

## Appendix B – Becoming a Commissioning Council

### What is meant by Commissioning?

Commissioning is an established approach within and across the public sector. Essentially it is a structured process to assess needs (at a strategic, operational and/or individual level), establishing the resources available to meet those needs (both those available to the Council and more widely through other partners) and put in place the right delivery mechanisms to meet those needs.

### The Commissioning Cycle

A typical commissioning cycle involves a structured process as set out below:



#### 1. Analyse

Build up to date evidence and understanding of the needs and desired outcomes / requirements to gain a clear understanding of what people want and priority areas.

Resources - consider the use of all resources including money, community resources, assets available (including those of partners and other organisations).

Market – understand the market available and the best way to engage with the market to support delivery.

#### 2. Plan

Targeting - target resources at citizens in need and priorities to have maximum effect on outcomes.

Select Delivery mechanisms – select the most appropriate; this can range from internal SLAs, performance management of internal teams through to external

service provision, partnerships, harnessing voluntary and community resources and capacity.

Requirements – establish a clear specification of requirements / outcomes against which delivery can be assessed.

### 3. Deliver

Identify and procure cost effective service providers and partners to work with.

Build strong relationships with service providers.

Ensure performance and contracts are measured and managed.

### 4. Review

Gather feedback, identify and deliver improvements to cost and performance and delivery of outcomes.

#### Commissioning at different levels

Commissioning is an approach that can be applied at different levels. For TDC this is likely to involve commissioning at the first 3 levels set out below:

**Regional / sub-regional** – working with other public sector partners

**Strategic** – linked to the development of the Councils Strategic Plan, Medium Term Financial Plan and annual Service Plans

**Operational** – choosing the most appropriate and cost-effective service provider

| Commissioning Level          | What is it?  |
|------------------------------|--|
| <b>Regional/Sub-regional</b> | <ul style="list-style-type: none"> <li>• Across local authority boundaries through existing regional structures or new partnering arrangements.</li> <li>• One partner can take the lead in the commissioning activity.</li> <li>• It can provide economies of scale and shared costs</li> </ul>   |
| <b>Strategic</b>             | <ul style="list-style-type: none"> <li>• Overall strategy of commissioned services</li> <li>• Linking outcomes to greater efficiencies</li> <li>• Setting commissioning standards and a commissioning framework</li> <li>• Establishing the commissioning system and processes</li> <li>• Building capacity and market management</li> <li>• Setting resources</li> <li>• Performance Management and governance</li> </ul> |
| <b>Operational</b>           | <ul style="list-style-type: none"> <li>• Commissioning at operational level</li> <li>• Ensuring commissioning meets the strategic priorities</li> <li>• Carrying out the commissioning cycle activities</li> <li>• Can be targeted to a group, locality or service/team</li> </ul>   |
| <b>Individual</b>            | <ul style="list-style-type: none"> <li>• Commissioning of services for the individual or personalised budgets</li> <li>• Call off from larger contract to meet specific need</li> <li>• Carries out commissioning cycle activities to deliver individual outcomes (activities will need to be proportionate to the size of the commissioning)</li> </ul>   |