



# Certificate of Credit in Commissioning & Purchasing for Public Care

Module 2: Session 2

Welcome back



# Working online – hints/tips



Everyone enters on mute. Mostly stay on mute so we are not all talking at once



Use the chat to ask questions and make comments. This will be a dynamic learning experience



Turn on your video camera, please!  
Unless you have a shaky connection! In that case, switch off your video



You will be going into breakout rooms, be prepared to be in rooms with 6 - 8 people



Raise your hand or click the hands up symbol if you want to speak in discussions



Be on time for breaks

# Sessions 1 – 8 will cover

- The national and local agenda
- What is commissioning and how well are we doing it?
- Needs and resource analysis
- Planning and options appraisal
- Market Shaping – part 2: ✓
- Accreditation assessment overview - ✓
- Commissioning for outcomes - ✓
- Monitoring and review
- Contract management and procurement
- Person centred approach to commissioning
- Delivering change
- Commissioning skills

# All set within NCT's Strategic Framework.....



## Strategic Framework

### Vision

**Children, Young People and Families at the heart of all we do  
- in every action we take and every decision we make.**

### Our Commitment

(co-produced with children  
and young people)

**What we do today affects your tomorrow, we promise to  
walk side by side with you**

### Outcomes Framework

Live safe,  
be safe

Fulfil  
potential

Develop  
resilience

Enjoy good  
health and  
wellbeing

### Conditions for Success

Processes

Communication

Environment

Culture

Partnerships

Empowerment

People

Tools



**and underpinned by your values.....**

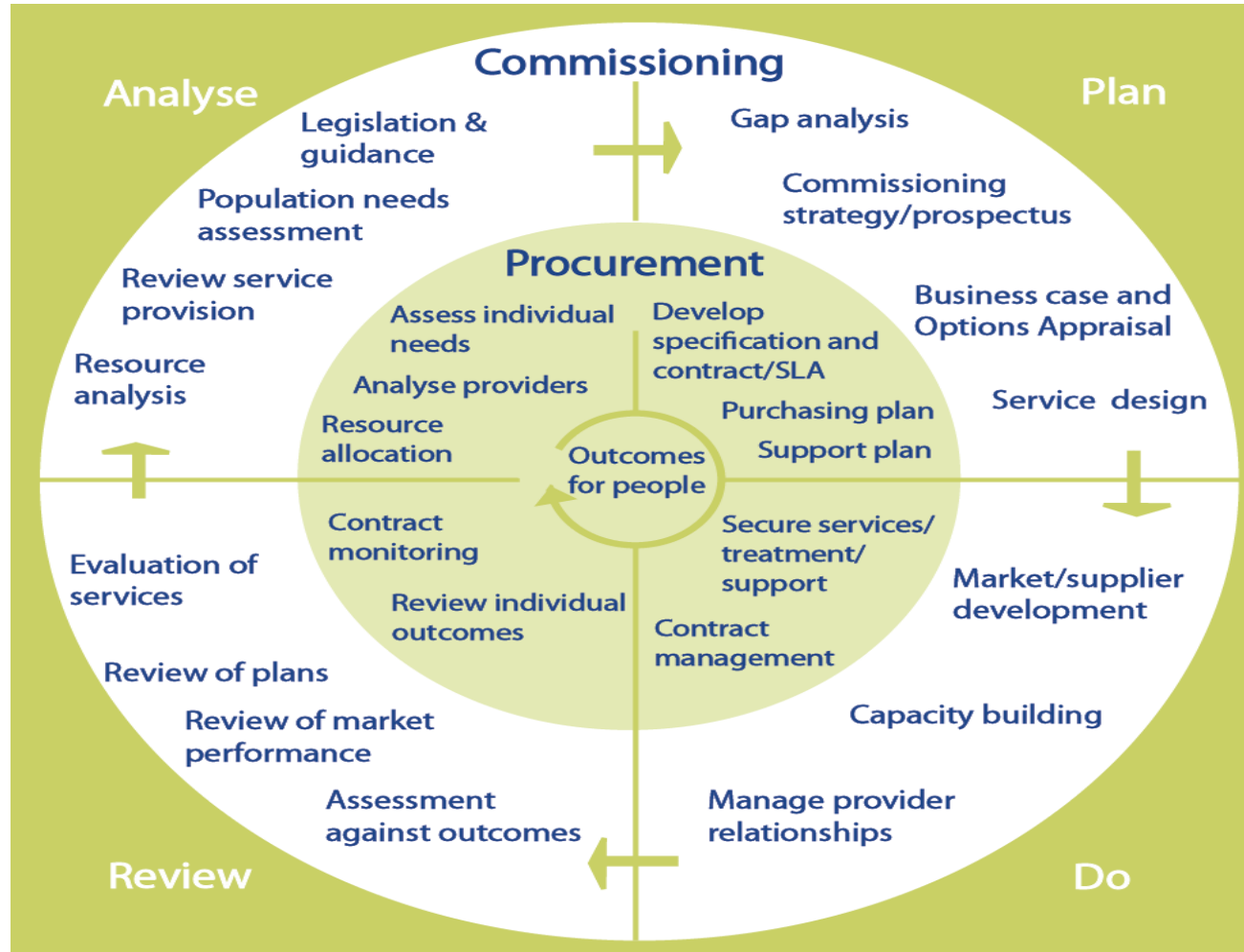
- ❖ **Be child focused and work with the whole family**
- ❖ **Make a difference with trust and integrity**
- ❖ **Concentrate on the best solution**
- ❖ **Act with respect, kindness and compassion**
- ❖ **Communicate well**

