



social care
institute for excellence



Commissioning for a better future - Useful resources

Social Care Innovation Network - Phase II



Introduction

In support of our draft framework, we have reviewed a range of materials published to support of commissioning and commissioners. We have summarised the trends and offered short reviews and links under relevant categories.

Summary of key trends in commissioning material

Integration/alignment between health and social care features widely in prominent materials as does recognition of the **value of communities and VCS as partners** – this is often located within the context of **place, population or locality**

Co-production, person-centred and asset-based approaches as concepts are more prominent across the discussion regarding commissioning that previously, although the definitions and understanding of these terms is not consistent

There is a recognition that health and social care is complex and that **commissioning needs to reflect the complex systems** that operate – however health and wellbeing boards, local strategic partnerships and market position statements are far less prevalent in discussion now than five years ago

The **changing health landscape** is a significant feature of recent thinking on commissioning – the emergence of STPs, ICSs and PCNs present **new contexts within which collaboration will take place**. However, there is not a consistent understanding about the form they will take and the impact they will have. The work in Greater Manchester offers an experiment in **evidence-based investment and decommissioning** that recognises that **commissioning decisions need to be taken at the right level** with a need for **flexibility within a complex system**

Increasingly, discussion recognises the urgent need to address challenges in the workforce and the need for commissioning to play an active role in **developing and sustaining the right kind of workforce** working creatively across the public sector and **recognising people's motivation for working in social care**

Discussion has also emphasised the importance of sharing or devolving power – with commissioning **closer to communities and people** to have them shape the nature and type of care and support to better meet their needs and expectations. There is a shift in emphasis **moving away from centralised, rules-based compliance** to a focus on the **quality of relationship, sharing power and devolved commissioning to providers, alliances, communities and individuals**

In a number of approaches the concept of **commissioning cycles** is still seen as valid and has been adapted – for instance to stress the need to gather and use learning / evidence, test new models, evaluate and then implement / scale, and to also make decisions about decommissioning

Outcomes-based commissioning is still a key feature although some of the limitations are highlighted in some discussion and in some cases definitions and models have developed in ways which make them more complementary with asset-based approaches

Think tank and academic institutions

Title	Exploring the new world (March 2019)
Author	Toby Lowe and Dawn Plimmer - Collaborate CIC
Link	https://collaboratecic.com/exploring-the-new-world-practical-insights-for-funding-commissioning-and-managing-in-complexity-20a0c53b89aa
Overview	<p>This report explores the key features of their research findings: 1) working in a way that is human, 2) prioritises learning and takes a 3) systems approach.</p> <p>Human – People who work in a way that is informed by complexity use the language of ‘being human’ to describe what they do.</p> <p>Learning – People working in this way also speak about learning and adaptation. They describe how their work is not about delivering a standardised service, but rather that it is a continuous process of learning which allows them to adapt to the changing strengths and needs of each person with whom they work.</p> <p>Systems – Finally, people working in this way recognise that the outcomes they care about are produced by whole systems rather than individuals, organisations or programmes. Consequently, to improve outcomes, they work to create ‘healthy’ systems in which people are able to coordinate and collaborate more effectively.</p> <p>‘Organisations have created change by an iterative process of:</p> <ul style="list-style-type: none"> • starting with purpose • understanding the system – Making the system visible – Building relationships and trust – Establishing shared purpose – Developing principles, values and behaviours • co-designing • experimentation, reflection and redesign • putting learning at the heart of governance • embedding and influencing. <p>These processes of change may provide some navigational aids for the “system stewards” seeking to enable change.’</p>
Keywords / Phrases	Individual motivation / learning / complex systems / shared responsibility

Title	Human Learning Systems Collaborative and website
Author	Human Learning Systems
Link	https://www.humanlearning.systems
Overview	This is a compilation of resources for people interested in learning about the Human Learning Systems approach. ‘The HLS approach starts with the belief that public service exists to create the conditions which enable each person to create good outcomes in their lives.’
Keywords / Phrases	Complexity / connected / interdependent

Title	Can an ‘invest to save’ approach help improve commissioning (22 Nov 2018)
Author	Ian Burbidge RSA
Link	https://www.thersa.org/discover/publications-and-articles/rsa-blogs/2018/11/can-an-invest-to-solve-approach-help-improve-commissioning https://www.thersa.org/about-us/staff/profiles/ruth-hannan
Overview	<p>RSA blogs that applies the RS Invest to solve approach detailed in its report ‘Move fast and fix things’</p> <p>https://www.thersa.org/discover/publications-and-articles/reports/move-fast-and-fix-things</p> <p>It describes the approach as ‘think like a system act like an entrepreneur’. It references The ‘Art of the possible in public procurement’ (Villeneuve-Smith and Blake).</p> <p>‘For all of this desire amongst Commissioners to think afresh, there can be a countervailing force... That barrier is often perceived to be procurement – with regulations and iron-bound processes acting to stifle reform, hamper innovation and maintain the status quo’.</p> <p>It goes on to say that ‘Such blind maintenance of the status quo in the face of compelling evidence for change is our definition of the “immune response to change” in action. This is the ‘computer says no’ mindset, of overbearing bureaucratic processes crowding out common sense. In recent work we have been exploring this notion – reasons why things can’t or shouldn’t happen, whether or not they makes sense’.</p>
Keywords / Phrases	Entrepreneur / systems / flexibility / bureaucratic resistance to change / procurement as a barrier

