

Service Commissions						
Quarter	Commission	Lead Commissioner	A description of the Commission - its aims	Commissioning Stage	Progress	Commissioning Strategy Completion Q/Yr *
Tackling Inequality						
Ongoing 2009/10	Personalisation of adult social care (Value for Money programme commenced 2009/10).	Denise D'Souza	To implement policy on personalisation and transformation of Adult Social Care. Moving to more individual budgets and developing the market through a range of mechanisms to meet assessed needs in more personalised ways (e.g. personal assistance notice board and support unit confidence).	Implementation	Ongoing changes in delivery of Adult Social Care Services through the use of technology and personalised services. Implementation of a range of changes to current contracts and market development e.g. Embrace (Community Support); Support with Confidence. Some change and new arrangements in place e.g. Support with Confidence. Embrace in development phase with third sector. Care home contracts being developed in 2012/13.	Q2/2012-13 but will be ongoing as new vision for social care is published in the spring.
Q3/2011-12	Transitions from children's to adult services.	Denise D'Souza	Current systems for transitions being reviewed, to include scope and processes for supporting children and parents and then to look at commissioning services for 16-25 year olds.	Scoping	Transition from children's to adult services for children with a disability/special educational need. Some adhoc work started and brought into commissioning process. There is a dependency with the commissioning strategy on Children with a Disability SE7.	Q1/2012-13
Q3/2011-12	Extra care housing for adults/older people.	Denise D'Souza	To provide additional housing options in the city other than residential care.	Commissioning Strategy	The extra care commissioning strategy has been prepared in draft and the work on options/commissioning plan is in progress.	Q4/2012
Q1/2011-12	Homecare commissioning.	Denise D'Souza	To recommission the homecare contract in geographical areas.	Commissioning Strategy	Expressions of interest have been received and are being evaluated. Contracts are to be in place across the city by June 2012.	Q1/2012
Q2/2011-12	Community meals.	Denise D'Souza	Current contract ending and the need to look at more personalised services and local options.	Scoping	The commissioning group is in place and will progress when the scrutiny report is completed.	Q3/2012
Q2/2011-12	Learning Disability accommodation support plan.	Denise D'Souza	To ensure sufficient and suitable capacity to meet the needs of current and future service users.	Implementation	Scope and needs analysis complete. High level plan agreed. Next step is to consult on local implementation plan.	Completed
Q2/2011-12	Able and Willing (Castleham - supported employment).	Denise D'Souza	Current service is not financially viable and business options are being explored.	Commissioning Strategy	Business case produced and under review.	Q4/2011
Q2/2011-12	Dementia commissioning plan.	Denise D'Souza, Joanne Mathew	To work with NHS commissioners to develop a joint plan that covers both early diagnosis and ongoing support.	Commissioning Strategy	Joint plan and commissioning strategy being developed with NHS. Linked to national guidance.	Q2/2012-13
On-going	Short-term service review - joint commissioning with NHS.	Denise D'Souza, Wendy Young	To define the capacity including intermediate care beds and short term beds in the city across health and social care and the community service to support prevention into hospital, timely discharge and treatment at home.	Implementation	The report and options is to be presented at the Joint Commissioning Board for approval at the end of January 2012.	Completed
Q1/2011-12	Framework agreement for people with learning development and complex needs. To develop a list of providers who can support adults with learning disabilities who have complex needs.	Diana Bernhardt	To have a number of accredited providers to support people with learning development and complex needs.	Review	This work has been completed and will be reviewed in 2012.	Completed
Q1/2011-12	Autism commissioning plan.	Denise D'Souza	To identify and agreed needs in the city for those with autism, including low level support and training.	Implementation	Agreed by Joint Commissioning Board in November 2011. Implementation has begun.	Q3/2011
Q3/2011-12	Self-directed support brokerage and payroll scheme to support those who choose to have a direct payment.	Denise D'Souza, Diana Bernhardt	Original tender changed in light of new needs to have a provider to offers support and direct payments.	Commissioning Strategy	The re-tender for this service is about to commence.	Q4/2011-12

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Q3/2011-12	Respite care - policy to inform provision required.	Denise D'Souza, Jane McDonald	Policy on respite care being developed to inform the commissioning plan.	Commissioning Strategy	The commission strategy will be presented at the Joint Commissioning Board and Cabinet Member Meeting at end-January 2012.	Q4/2011
Q3/2011-12	Supported living strategy (Adult Social Care).	Denise D'Souza, Jane McDonald	Exploring option due to limited accommodation in the city and residential care not always being the best option.	Scoping	Model (e.g. kinship, Homeshare) currently being explored and beginning to inform future strategy and commissioning plans.	Q3/2012-13