**focused on the following strategic priorities.....**





# Institute of Public Care

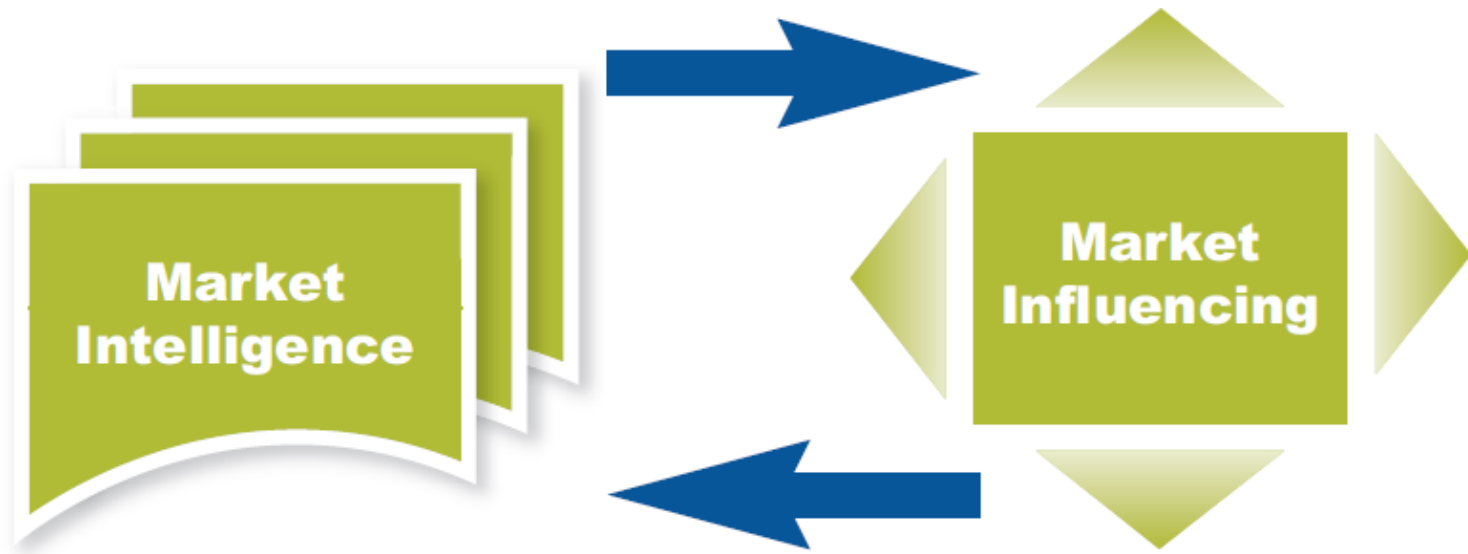


# Market Shaping

Northamptonshire Children's Trust

November 2021

# Key components of market shaping



Activities which seek to understand the market – published in an MPS

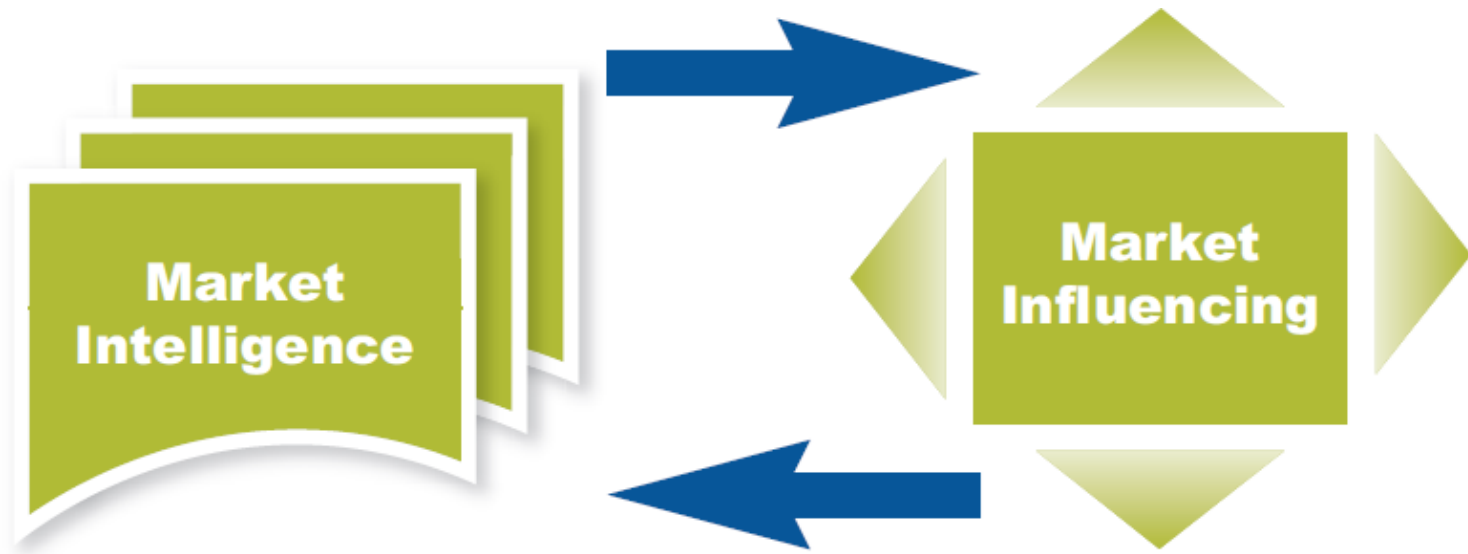
Activity taken to influence current and future range of supports/services - intensions published in an MPS

# Market Influencing

Trusted partner in public care



# Key components of market shaping



Activities which seek to understand the market – published in an MPS

Activity taken to influence current and future range of supports/services - intensions published in an MPS

# Market influencing – core activities

- Signal to the market types of services needed now and in future
- Encourage creativity and innovation
- Encourage re-investment and investment
- Promote continuous service improvements





# Some examples of market influencing activities



**Shared market and  
consumer  
research**

**Workforce  
Development e.g.  
training**

**Seed funding /  
Small Grants for  
innovation**

**Business Support**

**Performance  
Management /  
Quality Assurance  
activity**

**Jobs portal for  
approved  
providers, hosted  
by the authority**

**Dedicated housing  
for specialist  
workers**

**Lead providers for  
geographical areas**

**Meet the buyer  
events**

**Provider forums**

**Joint  
commissioning of  
residential spaces**

**YOUR  
ACTIVITIES &  
EXPERIENCES**

All these activities influence the market, yet the role of the commissioner and other stakeholders can differ

# What might determine your approach?



- Extent of knowledge about the market
- Aims – what are you trying to achieve and with whom?
- Market conditions, for example:
  - Stable
  - Underdeveloped
  - Sufficient / insufficient community involvement
  - Service quality (good or bad)
  - Accepting of or resistant to change
- Relationship with providers and between providers
- Costs of the market shaping activity or whether you can tailor the activity to make it cost effective?
- Political appetite for change

# Key Market Shaping Behaviours – 5 C's

## Consistent

Funding may vary but the strategic direction pursued by commissioners needs to be consistent over time.

## Coordinated

Work with other commissioners and partners where it makes sense to do so.

## Coproduced

Build a shared understanding about the solutions needed to tackle demand, shared market issues and factors that make up cost and price

## Considered

Promotion and development of evidence based solutions. Recognise and share 'what works'.

## Costed

Take account of providers' business and operation models, and understand the actual cost involved in delivering sustainable, quality services

# So what's your relationship like with your providers?



Tug of war?



Mature conversations?



# What promotes effective relationships?

- Early engagement with suppliers/providers – in developing MPS and market testing any new procurements.
- Flexibility about appropriate means of meeting agreed outcomes.
- Open channels of communication.
- Clarity about expectations.
- Commercial awareness.
- Transparency of decision making.
- Fair and proportionate specifications and contracts.



# Action planning

Revisit the providers of services for your target groups that you identified in the previous exercise. Think about those providers in your area:

- What are you currently doing to influence the market and what are the gaps you are concerned about?
- What do you need to prioritise?



