

## Royal Borough of Kensington and Chelsea Commissioning and Procurement Strategy

### 1. Introduction

Traditionally the Council has opted to use a devolved procurement approach, with directorates leading commissioning and procurement processes with limited support from a corporate centre. The new approach provides a central team of procurement professionals working with directorates through a business partnering relationship; providing appropriate support to directorates through the complete cycle of commissioning, procurement and contract management.

The strategy has four objectives, in addition to value for money considerations which underpin each of the objectives, and these are further discussed in section 0. They are to:

- be trusted community-focussed commissioners;
- provide governance and oversight;
- support collaboration with residents and external organisations, and;
- manage strategic relationships.

### 2. Background

A previous review of procurement by the Procurement Scrutiny Working Group in November 2016 made detailed recommendations in six broad categories:

- General principles affecting procurement;
- Planning for a procurement;
- Letting a contract;
- Contract award and implementation;
- Contract management; and,
- Multi-borough contracts and sovereignty.

Each recommendation under these categories was carefully considered in creating the Council's new policy framework.

The implementation of this strategy will continue to capitalise on the work already done to implement the Working Group's recommendations for example:

- Providing procurement and contract management training;
- Developing, maintaining and monitoring the procurement forward plan;
- Reviewing the Council's standard contractual terms; and,
- Embedding consistent procurement processes, standards and governance

In March 2019 the Leadership Team approved the Council Plan, setting out the Council's priorities for the next four years. The Council's approach to commissioning and procurement needs to reflect the priorities reflected both in the plan and in the Council's policy framework including our strategies for: Grenfell Recovery; the Local

Economy; the Environment, Housing, Finance, Staff, Voluntary Sector, Contract Regulations and the Constitution.

### 3. Definition of Commissioning and Procurement

Commissioning and Procurement are closely linked in the same cycle, as suggested in the following diagram.

**Figure 1 commissioning and procurement cycle**



For the purposes of this strategy:

**Commissioning** is defined as ‘the process to meet the identified local need, which involves both specifying and securing good quality service provision’. It is the Council’s intention that the services must be cost effective and provide value for money. Commissioning includes monitoring and evaluating services provided in order to ascertain their impact on improvement and applies to all services within the Council. Commissioning activity can often but not always lead to a procurement process being initiated, for example where the outcome of commissioning review determines that a service is best provided in house or through the giving of grant to a third sector organisation.

And

**Procurement** is defined as ‘the process of acquiring goods, works and services covering both acquisition from third parties and in-house providers’. This process spans the whole cycle from identification of needs through to the end of service contract or the end of the useful life of an asset. It involves options appraisal and the critical ‘make or buy’ decision which may result in the provision of services in house in appropriate circumstances or the use of a mixed economy contracting approach.



The procurement process is captured in the infographic below:

**Figure 4: The procurement process**



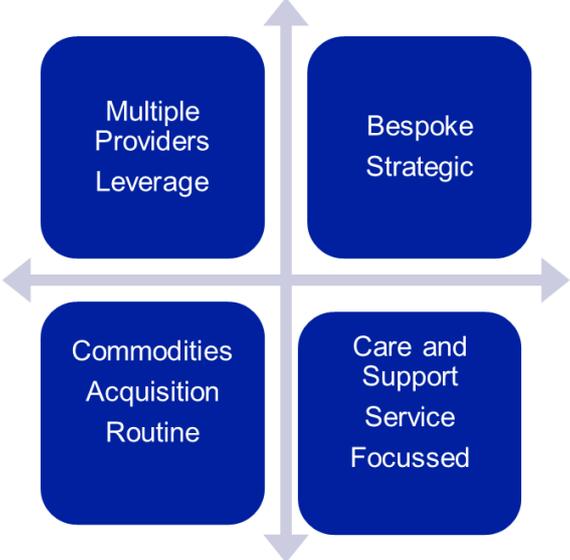
**4. Procurement Principles**

In order to realise the strategy’s four objectives, the strategy is underpinned by four cross-cutting principles:

**a. Flexible weighting for quality, price and social value to deliver best value**

This strategy moves away from a previously fixed evaluation criteria (60:40 - Quality:Price split) to a more flexible approach that reflects more directly: the nature of service being procured, the provider marketplace (including how to better engage with local supply chain) and key Council strategies and policies. Officers will be encouraged to consider the nature and requirements of the contract, including shared service requirements where appropriate, to recommend the appropriate evaluation criteria, in consultation with Strategic Procurement. This approach will be based on, the model of four different types of contracts, described below:

**Figure 2: Proposed contract categories**



Different categories will require/suggest different proportions of price and quality. For example, *care and support focused services* will require a higher percentage of quality weighting including social value as they deliver social value by nature and normally operate within a challenging marketplace. General guidance will be produced for the split for each of the four categories within the Social Value Strategy, which is in the process of being developed, although allocation will also need to take account of market conditions. The following table illustrates how this might be reflected in considering tenders for the four categories set out in the previous figure above:

**Figure 3: price/quality split based on proposed contract categorisation**



**b. Retender rather than extend**

There have been too many occasions in the past where existing arrangements have either been rolled over as they have been captured too late to initiate a full re-procurement process or officers have recommended direct award of a contract without undertaking a procurement exercise. The Council has taken steps to ensure that this happens less often by establishing a contract register, to provide transparency of timescales, and a Contracts and Commissioning Board to review key strategic contracts throughout the Council. Further steps will be introduced through this strategy to maximise the efficiency of the measures put in place to ensure the Council is properly considering the re-procurement of key contracts at the earliest possible stage. This will include the development of a commissioning and procurement forward plan which will be subject regular monitoring by and reporting to officers and Members.

Where proposals are made to extend existing contracts officers will need to demonstrate the case for doing this over re-tendering, including demonstrating:

- that the contract can be extended (by time and value);
- the cashable/efficiency savings secured through negotiation;
- the ability to increase social value benefit through the extension period;
- and,

- that satisfactory performance/delivery of the contract has been achieved through the initial contract period.

Where exceptional circumstances are identified such that the above cannot be met, these need to be clearly documented for appropriate approval; this includes instances where a direct award is being recommended.

### **c. Include savings proposals as part of the procurement process**

The Council spends approximately £220m on contracted services out of a budget of £625m. Commissioning, procurement and contract management practices are thus vital to both the quality of services the council provides but also as a source of savings to address the £40m budget gap identified in the Council's Medium-Term Financial Strategy 2019-22.

Having specified the service requirements (commissioning), designed and tendered the service specification and evaluated tenders (procurement), effective contract management over the life of the contract is essential to ensure that the contract objectives are being met, while costs are being contained within budget and planned savings are being delivered.

### **d. Ensure that commissioning, procurement and contract management activity is focussed on delivering outcomes**

The Council has been through a period of significant change over the past couple of years and has set out its priorities for the next four years in the Council Plan. Commissioning, procurement and contract management activity should always consider how it supports the three cross-cutting themes in the Council Plan:

- Community involvement;
- Narrowing the gap; and,
- Prevention and early intervention.

This will be done in several ways including, inclusion of these themes in procurement strategy reports, embedding their consideration into contract management arrangements and reports to directorates, senior management and Members.

The delivery of outcomes defined through commissioning and procurement activity is achieved through effective contract management throughout the life of a contract. To support the objectives set out in this strategy, a Contract Management Framework has also been developed. The Framework sets out how good contract management will:

- Support the delivery of outcomes in line with the Council Plan;
- Demonstrate value for money and realise savings identified;
- Provide effective management of contractual risks; and,
- Inform future commissioning, service design and sourcing future services.

## **5. Role of the Strategic Procurement team**

### **a. The role of the departments**

The opportunity to transform services is most often linked to re-procuring a contract. Undertaking that review early, through service review or commissioning activity, provides an opportunity to engage effectively with users and communities to consider and design the service requirements and means of delivery. The Shared Service Code of Practice, which will be developed and updated in conjunction with WCC, will help to shape how commissioning activity is undertaken for shared services.