Q4/2012-13	Daily living equipment.	Denise D'Souza	To look at future models and delivery of equipment in the city.	Scoping	None to date.	Q2/2013-14
Q1/2012-13	Carers support contract.	Denise D'Souza	To look at a range of services that offer carers relief in the city.	Scoping	Some preparatory work to commissioners post April 2012 has been completed.	Q3/2012-13
Q1/2011-12	Services for children and young people with a disability/complex needs.	Steve Barton, Alison Nuttall	The Children's Disability Commissioning Strategy was co-produced with parents and the Community Voluntary Sector. Agreed by the Cabinet Member in November 2010, it sets a medium term transformation programme which is overseen by a stakeholder Partnership Board.	Implementation	The responsible commissioner has re-focused the strategy to priorities the introduction of the personalisation agenda for children and families which will transform outreach, respite and short break provision. A detailed implementation plan is in place and update reports scheduled for the Cabinet Member Meeting in February 2012. Specific issues are being taken forward with the Clinical Commissioning Group as part of developing their 2012/13 Annual Operating Plan, including improvement to children's equipment/wheelchair provision.	Q4/2012-13
Q1/2011-12	Child and Adolescent Mental Health Services.	Steve Barton, Alison Nuttall	Under the S75 Agreement the council commissions community based services (Tiers 1&2) and works collaboratively with NHS commissioners for Sussex in respect of specialist/in-patient treatment services (Tiers 3 &4). The aim of this commission, set out in the S75 Agreement annual improvement plan, is to improve the accessibility of referral systems and pathways.	Implementation	Review/redesign of: assessment/treatment/Improving Access to Psychological Therapies (IAPT); A&E pathway (self harm); tier 2&3 services including pathways for young people with specialist needs.	Q4/2011-12
Q1/2011-12	Specialist services for vulnerable young people.	Steve Barton, Kerry Clarke	Under the S75 Agreement the council is responsible for commissioning services in respect of Teenage Pregnancy/Parenting substance misuse prevention and treatment services for young people and youth crime and anti social behaviour services.	Commissioning Strategy	Implementation of the Teenage Pregnancy Action Plan & Young People's Substance Misuse Treatment Plan are ongoing and monitored by the S75 Joint Commissioning/Management Group and the Safe in the City Partnership. A scoping exercise is underway to initiate a review of youth crime prevention services. Specialist services for vulnerable young people are integral to the overarching Services for Young People Joint Commissioning Strategy (see completed City Wide Commissions).	Q4/2012-13
Q1/2011-12	Improving health visiting and early years support.	Steve Barton, Anita Finlay	To take forward the national Health Visitor Implementation Plan, enhancing delivery of the Healthy Child Programme, strengthening the relationship between General Practice and Sure Start Children's Centers and addressing implications of the commitment to increase Health Visitor provision without ring fenced NHS funding and considering opportunities presented by the Family Nurse Partnership Programme.	Implementation	Health Visitor Implementation Group established involving commissioning, delivery unit and local/regional stakeholders. Initial change proposals developed and negotiations with local health economy to implement pilot projects/user consultation.	Q3/2012-13

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Q1/2012-13	Early intervention and social work/social care for children who are in need at risk or looked after	Steve Barton/Rima Desai and Ellen Jones/Jane Doherty	Review and recommissioning building on the children's services VFM programme that has focussed on outcomes/costs for children in need, at risk or who are looked after by the council.	Implementation	Preventive services: completed review Early Intervention Grant, commissioned new services e.g. Early Permanence, introduction of Costed Menu of Effective Interventions and supporting Families in Multiple Disadvantage Assessment, intervention and care: LAC Commissioning Strategy agreed; spend to save expansion of in house provision for expert child protection assessments and fostering placements	2012/13 Q4
Q1/2011-12	Improving care pathways for paediatric long term conditions.	Steve Barton, Anita Finlay, Alison Nuttall	To reduce unplanned hospital admissions by strengthening care in the community and school settings to manage conditions such as asthma and diabetes, epilepsy and chronic fatigue syndrome and reviewing the links between hospital based community nursing teams and community child health services.	Implementation	Task group of commissioners, clinicians and service users completed work and recommendations implemented.	Q3/2011-12