# Target population need groups

## Group 1: Early Help:

Delia/Jemma/Sally/Paul/Diana

## Group 2: Children with Disabilities

Lucy/Sharon/Jonsey/Sarah B/Jasmine

## Group 3: Children in Care

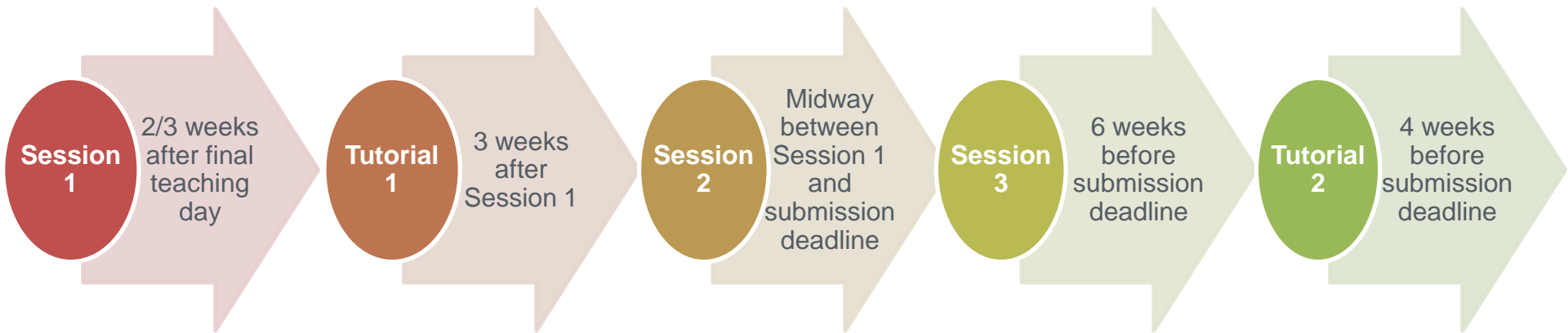
Robin/Claire/Deborah/Sonia/Sarah W

## Further information

- Children's Improvement Board [Market Facilitation: Guidelines for children and young people's services](#)
- IPC (2016) [What is Market Shaping?](#)
- IPC (2016) [Market shaping to support individual purchasing of care](#)
- IPC (2015) [Financial stability, cost charge and value for money in the children's residential care market](#)
- IPC (2105) [Market Shaping Toolkit for SME providers](#)
- IPC: [MPS database](#)

# Certificate of Credit in Commissioning and Purchasing for Public Care

# From theory to practice – the support process



## Accreditation: dates in diaries...

- Support Session 1: Tuesday 22<sup>nd</sup> February '22, 9.30 – 11.30
- Tutorial 1: w/c 14<sup>th</sup> March 2022
- Support Session 2: Tuesday 10<sup>th</sup> May '22, 9.30 – 11.00
- Support Session 3: Wednesday 20<sup>th</sup> July '22, 9.30 – 11.00
- Tutorial 2: w/c 5<sup>th</sup> September 2022
- Assignment Submission: Monday 26<sup>th</sup> September '22

# Assignment task

Submit a written assignment which explains and reflects upon a commissioning or purchasing project that you have undertaken. The rationale for the work must be clearly set out in the context of national policy and best practice, and draws on a critical analysis of the current commissioning and purchasing arrangements in your local organisation or service.

Supporting information will be expected that gives evidence of the project activities and implementation of good commissioning or purchasing practice. The project must have been accepted by your line manager as appropriate to the needs of your organisation, and have been undertaken during the course.

Minimum of 4,000 words and a maximum of 5,000 words.



## Assessment criteria

a) Provide a rationale for the development of the project, drawing on a critical understanding of commissioning and purchasing good practice and national guidance	<b>20%</b>
b) Demonstrate appropriate commissioning or purchasing practice	<b>20%</b>
c) Critically evaluate the effectiveness of the activities undertaken and their impact on commissioning or purchasing practice within your service and/or organisation	<b>20%</b>
d) Provide a reflective commentary that demonstrates personal development and learning	<b>20%</b>
e) Demonstrate good academic practice applicable to the work-based project	<b>15%</b>
f) Correctly and appropriately cite references and include them on a reference list	<b>5%</b>

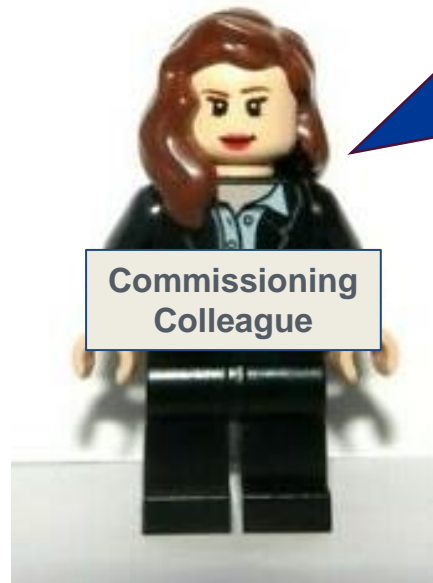
it's  
  
o'clock

Trusted partner in public care



# Outcome-Based Commissioning

# Focussing on outcomes



**“Public service commissioners are under increasing pressure to demonstrate the impact of their services on the beneficiary in terms of the outcomes achieved. To do this, they will need to focus on the impact on the service user and what has been achieved, rather than just how time and money have been spent. “**

*Social Finance (2015:2) Commissioning for outcomes across children's services and health and social care.*

# Definitions

- Outcome – result or upshot
- Output – production; the amount of services produced in a given time
- Process – procedure, method or means
- Input – contribution or effort