Title	Shifting Shapes (June 2018)
Author	University of Birmingham funded by NIHR
Link	https://www.birmingham.ac.uk/Documents/college-social-sciences/social-policy/HSMC/Shifting-Shapes-WP1-Report-final-030718.pdf
Overview	<p>‘The Care Act 2014 assigned local authorities in England the responsibility to ensure that there is a wide variety of good-quality care services available for people who need them. Older people, people with disabilities, people using mental health services and people with caring responsibilities should all have access to information about what services are available locally. Those services should be person-centred and high quality. The Shifting Shapes research project focuses on two aspects of the Care Act which underpin high-quality support: first, the duty placed on local authorities to shape local care markets; second, the requirement to support individual choice and control within the broader wellbeing duty, which is referred to by the term ‘personalisation’ in the Care Act statutory guidance.</p> <p>Key findings:</p> <ul style="list-style-type: none"> • Definitions of market shaping and personalisation are fluid and there is uncertainty about what good looks like

	<ul style="list-style-type: none"> • Local authority survey respondents and national stakeholder interviewees see financial constraints as the major challenge facing care services, inhibiting the impact of the Care Act • The care market within a locality is divided into multiple sub-markets, making market shaping a complex and fractured activity • Survey respondents are utilising preferred provided frameworks and/or block contracts to assure the stability of supply, which takes precedence over maximising choice and diversity • National stakeholder interviewees feel local authorities could do more to incentivise providers to innovate. Local authority respondents see providers as resistant to change • Survey respondents gave some good examples of local-level integration with health, e.g. growing numbers of joint market statements and good use of Integrated Personal Commissioning (IPC). However, there was some scepticism that integration with health will improve social care provision, and anxiety that system level integration will make it harder to integrate around the person • Rules (e.g. tenders, contracts, monitoring) and relationships (with providers and local communities) are two key variables in effective market shaping and personalisation • Four local authority types of market-shaping were identified depending on their configuration of rules and relationships with providers and people using services: <ul style="list-style-type: none"> o the procuring council (high rules, weak relationships) o the commissioning council (high rules, strong relationships) o the open market council (weak rules, weak relationships) o the partnership council (weak rules, strong relationships) <p>If the Care Act envisages effective care markets that stimulate provider innovation and diversity in order to offer choice and control to all people using services, then the open market and partnership models are two models which support that. The procurement and commissioning models are rule-driven and likely to limit scope for diversity and innovation</p>
Keywords / Phrases	Personalisation / market shaping / procurement / market position statements / rules vs relationship / open markets / partnership

Title	A whole new world — Funding and commissioning in complexity (May 2017)
Author	Collaborate CIC - Toby Lowe and Newcastle Business School
Link	https://collaboratecic.com/a-whole-new-world-funding-and-commissioning-in-complexity-12b6bdc2abd8
Overview	<p>‘Recognising complexity and messiness is part of a fundamental reality in people’s lives and the systems we work in. Current systems of commissioning, procurement and performance management are needed to reflect this. The report proposes that we need complexity-friendly versions of funding and performance management that are human and systemic. This presents a problem in evaluating impact and for instance proposes that OBC only works in narrow silos and is geared to find good looking data.</p> <p>However, the thinking around solutions is also messy It highlights three shifts in new thinking that provide reference points: Human motivation, learning / adaptation and systems health: quality of relationships.’</p>

