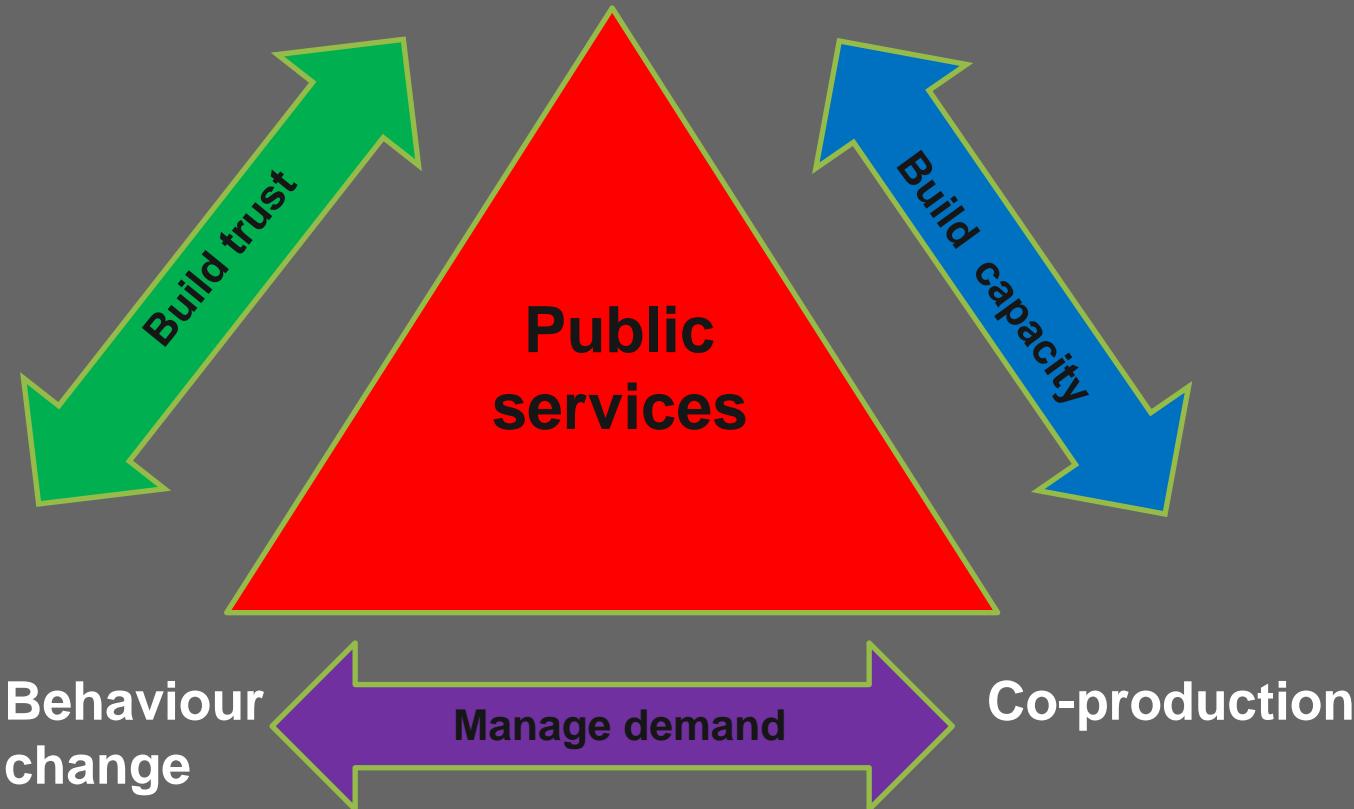


# Less for less (session 3) Commissioning SOLACE Summit 2012

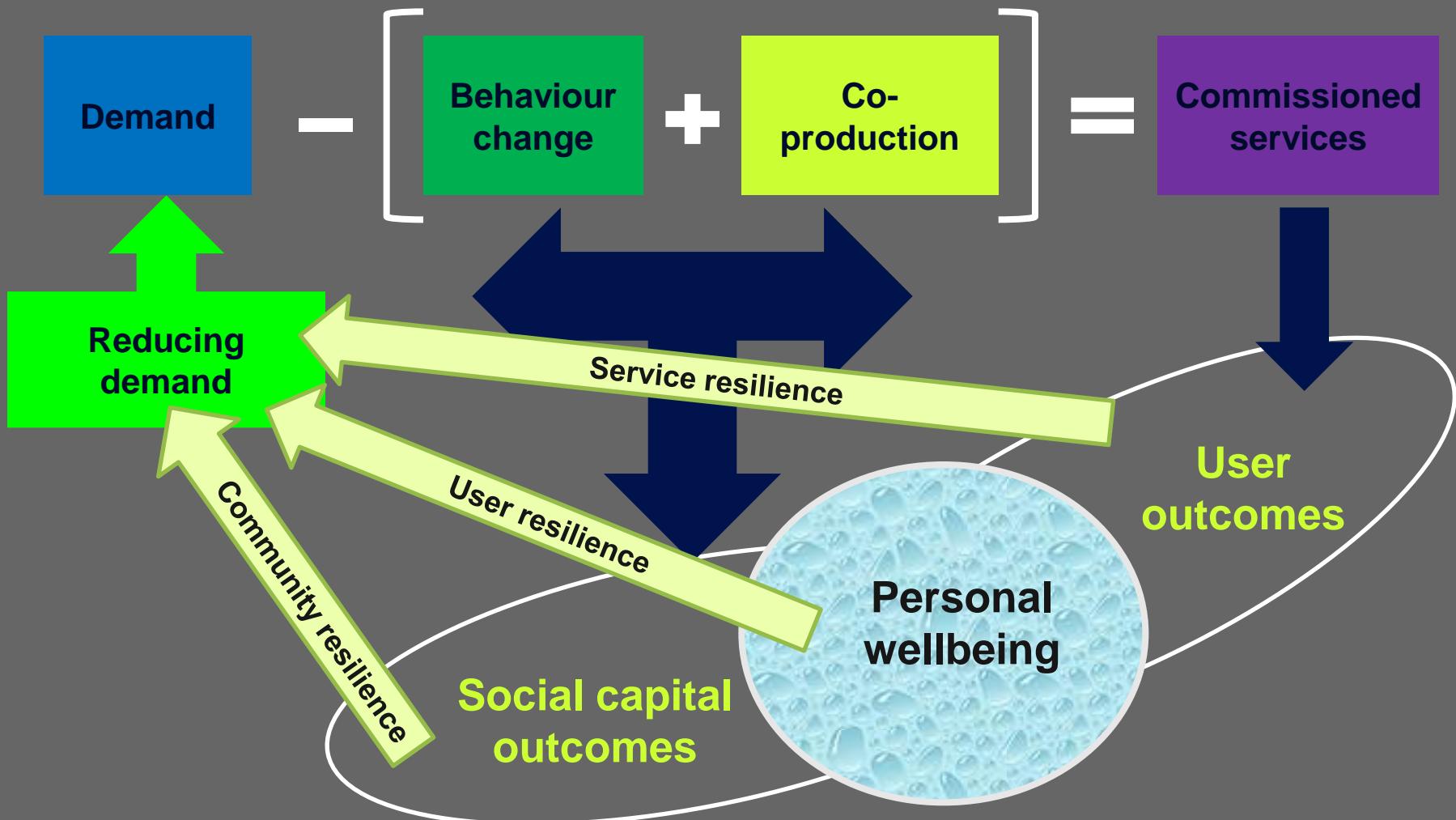
Gavin Jones and Catherine Staite  
17<sup>th</sup> October 2012

