

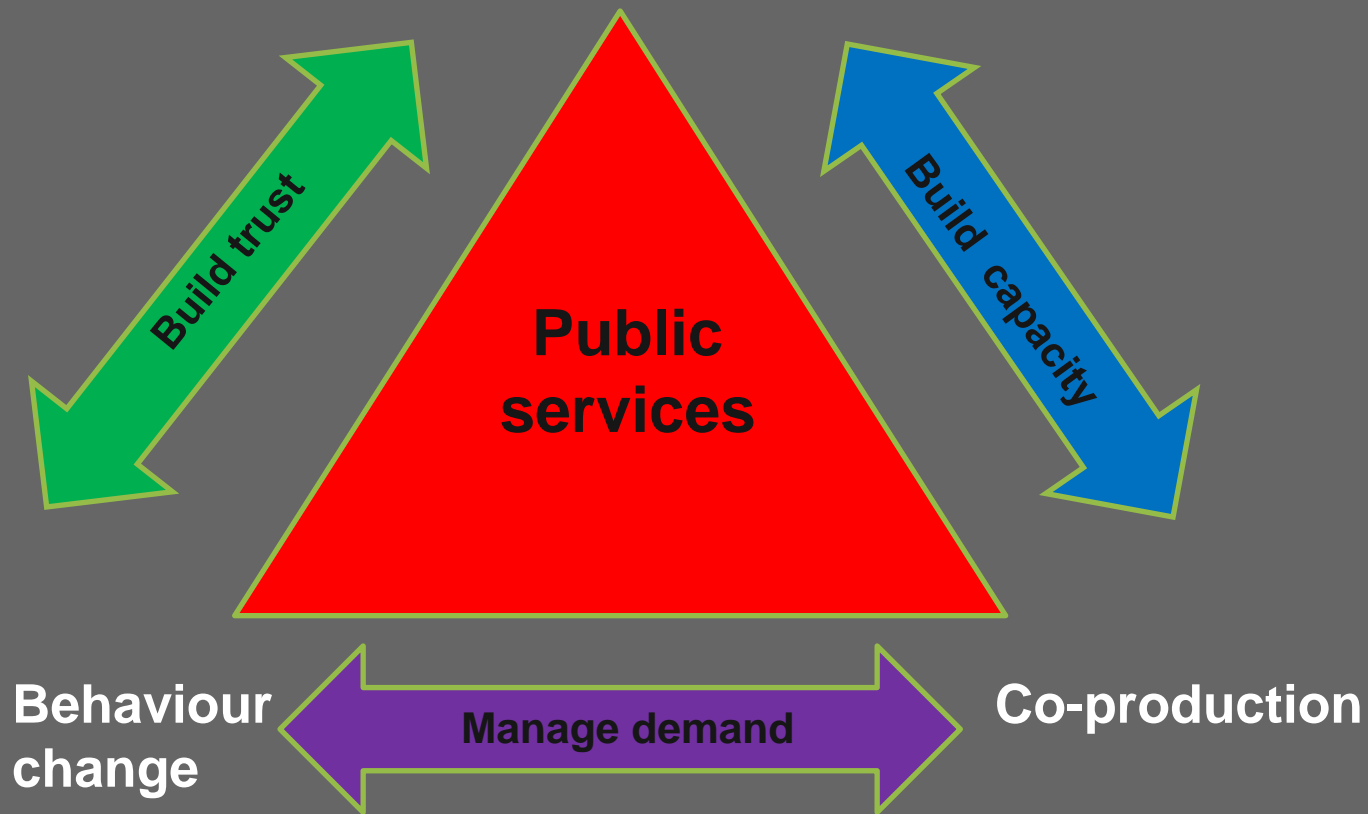
# U Less for less (session 3) Commissioning SOLACE Summit 2012