Oxford English Dictionary

# From Inputs to Outcomes



**Inputs**



**Processes**



**Outputs**



**Outcomes**

# Outcome, output or process/input?

Objective	Type
1. Fewer service users will experience tenancy failure	
2. Develop a register of those receiving advocacy by June	
3. Fewer children in care will offend	
4. All staff will be paid at least minimum wage plus £1.50	
5. Reduce the vacancy rate by 5%	
6. Reduce the average waiting time to access the tier 3 CAMH service to 6 weeks	
7. There is a written equal opportunities policy	

# Service-led or outcome focussed?

	Service led	S H I F T	Outcomes focuses
Endpoint	delivery of service		impact of the plan
Format	pre-determined question and answer formats		semi structured conversation = open questions
Approach	obtaining information required for form filling = „filtering“ information		skilled interaction including active listening and reflecting back
Person	client, service user or patient who receives services		person in their own right with skills, ability and a role to play in achieving their outcomes
Practitioner	expert		enabler & partner
Focus	identify problems and deficits and match to a limited list of services		build on capacities and strengths towards creative solution
Recording	tick box		building a picture towards a clear plan for achieving outcomes



# An outcomes focus approach requires a shift in thinking

... from outputs to outcomes

... from activities to results

... from deficits to strengths

... from problems to solutions

... from needs to what matters

... from expert to facilitator

# Things people like about an outcome-based approach

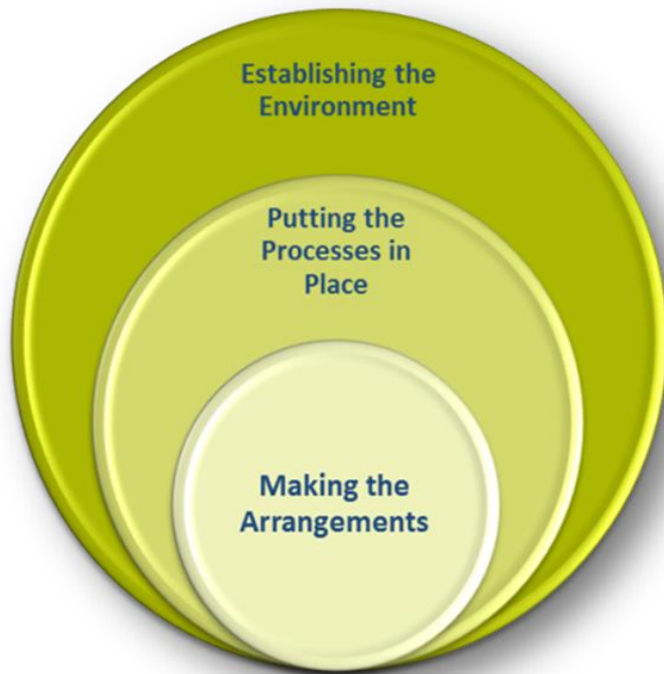
- Based on the person's desires, not service led.
- Holistic approach.
- Fits with person centred approaches; puts the individual at the centre.
- Empowers children and families who use the services, and promotes self advocacy.
- Emphasises evidence based practice.
- Focuses on needs and seeks positive interventions to provide better outcomes.
- It facilitates a co-productive approach using person's assets as well as services or support.

