
Wirral Commissioning Strategy 2014-16

Metropolitan Borough of Wirral

November 2014

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Foreword

In common with all public services, Wirral Council has a responsibility to consistently find more effective ways of making public money deliver better outcomes. This aim is particularly important in the current financial climate, given the increasing demand for services combined with reducing budgets.

It has been recognised that further streamlining and efficiency improvements cannot achieve savings of the magnitude now required. Strategic Commissioning is one of the mechanisms that will enable the Council to meet this challenge.

To support the development of knowledge and skills for commissioning, the Cabinet Office established a Commissioning Academy aimed at a senior level within the public sector in 2011. The Local Government Association partnered the Cabinet Office in developing the programme and Wirral was successful in its bid to become part of the Commissioning Academy in 2013. It is anticipated that learning from being part of the programme will enable Wirral to deal with the challenges ahead and support the delivery of this strategy.

Strategic Commissioning will involve a move away from the commissioning of services, to commissioning for outcomes, which in turn will necessitate a major shift in how the Council works, both culturally and operationally.

This strategy outlines what Strategic Commissioning will look like locally, how it will work and ultimately, how it will contribute to improving quality of life for the people of Wirral.

Councillor Ann McLachlan
Cabinet Member for Governance, Commissioning and Improvement

1. Aim of the strategy

The strategy will set out the Council's commissioning vision and objectives and our approach for achieving them whilst aligning to the overarching vision for the borough from our Corporate Plan.

“Wirral will be a place where the vulnerable are safe and protected, where employers want to invest and local businesses thrive, and where good health and an excellent quality of life is within the reach of everyone who lives here”

*Overarching vision for Wirral,
Corporate Plan, 2014-16*

The aims of this strategy are to:

- Set out the vision and direction for commissioning activity across the Council
- Provide clarity around what we mean by commissioning, procurement and contract management
- Define the basic principles which should support all commissioning decisions
- Identify the key outcomes required to make our Council an expert commissioner and client
- Set out how the Council proposes to achieve the intended outcomes
- Enable greater personal choice and responsibility
- Deliver the Council's public sector social responsibility and equality duties

This will then enable the Council to:

- Reduce duplication
- Reduce costs to the organisation
- Ensure the impact of commissioning activity is the best it can be
- Decommission where appropriate
- Co-commission with a range of key stakeholders and deliver (through a mixture of models) the Council's overall vision outlined in the Corporate Plan 2014-16.

2. Defining commissioning, procurement and contract management

It is important that everybody, from Council officers and residents, to Elected Members understand the terms commissioning, procurement and contract management.

“Commissioning is the process for deciding how to use resources in the most efficient, effective, equitable and sustainable way possible, whilst also improving outcomes”.

Cabinet Office, Commissioning Academy Programme 2013

Broadly speaking, commissioning functions at three levels:

Strategic Commissioning	Operational Commissioning	Individual Commissioning
<p>These are the over-arching commissioning intentions for populations. An example might be strategic interventions to address enabling older people to be supported in their own homes. It could also be the creation of a market strategy to ensure that a sufficient level, type and choice of service exists to meet need.</p>	<p>This refers to the aggregation of similar needs into contracts or SLAs for services. It can also refer to arrangements to ensure that those with Direct Payments, Personal Budgets or self-funders can source and purchase the level and type of support they need.</p>	<p>Commissioning at this level acts for individuals or small groups of people who require particular arrangements which are over and above universal service provision (also known as micro-commissioning). It can also mean sourcing and purchasing by those with personal budgets or self-funders.</p>

Regardless of level, the focus must always be on commissioning for outcomes, rather than commissioning services. This sounds obvious, but it can be a challenging shift for many commissioners. Figure 1 (below) sets out this approach to commissioning.

Figure 1: Approach to Commissioning



What is commissioning? (and what does it mean?)