Q4/2011-12	Supported housing options for young people aged 16 - 25 years.	Steve Barton, Sue Boiling	To work with relevant stakeholders to expand the range of independent and semi-independent living placements for all young people in care post 16 years.	Needs Analysis	Work underway to: work with key stakeholders to define need and analyse current provision in a value for money framework; establish pathway plan with clear expectation for young people aged 16 plus to move from intensive residential placements to semi-independence provision as part of preparation for independence and; support market to develop a range of semi independent placement and independent living support options.	Q2/2112-13
Q4/2011-12	Agency residential and foster care placements.	Steve Barton, Sue Boiling	Complete review of the current arrangements for the commissioning and procurement of children's agency placements in conjunction with key stakeholders.	Implementation	Report and recommendations to implement a new procurement framework will be presented to Children's Cabinet Member Meeting on 20 January 2012 following joint work with there local authorities about the relative benefits of further sub-regional procurement arrangements in relation to placements; analysis of how needs currently being met within a value for money framework; and consultation on recommendations in order to begin procurement exercise.	Q2/2012-13
Q4/2011-12	Services for children and families experiencing vulnerability with moderate levels of need including services such as domestic violence, youth counselling and support for young carers.	Steve Barton, Rima Desai	This issue was identified by Ofsted during their 'pilot' inspection to test a new inspection framework for safeguarding and child protection services. The service commission will build on the work of the children's services Value for Money programme and the improvement plans that support the Section 75 Agreements between the council and the local health economy.	Scoping	The review has just been initiated and initial scoping meeting are about to be convened and key dependencies identified with other reviews such as the City Wide Commission for Families in Multiple Disadvantage.	Q2/2012-13

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Q1/2011-12	Special Educational Needs provision and placements.	Jo Lyons	Review and re-commissioning of all special provision including placements. This includes re-commissioning of special schools and resource based provision. The aim is to achieve better outcomes for children with Special Educational Needs and greater value for money. It includes reviewing and improving service level agreements and commissioning contracts. The aim, where appropriate, is to transfer resources and responsibility for delivery and management to schools with local authority monitoring and quality assurance.	Implementation	Strategy developed and in place. Annual commissioning system in place. Partnership Board working. 1.5 million savings made and reinvested in early intervention. Greater Value For Money in Special schools and SEN provision. Less children in high cost placements and special provision (less transferring to adult services with expectation of special/additional resources).	Annual Cycle
Q4 2011	Special Educational Needs SE7 regional Pathfinder - successfully meeting the needs of children and young people with Special Educational Needs.	Jo Lyons	The city council is a pathfinder testing the impact of national changes to the way that children and young people with a special education need are supported at school. The changes aim to provide a more comprehensive service that effectively and efficiently meets the needs of children with a SEN and a disability. The outcomes will lead to improved and more efficient SEN systems, managed in partnership.	Implementation	Partnership steering group established and project manager in place. Funding received from Department for Education to deliver change board with all key partners set up.	2014
Q1/2011-12	Home to School transport.	Jo Lyons	Improved commissioning of provision and review of all contracts to achieve greater value for money. Improved allocation of resources. Greater independent travel.	Review	Annual commissioning system in place. Review of all contracts complete. New policy and criteria for allocation of resources being followed. Significant savings made.	Annual Cycle
Q4/2011-12	Traveller Education.	Jo Lyons	Review of service commissioned from East Sussex. In response to changes that East Sussex are making and greater need locally, there is a need to look at how to provide and deliver education for traveller children in Brighton & Hove.	Needs Analysis	Scope developed and needs analysis beginning.	Q2/2012-13
Q4/2011-12	Re-commissioning Children & Young Peoples Language and Learning Support Service.	Jo Lyons	Review and re-commissioning of literacy and language support service. Aim to provide a better and more focussed early intervention service with greater value for money. With schools taking more responsibility and ownership for management, leadership and delivery and the local authority commissioning, monitoring and providing quality assurance.	Needs Analysis	The scope is developed and needs analysis is taking place. Partners are working together and options are being explored.	Q2/2012-13