# A new model for public services?

Relationships with  
communities

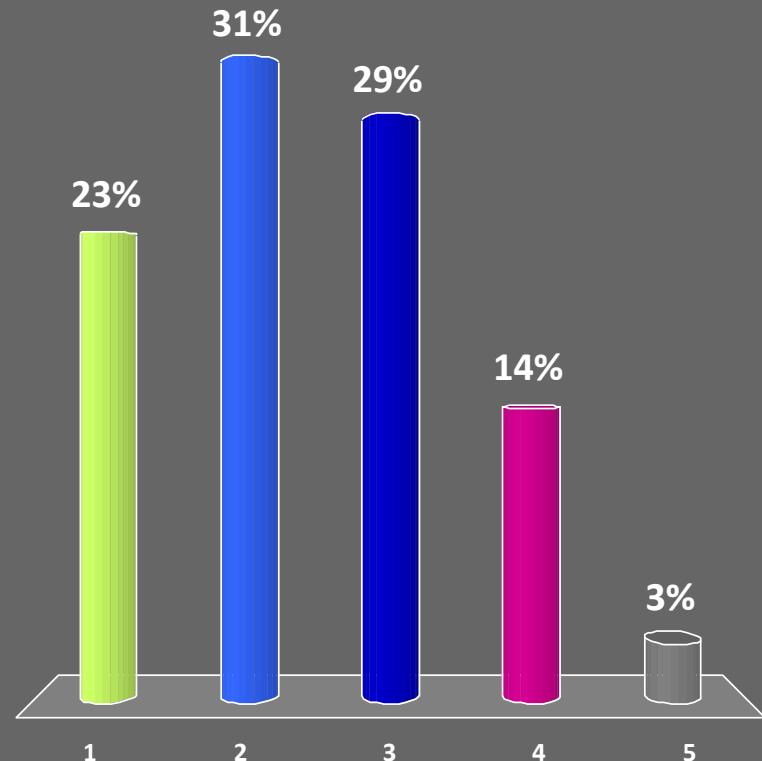


# Changing the equation: not a zero sum game



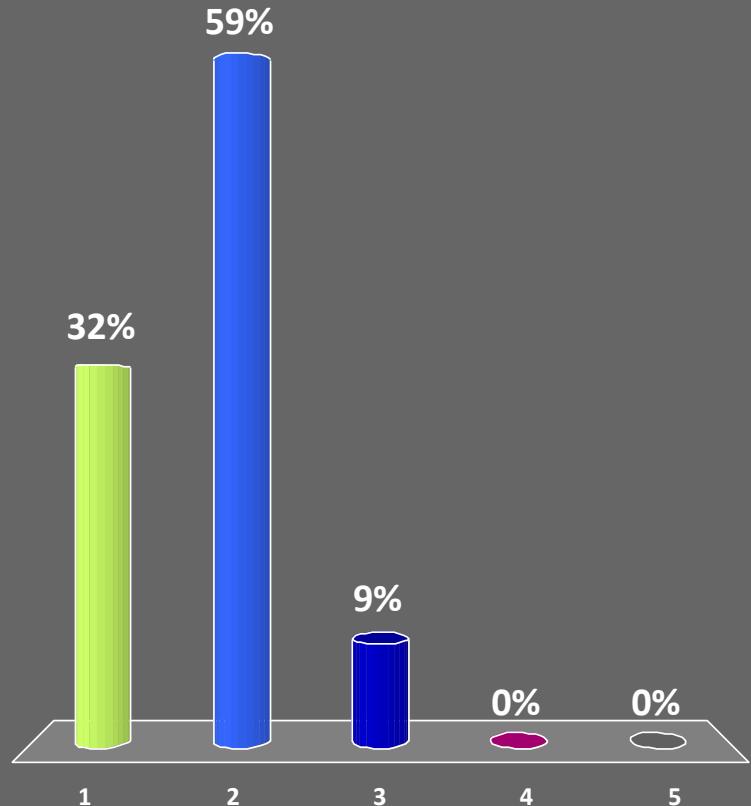
# 1. Smart commissioning is the key to mitigating growing demand