	<p>‘Complex problems require collaborative solutions and increasing numbers of funders — across the public and voluntary spheres — are experimenting with new ways of sharing power. Many are stepping into the role of broker, convening stakeholders across the complex environments in which they operate, seeing the maintenance of ‘system health’ as a crucial part of their role.....they invest both time and money into network infrastructure to do this. This is fundamentally challenging for certain institutional processes — and behaviours — nonetheless, many work in spite of these barriers, or in some cases as we’re seeing from the research, are dismantling these barriers, reinventing processes and behaviours to be more fit for purpose.’”</p> <p>‘The research shows that trust is key here and enables those on the frontline to respond more effectively to the complexity of the lives of the people they are trying to help. It frees them up to respond to the issues that matter for people, moving beyond old notions of accountability. We now want to understand more about how funders and commissioners are responding to these challenges in their practice. If you move away from KPIs and targets, how do you know you’re having an impact? Is there still a role for measurement, and what is it?’ (Annabel Davidson Knight, Collaborate)</p> <p>‘The research aims to encourage charitable funders and public service commissioners to not only do things in a different way, but to ask an entirely different set of questions. Our findings suggest many are already starting to do this, placing central importance on three common things: the motivation of those who do the work, learning as the route to improving practice, and the quality of relationships and the networks of which we are part.’</p> <p>‘Examining the way in which staff are motivated is paramount. Those working in this sector tend to be intrinsically motivated to do the right thing and so aren’t necessarily inspired by hitting targets that don’t reflect the complexity of the lives of the people they are trying to help. They are more likely to respond to help and support to improve their judgement and practice.’ (Toby Lowe, Senior Research Associate at Newcastle University Business School)</p>
Keywords / Phrases	Human motivation / learning / relationships / network infrastructure / complexity / sharing power / system health

Title	At the heart of health: Realising the value of people and communities (2016)
Author	Nesta
Link	http://www.nesta.org.uk/publications/heart-health-realising-value-people-and-communities
Overview	<p>This report explores the value of people and communities at the heart of health, in support of the NHS Five Year Forward View vision to develop a new relationship with people and communities.</p> <p>Key findings:</p> <p>Person- and community-centred approaches for health and wellbeing have significant potential to improve outcomes for individuals, support the development of strong and resilient communities and, over time, help reduce demand on formal health and social care services. There is evidence from both research and practice to demonstrate the benefits of person- and community-centred approaches, across three dimensions of value:</p> <ul style="list-style-type: none"> • Mental and physical health and wellbeing – Person- and community-centred approaches have been shown to increase people’s self-efficacy and confidence to manage their health and care, improve health outcomes and experience, to reduce social isolation and loneliness, and build community capacity and resilience, among other outcomes. • NHS sustainability – These approaches can impact how people use health and care services and can lead to reduced demand on services, such as emergency admissions and A&E visits. • Wider social outcomes – Person- and community-centred approaches can lead to a wide range of social outcomes, from improving employment prospects and school attendance to increasing volunteering. They also can potentially contribute to reducing health inequalities for individuals and communities. This report seeks to bring together in one place a wide range of person- and community-centred approaches for health and wellbeing. It provides an overview of the existing evidence base with a particular focus on the potential benefits of adopting person- and community-centred approaches. It also describes where there are gaps in the evidence and where we need to know more. <p>‘We intend the report to be a practical resource to support the work of commissioners, providers, communities and others seeking to find ways to empower individuals and communities in their health and care. In addition, we hope that it will help commissioners, policymakers and practitioners to understand the range of approaches available, some of the key components and their potential to improve health and wellbeing outcomes, NHS sustainability and social value.’</p>
Keywords / Phrases	Person and community centred / health and wellbeing / reducing demand / empowering communities and individuals

Title	Commissioning for outcomes and co-production (June 2014)
Author	New Economics Foundation
Link	http://b.3cdn.net/nefoundation/974bfd0fd635a9ffcd_j2m6b04bs.pdf https://neweconomics.org/2014/06/commissioning-outcomes-co-production
Overview	This handbook and practical guide are the result of eight years of collaboration between the New Economics Foundation (NEF) and local authorities. It sets out a model for designing, commissioning and delivering services so that they: focus on commissioning for 'outcomes', meaning the long-term changes that services and other activities achieve; promote co-production to make services more effective and bring in new resources, by working in partnership with the people using their services; promote social value by placing social, environmental and economic outcomes at the heart of commissioning.
Keywords / Phrases	Outcomes / co-production / social value / commissioning cycle / partnership

Title	Beyond Big Contracts – Commissioning public services for better outcomes (2014)
Author	Collaborate at South Bank University and the Institute for Government
Link	https://www.instituteforgovernment.org.uk/sites/default/files/publications/Beyond%20Big%20Contracts.pdf
Overview	<p>Report that identifies key trends in public services and commissioning including:</p> <ul style="list-style-type: none"> • shift to outcomes-based contracts • transferring financial risks • breakdown in relationships between commissioners and providers and also within consortia and existing partnerships. <p>Recommendations focus on the need for collaboration and co-production. 'Co-production and co-creation are the essential, indispensable component parts of what in this report we have called a "Commissioning 2.0" approach. As the report argues, it is not a question of public sector versus private or social sector provision. The issue is about how we commission to obtain the maximum benefit from limited financial resources; to drive accountability and hold providers to account for their performance; and to create space for the sort of risk-taking and innovation needed to achieve improved social outcomes.'</p> <p>The analysis from the research undertaking informs recommendations and identifies structural weaknesses in the system that undermines commissioning in complex environments.</p>
Keywords / Phrases	Co-production / complex commissioning environments / outcomes-based commissioning / collaborations / relationships

