
Strategic Commissioning and Procurement

Committee considering report:	Executive on 30 April 2020
Portfolio Member:	Councillor Ross Mackinnon
Date Portfolio Member agreed report:	16 th January 2020
Report Author:	June Graves
Forward Plan Ref:	EX3878

1. Purpose of the Report

- 1.1 This paper proposes changes for a future model of strategic commissioning and procurement, its application in the Council and presents a supporting Procurement Strategy for approval.

2. Recommendation

- 2.1 The Executive resolves to approve the proposed changes and the Procurement Strategy for implementation across the Council.
- 2.2 The Executive resolves to approve the implementation plan as set out in this report to start in 20/21 for the tenders in the service areas identified.

3. Implications and Impact Assessment

Implication	Commentary
Financial:	Procurement Strategy implementation will require additional resources of 2 x J grade posts. Proposal for the first year 20/21 to fund one post via transformational funding, and a bid will be prepared, and, subject to a successful review, to secure investment to fully establish both posts for April 2021. Full cost of J Grade post is £54,290.
Human Resource:	Potential for staff re-alignment within the commissioning function and wider service areas.
Legal:	Legal advice will be required to implement specific actions within the procurement action plan.
Risk Management:	Effectively managed procurement will reduce legal and financial risk to the Council.
Property:	n/a
Policy:	Policy changes will be required to implement the proposed commissioning and procurement solutions.

	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		x		
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		x		
Environmental Impact:		x		
Health Impact:		x		
ICT or Digital Services Impact:	x			Adoption of E-Procurement Council wide
Council Strategy Priorities or Business as Usual:	x			Improved ability to deliver council strategy & ensure efficient use of resources
Data Impact:		x		
Consultation and Engagement:	Cllr Ross Mackinnon; Procurement Board members; CMT			

4. Executive Summary

- 4.1 As the demand for public services increase and resources reduce the importance of effective commissioning and procurement has never been greater. Whilst there are examples of good practice in the Council, it appears West Berkshire may be behind the curve by not taking a broader more strategic approach to these activities.
- 4.2 Where other authorities have overarching commissioning strategies in place these typically focus on procurement processes and approaches such as category management. Individual service requirements for third part spend come from individual service strategies as a set of commissioning intentions that inform procurement activities. The critical actions to making this effective is to extrapolate the service commissioning intentions and use these to make strategic decisions about how money is spent and with who.

- 4.3 The Council currently operates a mixed model of commissioning with those services more familiar with this approach leading the way in terms of identifying commissioning outcomes in strategies. Similarly procurement as a function is delivered in a mixed model with some areas of good practice and some areas where it is less so.
- 4.4 This report sets out proposals to move existing practises to a more formal and structured model of commissioning and procurement to deliver corporately a strategic commissioning perspective on third party spend. In the new model the Commissioning service will act as the central support service to deliver service defined commissioning and procurement strategies in a model as detailed in sections seven and eight.
- 4.5 Once adopted the associated Procurement Strategy 2020 - 2022 will support the Commissioning Service and wider Council to implement the new model and drive strategically designed procurement outcomes, improved purchasing practices, governance, and sustainability for the effective delivery of all outsourced requirements.

5. Supporting Information

- 5.1 Commissioning as a concept has developed around the provision of care and support services in sectors such as health, education, social care and housing. It is not something that has just suddenly appeared and has progressively been embodied in legislation and public policy over a number of years. As a way of working it is not exclusive to these types of services and has evolved over time to include wider markets.
- 5.2 The terms *commissioning* and *procurement* in a strategic context are interchangeable, set out overleaf is a table showing how these terms are used in West Berkshire and this report.

Service Commissioning Strategy	Individual service strategies outlining the vision and strategic direction for the service area, identifying commissioning intentions required to deliver outcomes.
Procurement Strategy 2020 - 2022	The overarching Procurement Strategy for the Council detailing the vision and approach for procurement in West Berkshire.
Commissioning Intentions	Generated from service strategies and as a list of identified needs, detailed in a way that supports procurement requirements for the delivery of the strategy outcomes.
Individual Procurement Strategies	Developed on the basis of the commissioning intentions for Procurement Board approval of the agreed procurement route.
Category Plans	Outlines a management approach for grouping together spend in related category areas, to achieving the optimum outcomes and value for money.