1. Strongly Agree
2. Agree
3. Neutral
4. Disagree
5. Strongly Disagree



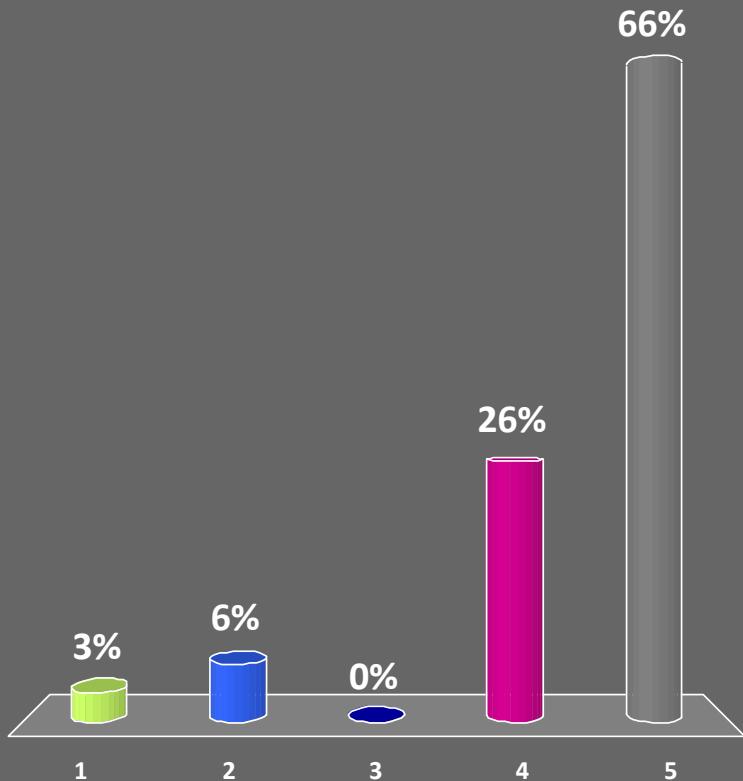
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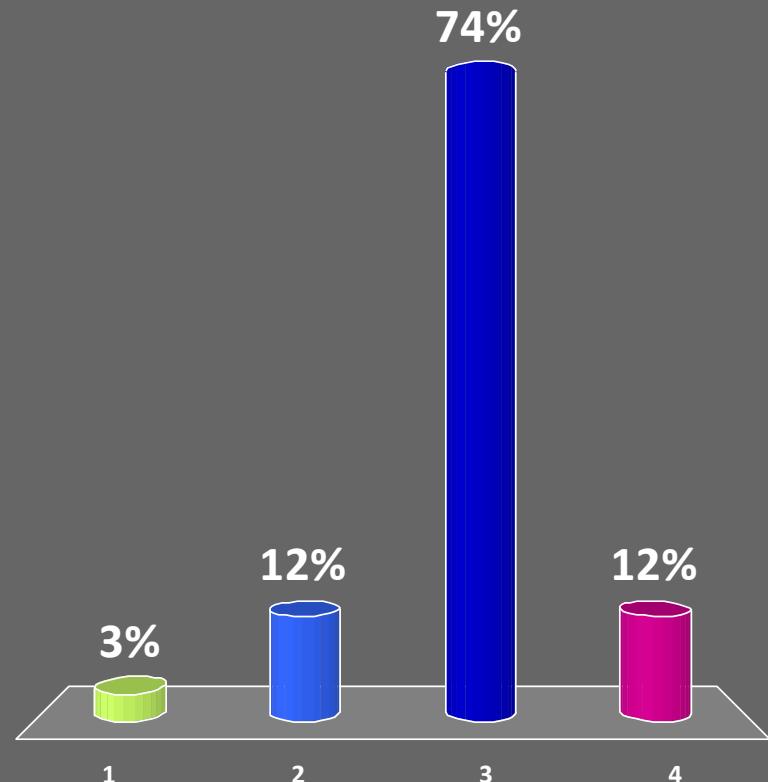
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4. If you had to choose just one, which of these capabilities is most important to the future success of your council:

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2. Contract management
3. Critical thinking – whole systems
4. Market development



