Making Bath & North East Somerset

an **even** better place to live, work and visit



Bath & North East Somerset Council

Commissioning

Intentions Programme

2013/14 – 2017/18

**Introduction**

The purpose of this document is to identify the goods, works and services which Bath & North East Somerset Council will be seeking to commission from the financial year 2013/14 onwards.

We publish this information openly because we want to give all service providers, especially those based in Bath & North East Somerset the opportunity to do business in the area.

The document is split into five sections:

* Outline of the Council’s approach to commissioning and service delivery
* An explanation of the Council’s commissioning framework
* Presentation of commissioning intentions
* Implications of the new approach
* Conclusions

The intention is that any potential service provider can use this document to understand more about the approach the Council is taking to provide the best possible service outcomes for the communities of Bath & North East Somerset, and the opportunities this may bring to service providers across the city and beyond.

1. **Approach to Commissioning and Service Delivery**

The Council is responsible for a huge diversity of services which has a significant impact upon the lives of all communities across the area. Every year, expenditure of over £300 Million is committed to provide these services.

In the past the commissioning of services has been left to each individual part of the organisation to manage. Whilst performance has been high in certain services this has led to the potential risk for inefficient outcomes for communities and a lack of opportunity for some providers – especially local ones - to enter the market.

The Council has a responsibility to secure the highest quality service outcome at the best possible price.

Five key principles will be guiding how we achieve this:

* Economic, Environmental & Social Wellbeing (Social Value)
* Collaboration & Consolidation
* Cost Reduction & Control
* Knowledge & Skills
* Transparency & Accountability

These five principles are then underpinned by the following factors –

• There is no assumption about which organisation(s) should provide services; it could be the Council, other public sector, the voluntary sector or the private sector.

• Comprehensive engagement of citizens, service users and stakeholders is a prerequisite to define the outcome to be achieved.

• If services are commissioned, it also follows that they can be decommissioned where they fail to meet outcomes, quality standards, and value for money, or where requirements have changed.

• Opportunities need to be taken to connect related areas of activity into joint commissioning – either within the Council or between the Council and partner organisations.

As part of the annual cycle of Council business, we intend to publish a Commissioning Intentions document prior to the start of each financial year. The purpose of this is to set out those areas of activity which will be the subject of commissioning reviews/plans and may give rise to subsequent procurement activity.

1. **Outline of the Commissioning & Procurement Framework**

Commissioning will cover all areas of Council business, both people-based

services such as care, children's service and housing, but also arts, leisure and cultural services, highways, waste, the environment and property.

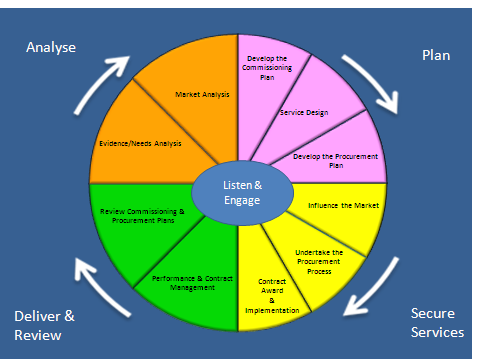
Commissioning is a strategic set of activities leading to effective service delivery as set out in the diagram below which also highlights the interaction with the procurement lifecycle and an overall single framework:

This holistic framework is the process of specifying, securing and monitoring services to meet needs at a strategic level. It is necessarily cyclical in nature - an on-going process - not a one-off event; i.e. it meets needs across whole populations, not just individual services; and it is provider neutral.

A commissioning cycle will not necessarily lead to procurement if it can be shown that current services are cost-effective, delivering (or can be modified to deliver) outcomes and are of an acceptable standard (or can be modified to achieve an acceptable standard).

Where these objectives are not achieved then it is very likely that a procurement process will be required and quite likely that de-commissioning will be necessary.

The Commissioning & Procurement Framework is a comprehensive set of guidance documents and protocols to be used by senior officers across the organisation. It sets out the standard commissioning and procurement practices which will now be used across the authority. At its highest level the framework is a continual life cycle as can be seen in the following diagram -



Such standardisation will enable all providers from well-established commercial organisations to small voluntary groups, to engage better in commissioning processes and ultimately, win contracts to effectively deliver public services.

The Council wishes to support the local economy and local business where it makes sound commercial sense to the taxpayer and create a climate of opportunity for growth in its community.

