

Update – progress towards Bristol City Council’s Commissioning & the VCS Action Plan – March 2014

1) Summary of progress

| | Area | Update |
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| 1 | Strategic Commissioning Programme (SCP) | <p>When the Action Plan was developed, Jane Stone had recently been appointed the Programme Manager for the new Strategic Commissioning Programme which, at the time, was superseding the Enabling Commissioning project to drive forward the work done by the EC project. A number of the actions in the Action Plan fell under the SCP.</p> <p>However, in mid-2013 the SCP transformed into the Right Service, Outcome and Provider programme (ROSP) and its remit and focus changed. ROSP was one of nine major change programmes. In late 2013 all the major change programmes were brought together under one programme. Inevitably, this has changed the focus of the ROSP work again which has moved it away from addressing some of the issues in the Action Plan. Whilst service is being undertaken, it is not possible to complete some of the original SCP actions.</p> |
| 2 | BCC budget | <p>Under the Mayor, the authority undertook a process to develop a three year budget. This meant a whole new, different approach to budgeting across all the areas of the authority. This has been driven by reduced funds coming into the authority from swingeing Central Government budget cuts. Over three years, the authority needs to cut approximately £90M. Not only are budgets being cut, but 800 full-time equivalent posts (FTE) will be lost from the authority as well. Whilst the bulk of voluntary post reduction is being carried out now (January – March 2014), the process started in autumn 2013.</p> <p>As part of this budget process, major service provision reviews have taken place. As a result this, many commissioning projects were put on hold, or postponed, until the budget position was clearer.</p> |
| 3 | Communications plan | The communication plan was intended to fall out of the SCP. However, with its change of focus, communication became more difficult until various areas were finalised. |
| 4 | Training | Many of the BCC actions in the Action Plan fell within the training requirement (which itself was a SCP action). A contract for commissioning training was let in late-2013. However, due to the changing requirements it was put on hold until it was clear what will be needed in the future, and an identification of who needed training in which areas. The new structure of the authority will |

| | Area | Update |
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| | | determine training issues in 2014. |
| 5 | Evaluation panels | <p>Work started on a register of commissioners involved in tender evaluation. However, there is a certain amount of reticence in providing such a register. The concerns primarily focuses on this: if a register exists, then it is possible for a bidder to either complain that one or more of the evaluation panel 'doesn't like them' and try and get them substituted for another evaluator on the list who they think might be more sympathetic to their organisation, or try and approach a panel member to influence them in some way. This is clearly unfair to other bidders and the members of the evaluation panel.</p> <p>In addition, for some services external evaluators are used (eg, service users) and it is not pertinent to name them on a public register.</p> <p>However, once the new, streamlined commissioning structure is in place this could be picked by the service director of Strategic Commissioning – Netta Meadows.</p> |
| 6 | Social Value policy | An outline BCC social value policy was drafted in late summer/early autumn 2013, prior to the Vision for Bristol. In order for it to be adopted, it needed to go through various approvals. Due to the development of the Vision for Bristol, it was put on hold until that document was published in November. Work has re-commenced on the draft SV policy to ensure it aligns with the Vision for Bristol. |
| 7 | Passporting | This has been considered but has not moved forward as yet. However, through the new EU Directive (passed 16/1/14) it is possible that the UK government might mandate that all procurements over £10K are issued through a central portal. This is likely to include some form of passporting. We have yet to receive confirmation. |
| 8 | General | It is not possible to under-estimate the uncertainty, and re-focussing of priorities that the budget cuts, new three-year budget, and programme changes have caused. Whilst the Mayor's Vision for Bristol outlines the priorities for the City, this was only released in late November 2013, and must be seen against a background of intense internal change. |