# What do we mean by “Strategic Commissioning”

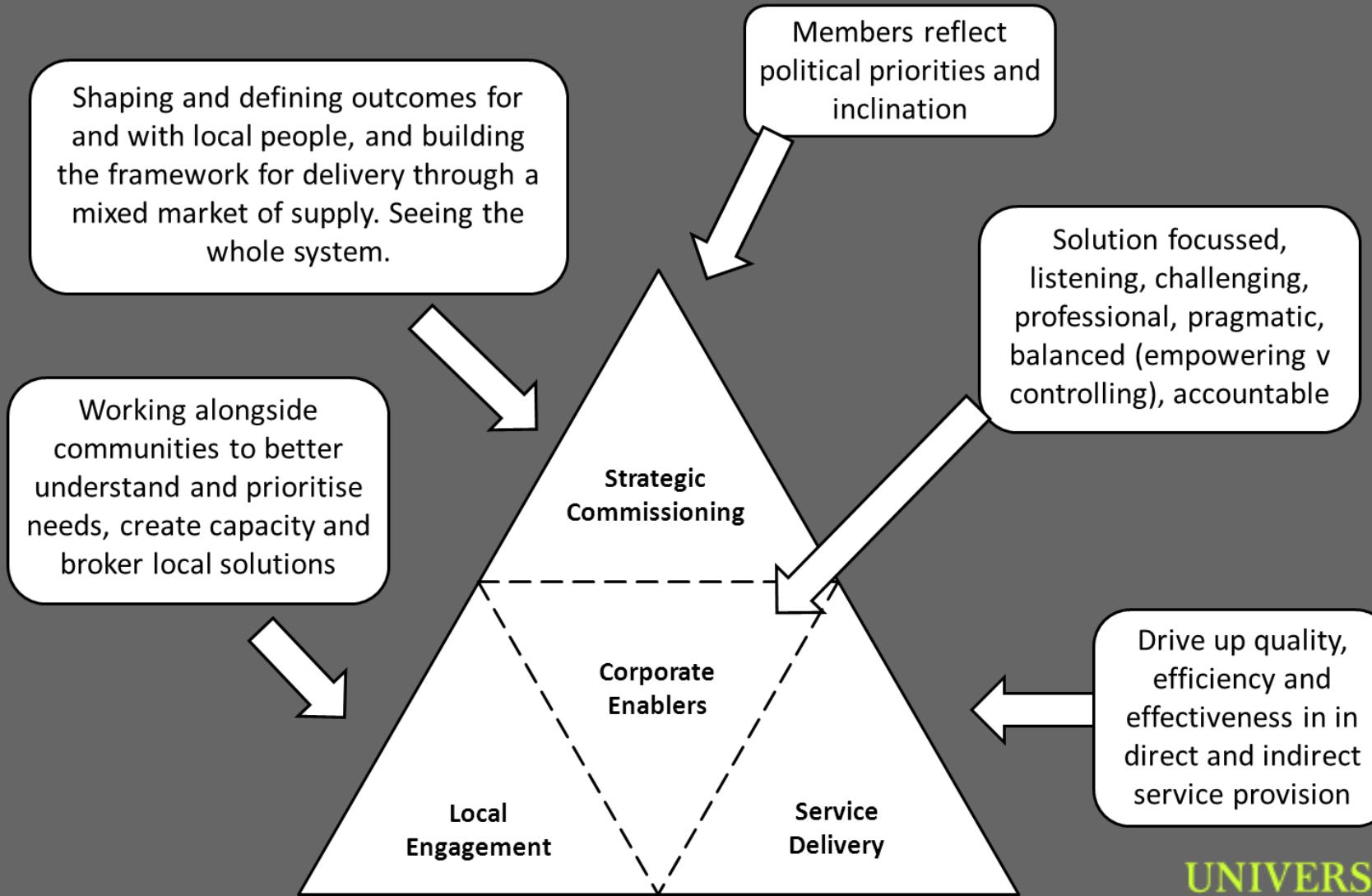
**Strategic commissioning aims to see and understand problems, opportunities or needs as part of a wider, interconnected system. Being able to break that system down into definable elements and understand the interventions that will secure positive outcomes.**

**In doing so, Strategic commissioning needs to develop policies, capabilities, service models, partnerships and markets to secure solutions or services in the most cost effective and sustainable way.**

# Strategic Commissioning should be..

- Able to reflect political aspiration
- Informed by evidence and insight
- Inclusive and collaborative
- Be at the heart of the organisation
- Aiming to continually improve
- Capable of enabling flexibility
- Contributing to positive outcomes

# Stronger Together: Swindon's Operating Model



# Traditional Rhythm

Seek to respond to demand

Offer 'our' solutions  
*Shaped to optimise funds*

Our 'organisation' is a significant determinant of services provided  
*Corporate agenda is at the heart of what we do*

We set priorities and deliver services and support

Solutions delivered through multiple) functions, in silos  
*Respond to presenting issues.... focus on issue resolution*

Join up at Corporate plan level



**Creates dependency**

# In the Future

Seek to influence and shape demand

create solutions together  
*Shaped to optimise outcomes (within clear financial framework)*

Services are determined by a rich body of evidence, data and professional insight.  
*Locality is at the heart of what we do*

Communities influence priorities, contribute to delivery and share responsibility for outcomes

Solutions coordinated in Locality  
*Respond to insights based on the 'whole picture'*  
*... balanced investment in prevention as well as issue resolution*

Join up between locality and corporate level – decision is taken at the most appropriate level



**Builds capability and capacity**

## Where? Not - Town Hall



### Inputs

Data  
Insight  
Expertise  
Aspiration  
Assets  
Resources

### Develop/ Change

Capabilities  
Culture  
Capacity  
Understanding  
Perspective  
Trust  
Choice (markets)