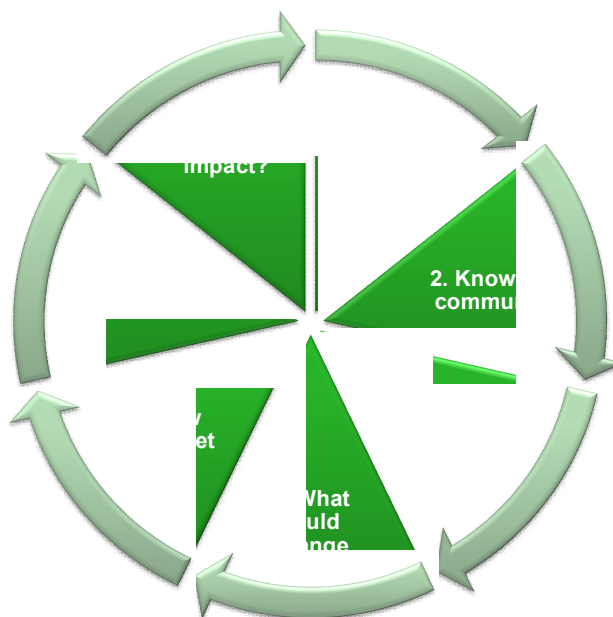
1. **Understanding needs and desired outcomes.** Risk factors, needs, trends and a solid understanding of what people need and where the priority areas are
2. **Optimising resources.** Money, community and user resource, assets. Aligning internal or external workforces to deliver a service or return for the end user; creating best value for the community or building community resilience or skills
3. **Targeting resource at citizens in need.** Services that are a priority and at the right point to have a maximum effect on outcomes
4. **Choosing the right mechanism to best achieve the desired outcomes.** Including procurement, service level agreements, performance management, pooling budgets, market management, partnership building, enhancing choice, harnessing voluntary and community resources and capacity, influencing partner spend, user decisions and behaviours

What commissioning is not (and what it doesn't mean)

1. It is not just procurement. Procurement is the process of acquiring goods, works or services from providers and managing them through a contract. A commissioning strategy may result in procurement, but could just as easily result in a policy change or an information campaign. There are various ways to deliver outcomes.
2. It is not privatisation or outsourcing. Commissioning does not start with a preconception that services should be provided by a particular sector or type of provider. Who delivers the outcome should be based on recommendations from the commissioning process.
3. Commissioning is not just about the bottom line. It is about finding the most efficient way to deliver services, but is also about creating value – for example, reducing inequality by incorporating social and economic costs and benefits into the decision making process.

The Commissioning Cycle

Effective commissioning forms a continuous cycle of action and improvement, from identification of need, through to review of delivery and achievement of outcomes and includes commissioning, procurement, and contract management activity. The stages are inter-dependent, with each stage building on the previous one.



Definition of Procurement

Put simply, procurement is about the purchase of goods, works and services needed to enable the Council to deliver services to the people of Wirral.

“Procurement is the whole process of acquisition from third parties and covers goods, services and construction projects. This process spans the whole life from the initial concept and definition of business needs through to the end of the useful life and of an asset or end of service contract”.

Sir Peter Gershon (then Chief Executive of the Office of Government Commerce)

Procurement forms a stage of the commissioning cycle and represents one way in which the Council can choose to deliver its commissioning intentions. It is the process by which the council contracts with either businesses or organisations (third parties), to obtain the goods and services required to fulfil our objectives and meet local needs in the most timely and cost-effective manner.

Definition of Category Management

Category Management is a variation of procurement that treats a group of related services as a category and manages the whole group as one (for example, looked after children residential care, fostering, adoption and SEN can be managed as a category because this is a similar group of needs and providers). Category management includes specific stages of market management, supply chain analysis and needs assessment. This is closely aligned with commissioning.

Definition of contract management

Contract management is the ongoing management of contracts entered into with suppliers or partners for the provision of works, goods or services. Contract management includes negotiating the terms and conditions in contracts and ensuring compliance with terms and conditions, as well as documenting and agreeing on any changes or amendments that may arise during its implementation, execution and through the lifetime of the contract.

Contract management involves the following three elements:

Operational supply management	Contract Performance Management	Contract Review
The day to day operational contract management and supplier relationship management. It involves regular contact with service providers to maintain the delivery of goods and services and regular operational review meetings, negotiations and escalations where required.	More strategic performance management and supplier relationship management in order to review contract performance with suppliers and identify potential improvements. It should occur at regular intervals (e.g monthly or quarterly).	This should occur toward the end of contracts and involves reviewing performance against KPIs, overall delivery and impact against outcomes and future need. It should also include identification of services and products which are no longer required.

Contract management forms part of the commissioning cycle and is important to ensure that the services in place actually deliver the required outcomes.