2) Summary of issues

| Consortia and collaboration | |
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| Summary of issues: | Improved definition, early identification of collaborative opportunities, what role Voscur could play in supporting consortia development |
| Action taken: | <p>Compiling existing guidance (both BCC and Voscur) to ensure that they complement, not contradict, each other. BCC guidance should be uploaded by end Jan 14.</p> <p>Refinement to the collaboration approaches is ongoing and addressed on a case by case basis. Market development sessions include information on consortia development. In February 2013 letting contracts to consortia was a relatively new concept; lessons are being learnt as to the best approaches.</p> <p>Voscur have discussed a new collaboration support service with the commissioners of the VCS Support Service. Voscur is planning that service for delivery in 2014/15 and has been working on new templates and a 'collaboration pathway'.</p> |
| Expertise and information | |
| Summary of issues (1): | Improved support activity from Voscur; facilitation of VCS engagement with commissioning reviews; identification of expertise required to deliver the service |
| Action taken (1): | A new Commissioning support service has been discussed with the commissioners of the VCS Support Service. Commissioners of the Support Service felt that the capacity to offer 'commissioning support' through the VCS support service is extremely limited, and that should that service be required in particular commissioning processes, additional funding would be required. Voscur will continue to offer support advocating for better commissioning practice and respond to requests for support in relation to particular commissioned services. |
| Summary of issues (2): | Evaluation panel members; dynamic commissioning intentions document. |
| Action taken (2): | See attached note in respect of evaluation panel members. The dynamic commissioning intentions has been delayed but is under development. |
| Joint strategic shaping of services: | |
| Summary of issues: | Development of communications plan to ensure all those involved are aware of what is happening; affirmation of the Council's commitment to the VCS; BCC engaging with other external partners; reviewing politicians' role in strategic commissioning; and investing a model that would support joint strategic commissioning. |
| Actions taken: | Follow up session on 26 February in respect of the Council's comment; for other actions see attached note. |
| 'Marketisation' of VCS – v – mission | |

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| Summary of issues: | Approaching the Mayor for support and possible funding; researching the impact of a major shift in providers and losing the value of the VCS through commissioning; promoting peer learning from successful bidders |
| Actions taken: | A Social Value Policy being developed will link with Voscur in its development. The current position of BCC's proposed Social Value policy is that an outline policy was drafted in late summer/early autumn 2013, prior to the development of the Vision for Bristol. In order for it to be adopted, it needs to go through various approvals. Due to the development of the Vision for Bristol, it was put on hold until that document was published in November. Work has now re-commenced on the draft SV policy to ensure it aligns with the Vision for Bristol. Voscur's State of the Sector Survey was carried out in July 2013, published in November 2013. High level results were announced at Voscur's AGM. The concept of peer learning is being developed in Voscur's planning for 2014/15 in the VCS Support Service contract. |
| Process and proportionality | |
| Summary of issues: | Review evaluation models ; consistency in word count; consideration of 12 week consultation period; publish a glossary of terms; passporting of organisational information for more than one tender process; |
| Action taken: | Evaluation models review is ongoing; there is now consistency in word count which should be published in any tender documents; a glossary can be found at http://www.bristol.gov.uk/page/business-bristol/tenders-and-contracts-council ; passporting – see attached note |
| Summary of issues: | Loss of VCS knowledge, expertise and social value; links to reviewing evaluation models, etc; monitoring policies |
| Action taken: | Evaluation models review is ongoing; Social Value Policy being developed will link with Voscur in its development; monitoring review to be carried forward. |
| Risk | |
| Summary of issues: | Difference models of commissioning including competitive dialogue, framework agreements, open processes and competitive grants; provision of commercial advice to VCS; addressing the risk adverse commissioning process |
| Action taken: | Different models are considered on a case by case basis; Support Hub development activity proposed to commissioners of VCS Support Services Contract. Commissioners of the Support Service felt that the capacity to offer 'commissioning support' through the VCS support service is extremely limited, and that should that service be required in particular commissioning processes, additional funding would be required. Voscur will continue to offer support advocating for better commissioning practice and respond to requests for support in |

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| | relation to particular commissioned services. Addressing the risk aversion is taken on a case by case basis. |
| TUPE | |
| Summary of issues: | Provision of guidance by both BCC (for commissioners) and Voscur (for VCS) to be developed and published. Voscur to provide specific TUPE advice; |
| Action taken: | Guidance imminent; A new HR and Employment Law support service has been developed and will be launch in February 2014 as part of Voscur's VCS Support Service. This service includes TUPE advice. |

