

Report Title:	<b>Commissioning Strategy 2019-2024</b>
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Johnson, Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property
Meeting and Date:	Cabinet – 19 December 2019
Responsible Officer(s):	Hilary Hall, Director of Adults, Health and Commissioning
Wards affected:	All

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## REPORT SUMMARY

1. In the last three years, the Royal Borough of Windsor and Maidenhead has significantly changed the way in which it commissions and delivers services. Whilst it has a long history of delivering services through shared arrangements with other authorities and has a number of outsourced arrangements with private sector providers in place, 2016 saw a significant shift in its approach.
2. The Commissioning Strategy 2019-2024, see appendix 1, builds on the success of existing commissioned arrangements and sets the direction of travel for the next five years. Using the discipline of commissioning, the Royal Borough is seeking to ensure that there is a clear focus on improving outcomes, for the lowest possible cost, whilst maximising social value for the resources that the Royal Borough and its partners have available.
3. It is important to state that the commissioning process is one that can and should be used for all services, providing a systematic approach to determining the best way of optimising cost and outcomes, but it does not automatically assume that the outcome of commissioning is outsourcing or alternative delivery models. There is no predetermination as to the outcome of how services are delivered which could be in house, contracted, voluntary or other provision.

## 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Cabinet notes the report and:

- i) Approves the Commissioning Strategy 2019-2024.

## 2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

### Options

**Table 1: Options arising from this report**

Option	Comments
Approves the Commissioning Strategy 2019-2024 <b>This is the recommended option</b>	Approving the Commissioning Strategy will provide a systematic approach for the council to

Option	Comments
	determine the best way of optimising cost and outcomes.
Not approve the Commissioning Strategy 2019-2024	There will be no consistent approach to reviewing services and therefore the council cannot be assured that it is optimising cost and outcomes for residents.

- 2.1 The Commissioning Strategy 2019-2024, see appendix 1, is designed to support the delivery of the council's vision: *Building a borough for everyone – where residents and businesses grow, with opportunities for all*. The focus of the strategy is on strategic commissioning – the overarching commissioning intentions for the whole population of the borough, rather than brokerage of individual services tailored to a particular need of an individual or small group of people.
- 2.2 The commissioning process provides a systematic approach to determining the best way of optimising cost and outcomes. It does not automatically assume that the outcome of commissioning is outsourcing or alternative delivery models. The key role of commissioning is to identify the delivery arrangement that improves outcomes, delivers high quality services which are recognised by residents and externally, and at a cost that represents value for money.
- 2.3 The strategy:
- Defines the basic principles which should support all commissioning decisions.
  - Provides clarity around what is meant by commissioning, procurement, contract management and client management.
  - Identifies the key areas of commissioning activity during the lifetime of this strategy.
  - Defines the standards that the commissioning workforce will adopt in order to deliver the strategy effectively and efficiently.
- 2.4 The key areas of current commissioning activity for the Royal Borough which will be reviewed over the next five years are set in table 2.

**Table 2: Timetable of key commissioning activity, 2019-2024**

	Strategic planning	Buying services
<b>2019-2020</b>	Domiciliary care Block bed provision Support living provision for people with learning disabilities.	Parking enforcement Waste collection services Sexual health services
<b>2020-2021</b>	Drug and alcohol services Highways maintenance Highways design and consultancy Parking enforcement	Domiciliary care Block bed provision
<b>2021-2022</b>		Drug and alcohol services Highways maintenance Highways design and consultancy Parking enforcement

<b>2022-2023</b>		
<b>2023-2024</b>	Adult social care Children's services Grounds maintenance Block bed provision	

2.5 Other services will also be subject to review during the strategy period, at a timetable to be agreed.

### 3. KEY IMPLICATIONS

3.1 The key implications are set out in table 3.

**Table 3: Key Implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly exceeded</b>	<b>Delivery date</b>
Provision is externally validated as Good or better	Requires improvement or less	Good or better	Outstanding	N/A	31 March 2024
Provision is commissioned within agreed budget	More than 2% in excess of budget	0%-2% of budget	Less than 0% of budget	N/A	31 March 2024

### 4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 There are no direct financial implications arising from this report. All commissioning activity will be subject of detailed financial analysis as part of the commissioning process.