# IPC Model for Whole System Outcomes Based Commissioning

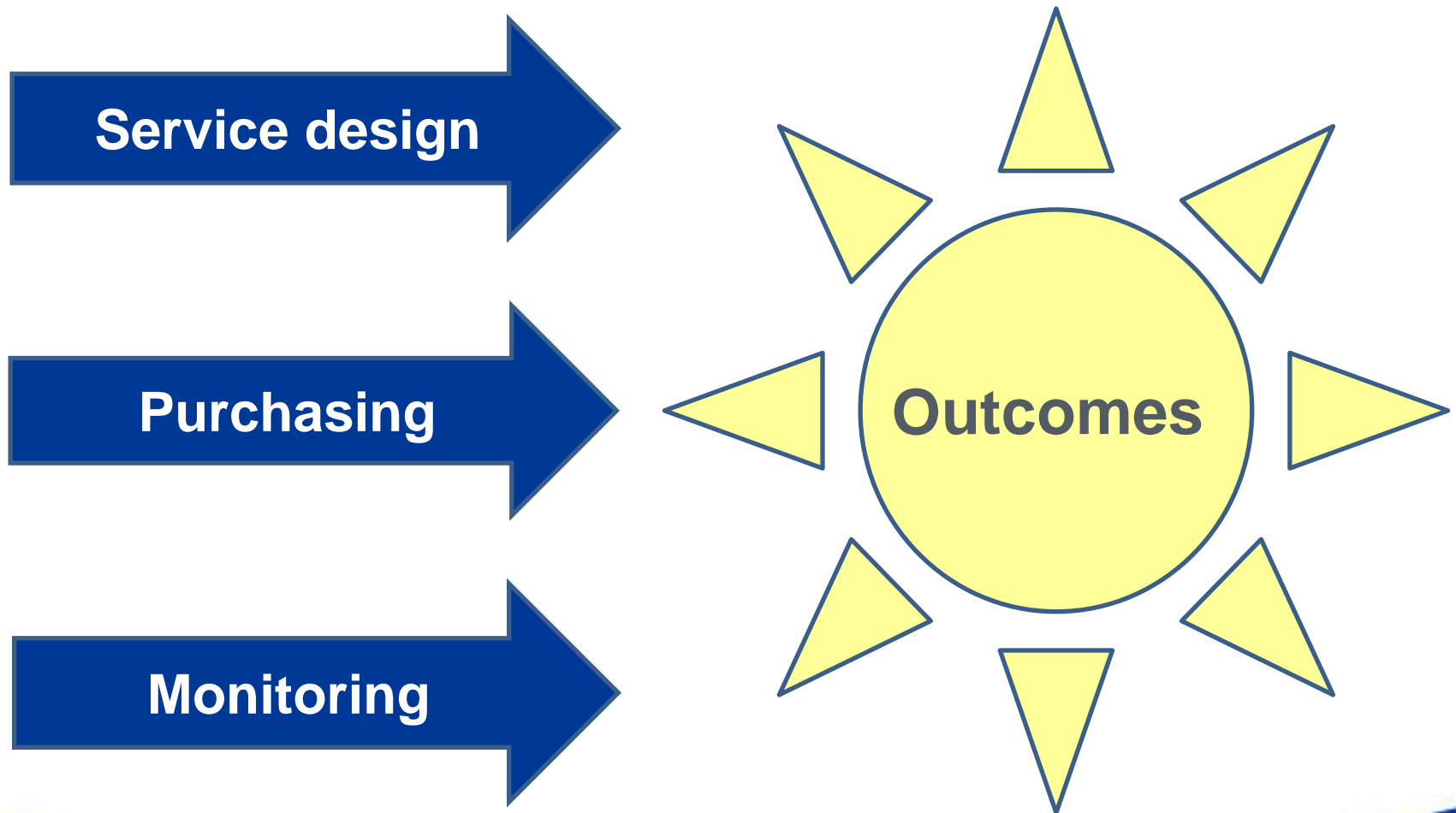
**“Establishing the environment”** creating the right *culture, vision, attitudes, behaviours and relationships* to enable outcomes to become integrated into every aspect of the social care system.

**“Putting the processes in place”** systems and processes which will support and enable the delivery of outcome focused services. This includes *assessment, care and support planning, review, performance monitoring* as well as ensuring that staff have the *relevant skills*.

**“Making the arrangements”** to ensure an outcome focused approach across the whole system the final element of the model describes the arrangements that need to be in place to enable care and support to be *contracted, delivered and paid for on the basis of outcomes*.