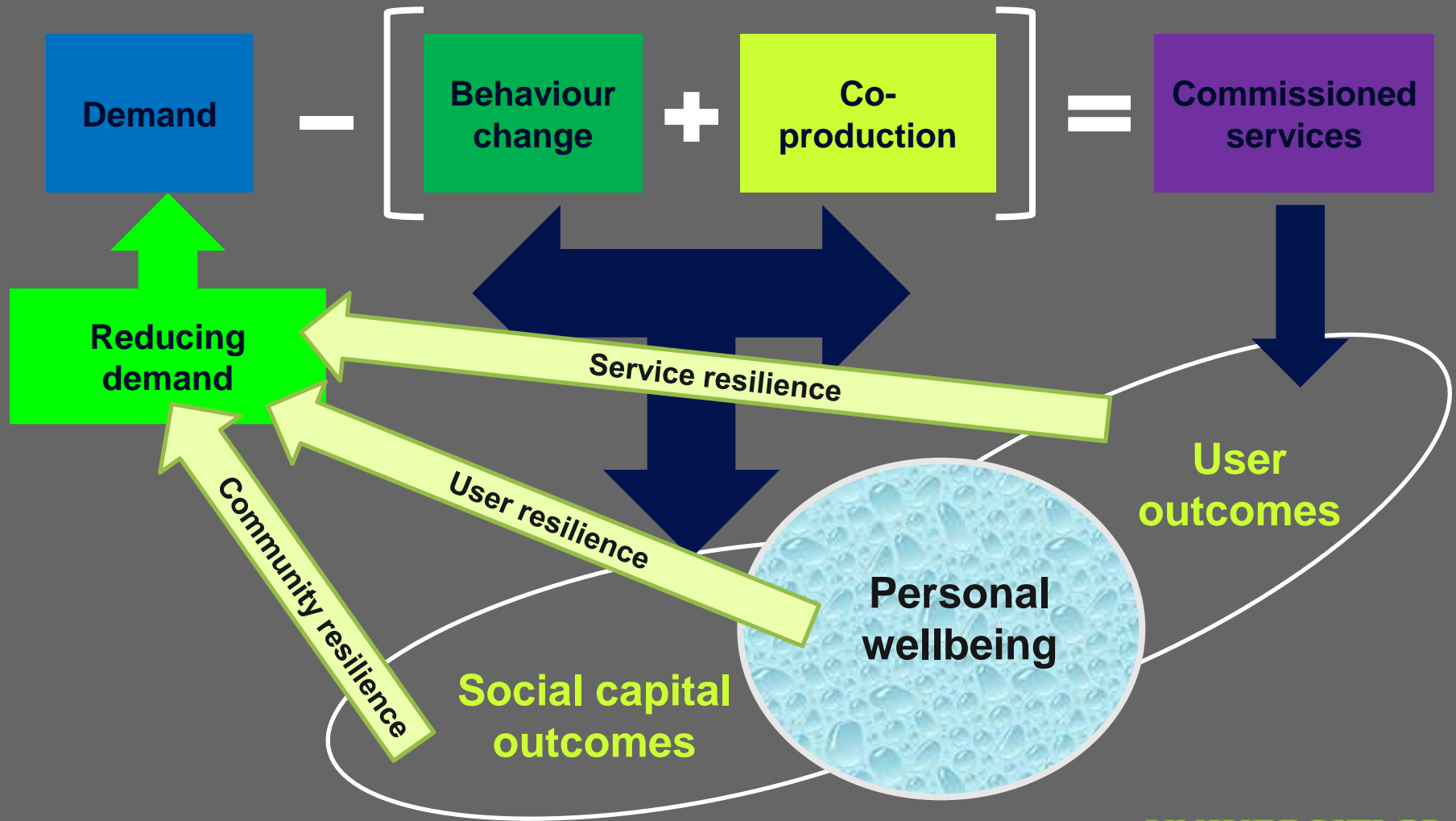
Gavin Jones and Catherine Staite  
17<sup>th</sup> October 2012