## Commissioning

### Who with?

Communities  
Users  
Suppliers  
Partners

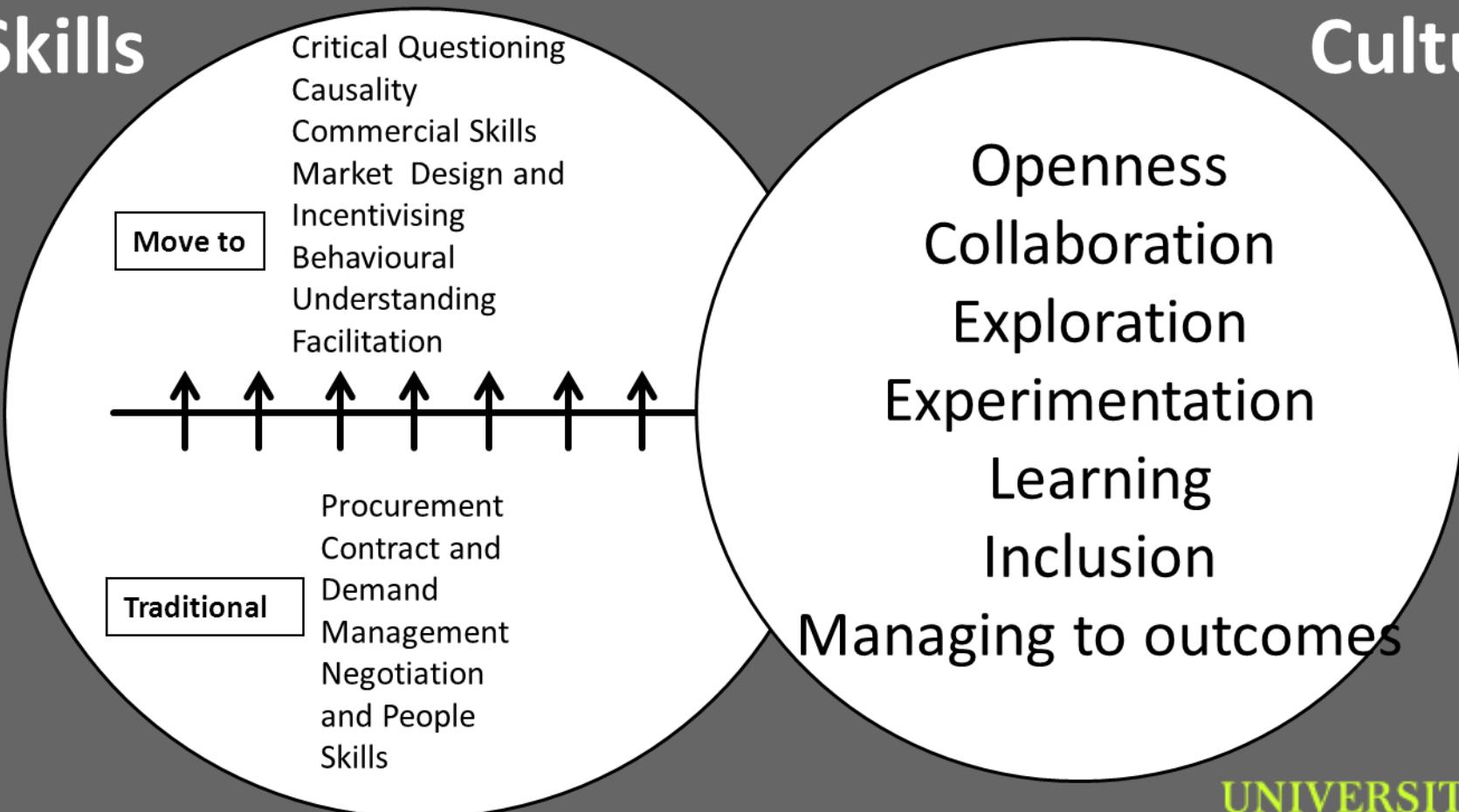
### To Secure

Resilience  
Sustainable Outcomes  
Flexibility  
Reduction in need  
Local economic benefit