Title	People powered commissioning (2013)
Author	Nesta
Link	https://media.nesta.org.uk/documents/people_powered_commissioning.pdf http://www.nesta.org.uk/publications/heart-health-realising-value-people-and-communities
Overview	<p>Conventional approaches to achieving efficiencies through better procurement will not be sufficient to meet the needs, obstacles and opportunities that face the NHS over the next decade.</p> <p>'The NHS and the public as citizens, patients and taxpayers need the new primary care commissioners to keep their nerve and to ensure that they use the opportunity to develop services to better meet the needs of public, patients and the population. One of the main aspects of the important new services that new commissioners need to develop are those that invest in the increased capacity for people to self-manage their long-term condition. This acknowledges the change in the relationship between patient and care professional from one which is hierarchical to one which is more akin to partnering on a journey and one which builds on the potential of prevention of ill health. Primary care commissioners need to learn to commission these services in such a way as to make them as normal and straight forward part of the NHS as currently they commission elective care services.'</p> <p>Commissioning for the People Powered Health approach is characterised by approaches that:</p> <ul style="list-style-type: none"> • are outcomes based – where outcomes attend to patients' priorities and to indicators of social and economic value alongside traditional (bio-medical) metrics • reflect people's real lives – creating systems that are coherent and responsive to those engaging with them and aligned with everyday life • incentivise and support collaboration – giving rise to new and sustainable partnerships, networks and alliances • make and shape new markets – in which People Powered Health services can develop and flourish • lead to culture change – under the leadership of visionary commissioners.
Keywords / Phrases	Outcomes / incentivise collaboration / leadership / culture change / self-management / build capacity of people and communities

Title	New developments in adult social care (2019)
Author	Professor John Bolton – Institute of Public Care
Link	https://ipc.brookes.ac.uk/publications/pdf/New_Developments_in_Adult_Social_Care.pdf
Overview	Presented as a follow-on to a previous IPC publication on delivering effective outcomes and managing demand in adult social care, this publication takes lessons from visits to six local authority areas – Coventry, Leeds, Manchester City, Somerset, Swindon and Thurrock. In the foreword a link is made to the Social Care Future gathering in November 2018 'where thinkers and activists involved in adult social care (some of whom were users and carers) met to discuss the future of care. They explored a range of options that focused on a more personalised, community-led way of supporting people who had care and support needs. There was a common theme that ran through the discussions – that trying to get the models from the 1990s to work better was

	<p>not the way forward'! This link presages material that advocates of asset-based approaches and areas should find useful – aligning approaches that make better use of public resources with approaches to co-production and the full use of all local assets. To achieve real world change, both are likely to be required.</p> <p>The publication draws lessons and examples from the six areas that seek to both use resources more effectively and sustainably and improve people's outcomes. To do this there is a particular focus on prevention and promoting independence. The core elements discussed are: strength-based assessments, promoting independence and outcome-based commissioning.</p> <p>It is notable that in the descriptions and discussion about outcomes-based commissioning, Professor Bolton offers advice that could be seen to take the approach in directions more aligned with asset-based commissioning ideas that earlier definitions and approaches: Outcome-based commissioning: 1. Be clear as to what are the outcomes to which you might aspire. 2. Ensure that the social work and assessment (and review) processes are also outcome focused and ensure they are part of the discussions to bring about the change. 3. Don't start with any complex payment mechanism. It can make the introduction so much harder. 4. Focus on simple measures that suit the population that is being helped. 5. Don't hold providers to account entirely for the outcomes. Always allow for a discussion of all stakeholders so there can be an exploration as to why certain targets are met and others are not. 6. Change is only likely to be achieved when there is a high level of trust between all the parties. We have found that not to be the case in many cases. The trust is built through partnership working and discussions. 7. Consider the move to a trusted assessor model where providers can help with reviews and in particular when people are ready to end or reduce their services. 8. Where providers have traditionally been excluded from discussions about the shape and type of service it may be helpful to have a neutral party to either chair or help to oversee the development of the approach.</p>
Keywords / Phrases	Strength-based assessments / promoting independence / outcome-based commissioning

Title	Community commissioning. Shaping public services through people power (2019)
Author	Adam Lent, Jessica Studdert and Trinley Walker
Link	http://www.nlgn.org.uk/public/2019/community-commissioning-shifting-to-prevention-through-people-power/
Overview	<p>Following on from the previous publication 'The Community Paradigm', this publication makes the case for Community commissioning: 'Community commissioning would result in numerous benefits for both people and places. Evidence shows that individual wellbeing, community cohesion as well as policy effectiveness all improve on the basis of greater participation among citizens.'</p> <p>The report then seeks to answer four key questions about how public sector bodies should proceed:</p> <ul style="list-style-type: none"> • What is the nature of the service? The implications of community commissioning will differ according to whether it is a discretionary or 'non-core' service or alternatively a statutory or core service being delivered. Over time, however, should community commissioning