# A new model for public services?

Relationships with  
communities

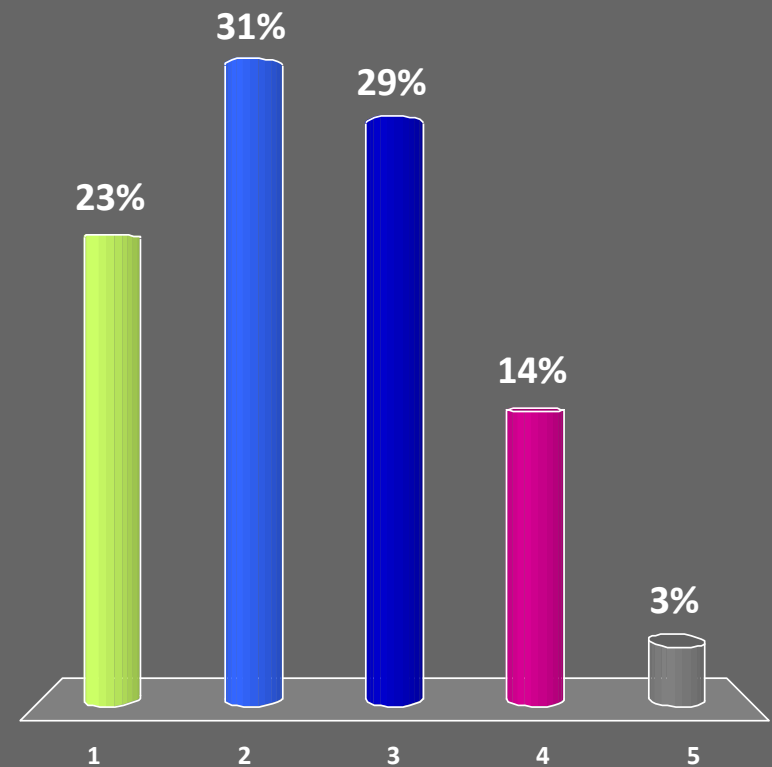


# Changing the equation: not a zero sum game



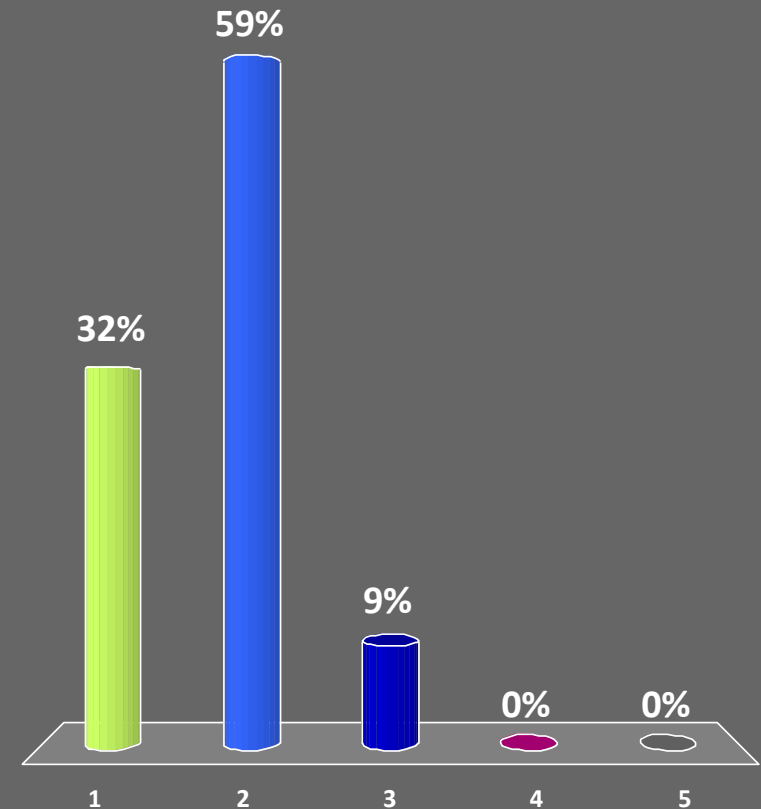
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1. Strongly Agree
2. Agree
3. Neutral
4. Disagree
5. Strongly Disagree



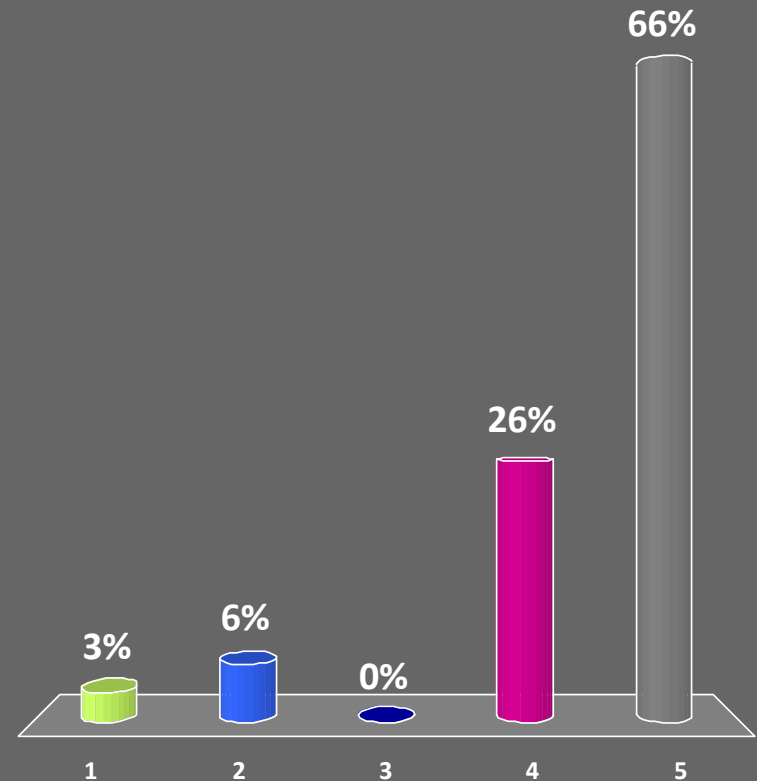
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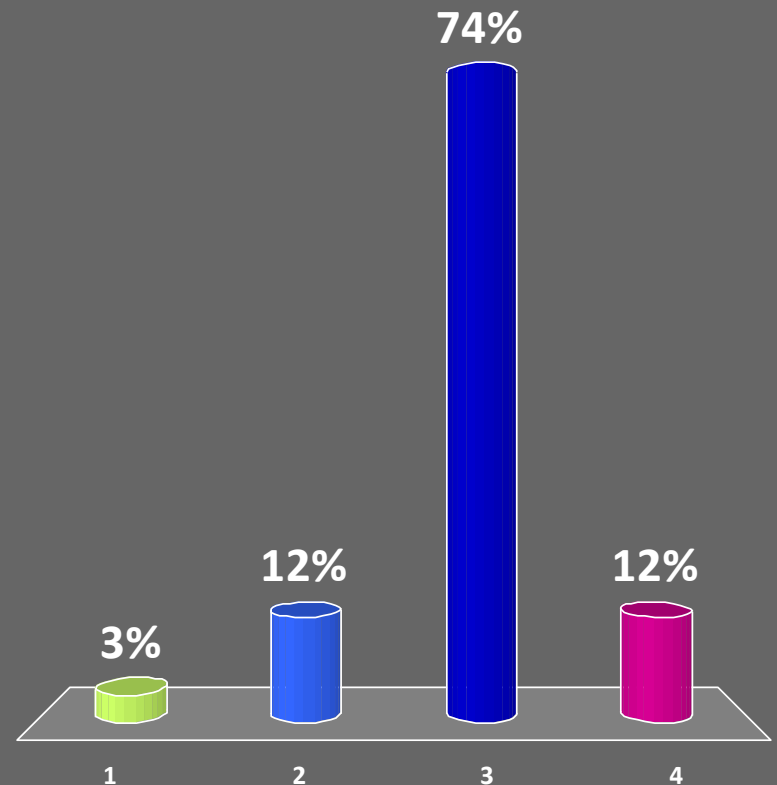
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# What do we mean by “Strategic Commissioning”

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.