### 5. LEGAL IMPLICATIONS

5.1 The council has the required legal powers to commission services for which it is responsible.

### 6. RISK MANAGEMENT

6.1 There are no new risks identified as a result of this report. Existing risks and issues in relation to current individual contracts are managed through contract risk and issue logs. Any new commissioning activity will have risks and issues logs developed as part of the process.

### 7. POTENTIAL IMPACTS

7.1 Equalities: The Commissioning Strategy itself does not have any negative impacts on particular groups. Residents and the workforce will be at the heart of any commissioning activity with a coherent approach to engaging them

throughout the process, reflecting their preferences for involvement. The council recognises that effective stakeholder engagement requires time in order to deliver the best outcomes and this will be factored into the timescales for each commissioning activity.

7.2 Climate change/sustainability. There are no direct impacts of the recommendations in this report in relation to climate change / sustainability. However, any commissioning activity will take positive account of the council's commitments to climate change/sustainability.

7.3 Data Protection/GDPR. No personal data will be processed as a result of this report. Where the council's delivery partners process personal data in discharging the requirements of their contracts, the council ensures that their processes for doing so are fully GDPR compliant.

## 8. CONSULTATION

8.1 Consultation has taken place with the Corporate Leadership Team of the council and their comments are reflected in the Commissioning Strategy at appendix 1.

8.2 Robust consultation and stakeholder engagement will be a key part of any future commissioning activity by the council.

## 9. TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: Immediately. The full implementation stages are set out in table 4.

**Table 4: Implementation timetable**

Date	Details
December 2019	Strategy approved
From January 2020	Commissioning activity underway as per agreed timetable. Detailed project plans in place and delivered for each commissioned activity.

## 10. APPENDICES

10.1 This report is supported by one appendix:

- Commissioning Strategy 2019-2024

## 11. BACKGROUND DOCUMENTS

11.1 There are no background documents:

## 12. CONSULTATION (MANDATORY)

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
Cllr Johnson	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property	24/11/19	28/11/19
Duncan Sharkey	Managing Director	24/11/19	28/11/19
Russell O'Keefe	Executive Director	24/11/19	28/11/19
Andy Jeffs	Executive Director	24/11/19	28/11/19
Ruth Watkins	Deputy S151 officer	24/11/19	28/11/19
Elaine Browne	Head of Law	24/11/19	28/11/19
Mary Severin	Monitoring Officer	24/11/19	28/11/19
Nikki Craig	Head of HR, Corporate Projects and ICT	24/11/19	28/11/19
Louisa Dean	Communications	24/11/19	28/11/19
Kevin McDaniel	Director of Children's Services	24/11/19	28/11/19
Karen Shepherd	Head of Governance	24/11/19	28/11/19

### REPORT HISTORY

<b>Decision type:</b> Key decision: 8 November 2019	<b>Urgency item?</b> No	<b>To Follow item?</b> No
Report Author: Hilary Hall, Director of Adults, Health and Commissioning, 01628 68383		

# **Royal Borough Windsor and Maidenhead**

## **Commissioning Strategy 2019-2024**

**“Building a borough for everyone – where residents and businesses grow, with opportunities for all”**

**Our vision is underpinned by six priorities:**

*Healthy, skilled and independent residents*

*Growing economy, affordable housing*

*Safe and vibrant communities*

*Attractive and well-connected borough*

*An excellent customer experience*

*Well-managed resources delivering value for money*

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### Frequently used acronyms

FTE	Full time equivalent
RBWM	Royal Borough of Windsor & Maidenhead

## Frequently used definitions in commissioning

<b>Term</b>	<b>Definition</b>
Benchmark	A standard against which performance, cost and/or quality can be assessed.
Benefit realisation	Process for identifying, defining, tracking, realising and optimising benefits from an activity.
Business case	A document providing justification for undertaking a commissioning activity, evaluating the benefits, costs and risks of alternative options and describing the rationale for the preferred solution.
Contingency Plan	Plans for how the contracted provision will be provided in case of contractor failure, either financial or in terms of systematic under-performance, leading to early contract termination.
Delivery partner	Any organisation commissioned under formal contract or Service Level Agreement to deliver services on behalf of the Royal Borough of Windsor and Maidenhead to an agreed specification, with service and financial performance regularly monitored and managed.
Dispute resolution options	Options to resolve formal disputes, including arbitration, mediation, formal negotiation and expert determination.
Exit plan	A plan setting out the process to be followed on termination or expiry of the contract, including the management of service continuity, data/knowledge transfer and any implications on cost and personnel, eg TUPE.
Key performance indicators	Metrics used to determine whether the contract is achieving its key objectives.
Options appraisal	The robust evaluation of a number of potential options, with the goal of identifying a preferred course of action.
Specification	A section or schedule of the contract defining the client requirements for the contracted provision.
Stakeholder	Individual or group that can affect, or be affected by, the commissioning activity and contract, including cross-council colleagues and networks, suppliers, residents and users.
Termination	Exit from the contract before the contracted end date, due to defined supplier failure or voluntary early exit by either party.