3. Why commissioning is so important

Following the 2010 Comprehensive Spending Review, all public sector organisations need to deliver better value for money and productivity, achieve efficiency savings and provide services more tailored to local needs. Getting commissioning right is therefore important to ensure that we deliver the right services to those that need them most and get the most impact for the money spent, especially given the current challenging financial climate.

Wirral Council is allocated a total budget of £xxxmillion per annum, of which £xxxmillion is ring-fenced for statutory obligations. This leaves £xxxmillion which the Council has a responsibility to use in the best way possible to achieve its objectives as a major local commissioner.

Wirral needs to be able to move resources around more flexibly, not just within the Council but across the public sector and share the savings and financial benefits resulting from improving demand and reducing demand on reactive services. Commissioning can offer the opportunity to do this (introducing greater flexibility in the use of resources), but also demands assurances that suppliers are resilient, reliable and deliver quality services.

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To do this we have moved away from the traditional commissioning cycle of Analyse, Plan, Do and Review, to an outcomes focused approach to commissioning. The intention is that this outcomes based approach will support us to ask the right questions to address our key challenges and help us to identify and test options based on need and the aspiration of individuals and residents.

Wirral Council cannot successfully deliver reform, support economic growth and deliver social value alone however.

The establishment of a new, whole system approach which embraces Elected Members, the wider Council, partnership and third sector organisations and the local community will be pivotal in shaping our commissioning intentions.

4. Commissioning principles for Wirral

1. We will take an outcomes-based approach to commissioning
2. We will understand the needs and priorities of our residents and involve them in the planning, design, monitoring and evaluation of services, whilst clearly specifying our requirements
3. We will ensure that value for money and achieving sustainable efficiencies are the foundation of our commissioning solutions and be honest about the financial and legislative context in which services are to be provided
4. Commissioning is everybody's business – in both challenging the status quo and supporting service transformation
5. Commissioning will be done at the level appropriate to the outcome required (sub regional, borough wide, neighbourhood, and individual)
6. Commissioning will drive an innovative culture and challenge the market in order to secure positive outcomes and value for money for our residents
7. Commissioning will drive social value, promote investment in the local community at all stages of the process and secure the best social return for the Wirral pound e.g. jobs, apprenticeships
8. We will build the capacity of our local third sector and small businesses to ensure a) they have equal opportunity to participate in commissioning and b) there is a mixed economy of commissioned services where this could enhance outcomes and efficiency

5. Becoming an expert commissioner

Becoming an expert commissioner is a medium to long term aim; transformations will not happen overnight.

Becoming an expert commissioner is a cultural shift that requires us to develop new ways of working within the Council as well as with our local communities, partners and service providers.

“It is important that the understanding of commissioning is embedded in the broader cultural change programme of the council, including the leadership and management development programme”

Wirral Strategic Commissioning & Procurement Board

Wirral Council is already a commissioner, with most commissioning activity taking place within directorates and focusing on service provision. This situation is changing however, and there are new opportunities to work more effectively across the whole Council.

Becoming experts in commissioning necessitates some initial clarification of the skills and competencies required for commissioners in the organisation. A skills audit can then be undertaken to ensure the appropriate skills and necessary training and development are in place to support the new ways of working. An example of the change required is encapsulated by the questions below:



Skills required

There are some excellent examples of commissioning capability in Wirral, with outcomes being delivered across Directorates, but capacity-building is still required. Both hard and soft skills are key for commissioners, as the role involves:

- Getting the best deal for individuals
- Getting the best deal for communities
- Getting the best deal for the Council and public purse

To do this, commissioners must be able to:

- Systematically evaluate need
- Appreciate assets and opportunities to grow alternative solutions
- Identify and commission for outcomes
- Commission safe, sustainable services
- Listen to individuals and communities
- Engage, influence and bring partners with them
- Create a strong and reliable evidence base for decision making
- Understand and respond effectively to leadership and political considerations
- Understand and be able to use levers such as: market position; community readiness; incentives; contract terms; policy considerations; market and relationship development; new models of service; alternative funding and partnership options

Key skills for commissioning leads would therefore include (in no particular order):

- Partnership and networking
- Project management and co-ordination
- Leadership and matrix management

- Driving, shaping, completing and implementation
- Evaluation and synthesis of evidence
- Commercial and market analysis
- Understanding and influencing markets and suppliers
- Strategic financial and analytical skills (not accountancy)
- Service design/redesign and pathway analysis
- Decommissioning
- Political sensitivity and management
- Option appraisal and business case development
- Communication, presentation and engagement
- Co-design and co-production
- Effective relationships with customers and users
- Outcomes setting and specifications
- Contract terms, service monitoring and evaluation
- Negotiation and problem solving
- Team work

An organisational development strategy is already underway and early skills and training analysis can then follow.