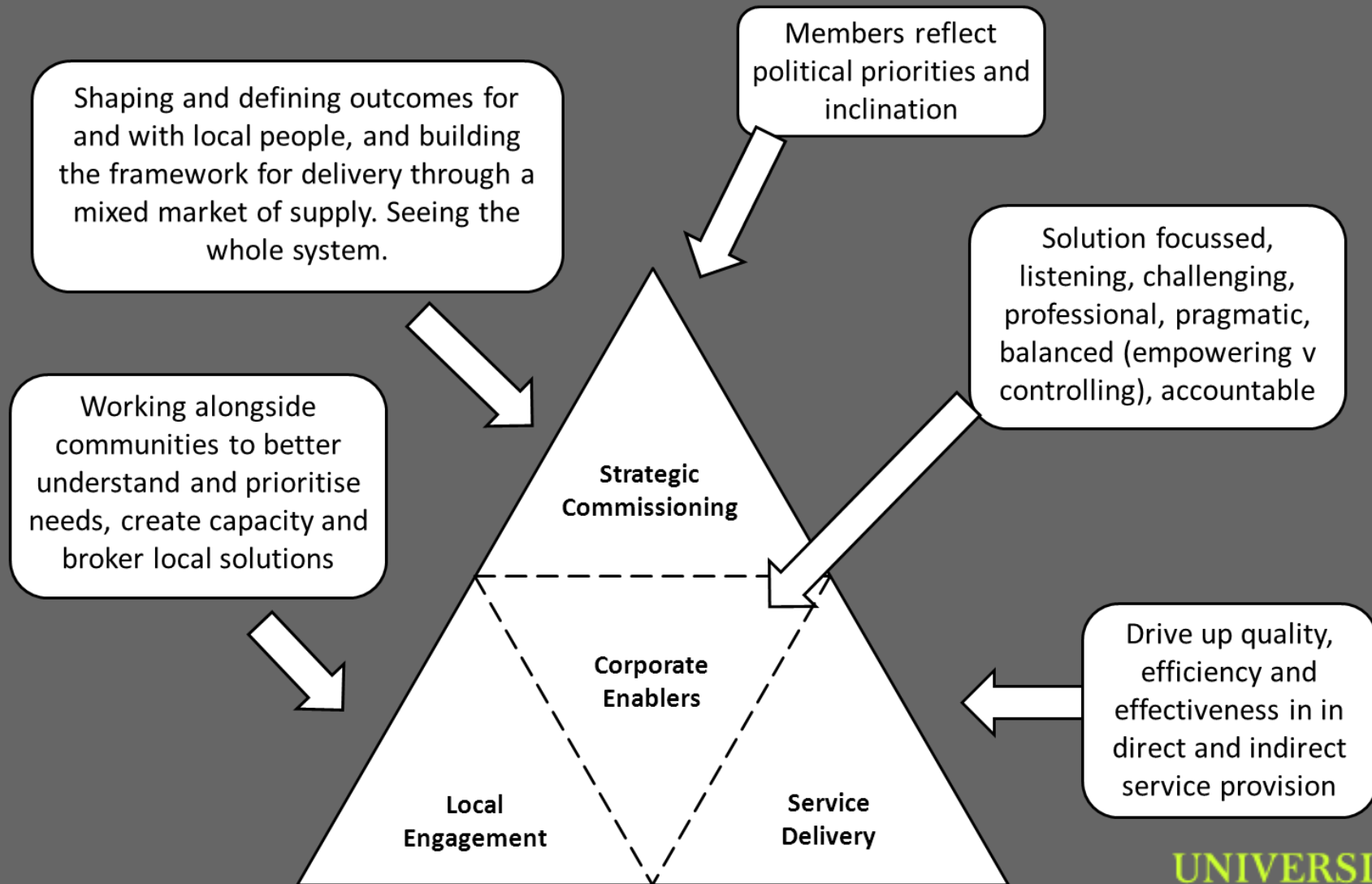
In doing so, Strategic commissioning needs to develop policies, capabilities, service models, partnerships and markets to secure solutions or services in the most cost effective and sustainable way.



# 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)

Who with?