	<p>take hold, the statutory/non-statutory distinction will fade in significance as all of the contextual factors that impact on service delivery in a place are addressed holistically.</p> <ul style="list-style-type: none"> • What is the nature of the commissioning network? Whether community commissioning is delivered through a group of residents in a defined geographical area or through those who naturally coalesce around a need or interest will have a big impact on the approach. • What is the method of power transfer? Perhaps the most crucial question. The various formal and informal mechanisms for the transfer of power need to be identified and developed with the community concerned. • What will be the depth of participation? The extent to which commissioning will be community led or institution led will differ between places and services but over time any initiative should move to being as community led as possible. <p>It goes on to make a series of recommendations for government: These include reform of the overarching regulatory framework for commissioning and procurement to make community power more central to decisions surrounding resource allocation. The formal establishment of ‘community constitutions’ are also called for, as a means through which a new community-centred culture could help to be embedded. New funding to help develop community commissioning at the local level is also called for with the Shared Prosperity Fund in particular representing an excellent opportunity for this objective.</p>
Keywords / Phrases	Community paradigm / wellbeing / community cohesion / commissioning / participation funding

Title	Asset-based commissioning
Author	Richard Field and Clive Miller - Bournemouth University
Link	https://ncpqsw.com/publications/asset-based-commissioning/
Overview	<p>This is the seminal work on asset-based commissioning. There is an 11-page summary overview and the main text runs to 215 pages – part history and evolution of commissioning, part story of the policy and practice developments underpinning asset-based approaches and practices, part technical reference for commissioners.</p> <p>A core argument is that public sector resources should be used to ‘enable citizens to pool their assets to achieve personal and shared outcomes, e.g. community safety, defence, education, employment, health, that are best achieved through collective means’. The authors suggest that the current conventional approach to commissioning reflects what has been called the ‘professional gift model’ whereby citizens pay taxes in return for services and supports designed by organisations that provide them free or via part payment. They argue that this model is increasingly inappropriate and unsustainable for a range of reasons including the changing nature of need, demand and expectations. In this situation a more appropriate public service model is based on ‘asset-based practice’:</p> <p>‘Asset-based practice aims to make more effective and efficient use of the total assets of people, communities and organisations. It does this not by reducing the role of the state and transferring the burden to people and communities. Instead, it redefines the role of the state and its relationship to people and communities. It explicitly recognises the roles that people and communities play in achieving outcomes both as co-producers alongside</p>

	<p>organisations, and through personal and community self-help. As co-producers, people and communities are involved as equals in day-to-day decision-making. This changes what both practitioners and people and communities do to co-produce outcomes.'</p> <p>They argue that the paradigm shift needed can't be enabled by conventional commissioning, even in its more evolved form of outcomes-based commissioning, '...overall, the conventional model of commissioning overlooks the potential for redesigning commercially provided services and state funded services and support to complement what people already do, and would wish to do, for themselves and others. Failing to recognise and properly value the contribution people make, causes inefficient and ineffective use of the assets of people, communities and organisations.</p> <p>They argue for a shift to asset-based commissioning defined as: 'Enabling people and communities, together with organisations, to become equal co-commissioners and co-producers, and also via self-help, make best complementary use of all assets to improve whole life and community outcomes.'</p> <p>The publication is aimed at the wide range of people both involved in and using public services who want to see a step change in those services. It is structured to trace the development of asset-based practice and set out its key principles, describe the nature of the shift required and offer a unified model. It brings together many of the useful and positive elements that have been developed and grown in recent decades by people using public services and their professional and organisational allies. Critical to those of us determined to bring about big change on the ground and in our lives, as well as practical examples throughout, the book shows us how to get started. The detailed examples and methods are invaluable.</p> <p>Chapter 5 onwards focus on the shift towards asset-based commissioning. In chapter 5 the authors speak of the differences between conventional and 'asset aware' commissioning. Chapter 6 brings together and builds on developing practice. Chapter 7 details and exemplifies what the shift to asset-based commissioning looks like in each of the major clusters of commissioning activities and levels of commissioning. Chapters 8 and 9 are about getting going. The authors recognise that people wanting to make change at a local level are not starting with a blank sheet. They look at how to get started from the point of view of different groups – people and communities, politicians and local suppliers of services and supports. They offer an 'asset-based audit' for local co-commissioners to review local practice and identify opportunities for progress and phasing. Following this they provide advice on the development of an 'asset-based strategy'.</p>
Keywords / Phrases	Asset-based commissioning / paradigm shift / asset aware/ asset-based practice

