Greater Manchester Local Commissioning Academy

Day 1: 27th April 2016
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<tr>
<td>9.00</td>
<td><strong>Academy registration</strong></td>
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<tr>
<td>09.15</td>
<td><strong>Welcome and introduction to the Academy</strong> - Belinda Weir, Cohort leader</td>
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<td>09.30</td>
<td><strong>Context; devolution, people, place and politics</strong> - Dr Carolyn Wilkins, Chief Executive,</td>
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<td>Oldham Council and Greater Manchester Workforce lead</td>
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<td>10.00</td>
<td><strong>Context; commissioning in Greater Manchester</strong> - Rob Bellingham, Director of Commissioning, Greater Manchester, NHS England</td>
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<td>10.30</td>
<td>Refreshment break</td>
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<td>10.45</td>
<td><strong>Defining commissioning and its benefits</strong> - Benjamin Taylor, Managing Partner, RedQuadrant</td>
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<td>12.05</td>
<td><strong>Table exercise: our local system</strong> - Belinda Weir, Cohort leader</td>
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<td>12.45</td>
<td>Lunch</td>
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<td>13.15</td>
<td><strong>Outcomes-based commissioning – practical implementation</strong> - Alex Towers and Bryony Langdon, London Borough of Sutton</td>
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<td>14.15</td>
<td><strong>Table exercise: moving to an outcomes and systems approach</strong> - Belinda Weir, Cohort leader</td>
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<td>15.00</td>
<td>Refreshment break</td>
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<tr>
<td>15.15</td>
<td><strong>Organisation/participant introductions : trio exercise</strong> - Belinda Weir, Cohort leader</td>
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<td>16.00</td>
<td><strong>Commissioning Academy: learning philosophy and approach, introduction to 100 day plans</strong> - Belinda Weir, Cohort leader</td>
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<td>16.30</td>
<td><strong>Reflections and forward look</strong></td>
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Welcome and introduction

Cohort leader: Belinda Weir
Introduction to the Academy

• Core purpose is to build the capabilities and confidence of public service managers working in commissioning roles

• Participants from all parts of public sector and able to influence transformational change

• Safe space to debate and experiment

• Combines thought leadership and peer learning with practical implementation via 100 Day Plan

• Focus on public service transformation
The Academy programme

- Six days:
  - outcomes based commissioning;
  - assets and funding models;
  - markets and provider perspective;
  - policies and tools;
  - implementation

- Latest ideas, practical and experience and shared learning

- Knowledge sharing and debate

- Peer to peer learning and constructive challenge

- Raising ambition and enhancing performance – an investment in you!
Why a Greater Manchester Academy?

• Support devolution agenda

• Use all available resources for greatest benefit of citizens

• More consistent, common approach

• Be innovative and look at new approaches

• Ensure Greater Manchester core values are embedded in all we do

• Embed a mindset of “think GM”
Greater Manchester Authorities
Greater Manchester: a history of working together

From 1986:
- AGMA, GMITA and Airport

2008:
- Business Leadership Council Established
- Publication of MIER

2009:
- Prosperity For All Greater Manchester Strategy

2010:
- GMCA and LEP Established
- Thematic Commissions Established

2011:
- Community Budget Pilot
- Transport for GM

2012:
- Manchester City Deal

2013:
- Growth and Reform Plan
- New GM Strategy

2014:
- Growth Deal
- Devolution Agreement

2015:
- Health and Social Care Devolution Agreement
The GM Strategy

- To move GM from being a cost centre to a net contributor to national public finances
- GM currently generates £17bn in taxes BUT requires £22 billion in public spending
The GM Strategy: Growth and Reform

Aim to close the £4.7 billion gap through growth and reform by:

• creating high quality places that will attract and retain more productive people and businesses
• reforming public services to improve outcomes for local people

Devolution of powers and budgets to GM is vital to enable this
Devolution- GM Agreement

- First Devolution agreement signed November 2014 by council Leaders and government with further devolution announced as part of the summer budget with additional powers announced in November 2015.
- The fourth Devolution agreement was agreed in March 2016
- Agreed new powers and responsibilities around transport, planning and housing, skills and business support and transport
- GM will have a directly elected mayor from 2017 who will oversee the work of the GMCA alongside council leaders
- GMCA has appointed an interim mayor, Tony Lloyd, who will chair the GMCA until then.
- Some powers are devolved direct to the Mayor, others are to the GMCA.
Devolution – Health & Social Care