Communities  
Users  
Suppliers  
Partners

To Secure

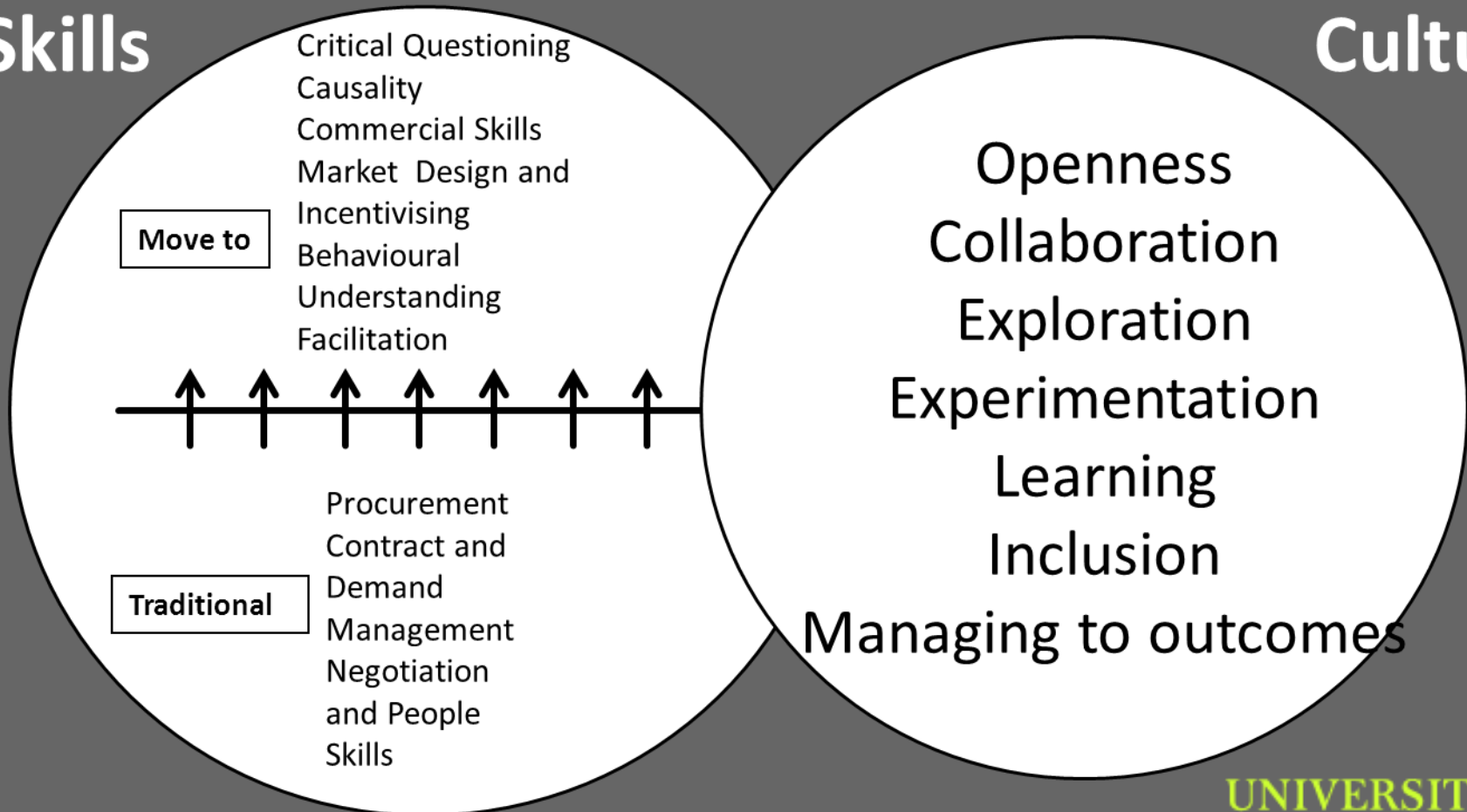
Resilience  
Sustainable Outcomes  
Flexibility  
Reduction in need  
Local economic benefit

