

OXFORD
BROOKES
UNIVERSITY



institute of
public care

Certificate in the Principles of Commissioning

OBU Course Code: WFPC4001

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Namaste مرحبا Willkommen Bem Vindo Selamat Datang
Bienvenidos Namaste Bienvenue Croeso Welcome Bienvenidos أهلا وسهلا
Benvenuti Welkom Bienvenue Bem Vindo
Welcome مرحبا Croeso
Bienvenidos Welcome Welkom أهلا وسهلا
Selamat Datang Welcome Bienvenue Namaste
Willkommen Benvenuti Bem Vindo
добре дошъл Willkommen Selamat Datang Croeso Benvenuti Willkommen
Καλώς ήλθατε Benvenuti

Sessions 1 and 2

Session 1 – Analyse and Plan

- Recap of the definition of commissioning, and what it entails
- Consideration of the current national and local agenda influencing commissioning
- Needs assessment and gap analysis
- Introduction to Outcome Based Commissioning
- Optional accreditation

Session 2 – Do, Review and cross cutting

- Market intelligence and shaping
- Introduction to procurement and purchasing
- Managing provider relationships
- Outcomes Based & Performance Monitoring
- Engagement and involvement of local people in commissioning
- Commissioning Skills

The IPC Commissioning Cycle



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Effective monitoring and review

Performance Measures



Monitoring and Reporting



Evaluation and Review



Take Action

Managing poor performance

Aspect	Developmental Approach
Basic principles	Mistakes happen. Everyone should have the chance to learn from them and change. Support may be needed to prevent recurrence.
In practice	Purchaser and provider agree on what has gone wrong and why. Develop a corrective action plan (CAP), which may include additional monitoring and support.
Benefits	Reflects mutual dependence and partnership. Can enable 'business as usual' whilst some matters are resolved.
Risks	No immediate consequences for provider – long term deterrent? CAP may not resolve the problem; termination may only be delayed

Managing poor performance

Aspect	Punitive Approach
Basic principles	Performance can never be below required standards. Financial or other punishments will prevent recurrence of problems. The provider must resolve their problems alone.
In practice	The threat or implementation of fine or restriction of new business. Suspension from accredited list. The contract must contain explicit powers.
Benefits	Clear relationship between performance and payments. Shows purchaser's serious intent from the outset.
Risks	Judgements open to legal challenge. Purchaser may be drawn into terminating contract sooner than they would want.

What determines your approach?

- The seriousness of the matter
- The risk(s) involved
- Has the contract been breached?
- The relationship with the provider
- The providers response to poor performance

What might need to be in place to help you manage performance of providers?

Scenario Exercise

- a) A service you have commissioned is **not achieving the outcomes** that were agreed in the contract. This is a **high-cost** service, and a **Council Member** is significantly passionate about the service. The provider **is engaging with you** and promising improvements, **but these have not materialised.**
- b) List **3 potential performance management options** for this service, listing the pros and cons for each
- c) Agree, as a group, which option you would **recommend and why.**
- d) What 3 key things need to be in place to make this option **effective?**



When can we involve people in commissioning?



What is co-production?

The Ladder of co-production

Leading

Co-Production

Doing with
being equal – in
partnership

Co-Designing

Having a
Voice /
Influencing

Engagement

Doing for
engaging and
involving people

Consultation

Informing

Informing

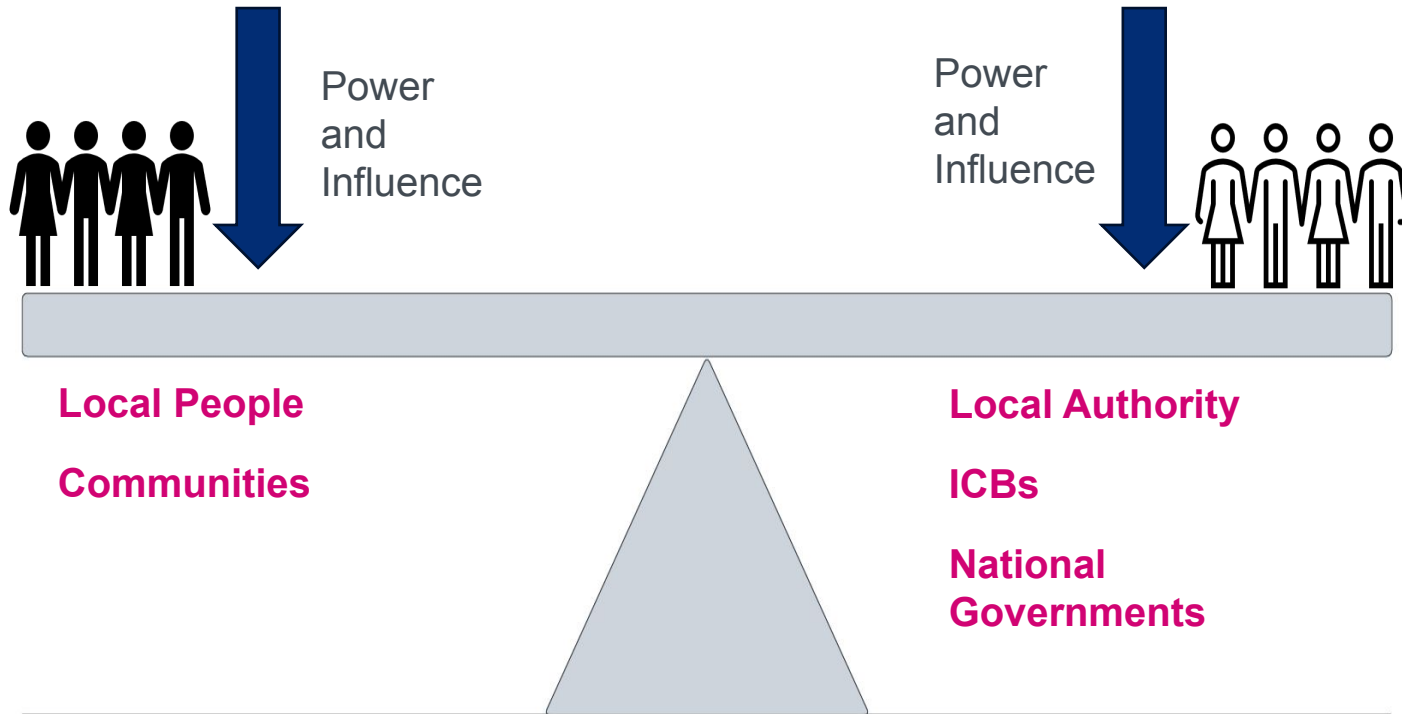
Doing to
trying to fix people
with little or no
involvement