#### **b. Role of the Strategic Procurement team**

The new Strategic Procurement team's primary role is to support directorates through the procurement process. Most aspects of commissioning and specification building will remain devolved; undertaken directly by operational experts within the services. These officers will be supported and challenged by the Strategic Procurement team of experts, who will provide strategic advice and provide assurance to the Council that legislative requirements are met.

Assurance will be provided through a mixture of tools and approaches, including management and oversight of the governance frameworks, as shaped by the Contract Regulations, Constitution and Public Contract Regulations 2015 (PCR 2015).

As a team in in-house operational experts, the Strategic Procurement team will provide advice, support and training for officers involved in delivering procurement projects. They may act as a technical lead for those projects that are more complex or critical and on core elements delivered such as environmental sustainability and ethical sourcing. This will be in line with most up to date Commercial approaches promoted by central government, for example the Outsourcing Playbook.

To summarise in this operational environment, the role of the Strategic Procurement team is to:

- Develop and maintain the strategic frameworks for governance and oversight of procurement and contract management, reporting on performance;
- Be the owner of the central contracts register;
- Work proactively and collaboratively with directorates through a business partnering relationship approach;
- Provide advice, support and training for the devolved element of the procurement structure;
- Act as a strategic expert; contributing to key or critical projects, ensuring social responsibility and commercial considerations are prioritised, legislative requirements are met and practice reflects most up to date practice;
- Provide oversight of the Council's procurement programme, integrating innovative methods to deliver quality outcomes and commercial models that reflect current legislative requirements; and,
- Act as a central point of contact for providing support, guidance and where required mediation on relationships with suppliers and the wider supply chain.
- Act as a co-ordination point for shared services with WCC.

The structure of the Strategic Procurement team and the operation of devolved procurement will be reviewed to assess its suitability and how it can best work alongside other directorates, including where shared service arrangements exist, while meeting its evolving needs. A revised business case will be produced to reflect this assessment but is planned to include:

- a Head of Service, who will be the professional lead responsible for setting, leading and advising on the standards for engagement with the RBKC supplier community, as well as providing business partnering coverage for Resources and Corporate Services.
- two business partners representing broadly the two operational directorates of Environment and Communities and Housing and Social Investment, who will be responsible for maintaining key relationships with senior stakeholders, providing oversight and consistency of approach and governance of activity, providing assurance to RBKC.
- a further business partner shared with WCC, focussing on supporting the Adults and Children’s shared services. They will be responsible for ensuring that governance and outcomes meet the requirements of both councils.

The final structure will be agreed with the Executive Director for Resources and the Lead Member for Finance and will be accommodated within the current budget allocated for the service.

**6. Shared services**

The Strategic Procurement team will also be responsible for working closely with Westminster City Council (WCC) in areas of shared services such as Corporate IT, Adults and Children Services and some Corporate Services. This will include active involvement in the officer governance arrangements at both Councils for reviewing commissioning and procurement reports relating to shared services. It will also involve developing and documenting the shared approach to commissioning to be incorporated in a revised Shared Service Code of Practice.

Further details on the shared service operating arrangements, tendering activity, contract management, governance and oversight are set out in Appendix One.

**7. Key elements of the Commissioning and Procurement Framework**

Below is a summary of the Commissioning and Procurement ecosystem which includes elements which relate solely to RBKC as well as those elements which will need close working between RBKC and WCC to support shared service arrangements in commissioning, procuring and contract managing the delivery of services by third parties.