## **1. INTRODUCTION**

- 1.1. In the last three years, the Royal Borough of Windsor and Maidenhead has significantly changed the way in which it commissions and delivers services. Whilst it has a long history of delivering services through shared arrangements with other authorities and has a number of outsourced arrangements with private sector providers in place, 2016 saw a significant shift in its approach.
- 1.2. The Royal Borough challenged itself to 'deliver differently' recognising the need to continue to secure high quality services against a diminishing financial envelope. Its motivation for delivering differently was to ensure the most effective services which improved outcomes for residents whilst ensuring best value for money. In March 2016, the Royal Borough approved a refreshed transformation programme, An Agile Council.
- 1.3. Five key criteria were identified in the transformation programme as important to successfully working differently in the Royal Borough and these remain important:
  - Securing quality outcomes for residents by driving improvement, placing customers first and reducing long term dependency on public services and associated cost.
  - Engaging with and empowering staff, residents and partners.
  - Improving financial stability through identifying opportunities for growth and alternative revenue streams.
  - Achieving efficiencies through income generation and savings from integrated services.
  - Assuring accountability of its services to residents and regulatory bodies.
- 1.4. This strategy builds on the success of existing commissioned arrangements and sets the direction of travel for the next five years. Using the discipline of commissioning, the Royal Borough is seeking to ensure that there is a clear focus on improving outcomes, for the lowest possible cost, whilst maximising social value for the resources that the Royal Borough and its partners have available.

## **2. AIMS OF THE COMMISSIONING STRATEGY**

- 2.1. This Commissioning Strategy is designed to support the delivery of the council's vision: *Building a borough for everyone – where residents and businesses grow, with opportunities for all.* The focus of the strategy is on strategic commissioning – the overarching commissioning intentions for the whole population of the borough, rather than brokerage of individual services tailored to a particular need of an individual or small group of people.
- 2.2. Residents will be at the heart of the council's commissioning activity with a coherent approach to engaging residents and service users throughout the process, reflecting their preferences for involvement. Effective stakeholder engagement requires time in order to deliver the best outcomes and this will be factored into the timescales for each commissioning activity.
- 2.3. At its simplest, commissioning is the process by which services are planned, purchased and monitored, see figure 1. It is a cyclical process, involving:

- Assessing needs and planning services (strategy).
- Buying services.
- Monitoring and evaluating quality and performance

**Figure 1: Commissioning cycle**



2.4. The commissioning process is one that can and should be used for all services, providing a systematic approach to determining the best way of optimising cost and outcomes, see appendix 1. Above all, it does not automatically assume that the outcome of commissioning is outsourcing or alternative delivery models. There is no predetermination as to the outcome of how services are delivered which could be in house, contracted, voluntary or other provision. The key role of commissioning is to identify the delivery arrangement that improves outcomes, delivers high quality services which are recognised by residents and externally, and at a cost that represents value for money.

2.5. The aims of this strategy are, therefore, to:

- Define the basic principles which should support all commissioning decisions.
- Provide clarity around what is meant by commissioning, procurement, contract management and client management.
- Identify the key areas of commissioning activity during the lifetime of this strategy.
- Define the standards that the commissioning workforce will adopt in order to deliver the strategy effectively and efficiently.

### 3. PRINCIPLES OF COMMISSIONING IN THE ROYAL BOROUGH

3.1. An organisation that is good at commissioning does the following things well:

- Understands and analyses the current and future needs and priorities for residents.
- Focuses on outcomes.
- Influences the market and encourages diversity of providers, whilst building capacity and sustainability in the community and voluntary sector.
- Commissions in partnership.
- Challenges existing, and reviews alternative, service delivery models.
- Ensures value for money and sustainable efficiencies.
- Decommissions services where appropriate.