More details of the framework can be found on our website at [www.bathnes.gov.uk](file:///C:\temp\Temporary%20Internet%20Files\Content.Outlook\XYH0KLM1\www.bathnes.gov.uk)

The information currently on the website is a high level description of the framework. Over the next few months more detailed guidance will be provided which gives more information about how the framework will work in practice.

As part of the process of supporting more effective commissioning the Council’s on-line procurement portal has been upgraded to allow a full e-tendering system to be available to all providers and so support small and medium size businesses in reducing the cost of tendering exercises.

1. **Commissioning Intentions & Right to Challenge**

The activities of the Council are currently managed through three directorates:

• People and Communities

• Place

• Resources

Each directorate has made an assessment of likely commissioning activity during the coming financial years which is attached as **Appendix 1** of this document.

This is not a list of definitive commitments, rather an expression at this time of likely activity. Publication in the list does not imply certainty that each of these will necessarily proceed to full procurement and does not form part of a formal tender process.

The new ‘Right to Challenge’ enables certain groups to express an interest in running services commissioned by the Council. Challenges can be made via a specific time window dependent on when the Council intends to commission services as specified in this document. Each challenge will be assessed against a set of standard criteria and the validity of the business case being proposed.

If accepted by the Council the right to challenge does however give no priority or special rights to that body and acceptance only means that it will then conduct a procurement exercise open to all in the market place at a future point.

The Council therefore would like to emphasise that it is always interested in new innovative ideas to run its services and it would like to encourage bodies who have new ideas, to talk to us direct before considering the use of this new ‘right’.

Full details on how the Right to Challenge process works and its relationship to the list of Commissioning Intentions are available on the B&NES website at [www.bathnes.gov.uk](file:///C:\temp\Temporary%20Internet%20Files\Content.Outlook\XYH0KLM1\www.bathnes.gov.uk)

1. **Implications of the New Approach**

Establishing a more corporate approach across the Council will challenge many long held working practices. It is therefore important to see this as the beginning of a new approach. Not all processes will be successfully changed immediately, but the Council is clear that a new, more structured approach is needed.

This approach will provide greater opportunities to a wider group of providers, especially those based in this locality and drive better outcomes for the communities of this area.

We intend managing all our commissioning activity through this new framework and our e-procurement system and more details of the system are available on the Council’s website at www.

We will also aim to run events aimed at both the business community and voluntary sector to ensure all potential suppliers have the necessary understanding of our processes to support as much competition as possible.

One of the consequences of adopting a more structured approach will be that current service delivery methods will be challenged. In some cases this could mean that long established working relationships come to an end and services decommissioned.

1. **Conclusion and Future Developments**

This document is just part of the new approach we are taking to address the challenging environment we will be facing over the next few years.

Further detail is contained in our new Procurement Strategy which is being published in 2013 and will outline the long-term approach the Council will adopt in terms of its approach to the market.

These changes will present challenges for both the Council and service providers and we want to work constructively with all organisations to manage this change in approach. If you have any views on this document and its proposals please email: [righttochallenge@bathnes.gov.uk](mailto:righttochallenge@bathnes.gov.uk) or you can phone the Council’s procurement helpline on 01225 477030.