# The Skills and Culture Stretch

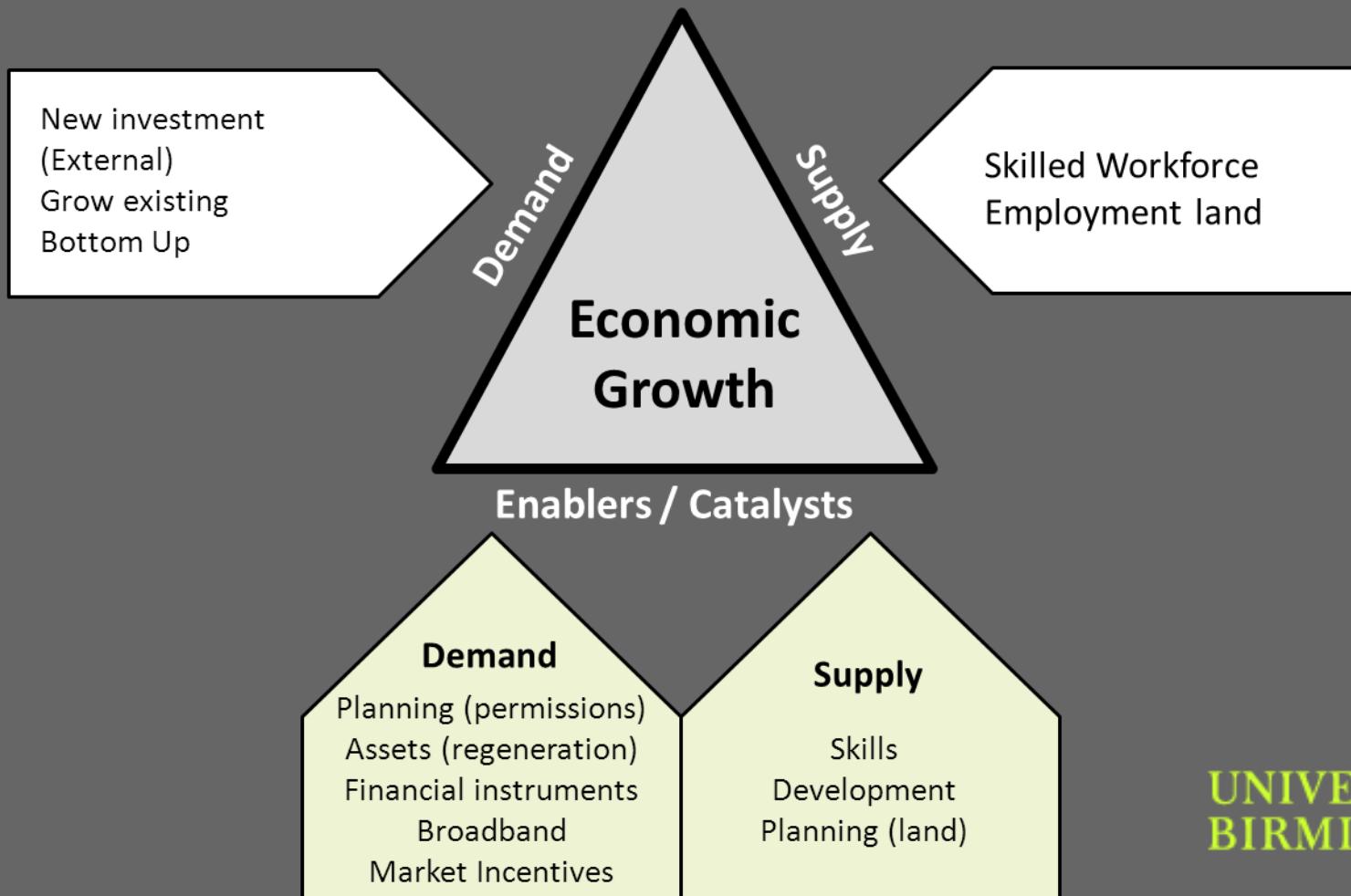
Skills

Culture

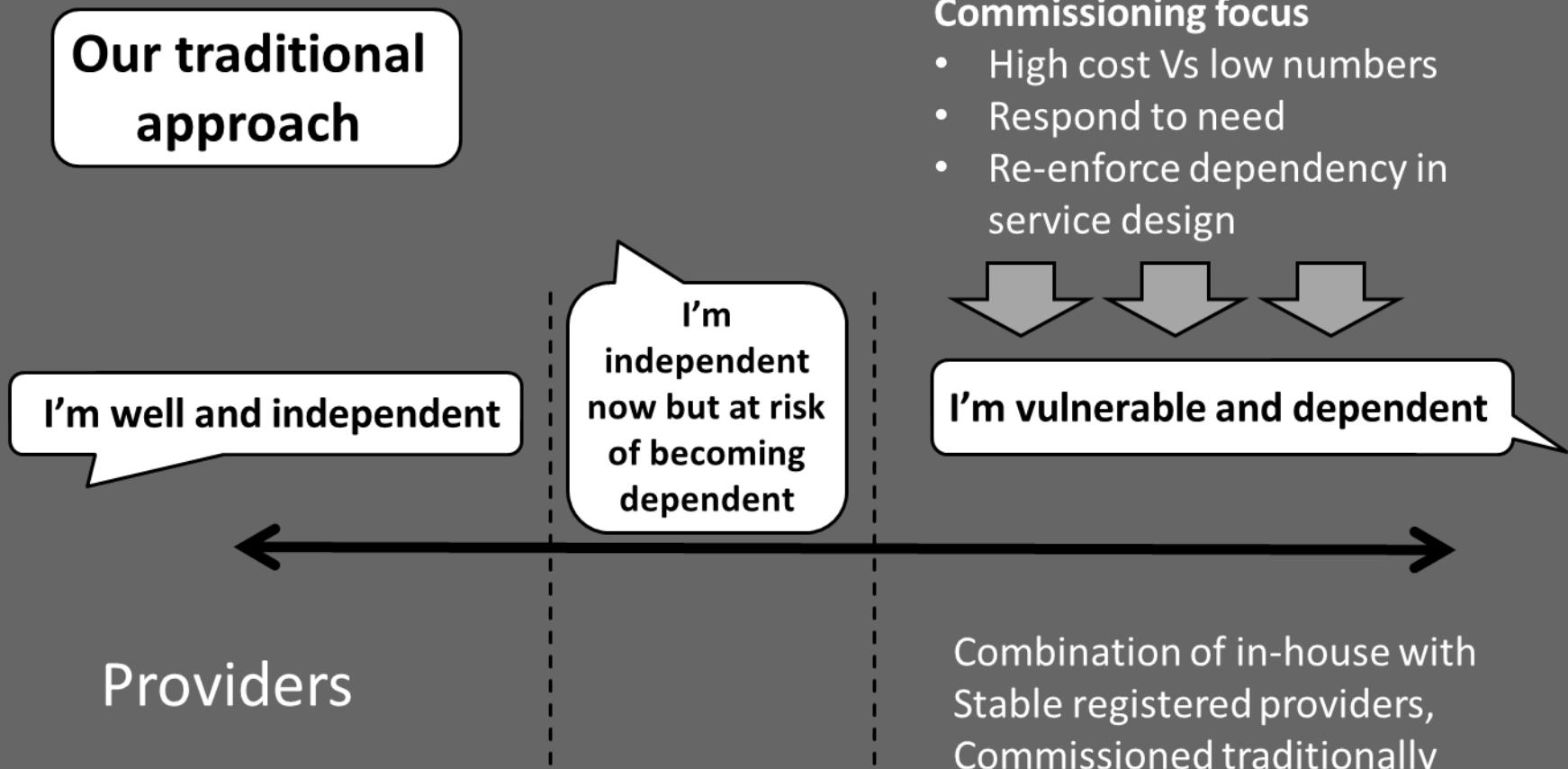


# Strategic Commissioning : Seeing the whole system

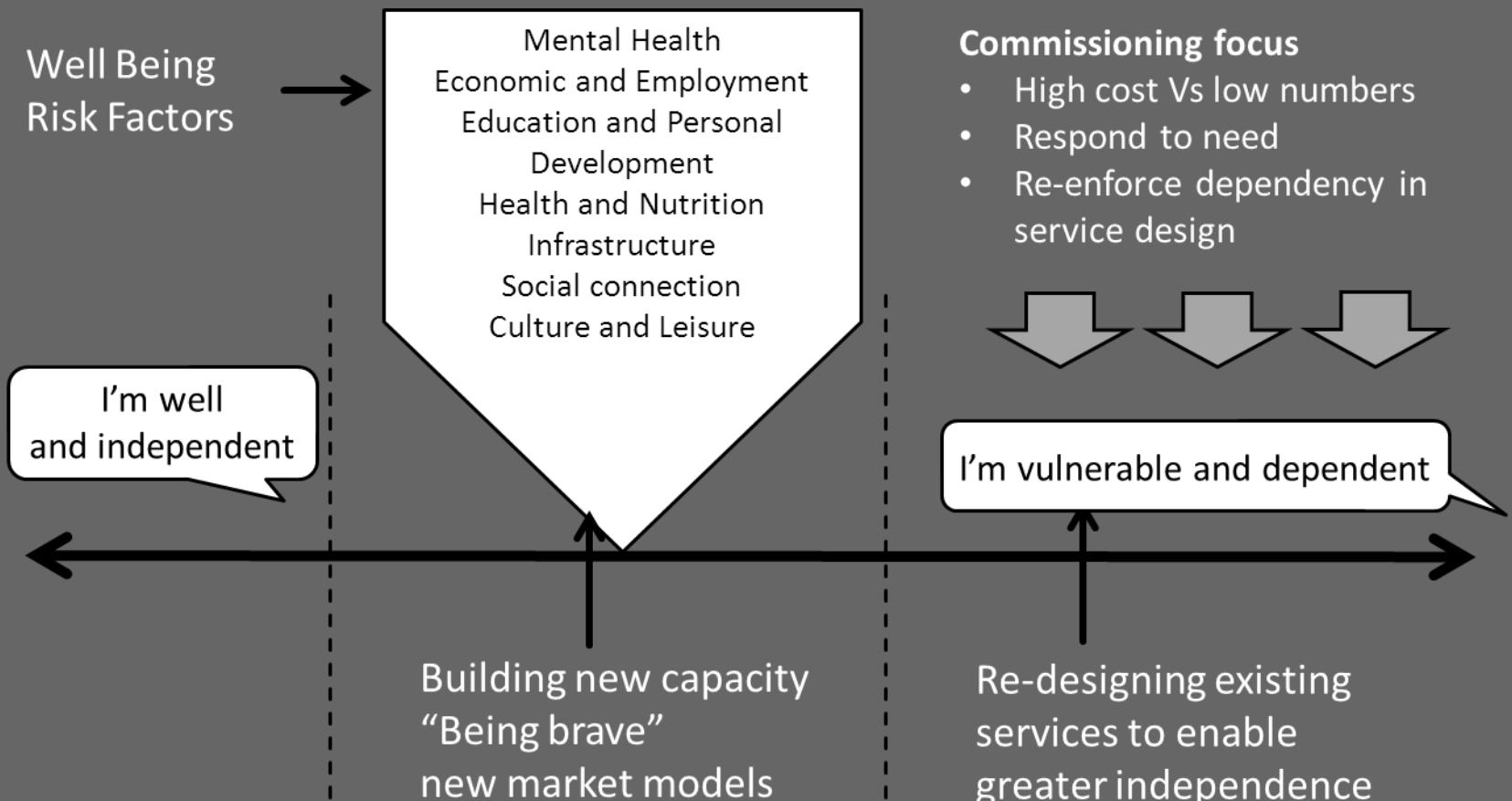
## Economic Growth



# Whole system : The vulnerability continuum



# Commissioning for Resilience



Which providers and where?

# About the SOLACE Guide to Commissioning and Sourcing

- Last year's SOLACE Summit committed itself to creating better partnerships, procurement and relationships with the private sector.