Training and workforce

Title	Beyond commissioning
Author	Vanguard
Link	https://vanguard-method.net/2018/06/beyond-commissioning-masterclass/
Overview	<p>The course describes itself as:</p> <p>‘one-day session will help you to change the way you engage with your suppliers/providers to create a collaborative, asset-based approach to improving your service’.</p> <p>‘In the current climate of increasing demand and reducing resources, commissioners are searching for new ways of providing services. Some commissioners are looking at making use of assets that exist through self-help and co-production. With the right method, this can result in profoundly better outcomes. However, to be sustainable, asset-based commissioning has to fundamentally change the thinking that governs the way that any such work is designed and managed and, in turn, how commissioners engage and work with suppliers.’</p>
Keywords / Phrases	Co-production / asset based / self-help / outcomes / governance

Title	Commissioning for wellbeing
Author	Skills for Care
Link	https://www.skillsforcare.org.uk/Learning-development/qualifications/commissioning-for-wellbeing.aspx
Overview	<p>The course describes itself as:</p> <p>‘Launched by Highfield Qualifications, the qualification was developed by Skills for Care, the Association of Directors of Adult Social Care (ADASS), the Local Government Association (LGA) and United Kingdom Homecare Association (UKHCA) in partnership with commissioners, provider associations and personal assistant employers, to support the learning and development needs of people who commission social care services.’</p> <p>Aims:</p> <ul style="list-style-type: none"> • Improved outcomes for people accessing services - develop the knowledge and skills needed to commission services that truly reflect the needs, preferences and aspirations of people wanting or needing to access wellbeing services. • Improved quality and safety of wellbeing services - fully understand the market, legislative requirements, population needs and other key aspects to design innovative interventions, recognise where services may not be achieving outcomes, and take appropriate action. • Improved ability to respond to the market – plan more efficiently by achieving a detailed understanding of how to assess and meet current and future population needs. • Improved workforce knowledge, skill and morale – feel valued, supported and invested in, leads to improved motivation and a sense of commitment and belonging.
Keywords / Phrases	Personalisation / co-production / outcomes / wellbeing / integration

Title	Commissioning Now
Author	Skills for Care
Link	https://www.skillsforcare.org.uk/Leadership-management/developing-leaders-and-managers/Commissioning-Now.aspx
Overview	<p>The course describes itself as:</p> <p>'Commissioning Now development programme is designed to help commissioners of care understand what excellent commissioning looks like in practice and how it can be achieved. The programme is made up of a series of four workshops, access to online tools and resources and a 100-page handbook. It compares specific commissioning challenges with the most up-to-date evidence and best practice. This allows you to debate the issues you find most challenging, building your skills and confidence as a leader in the commissioning and shaping of care services.'</p> <p>The programme is designed around four key principles of commissioning:</p> <ul style="list-style-type: none"> • Personalisation – making sure that services meet the needs of people who need care and support • Co-production – involving those who need care and supporting in the commissioning process • Partnership working – working with other organisations to deliver the right services to the right people • Leading and influencing – leading and shaping the future local care market.
Keywords / Phrases	Personalisation / co-production / partnership working / leading and influencing

Title	The Commissioning Academy
Author	Public Service Transformation Academy
Link	https://www.gov.uk/guidance/the-commissioning-academy-information
Overview	<p>The course describes itself as:</p> <p>The Commissioning Academy is run at venues across the UK. The programme consists of masterclasses, workshops, guest speakers, site visits and peer challenge. The Commissioning Academy programme uses practical, peer-led learning, covering key commissioning issues such as:</p> <ul style="list-style-type: none"> • outcome-based commissioning • whole-systems thinking, bringing all facets of public services together to deal with issues • working with the voluntary and community sector • behavioural insights • market engagement and development • alternative funding models, such as social impact bonds • joint commissioning across organisational boundaries • new models of delivery — such as mutual and joint venture companies.

	The programme includes five days during which participants explore commissioning practices with a range of expert speakers, through case studies and discussion. It concentrates on peer-led learning, debate and practical implementation. Each participant is a part of a mixed-sector cohort of up to 30 people. The cohorts are designed to provide as much diversity as possible to maximise learning from experiences across central and local government and other public sector organisations. The academy aims to bring together commissioners from a variety of organisations, sectors and services areas as cohort groups.
Keywords / Phrases	Outcome-based commissioning / whole systems / markets / new models of delivery / peer support