5.3 Public sector commissioning & procurement is a regulated activity, governed by legislation and can broadly be viewed as comprising the following phases as set out in the proposed Procurement Strategy 2020 - 2022.

5.3.1 The **planning** phase generally refers to the decision around what needs to be bought. Sometimes this is referred to as **Commissioning**, which entails a significant amount of time and resource to understand what the organisation needs to spend its budget on. This phase requires significant commercial planning to ensure that public funds are spent effectively, delivering the requirements to end users.

5.3.2 The **award** phase involves the placing of a contract to acquire the goods/services/works. This is a regulated environment with the Council aligning its work in this area to the legal requirements laid out in The Public Contracts Regulations 2015.

5.3.3 The **execution** phase refers to the administration of contracts, where the Council ensures that work is delivered in accordance with the previous two stages. There is a legal obligation for providers to deliver what they have been contracted to, in line with the requirements and terms of contract.

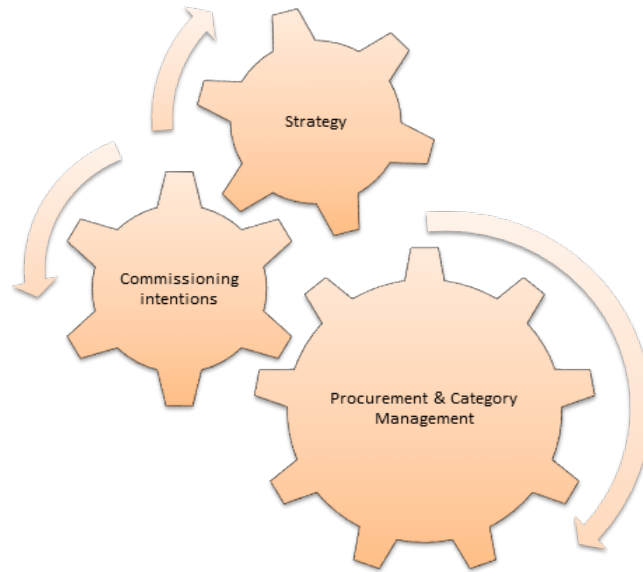
5.4 Commissioning is not to be confused with procurement, which is part of the commissioning process that is concerned with acquiring goods, works and services, needed in the right quantity and quality, at the right time and at the best price.

5.5 The Institute of Public Care (IPC) diagram shown below illustrates how the commissioning cycle (the outer circle) drives procurement/purchasing and contracting activities (the inner circle) with procurement, purchasing and contracting informing the ongoing development of commissioning. It shows that in order to achieve best outcomes and optimise value for money the procurement function needs to be engaged throughout the whole commissioning lifecycle to ensure it adds value and aligns with the bigger picture in the long term.

Institute of Public Care (IPC) Commissioning Model



5.6 Integral to the planning stage (5.2.1) and the award phase (5.2.3), an effective procuring organisation will have additional layers of planning to ensure the activities deliver exactly what is required through strategy development and implementation as shown in the following section.



- 5.6.1 In developing services, experts in their field devote time to understanding and defining the operational requirements, outlining the objectives of the wider service area and what is required to deliver specific aims and objectives. These become overarching **Commissioning Strategies** giving the reader an understanding of overall requirements and inform the actions to be taken to secure resources to achieve them, one of which may be a procurement.
- 5.6.2 **Commissioning intentions** are an important output of Commissioning strategies to be shared with the market to stimulate an interest in bidding for work and act as a guide in the procurement of goods/works/services across the lifetime of the service strategy.
- 5.6.3 From these commissioning intentions individual **procurement strategies** are built to capture requirements as a whole, taking into account all factors such as the requirements of other service areas that may be purchasing similar/cross functional items. The **procurement strategy** will drive individual procurements in line with expectations from the strategy and commissioning initiatives, driving the broad outcomes of price, quality, quantity, place, time which may form part of a category management approach.
- 5.6.4 **Category management** is the primary procurement function adopted within the Council and used to inform the development of both commissioning intentions and procurement strategies. **Category management** aims to bring together demand estimates, savings targets, supplier relationships, and regulatory/market dynamics so they can be examined and understood collectively and used as a means to create financial and other operational efficiencies.