3) Detail of progress against actions

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| C+C | Consortia and collaboration |
| E+I | Expertise and information |
| JSSS | Joint strategic shaping of services |
| M+M | Marketisation of VCS –v- mission |
| P+P | Process and proportionality |
| Q+SV | Quality and social value |
| Risk | Risk |
| TUPE | TUPE |

Priorities/quick wins:

- (i) Consortia guidance and clarification – tasks 1-4
- (ii) TUPE guidance, clarification and check list – tasks 38-45
- (iii) Dynamic commissioning intentions website – tasks 2, 11
- (iv) Glossary – task 28
- (v) Evaluation

| Task # | Status | Theme | Action | Lead from Workshop | By When | Why | Comments |
|--------|--------|-------|--|--|------------------------------------|--|--|
| 1 | R | C+C | Provide clearer descriptions and definitions of “consortia” and “collaboration” etc (see above) | Russell Ward | April 2013 | For joint understanding between Commissioners and VCS | <i>SCPS to update guidance – should be uploaded by end Jan 14. Compiling existing guidance (both BCC and Voscur) to ensure that they complement, not contradict, each other – see also task 3 below.</i> |
| 2 | G | C+C | Identify/notify opportunities at an early stage of the commissioning process to enable VCS to confidently put forward tenders either individually, in collaboration or as part of consortia. Notification re | Russell Ward (to identify any quick actions that could be taken. Jane Stone | July 2013 To be identified. | To give VCS organisations time to plan collaboration and for commissioner to understand and think about the market they require at an early stage. | <i>(i) - If there is a commissioning strategy and/or options appraisal with the consequent consultation, collaborative opportunities should be highlighted, and organisations engaged with. (ii) - All market engagement events should have a session on the potential</i> |

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| | | | requirements to be supported by background detail. Any changes can be tracked back to feedback received; i.e. improve planning, consultation, engagement and use a dynamic commissioning intentions register (previously discussed). | (in Strategic Commissioning Programme) | | | <i>collaborative opportunities, with facilitated networking where relevant.</i> <i>(iii) - On award of contract, the 'lessons learnt' report should include feedback on the inclusion of collaborative opportunities what could be done better in future.</i> This should now be normal practice |
| 3 | A | C+C | Create clearer communications around commissioning. To:- (i) Review existing communications to see if any quick improvements are possible (RW) (ii) Action Quality Check Points as part of QA of Council's commissioning process.(RW) (iii) As part of outputs from Strategic Commissioning programme through training.(JS) | Russell Ward Russell Ward Jane Stone | June 2013 | To attract the right bidders with the right skills and be economical with their time | <i>(i) – update the existing guidance based on previous commissioning processes which have encouraged consortia bids – see 1 above. SCPS/MH</i> <i>(ii) – not sure what this means</i> |
| 4 | A | C+C | Explore a more formal role for Voscur's Support Hub in supporting VCS organisations to form consortia, including; <ul style="list-style-type: none"> • Provide opportunities for the incubation and | Mark Hubbard | June 2013 | Opportunities for groups to get to know each other and choose good teams. To create a helpful kite mark for VCS to build partnerships and for commissioners. | Agreed to establish project board. Email sent to Voscur board inviting participation 12.7.13. First meeting 7/8/13 A new Collaboration support service has been discussed with the commissioners of the VCS Support Service. Voscur is planning that service for delivery in 2014/15 and has |

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| | | | <p>development of consortia</p> <ul style="list-style-type: none"> Identify the key principles of partnership Templates to identify 'bid readiness' of potential partners Investigate sharing services and co-location. | | | <p>To let VCS orgs know whether they are ready to be bidders and what they need to do to become ready.</p> <p>To create efficiencies and opportunities</p> | <p>been working on new templates and a 'collaboration pathway'. Voscur has also worked recently to develop several partnerships, including Bristol Ageing Better (response to a Big Lottery programme).</p> |
| 5 | G | E+I | <p>Voscur's Support Hub to identify a programme of commissioning support activity for VCS organisations and explore options for potential commissioning specific support.</p> | Mark Hubbard | July 2013 | <p>To raise awareness and skills within the VCS community</p> | <p>Agreed to establish project board. Email sent to Voscur board inviting participation 12.7.13.</p> <p>A new Commissioning support service has been discussed with the commissioners of the VCS Support Service. Commissioners of the Support Service felt that the capacity to offer 'commissioning support' through the VCS support service is extremely limited, and that should that service be required in particular commissioning processes, additional funding would be required. Voscur will continue to offer support advocating for better commissioning practice and respond to requests for support in relation to particular commissioned services.</p> |