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| **Appendix 1** |  |  | |  |  |  |
| **Services for which expressions of interest will be considered in 2013;** | | | | | | |
| **Directorate / Division** | **Service** | | **Intention** | | | |
| **RESOURCES** |  | |  | | | |
| **Contracts** |  | |  | | | |
| Improvement and Performance | Human Resources | | HR MIS and payroll systems | | | |
| Property Services | Energy Management | | Supply of Gas | | | |
| Property Services | Building Consultancy | | Term Contract - Ductwork Cleaning | | | |
| Property Services | Building Consultancy | | Term Contract - CCTV | | | |
| Property Services | Estates and Facilities Management | | Cleaning Chemicals | | | |
| Property Services | Estates and Facilities Management | | Office Furniture | | | |
| Policy & Partnerships | Corp. and Community Planning | | Christmas Lights | | | |
| Risk and Assurance | Corporate Procurement | | Vendor Neutral Managed Service Provider | | | |
| Risk and Assurance | Corporate Procurement | | Multi-functional Devices | | | |
| Project Management | Project Delivery | | Public Realm & Movement Programme - Architectural Lighting Consultant | | | |
| Project Management | Project Delivery | | Development, Regeneration and Housing Consultancy Services | | | |
| Directorate / Division | Service | | Intention | | | |
| Project Management | Project Delivery | | Mine Manager and Mines Rescue Services | | | |
| PLACES |  | |  | | | |
| **Contracts** |  | |  | | | |
| Environmental Services | Neighbourhood Services | | Upgrade and management of Public Toilets | | | |
| Environmental Services | Waste Services | | Collection and recycling of plasterboard waste | | | |
| Environmental Services | Waste Services | | Contract hire of hookloader vehicles | | | |
| Environmental Services | Waste Services | | Recycling of wood waste | | | |
| Environmental Services | Waste Services | | Welding services | | | |
| Environmental Services | Waste Services | | Repair and maintenance of front end loading shovels | | | |
| Environmental Services | Waste Services | | Reuse opportunities from recycling centres | | | |
| Environmental Services | Waste Services | | WEEE recycling | | | |
| Environmental Serv | Highways | | Verge/Hedge Cutting – 4 Years | | | |
| Directorate / Division | Service | | Intention | | | |
| Environmental Services | Neighbourhoods | | Verge/Hedge Cutting | | | |
| Environmental Services | Neighbourhood Services | | Street Weed Control – 4 Years | | | |
| Environmental Services | Neighbourhood Services | | Street Cleaning | | | |
| Environmental Services | Neighbourhood Services | | Cemeteries – Provision of grounds maintenance services | | | |
| Environmental Services | Neighbourhood Services | | Pest Control Services | | | |
| Environmental Services | Neighbourhood Services | | Dog Warden Service | | | |
| Environmental Services | Transport | | Fleet – Prog. Replacmnts | | | |
| Environmental Services | Highways | | Traffic Signs Maintenance – 4 Years | | | |
| Environmental Services | Highways | | Maintenance of Street Lighting Furniture | | | |
| Environmental Services | Highways | | Traffic Signs Maintenance | | | |
| Planning & Transport | Transportation Policy | | Freight Consolidation Centre | | | |
| Directorate / Division | Service | | Intention | | | |
| Planning & Transport | Transportation Policy | | e-purse Smartcards | | | |
| Planning & Transport | Transportation Policy | | Local Bus Service Contracts | | | |
| Planning & Transport | Transportation Policy | | Concessionary Fares back office system | | | |
| Planning & Transport | Transportation Policy | | Park and Ride Services advertising contract CBS Outdoor | | | |
| Planning & Transport | Environment | | Landscape Advice | | | |
| Environmental Services | Public Protection | | Scientific Services | | | |
| Environmental Services s | Highways | | Joint outdoors access website | | | |
| TLH Svcs & CD Mngt | Heritage Services | | Provision of audio guide services | | | |
| TLH Svcs & CD Mngt | Heritage Services | | Costumed Interpretation Contract | | | |
| PEOPLE AND COMMUNITIES |  | |  | | | |
| **Contracts** |  | |  | | | |
| Health, Comm and S P | Children’s Strategic Planning | | Short Breaks for Disabled Children | | | |
| Learning and Inclusion | Early Years and Extended Services | | Play Services | | | |
| Health, Comm and S P | Children’s Strategic Planning | | Children & Young People's Network of Voluntary Sector Organisations | | | |
| Health, Comm and S P | Children’s Strategic Planning | | Information Advice Advocacy Service | | | |
| Directorate / Division | Service | | Intention | | | |
| Health, Comm and S P | Early Years and Extended Services | | Benefits and Financial Advice | | | |
| Health, Comm and S P | School Improvement Service | | Ethnic Minority Achievement Service | | | |
| Health, Comm and S P | Preventative Commissioning Service | | Preventing Youth Offending | | | |
| Health, Comm and S P | Children’s Strategic Planning | | Independent Visitors | | | |
| Health, Comm and S P | Preventative Commission Service | | Breastfeeding Coordination | | | |
| Health, Comm and S P | Early Years and Extended Services | | Speech and Language Therapy | | | |
| Health, Comm and S P | Children’s Strategic Planning | | Parent Carer Facilitator | | | |
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| Health, Comm and S P | Early Years and Extended Services | | Early Years Occupational Therapy | | | |
| Health, Comm and S P | Children’s Strategic Planning | | Promoting the Active Participation of Children and Young People | | | |
| Learning and Inclusion | School Improvement & Achievement | | The Mix Music Education Ltd | | | |

