

IDEAS SUMMARY/PROJECT BRIEF	
Appendix 5 - Strategic Commissioning Support (PE-SC-001, 002, 003, 005 and 006)	
Bid for COVID Funding	
Author	Gordon Cargill
Date	3 October 2021
Idea Summary Status	Outline Proposal
Introduction	<p>The need for the Strategic Commissioning function was established by the Council’s leadership team as part of the Managers’ Review in 2017/18. A key focus was to build respectful and strong professional relationships with our partners within Tayside Contracts, Angus Alive, Angus Health & Social Care Partnership and Voluntary Action Angus; and to ensure these significant partnerships were managed to provide strategic assurance for the Council that they offered Best Value and were aligned with the Council’s strategic priorities. Accordingly, the Senior Practitioner (Strategic Commissioning) post was established within the Governance & Change service. No other resource was included at that time.</p> <p>Progress with the development of the function was reported to CLT highlighting the various achievements with each of the associated Council partners. Developments have included building a much deeper understanding of our partnering organisations and the parameters which they currently work within for the Council and potential areas for development and improvement and change. While this understanding is essential to ensure we are making best use of our resources, it is also key to driving forward the proposed Change Programme efficiency savings which are also now required of our partners. This need to manage change is now compounded and accelerated when considering the ramifications of the current pandemic on the recovery of each (e.g. ANGUSalive being a prime example) and the potential impact to the Council as the commissioning body.</p> <p>It is also highlighted that over these first two years, a wide range of matters have been directed towards the function – operational and strategic - and while all have been relevant to properly manage the partnering relationship, these have gone well beyond the capacity of the original resource allocated to the function, and accordingly a growing portion of the work is being undertaken by the Service Leader (G&C) role. A variety of services have also raised new matters with the strategic commissioning practitioner for assistance, however due to the limitation of resources, could not be undertaken, although a more pro-active response would have been preferred. An example is the</p>

	<p>delay to reviewing the Council support services (in particular Angus IJB and ANGUSalive) on which these partners rely but are finite in their capacity.</p> <p>Against that backdrop, there is also now a large portfolio of change project work emerging as part of the expanding nature of the function which has been accelerated by the impact of COVID-19. It is also highlighted that around 53% of the latest Change Programme savings (in 2020/21) are accounted for via the strategic commissioning related work. These factors, along with the emerging risks and uncertainty facing our partners in their recovery as COVID-19 restrictions ease, is currently placing a significant and unmanageable range of responsibilities on the Senior Practitioner role. There is an unambiguous need for additional support to meet the significant demands.</p>
<p>Opportunities</p>	<p>This bid for COVID funding is aimed at the provision of support for the Senior Practitioner by introducing a new temporary role at grade LG8 for a period of 23 months. This new temporary post will focus on supporting the project management/ service design and governance matters of the partnerships (and the post will also be tailored to have a strong emphasis on financial and contractual skills). It will also pick up a number of the operational matters, releasing the Strategic Practitioner role to focus on progressing strategic aspects during this period.</p> <p>This temporary LG8 level role (if agreed) would report to the Senior Practitioner for Strategic Commissioning.</p>
<p>Strategic Objectives (including the SOAP)</p>	<p>This bid will support many aspects of the Council Plan priorities and is closely linked to the SOAP as follows:</p> <p>ELIMINATE – Child Poverty – Barriers to Access</p> <p>REDUCE – Duplication</p> <p>RAISE – Opportunities for Lifelong Learning – Customer Services – Wellbeing</p> <p>CREATE – Equity – Stronger Partnerships – Inclusive Culture</p>
<p>Spend Analysis</p>	<p>The approval of funding for this proposal will provide additional resources which will support the requirement to deliver considerable change and improvement over the coming years as described within this bid. Increased resource in this service area will also demonstrate continued commitment from the Council to our partnerships/</p>

