

## **REPORT OF THE DEPUTY LEADER AND CABINET MEMBER FOR TRANSFORMATION**

### **STRATEGIC COMMISSIONING FRAMEWORK**

#### **Purpose of the Report**

1. To seek Cabinet approval of the Strategic Commissioning Framework (Appendix A) and supporting plans:
  - a. High-Level Training Plan (Appendix B)
  - b. Implementation Plan (Appendix C).
2. This is a Key Decision because it will have significant effects on two or more electoral divisions.

#### **Information**

##### **Background**

3. The Nottinghamshire Plan sets out the ambition to be a forward looking and resilient Council that is always looking to make services more efficient and sustainable and better meet people's needs. An identified area of focus for the next four years is joining up our commissioning activity across Council services to achieve financial benefits and improve services for people.
4. To achieve this, the aim set out for 2022-23 was to strengthen the processes used to choose how to provide services for residents by developing our approach to 'strategic commissioning' to ensure that funding is used effectively to meet identified needs and demonstrates good value for money.
5. The Council aspires to build resilience and skills within our citizens that can support them through their life course to achieve their potential and enjoy a good life in our County. In accordance with the approach detailed in the Nottinghamshire Way, key to strategic commissioning is the ambition to be evidence and data led to understand how to change patterns of investment into the short, medium, and long term to improve the lives of people within Nottinghamshire.

## **Strategic Commissioning**

6. Strategic Commissioning is the cycle of assessing the needs of people and communities and using this to design effective services and support and, where necessary, influencing the market to shape and secure the right services to deliver outcomes sought at the right cost.

Strategic Commissioning includes the following steps:

- a. assessing the needs of a population, now and in the future
  - b. setting priorities and developing commissioning strategies to meet those needs in line with local and national targets
  - c. securing services to meet those needs and targets
  - d. monitoring and evaluating outcomes (direct and indirect)
  - e. Coproducing, consulting, and involving a range of stakeholders, people, and communities in the whole process.
7. Strategic Commissioning is important as it enables the Council to procure services that will deliver the priority outcomes as set out in the Nottinghamshire Plan such as whole family approaches, prevention, personalisation, strength-based and asset-based approaches, collaboration with partners, excellence in contract management and has place at its core.
8. Well-planned strategic commissioning also offers the opportunity to increase the value and financial sustainability of services commissioned by making the most effective use of available resources and providing the most efficient and consistent delivery models, which results in benefits too for residents.
9. Strategically commissioned services can also be provided through direct delivery as well strategic alliances, partnerships or through procurement and this is an area in which further opportunities can be identified.

## **Current approach to commissioning**

10. The Council has some very good examples of commissioning practice in place. These are outlined below:
11. Place property commissioners have worked collaboratively with Children's, ARC and local developers to build a new Primary School in Bingham. This was in response to a new housing development and to ensure enough school places are available to support the growing community. There were multiple outcomes as a result:
  - a. Environmental - the school has been designed to be self-sufficient with air source heat pumps, high-efficiency lighting and two electric vehicle charging stations.
  - b. Social – new school built in Bingham by developers to meet local needs.
  - c. Economic- local jobs and economy stimulated through the building and development work.
12. Children's department commissioners and the Transformation Delivery worked with Derby City Council to secure matched capital funding from DFE to establish two 2-bed children's

homes to support young people with complex mental health needs and/or challenging behaviours across D2N2. The capacity of these and two further homes will be shared between the D2N2 partners and will also provide an integrated service with health, resulting in:

- a. Reduced cost to both health and participating authorities through establishing services at the right level which reduce escalation.
- b. Strengthening collaboration between the D2N2 councils and fostering closer working with health through the two Integrated Care Boards (ICBs).
- c. Creating new capacity within the region, ensuring children get the right care close to home
- d. Accessing funding that has an emphasis on collaboration and consortia

13. Turning Point have been awarded a contract to deliver an innovative new approach in Nottinghamshire in relation to supported housing and recovery for Adults with complex mental health needs. This will offer an integrated approach combining housing support with clinical and social care interventions. The clinical interventions will be delivered by Nottinghamshire Healthcare NHS Foundation Trust, working with Turning Point to ensure individuals receive the tailored treatment and support they need. Benefits include:

- a. Joint working, such as referral management, safeguarding and monitoring physical health will be underway, however staff from each organisation will also be able to bring their own areas of expertise to meet the needs of the people in the service.
- b. Providing a wraparound service that meets individuals needs and doesn't duplicate provision or leave people with gaps in their care.
- c. Enabling service users to continue to be supported in the community and less likely to have to be admitted to hospital.