Educating

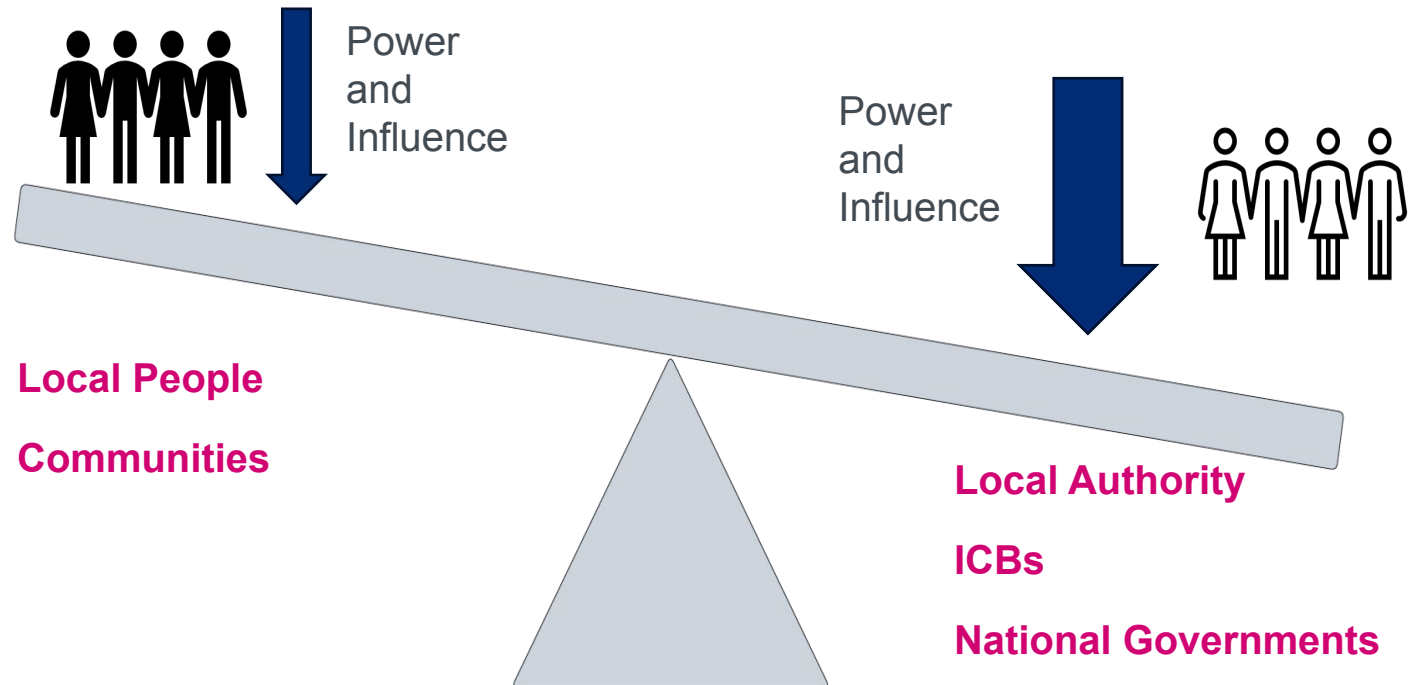
No voice

TLAP -adapted from: Arnstein
(1969) Ladder of Citizen
Participation

Sharing decision making power



Or informed by listening?



How do I decide?

- What is the objective?
- Who are the stakeholders?
- What stage of the process?
- What resources?