Title	Leadership for Empowered and Healthy Communities
Author	NHS Leadership Academy
Link	https://www.twleadershipacademy.nhs.uk/leadership-empowered-and-healthy-communities-programme-0
Overview	<p>This programme explores how leaders can grow and nurture capacity in local communities to improve health and wellbeing and ensure better outcomes for people living with long-term conditions, disabled and older people.</p> <p>The programme is aimed at senior leaders and clinicians across health, social care and beyond who want to be part of a movement for change. Participants will be encouraged to think radically about the role of ‘social capital’ in health and social care and the role of public service leadership in shaping the communities that citizens need and want.</p> <p>‘The programme involves a series of one-day workshops one of which is residential, action learning sets, one-to-one leadership coaching sessions, a Myers-Briggs (MBTI) analysis of personality style and a specialist 360-degree feedback diagnostic. Participants will have the opportunity to learn about best practice as well as developing the leadership skills required to embed co-production into organisations and enable strong and empowered communities to grow and flourish.’</p>
Keywords / Phrases	Communities / empowered / leadership

Title	Art of Commissioning
Author	National Development Team for Inclusion
Link	https://www.ndti.org.uk/our-work/our-projects/community-led-support/art-of-commissioning/
Overview	<p>A programme with local authority partners which started in March 2020 with three initial participants: Bradford, Croydon, Leeds. Its goals are:</p> <ul style="list-style-type: none"> • Seek to develop new approaches to the activity we currently call commissioning that seek to deliver better outcomes with and to communities • Be led by the people from a geographical place and work across service borders and budgets • Understand current commissioning environments • Recognise the assets of communities, community members and services • Explore new ways of working, build and share an evidence base

	<ul style="list-style-type: none"> • Offer people across different regions opportunities to work and learn together
Keywords / Phrases	Place / assets / communities

Networks and other

Title	What is commissioning and how is it changing? (Sept 2019)
Author	King's Fund
Link	https://www.kingsfund.org.uk/publications/what-commissioning-and-how-it-changing
Overview	<p>Structural and descriptive picture of forthcoming changes to NHS commissioning structures.... also highlighting working with LAs to coordinate at a place level. Presents NHS England model for commissioning cycle and describes recent changes that have followed the Health and Social Care Act 2012.</p> <p>'Since the 2012 Act came into force, there have been a number of changes to the way that commissioning is delivered in practice. There is a trend towards a system-wide approach in which tasks previously conducted by individual commissioning organisations are starting to be undertaken collaboratively. This more integrated approach to commissioning mirrors the more integrated approach to delivering health and care services that has been developing for some time. Local areas are being encouraged to develop arrangements that suit their local circumstances, rather than these being directed centrally. It is likely that as these models develop, more CCGs merge and the shift towards ICSs in particular gathers pace, the way commissioning is delivered, and the role of CCGs will continue to evolve.'</p> <p>The form and nature of these changes is evolving and looks to be developing in different ways in different locations. The potential for some commissioning to be devolved to providers trusts and PCNs present scope for different models to emerge in partnerships that develop locally.</p>
Keywords / Phrases	Integration / collaboration / integrated care systems / place / neighbourhood / devolved commissioning

Title	Community commissioning: Shaping public services through people power (July 2019)
Author	New Local Government Network (NLGN)
Link	http://www.nlgn.org.uk/public/2019/community-commissioning-shifting-to-prevention-through-people-power/
Overview	<p>Community commissioning model, using examples including interviews with Big Local (NLCF) projects.</p> <p>The report makes the case that if we are to move to a preventative system in public services, communities need to take on more responsibility for their own health and wellbeing. That means handing power and resource over to communities that is held by public sector institutions.</p> <p>To help engender a shift towards community commissioning – the report sets out a number of recommendations for Government. These include reform of the overarching regulatory framework for commissioning and procurement to</p>

	make community power more central to decisions surrounding resource allocation. The formal establishment of 'community constitutions' are also called for, as a means through which a new community-centred culture could help to be embedded. New funding to help develop community commissioning at the local level is also called for with the Shared Prosperity Fund in particular representing an excellent opportunity for this objective.
Keywords / Phrases	Share or shift power to end users / community commissioning / co-design

Title	Commissioning pages
Author	ADASS
Link	https://www.adass.org.uk/commissioning-page
Overview	<p>Collection of blogs, documents and articles – most recent focused on specific types of provision and commissioning statutory social care services.</p> <p>'Micro markets – Difficult but worth it'. How can the commissioning cycle be interpreted for breadth of providers and proportionate for small providers?</p> <p>'Ready Steady Go' – Driving stability and innovation in the adult social care market (May 2017)</p> <p>'Top tips for sustainable homecare' (with LGA, UKHCA)</p> <p>'Getting the price right for sustainable care and support' (with CIPFA)</p> <p>'Recent EY round table'</p> <ul style="list-style-type: none"> • Is it just about funding? Oxford paying high hourly rate and guaranteed cost and volume yet still gap in provision • Impact of different rates and funding between neighbour authorities • National conversation needed – Local vs National / NHS vs LG • Ability to pay higher rates or raise additional funding differs across the country • Is it about a new relationship between state and families? • All agreed making it an attractive career option with job satisfaction. Need clear career paths • Associate Nurse - Hybrid roles and payment arrangements – extra £70 for health-based skills • New roles and career progression in and across health and social care • Use of apprenticeships and creative recruitment (seasonal workers etc) • Use of assistive technology and training care managers to staff to use well • Insourcing and building in reablement and prevention to reduce care packages • Bringing providers in at the design stage – procurement and legal issues • Inflexible care plans that deliver time and task • Creative use of CIL and section 106 / retirement villages • Need to involve CQC
Keywords / Phrases	Workforce / career progression / flexibility in provision and roles / new roles / creative use of incentive payments