14. Public Health's Specialised domestic abuse support services for Nottinghamshire are co-commissioned with the Office of Police and Crime Commissioner (OPCC). Joint commissioning brings efficiencies to the procurement process, joint contract review meetings and quality assurance, the benefits are much wider too in terms of the strategic development of the County's Domestic Abuse sector. Outcomes include:

- a. The establishment of the Nottinghamshire DA Local Partnership Board, in-line with the DA Act's (2021) requirement, in a joint leadership team of both the Director of Public Health and the Chief Executive of the OPCC in a working partnership across the wider local Domestic Abuse landscape.
- b. Direct support for service users and their children, including quality advocacy support, as well as a 24 Hr Helpline that is also jointly commissioned.

15. The above examples illustrate the good practice already in place and the Strategic Commissioning Framework will provide an overarching framework to enhance this good work and ensure consistency across the Council.

## **Strategic Commissioning Framework**

16. In 2020, the Council commissioned Newton Europe<sup>1</sup> as a strategic partner to carry out a diagnostic of the cross transformational programmes of the Council and to identify opportunities for development. Strategic Commissioning was identified as a potential area that can enhance commissioning discipline and provide a strategic focus to enable the delivery of the Councils Plan.
17. To progress developing our approach to 'strategic commissioning', the Strategic Commissioning Programme was created as part of the Council's Transformation Portfolio. A Cross-Council Programme Board were established to work collaboratively to develop a framework to shape the Council's approach to strategic commissioning.
18. The programme has been designed with two phases. Phase one has included the initial development of the framework, with a supporting toolkit, training plan and application of the framework through a demonstrator. Subject to the approval of the framework, phase two will be scoped and developed in due course.

## **Purpose of the Strategic Commissioning Framework**

19. The Strategic Commissioning Framework (Appendix A) provides a foundation to build on the good practice that is already underway across the Council. It will strengthen the existing commissioning discipline in the Council and provide a consistent approach to planning, designing, and evaluating services.
20. The Strategic Commissioning Framework is intended to guide our service and strategic development and market shaping activity at every step of the commissioning cycle to improve outcomes and incorporate evidence on what works across the diverse range of Council's duties, services, and interventions. The Framework includes eight principles to support the delivery of effective and efficient services over the short, medium, and longer-term.
21. Using the new Strategic Commissioning Framework, and through co-production with residents, the framework will support the Council to ensure there is a clear focus on improving multiple outcomes for the lowest possible cost, whilst also maximising social value for the resources that the Council and its partners have available.
22. The potential financial benefit to aligning our priorities in commissioning activity across the Council sits not only within the Council's Transformation Portfolio but also by considering how this framework complements and influence other approaches around the council such as organisational development.
23. The Strategic Commissioning framework also provides the opportunity for the Council to join up commissioning activity with partners across the county and the region, and work across place-based partnerships to maximise wider commissioning at scale.

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<sup>1</sup> Management Consultancy firm Newton Europe is a UK-based specialist in operational improvement

## **Development of the Strategic Commissioning Framework**

24. The cross-Council Programme Board has steered and challenged the content and development of the Framework to ensure that it support and aligns with the values of the Council. The Task and Finish Group has involved commissioners from across the Council in shaping the interactive toolkit and the supporting resources.
25. Best practise models of strategic commissioning in other organisations were considered, along with building on what is working well already across the council, to reach a consensus at key stages throughout the framework's development and design.
26. There will be a variety of training activities available to ensure that commissioners can be supported in building their strategic commissioning competencies. The framework is also being tested in a pilot scenario to provide early lessons to learn from.