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| 6 | G | E+I | Facilitate opportunities for VCS to engage with and inform commissioning/procurement reviews. | Paul Taylor (- why?) Mark Hubbard Jane Stone | July 2013 Link to ROSP | Influencing before we to commissioning stage, at strategic commissioning level | <p>Compact Liaison Officer (Mark Hubbard) to discuss with Paul Taylor. WS to meet Nicola Yates</p> <p>WS has met with Nicola Yates and discussed the role of the VCS in the city, commissioning of services from the VCS and the Mayor's budget (among other things).</p> <p>The issue that came out of the working group that was developing this action plan was that no-one in the group had any power to make decisions and/or change anything, and that this was endemic across the authority, particularly at the time. The view was that the new City Director would change that. We did discuss that up to a point – particularly her concern that good practice was not evident across the whole Council, and that Council was working in 'silos'.</p> |
| 7 | G | E+I | Tender requirements to specify type and level of expertise necessary to deliver the service/outcomes. | Russell Ward | July 2013 | So that VCS can make an informed choice as to whether there is enough money in the contract for them to be able to deliver at the required level. Link to commissioner training | The 'action' and 'why' don't link. In my view (only) this has the potential to stifle innovation and the flipside is that BCC will be accused of not considering small organisations. Possibly 'be careful of what you wish for'. |
| 8 | A | E+I | Establish robust training for those on evaluation panels, including ability to | Jane Stone | June 2013 | See also other issue areas where training is highlighted as a need | Voscur's CEO (Wendy Stephenson) to work with ROSP Programme Manager (Jane Stone) re how VCS input happens |

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| | | | <p>define and accurately assess specific criteria and interrogating claims made in tenders; i.e. can claims made in tenders be backed up with evidence?</p> <p>Voscur/VCS to feed into training for commissioners / evaluation panels on the role and value of the voluntary and community sector.</p> | Matthew Symonds | | | <p>(emailed 12.7.13) and Voscur's CEO (Wendy Stephenson) to work with RO SP Programme Manager (Jane Stone) re how VCS input happens (emailed 12.7.13)</p> <p>Response from Jane Stone was that the City Council was in the process of buying in external trainers to deliver this training and that she would update me with progress. A follow up email told me that Clive Erskine was leading on the commissioning of trainers, and that he would contact me and let me know how we could get involved in due course. Clive Erskine left Bristol City Council in August 2013. The response to my next enquiry on this matter was that Netta Meadows was responsible for this training budget and 'nobody knows what's happening to it'.</p> |
| 9 | A | E+I | Ensure there is a communication flow between those developing the service spec and the evaluation panel | Russell Ward | June 2013 | To make sure the panel are judging what is really necessary and have the priorities of the service clearly in their minds | |
| 10 | A | E+I | Set up a register for those trained to be on an evaluation panel. | SCPS | June 2013 | To maintain quality and make the panel set-up process easier | See Summary (pages 1-2) |
| 11 | A | E+I | Create dynamic 'Intentions' | Christine | June 2013 | So that potential | <i>Under development – SCPS; in place by</i> |

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| | | | list that also provides information on future strategies, tenders and key contact details. <ul style="list-style-type: none"> - Improvements to current intentions list - Explore potential of future improvements .e.g. making list interactive, etc | Storry | (for initial updates / improvements) | bidders can plan the activity into their schedules and begin to approach possible collaborators | <i>late summer</i> <i>Delayed but should be up and running.</i> <i>[could the link be included here please]</i> |
| 12 | G | E+I | Review Evaluation Process: Create more clarity and consistency (in plain English) around the evaluation process and each evaluation exercise – on what criteria are they judged? X-ref ‘activity’ in Quality & Social Value Section re Reviewing the Evaluation Process. | Russell Ward | September 2013 | Develop a strong and transparent evaluation process that enables bidders to write their bids accordingly and helps commissioners make informed decisions. | |
| 13 | A | JSSS | Develop a plan/contact list to keep all those that need to be in the picture about joint commissioning of services. (i) Ensure this is part of the ‘Communications Plan’ for individual commissioning exercises (Business as Usual). | Russell Ward (BCC) Jane Stone | June 2013 June 2013 | To keep people up to date on each others’ commissioning activity and encourage time and cost savings. Keep people informed about the plans and progress of the Strategic | <i>(i) – is this BCC internal or external? If internal, suggest the use of the Knowledge Hub for information exchange, both of commissioning exercises and contact lists.</i> |