• Health and Social Care MoU devolving £6 billion of health spending signed Feb 2015 by NHS England, councils, CCGs, NHS foundations and trusts. This covers:
  - Primary care
  - Acute care
  - Community services
  - Mental health services
  - Social care
  - Public health

• Place Based Agreement to support prevention through joined-up public health leadership signed July 2015
Devolution – Health & Social Care

Vision:

To ensure the greatest and fastest possible improvement to the health and wellbeing of the 2.8 million citizens of Greater Manchester.
Devolution – Health & Social Care

Devolution Dividend:

- More integrated planning than ever before (i.e. beyond health and social care including 10 locality plans and a single GM plan committed to by the 37 orgs)

- More coherent delivery than ever before (binding provider decision making, mental health etc)

- Joined up governance - holding each other to account and connecting to the population like never before
GMCA – Key Messages

Strategic Framework:
• Stronger Together
• Growth and Reform

Focus:
• Improving lives of Greater Manchester people
• Informed policy into practice
• New relationship between citizen, state & society
Principles Underpinning the next Phase of Reform

- A new relationship between public services, residents, communities and businesses to enable shared decision making, democracy and people’s voice
- Delivering services differently using asset based approaches
- Initiate behaviour change supporting residents and communities to take control
- A place based integrated approach with individuals, families and communities at the heart of it
- Strong focus on wellbeing, prevention and early support
- Using evidence led approach to risk and impact to ensure the right level of support at the right time in the right place
- Development of new investment and resourcing models enabling collaboration across a wide range of organisations and sectors
Enablers of Reform

• An integrated delivery Framework for Complex Dependency
• GM Leadership Framework – to support organisational, service and place change

• Workforce change programme – relinquish professional control, enable positive conversations and support to facilitate behaviour change

• Data and information sharing – greater connectivity and effective use of information across the sector

• Evidence base – evaluation and analysis that provides impact and outcomes at individual, place and GM level
#Leading GM

A programme for leaders (current and future) not a leadership programme

Framework – Community - Collection
"At work, no less than in communities, social connectedness plays a critical role in making individuals and companies more resilient”

Our goal is to develop a community of connected leaders across GM by setting out a framework based around our expectations of a GM Leader and developing a collection of materials & opportunities to support
EXPECTATIONS

1. DELIVERS THE GM AMBITION
Understands the GM ambition and the need for it be delivered in all corners of GM.

2. LEADS FROM PLACE
Understands what it takes to transform places. Leads within, and on behalf of their organisations, systems and places.

3. TAKES AN ASSET BASED APPROACH
Recognises and values the strengths of people and places, enabling them to build on these to overcome challenges and make the most of opportunities.

4. UNDERSTANDS IMPACT
Makes decisions ensuring the impact on people and places informs professional / clinical information and judgments.

5. IS DEMOCRATICALLY ASTUTE
Creates a collective responsibility to deliver the GM ambition, understanding governance systems and accountability to people and places.

6. ACTS COLLABORATIVELY
Acts with authenticity, honesty and integrity to build strong collaborative relationships and connectivity across GM.

7. BUILDS TRUSTS
Has a deeply held sense of purpose and is able to share power in a way that supports citizens and others to create the best conditions for people to thrive.

8. CONNECTS WITH PEOPLE
Connects with and respects other people’s stories and history.

9. IS FOCUSED ON BETTER OUTCOMES
Is resilient, innovative, curious and relentless in getting better outcomes across GM.
GM Commissioning Academy

- **Enables innovation:** supporting capacity to test new public service models based on a robust case for change, understanding of costs and benefits, and understanding of the potential scale of impact of reform

- **Enables the scaling up of reform models:** based on robust evidence and evaluation, GM is able to take commissioning decisions that if shown to have impact can be scaled to support broader groups of residents or wider geographies, ensuring flexible approaches that support and reinforce place-based models of delivery. In this stage, commissioning decisions will increasingly move from a ‘reform’ focus to embedding new service models as business as usual

- **Enables decommissioning decisions:** in the process of mainstreaming and embedding reform programmes in mainstream investment planning, decommissioning options can be considered
GM Commissioning Academy

• Framing the commissioning process

• Organisation: System: Place

• Streetscene services vs Clean Streets
GM Grad Fest – Get on the guest list…
Friday 20 November 2015, Manchester
9:30 - 14:30

Are you a graduate or future leader working in Greater Manchester to deliver public services?

Join us a Grad Fest to help to develop a community of future leaders that can be part of a community who can support GM to realise its devolution ambitions.