- As one part of its response, SOLACE is publishing tomorrow a new guide to commissioning and sourcing, **“When the Salami’s Gone”**.
- The guide, written by Eric Bohl of Activist Group, provides an overview of commissioning and sourcing concepts and models, supported by case studies and practical advice.
- See also SOLACE's new guide to change management out this week.



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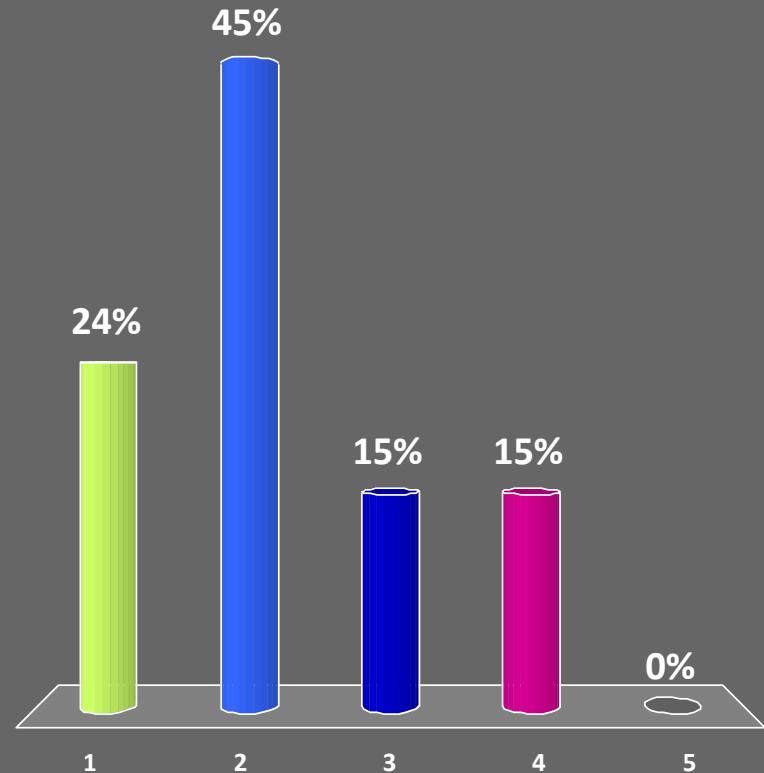
# Making commissioning work