3.2. These are the principles that will inform commissioning activity in the Royal Borough and none of them preclude any delivery arrangement. Whilst the current preference is to see external market solutions, this is not the only priority. The process of commissioning should be a supportive and enabling one that focuses on outcomes and best value.

3.3. The Royal Borough will, therefore, operate on the following basis:

- All services will go through a commissioning process, see appendix 1, on the basis that delivery may be through a range of different models and there is no predetermination as to that outcome. Models could include in house delivery, outsourcing, local authority trading company or voluntary organisation.
- Delivery will always be managed through a contract (or service level agreement in the case of in house delivery). The contract/agreement will state the outcomes to be achieved from the activity, specific performance indicators to measure outputs and activity to provide assurance around quality.
- Any organisation externally commissioned by the Royal Borough will be termed a delivery partner.

### 4. DEFINITIONS

4.1. It is important that the different roles and responsibilities involved in commissioning activity are understood but equally important that these roles work together in partnership to secure the best outcomes for residents.

4.2. **Elected Members** set the policy direction for any commissioning activity, approve the commissioning strategy and any award of contract, and scrutinise performance on behalf of the council and residents.

4.3. **Commissioners** analyse need, develop the strategy, plan services, work with procurement experts to buy the appropriate services and work as/with contract managers to monitor quality and performance. Commissioners, as the generic term, will cover the Director, Heads of Commissioning and service leads in the commissioning function.

- 4.4. Where the outcome of the strategy is to seek an alternative delivery model, the **procurement** team will work in partnership with commissioners to identify potential suppliers, develop the procurement plan and undertake the procurement process, often via a tendering or competitive bidding process.
- 4.5. Where the outcome of the strategy is to pursue an in-house bid for a service, this would be the responsibility of the **heads of service** in the client directorates.
- 4.6. **Contract managers** will monitor the delivery of contracts to ensure that the operational, functional and business objectives required by the contract are met. In practice, contract managers in the Royal Borough will also be the commissioners.
- 4.7. A number of front line services of the council will interact directly with the council's commissioned services, particularly the community facing contractors, and these services are defined as **clients**. They will work on a day to day basis with the contractors relative to their services and their experiences will feed into and directly inform contract management and future commissioning.
- 4.8. For adult and children's services, the clients are the statutory Director of Adult Social Services and the Director of Children's Services respectively who rely on the operational delivery of the commissioned services currently in Optalis and Achieving for Children respectively to fulfil their statutory duties.

## 5. KEY AREAS OF COMMISSIONING ACTIVITY

- 5.1. The key areas of current commissioning activity for the Royal Borough which will be reviewed over the next five years are set in table 1.

**Table 1: Timetable of key commissioning activity, 2019-2024**

	<b>Strategic planning</b>	<b>Buying services</b>
<b>2019-2020</b>	Domiciliary care Block bed provision Support living provision for people with learning disabilities.	Parking enforcement Waste collection services Sexual health services
<b>2020-2021</b>	Drug and alcohol services Highways maintenance Highways design and consultancy Parking enforcement	Domiciliary care Block bed provision
<b>2021-2022</b>		Drug and alcohol services Highways maintenance Highways design and consultancy Parking enforcement
<b>2022-2023</b>		
<b>2023-2024</b>	Adult social care Children's services Grounds maintenance Block bed provision	

- 5.2. Other services will also be subject to review during the strategy period, at a timetable to be agreed.

## 6. COMMISSIONING SUPPORT

- 6.1. The Royal Borough will use a systematic approach to commissioning, following the commissioning cycle supported by the questions set out in appendix 1. This will ensure that informed decisions are made at the end of each element of the commissioning cycle. It will also ensure fairness and transparency throughout the process. In summary, this approach will secure at the appropriate stages of the process:
- A diagnostic report.
  - A commissioning plan.
  - A specification.
  - A contract/SLA.
  - A review report.
- 6.2. The scale and depth of each will depend on the size and complexity of the service being commissioned.
- 6.3. In order to support this approach, it is equally important that the commissioning workforce is skilled and competent to deliver. A set of commissioning standards has, therefore, been developed, see table 1 and appendix 2, to support individuals in being more effective in their roles. Due to the variety of contracts, the level and experience required will also be affected by the size, scale, risk, complexity and criticality of the contract/relationship.