WHO WILL BE THERE?

Sir Howard Bernstein, Chief Executive at Manchester City Council
Carolyn Wilkins, Chief Executive at Oldham Council
Helen Bevan, Chief Transformation Officer at NHS Horizons Team
Jack Graham, CEO and Founder of Year Here

Book your place by visiting nwemployers.org.uk and click on on events
### Key Events

<table>
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<th>Month</th>
<th>Event Description</th>
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| April 2016 | Tender awarded for leadership programme - June 2016 – Dec 2016  
Commissioning Academy programmes start  
Coaching /secondments available |
| May 2016  | Recruitment to GM Leadership programme  
Systems, Complexity & Leadership Masterclass - 13 May 2016  
Future Leaders - Steering group established  
Street Wisdom |
Future Leaders - Reverse Mentoring matching  
Street wisdom |
| July 2016 | Understanding social movements and mobilising change Masterclass  
Asset-Based Marketplace |
Context: commissioning in Greater Manchester

Rob Bellingham
Commissioning for Reform: The Greater Manchester Commissioning Strategy
Final Draft of Strategy Published in April 2016


THE GREATER MANCHESTER COMMISSIONING STRATEGY

• An ambitious 5 year vision and implementation plan to deliver improvement and reform in Health and Social Care across Greater Manchester

• The strategy outlines the intention to developed integrated commissioning approaches across Health and Social Care

• Initial priorities include Adult Social Care; Children’s Services; Learning Disabilities; Mental Health and improved population health

• Continue existing work to reform urgent and scheduled care, supporting older people as part of Ageing Well, and supporting people and families living with dementia.
THE GREATER MANCHESTER COMMISSIONING STRATEGY

- Strategy developed under the direction of the Joint Commissioning Board (JCB) - Council Chief Execs; CCG Chief Officers; Senior Team of GM Health & Social Care Partnership

- Supported by JCB Executive and JCB Working Group

- Input from series of leadership groups including:
  - GM Health & Social Care Strategic Partnership Board
  - Association of GM Clinical Commissioning Groups
  - Association of GM Authorities Wider Leadership Team
THE GREATER MANCHESTER COMMISSIONING STRATEGY
GREATER MANCHESTER’S AMBITIONS

• Public Service Reform
• Meeting the Financial Challenge
• Making the Most of Devolution Opportunities
• Commissioning to Deliver Core Reform Objectives
• Public Service Reform: a place-based approach to public service reform to make real changes to the lives of residents

• Meeting the Financial Challenge: through greater integration, prevention and early intervention

• Making the Most of Devolution Opportunities: aligned budgets to support development of longer term strategies for transformational change

• Commissioning to Deliver Core Reform Objectives
  o Improved health and well being
  o Improved service quality and outcomes for GM residents
  o Reduced inequalities – within GM and against national comparators
  o Clinical and financial sustainability
  o Use benefits of devolution to support public service reform
OUR PRINCIPLES

People & Place:
Our decisions must help the people and places of Greater Manchester achieve their own vision of the future

Co-Design:
Commissioners, providers and residents working together will create better proposals and a quicker route to change

De-commissioning:
We will not deliver the strategy by commissioning more of the same.

Commissioning at the right level:
Connects the macro (GM) and the micro (individuals/team) levels and makes best use of all assets

Be Bold:
Embrace new models (e.g. Outcome based commissioning) and learn from others, locally and globally.
Workstreams:
A total of seven joint commissioning workstreams, and two broader workstreams. Also links to supporting elements of Governance, Leadership and Capacity and Skills.

GM initial workstreams

- Mental health
- Specialised commissioning
- Population health
- Learning disabilities
- Services for adults
- Services for children
- Primary care
- Substance misuse
- Employment & Skills

Urgent Care
GM has a significant urgent care challenge. To successfully tackle this challenge action will be needed across a number of the workstreams highlighted above. This challenge will therefore be a key component in our planning.