Becoming an expert commissioner

Becoming an expert commissioner means adopting the ways of working which characterise organisations that commission well. These are:

- A. Commission for outcomes**
- B. Understand and challenge the needs and priorities of our population**
- C. Challenge existing service delivery models and review alternatives**
- D. Decommission services where appropriate**
- E. Influence and engage with the market to encourage diversity of providers and build capacity and sustainability**
- F. Use their purchasing power to promote public sector equality duty and the social return on investment and encourage sustainable and responsible procurement**
- G. Commission in partnership**

Each of these is outlined in further detail below.

A. Commissioning for outcomes

Wirral Council recognises that part of an expert commissioner means moving to commissioning for outcomes. Instead of the more traditional approach specifying inputs and outputs, there is a focus on outcomes, which in turn, often means that providers have greater opportunities to arrange their services in a more flexible and innovative ways – *as long as they provide the desired impact*. Agreed outcomes should be outlined as early as possible in the Commissioning Cycle and considered at every stage from service user involvement to the final review of the impact that the service has made, so that decisions can be made on more than price alone.

Key considerations:

- Where is the council now in relation to where it needs to be?
- How will contracts or provision be designed to meet future needs?
- How can specifications be designed to enable service improvements and efficiency?
- How can outcomes be measured and contract performance managed?

B. Understanding and challenging needs and priorities

Meeting local needs, including anticipating future need, should form the basis of all commissioning decisions to ensure a strategic and long-term approach. Customers, service users and suppliers should be part of this discussion. Understanding current levels of service provision, spend and patterns of demand and use over time is also vital to making a decision over what service should be delivered in the future.

Key considerations:

- Why do we need this product/service?
- What is happening to local need?
- Who uses it and what will the requirement change in the future?
- What are the legislative or regulatory requirements?
- What is currently being spent on services?
- What resources are available to meet future need?
- Is this service needed?

C. Challenging existing – and reviewing alternative – service delivery models

Once a need for a service has been identified, it is important to review and challenge current service provision where it already exists to ensure continued value for money through effective and efficient services. Consideration should be given to any changes in the market which may open up new opportunities.

Key considerations:

- Does the current service deliver the required outcomes?
- Does the current service model deliver value for money?
- What is the council's policy on usage and how consistently is it applied?
- Is there scope to collaborate with others?
- How effective is current service provision and market?
- Does the market offer competition, choice and diversity?
- Should the primary relationship with the provider be with the Council or individuals with Personal Budgets and self-funders exercising choice and control?

D. Decommissioning

Decommissioning is part of the commissioning cycle and should be undertaken in a planned way to ensure that the most effective services are delivered and the best use is made of resources. In some instances, service reviews will lead to the ending a service (or part of a service) and the transition to a new or alternative service delivery model in order to achieve the desired outcomes.

Key considerations:

- Is the service still required?
- How effective is the current service provision?
- Does the current delivery model provide value for money?
- Have alternative service delivery models been identified?

E. Influence and engage with the market to encourage diversity and build capacity and sustainability

Wirral Council and its partners have a key role in shaping the market through the Commissioning Strategy and its wider community influence. The aim is to develop relationships with suppliers that are mutually beneficial and flexible, whilst being based on continuous improvement and financial balance. There are five key approaches to market engagement, these are shown in Figure 2 below.

Figure 2: Five approaches to market engagement



There is an increasing emphasis nationally in the role of individuals and communities in designing and delivering solutions for themselves and there is considerable opportunity for the Third Sector to add value to this process.

There are barriers which can prevent some Third Sector organisations from responding to commissioning opportunities however, such as construction and packaging of contracts which can often favour larger organisations with significant infrastructures.