**Table 1: Commissioning standards for the commissioning workforce**

<p><i>STANDARD 1: COMMISSIONING AND MARKET MANAGEMENT</i></p> <p>Defining requirements for new commissioning exercises, using information sources, ensuring effective governance is set up, and applying business understanding and market awareness.</p>	<p><i>STANDARD 2: STAKEHOLDER AND RELATIONSHIP MANAGEMENT</i></p> <p>Identifying and managing relationships with a variety of stakeholders. The resilience, assertiveness and political insight required during stakeholder interactions, while maintaining the ability to build relationships.</p>	<p><i>STANDARD 3: PROCUREMENT AND MOBILISATION</i></p> <p>Inputting into the procurement exercise, the development and implementation of effective planning and, once sourced, mobilising the contract.</p>
<p><i>STANDARD 4: MANAGING CONTRACT DELIVERY</i></p> <p>Appropriate use of performance management with the ability to realise contractual benefits. Those carrying out these activities need to be aware of emerging risks and able to deal with issues when they arise.</p>	<p><i>STANDARD 5: RISK MANAGEMENT</i></p> <p>Risk planning, ensuring compliance and monitoring risks, including strategic and operational risks.</p>	<p><i>STANDARD 6: CHANGE CONTROL</i></p> <p>Understanding and being able to work to the contract change process, including understanding the positive and negative impact of contractual changes.</p>

## **APPENDICES**

**Appendix 1: The commissioning cycle in action**

**Appendix 2: Royal Borough commissioning standards**

## Appendix 1: The commissioning cycle in action

1.1. Each element of the commissioning cycle will have a defined output(s) that will provide an evidence/audit basis for the decisions made. Links are made to the relevant commissioning standards so that commissioning staff are clear what the requirements are on them at each stage of the process.



*Link to commissioning standards 1 and 2.*

### **Diagnostic report**

- What are the challenges we are seeking to address?
- What are the needs of our residents and/or service users and how are these likely to change?
- What are our staff, residents and service users telling us?
- What is driving demand for these services and what is our evidence for this?
- How is demand for these services likely to change and what will be the impact?
- How effective are the services currently being delivered and what is the current cost?
- What is the state of the current market and how is this likely to change?
- Is the Royal Borough best placed to provide services to support this outcome?
- Can we join up resources and activities with other partners to maximise our impact?
- What are the outcomes we are seeking to achieve through this new commissioning exercise?
- What will success look like?
- Are there gaps in our information/knowledge? What is the impact/risks of those gaps?

### **Commissioning plan**

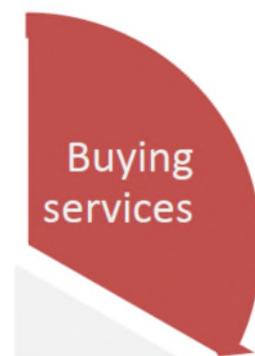
- What options are available to us for how we could improve these outcomes?
- Should we 'make' this service in-house, 'buy' from an external provider, or do something else?
- Should we redesign or decommission an existing service?
- How can we ensure the diversity, sustainability and quality of the market?
- What are the advantages and disadvantages of each option?
- What do we think is the approach that will give us the greatest likelihood of success, balanced against likely risk?
- How will local priorities and differences be considered and addressed through the service, including findings from the equality impact assessment?
- How can our approach help to manage demand for these services?
- What will be the financial impact of doing this?

## Specification

- What are the outcomes that we need to see achieved/ improved through this contract?
- What are the constraints that the provider needs to take into account? e.g. statutory requirements, legislation, established processes etc.
- Who is the service for / not for?
- What combination of indicators will be used to measure impact on outcomes, financial performance/impact, and output/process/activity measures?
- How often will these indicators be measured?
- What information will providers need to share with the Royal Borough during the lifecycle of the contract?
- Who will own this data during and at the end of the contract, including data on risks and issues?
- How is the contract expected to be staffed? Any TUPE implications?
- Any expectations regarding use of sub-contractors?
- How will the relative merits of each bidder be evaluated?
- How long will the contract last and can it be extended?
- What is our exit strategy should it be required?
- What will happen at the end of the contract and how will this need to be managed?

## Contract/SLA

- What contractually is required to be delivered?
- What do the Royal Borough and the provider both commit to doing / providing?
- Who will be the main point of contact for issues relating to local service delivery?
- How will the provider be paid, including any payment by results and penalties for failure?
- How can both parties terminate the contract and under what circumstances?
- What are the arrangements that will ensure transparency of risks faced by both parties and how will they be managed?
- What is the escalation process if measures indicate a performance, service or financial, outside agreed tolerance?



