

# A Matrix for Analysing Approaches to Commissioning Across Agencies

IPC have drawn on a range of national materials, plus its own experience of working on the commissioning of public care services throughout the country to develop a matrix for analysing the extent to which different areas of the commissioning and contracting process are integrated across the agencies. The matrix uses the 4 elements of the commissioning cycle:

- Analyse
- Plan
- Do
- Review

The matrix also differentiates between the following 4 levels of collaboration:

- Separate Approaches: Actions and decisions are arrived at independently and without co-ordination.
- Parallel Approaches: Objectives, plans, actions and decisions are arrived at with reference to other agencies.
- Joint Approaches: Objectives, plans, actions and decisions are developed in partnership by separate agencies.
- Integrated Approaches: Objectives, plans, actions and decisions are arrived at through a single organisation or network.

Examples of activities at each level are described in the table below.

Areas	Separate Approaches	Parallel Approaches	Joint Approaches	Integrated Approaches
<b>Analyse</b>	<ul style="list-style-type: none"> <li>Needs analysis is undertaken independently.</li> <li>Public meetings, conferences, feedback are designed and delivered independently.</li> <li>The financial impact of services and policies on other agencies is not considered.</li> </ul>	<ul style="list-style-type: none"> <li>Separate needs analyses shared by agencies.</li> <li>Separate cost, benchmarking and general market intelligence shared by agencies.</li> <li>Agencies allocate some resources to address issues of common concern</li> </ul>	<ul style="list-style-type: none"> <li>Jointly designed population needs analysis informs commissioning priorities.</li> <li>Agencies jointly design and manage consultation and feedback activities.</li> <li>Agencies identify pooled budgets for particular areas, and a joint approach to decision making on budget allocation to meet common objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Single projects undertaking needs analysis and using these to inform common commissioning and contract priorities.</li> <li>Single research, analysis, or public health teams.</li> <li>Pooled budgets within a single agency or network, to meet combined needs identified for the population via the JSNA.</li> </ul>
<b>Plan</b>	<ul style="list-style-type: none"> <li>Agencies develop services to meet their own priorities.</li> <li>Single agency planning documents do not include key partner's priorities and drivers.</li> <li>Single-agency commissioning strategies.</li> </ul>	<ul style="list-style-type: none"> <li>Systematic analysis of partner agency perspectives, issues and concerns.</li> <li>Liaison in the production of separate strategies.</li> <li>Strategies and plans reference and address partners' issues.</li> </ul>	<ul style="list-style-type: none"> <li>Shared commitment to improve outcomes (across client group) clearly outlined in the Health and Wellbeing Strategy.</li> <li>Joint strategy development teams producing common commissioning strategies and documents.</li> </ul>	<ul style="list-style-type: none"> <li>Inclusive planning and decision process as an integral partner.</li> <li>A transparent relationship between integrated bodies.</li> </ul>

Areas	Separate Approaches	Parallel Approaches	Joint Approaches	Integrated Approaches
<b>Do</b>	<ul style="list-style-type: none"> <li>• A fragmented approach to use of providers and resources.</li> <li>• Market facilitation sited in separate organisations.</li> </ul>	<ul style="list-style-type: none"> <li>• Agencies inform each other of purchasing intentions.</li> <li>• Market development information shared across agencies when clearly relevant.</li> </ul>	<ul style="list-style-type: none"> <li>• Agencies develop joint service specifications and contract or share contract risk.</li> <li>• Joint appointments of commissioning staff</li> <li>• Jointly researched and produced market position statement.</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated commissioning function, e.g. a single manager with responsibility for managing commissioning and contracting within a single organisation or network.</li> </ul>
<b>Review</b>	<ul style="list-style-type: none"> <li>• Contract compliance information is used independently of other sources and solely within the organisation.</li> <li>• Provider performance information not shared between agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Agencies share information about contracts and intelligence about performance where relevant.</li> <li>• Agencies inform each other of performance improvement needs.</li> <li>• Information from patients/service users or service providers is shared when clearly relevant.</li> </ul>	<ul style="list-style-type: none"> <li>• Multi-agency review groups ensure robust joint arrangements for the collection and interpretation of performance information.</li> <li>• Agencies jointly design monitoring frameworks.</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated monitoring and review arrangements that result in a shared understanding of the effectiveness of current services and the evidence for changes in the future.</li> <li>• A single function is responsible for managing and monitoring contracts to meet a single commission agenda.</li> </ul>