Commissioning

# The Skills and Culture Stretch

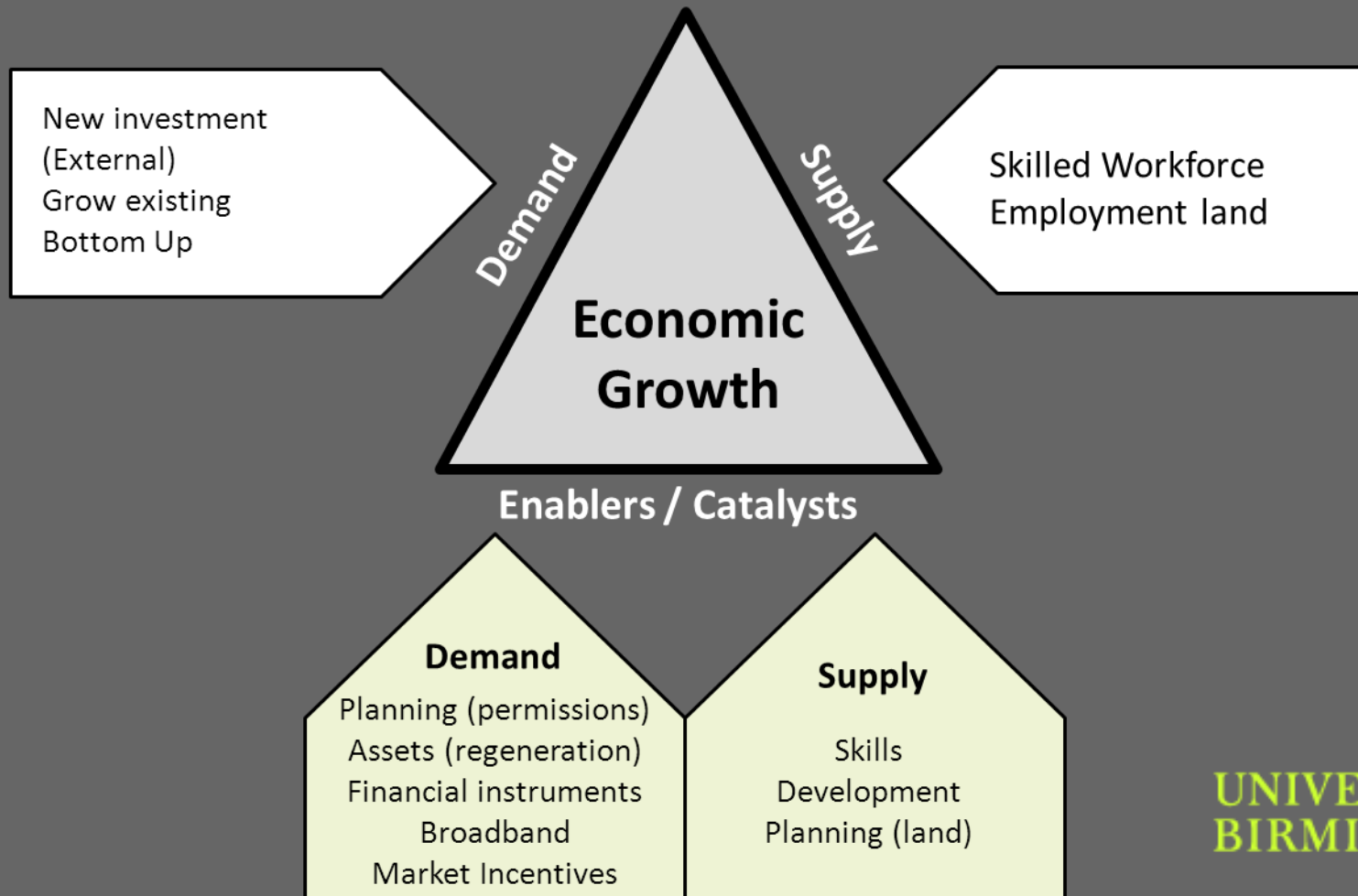
Skills

Culture



# Strategic Commissioning : Seeing the whole system

## Economic Growth



# Whole system : The vulnerability continuum

**Our traditional approach**

## Commissioning focus

- High cost Vs low numbers
- Respond to need
- Re-enforce dependency in service design