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| **Directorate / Division** | **Service** | **Intention** |
| **Services for which expressions of interest will be considered in 2014;** | | |
| RESOURCES |  |  |
| Corporate Finance | Exchequer Services | Mutual Staff Absence Insurance for schools |
| Property Services | Building Consultancy | Term Contract - Air Conditioning |
| Property Services | Building Consultancy | Asbestos Surveys and Removals |
| Property Services | Building Consultancy | Catering - Gas & Electrical |
| Property Services | Building Consultancy | Legionella Risk Assessments |
| Property Services | Building Consultancy | Lifts |
| Property Services | Estates and Facilities Management | Washroom Solutions |
| Property Services | Estates and Facilities Management | Food & Beverage |
| Customer Services | Benefits | Printing and Enclosing Service |
| Project Management | Project Delivery | Development Adviser Professional Services Framework Contract |
| Risk and Assurance | Corporate Procurement | Conference and training venues |

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| **Directorate / Division** | **Service** | **Intention** |
| PLACES |  |  |
| Environmental Services | Waste Services | Repair and refurbishment of bulk containers |
| Environmental Services | Waste Services | Hazardous Waste |
| Environmental Services | Waste Services | Collection and treatment of vehicle tyres |
| Environmental Services | Waste Services | Garden waste treatment services |
| Environmental Services | Waste Services | Collection and disposal of asbestos waste |
| Environmental Services | Waste Services | ANPR |
| Planning & Transport | Transportation Policy | Appointment of Bus Shelter Contractor |
| Environmental Services | Highways | Maintenance of Traffic signals |
| Environmental Services | Highways | Highways Maintenance |
| Environmental Services | Parking Services | Cash collection and security |
| Environmental Services | Parks & Estates | Grounds Maintenance |
| Planning & Transport | Transportation Policy | Dorian Baker |
| TLH Services & CD Management | Heritage Services | Provision of Staffed Security Services |
| TLH Services & CD Management | Arts Development | Commissioning Arts Services Providers |

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| **Directorate / Division** | **Service** | **Intention** |
| PEOPLE AND COMMUNITIES |  |  |
| **Contracts** |  |  |
| Non acute Health SC and Housing | Learning Difficulties | Advocacy Services for Adults with Learning Disabilities |
| Non acute Health SC and Housing | Learning Difficulties | Partnerships & Engagement Service for Adults with Learning Disabilities |
| Non acute Health SC and Housing | Supporting People and Communities | Carers Support Services |
| Health, Comm and S P | Preventative Commissioning Service | Specialist Family Support |
| Health, Comm and S P | Children’s Strategic Planning | Succession Planning Development Programme for the Children's Services in the south west region (2) |
| Health, Comm and S P | Early Years and Extended Services | Management & Provision of Bath West Children's Centres |
| Health, Comm and S P | Children’s Strategic Planning | Development of third tier managers in the public sector |
| Health, Comm and S P | Children’s Strategic Planning | Advocacy for Children in Need |

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| **Services for which expressions of interest will be considered in 2015** | | |
| **Directorate / Division** | **Service** | **Intention** |
| RESOURCES |  |  |
| Improvement and Performance | Human Resources | Occupational Health and EAP |
| Property Services | Building Consultancy | Security & Fire Alarms |
| Property Services | Estates and Facilities Management | Print Framework |
| Policy & Partnerships | Community Safety | CCTV monitoring |
| Risk and Assurance | Corporate Procurement | General Office Supplies & Paper |
| Risk and Assurance | Corporate Procurement | IT Consumables |
| Risk and Assurance | Corporate Procurement | Workwear |
| PLACES |  |  |
| Environmental Services | Waste Services | Residual Waste Treatment and/or Disposal Services |
| Environmental Services | Waste Services | Drainage Waste Clearance |
| Environmental Services | Waste Services | Supply of two wheeled refuse containers |
| Environmental Services | Waste Services | Collection and purchase of pure scrap metal for recycling |
| Environmental Services | Waste Services | Collection and purchase of mixed scrap metal for recycling |
| Environmental Services | Waste Services | Supply of Paper Recycling Sacks for Garden Waste |
| Directorate / Division | Service | Intention |
| Environmental Services | Waste Services | Refuse collection service |
| Environmental Services | Waste Services | Recycling Service |
| Environmental Services | Waste Services | Food waste treatment |
| Environmental Services | Waste Services | Recycling of building and construction waste |
| Environmental Services | Waste Services | Operation of recycling centres, transfer station and associated .haulage |
| Environmental Services | Transport Fleet Management | OGC Tyres |
| Environmental Services | Transport Fleet Management | Replacement of Bunkered Fuel and Monitoring System |
| Planning & Transport | Transportation Policy | e-purse transit settlement system |
| Environmental Services | Highways Network Management | Provision of Energy for Street lighting and traffic signals |
| Planning & Transport | Transportation Policy | Transport Term Contract |
| TLH Services and CD Management | Heritage Services | Visitor and Revenue Management System (including tills and ticketing) |
| **Service Areas** | **Public Protection** |  |
|  | Licensing | Provision of statutory and enforcement services |