*Link to  
commissioning  
standards 2, 3 and  
5*



*Link to commissioning standards 2, 4, 5 and 6*

**Review report**

- Has the service delivered what we expected (outputs and outcomes)? If not, why not?
- What do service users tell us about the impact of the service/s commissioned?
- What were the results of the formal evaluation?
- How has the market for these services changed?
- What do we now know about how needs and demand are changing?
- What does this mean for future commissioning? What should our commissioning priorities be?
- What should we do next? Re-commission, commission differently, decommission?
- What should we do differently in the next commissioning exercise?

## Appendix 2: Royal Borough Commissioning Standards

- 1.2. The Royal Borough of Windsor and Maidenhead has developed these Commissioning Standards for its commissioning workforce to ensure that all those charged with managing vital and often complex commissioning arrangements are aware of the capabilities expected of them.
- 1.3. They set out the skills and competencies required of Royal Borough officers who are involved in the commissioning of services and management of contracts on behalf of the council. This is because whoever delivers the service, the Royal Borough remains accountable for that delivery, delivering benefits and managing the associated risks.
- 1.4. There are a total of six standards, see table 1. For each standard, skills and competencies are described for Expert level and Practitioner level. An Expert is the owner of, and accountable for, the commissioning activity and subsequent contract from a council perspective, likely to be a Head of Commissioning and above. A Practitioner is responsible for managing the commissioning activity and the day-to-day running of the contract, likely to be a Service Lead or Commissioning Manager.
- 1.5. Other functions will be involved in commissioning activity – typically finance, HR, procurement, communications, client officers – for whom skills and competencies in this context have not been defined.

**Table 1: Commissioning Standards**

<p><b>STANDARD 1: COMMISSIONING AND MARKET MANAGEMENT</b></p> <p>Defining requirements for new commissioning exercises, using information, ensuring effective governance is set up, and applying business understanding and market awareness.</p>	<p><b>STANDARD 2: STAKEHOLDER AND RELATIONSHIP MANAGEMENT</b></p> <p>Identifying and managing relationships with a variety of stakeholders. Exercising the resilience, assertiveness and political insight required during stakeholder interactions, while maintaining the ability to build relationships.</p>	<p><b>STANDARD 3: PROCUREMENT AND MOBILISATION</b></p> <p>Inputting into the procurement exercise, planning effectively and, once sourced, mobilising the contract.</p>
<p><b>Supports:</b> Strategic planning</p>	<p><b>Supports:</b> Strategic planning, Buying services and Evaluating performance</p>	<p><b>Supports:</b> Buying services</p>
<p><b>STANDARD 4: MANAGING CONTRACT DELIVERY</b></p> <p>Using appropriate performance management to realise contractual benefits. Being aware of emerging risks and able to deal with issues when they arise.</p>	<p><b>STANDARD 5: RISK MANAGEMENT</b></p> <p>Risk planning, ensuring compliance and monitoring risks, including strategic and operational risks.</p>	<p><b>STANDARD 6: CHANGE CONTROL</b></p> <p>Understanding and being able to work to the contract change process, including understanding the positive and negative impact of contractual changes.</p>
<p><b>Supports:</b> Evaluating performance</p>	<p><b>Supports:</b> Buying services and Evaluating performance</p>	<p><b>Supports:</b> Evaluating performance</p>

## STANDARD 1: COMMISSIONING AND MARKET MANAGEMENT

### Key activities:

- *Input into new commissioning strategies*
- *Use of, and contribution to, information sources*
- *Market knowledge*
- *Development of contract governance and future proofing*
- *Evidence-based decisions*
- *Managing complexity*
- *Commercial focus*