## 3 elements of an outcomes based approach



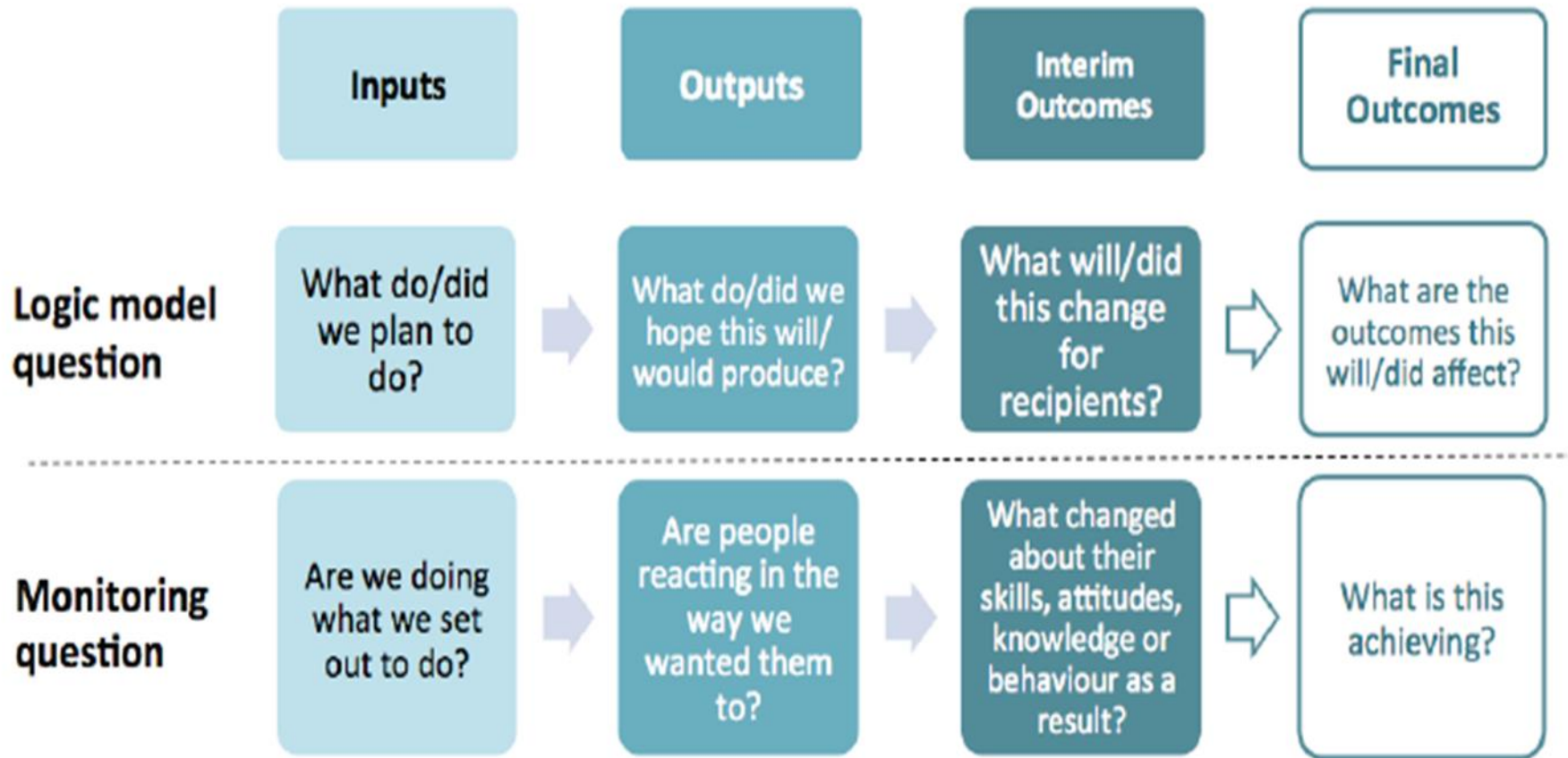
# Service design

- Agree tangible outcomes, identify who benefits from these and what is the value of such outcomes.
- Identify specific actionable insights into the underlying needs of children and how the system currently responds to them
- Acquire robust understanding of the available interventions, and their business case for different sets of issues
