing this joint approach, the Committee gave full consideration to the progress made in embedding each aspect of the commissioning cycle and set out clear next steps in sequencing the adoption of the proposed joint commissioning approach.

11.2 As part of the those next steps, the Committee has agreed:-

- a revised Performance Management Framework, as well as individual annual performance reports relating to the Council's ALEOs and Procurement function;
- a revised Strategy Framework for the Council, including the commissioning and decommissioning of various strategies.

11.3 The Committee has considered business on each of the key elements of the commissioning cycle and would appear to be working effectively, noting that no decisions required to be delayed and the vast majority of business was approved/noted unanimously. Business has largely been able to be considered in public and, where this was not possible, there has been clear justification.

12. NEXT YEAR'S FOCUS

12.1 Areas of focus from the Business Planner - The main areas of focus for next year outwith the regular committee business will be the continuing development of the Council's commissioning cycle. Steps 1 & 2 in the commissioning cycle focus on the consideration of the Population Needs Assessment and agreement of the LOIP. In the light of strategic planning activity agreed by the Council in response to the Covid-19 crises the LOIP will be refreshed in Summer 2021, however, preparatory analysis, including the Population Needs Assessment and reviews of how both the Community Planning Partnership and the Council activity have progressed its implementation will be considered by the Committee. The Council's future planned contribution to the LOIP will also be reported

to the Committee.

- 12.2** The Committee will give consideration to how community benefit clauses positively impact new contracts let during 2020/21 to increase the contribution of the Council to LOIP outcomes and climate friendly weighting for contracts.
- 12.3** Commissioning workplans will 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.
- 12.4** Budget Decisions - The Council at its budget meeting in March 2020 instructed the Head of Commercial and Procurement to incorporate community benefit clauses into new contracts let during 2020/21 that increase the contribution of the Council to the Local Outcome Improvement Plan outcomes, and submit a year-end report to SCC. The Council further instructed the Head of Commercial and Procurement to introduce a climate friendly weighting for contracts the Council procures and report back to the Strategic Commissioning Committee on the outcomes achieved annually.
- 12.5** Policy Priorities - As with budget decisions, where business cases relate to agreed policy priorities this will be explicitly stated for members' attention. Council in March 2020 approved new Terms of Reference and a further review will be reported to Council in March 2021. Throughout the next reporting year, we will review the Terms of Reference in line with the business submitted to the Committee and reflect on whether any areas require refinement moving forward to ensure the efficient operation of the Committee.

Appendix 1

Previous Strategic Commissioning Committee Terms of Reference Approved by Council on 4 March 2019

PURPOSE OF COMMITTEE

1. To approve all external commissioning activity by the Council outwith the annual budget meeting, including the approval of service specifications, service standards, grants and associated conditions, performance frameworks, outcomes and intentions. This includes where the Council commissions from its Arm's Length External Organisations (ALEOs).
2. To approve all internal commissioning activity of Council outwith the annual budget meeting, including the approval of service specifications, service standards, performance frameworks and outcomes and intentions.
3. When approving commissioning activity:
 - i. to promote investment in the prevention, early intervention and reduction in the demand for services; and
 - ii. to identify potential efficiencies and improvements in quality and outcomes, including across the public sector.
4. To approve the Council's strategic approach to joint and integrated commissioning across the public and private sectors to ensure that the needs of customers and citizens are met.
5. To identify potential efficiencies and improvements in quality and outcomes, including across partner organisations and public services.
6. To promote the strategic allocation of resources to outcomes through commissioning activity.

REMIT OF COMMITTEE

1. Engaging with Customers and Citizens
 - 1.1 Following consultation with appropriate forums:
 - i. to consider the experience of customers; and
 - ii. to take such action to ensure that services to be commissioned are co-designed to meet customers' needs.
2. Analysis
 - 2.1 to consider a Population Needs Assessment every two years to understand the needs which public bodies must address;
 - 2.2 to consider 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
 - 2.3 to consider 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.
3. Planning
 - 3.1 to consider the refresh of and recommend any necessary changes to the Local Outcome Improvement Plan (LOIP); and
 - 3.2 to approve service specifications and service standards, reflecting the Council's commissioning intentions/outcomes, the LOIP, the views of customers and citizens, and the best evidence of effective interventions to ensure a preventative focus on demand reduction.

4. Doing

- 4.1 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;
- 4.2 to review annual workplans and approve business cases to be submitted by Directors and Chief Officers in accordance with Procurement Regulations, for procurement with an estimated expenditure of £50,000 or more (supplies / services) or £250,000 or more (works) except for procurement relating to the Capital Programme;
- 4.3 to approve commissioning activity, including approval of commissioning intentions/ outcomes which aligns to and supports the delivery of the outcomes contained in the LOIP, and other relevant Strategic Plans;
- 4.4 to approve the establishment of ALEOs or determine that services should remain in house;
- 4.5 to undertake an annual review of ALEOs; and
- 4.6 to decommission services that do not meet the Council's commissioning intentions and outcomes.

5. Reviewing

- 5.1 to consider annual reports on the LOIP and Locality Partnership Plans;
- 5.2 to approve a Performance Management Framework reflecting the Council's commissioning intentions/outcomes, the LOIP, the views of customers and citizens, and the best evidence of effective interventions;
- 5.3 to review information, in line with the Council's Performance Management Framework, in order to monitor the impact of services and the extent to which they have achieved the purpose and outcomes intended;
- 5.4 to consider an analysis of any changes in legislative requirements, policy and population needs, and to:
 - i. review the overall impact of services to identify and implement revisions needed to commissioning intentions/outcomes; and/or
 - ii. to identify and facilitate opportunities to work differently to improve outcomes;and
- 5.5 to monitor service delivery against expected outcomes and plans.

JOINT WORKING WITH OTHER COUNCIL COMMITTEES

The Committee will maintain an awareness of key issues arising through the work of other committees of the Council, through lead officers, conveners and vice conveners working together and attending other committees as observers. Specifically:

1. the Strategic Commissioning and the City Growth and Resources Committees will cooperate to ensure that resources are allocated strategically to support outcomes; and
2. the Strategic Commissioning and the Operational Delivery Committees will cooperate to ensure that the internally commissioned services have clear service specifications which identify contributions to the LOIP outcomes and that funding is available to deliver the service specification.

JOINT WORKING WITH NON COUNCIL BODIES

This Committee is outward facing and will engage, through appropriate forums, with partners, the third sector and communities in order to ensure a joint and integrated commissioning approach.