Across all commissioning workstreams clarity will be needed on the governance, leadership and capacity and skills developments needed to deliver on our ambitions.
GM Transformation Themes

1. Radical upgrade in population health prevention
2. Transforming community based care & support
3. Standardising acute & specialist care
4. Standardising clinical support and back office services
5. Enabling better public services

H&SC Transformation

Wider reform across GM

GMCA
BOLTON
BURY
MANCHESTER
ROCHDALE
SALFORD
STOCKPORT
TAMESIDE
TRAFFORD
WIGAN
THE GREATER MANCHESTER COMMISSIONING STRATEGY
An Investment-led Approach to Commissioning:

• Commissioning for improved outcomes – shifting the balance from re-active to pro-active services and investing in prevention

• Criteria for Investment – contribute to existing GM priorities and reform plans, meet agreed standards, supported by robust evidence

• Outcome Based Commissioning – innovative, scales up proven models, links to decisions on de-commissioning
THE GREATER MANCHESTER COMMISSIONING STRATEGY

Phased approach to implementation

Year 1
- Transformation Fund: £450m

Year 5
- Business as usual

Year 1
- Commissioning Budget: £800m

Year 5
- New models of service
- £22bn
THE GREATER MANCHESTER COMMISSIONING STRATEGY

Implementation Plans and Milestones

• Strategy includes 2016/17 milestones for the initial workstreams

• This includes outcome objectives, time scales and potential contribution to financial and clinical sustainability

• Future focus – developing joint commissioning and aligning system capacity to make the most of devolution opportunities
Break
Defining commissioning and its benefits

Benjamin Taylor
Commissioning: definitions and benefits

Greater Manchester
April 2016

Benjamin Taylor
Managing Partner
RedQuadrant
&
Chief Executive
Public Service Transformation Academy
Introducing myself

www.linkedin.com/in/antlerboy
@antlerboy
It may feel like a leap in the dark. But you can experiment safely here.
Elevator pitch(es)

- Better understanding, better range of options, better recommendations, continual learning

The essence of commissioning is constantly looking for ways to improve and learn from: how we do things now; user and business needs; and all potential delivery mechanisms.

Commissioning helps you get results by understanding a business activity area and determining its real purpose within the wider business. It sets out a richer range of choices offering more flexibility to achieve good value for money. And keep learning and improving!

Differentiator:

- Most forms of change tend to be based on a fixed and arguably narrow view of what needs to be changed or how business or analysis should work.
- Instead of leaping to potential solutions and working backwards, commissioning focuses on the real needs that should be met by the business activity area, and takes a much wider approach to understanding user, business, and market perspectives which generates a broader and more innovative range of options including make/buy/borrow etc. This means that you never stop learning because you are constantly getting feedback from user, organisation, and market perspectives.
**System view**

- **Ackoff’s car** – emergent properties can only be understood as of the whole not the part
  - [https://www.youtube.com/watch?v=OqEelG8aPPk](https://www.youtube.com/watch?v=OqEelG8aPPk)

- **Alexander’s patterns** – you build a house by the whole improving, not (or as well as) an individual room
  - [https://books.google.co.uk/books?id=guKWBQAAQBAJ&pg=PA101&lpg=PA101&dq=can%20only%20improve%20a%20room%20if%20you%20improve%20the%20whole%20architect&amp;source=bl&amp;ots=fbiYRKnZ5l&amp;sig=XPDeWmyzYO0yY6hpct0NPO2b9HA&amp;hl=en&amp;sa=X&amp;ved=0ahUKEwiA-KKN69vJAhVFvBQKHay2A4QQ6AEIHzAA#v=onepage&amp;q=can%20only%20improve%20a%20room%20if%20architect%20starts&amp;f=false](https://books.google.co.uk/books?id=guKWBQAAQBAJ&pg=PA101&lpg=PA101&dq=can%20only%20improve%20a%20room%20if%20you%20improve%20the%20whole%20architect&amp;source=bl&amp;ots=fbiYRKnZ5l&amp;sig=XPDeWmyzYO0yY6hpct0NPO2b9HA&amp;hl=en&amp;sa=X&amp;ved=0ahUKEwiA-KKN69vJAhVFvBQKHay2A4QQ6AEIHzAA#v=onepage&amp;q=can%20only%20improve%20a%20room%20if%20architect%20starts&amp;f=false)
  - [http://library.uniteddiversity.coop/Ecological_Building/A_Pattern_Language.pdf](http://library.uniteddiversity.coop/Ecological_Building/A_Pattern_Language.pdf)
COMMISSIONING THINKING – AN APPROACH AND MIND-SET
Not new
Not a method
Not an answer
Better exploration, thinking, and options = better answers
Frameworks
Kit of tools
Practice
Fundamental questions

1. What is the system (part of the system) we are investigating?
   - Understand key issues in delivery today (what’s wrong – what might be causing that)

2. What’s the underlying purpose of the system?

3. What is the actual activity to be delivered to achieve the underlying purpose?
   - What are the options for delivery of that activity?
   - What organisation and support services would enable delivery of that activity?
   - How could that activity best be governed and managed?