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| **Directorate / Division** | **Service** | **Intention** |
| Environmental Services | Highways Networks | Highway Electrical & Intelligent Transport Systems |
| Environmental Services | Highways Networks | Highway Maintenance |
| Environmental Services | Highways Networks | Highway Street Works |
| Environmental Services | Highways Networks | Public Rights of Way |
| Environmental Services | Parking Services | Parking Enforcement |
| PEOPLE AND COMMUNITIES |  |  |
| People and Communities | Service Areas in New Education outcomes | Governor Support |
| People and Communities | Service Areas in New Education outcomes | School improvement service |
| People and Communities | Service Areas in New Preventative Services | 0-11Preventative Services. Educational Psychology |
| People and Communities | Service Areas in New Preventative Services | Youth Service |
| People and Communities | Service Areas in New Preventative Services | Hospital Re-Integration Service |

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| **Services for which expressions of interest will be considered in 2016;** | | |
| **Directorate / Division** | **Service** | **Intention** |
| RESOURCES |  |  |
| Improvement and Performance | Strategic Performance Management | Organisational Development t Support |
| Improvement and Performance | Communications and Marketing | Connect Magazine |
| Property Services | Estates and Facilities Management | Internal Waste Recycling |
| Property Services | Estates and Facilities Management | Security Services |
| Project Management | Project Delivery | Public Realm & Movement Programme - Street Furniture for Bath City Centre |
| PLACES |  |  |
| Planning & Transport | Transportation Policy | e-purse transit settlement system |
| Environmental Services | Off street car park management | The management of car parks |
| Environmental Services | Public Protection | 3 year Air Quality Monitoring Site Service Contract |
| Environmental Services | Transport Services | Maintenance of fleet(vehicles and machinery) |
| Environmental Services | Trading standards | Provision of statutory services |
| Environmental Services | Off street car park management | The management of car parks |
| Environmental Services | Transport Services | Home to School Transport |
| Directorate / Division | Service | Intention |
| Environmental Services | Transport Services | Social Care Transport and Guide Escort Services |
| Environmental Services | Neighbourhoods | Management of Green Spaces |
| Environmental Services | Neighbourhood Services | Environmental Protection – Provision of Statutory Services |
| Environmental Services | Neighbourhood Services | Enforcement (Waste and Highways Regulations) |
| Environmental Services | Neighbourhoods | Cemeteries – Provision of Cremation and Burial Service |
| Environmental Services | Highways | Design Services |
| Environmental Services | Highways | Flood and Drainage Management |
| Environmental Services | Highways | GIS and Street Naming Service |
| Environmental Services | Transport Services | Provision of MOT and Taxi Testing Facilities |
| PEOPLE AND COMMUNITIES |  |  |
| **N/A** |  |  |

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| **Services for which expressions of interest will be considered in 2017;** | | |
| **Directorate / Division** | **Service** | **Intention** |
| RESOURCES |  |  |
| N/A |  |  |
| PLACES |  |  |
| Environmental Services | **Public Protection** | Food Safety – Environmental Health |
| Environmental Services | **Public Protection** | Health and Safety – Environmental Health |
| TLH Services & CD Management | **Arts Development** | Delivery & management of Arts Development service |
| TLH Services & CD Management | **Events Office** | Delivery & management of Events advice service |
| PEOPLE AND COMMUNITIES |  |  |
| **N/A** |  |  |