6. Current position in West Berkshire

- 6.1 The Council currently operates a mixed model of commissioning and procurement with some elements of these processes not essentially visible within a defined process. This does not mean work is not being done, just

that it does not always follow a common process and benefit from the associated checks and balances. The Council currently does not have an adopted Procurement Strategy. In both instances the regulatory and legal requirements for the Council to deliver compliant tendering are considerable and any lack of visibility of robust process considered a risk.

- 6.2 West Berks currently uses an e-procurement portal called In-Tend for tendering activity, the intention is all procurement activity is filtered through the portal to enable accurate reporting and transparency of process. The devolved nature of procurement within the Council means this is not enforced and in the current model is not possible for Commissioning, who have the overall responsibility for managing Intend, to monitor usage effectively. In-Tend also includes a contract management module which is not used at present due to the same constraints.
- 6.3 Contracts management is a mix of service managed contracts and corporately managed contracts, and is a critical element of the contract execution phase (5.2.3). Contracts management has been the subject of a recent review by WBC Audit Team which has concluded overall contracts management is done well. However, issues of standards have been identified and the ownership of setting those standards. This has resulted in an audit recommendation Commissioning take on the lead role for setting the standards for how contracts management is done within the Council.
- 6.4 Early in 2019 a Local Government Association (LGA) Peer Review commented that Corporate Commissioning in West Berkshire was 'relatively immature. This resulted in summary reporting to Corporate Board and an exercise undertaken to review the overarching strategies within the Council to determine how strategy links to 'commissioning intentions' and 'procurement objectives'.
- 6.5 Services across the Council were asked for their service delivery strategies which were then reviewed. As a high level piece of work this relied on service areas responses to collate the detail presented and most responded. From the information gained it is concluded there is a mixed model across the Council with most strategies taking a high level focus in general. Capital and construction procurements were not included in the analysis.
- 6.6 Some strategies reach down to the practicalities of what needs outsourcing, with the majority falling silent on this. The Special Education Needs and Disability (SEND) strategy highlighted commissioning intentions and received praise in the LGA review as a model for other service areas. The SEND strategy is now in the process of being implemented and is acting as a springboard for effective procurement. The outcomes of the strategy review are summarised in the table below, with full details in appendix A.

Directorate	Strategy	Commissioning intentions	Procurement	Contract management
People	<ul style="list-style-type: none"> • SEN Strategy • School Improvement and Governance Strategy • Strategy for improving outcomes for disadvantages pupils • Family Hub Strategy • Health and Wellbeing Strategy • Berks West Healthy Weight Strategy • Berkshire Suicide Prevention Strategy 2017-20 • Domestic Abuse Strategy 	Procurement objectives clear in the SEN Strategy, others are vague	Commissioning undertake procurement for 90% of requirements	SEN Strategy is clear, no others make reference to monitoring or evaluation
Places	<ul style="list-style-type: none"> • Highways Asset Management Plan • Municipal Waste Management Strategy • Network Management Plan • Local Flood Risk Management • Local transport Plan 2011-26 • Minerals and Waste Local Plan • West Berkshire Local Plan 	High level requirements are outlined but vague in most strategies. Waste Strategy is most clear in terms of procurement requirements	Commissioning offer advice through de-centralised model	Limited reference to monitoring or evaluation
Resources	<ul style="list-style-type: none"> • Workforce Strategy • ICT & Digital Services Strategy • Economic Development Strategy (under consultation) 	High level requirements are outlined but vague in most strategies. Workforce Strategy is most clear in terms of procurement requirements	Commissioning offer advice through de-centralised model	Limited reference to monitoring or evaluation