Wirral Council will work to address these barriers by engaging and capacity building with the Third Sector when shaping our commissioning Business Plan, in order to create a more equitable and proportionate tender process (whilst recognising that many Third Sector organisations will not require any support, e.g national charitable organisations with significant back-office capability, who can be treated in the same way as any other large organisation).

Key considerations

- Should the community provide this service for themselves?
- Does the Third Sector have equal access to commissioning opportunities?
- Do local voluntary and community organisations and those from protected groups have the capacity and capability to compete?
- Is the procurement process proportionate to the scale of the service being provided?
- Does the commissioning process allow innovation and creativity?
- Can we capacity-build where the Third Sector might fill an essential gap in the market?

F. Using purchasing power to promote the public sector equality duty and promote sustainable and responsible procurement

Sustainable procurement is the process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money and generates benefits not only to the organisation, but to society and the local economy, whilst minimising environmental damage.

Key considerations

- How can investment in Wirral be embedded in the commissioning process?
- Is the planned commissioning process in line with the council's environmental policies?
- How does the commissioning of services contribute to the Council's Corporate Plan objectives?
- How can we decide what social value measures to incorporate with our plans for commissioning?

G. Commissioning in partnership

Wirral Council recognises that successful commissioning and procurement can develop and change supply markets and affect behaviour. To manage this effectively, we need to act collaboratively and acknowledge that working with other organisations can deliver best value, especially in terms of; aggregated spend producing economies of scale; wider range of experience and expertise and procurement efficiencies.

Key considerations

- Can greater efficiency gains be achieved through a partnership approach?
- Can spending power and relationships with suppliers be improved via collaboration?
- Considering examples of good practice

6. Governance

It is important that we ensure that our commissioning activity has clear oversight, and is able to track back to the over-arching intentions of the Council and its Corporate Plan. There are three aspects to this: firstly to be able to describe the relationship of this strategy to the corporate plan and other business planning activity; secondly to be able to illustrate the formal governance arrangements for commissioning and procurement; and thirdly, to be able to describe the way in which we will work across the Council to support effective commissioning and procurement.

6.1 How the Commissioning Strategy fits with organisational planning.

The diagram below illustrates the way in which business planning will connect across the Council



Note: Delivery of our commissioning intentions can be internal or external

6.2 Governance arrangements

The Council's commissioning intentions will be aligned to the Council's Corporate Plan and to Strategic Partnership planning. Executive leadership will be provided by a Cabinet Portfolio holder with appropriate reporting through Cabinet and Council as required.

To ensure that there is effective oversight of any commissioning activity supporting the delivery of the Corporate Plan, the Chief Executive's Strategy Group will hold a quarterly meeting focussing on Commissioning which will ensure that officer-led activity is carried out in a way that is compliant with our Commissioning Strategy and Procurement Strategies and that enables the Council to develop its skills and capacity to deliver effective commissioning of services.

The intent will be to deliver the following outcomes

- Consistent and transparent commissioning approach across the Council
- Commissioning focused on local need, outcomes and priorities
- Development of a healthy economy of service providers
- Strong strategic partnerships to support integrated commissioning
- Greater efficiencies and value for money achieved on a sustainable basis
- Effective and efficient procurement of services

It will focus on a number of specific activities:

- Ensure commissioning activities are aligned to the Council's Corporate Plan.
- Encourage long-term strategic planning of commissioning and procurement projects.
- Ensure there are annual commissioning and procurement plans in place which are approved and communicated across the Council. These would have appropriate market engagement plans to support successful implementation.
- Ensure the adoption of evidence-based decision-making in both commissioning and procurement.
- Demonstrate value for money and improvements in outcomes for the residents of Wirral.
- Ensure appropriate budgets are in place to commit to commissioning and procurement activities.
- Ensure that there is minimisation of unintended financial consequences resulting from commissioning activity.
- Work with partners to develop the Council's strategic commissioning and procurement approach to co-commissioning.
- Provide a corporate led focus on strategic procurement, coordinating all procurement activity through category management to achieve optimum resource allocation.
- Ensure that procurement strategy, planning and practice supports the Council's core values, corporate aims and objectives.
- Support the delivery of services to end users, ensuring stakeholder involvement and customer satisfaction are fully reflected in all contracts.