4. How do we get there?

5. What have we learned?
A better range of options leading to better recommendations

- **Context and stakeholders**
  - **Context of system (constraints)**
  - **Soft**
    - Perspectives
    - Possibilities
    - Politics
    - Time
    - Authority and responsibility
  - **Hard**
    - Flow of money
    - Flow of work
    - Evidence gathering
    - Business activity analysis

- **Evidence**
  - **Governance**
  - **Customer requirement**
  - **Stakeholders**

- **Delivery options**
  - **Solution options**
    - Make / buy / borrow / share / stop / co-commission / joint commission
  - **Implications of options**

- **Market / delivery**
You never understand an organisation until you start to try to change it
One core approach

1. **Start with a whole system**
2. **Find opportunity**
3. **Act**
4. **Learn**
5. **Predict**
The double diamond – or multiple diamonds

- Divergent thinking
- Convergent thinking
- Problem
- Solution
- Choose delivery mechanism
- Establish delivery mechanism
- Implementation
## Tools for your toolkit

1. Whole system view
2. User / customer perspective
3. Levels of recursion
4. Governance and operations
5. Organisational coherence (peer level, upstream / downstream)
6. Whole / parts relationship
7. Political awareness
8. Technical and /versus complex problems
9. TEPIDOIL (Defence Lines of Development)
10. Authority and responsibility – RAEW analysis
11. Viable systems
12. Delivery options
13. Joint and co-commissioning and co-design
14. Market engagement
15. Market shaping
16. Contestability
17. Measures of outcome
18. Understanding variation
19. Seeing patterns
20. Looking deeper: input / output, demand / resolve, need / outcomes, purpose / delivery
21. Seven ways to save and improve
22. Ways to look at organisations
23. Multiple perspectives
24. Time perspective
25. Diamonds – convergent, divergent
26. Emergent thinking
27. Query the scope
28. Learning loop (predict and learn)
29. Agile / iterative / time-boxed approaches
30. Prototyping
31. Second and n-order effects
## Tools for your toolkit

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Start with the system

- Look up and across
- At and across
- Down and across
What box are you in? What box is the problem in?

The environment of the organisation(s)
What box are you in? What box is the problem in?

The environment of the organisation(s)
DISTINGUISH TECHNICAL AND ADAPTIVE
Adaptive over technical challenges

**Technical problem**
- Problem understood
- Outcome understood
- Authority and command work
- World view not threatened
- Structural authority more important
- Power games likely
- Charisma very helpful

**Adaptive challenge**
- Goal is not known
- Leader likely to be contributing
- Adaptive and systemic approach needed
- Innovation required
- Habits and assumptions must change
- True leadership needed
- Real progress the only thing that counts
- Presence required

**Other indicators**
- People would rather avoid the issue
- Recurring problem
- It’s uncomfortable work
- Failure to resolve competing priorities
- Moving forward feels risky
- There may be casualties
- People must work across boundaries
- Progress cannot be linear
SEVEN WAYS TO SAVE AND IMPROVE
Seven ways to save and improve
v5.5 Updated 14 April 2015

1. All activity is triggered by demand or community need...
   Shape demand

2. ...which hits a contact point or triggers a response
   Create flow

3. ...which uses a process or project to deliver results.
   Reduce waste

4. This requires the use of organisational & community assets...
   Optimise resources

5. ...which are structured in organisations and partnerships...
   Effective organisation
   Optimise procurement

6. ...and have to be procured or sourced from somewhere

7. ...and how we respond to demand or need is determined by policy.

RedQuadrant Sustainability and efficiency framework™
©RedQuadrant
Seven ways to save and improve

1. **Shape and manage demand**: effect behavioural change, reduce failure demand
2. **Create economies of flow**: match capacity and contact points to demand
3. **Reduce waste**: re-engineer processes or develop a whole lean system
4. **Optimise the use of resources**: buildings, IT, vehicles, other assets, people (scheduling, downtime, contracts and management), income generation
5. **Effective organisation**: appropriate grouping and sharing of activities and services, organisational structures, role and task clarity
6. **Optimise procurement**: procure volume, shape the market, reduce or standardise specification or achieve multiplying effects
7. **Change policy**: stop, ration, reduce eligibility, delay, charge, develop to better meet organisational purpose, demand and underlying need, share services, outsource, mutualise, use the third sector

RedQuadrant sustainability and efficiency framework™ ©RedQuadrant
PURPOSE – NEED – DEMAND (SERVICE DELIVERY)
What is a service?