**I'm well and independent**

**I'm independent now but at risk of becoming dependent**

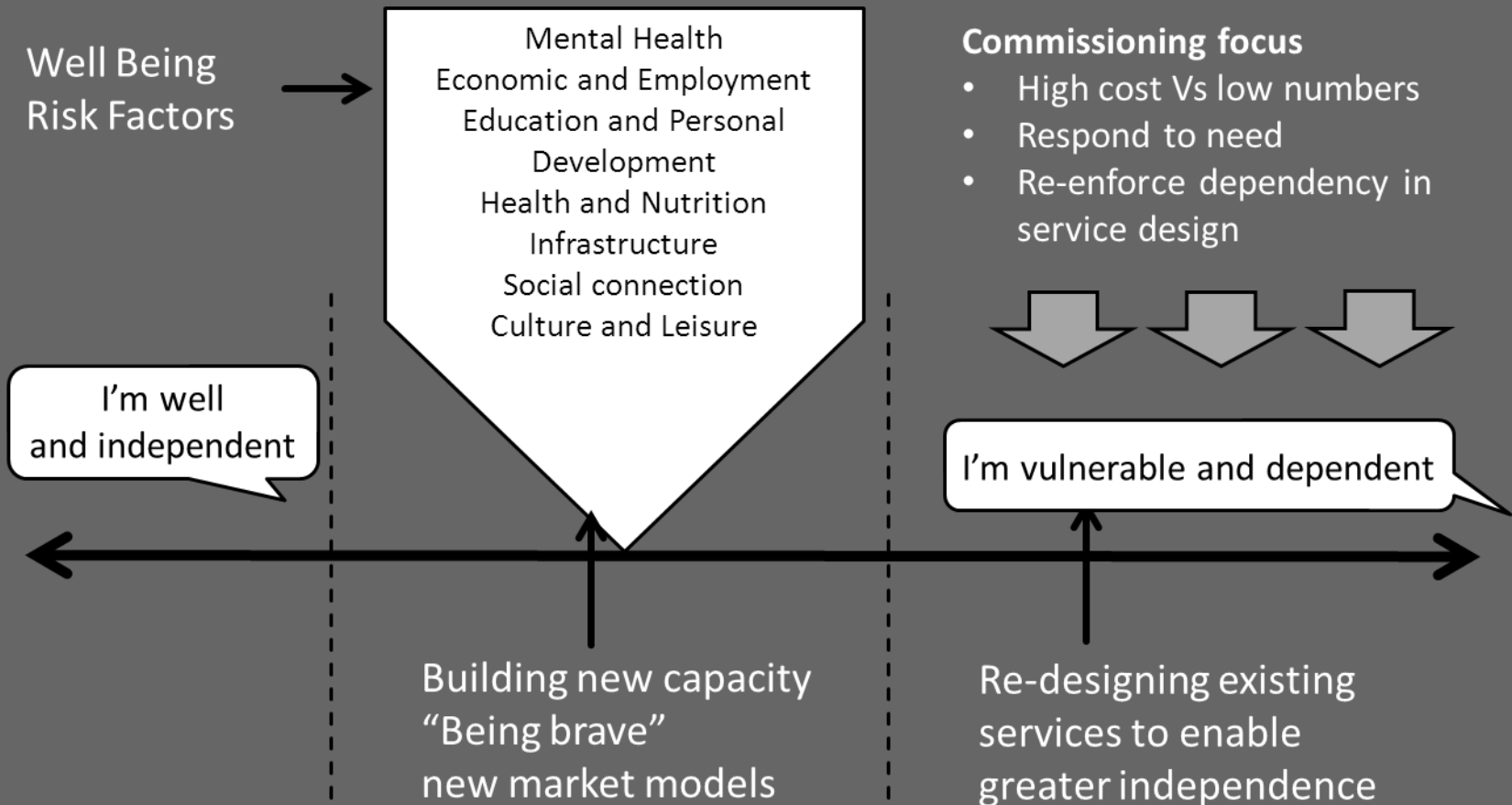
**I'm vulnerable and dependent**



**Providers**

Combination of in-house with Stable registered providers, Commissioned traditionally

# Commissioning for Resilience



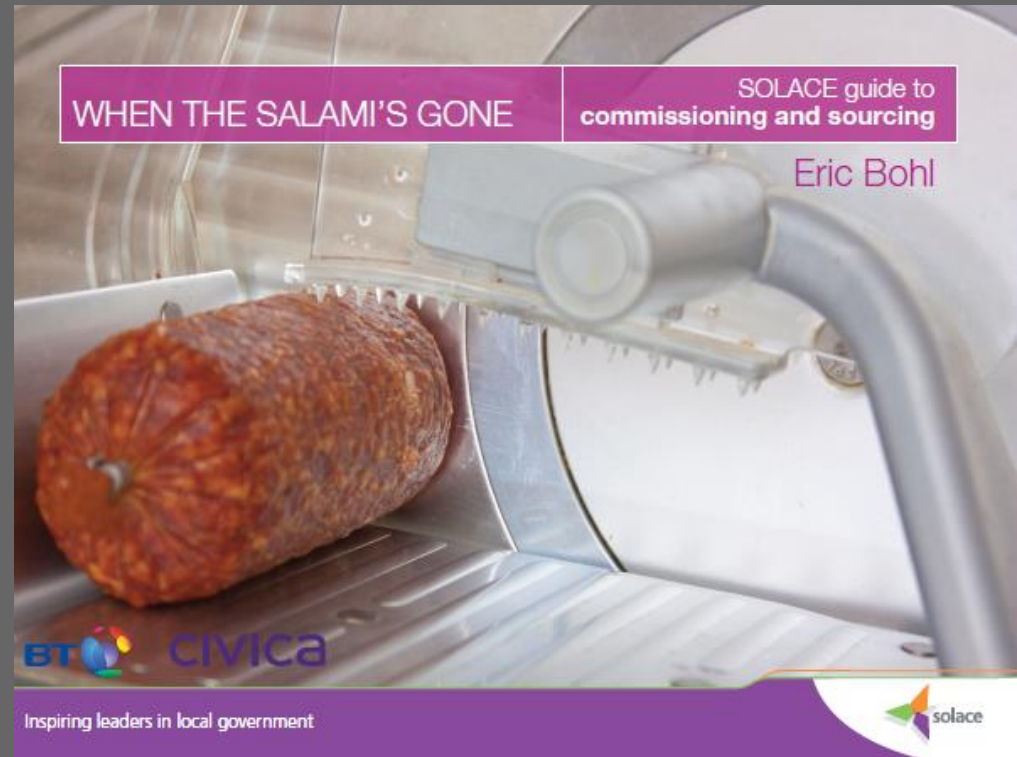
## Which providers and where?