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| | | | (ii) Stakeholder communications as part of Strategic Commissioning Programme | | | Commissioning Programme and how it will affect them. | |
| 14 | R | JSSS | Obtain reaffirmation of the Council's vision and values around VCS. Voscur/Compact to lead, gaining reinforcement of values following May elections | Matthew Symonds (Voscur) | May 2013 onwards | Provide renewed focus on VCS for development of future strategies and plans on service provision | <p>Voscur's CEO (Wendy Stephenson) – to handover to Voscur's Voice & Influence Manager (Paul Hassan) reaffirmation of VCS values</p> <p>Voscur's Voice & Influence Manager (Paul Hassan) to meet with Compact Liaison Officer (Mark Hubbard) re Compact involvement.</p> <p>This action has changed into a new action – see the event described in action 31.</p> |
| 15 | | JSSS | Develop a process to do joint horizon scanning across organisations. Need to engage with Bristol Partnership work on joint commissioning. JS to liaise with Paul Taylor (BCC) | Jane Stone | To be determined. | Ensure longer term requirements are identified and planned for in a strategic, cross organisational way. | Other priorities (eg budget) have superseded this – see separate note |
| 16 | | JSSS | Review and refocus politicians' role in relation to strategic commissioning | Jane Stone | To be determined. | To give clarity to politicians, officers and VCS orgs | As above |
| 17 | | JSSS | Investigate model/framework that would support joint strategic shaping of all | Jane Stone | To be determined. | Build on existing good practice through current 'partnerships' e.g. Bristol partnership, | See summary. |

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| | | | services | | | Safer Bristol etc to develop a model for enhanced cross partnership/organisation working. | |
| 18 | | JSSS | See also 'Different Models of Commissioning' in 'Risk' Section ie, 'Look at different models of commissioning and procurement, including selecting the 'right provider' - for example competitive dialogue, framework agreement, open processes, competitive grants. Needs leadership of Mayor to back policies up.' | Jane Stone | To be determined. | | |
| 19 | | M+M | Approach the Mayor for support and possible funding for VCS | See section on Joint Strategic Services | After May Elections | To build capacity and coherence as well as visible support | We have continued to lobby the Mayor and ensure that the recognises the VCS and champions the sector. I have recently met with a member of the Mayor's team and a BCC service director to identify a set of principles and a process for joint working to bring additional money into the city and the sector. Follow up meetings are planned. |
| 20 | G | M+M | Research the impact of a major shift in provider and losing the added value of VCS provider through | | July 2013 July 2013 | To understand full implications of the way commissioning is currently carried out | <i>Through the Social Value Policy being developed; link with Voscur in its development – see below</i> |

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| | | | <p>current commissioning and procurement processes. This can be done at:</p> <p>Strategic level: i.e. research report led by Voscur (e.g. update 'Under Pressure' report) Also propose social value measures to be incorporated into tenders.</p> <p>Operational level: Ensure BCC 'Options Appraisals' have regard to social capital issues and potential impact on VCS market.</p> | <p>Matthew Symonds</p> <p>Russell Ward</p> | | <p>and the benefits the 'added value' that VCS market can bring. Communicate clearly with all parties.</p> | <p>Voscur's State of the Sector Survey to be carried out from July 2013, published in November 2013. High level results announced at Voscur's AGM.</p> <p>Round table Social Value meeting to be set up to draw together different strands.</p> <p>EG to email BCC, CCG officers, Voscur staff and CLO with doodle poll 15.7.13. Roundtable held on 10 September</p> <p>The purpose of the event was so that we could identify a process for feeding into the Council's Social Value policy. Social Value round table event held. WS contacted Christine Storry to find out about progress on BCC's Social Value policy In January 2014. Christine Storry's reply is "Social value policy - An outline BCC social value policy was drafted in late summer/early autumn 2013, prior to the Vision for Bristol. In order for it to be adopted, it needed to go through various approvals. Due to the development of the Vision for Bristol, it was put on hold until that document was published in November. Work has now re-commenced on the draft SV policy to ensure it aligns with the Vision for Bristol.</p> |
| 21 | G | M+M | BCC to review how to ensure the benefits of local | Russell Ward | July 2013 | A practical step to help VCS where existing | <i>Social Value Act – SCPS are leading a small team on developing a Social Value</i> |