- A service co-creates value with and for the customer
- Our mission is to reduce the effort, time, cost, steps, process...

- **FROM** customer need
- **TO** positive outcome
purpose

needs

demand

control
Greater Manchester Commissioning Academy

- service view – seeing the service as a system
- context
  - purpose and measures
    - citizens
    - demand
      - policy
        - flow
          - process
            - resources
              - organisation
              - sourcing
            - outcomes
            - costs
Greater Manchester Commissioning Academy

- **socio-demographic attributes**
  - community interventions
  - demand interventions
  - assessment and management interventions

- **behavioural attributes**
  - inputs

- population
- purpose (need)
- presenting demand
- provision
- the organisation
- cost
- outcomes

And multiple additional loops and complexities...

- not an input, an outcome

effectiveness and efficiency
measurement assessment improvement
The demand management ‘whole system’

Critical to choose the right interventions across the system
Predictive modelling

- Measurememe and evaluation
- Behavioural science, community resilience
- Align service user, provider, purchaser interests
- Systems leadership
- Early intervention, universal offer, positive deviance
- Agile change to access and process

Greater Manchester Commissioning Academy
Remember: no learning without planning

LEARN
Act or think? It’s both, plus learning

- ‘It is easier to act yourself into a new way of thinking, than it is to think yourself into a new way of acting.’

(variously attributed)

- 'complex systems are messy, connected, contradictory and paradoxical – more than one thing can be true at once. There isn’t a right place to start, there isn’t a best place to start’

'The key to navigating change is that you **develop new ways of thinking and learning** at the same time as **learning from acting in new ways**’

(Arthur Battram)
Transformational learning

Double loop: when the way we/I think is part of it
Triple loop: when identity (mine or the organisations) is part of it

Acting - changing our behaviour
Single loop learning

Reframing - changing our thinking
Double loop learning

Transforming - changing our perceptions
Triple loop learning

Cap Gemini 4
think before you think
POSSIBILITIES OF ORGANISATIONS
‘a plan of organization’
Daniel McCallum
general superintendent
New York and Erie Railroad (‘the Erie’)
1855
Blind men describing an elephant by Hokusai
Four worlds

A traditional view:

- The ‘citizen world’ is separated from ‘service world’ by an invisible divide (we even call it the ‘front line’)
- This is further separated from ‘management world’ by another invisible divide – called ‘performance management’
- In the citizen world, we do market research
- In the service world, we do BPR
- In management world, we do business planning, budgeting – and cuts
- In politician world...

If we are to succeed – we have to link these four worlds!
Some soft and hard principles

<table>
<thead>
<tr>
<th>'Soft' principles – the 'Yin'</th>
<th>'Hard' principles - the 'Yang'</th>
</tr>
</thead>
<tbody>
<tr>
<td>Underlying organisational purpose – the implicit raison d’être, which gets people motivated and unites them</td>
<td>Clear individual objectives – each person knows what he / she is trying to achieve and why, and there is an element of self-setting</td>
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<tr>
<td>People’s skill and will – people have both the skill to do their job and they are motivated, which allows devolvement</td>
<td>Few simple rules – there are a few clear rules which lay down how people operate and the key principles they must follow</td>
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<tr>
<td>Tolerance to ambiguity – things look a bit chaotic and there is a degree of tolerance to such ambiguity</td>
<td>Unambiguous feedback – there are clear measures which enable people to see how they are doing at any point in time</td>
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<tr>
<td>Freedom to act – individuals have full discretion how they go about doing jobs/achieving objectives</td>
<td>Clear boundaries – these lay down what people are enabled to do or not, and where they should operate</td>
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A challenge for you

- **One thing** you want to take from this to guide you
- **One metaphor** for commissioning

On your own – pairs – fours – whole group
Always happy to talk...

Benjamin Taylor
079 3131 7230
benjamin.taylor@redquadrant.com
www.linkedin.com/in/antlerboy
www.twitter.com/antlerboy

www.redquadrant.com

www.redquadrant.com/newsletter for regular updates
WHOLE SYSTEM – PARTNERS AND SUPPLIERS
Commissioning is deciding how to use the total resource available in order to improve citizens’ outcomes in the most efficient, effective and sustainable way.