<b>Commissioning and Procurement Strategy</b>				
Commissioning and Procurement Strategy	Contract Management Framework	Contract Regulations	Responsible Procurement Code (incl. Social Value Strategy)	Shared Service Code of Practice (incl. Commissioning)

<b>Governance Framework</b>				
Strategic Commissioning and Contracts Board	Commissioning and Procurement Forward Plan	Policies and Processes (Commissioning, Procurement, Contract Management)	Procurement Toolkit and Contract Management Framework	Supplier Relationship Management / Contract Challenge
<b>Compliance, monitoring and assurance</b>				
Corporate portal for procurement and contract management	Directorate engagement and reporting	Corporate assurance and reporting (EMT/LT)	Member assurance and reporting (Audit & Transparency Committee)	Annual Procurement/ Contract Management Report (public)

The commissioning and development of services, whether to be subject to tender or not, needs to involve all key internal and external stakeholders at appropriate stages in the process. One of the key elements of the process is appropriate engagement by commissioners and other officers in the development of the business case, including assessment and appraisal of options, development of the specification and proposed procurement strategy. This then supports the awarding of contracts in line with the Council’s objectives.

The Strategic Commissioning and Contracts Board will help to ensure that appropriate engagement has taken place in the formulation of reports for decision, either directly by considering those reports in line with agreed criteria, or by gaining assurance from devolved governance arrangements that the requirements of the strategy have been met. For larger, more complex contracts, it is vital that engagement with senior management and Lead Members has taken place at all key stages. The Board will then provide regular reporting to EMT/Lead Members to provide assurance.

The Board will also ensure that reports have been reviewed by statutory consultees (including Legal, Finance, Communications) and that report authors have taken account of those comments in the report rationale and recommendations. By monitoring and updating the Commissioning and Procurement Forward Plan, the Board will help to ensure that proposed Key Decisions are highlighted at an early stage on the Council’s Forward Plan and to enable early officer/Lead Member discussions on specific projects.

The following table sets out the gateway process for determining how commissioning and procurement activity should proceed, in line with the decision-making arrangements set out in the Council’s Constitution, where engagement with the relevant Lead Member(s) needs to take place before formal reports are presented:

	<b>Gateway Zero</b>	<b>Gateway One</b>	<b>Gateway Two</b>	<b>Gateway Three</b>

Report Required	Business Case / Options evaluation	Procurement Strategy	Permission to Award following tender process	Contract Performance Review Permission to extend contract
Business Partner/ Head of Procurement review (may refer to Officer Board)  Sign off by Executive Director in consultation with Lead Member	High Value / Complex Procurement	All requirements over £100k up to £1.5m	All requirements over £100k up to £1.5m	All contract extensions for contracts over £100k up to £1.5m
Officer Board review and recommend to Lead Member/ Leadership Team for approval	Over £1.5m, core service	Over £1.5m contract value –	Over £1.5m contract value	Over £1.5m contract value

## **8. Objectives of the Commissioning and Procurement Strategy**

### **a. Objective 1 – To be a trusted, community-focussed commissioner**

This objective focuses on the Council's desire to achieve strong outcomes through its commissioning and procurement process that deliver for our communities. In recognition of the Council's overall financial position, commissioned services may yield savings with limited impact on services. This could be achieved either through transformation of a service, cashable savings or improved efficiencies. But in doing so, we must actively bring residents along with us, with services co-designed with residents. We must be transparent and open about the way we procure goods and services as a Council. There are already examples of good practice that exist within the Council and whilst implementing this strategy, these will be collated, communicated and used to advise directorates and develop consistent good practice across the Council.

**Ambitions** - the strategic ambitions behind this objective include:

- Consider economic, social and environmental considerations throughout the Council's procurement processes;
- Ensure that the Council considers re-procurement at an early stage so that we are as prepared as possible for negotiations;
- Develop the advisory function within the Council equipped with a policy framework so officers are best placed to advise;
- Employ a mixed economy of service provision assessment, resulting in the most appropriate deliver vehicle for the service and outlining options considered within Procurement Strategies;
- Developing and supporting supply markets, including creating and supporting opportunities to SME, local businesses and encouraging delivery in supply chains; and,
- Consider the best way of involving our communities in the commissioning process.