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| | | | VCS are not lost through commissioning or procurement procedures. | | | social value seen as crucial. | <i>Policy (procurement-focused in line with the Act).</i> <i>SV policy has been delayed – see separate note and the event described in action 31.</i> |
| 22 | A | M+M | Commissioning managers to provide information about successful bidders. | Russell Ward | June 2013 | | |
| 23 | | M+M | Promote peer learning from successful bidders including 'good governance'. | Mark Hubbard | Ongoing | Voscur core business. Makes the most of sharing 'lessons learnt' and best practice by VCS organisations that have bid successfully. | Voscur's Support Hub Manager (Mark Hubbard) to liaise with Training & Development Manager (Ruth Pitter) to provide peer learning seminars. The concept of peer learning is being developed in Voscur's planning for 2014/15 in the VCS Support Service contract. Voscur's CEO (Wendy Stephenson) follow up with successful Hate Crime providers. WS contacted SARI June 2013 to ask if SARI et al would be interested (with Voscur's support) in participating in training/networking sessions with organisations interested in collaboration. Lessons learnt from the Hate Crime Commissioning process are being distributed and will form part of the event described in action 31. |
| 24 | | M+M | Be clear about | Mark Hubbard | To be | Establish an | MH/CS/TW to meet |

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| | | | fundamental changes that BCC has to make and changes required of the market as a result; including cultural shift of VCS | Christine Storry Tim Wye | determined | understanding (and therefore better working) about the requirement for commissioners and providers to change in order to meet the needs of Bristol's people and places | Other priorities have superseded this – see summary. |
| | | | Co-ordinate and publish cross-Bristol partnership commissioning activity and rules, including: -Ensure BCC commissioning and procurement regulations are put on website. (RW) -Liaising with Bristol Partnership (joint procurement project) develop cross partnership approach to creating joint rules/regulations. | Russell Ward & Mark Hubbard Jane Stone | May 2013 To be identified. See Note below | To discuss minimum, timeframes, EU rules, rationale and flexibility for | Compact Liaison Officer (Mark Hubbard) to work to promote commissioning intentions. BCC procurement regs are on the BCC site. http://www.bristol.gov.uk/page/business-bristol/procurement-rules-and-regulations |
| 25 | G | P+P | Review evaluation models to create a more transparent evaluation process, e.g. who is on the panel, what are their skills, what is rationale for criteria weighting, etc. | Russell Ward Mark Hubbard (Voscur) | August 2013 | Also see Actions on 'evaluation' training under Expertise and Information | See other evaluation panel comments – and summary |
| 26 | A | P+P | Create consistency in issues like word count across commissioning | Russell Ward | June 2013 | And share rationale on changes. To give confidence in the | <i>SCPS confirming this issue</i> Have standard wording – is included in tender documents. |