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Q4/2011-12	Re-commissioning of Ethnic Minority Achievement Service (EMAS) for school age children and young people.	Jo Lyons	Review and re-commissioning of Ethnic Minority Achievement Service. Aim to provide a better and more focussed early intervention service with greater value for money. With schools taking more responsibility and ownership for management, leadership and delivery and the local authority commissioning, monitoring and providing quality assurance.	Needs Analysis	The scope is developed and needs analysis is taking place. Partners are working together and options are being explored	Q2/2012-13
Q1/2011-12	Provision for young people with behaviour, emotional and social difficulties (BESD).	Jo Lyons	Re-commissioning of all BESD provision for young people across the city. The aim is to achieve better outcomes and value for money with the service owned by the partnership.	Implementation	Executive Board in place and review complete. Re-commissioning recommendations agreed and implementation underway.	2013
Q1/2011-12	School Organisation - Commissioning of school places and options for new school provision.	Jo Lyons	Commission sufficient school places for school aged children across the city.	Implementation	Needs and options identified. School Organisation Plan developed for consultation.	2012/ongoing
Q4/2011-12	Music service review and recommission.	Jo Lyons	Review/re-commission to look at options to future-proof service. Developing a partnership approach/ Hub to delivery with a greater focus and access for most vulnerable in the service on closing the gap agenda. Bid/tender to be provided via Arts council to receive grant.	Implementation	Partnership/ Hub set up and links made, research complete. Bid to be submitted Feb 2012. Early work on option for models of service delivery being developed.	2012/13
Q4/2011-12	Re-commissioning of Preschool Special Education Needs Service.	Jo Lyons	Re-commissioning of the service. Aim to secure service into future with schools taking greater responsibility and ownership for management and leadership and for delivery with LA commissioning monitoring and providing quality assurance will achieve greater value for money and continued outstanding provision and support for EYS children with SEN.	Scoping	To start in January 2012.	Q2/2012-13
Q3/2011-12	Commissioning work to support raising of participation age.	Jo Lyons	Locally Led Delivery Project: this is the national project in which we are one of 35 local authorities taking part, and one of nine that joined the project for this third phase. Aim to ensure Local Authority fully prepared for implementation of raising participation age.	Implementation	Steering in place. Strategic overview complete. Bid for funding submitted to Department for Education. Vulnerable learners cross agency network in place, developing vulnerable learners protocol.	Sept 2013 (16yrOlds) Sept 2015 (17yrOlds)
Q3/2011-12	Connected School Sixth.	Jo Lyons	Commissioning project to address sixth form standards in the West of the City.	Implementation	Joint prospectus for 2012/13 agreed and issued. Project group in place. Developing protocol for quality assurance and partnership arrangements	Q2/2013-14
Q2/2011-12	Narrowing the gap in education.	Jo Lyons	Aim to narrow the gap in education performance across the city.	Scoping	Scoping complete and needs analysis taking place.	Q2/2012-13 (ongoing)

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Q1/2011-12	Public Sector Home Energy Efficiency.	Jugal Sharma	Improving housing quality in council homes (rented and leasehold) and working in partnership with other public sector landlords to: improve the quality of housing; energy performance; reducing fuel poverty; minimise CO2 emissions; identify new investment opportunities (including PVs).	Implementation	Options appraisal and business plan led to September 2011 Cabinet approval of Housing Revenue Account borrowing. Options currently under review following Government announcement of early Feed-In Tariff review consultation.	Q4/2011-12
Q3/4/2011-12	Private Sector Home Energy Efficiency.	Jugal Sharma	Working with private sector partners to bring forward home energy efficiency improvements and investment opportunities including the potential move to Green Deal and Energy Company Obligation Service Providers. The service commission addresses: the end of existing assistance programme; identify emerging investment (inc. energy companies, Community Energy Savings Programme, Feed-in Tariff, Renewable Heat Incentive); and, prepares for the introduction of Green Deal and Energy Company Obligation.	Commissioning Strategy	Commission subject to availability of private sector housing renewal capital funding beyond 2011/12. Currently appraising a range of Green Deal Energy Company Obligation options pending finalising of scheme arrangements.	Q4/2011-12
Q3/4/2011-12	Student Housing Strategy (outcomes including Joint Head leasing scheme with Universities).	Jugal Sharma	Strategic Housing Partnership commissioned Student Housing Strategy: Multi-disciplinary approach to Anti-Social Behaviour. Proposals for additional licensing of Houses in Multiple Occupation (HMOs); Joint local authority & Universities head leasing schemes-social lettings agency; Article 4 Planning direction; New Purpose Built Student Housing.	Implementation	Joint head leasing underway. Joint procurement framework being finalised. Planning options consultation underway on Student Housing, including Article 4 and new purpose built student housing. Reviewing additional licensing proposals.	Q4 to continue to 12-13
