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 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
Analyse	▪ Needs analysis is undertaken independently. ▪ Public meetings, conferences, feedback are designed and delivered independently. ▪ The financial impact of services and policies on other agencies is not considered.	▪ Separate needs analyses shared by agencies. ▪ Separate cost, benchmarking and general market intelligence shared by agencies. ▪ Agencies allocate some resources to address issues of common concern.	▪ Jointly designed population needs analysis informs commissioning priorities. ▪ Agencies jointly design and manage consultation and feedback activities. ▪ Agencies identify pooled budgets for particular areas, and a joint approach to decision making on budget allocation to meet common objectives.	▪ Single projects undertaking needs analysis and using these to inform common commissioning and contracting priorities. ▪ Single research, analysis, or public health teams. ▪ Pooled budgets within a single agency or network, to meet combined needs identified for the population via the JSNA.
Plan	▪ Agencies develop services to meet their own priorities. ▪ Single agency planning documents do not include key partner's priorities and drivers. ▪ Single-agency commissioning strategies.	▪ Systematic analysis of partner agency perspectives, issues and concerns. ▪ Liaison in the production of separate strategies. ▪ Strategies and plans reference and address partners' issues.	▪ Shared commitment to improve outcomes (across client group) clearly outlined in the Health and Wellbeing Strategy. ▪ Joint strategy development teams producing common commissioning strategies and documents.	▪ Inclusive planning and decision process as an integral partner. ▪ A transparent relationship between integrated bodies.

Areas	Separate Approaches	Parallel Approaches	Joint Approaches	Integrated Approaches
Do	▪ A fragmented approach to use of providers and resources. ▪ Market facilitation sited in separate organisations.	▪ Agencies inform each other of purchasing intentions. ▪ Market development information shared across agencies when clearly relevant.	▪ Agencies develop joint service specifications and contracts or share contract risk. ▪ Joint appointments of commissioning staff. ▪ Jointly researched and produced market position statement.	▪ Integrated commissioning function, e.g. a single manager with responsibility for managing commissioning and contracting within a single organisation or network.
Review	▪ Contract compliance information is used independently of other sources and solely within the organisation. ▪ Provider performance information not shared between agencies.	▪ Agencies share information about contracts and intelligence about performance where relevant. ▪ Agencies inform each other of performance improvement needs. ▪ Information from patients/ service users or service providers is shared when clearly relevant.	▪ Multi-agency review groups ensure robust joint arrangements for the collection and interpretation of performance information. ▪ Agencies jointly design monitoring frameworks.	▪ 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. ▪ A single function is responsible for managing and monitoring contracts to meet a single commissioning agenda.