

Report to: Overview and Security Committee
Date of meeting: 23 November 2017
Report of: Head of Community & Environmental Services
Title: Review of the Community and Voluntary Sector Commissioning Framework
Year 1 – 2016-2017

1.0 SUMMARY

1.1 This report provides a summary of:

- Background information to the commissioning framework
- Oversight and governance arrangements
- Financial information
- Performance against the SLA and KPI's (Appendix 1)
- Task and Finish Panel – draft terms of reference

1.2 This report is to provide information and advise the Overview and Security Committee on the performance of the Community and Voluntary Sector Commissioning Framework during 2016-2017

1.3 RECOMMENDATION

To agree the terms of reference and commencement date for the Task and Finish Panel outlined in Section 7 of this report

Contact Officer: Chris Fennell - Leisure and Community Section Head
Email: chris.fennell@watford.gov.uk
Tel: 01923 278317

Report approved by: Alan Gough Head of Community & Environmental Services

Risk Matrix

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(Treat, tolerate, terminate, transfer)</i>	Risk Rating (the combination of severity and likelihood)
Contractors do not deliver contract and service specification	The facility or services is not available for residents and customer to use	Regular contract monitoring by the council to review the KPI'S and SLA requirement are being met by the contractor alongside and scrutiny by elected members	Treat	Unlikely (2) x High (3) = rating of 6
Contractor goes into administration	As above	As above Regular review of contractors accounts	Tolerate	Unlikely (2) x High (3) = rating of 6
Contractor is taken over by another company	Could have no impact on the service Or New company tries to alters the contract/SLA and KPI's which impacts on the activity programme or service	As above Option to terminate the contract early	Tolerate	Unlikely (2) x High (3) = rating of 6
Death or injury to a customer/user or member of staff	Distress to injured parties Reputational risk to council and contractor is failings in health and safety compliance is identified	Regular contract monitoring by the council to review the health and safety and SLA requirement are being meet and reviewed by the contractor	Treat	Unlikely (2) x High (3) = rating of 6

3.0 **Background information**

3.1 The Commissioning Framework is the council's mechanism that sets out the priorities for a range of leisure and community services which are delivered by voluntary and third sector organisations during 2016-2017 on behalf of Watford Borough Council (WBC).

3.2 The services commissioned are:

- Infrastructure support to the voluntary and community sector – delivered by Watford and Three Rivers Trust (W3RT) aka council for voluntary services
- Mobility scooter and wheel chair services – delivered by Watford Shopmobility
- Advice services – delivered by Watford Citizens Advice Bureau (CAB)
- Arts and culture services – delivered by Watford Palace Theatre (WPT)
- Small Grants Fund – administered by the WBC Client Services Team

The authority also provides a management grant to support the following council owned community centres across the borough:

- Holywell Community Centre – managed by W3RT
- Orbital Community Centre – managed by YMCA
- Leavesden Green Community Centre – managed by Watford Community Housing Trust (WCHT)
- Meriden Community Centre – managed by Watford Football Club Sports and Education Trust (WFC Trust)
- West Watford Community Association (WWCA)
- Centrepont Community Centre – currently managed in-house by WBC

4.0 **Oversight and governance arrangements**

4.1 The quality of services commissioned by the council are monitored by the Leisure and Community Services team on a regular basis and should the services be considered below the quality expected or the need for the service reduced then the Service Level Agreement (SLA) with the organisations commissioned will enable the council to de-commission or reduce funding as appropriate.

4.2 As part of the oversight and governance arrangements a Health & Safety checklist (compliance with statutory certificates etc.) and joint 'Risk Register' between the borough council and the different commissioned organisations has been implemented and is monitored and reviewed on a 6 monthly basis.

4.3 A rolling programme of reports and presentations to Portfolio Holders and the Overview and Scrutiny Committee has been agreed to ensure that elected members and leadership team are kept informed and updated regarding the progress and the performance of the commissioning framework.

5.0 **Financial information**

5.1 The funding for the commissioning framework is met through existing resources. The budget envelope for 2016/2017 was £925,698 (detailed in Appendix 1) and opportunities for efficiencies will be identified by the commissioned organisations going forward. The budget for the commissioning framework is subject to the council's annual budget setting process and any requirements to make savings or provide growth will be dealt with as part of this process.

6.0 **Performance against the Service Level Agreement (SLA) and Key Performance Indicators (KPI)**

6.1 Each of the commissioned organisations has a SLA and bespoke service specification which details the KPI's and additional information required by the council e.g. information relating to equalities of service users. Appendix 1 details the performance of the individual organisation against their SLA and KPI's.

6.2 Understanding the social value and the positive outcomes of the Commissioning Frameworks investment is important to the council. The authority has already started to capture the workforce and volunteering information (Appendix 2). During 2017-2018 additional research will be conducted to establish a baseline dataset on the following topics (1) reducing the Carbon Footprint and evaluation of the wider supply chain and the economic benefit (2) local firms/companies employed by the community centres to deliver services.

6.3 **Workforce of the commissioned organisations**

An analysis of the commissioned organisations workforce detailed in Appendix 2 identified that 515 people are employed across the 9 organisations. The information from the organisations also identifies that 240 volunteers have been recruited and are delivering key frontline services. The CAB and other organisations estimate that the in-kind economic value of volunteers is estimated at £474,606 pa and 73 Trustees are on the different management committees.

6.4 The addition of the major contracts employees (362, SLM/Everyone Active: who operate the leisure centres and 192 HQ Theatres: who operate Watford Colosseum) takes the total workforce being employees through WBC contracts and the commissioning framework to 1,069 people.

7.0 **Task and Finish Panel – draft terms of reference and commencement date**

The council is currently in year 2 of a 3 year funding cycle (2016-2019), members are asked to consider establishing a cross party task and finish panel commencing in May 2018 to consider the following :

1. Which of the current commissioned organisations should remain part of the new framework?
2. Should any new organisations be considered for inclusion in the new framework, if so on what basis?

3. How long should the next funding cycle last - current cycle is 3 years?
4. Explore funding options for the commissioned organisations - should the overall funding for commissioned services be increased or reduced and should the individual funding for commissioned organisations be increased or reduced based upon past performance?
5. Understand the value for money (social or economic impacts and outcomes) the council receives through the framework.
6. Develop a new SLA and set of KPI's for the different organisations.

8.0 **Legal comments**

Comments from the legal department have been incorporated into this report.

9.0 **Financial comments**

Comments from the finance department have been incorporated into this report.

10.0 **Appendices**

Appendix 1 – End of Year Report and Individual KPI's of commissioned organisations

Appendix 2 – Overview of workforce of commissioned organisations (and major contracts)