	<p>collaborative working arrangements and continue to strengthen these relationships as part of our recovery & renewal from COVID-19.</p> <table border="1" data-bbox="587 300 1433 483"> <thead> <tr> <th data-bbox="587 300 783 405">Financial Implications</th> <th data-bbox="783 300 951 405">Year 1 21/22 £000</th> <th data-bbox="951 300 1118 405">Year 2 22/23 £000</th> <th data-bbox="1118 300 1259 405">Year 3 23/24 £000</th> <th data-bbox="1259 300 1433 405">TOTAL £000</th> </tr> </thead> <tbody> <tr> <td data-bbox="587 405 783 483">COVID-19 Fund Bid</td> <td data-bbox="783 405 951 483">6.2</td> <td data-bbox="951 405 1118 483">38.4</td> <td data-bbox="1118 405 1259 483">22.4</td> <td data-bbox="1259 405 1433 483">67</td> </tr> </tbody> </table>	Financial Implications	Year 1 21/22 £000	Year 2 22/23 £000	Year 3 23/24 £000	TOTAL £000	COVID-19 Fund Bid	6.2	38.4	22.4	67
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Current Contractual Arrangement	Various governance/ contractual arrangements exist between the four key partnerships and these need to be managed appropriately by the Council.										
Anticipated Benefits	<p>In addition to delivering the ongoing and expanding day-to-day requirements of the function, the current 'additional' project workload emerging, including workload accelerated by the impact of COVID-19, over the next two to three-year period where the additional resource would support progress, is as follows:</p> <p>Angus Alive</p> <ul style="list-style-type: none"> • Transformation Project (a major change initiative to the original services specification and deliver significant savings/ cost avoidance) • Support Services Review (commenced but still a significant number of issues to progress and resolve) • Management of Services to Communities Budget (detailed analysis) • Business Plan Development • Investigation and assessment of potential service expansion options (e.g. Operating duties of West Links facilities) <p>Tayside Contracts</p> <ul style="list-style-type: none"> • Transformation Project (co-ordination of Council service areas and Tayside Contracts to deliver £1.6m savings over next 3 years) • Monitoring arrangements to be improved (in strategic sense) • CPU/Community Meals opportunities • Benchmarking Exercises <p>Voluntary Action Angus</p> <ul style="list-style-type: none"> • 2021/22 Grant Agreement Preparation (new approach based on outcomes) • Transforming Services Involvement (a broader piece of work developing outcome focussed specification and interaction with 3rd sector) • Identifying and supporting opportunities for increased partnership working with the 3rd sector <p>Angus Health & Social Care Partnership</p> <ul style="list-style-type: none"> • Review of Integration Scheme (adopting Client role on Project Team) 										

	<ul style="list-style-type: none"> • Support Services Review (from national MSG self-assessment – not yet started and overdue) <p>The above is over and above the various routine liaison meetings held between partners and specific Council services for managing day-to-day matters. There is also a growing level of understanding towards progressing new opportunities which could ‘add value’ between partners and which the Strategic Commissioning function is sighted upon for future development e.g. social prescribing arrangements between AH&SCP, VAA and AA.</p>
Savings Approach	Savings will be generated through the accelerated development of opportunities by the support of additional resource.
Savings Measurement	Savings will be measured and monitored via the Benefits Realisation tracking tool as Change Programme savings are achieved.
Impact Assessment	It is anticipated this would have a significant impact on communities and citizens across Angus with many potential new opportunities emerging. These would be captured and measured, dovetailed with the various governance arrangements with our partners e.g. strategic business plans and associated performance measures.
Risk Assessment	<p>Risks to be considered of this investment include but are not limited to:</p> <ul style="list-style-type: none"> • A retreat into lockdown restrictions delaying proposals • Recruitment timescales in recruiting for the temporary post • Lack of capacity/ support by partners needed to progress opportunities (e.g. NHS/ VAA heavily consumed with pandemic recovery works) • Support Service capacity issues from the Council to accommodate changes <p>There is also risk to the Council that under the current resource arrangements and as a result of both the evolution of the service over the past two years or so, along with the emerging workload and opportunities set out above, the current resources allocated to the function do not have sufficient capacity to deliver this volume of work. There is therefore a significant risk to the Council if it fails to address the adequate resourcing of this function.</p>
Project Plan (high level)	Assuming investment agreed in November, the plan would be to commence recruitment immediately to introduce support as soon as possible, likely to be around February/ March 2022. The incoming individual would then commence assisting the Senior Practitioner in duties and a workplan developed.
Roles and Responsibilities	Varied depending on specific partner relationships, however internally role will be positioned as outlined earlier within this bid.

Design Authority: Assurance Check	Corporate Leadership Team review.
Approvals	Vivien Smith, Director of Strategic Policy, Transformation & Public Sector Reform