- 6.7 Category management as the primary procurement model was adopted at the same time as the Commissioning Service was established in 2017. This has proved a successful move and through this route Commissioning has delivered a range of significant savings and efficiencies. Most notably these relate to a coordinated approach around governance and tendering activities, cost savings across Adult Social Care (ASC), Children and Family Services (CFS), Education, agency, stationery, cleaning and a reduction in risk with a number in the pipeline for award early in 2020.
- 6.8 There is a dynamic link between Commissioning and service areas in the People Directorate, where the service takes a significant role in the procurement of spot and tendered services, and are key in discussions around future service requirements. In Place and Resources, Commissioning offer an advice based service and/or provide end to end support through the overall governance framework to the tender award stage.
- 6.9 For those procurements that fall outside of the Commissioning Service remit, Procurement Board and legal advice are the main mechanisms to ensure compliance with legislation and the CROP. Given the overall demand pressures on other services this can result in missed opportunities for improving on the quality of the overall process through, for example, proper use of the Councils procurement portal Intend. Capital procurements are not currently reviewed by Procurement Board.
- 6.10 Commissioning is now established as an integrated support service and there is increasing demand on the team for support from across the Council. This has been achieved by creating financial capacity to bring in additional staffing through making savings to cover the cost of additional staff to take on work. This has worked well where resources have been required for corporate spend, but less so for service specific work where it has required a transfer

of service budget and is a consideration in planning for the future workload that will come from an approval to implement the proposals as set out below.

7. Proposals

- 7.1 To move the Council to a more strategic approach the following proposals are made to adopt a more formal commissioning and procurement model (high level implementation action plan is attached as appendix D). This is not a 'one size fits all' approach and will be tailored to meet the specific requirements of each Directorate and Service on the basis resulting procurements deliver good commissioning outcomes to maximise all available opportunities for best quality and value for money.
- 7.2 Strategic commissioning will be different in each Directorate/Service and will work on the assumption overarching strategies for service delivery are in place, or the process highlights the requirements for there to be one and action is taken. This is important as the absence of such strategies can result in missed opportunities for taking a broader view of what is needed to make the best of all commissioning activities. This is the case in Adult Social Care (ASC) where no overarching strategy is in place that sets out long term commissioning requirements and procurement is undertaken only as contracts come due for renewal or new needs emerge.
- 7.3 The gap in ASC for strategy development has been addressed through a new Market Management post which has just been recruited to. Where other such gaps exist it is possible the procurement support that will come from Commissioning in the model may give service areas back time to deliver the strategy writing function, this is an assumption still to be tested and will need to be explored.
- 7.4 In contrast in the Disabled Children's Team (DCT) the SEND Strategy has an articulated strategy which has identified a set of third party requirements that are currently being acquired. Acknowledged as an example of good practice, the SEND Strategy is considered to be one of the best example within WBC of commissioning as it clearly sets out the vision, direction and requirements - see example of Objective 4 from the SEND Strategy.

Objective 4 from the SEND Strategy

What are our priorities?

1. Professionals and services are working together jointly and effectively
2. Development of more personalised services for young people moving in to adulthood
3. Children and young people with SEND have appropriate assessments and plans at the right time
4. Clear, accessible and up to date information is available

Key Actions.

A detailed implementation plan, project plan, risk log and outcome performance dashboard sit below the strategy. The key actions which are proposed are outlined below:

Priority 1: Professionals and services are working together jointly and effectively

- 1.1 Review processes for transition from Children's Therapy Services to Adult Therapy Services and from the Child and Adolescent Mental Health Service to adult mental health services
- 1.2 Ensure that the existing Multi Agency Transition Protocol is embedded in practice and develop systems for monitoring implementation
- 1.3 Increase joint commissioning of services between agencies, eg. supported employment services provided by Children's Services and by Adult Social Care
- 1.4 Make better joint use of data to identify future needs and inform future commissioning, eg. of supported living arrangements

Priority 2: Development of more personalised services for young people moving in to adulthood

- 2.1 Increase the personalisation of individual service packages through increased use of Direct Payments in Adult Social Care
- 2.2 Review ways in which Adult Day Services can provide more personalised support for individual young people

Priority 3: Children and young people with SEND have the appropriate assessments and plans at the right time