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| | | | processes and departments. Communicate these in tender documents and put details on website. | | | process and a perceived level playing field | |
| 27 | A | P+P | Consider when 12 week consultation period applies and issue guidance accordingly. With regard to the commitment to 12 week consultation period, Compact Partners' Group and BCC's Consultation Team to consider providing guidance on engagement and consultation. | Compact Partners Group Sarah McMahon | June 2013 | Ensures clarity about consultation period. Needs to be communicated to commissioners and VCS orgs | Compact Partners' Group considered this at 11/7/13 meeting. Decided no need for clarification. |
| 28 | A | P+P | Create a glossary of terms (to be reviewed with Voscur) to ensure common understanding of meaning of words between sectors. | Christine Storry Wendy Stephenson | June 2013 | For clarity within the Council and VCS orgs | see - http://intranet.bcc.lan/ccm/content/procurement-glossary.en (BCC internal) and the link on http://www.bristol.gov.uk/page/business-bristol/tenders-and-contracts-council (BCC site) - WS to review WS reviewed; should be loaded on BCC site by 30/9/13 |
| 29 | | P+P | Examine where VCS data can be captured and maintained on BCC systems, i.e. pass-porting. Timing of this depends on current system capability and may need new system | Russell Ward | To be confirmed | To avoid duplication in provision of data saving time and money for VCS orgs – needs to be well communicated with commissioners too. | Tricky but might get superseded by events – see summary. |

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| | | | development. | | | | |
| 30 | | P+P | Create communications systems around commissioning related to flexibility, and rationale for changes | Jane Stone | To be determined | See also information group | |
| | | P+P | Take account of comments made in Process/Proportionality group as part of any future changes in commissioning. | Jane Stone (as part of Strategic Commissioning Programme –SCP) | To be identified. | To ensure issues of longer term strategic nature (as opposed to ‘business as usual’) are incorporated into the SCP | This is a statement rather than an action point |
| 31 | G | Q+SV | Set up a VCS/BCC working group to identify how to prevent loss of current VCS expertise, knowledge and social value through current commissioning processes. See detail above re who could/should be involved; includes Hawks, Positive Minds (HHEAG) | Russell Ward Voscur to contact groups | July 2013 | To prevent loss of VCS expertise and social value | The action as described has not happened. However during Compact week 2013 we participated in a radio debate about social value and light touch procurement. One of the actions that follow was an event for small VCS organisations and commissioning – to be held 26/2/14, to be introduced by Mayor Ferguson, supported by Cllr Hoyt, there will be launch of a manifesto, which will include the issue of loss to the city and the inclusion of small organisations. |
| 32 | R | Q+SV | Contact the VCS groups (who volunteered and/or are listed above) to find out what they are offering in terms of involvement and link them to Russell Ward re reviewing evaluation options. (Voscur) | Matthew Symonds (to liaise with RW re timing) | May 2013 | | Voscur’s Voice & Influence Manager (Paul Hassan) waiting for response from Compact Liaison Officer’s contact with Russell Ward so that there is something concrete to offer. See summary – can’t have achieved this action with no progress on evaluation. |
| 33 | G | Q+SV | Review Evaluation model: | | Sept 2013 | To ensure quality and | See summary – can’t have achieved this |

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| | | | <p>e.g.</p> <ul style="list-style-type: none"> • Pick in-house service to put through an evaluation model – testing assumptions • Work with small group of commissioners to look at suggestions and devise an improved model • Disseminate findings <p>See also activity in Expertise and Information Section.</p> | Russell Ward | | restore confidence in the evaluation process | action with no progress on evaluation. |
| 34 | G | Q+SV | Renew monitoring policies and procedures for commissioning | Dawn Lloyd Christine Storry | Sept 2013 | To ensure quality and restore confidence | |
| 35 | | Risk | <p>Look at different models of commissioning and procurement, including selecting the 'right provider' - for example competitive dialogue, framework agreement, open processes, competitive grants.</p> <p>Needs leadership of Mayor to back policies up. See also – Joint Shaping of Services in section below.</p> | Jane Stone, Strategic Commissioning Programme | To be determined. | Develop effective model for Bristol building on vision and backing from Mayor | All programme change – see summary. |