<b>Practitioner</b>	<b>Expert</b>
Collaborates with colleagues in the development of a business case, using knowledge of the business and organisational objectives.	Collaborates with colleagues in shaping, developing and approving a business case that supports the delivery of organisational objectives.
Develops specification, identifying stakeholders that should be represented when producing requirements, including best practice.	Leads on providing specification for commissioning activity. Recognises where stakeholders have not been represented in producing requirements and addresses gaps.
Defines and evaluates data sources to establish key performance indicators.	Uses expertise to identify future proofing measures, leading on development of new key performance indicators to maximise value over the contract lifecycle.
Uses market insight and awareness to inform decisions on commissioning arrangements and contract evaluation methods, including researching market conditions and supplier patterns and behaviours.	Applies knowledge of the markets to challenge thinking and lead decisions on commissioning arrangements and contract evaluation methods.
Develops, applies and reviews defined, comprehensive and proportionate management information reporting practices	Advises on, and evaluates, management information practices to ensure reporting supports achievement of organisational objectives.
Takes proactive view of contract end dates, overlaying potential re-procurement or termination timescales.	Analyses data to inform future resource planning and mitigate organisational risk.
Assesses a wide range of complex evidence and data to identify trends; evaluate costs, benefits, risks and potential responses.	Reviews and presents conclusions from a wide range of complex evidence and data; identifies and resolves problems, making decisions when there is insufficient data.
Supports the achievement of value for money, developing market knowledge, financial awareness and understanding of stakeholder requirements.	Leads on applying the concept of value for money, using market insight and financial awareness to advise on successful return on investment for commissioned services.
Seeks specialist advice to inform decisions and approach; applies the agreed solution, sharing insight with colleagues.	Understands when to seek specialist advice to inform decisions and approach; collaborates across commissioning activity to identify and share solutions.

## STANDARD 2: STAKEHOLDER AND RELATIONSHIP MANAGEMENT

### Key activities:

- Resilience
- Assertiveness
- Building relationships
- Identification and management of stakeholder relationships
- Improving capability
- Management of supplier relationships
- Political Insight

<b>Practitioner</b>	<b>Expert</b>
Demonstrates resilience and uses influencing, escalation and relationship management techniques to obtain desired outcomes.	Leads stakeholder engagement, communicating with impact to shape internal decisions and leads discussions with suppliers; demonstrates resilience in stakeholder interactions, representing the council's position.
Navigates complex environments successfully, encouraging and supporting stakeholders to do the same.	Presents technical issues and resolutions to senior stakeholders; provides colleagues with insight on engagement approaches to achieve outcomes.
Builds relationships and collaborates with a diverse range of stakeholders to deliver business outcomes.	Builds and shares a diverse network with stakeholders, identifying new opportunities for collaboration to deliver business outcomes.
Identifies and builds productive relationships with stakeholders, adapting approach to audience to achieve planned outcomes.	Identifies and builds productive relationships with key stakeholders across the organisation; uses insight on their motivations and behaviours to advise on optimal approach to achieve planned outcomes.
Analyses and articulates requirements, benefits, progress and risks to stakeholders, responding effectively to challenge.	Leads in the communication of requirements, benefits, progress and risks to stakeholders; responds effectively to senior challenge and advises on the organisation's response.
Schedules and manages regular stakeholder meetings.	Leads in designing an effective governance structure and managing regular stakeholder meetings.
Manages gathering of user feedback and its distribution to relevant stakeholders; develops and implements recommendations.	Draws on best practice to design new processes and ways of working through analysis of user feedback.
Obtains insights from wider networks and from supplier relationships, sharing with colleagues.	Identifies colleagues to share supplier insight with, and establishes knowledge-sharing forums.
Engages with stakeholders to assess benefits and costs of contracted provisions being discontinued, brought in-house or re-procured.	Provides direction on whether contracted provisions should be discontinued, brought in-house or re-procured.

### STANDARD 3: PROCUREMENT AND MOBILISATION

*Key activities:*

- *Planning and process management*
- *Support of procurement function*

<b>Practitioner</b>	<b>Expert</b>
<p>Prepares contract management plan. Establishes and adopts contract tools and structured plans to manage risks and stages of contract lifecycle.</p> <p>Manages structured transition between contract award and service delivery, communicating with stakeholders.</p> <p>Proposes and implements updates to contract management systems. Reports on financial performance of contracts.</p> <p>Identifies and incorporates benchmarks to measure performance and savings.</p> <p>Provides technical input and applies experience to influence the procurement process.</p>	<p>Prepares contract management plan, sets requirements for contract tools and structured plans to manage risks and stages of contract lifecycle.</p> <p>Oversees structured transition between contract award and service delivery, leading stakeholder communication.</p> <p>Sets direction of contract management systems and oversees implementation. Manages resources through ensuring adherence to financial controls, including transparency requirements.</p> <p>Reviews performance, ensuring adherence to performance and savings.</p> <p>Provides strategic input into procurement process. Uses strategic thinking to analyse and manage impact of future changes to the market.</p>