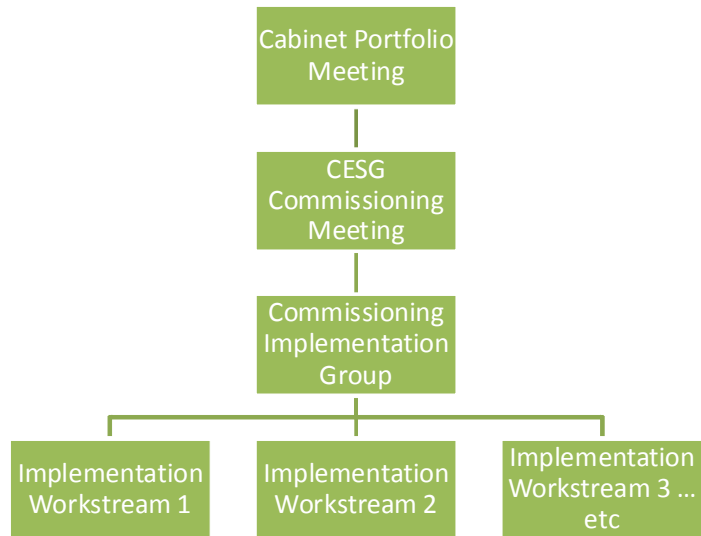
- Ensure all procurement and contract management activity is governed and complies with contract procedure rules and statutory regulations.
- Achieve and evidence value for money in all procurement arrangements, capture and record the benefits achieved, benchmark against peers.
- Develop procurement skills and provide support and training for all staff involved in procurement activities across the Council.
- Take account of sustainability, local economic development and equality and diversity priorities throughout procurement activities.
- Utilise e-commerce to achieve transactional efficiency for all contracts and provide accurate and up to date management information.
- Develop procurement collaboration with other public bodies, sharing services where appropriate and encouraging partnering arrangements.
- Use procurement performance analysis to drive continuous improvement of procurement activity across the Council.

The majority of these activities will be delivered through the work of the Commissioning Implementation Group which will be tasked with providing oversight and leadership in delivering the commissioning intentions for the Council

Specifically the Commissioning Implementation Group will be expected:

1. To develop 3 year commissioning and category plans
2. To review cross-organisational commissioning intentions
3. To identify priority strategic areas for (re)commissioning
4. To produce and sense check category plans (equiv. to PID) for each priority
5. To identify the resources required to deliver commissioning priorities (team around the priority)
6. To identify procurement priorities and strategies; including market analysis and potential areas for savings (these would be within category plans)
7. To identify market development needs
8. To identify opportunities for joint commissioning with partners

The diagram below illustrates the governance relationship.



6.3 Our corporate approach to maximising outcomes from commissioning



7. Embedding the strategy

Strategy Outcomes	Success criteria	Action	Key deliverables/targets	Date	Responsible [Note: Some leads will need to be finalised following agreement of organisational restructure]
Consistent and transparent commissioning approach across the Council	Commissioning Strategy is in place (note: this incorporates our approach to commissioning from the voluntary sector and at neighbourhood level)	Develop strategy	Strategy agreed by Cabinet and published	November 2014	Director of PH
	Commissioning and procurement governance arrangements are robust	Establish Commissioning CESC meeting quarterly. Establish implementation group	Agreed TOR and reporting arrangements for Commissioning CESC meeting Underpinning working arrangements agreed	From November 2014	SDs for Families and Wellbeing and Transformation & Resources
		Agree and refresh where necessary commissioning and procurement procedures and documentation	Updated commissioning & procurement procedures and documentation Commissioning Toolkit Procurement Toolkit	March 2015	Procurement

Strategy Outcomes	Success criteria	Action	Key deliverables/targets	Date	Responsible [Note: Some leads will need to be finalised following agreement of organisational restructure]
		Ensure training programme for those involved in commissioning, procurement and contract management	Training programme agreed and rolled out to identified staff: commissioners, category managers [awaiting job definitions]	January 2015	Director of PH
	Increased engagement of Councillors in the commissioning process	Develop commissioning and procurement awareness raising sessions for members	Programme launched and all cabinet members attended	December 2014 - January 2015	Director of PH
		Commissioning approach reviewed by scrutiny	Scrutiny recommendations received and responded to	2015 (date to be determined by Coordinating Committee)	
	Introduce performance metrics for measurement of the effectiveness of the Strategy	Develop metrics to include, e.g. Efficiency savings deliverables Patterns of commissioning by sector Improved performance against contract of suppliers Risk exposure against	Metrics for corporate use	March 2015	<i>Lead for Strategic Commissioning*</i>