**Actions** - what we will do to achieve these includes:

- Recruiting a centre-led strategic procurement team.
- Embedding business partnering relationships with directorates that meet their objectives, expertise and capacity for commissioning, procurement and contract management for RBKC and shared services
- Developing training for contract managers so that they understand the Council's strategic ambitions.
- Developing and implementing the Council's Social Value Strategy.
- Working with Governance to ensure that all procurement-related decisions reference a key decision that has been through the Council's decision-making process.
- Using the business partnership model to develop a commissioning and procurement forward plan so that directorates bring forward retendering decisions at an earlier stage and lead Members are involved in shaping the service requirements and procurement strategy.

- Publishing guidance on co-designing and co-commissioning with residents reflecting best practice that the Council has experienced, and from external examples.

**Proof** - how we will demonstrate this:

- Develop and maintain a commissioning and procurement forward plan which is widely available, considered and constructively challenged by the officer procurement Board and Lead Members/Leadership Team; and,
- Reporting to Lead Members/Leadership Team and Audit and Transparency Committee on:
  - performance and delivery of the forward plan;
  - social value and other key policy outcomes secured through procurement and delivered through contract delivery and management;
  - assurance over compliance with legislative, policy and governance requirements;
  - outcome of contract performance reviews for key, strategic contracts; and,
  - implementation and impact of the officer training programme.

#### **b. Objective 2 – Provide governance and oversight**

This objective focuses on ensuring that there are effective reporting processes in place to give senior officers and members strategic oversight of the Council's approach to commissioning and procurement. The new strategic procurement team will play a supporting role to help directorates identify what they need to monitor throughout the procurement and contract management processes, and how to report it so that the Council can establish unified compliance reporting. The strategic procurement team will provide oversight to make sure that procurement strategies work to and reflect the Council's policy framework.

**Ambitions** - the strategic ambitions behind this objective include:

- To take a programme management approach to assessing risks across contracts, either in procurement or delivery;
- Build appropriate reporting structures in place to ensure oversight at a senior officer and member level; support directorates to report on compliance;
- Ensure compliance with the legislative framework that guides procurement and contract management, taking responsibility for advising on and managing challenges as and when they arise as a result of a procurement or contract management process. Ensure the organisation remains adaptable following anticipated changes in legislation following Brexit;
- Lead on integration of government and industry best practice, including co-production; and,
- Reporting on the performance of Procurement, effectiveness of the Assurance framework, the levels of savings and efficiencies delivered through procurement and contract management.

**Actions** - what we will do to achieve these includes:

- Produce an annual report to the Audit and Transparency Committee

- Maintain the commissioning and procurement forward plan and use the internal Contracts and Commissioning Group to bring cross-cutting contracts forward for early consideration;
- Integrate co-production techniques into existing procurement guidance for officers; and,
- Create training programmes for contract managers.

**Proof** - how we will demonstrate this:

- Reporting across the Council on the programme of procurement projects underway or expected, identifying opportunities combining/aggregating contracts to achieve greater efficiencies and better prices;
- Identify and integrate best practice from outside influences, rolling out changes in established practices and processes, through training and learning sessions, reporting on the outcomes to officers and Members; and,
- Have business partnering supporting different parts of the Council, acted as a trusted strategic advisor, ensuring that Council objectives and outcomes are understood, recognised, considered and delivered in Council Commissioning and Procurement activity, reporting on impact and outcomes to officers and Members.

**c. Objective 3 – support collaboration with residents and external organisations**

This objective focusses on engaging with external organisations and the local community/supply chain to identify opportunities to work together to either improve the service, transform the service, or deliver better value. It also includes working more openly with all elements of the supply chain, ensuring the Council Plan objectives, outcomes, values and behaviours are reflected in their practices and approaches used when delivery on behalf and to the Council.