UNIVERSITY OF  
BIRMINGHAM



# 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.
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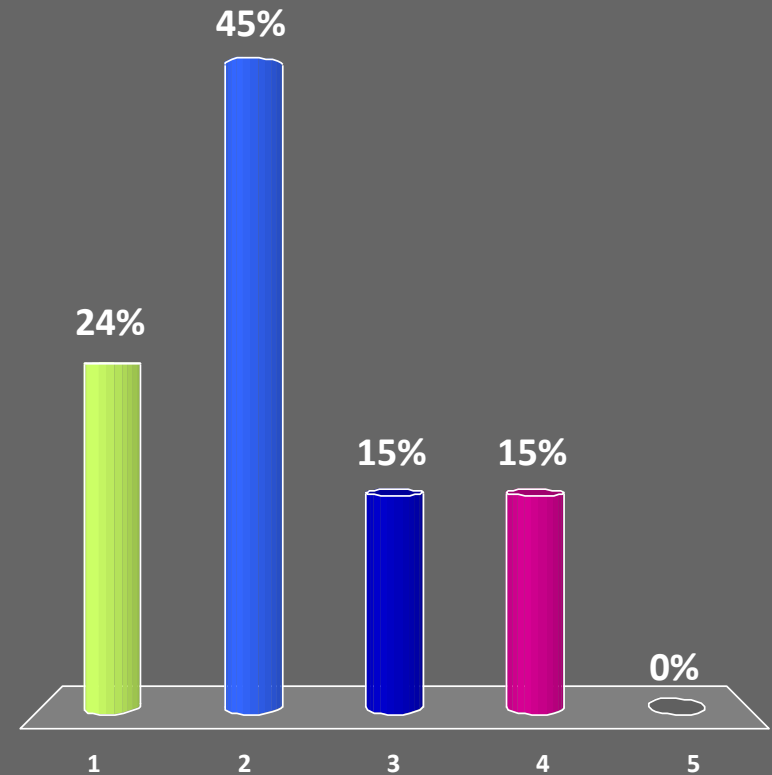
# Making commissioning work

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.

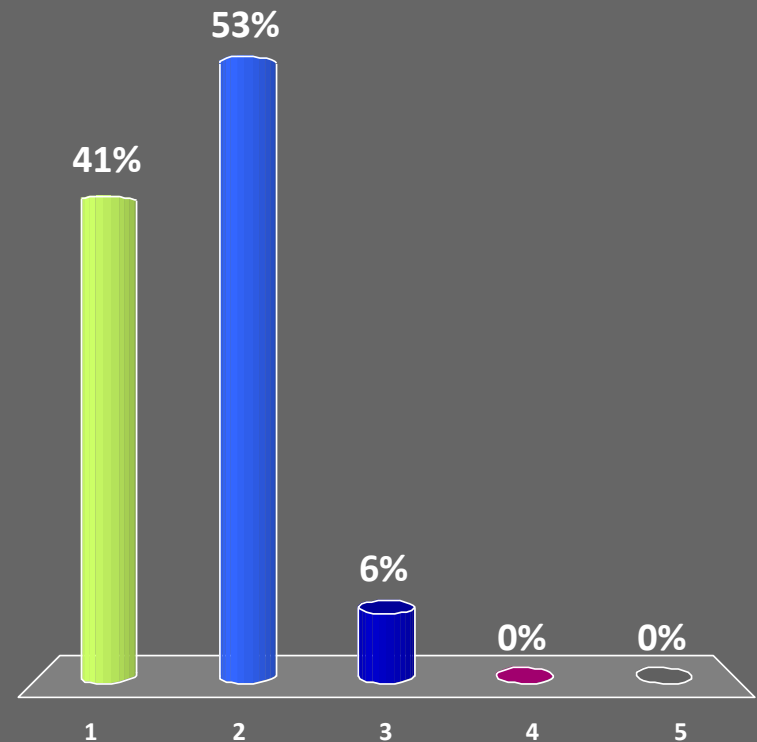
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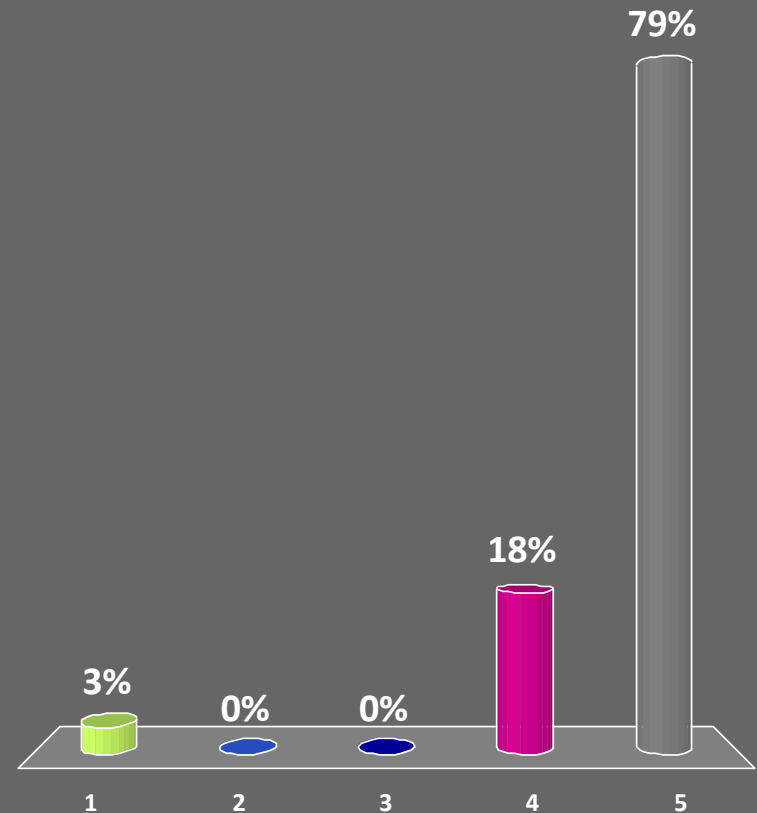
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