Inputs:
- Finance
- Capital
- Workforce
- Markets
- Citizens
- Communities

Outcomes:
- Community and place outcomes
- Citizen outcomes and experience

Model from Richard Selwyn – download ‘Outcomes and Efficiency’ free at http://goo.gl/r12UeL
Efficiency: optimising resources

Understanding the resources available and disaggregating budgets
Making best use of all resources including finance, workforce, providers and the market place, buildings, the community and co-production with families

 e.g. How many buildings are used to improve citizens’ outcomes – are these in the right configuration?

 e.g. Family members deliver more outcomes than any other part of the system – do we have the right support to maximise this co-production?
Efficiency: better targeting

Know your citizens – individually and across the population
Targeting the right point in a citizen’s pathway to ensure that universal and specialist resource is used efficiently and effectively, e.g. through early intervention
Targeting the population that is most in need, narrowing the gap, and ensuring resources are not wasted on those that do not need help

*Example:* In one local area 70% of looked after children came from 26 families over a 10 year period – how could we target and use that resource better?
Efficiency: the right mechanisms

Inputs
- Finance
- Capital
- Workforce
- Markets
- Citizens
- Communities

Commissioning is the most efficient, effective and sustainable route

Outcomes
- Community and place outcomes
- Citizen outcomes and experience

Improving our use of commissioning and procurement mechanisms, e.g. frameworks, cost / volume contracts, SLAs with internal services, market management, influence, co-production agreements

Developing commercial skills across the public sector

* e.g. Moving from spot-purchasing to block or frameworks can save 10 to 20%
* e.g. Less than 10% of local resource is controlled by the Local Authority – how can we influence the other 90% to achieve outcomes?
Efficiency: whole system redesign

Using approaches such as Community Budgets to map all resources across system that can be influenced, understanding pathways and through life cost.

Using more sophisticated system design methods, rather than silo teams, organisations and service design.

Partnership working and collaboration with neighbours.

*e.g. Agency staff costs are driven up by competition between local authorities – how can we collaborate to manage the market?*
Table exercise: our local system

Belinda Weir
Lunch
Greater Manchester Local Commissioning Academy

Outcomes Based Commissioning
April 27th, 2016

Bryony Langdon
Senior Business Analyst - Commissioning
Royal Borough of Kingston upon Thames

Alex Towers
Senior Commissioning Officer
London Borough of Sutton
Session Topics

- The approach to outcomes based commissioning in Sutton and in the region
- The drivers for change
- How the chosen approach was put into practice
- How service users and other public, private, voluntary and community sector partners have been (and continue to be!) involved in commissioning
- Management and governance arrangements put in place
- Early results of the outcomes based commissioning approach
Commissioning Approaches
We knew this:
- Reducing funding
- A need to focus on outcomes
- Rising need/expectation
- Changing markets
- A demand for evidence
- Joint commissioning & pooled budgets
- Decommissioning
- More for less v. different for less
- Localism & Citizen/community-led commissioning
- Social Value

But it did feel a bit like this:
The Local Government Finance Settlement increased Kingston’s budget gap from an estimated £35m in 2019/20 to £40m.

- It included a reduction to RBK’s revenue support grant of 41% in 2016/17.
- RBK will be spending 48% less in 2019/20 than it did in 2010/11.
- Savings of £26m have already been achieved between 2009/10 - 2015/16.

What have been the Drivers for Embedding Intelligent Commissioning?

- The number of older people in Sutton (over 65) is expected to grow by 20% by 2019 to nearly 32,000.
- By 2019 there will be over 30,000 people in Sutton with a limiting health problem or disability. Nearly 16,000 of them will be over 65. That’s nearly 50% of all adults over 65.
- The number of children and young people is forecast to increase by 16% from 2011 to 2019.
- The number of children in care has increased by 43% since 2010.
- So far we have saved £43m from our annual budget over 8 years.
- We have to save a further £33m from our annual budget by 2019. That’s the equivalent of £440 per annum increase in the average Band D council tax payment.
- The Local Government Finance Settlement increased Kingston’s budget gap from an estimated £35m in 2019/20 to £40m.