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Strategy Outcomes	Success criteria	Action	Key deliverables/targets	Date	Responsible [Note: Some leads will need to be finalised following agreement of organisational restructure]
		supply			
Commissioning focused on local need/outcomes/priorities	Commissioning plans reflect local need and show how need will be met	Develop commissioning and category management plans which include need and policy analysis	Commissioning and category plans in place for all work-streams	January – September 2015	<i>Procurement/Commissioning</i>
		Integrate the development of commissioning plans into the corporate cycle	Integrated service planning	From new municipal year	Head of Neighbourhoods & Engagement
		Cycle of category reviews agreed	Updated category plans in place Commissioning intentions published.	Annual basis	Procurement
	Focus on outcomes evident throughout the commissioning cycle	Build outcomes framework into service specification	Outcomes are built into service specifications	No date, linked to individual commissioning timelines	<i>Procurement/Commissioning</i>
		Develop contract performance management toolkit	Toolkit published	March 2015	<i>Procurement/Commissioning</i>
		Develop proposal for evaluating and measuring social	Proposal agreed by CESG	March 2015	Procurement

Draft document

Strategy Outcomes	Success criteria	Action	Key deliverables/targets	Date	Responsible [Note: Some leads will need to be finalised following agreement of organisational restructure]
		capital in the commissioning process			
		Refresh Council's contract terms and conditions to include performance criteria based on local investment	New contract terms and conditions published	March 2015	Procurement
		Develop and launch social capital toolkit	Toolkit launched	2015	Procurement
		Develop approach to community engagement in commissioning	Approach agreed Toolkit launched	2015	Head of Neighbourhoods & Engagement
	Decommissioning embedded in the commissioning cycle	Develop decommissioning guidance	Draft guidance produced Guidance piloted Final guidance published	March 2015	Appropriate Leads for Strategic Commissioning & Procurement
Ensuring a mixed economy of service providers	Third sector supply side developed through capacity building and support	Develop refreshed training and awareness raising programme	Training programme published	2015	Procurement
		Hold portal training sessions preceding any significant	Training sessions offered, and feedback from third sector	2015	Procurement

Strategy Outcomes	Success criteria	Action	Key deliverables/targets	Date	Responsible [Note: Some leads will need to be finalised following agreement of organisational restructure]
		commissioning opportunities			
	Local providers involved in market development	Host events exploring opportunities for further market development	Events held	Dependent on commissioning activity	Procurement
		Develop regular programme of 'meet the buyer' events	Events held	Dependent on commissioning activity	Procurement
	Service reviews explore alternative delivery models	Commissioning plans to include review of alternative delivery models and options appraisal evidencing that chosen model best meets local needs and ensures VfM	Included in departmental commissioning and category plans	Dependent on commissioning activity/area	Procurement
Strategic partnerships	Integrated commissioning approach with NHS	Agreed integrated commissioning strategy with CCG (FWB directorate)	Integrated commissioning plans	March 2015	Director of Public Health / Director of Adult Social Services
	Effective local partnerships supporting commissioning	Review of strategic partnerships to consider how they impact on commissioning decisions		March 2015	Director of Public Health / Head of Neighbourhoods & Engagement

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Strategy Outcomes	Success criteria	Action	Key deliverables/targets	Date	Responsible [Note: Some leads will need to be finalised following agreement of organisational restructure]
Greater efficiencies and value for money achieved on a sustainable basis	Spend and market analysis carried out as part of category review process	Shared understanding of current spend and opportunities for efficiencies developed, development of savings plans based on efficient opportunities identified	Organisational-wide spend analysis is captured Savings plans in place and published internally	Ongoing	Procurement
		Opportunities in the market identified early and reflected in category/commissioning plans		Ongoing	Procurement
	Procurement savings targets delivered	Identify opportunities, produce strategic sourcing plans and deliver projects to ensure savings are realised		Annually	Procurement
	Internal skills and capacity available for workstream activity	Produce development plan for commissioning, procurement, and category managers		March 2015	Director of Public Health

