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**Commissioning for
services into the future**

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Strategic commissioning is critical

- **Public expenditure constraint**
 - and significant real cuts likely
 - what not to do as much as what to do
- **No or little diminution in public expectations for quality**
- **Increased demand for services and public sector effort**
- **Wider policy challenges**
 - climate change
 - community security and safety
 - community well being
 - economic recession
- **Public resources and effort must add public value**
 - value for money
 - public satisfaction

Commissioning is not procurement

- **Strategic commissioning is a key political approach**
 - identifying need
 - setting outcomes based on needs and aspirations
 - engagement with stakeholders especially citizens and staff
 - allocating resources
 - setting eligibility criteria and where appropriate user charges
 - identifying delivery options
 - determining how to secure outcomes
 - supply market management

- **Procurement is but one means for implementing commissioning decisions but so are**
 - influencing
 - public sector partnering
 - grant aid
 - “in house” SLAs

New models of commissioning

- **Strategic commissioning must look to tomorrow**
 - not just today!
- **Collective commissioning**
 - single authority
 - consortia of authorities
- **Strategic commissioning for place**
 - Total Place
 - Local Strategic Partnership led
 - bi-lateral partnerships between agencies
- **Investment led commissioning**
- **User led commissioning**
- **Outcome focused**
 - linked to LAAs and community strategy goals
 - but contracts will usually be output based

A range of service delivery models

- ❑ **In-house managed services**
- ❑ **Local authority companies**
 - single authority and consortium
- ❑ **Staff led co-operatives**
- ❑ **Social enterprise**
 - and community interest companies
- ❑ **Contracts with third sector and business sector**
- ❑ **Grant aided third sector provision**
- ❑ **Strategic delivery partnerships with businesses**
- ❑ **Joint venture companies**
 - shared equity between business partners and local authority
- ❑ **Personalisation direct payments user purchasing of services**
 - reduced commissioning role for public sector

Critical issues - I

- **Bold choices will have to be made**
 - challenging orthodoxy; status quo; obvious solutions
- **Strategic commissioning/decommissioning has to be politically led**
 - not a technical process
 - professional advice to support the politicians
- **There should be no presumption about service delivery model provided that**
 - competitive neutrality applies
 - outcomes are achieved
 - there is accountability and transparency
 - wider social and economic goals are not forfeited
 - good work force practices are in place
 - delivery is sustainable and
 - robust delivery is responsive to users and communities

Critical issues - II

- **Essential to avoid a race to “bargain basement shopping”**
 - savings through re-engineering and productivity gains or just stopping!
- **Stakeholders must be engaged**
 - service users
 - wider community and citizens
 - employees and their unions
 - current providers and potential providers
- **Take off the blinkers and see what others are doing**
- **Resource commissioning sufficiently**
 - skills and competencies
 - *listening*
 - *networking*
 - *influencing*
 - *commercial including risk management*
 - *as well as technical commissioning competencies*

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