Savings of £26m have already been achieved between 2009/10 - 2015/16.
6 Key Commissioning Workstreams within Sutton’s 100 Day Plan

1. Developing our approach to understanding local need
2. Better understanding how to influence the market to respond to local need
3. Learning & Development proposals to help the council and its partners make best use of the commissioning process
4. Developing our approach to resident/community-led commissioning
5. Enhancing how commissioners manage & monitor performance
6. Producing a method for focusing on outcomes and measuring social impact
Focused on Five Themes

- Working with Residents
- Member Development
- Workforce Development
- Market Development
- Strategic Development
Working with Residents

- Sutton’s Future
- Citizen-Led Commissioning
- All in One Survey
- Kingston Conversation
Residents in Action

- Citizen-Led Commissioning
- Commissioning Framework

Thanks to our carers who interviewed & recommended the best organisation to provide support services for carers.
Member Development

- Two rounds of commissioning training for elected Members: one in 2012/13 and one in 2014 (after the local elections)
- Deputy Leader now has Commissioning as part of their portfolio
- Revised induction programme to include more emphasis on commissioning
- LGA Member development session, which focused on “What it’s like being a Member in a Commissioning Council”
Member briefings

RBK has a Portfolio Holder for Commissioning & Partnerships

All commissioning activity above £100k needs to go to the Commissioning & Contracts Panel, which is made up of senior officers and Members
Workforce Development

- Commissioning e-learning module
- Masterclasses for all managers
- **Ongoing** programme of training - OBA/DA, Specification Writing & Contract Management, Market Development
- IPC course for individual commissioners
- Changes to the Council’s Constitution delegating more responsibility to officers
Workforce Development

- Commissioning e-learning module that is part of the induction process for new starters
- Commissioners workshops
- Contract management training
- Staff Conversations
- Ongoing e-procurement training sessions
Workforce Development

Commissioners
Networks

Shared Service
Architect
training

Changing
organisational
structure
Market Development

- One Council Market Development Strategy & Position Statement
- Consortium, infrastructure capacity building fund, Compact
- Institute for Government

- Voluntary & Community Sector
  - Kingston Community Commissioning Project
  - Active & Supportive Communities
  - Commissioning Framework
Strategic Development

- Take part, take pride, **take responsibility**
- Build on significant existing commitment to volunteering and feeling a part of their community
- Led by local Elected Members who are active and engaged in their communities
- Focus on identifying assets and networks in the community to inform Sutton Plan
Strategic Development

Kingston Plan

Council, JobCentre, Chamber of Commerce, Leading Learning & Skills, KREC, PCT, Police, KVA, Save the World, Kingston First, Kingston University

Role of the Council and our contribution to partnership working and improving outcomes against our shared priorities
Strategic Development

Our Kingston Community Outcomes

People
1. People achieve wellbeing, independence and live healthy lives
2. A place where people prosper and reach their full potential with high quality education, skills and employment
3. A safe and resilient community where everyone is welcome and which supports the most vulnerable
4. A network of engaged communities where everyone has a voice and does their bit

Growth
5. A borough that embraces growth and attracts investment for a stronger, more diverse economy
6. A borough of choice and opportunity that has broken the mould to increase the availability of housing and jobs
7. A sustainable borough with a diverse transport network and quality environment for all to enjoy
8. A borough with an identity rich in history, heritage, culture and creativity which drives its future

GMCA
BOLTON
BURY
MANCHESTER
ROCHDALE
SALFORD
STOCKPORT
TAMESIDE
TRAFFORD
WIGAN
Lessons Learned

▪ Use (and master!) the same language
▪ Seniority doesn’t guarantee understanding
▪ Don’t underestimate the impact of what “moving to commissioning” can mean to different stakeholders
▪ Don’t underestimate residents’ understanding of commissioning & willingness to take part
▪ Staff need to be empowered to know they have “permission”
▪ Moving to outcomes requires a level of professional, values-based judgement
▪ Change is a normal part of commissioning
Regionally, there’s a lot going on...

**DRAFT Memorandum of Cooperation - RB Kingston and LB Sutton**

This Memorandum sets out the collaboration and cooperation

Cllr Kevin Davis
Leader of the Council
Royal Borough of Kingston upon Thames

February 2016

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**Regional Commissioning Academy Conference**

“The London Borough of Sutton and Royal Borough of Kingston upon Thames are co-hosting an inaugural regional Commissioning Academy to discuss our commissioning journeys so far, recent examples of best practice and opportunities for collaboration in the future.”
What Next?

...and there’s a lot of equally important local stuff going on too

Sutton Plan
Council, JobCentre, Chamber of Commerce, CCG, Police, VCS, Successful Sutton, etc.
Table exercise: moving to an outcomes and systems based approach
Break
Organisation and participant introductions

Belinda Weir
Learning philosophy and approach
100 Day Plans
Belinda Weir
Reflections and forward look

Belinda Weir
Close