Top Tips for Achieving Co-Production



Culture Shift

- Co-production is not part of the job - it is the job



Involve people at the beginning of the process or decision

- The earlier you involve people, the more likely you can embed co-production



Time and Resources

- Co-production takes significant time and dedicated resources - and this must be built into timescales and budget management



Flexibility

- The more flexible you can be, the more co-productive your approach can be
- Things won't always go to plan and you need to be able to adapt to this



Understand the Interest

- Generally the more people are impacted by an activity, the more likely they will want to be involved
- If they want to be involved, find out why. This can be just as telling.



Clear Expectations

- Be clear about local people's roles and what is expected of them
- We may not agree on everything but we will be working as a collaborative



Outline scope of decision making power at the beginning

- Be honest how much scope local people have to shape, design and influence and where they do not



Start with relationships

- Ensure you take the time to interact with people on a human or personal level to help breakdown barriers and build relationships



Develop agreements on behaviour

- Encourage openness, honesty and create a safe space for people to share their views



Be Human

- We are people working with other people and we need to give people the space to share their experiences and views



Start with a blank page

- Where possible, come without an agenda and work in partnership with others to build and agree a shared vision for the activity



Support people involved in co-production

- Being involved in decision making may be an emotive experience for people it could affect - support must be available for those who need it

Top Tips for Achieving Co-Production



Think about location / venue

- Pick a location that is neutral, rather than a Council building or similar



Be clear on consent, confidentiality and safeguarding

- Be clear what will be recorded and shared and when you would need to break confidentiality



Make it fun and encourage creativity

- This will support people to want to keep involved but helps to open people's minds to think about new solutions or ideas



Keep people updated as regularly as possible

- Ensure you say what you are going to do and feedback on the progress and outcome of their contributions



Show people they have been valued and listened to

- People want to know their insights and experiences are acknowledged and have been acted upon



Training and skill development for people involved

- Invest and develop in your co-production group - helps people to understand their role and prepare them for the task ahead



Recruitment of local people

- Ensure your co-production group is representative of the target population and that everyone who wants to be involved is able to do so



Skills of public service professionals

- Professionals facilitating co-production must have the right skills and approach to foster co-production



Lessons Learnt

- Identify and share lessons learnt following a co-production exercise and share corporately



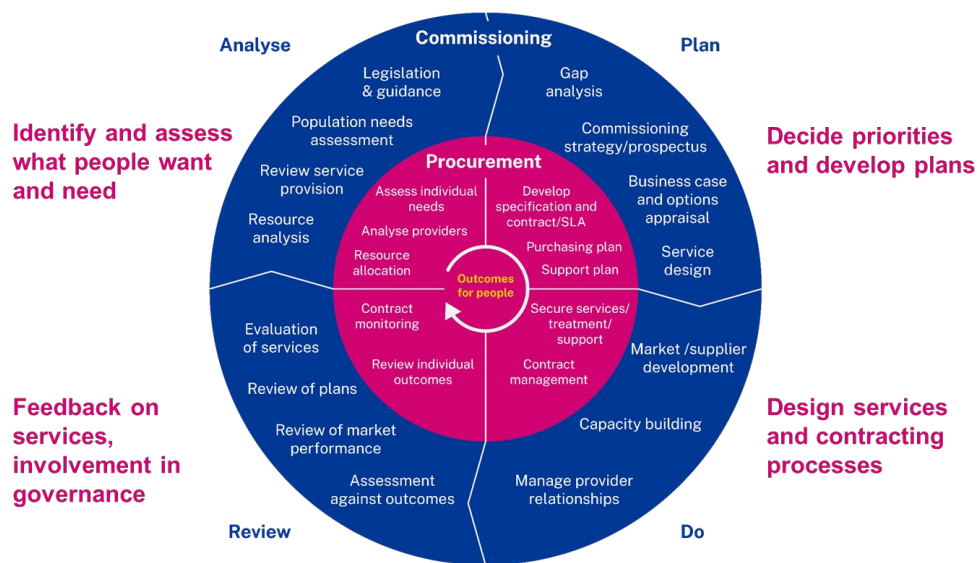
Identify barriers and consider how to overcome these

- Investigate and identify what might be getting in the way of effective co-production, working to overcome these where possible

Breakout Discussion

Share your experiences of involving people in commissioning care / services to shape services or decisions in your local area?

- What worked well?
- What didn't work so well?
- What improvements / changes do you think might be needed in the future to better involve local people and communities?



The Commissioning Family Tree – what skills are needed?



Your reflections from the course



We said:

By the end of the sessions, you will:

- Have evolved your knowledge and understanding of the different stages and activities of the commissioning cycle and awareness of your individual role, and roles of other colleagues and directorates, within the cycle.
- Be able to demonstrate understanding of the principles and theories of evidence-informed and outcome-based commissioning, and how this informs priorities and decision making across the commissioning cycle

Your reflections

- What has been your key take aways from the 2 sessions?
- What might this mean for you, your teams and your organisation?
- Name at least 1 commitment or action will you take away from these sessions

Feedback and thank you!




Contact us

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