## STANDARD 4: MANAGING CONTRACT DELIVERY

### Key activities:

- *Benefits realisation*
- *Use of performance management levers*
- *Exit management*

<b>Practitioner</b>	<b>Expert</b>
Quality assures and responds to supplier-provided data on performance.	Leads identification and use of methods to quality assure and respond to supplier provided data on performance.
Analyses data to measure performance, conducting trend analysis and audits to inform decisions.	Reviews data analysis and audits across multiple contracts to measure performance. Shares trend analysis with stakeholders to support performance improvement.
Uses knowledge of mechanisms to deliver contract outcomes within budget, improve performance and prevent uncontrolled changes to scope.	Designs and ensures adoption of mechanisms which deliver contract outcomes within budget, improve performance and prevent uncontrolled changes to scope.
Identifies emerging risks and issues, and implements mitigation measures.	Evaluates data and uses market knowledge to identify emerging risks. Shares insight and advises on mitigation measures.
Maintains knowledge of and can apply dispute resolution options.	Uses experience to suggest and apply optimal dispute resolution options; leads and provides expertise during formal negotiation and stakeholder communication processes.
Uses knowledge of requirements to set up contract exit plan and support its delivery.	Draws on expertise to review the contract exit plan, including during the life of the contract, and ensure its delivery.
Identifies new opportunities within contracts and implements actions to realise benefits.	Identifies growth opportunities and oversees implementation to realise benefits.
Uses management information to highlight areas of poor performance by suppliers and implement corrective action.	Defines management information to identify areas of poor performance by suppliers and corrective action.
Manages stakeholder engagement and review of contract and programme objectives to ensure benefit realisation.	Provides strategic oversight by assessing contracts against organisational objectives to ensure benefit realisation.

## STANDARD 5: RISK MANAGEMENT

*Key activities:*

- Risk planning*
- Compliance and risk monitoring*

<b>Practitioner</b>	<b>Expert</b>
<p>Manages identification and documentation of operational key risk indicators; develops, challenges and implements appropriate mitigation, contingency and recovery measures.</p> <p>Ensures contingency plans with proposed remedies are in place, using knowledge to inform approach.</p> <p>Ensures visibility and mitigation of risk through reviewing and maintaining risk register, sharing relevant risks and mitigation strategies with stakeholders</p> <p>Ensures effective business continuity plans are in place.</p> <p>Assesses and proposes responses to strategic risks considering organisational objectives and risk appetite, supplier relationships and political landscape.</p> <p>Communicates and works collaboratively with stakeholders to identify risks and opportunities, contributing to recommendations.</p>	<p>Oversees the identification and documentation of operational key risk indicators; draws on expertise to review proposed mitigation, contingency and recovery measures.</p> <p>Oversees the development of contingency plans with proposed remedies; uses expertise to devise solutions and provide advice to colleagues.</p> <p>Provides expert advice on mitigation strategies for risks identified in the risk register.</p> <p>Provides insight into the development of business continuity plans through evaluation and challenge.</p> <p>Evaluates and provides guidance on managing strategic risks considering organisational objectives and risk appetite, supplier relationships and political landscape.</p> <p>Forms a cross-functional network, recognising when to involve the right stakeholders and using their knowledge to make recommendations and decisions on risks and opportunities.</p>

## STANDARD 6: CHANGE CONTROL

*Key activities:*

- Managing change process*
- Change impact and analysis*

<b>Practitioner</b>	<b>Expert</b>
<p>Implements change process to obtain maximum value from the contract. Engages with stakeholders to apply and communicate change-related adjustments.</p> <p>Ensures implemented changes to the contract are reflected in contractual documentation, risk register, business case and financial model.</p> <p>Analyses impact of changes.</p> <p>Seeks opportunities to create further value under contract, which may include additional cost savings.</p>	<p>Leads change process, including the communication approach, to obtain maximum value from the contract and/or reduce risk.</p> <p>Ensures implemented changes to the contract are reflected in contractual documentation, risk register, business case and financial model.</p> <p>Influences senior decision making based on the evaluation of the impact of changes in the context of council strategy.</p> <p>Uses expertise to identify and share opportunities to create further value under the contract, which may include further cost savings.</p>

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