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| 36 | | Risk | Investigate how provision of commercial advice and support in relation to commissioning & risk can be provided to VCS, e.g. could build into Voscur contract. | Mark Hubbard (Voscur) Jane Stone | To be determined. | To build knowledge, expertise and confidence of VCS when preparing for bids | Support Hub development activity to propose to commissioners of VCS Support Services Contract. Commissioners of the Support Service felt that the capacity to offer 'commissioning support' through the VCS support service is extremely limited, and that should that service be required in particular commissioning processes, additional funding would be required. Voscur will continue to offer support advocating for better commissioning practice and respond to requests for support in relation to particular commissioned services. |
| 37 | | Risk | Address the risk averse commissioning process by examining sharing risk, successful examples from abroad, flexibility and dialogue | Jane Stone, Strategic Commissioning Programme | To be determined. | See above | No action as yet, except on a case by case basis. |
| 38 | G | TUPE | Within training and guidance make it clear and give examples of where regulation should be rigid and where flexible. To be done by: Review and update current guidance (RW) Build into Strategic training requirements (JS) | Russell Ward Jane Stone (with Input from Voscur) Mark Hubbard | From July 2013 July 2013 | Also links to Expertise and Information Section | Voscur's CEO (Wendy Stephenson) to contact ROSP Programme Manager (Jane Stone) re how VCS input happens (emailed 12.7.13). Current guidance for commissioners published January 2014. Voscur to work on guidance for providers, based on the above – during 14/15. Voscur's Support Hub Manager (Mark |

| Task # | Status | Theme | Action | Lead from Workshop | By When | Why | Comments |
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| | | | Provide generic TUPE advice for VCS organisations | | | | Hubbard) to check with Market Development Manager (Christine Storry) to make standard guidance and publish it on Support Hub website. |
| 39 | G | TUPE | Voscur's Support Hub to provide specific advice on TUPE process for specific potential provider organisations. | Mark Hubbard | July 2013 | Support / advise VCS organisations through the TUPE process | <p>Voscur's Support Hub Manager (Mark Hubbard) and Business Development Officer (David Whittaker) to work on recruitment of HR expertise specifically TUPE related.</p> <p>A new HR and Employment Law support service has been developed and was launched in February 2014 as part of Voscur's VCS Support Service. This service includes TUPE advice.</p> |
| 40 | G | TUPE | Voscur's Support Hub to identify level of legal advice that it can provide about TUPE to provider organisations and the cost of the advice. | Mark Hubbard | July 2013 | Support / advise VCS organisations through the TUPE process | <p>Voscur's Support Hub Manager (Mark Hubbard) and Business Development Officer (David Whittaker) to work on recruitment of HR expertise specifically TUPE related.</p> <p>A new HR and Employment Law support service has been developed and was launched in February 2014 as part of Voscur's VCS Support Service. This service includes TUPE advice.</p> |
| 41 | | TUPE | Voscur and BCC to signpost individuals to trade unions for support with TUPE issues. | Russell Ward Mark Hubbard | Ongoing | Support / advise VCS organisations through the TUPE process | Voscur's Support Hub Manager (Mark Hubbard) to publish it on Support Hub website (at the same time that action 38 is completed). |
| 42 | | TUPE | Standardise the TUPE | Russell Ward | To be | So that it is the same | Voscur's Support Hub Manager (Mark |

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| | | | questionnaire | | determined | across all sectors | Hubbard) to check with Russell Ward, use CIPD template to develop standard questionnaire. |
| 43 | A | TUPE | Ensure that commissioners are equipped to be the contact for questions about TUPE. To be done by: Updating and circulating guidance (RW). Ensure it is included in future training programme/s as part of Strategic commissioning programme (JS) | Russell Ward Jane Stone | With Immediate Effect From June 2013 | So all get the same information about TUPE in the same way | <i>Identify the TUPE guidance that exists, both BCC and Voscur with the aim to streamline and consolidate it. Develop a responsibility checklist so all parties involved are aware of where their own responsibilities lie.</i> <i>Guidance almost complete.</i> |
| 44 | R | TUPE | Ensure that TUPE information is included early on in the process – at PQQ stage | Russell Ward | With Immediate Effect | So that VCS know the consequences of bidding/not bidding | Ongoing |
| 45 | R | TUPE | Current providers need to update TUPE information. This refers to the commissioner request for providers' information to be kept updated regularly in approach to a new contract. | Russell Ward Matthew Symonds | With Immediate Effect | Information may change even after TUPE questionnaire); i.e. there is an early requirement for information and then a legal requirement for data 14 days before the new contract. | Briefing to be disseminated through Voscur's Voice & Influence channels. Briefing to be extracted by Voscur's Support Hub Manager (Mark Hubbard) from guidance at Action 38. Voscur action when guidance has been produced. |