**Ambitions** - the strategic ambitions behind this objective include:

- To advise on engagement plans as part of the commissioning process;
- Maintain and manage strategic relationships with supply chains and voluntary sector organisations in partnership with directorates;
- Support directorates with supplier relationships, particularly bespoke strategic contracts particularly by providing support for escalation and resolution of relationship and contractual issues;
- Raise the profile of the Council's procurement approach and practices locally, regionally and nationally; and,
- Encouraging integration of co-commissioning with partner organisations to improve outcomes.

**Actions** - what we will do to achieve these includes:

- Work with our consultation and community engagement teams to ensure communities are involved in service design and delivery through the commissioning, procurement and contract management processes; and,

- Maintain a Council-wide engagement plan for commissioning, procurement and contract management which include links with local businesses, voluntary sector organisations and current suppliers in partnership with the Economic Development Team.

**Proof** - how we will demonstrate this:

- Providing updates on best practice to senior stakeholders and where appropriate integrating into existing Council processes and practices;
- Facilitating supplier engagement events that will discuss opportunities that may be arising with the Council, as well as providing support and guidance on how to work for the Council, tender for contracts and assistance in understanding the objectives of the Council better, so that this may be reflected in delivery; and,
- Providing feedback to senior stakeholders on attendance at cross London working parties, such as the West London Alliance, facilitating discussions on cross borough commissioning and specialist projects.

#### **d. Objective 4 – Manage strategic relationships**

Relationships with our suppliers and supply chain are important for ensuring we recognise each's outcomes and objectives and work together to deliver for the Council and it's residents. There are a range of different contracts and different contracting relationships across the Council. In turn the type of relationship and input into relationship management differs for each type. However, standardisation in approach is key in ensuring successful delivery, ensuring that the Council's aims and objectives are met through the delivery of each contract.

**Ambitions** - the strategic ambitions behind this objective include:

- Evaluating the business health of all suppliers, monitoring on an exception basis through the life of the contract;
- Encouraging open book contracting so the Council can more accurately monitor performance and progress;
- Supporting and sharing continued learning from supplier management to improve engagement and delivery of contracts key to the Council;
- Encouraging and supporting integration of alliance partnering for contracts core to the Council's service delivery;
- Supporting directorates where there may be contractual disputes; and,
- Identifying and sharing examples of best practice regarding the management of relationships with suppliers.

**Actions** - what we will do to achieve these includes:

- Agree processes for managing suppliers with directorates, including where escalation may be required;
- Agree a Procurement Engagement Plan in collaboration with our community engagement, consultations and economic development teams; and,
- Develop the Council's corporate expertise in dealing with commercial disputes.

**Proof** - how we will demonstrate this:

- Identify, monitor and report on key suppliers within our supply chain to senior stakeholders, identifying and reporting on key risks, such as financial, contractual and operational risk;
- Facilitating and supporting working between the Supply chain and other directorates delivering the Council’s key objectives at the point of commissioning and throughout the life cycle of the contract through the early engagement events and through governance, procurement and contract management processes; and,
- Acting as a central point of issue resolution for contractors who may be experiencing issues in delivery, or with the client management function within RBKC, looking to resolve issues as amicably as possible, or advise as appropriate.

**9. Implementation plan**

This implementation of this strategy should:

- Provide sufficient and appropriate oversight to manage the programme of work;
- Enable transformation of services and delivery of outcomes,
- Support innovation and wider policy development/implementation;
- Demonstrate clear accountability, good governance and compliance; and,
- Enable meaningful, focussed reporting on progress to provide robust assurance and opportunities for effective challenge and scrutiny.

It will also assist in making the most of collaborative opportunities when they arise, to assist in delivering more value and efficiencies in commissioning and contracting processes. The implementation of the strategy will support active engagement with our suppliers, community partners and supply chain to reinforce ethical behaviour and to gain support for improving the environment and opportunities for our communities.