- Engage all those agencies that are likely to have a material impact on the selected outcomes.
- Commissioner sets direction but some risks transferred to the delivery body.

Commissioning  
Colleague

Social Finance (2015) Commissioning for outcomes across children's services and health and social care

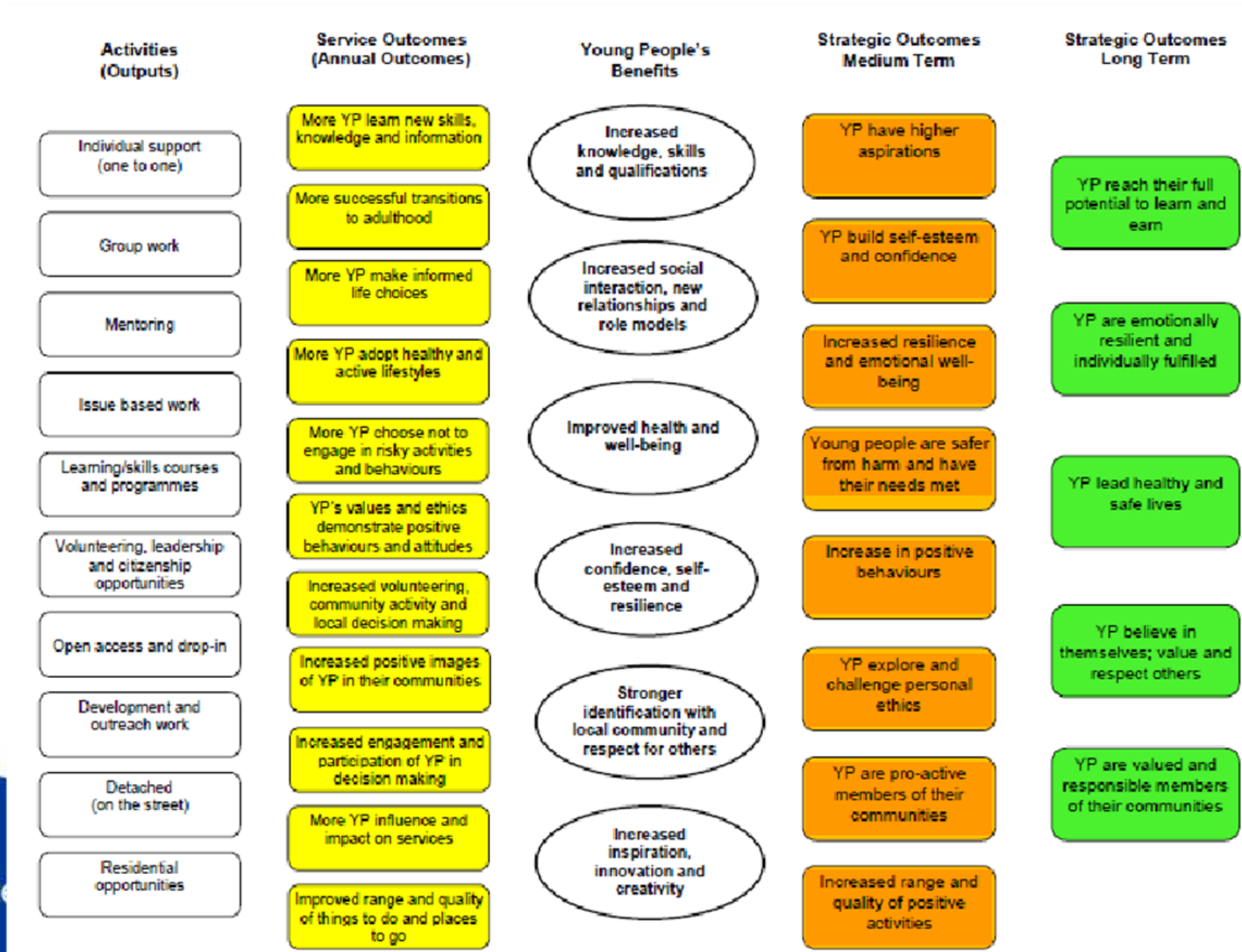
# Outcome-based service design – sequence of events