Q1/2/2011-12	Decent affordable homes.	Jugal Sharma	Working with Council landlord and Brighton & Hove Seaside Community Homes to improve the quantum and quality of affordable homes including: developing the Brighton & Hove Standard for high quality and well maintained council housing; improving tenants homes to ensure that they meet the standard. Commission £27m investment to assist in meeting Decent Homes investment priority via leasing up to 499 homes to Brighton & Hove Seaside Community Homes.	Implementation	Brighton & Hove Seaside Community Homes finding and contractual agreements signed, first of 499 homes leased, first capital receipt received. Empty homes initiative announced. HRA capital programme drafted for approval.	Q4/2011-12
Q3/4/2011-12	Review private sector housing renewal investment and assistance: Home Energy efficiency; Decent Homes; Disabled Facilities Grant and Assistance; Empty Homes and; Home Improvement Loans.	Jugal Sharma	Improving housing quality: identify capital funding options to support private sector housing renewal; work with homeowners and landlords to improve the quality of their housing; reduce fuel poverty and CO2 emissions; bring more of the city's long term empty homes back into use. Commission: city-wide integrated Housing Adaptations service; Joint Improving Housing Improving Health GP referral initiative; Community Finance Initiative.	Commissioning Strategy	Cabinet Member Meeting paper, review and future funding contingent upon capital programme beyond 2011/12. Current programme in relation to most assistance is suspended to enable remaining budget to meet existing commitments .	Q4/2011-12

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Q3/2011-12	Temporary Accommodation - private sector leasing framework commissioning agreement for providers to deliver suitable leased accommodation.	Jugal Sharma	To procure large scale leasing pipeline for units of temporary accommodation, to meet City-wide housing need aligned to key Housing Commissioning priorities and Housing Strategy 2009-11. This will enable the procurement of a long term sustainable supply of temporary accommodation providing value for money.	Scoping	Outline agreement scoped with Procurement and Legal, in discussion with potential partners such as Universities & other landlords in the City.	Q4 to continue to 2012-13
Q3/4/2011-12	Commissioning joint procurement of Housing & Adult Social Care Adaptations Framework contract for major and minor adaptations.	Jugal Sharma	Enabling independent living through disabled housing adaptations and assistance, including discharge of corporate statutory Community Care Act duties for all tenures including the Council.	Implementation	Discussions underway and options being finalised for joint procurement of framework contract. Housing Cabinet report recommendations approved 18 January 2012	Q4 to continue to 2012-13
Q3/4/2011-12	Review commissioning arrangements and opportunities in relation to Home Improvement Agency.	Jugal Sharma	Supporting Home Improvement Agency to make best use of mandatory Disabled Facilities Grant. Review existing Home Improvement Agency provision and opportunities in light of existing contract term end and funding changes.	Needs Analysis	Strategic review in progress to develop co-ordinated services (with Housing Options/Access Point) that effectively assess adaptation needs. Contract extended to allow time for strategic review to inform future commissioning arrangements	Q4 to continue to 2012-13
Q4/2011-12	Agree a shared commissioning approach to integrated offender management.	David Murray	To draw together the Council, Police, prison and probation and other partners to build on work around offender management and reflect changes in need, service provision and budgets.	Scoping	Scoping session scheduled for end of February 2012.	Q4/2013
Creating a more sustainable city						
Q4/2011-12	A new approach to delivering heritage and museums.	David Murray	A review of the service area of Royal Pavilion and Museums building on the work delivered by the Independent Advisory Commission in 2011.	Needs Analysis	Following the outcome of key funding applications in January 2012, report to the relevant Cabinet Member Meeting or Committee to set out options analysis due Q1/2012-13.	Q1/2013-14
Q3/2011-12	A new approach to eco - tourism.	David Murray	Strategy and action plan for development of eco-tourism in Brighton and Hove to encompass national park, new tourism initiatives, in close collaboration with partners across the city and region.	Needs Analysis	Initial scoping with service staff undertaken, outline report to Cabinet Member Meeting in February 2012.	Q4/2011-12
Q3/2011-12	A new approach to the seafront.	David Murray	Development of strategy for the future development of the seafront based on data, evidence and consultation.	Needs Analysis	Initial scoping report taken to Scrutiny, workshop undertaken with Scrutiny Committee Members December 2011, wider consultation planned across service areas and with external partners.	Q2/2012-13
Q4/2011-12	Future of the Brighton Centre.	David Murray	An analysis of the viable development options for the Brighton Centre to deliver a flourishing conference and events programme.	Commissioning Strategy	Options analysis to Strategic Leadership Board March 2012 then linked to major projects work .	Q2/2012-13