- 3.1 Ensure that agreed processes for early referral from Children's Social Care to Adult Social Care are embedded in practice and improve monitoring of implementation
- 3.2 Ensure that Education, Health and Care Plans for young people aged 18 to 25 include appropriate outcomes and provision related to Adult Social Care and Health Services, and that they are consistent with ASC Care and Support Plans and the young person's Health Plan, where one exists
- 3.3 Agree protocols and processes to share and access Health Plans with appropriate professionals, subject to the consent of the young person and their family
- 3.4 Introduce a "person centred test" to apply throughout the whole transition assessment and planning process
- 3.5 Collect feedback from families on their experience of transition and use this to develop practice

Priority 4: Clear, accessible and up to date information is available

- 4.1 Introduce a transitions awareness element within the annual Local Offer event
- 4.2 Ensure staff and professionals are fully aware of the transitions processes of all relevant agencies and are able to clearly communicate this to young people and their families
- 4.3 Produce, with families, an information and guidance pack (including a young person friendly version) detailing the criteria for accessing services, transition processes and providing guidance on support and services

7.5 Whilst this is a good example, there are still challenges for the procurement as the capacity of the market to provide all identified requirements had not been tested prior to adoption which could have implications for implementation. In the model proposed which will be underpinned by the approach set out in the section at 5.5, market capacity testing would happen in developing commissioning intention to give more certainty on implementation timeframes and the success of overall delivery.

7.6 This approach sets out how the process of developing 'commissioning intentions happens as part of the strategy development in conjunction with Commissioning, who in turn build a procurement strategy for implementation. With this as an adopted process the corporate 'strategy writing' template would be amended to reflect the requirement for commissioning intentions to be captured in strategy documentation.

- 7.7 The overall process of strategy development will be complemented by an annual planning of forthcoming procurements with each Directorate reflecting strategy requirements in forward plans for procurement to inform the budget setting process and to gain greater efficiencies across the Council on, where appropriate, amalgamating procurement activity.
- 7.8 As they are adopted procurement strategies will be presented to Procurement Board for approval and at Directorate summary level annually to allow for a corporate overview of all procurement activity. This in turn will be reported to Corporate Board as part of quarterly monitoring.
- 7.9 Within this model Directorates will remain accountable for the commissioned services they have identified as required, the budget and the achievement of the desired outcomes. Commissioning will be accountable for developing/implementing service commissioning/category strategies within a broad programme of Directorate tenders, managing overall governance and executive cycle approvals and as agreed provide a range of contract management functions.
- 7.10 Underpinning these activities Commissioning will carry out all procurements for tenders with a whole life contract value of in excess of £100k. Commissioning will continue to offer advice and assistance to service areas for tendering activity under £100k. To ensure all procurement activity and spend is captured, the relevant Directorate lead officer will be notified of activity and will provide support to ensure that the procurement portal Intend is kept up to date to support reporting to Procurement and Corporate Board.
- 7.11 Commissioning will ensure all relevant procurements are fit for purpose for publishing through the Councils procurement portal Intend and where appropriate manage the interface with suppliers as part of this process.
- 7.12 In line with the recommendations of the 2019 audit Commissioning will take on the lead role for setting the standards for contract management across the Council.
- 7.13 Procurement Board will hold the overarching governance role for the implementation of both the Procurement Strategy and the implementation of the new model of working as proposed.

8 Roles and responsibilities

- 8.1 The Procurement Strategy makes reference to a logical flow of activity within the *commissioning cycle* through the following three key steps which are as set out in more detail at 5.2 of this report.



8.2 Fundamental to the successful implementation of the new model and acknowledging this is not a 'one size fits all' approach, the following roles accountabilities are proposed at a high level for each of the three key steps.

Plan

- Directorates initiate the development of service strategies to account for service commissioning intentions, out sourced requirements, timeframes and expected outcomes.
- Directorates secure the budget required and approve the decision to commence a procurement.
- Directorates work with Commissioning in strategy development to ensure the most appropriate procurement route is identified a part of procurement options appraisals and the development of 'commissioning intentions.
- Procurement Strategies informed by commissioning intentions proposed by Commissioning and agreed between the Directorate, Commissioning and Legal Services (as appropriate).
- Commissioning where appropriate undertake category planning with Directorates and agree category plans.
- Commissioning with the support of the relevant Directorate/Service will present procurement strategies for approval to Procurement Board.