The SOLACE Guide suggests that authorities keen to adopt a strategic commissioning approach should aim to satisfy **ten key conditions for success**:

1. **Sound, shared methodology**: agreeing, ideally with your key local partners, a commissioning methodology that provides a shared language and framework for collaboration.
2. **Organisational competencies and capacity**: ensuring that the organisation is equipped with the resources, skills and attitudes needed for effective commissioning.
3. **Clarity on sourcing policies**: adopting explicit (and reliable) policies on how sourcing decisions will be made.
4. **Challenging scope**: being clear about the scale of the issues you intend to tackle within your commissioning programme.
5. **Change and programme management**: putting in place the support needed to deliver effective commissioning projects.
6. **Co-production and insight**: engaging citizens and communities in the commissioning process, underpinned by deep customer insight.
7. **Space for innovation**: encouraging innovation and fresh thinking at every stage of your commissioning projects.
8. **Evidence and logic**: underpinning your commissioning projects with sound evidence and a logical model of change.
9. **Political leadership**: providing a governance framework that enables elected members to drive the commissioning process and exercise effective democratic control.
10. **Financial realism**: ensuring that there is a sound return on commissioning exercises and that the realities of public finances are understood.

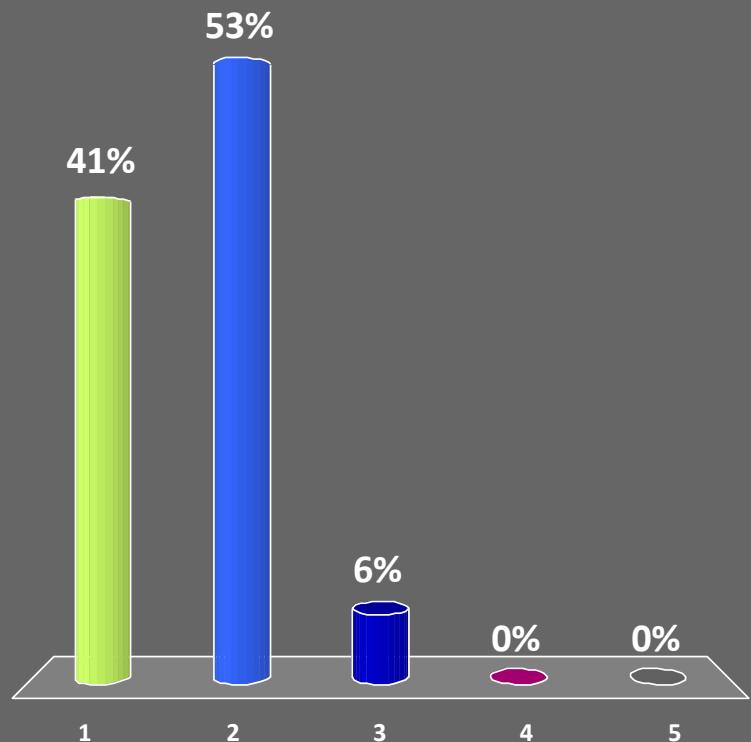
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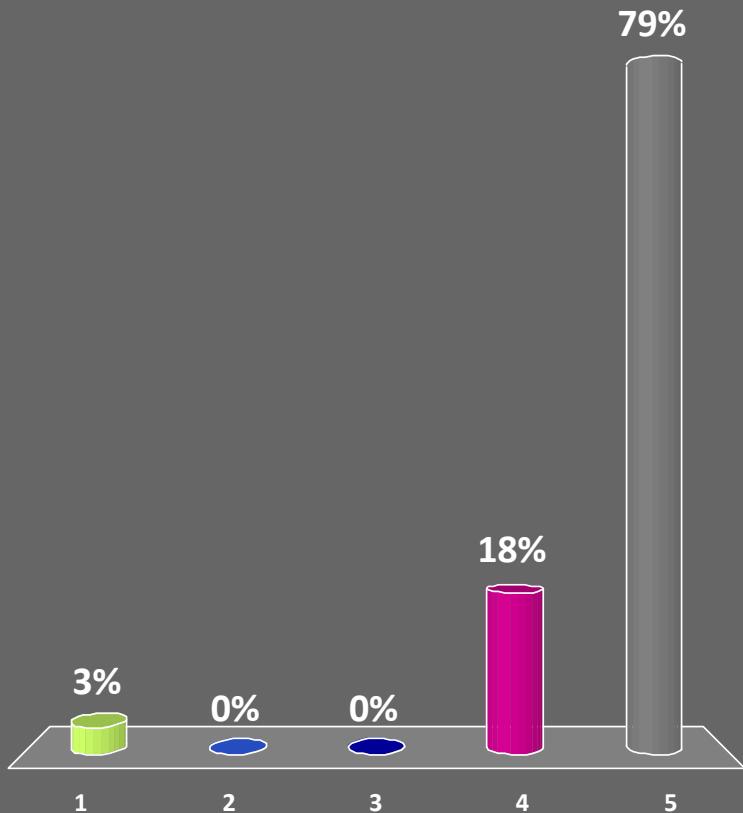
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