Q4/2011-12	Development of the "markets" offer.	David Murray	Review of council practice in relation to support of markets.	Scoping	Scoping plans discussion with Cabinet Member March 2012	Q2/2012-13

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Q3/2011-12	Review current supported Public Transport network.	Mark Prior	City-Wide Review of council supported bus routes instigated by Cabinet Member Meeting to determine appropriate social and coherent network to support the economy and essential services in line with statutory obligations and £1.4M annual budget.	Commissioning strategy	Review and re-tendering exercise agreed at July 2011 Cabinet Member Meeting with new contracts due to commence September 2012. Current budget exercise and further long term strategy will determine final network design.	Q3/2012-13
Q3/2011-12	Long term maintenance of city infrastructure.	Mark Prior	To devise a 10 -15 year investment strategy to manage deterioration in the city's physical infrastructure including structures, highways, footways and other areas.	Commissioning strategy	Identified as an issue during the 2012/13 budget scrutiny. Initial discussions held with service lead.	Q4/2014/15
Q4/2011-12	Public Realm Improvement Strategy.	Mark Prior	To review the commissioning, funding, delivery and maintenance of public realm improvement projects.	Commissioning strategy	A review of the Public Space Public Life (PSPL) background policy document is in progress and an outline strategy prepared. On hold subject to further commissioning capacity being available.	Q4/2014-15
Q4/2011-12	Commercial Waste.	Mark Prior	Commitment within Corporate Plan to investigate Commercial Waste Collection.	Commissioning strategy	Waste and Minerals Plan approved for consultation. Implications for commercial waste company interest to be considered. Service commission lead to be agreed.	Q2/2013-14
Q4/2011-12	Communal recycling.	Mark Prior	Commitment within Corporate Plan to investigate Communal Recycling.	Commissioning strategy	Food and Waste Strategy Report at December 2012 Cabinet Meeting. Trials being developed. These service commissions are currently being taken forward by the delivery unit.	Q2/2012-13
Q1/2012-13	Surface Water Management Plan. (Following initiation and DEFRA approval in 2011-12).	Mark Prior	The Council has a new statutory duty as a Drainage and Flood Lead Authority to take forward and implement a Flood Risk Assessment and Action Plan over the next four years.	Implementation	Preliminary Flood Risk Assessment undertaken and submitted to DEFRA in Q2/2011-12. Report presented at Overview and Scrutiny in July 2011. Work currently underway in accordance with current obligations and Government timescales.	Programme to Q4/2014-15
Q1/2012	Coastal Protection and Management Plan.	Mark Prior	It is a statutory requirement under coastal legislation to have a coast protection strategy. The strategy will provide the basis of our coast protection plans and grant funding applications for the next 15 years. The work is led by the city council in partnership with Adur District Council.	Needs Analysis	The council has secured funding from the Department of Environment, Food and Rural Affairs (DEFRA) to develop the strategy in partnership with Adur District Council. The work will be developed through the Environment Agency Framework Contract and started in Q1/2012.	Q4/2013
Engaging people that live and work in the city						
Q3/2011-12	Community Development Commissioning.	David Murray	The commissioning of the third sector to support local people, targeting the most excluded, in neighbourhoods to improve their quality of life.	Commissioning Strategy	Scoping and needs analysis completed and draft strategy presented to Cabinet for sign off in December 2011. Commissioning of delivery begins April 2012 with 3 month rollover. New commissioning from July 2012.	Q1/2012-13
Q1/2011-12	Library Plan.	David Murray	Review of library services and development of 3 year plan for future operation.	Needs Analysis	Extensive systems thinking based consultation undertaken and reported back to Cabinet Member Meeting and Scrutiny Committee. Workshop for Scrutiny Members undertaken January 2012. Consultation planned for Q1 2012-13.	Q2/2012-13
Q4/2011-12	Sports and physical activity strategy.	David Murray	Review of sports and physical activity services in light of needs analysis.	Needs Analysis	Evaluation of current strategy, update needs analysis to be conducted with interim report to Cabinet Member Meeting in March 2012 prior to finalising of commissioning plan.	Q1/2012-13

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Q1/2011-12	Community and Voluntary Sector Forum annual commission.	David Murray	Annual process of evaluating and commissioning community development services.	Commissioning Strategy	Live commission under evaluation and re-commissioning due to start December 2011 for April 2012 delivery.	Q1/2012-13
Q2/2011-12	Healthwatch.	David Murray	Programme to engage the public in health and wellbeing issues.	Scoping	Steering group established to develop commissioning programme as of October 2012; primary role to engage public in health and wellbeing issues.	Q3/2012-13