Award

- Commissioning manage all procurements identified in the commissioning intentions/procurement strategies.
- Directorates with Commissioning and Legal Services (as appropriate) prepare service specifications, contracts and evaluation criteria for publishing through Intend.
- Commissioning with Directorates manage publication, tender evaluation, clarification and award of all appropriate procurements.
- Commissioning manage governance of all appropriate procurements through Procurement Board, Corporate Board, Operations Board and Executive (additional governance groups where required).

Execution

- Commissioning and Directorates jointly plan the mobilisation of new service/contracts.

- Commissioning support Directorates with initial contract commencement meeting before handing back to Directorate for ongoing contract management. *Unless other arrangements are agreed such as in ASC the Directorate is accountable for managing their own contracts.*
- Commissioning support where there are issues of possible contract default procedures and termination securing Legal advice and support as required.
- Commissioning to report as appropriate to Procurement Board on contractual issues requiring a decision.

8.3 The following diagram outlines roles and responsibilities as set out above within the context of a developed strategy and the course of a standard procurement.



9. Commissioning structure, resources & implementation proposals

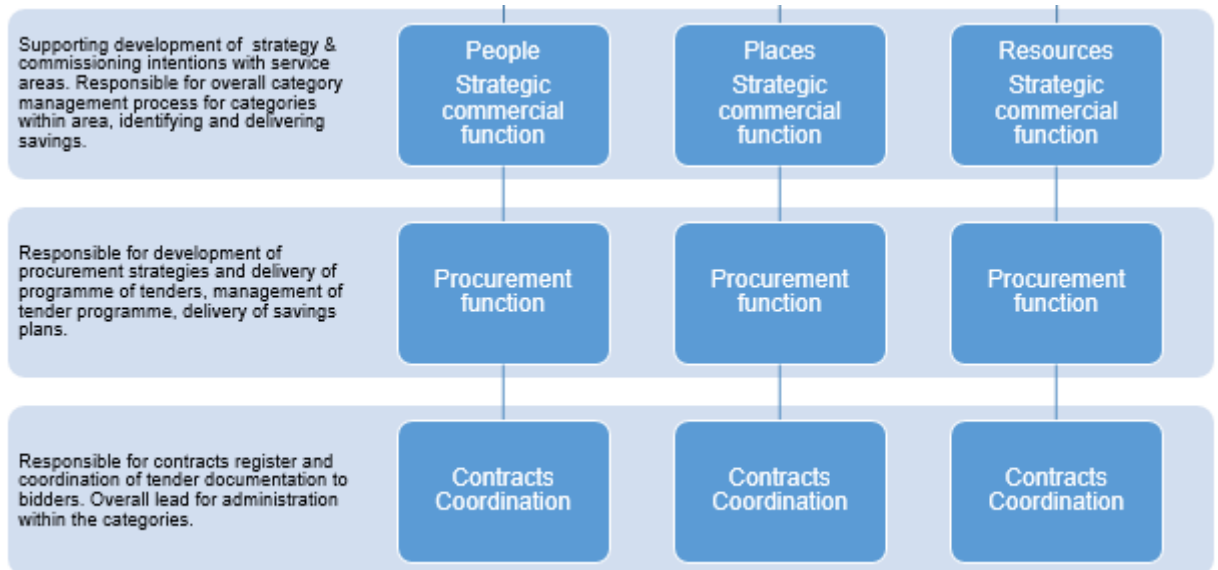
9.1 The existing headcount and structure (see appendix C) in Commissioning is sufficient to deliver the existing workload. Implementing the Procurement Strategy and new model of working will create a requirement for investment in staff resources for the Service.

9.2 Commissioning and procurement professionals are crucial to delivering an effective service and need to have the appropriate skills and experience. The council supports the training and development of these staff through coaching, attendance at professional networks and professional qualifications such as the Chartered Institute of Procurement & Supply and the International Association for Contract & Commercial Management. In the new model there will further training to support members of the team working in new service areas to ensure proper understanding of the nature of service delivery.