Title	Commissioning for reform (2016)
Author	Greater Manchester Combined Authority
Link	http://www.gmhsc.org.uk/wp-content/uploads/2018/04/GM-Partnership-Commissioning-Strategy-FINAL-web.pdf
Overview	<p>Greater Manchester (GM) has a single commissioning strategy that encompasses all public services to deliver its ambitions for reform. This strategy describes how it will transform its commissioning approach to meet GM's needs and believes that delivering transformational change in GM requires public services to work together in different ways. A key component in supporting this will be the creation of mechanisms that support these new conversations, recognising the interdependencies between a range of service areas in achieving improved outcomes for GM residents.</p> <p>Unique political and context under devolution which brings medium- to long-term financial certainty and commitment to radical approach.</p> <p>'We can tackle this by reducing demand on expensive, reactive public services through greater integration, prevention and early intervention.</p> <p>Investment-led approach with emphasis on shift from crisis to prevention – recognises that change won't happen overnight. This includes new commissioning cycle that includes case for change, scale and impact assessments, option appraisal / CBA, piloting evaluation and then either mainstream or decommissionion.'</p> <p>To support implementation two key priorities – Strengthening governance and developing leadership, capacity and skills. A newly established GM Commissioning Academy ensure they have high-quality commissioning professionals and related functions.</p> <p>New governance is required to enable GM to effectively and efficiently address these challenges, including the creation of the Joint Commissioning Board (JCB).</p>
Keywords / Phrases	Place based / shared decision-making / asset based / investment and decommissioning / evidence led / prevention and early intervention / commissioning at the right level and micro commissioning / outcome-based commissioning / social value

Title	Commissioning for better outcomes (2015)
Author	LGA
Link	https://www.local.gov.uk/our-support/our-improvement-offer/care-and-health-improvement/commissioning-and-market-shaping/icbo
Overview	<p>ICBO approach – principles, domains, standards and evidence approach within framework and commissioning cycle.</p> <p>Commissioning for better outcomes The framework has nine standards under three domains:</p> <ul style="list-style-type: none"> • Person centred and outcome focused • Well-led • Promotes a sustainable and diverse market <p>The framework, 'Commissioning for better outcomes: a route map', was co-produced with councils, service providers and service users, overseen by a steering group coordinated by Think Local Act Personal (TLAP).</p> <p>Links to IPC work on market shaping, including market position statements.</p>
Keywords / Phrases	Outcomes / market shaping / person centred / sector-led improvement

Title	Easier commissioning
Author	Andy Brogan
Link	https://www.easierinc.com/uploads/Easier%20Commissioning.pdf
Outline	<p>This report outlines an approach Brogan calls 'Commissioning 2.0'. 'An approach to commissioning as being a shift from a model that is focused on delivery (and so deals in accountability, specifications, targets, competition, performance management, etc) to one that is focused on impact (and so deals in responsibility, discovery, measures, collaboration, sense-making, etc). The point is that 'delivery'-type approaches narrow focus and lead to issues being moved around rather than resolved, while 'impact'-type approaches invite a focus on how specific actions ripple out into the world to affect a range of outcomes from a range of perspectives.'</p>
Keywords / Phrases	Delivery / impact / complexity / outcomes

A special thanks to Paul Kelly who has worked with Martin Routledge on this report.

Other related references

[Workforce shaping for commissioning and better outcomes \(Skills for Care\)](#)

[Adult Social Care Market Shaping \(DH\)](#)

[Top tips for market diversity \(TLAP\)](#)

[Market Shaping \(IPC\)](#)

[Integrated Commissioning for Better Outcomes \(LGA\)](#)

[Facing the facts, shaping the future \(Health Education England\)](#)

[Beyond big contracts \(Institute for Government\)](#)

[Ethics in workforce commissioning - Jim Thomas \(Skills for Care\)](#)

[Social care market sustainability \(Cordis Bright\)](#)

[Exploring strategic commissioning models \(Whole Systems Partnership\)](#)

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