Children's Improvement Board (2012) [Monitoring outcomes and quality assuring provision for children and young people with special educational needs](#)



Young People's Services - Outcomes Logic Model



- May require a fundamental re-think of business model and operation for providers.
- Can we:
  - Stop paying for outputs?
  - Continue to ensure user choice and personalisation?
  - Attribute the outcomes obtained by a patient/service user to the input of a single provider?
  - Give organisations who provide services incentives for doing better than the agreed outcomes, and disincentives if they don't?





# Social Impact Bonds

- A commissioning tool that can enable organisations to deliver outcomes contracts and make funding for services conditional on achieving results.
- Social Investors pay for the project at the start, and then receive payments based on the results achieved by the project.
- There are over 30 SIBs across the UK, supporting tens of thousands of beneficiaries in areas like youth unemployment, mental health and homelessness.
- More information available at <https://www.gov.uk/guidance/social-impact-bonds>
- Government Outcomes Lab – advice surgeries  
<http://golab.bsg.ox.ac.uk/advice-surgeries>

# Monitoring

- Put in place a monitoring framework that is capable of capturing performance against the outcomes.
- Develop one or more indicators to measure the change in relation to each outcome.
- Ensure a balance between subjective (or self-reported) and objective indicators.
- Measure intermediate outcomes or the distance travelled towards an outcome.
- Evaluate longer-term outcomes.

Nef (2009) A guide to commissioning children's services for better outcomes



# What works in implementing an outcome-based approach

- Developing trust and enabling providers to have the skills and knowledge to deliver the right outcomes in the most appropriate way
- Make payment and performance management processes clear and simple
- Develop common understanding and engagement across assessment staff, providers, carers and their families of the importance of taking an outcomes approach

IPC (2015) Emerging practice in outcome-based commissioning for social care

# Scenario-based exercise

# Outcomes-based commissioning



As commissioners, identify a set of outcomes to be achieved in relation to your target population group in preparation for commissioning a service;

cont....

# Steps

- Consider your target population group
- Write your desired outcomes down – no more than 2 or 3



- What measures or indicators (outputs) might you use to help understand whether the outcomes identified are being met?
- How would you monitor a contract to get this information?
- Be ready to feedback to the other groups on your outcomes and how you got there, and your measures/indicators and how you might monitor these.



# Target population need groups

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Robin/Claire/Deborah/Sonia/Sarah W

# Outcomes – whole group discussion

Feedback on your target group:

- Describe your outcomes – in what ways are they outcomes?
- What thoughts did you have about the measures to be used to monitor/review the outcomes?



## More information

- Social Finance (2012) [Payment by Results in the Youth Sector](#)
- Social Finance (2015) [Commissioning for outcomes across children's services and health and social care](#)
- NEF (2009) [A guide to commissioning children's services for better outcomes](#)
- NEF (2016) [South East Together Common outcomes framework and measurement approach](#)
- The Young Foundation (2012) [An outcomes framework for young people's services](#)
- NYA: [A Practical Guide to Measuring Outcomes for Young People](#)
- NHS Outcomes Framework and CCG Outcome Indicators [NHS Digital Indicator Portal](#)
- Government Outcomes Lab (2017) [Setting and Measuring Outcomes](#)

# Taught Sessions: dates in your diaries/calendars

- **Module 3:**
  - ❖ Session 1: 12<sup>th</sup> January '22
  - ❖ Session 2: 19<sup>th</sup> January '22
- **Module 4:**
  - ❖ Session 1: 26<sup>th</sup> January '22
  - ❖ Session 2: 2<sup>nd</sup> February '22

# ‘Homework’

If you can...find a few minutes to find out about Service Specifications in your service area/LA:

- What templates and/or guidance do you have to ensure a consistent approach is taken to how service specifications are developed and written?

# Your reflections on today



# Contact us

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