9.3 Each Directorate will have a Senior Lead for commissioning who will support strategy development and the identification of commissioning intentions, lead on category planning and manage the workload of the officers who in turn will

develop the associated procurement strategies and manage the tender activity with the Directorates.

9.4 As a model that is common across many Councils and considered to be effective, the table below indicates how the Commissioning Service would manage Directorate workloads and the role Commissioning will undertake for service areas.



9.5 Implementing the proposed new model will require additional resources within the Commissioning Service. In practice the Service will need to recruit to two posts and re-structure to align with new arrangements for Directorate based working. Additional posts will report to existing Service Managers and create capacity to account for the increase in workload.

9.6 Specifically, the service will need to undertake the following establishment changes:

- Recruitment of two Procurement Officers (J grade subject to evaluation). The model will take time to implement so it is proposed in the first year 20/21 to initially fund one post via transformational funding and secure investment to fully establish both posts for April 2021.
- Review of current responsibilities within the Service to reflect the new Directorate based model of working. It is not expected this will result in a change to grades and will be progressed during 20/21.

9.7 Based on information contained within the Contract Register, service areas in the table below have been identified as having contracts with a value of £100k or more which are due to end in 20/21 and 21/22.

Year	Service Area
2020-21	Transport Property HR/Payroll Energy ICT
2021-22	Insurance Housing Leisure Customer services

9.8 Working within the roles and responsibilities set out in 8.2, initial work will be to establish if they are to be renewed and the level of Commissioning involvement in the process. For some Commissioning is already involved and will shape that involvement to reflect the new model. As 'commissioning intentions' in the main do not yet exist, as a parallel piece of work contact will be made with all service areas to establish if there are new tenders for 20/21 as part of a similar process.

9.9 During this period preparations will be made for 21/22 procurements which will give sufficient lead in time to take a more strategic approach through the processes described in section seven of this report. By the end of 2022 the model will be fully implemented, with working practices established within the defined set of roles and responsibilities and an agreed forward plan of commissioning and procurement activities in place.

10. Other options considered

10.1 Do nothing and maintain current arrangements. Developing the commissioning function within the Council has been a recommendation from LGA Peer review and identified as a corporate priority in the Corporate Programme. In the current devolved model opportunities are being missed to improve on a range of outcomes including commercial social value, green agenda and for a clearer strategic direction. Do nothing is not a realistic option if the Council wishes to progress in line with other local authorities to achieve a more strategic approach to commissioning.

11. Conclusion

11.1 This paper outlines a model for the Council to adopt to better identify at a strategic level service commissioning requirements and convert these into effective procurement processes. This model and the supporting Procurement Strategy have both been approved by Procurement Board as the overarching governance for these matters.

11.2 Key to delivering this model and implementing the strategy is the further development of the role of the Commissioning Service to provide the support and controls necessary to optimise the strategic advantage in all our commissioning and procurement opportunities.

- 11.3 Proposals for a more centralised approach are not always popular, however this is much more about streamlining, efficiency, consistency and quality playing to our strengths and on this basis should be taken forward.
- 11.4 The implementation of both the model and Procurement Strategy will be overseen by Procurement Board as the overarching governing body for the work.

Appendices

Appendix A – Strategy Analysis

Appendix B – Procurement Strategy

Appendix C – Existing Commissioning Establishment

Appendix D – Action Plan

Background Papers:

None

Subject to Call-In:

Yes:

Wards affected: All

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Appendix A

Strategy Analysis

Strategy	What will be required to deliver the strategy?	How will these requirements be obtained - make do/buy?	Arrangements for monitoring and evaluating what has been provided?	Strategy link to quantity?	Strategy link to quality?	Strategy link to time-frame?	Strategy link to budget?
School Improvement and Governance Team Strategy	No link to requirements	No link to procurement or in house delivery models	None	n	n	n	n
Strategy for improving outcomes for disadvantaged pupils	Training; phonic satellite groups; development of charter	Seems to be in-house	Line management presumably	y	y	n	y
SEN strategy	Identification tool for early years; training module; screening; targeted support; programme to improve performance in phonics; programme in mathematics; training module in ASD; ASD pack; professional development programme; SEMH guidance. LOTS MORE	No link to procurement or in house delivery models	SEND strategic board	n	n	n	n
Highways Asset Management Plan	street lighting, illuminated boards & signs; traffic signals; data management & info systems; asset management; maintenance; capital;	No link to procurement or in house delivery models	None	y	y	n	y
Municipal Waste Management Strategy	Waste collection; recycling; composting; landfill permit system	Tender requirements are on pg 68 in action plan. Not clear who will do this.	None	y	y	y	y
Network Management Plan	Gritting; signals; streetworks;	No link to procurement or in house delivery models	Contract management re signals;	n	n	n	n
Local Flood Risk Management	Investigation; works; feasibility studies	No link to procurement or in house delivery models	strategic ownership, not operational level	y	n	y	n
Workforce Strategy	training; apprenticeship training; EAP? EAS provider;	Procurement needs identified, no plan for who/how to deliver	None	n	n	y	n
Family Hub Strategy	Not clear	Not clear	None	n	n	n	n
ICT & Digital Services Strategy	Range of high level requirements stated	Not clear	Not clear	n	n	y	n
Health and Wellbeing Strategy	High level delivery of services - targeting communities and vulnerable groups through 5 priorities: Give every child a start in life, Support MH and wellbeing, Reduce premature mortality through healthy living, thriving and sustainable environment, older people maintain a healthy independent life	v high level and aims to provide and commission services which support the priorities or West Berks H&WB and assess commissioning plans against the H&W aims including: prevention, CVS, technology, carers, discharge,	not clear - strategy states progress will be monitored via subgroups	n	y	n	n
Berks West Healthy Weight Strategy	Provide a framework for the coordination of work to tackle obesity across private, public and CVS through prevention and intervention. Aims to recognise a healthy weight, access to relevant information and support, physically active, healthy eating	targeting areas such as breast-feeding, school meals, healthy lifestyle in schools and work, active travel. Particular need for more lifestyle based programmes around weight management programmes around healthy eating and exercise. No detail on what they will actually buy	Not clear in this strategy - reference to LA's and CCGs having joint responsibility for monitoring and delivery	n	n	n	n
Berkshire Suicide Prevention Strategy 2017-20	Commission interventions which improve mental health including awareness, peer support, anti-bullying campaigns, addressing stigma, social isolation, workplace health and support with local businesses, police	Not clear - references to Emotional Health Academy and Mental Health First Aid training	Not clear - links to other groups mentioned but does not give any detail	n	n	n	n

Local transport Plan 2011-26	Links to 15 key policies around transport and travel planning: different modes of transport, eco agenda, active travel, parking, infrastructure including park and ride,	Not clear - each policy to be a separate project and may have details within them	Refers to use of a local assessment tool to evaluate schemes and measures to prioritise investment and how they contribute towards local transport goals and priorities - not clear how this links to commissioning and procurement	n	n	n	n
Minerals and Waste Local Plan	Decline in requirements for sand and gravel means that current strategy for delivery is adequate. Recycling of aggregates is main aim for future. No plans to change current policies	maintain status quo	evaluation has been undertaken and no need for additional resources	y	y	y	n
West Berkshire Local Plan	High level planning core strategy split into 15 separate policies which outline plans for those policy areas. Sets out what is needed for each policy area to be compliant	Not clear - these are high level policies which do not state buying intentions - maybe clearer on a service level	none stated	y	y	y	n
Domestic Abuse Strategy	Reduce no of repeated incidents of abuse, increase no's calling for help, more people reporting that they feel safe and do not experience abuse. Requires training/education, quality intervention, audits, evaluation and research	Sets out requirements but no links to what is required to buy these services	High level reference only	y	y	n	n
Economic Development Strategy (under consultation)	High level strategy featuring requirement for investment in Apprenticeships, workforce, unemployment, training, digital, housing, business	high level doc that does not refer specifically to buying strategies. Mentions SME's, encouraging new business etc but not how it will be done	none	n	n	n	n