Action	Time frame
Objective 1: To become trusted community focussed commissioners	
Map governance, and reflect in Contract Regulations	June 2020
Work with WCC to develop shared practice	July 2020
Update Gateway Process and templates	August 2020
Develop Programme Management, risk management and reporting on contract performance	August 2020
Develop and deliver training across organisation	June 2020 onwards
Complete implementation of Strategic Procurement team structure and commence business partnering arrangements	August 2020
Develop commissioning and procurement forward plan	June 2020
Develop and implement the Social Value Strategy	September 2020
Objective 2: Governance and oversight	
Initiate Strategic Commissioning and Contracts Board	Commenced

Action	Time frame
Map governance, and reflect in Contract Regulations	June 2020
Update Gateway Process and templates	August 2020
Map, review and establish appropriate governance	July 2020
Develop and implement contract management challenge/assurance process	July 2020
Develop reporting for Executive Directors/Lead Members	July 2020
Initial assurance reporting to Audit and Transparency Committee	November 2020
Objective 3: Collaborating with other organisations	
Identify and establish key stakeholders	Completed
Establish engagement plan for commissioning, procurement and contract management	June 2020
Develop and implement guidance for supplier engagement events (and identify programme of opportunities based on the forward plan)	June 2020
Engage on London wide groups	Ongoing
Facilitate West London working groups	Ongoing
Develop relationships for programme / project sharing	Ongoing
Objective 4: Relationship management	
Develop, agree and implement Contract Management Framework	June 2020
Classify supply base	Completed
Develop and implement guidance and training for procurement officers and contract managers to assess financial resilience and service continuity arrangements of suppliers	June 2020 and ongoing
Develop Supplier, Community Partner, Supply Chain, SME and VCS communication approach	July 2020

## Appendix One

### Our Relationship with the Westminster Procurement & Commercial Service

Scope of the Westminster service: After a long period of consultation, the new Westminster Procurement & Commercial service became operational on the 6<sup>th</sup> April 2020. The service provides a full range of professional support covering all aspects of the commissioning cycle. The scope of this service extends to all bi-borough shared services and includes procurement activity (over £100k in contract value) previously undertaken within ASC and CHS. This extends to all services commissioned on a joint basis or is sovereign to either Council.

Operating arrangements and Governance: A key feature of the new Procurement & Commercial Service is the incorporation of 'Business Partner' roles. These are senior posts that have accountability for aligning and delivering all aspects of the new procurement service within discrete areas of the business. The Business Partner for 'people based services' will span ASC/CHS and Public Health working closely with commissioners, be embedded within their leadership teams and be closely aligned to the Strategic Procurement function at RBKC. The business partner roles at RBKC will cover other areas within RBKC but build strong knowledge networks by working alongside their Westminster equivalents.

Tendering activity undertaken by the new service on behalf of commissioners will follow a standard 'Gateway' process and quality assurance of the procurement work will be provided by the Commercial Gateway Review Board. Representation on this board will include RBKC procurement and commissioning representatives as 'shared service' led projects are presented to Gate.

Formal decisions relating to the approval of procurement strategies, contract awards and contract extensions will follow the Standing Orders/Procurement Code that apply in each organisation. Work to align the thresholds and processes is ongoing. Contracts will respect the sovereignty of each Council.

Contract Management is a local service area responsibility. The principles and 'best practice' embedded in the 'WCC Contract Management Framework' will be incorporated into all new contracts created by the new service, including those for the shared services. This will be accompanied by additional support for contract managers provided by the new service. This aligns with the approach and framework being proposed to adoption in RBKC.

Governance and Oversight: The RBKC Head of Strategic Procurement will have a dotted line 'professional practice' relationship with the new Director of Commercial Partnerships. They will work collaboratively to ensure that the specific needs of RBKC are incorporated into ways of working, SLAs and performance reporting. The Business Partner for ACS and CHS will also be a member of the RBKC Strategic Commissioning and Procurement Board.

The new service will be subject to Lead Member oversight in both Councils, particularly in relation to shaping future service requirements, management of risk,

contract performance/challenge and policy deployment (such as Living Wage) in respect of the services it is responsible for.