## **Training**

27. With the right training and support, commissioners will have the skills and expertise to enable them to commission strategically, focusing on multiple outcomes and results, whilst aligning effort and resources across the Council to best effect.
28. Strategic Commissioning competencies are the knowledge, skills, behaviours, and characteristics that underpin effective strategic commissioning. A self-assessment against these competencies has been undertaken by departments which has informed the high-level training plan as per (Appendix B).

## **Toolkit**

29. An interactive toolkit has been designed and developed in collaboration with commissioners across the Council. This is to ensure that commissioners are equipped with the correct resources to be supported effectively in strategic commissioning activities.
30. The toolkit will provide commissioners with additional support and resources that they can use such as templates, checklists and worked examples for the different stages of the commissioning cycle.
31. Further development of the toolkit will occur over time to ensure those involved in commissioning continually reflect on the quality of the process to advance a culture of continual improvement within the council.

## **Demonstrator**

32. Mental Health Accommodation has been identified as a cross-Council area to run a demonstrator/pilot for the Strategic Commissioning Framework to test out the approach.
33. Working in partnership with the Integrated Care System, Nottinghamshire Healthcare Trust, and Nottingham City Council, the purpose of this demonstrator/pilot is to work through the strategic commissioning cycle, assessing against the framework to demonstrate if it works in the way intended. Findings from this demonstrator will be fed back into the continual review of Strategic Commissioning as it evolves.

## **Implementation of the Strategic Commissioning Approach**

34. A Plan has been developed to support the implementation of the Strategic Commissioning Framework across the Council (Appendix C). It details the steps that must be taken to ensure that the benefits associated with the framework are realised and includes:
- a. Strategic Commissioning Toolkit
  - b. Strategic Commissioning Training Plan
  - c. Communications Plan
35. The Implementation Plan will also consider how the principles of Strategic Commissioning can support the delivery of the Nottinghamshire Plan:
- a. improving health and wellbeing in all our communities
  - b. growing our economy and improving living standards
  - c. reducing the County's impact on the environment
  - d. helping everyone access the best of Nottinghamshire.
36. Phase two will focus on using the Strategic Commissioning Framework and principles to enable further development work on innovation, transformation, and change. Through principle seven, 'Empowerment of Commissioners' we will start to see the culture and confidence of our commissioners grow and enable a move to more transformational cross-council work.

## **Other Options Considered**

37. The alternative option to developing the Strategic Commissioning Framework was to do nothing. This is not a suitable option given the Council's ambition to secure cost-effective outcomes and the opportunities through strategic commissioning to spend money wisely and make evidence-based decisions.

## **Reason for Recommendation**

38. To ensure that Strategic Commissioning becomes the way that we commission corporately, driving the culture change required to a data-driven, needs-led, strategic council resulting in better outcomes for residents.

## **Statutory and Policy Implications**

39. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability, and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **Financial Implications**

40. An allocation of £50,000 has been agreed by the Section 151 Officer through corporate contingency to provide the training budget required.

## **Human Resources Implications**

41. The learning and development objectives and training needs analysis and high-level strategic training plan are set out in the report and its appendices.

## **Implications for Sustainability and the Environment**

42. Principle five of the framework focuses on delivering social value through our commissioning work, there is a commitment to identify opportunities for multiple outcomes to improve social, environmental, and economic wellbeing in Nottinghamshire.

## **RECOMMENDATIONS**

That Cabinet:

1. Approves the Strategic Commissioning Framework and the associated Training and Implementation Plan as set out in the report.

**COUNCILLOR BRUCE LAUGHTON**

**DEPUTY LEADER AND PORTFOLIO HOLDER FOR TRANSFORMATION**

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## **Constitutional Comments (SJF – 13/02/2023)**

43. This decision is about approval of the Strategic Commissioning Framework. Cabinet is the appropriate body to consider the recommendation since Cabinet has delegated responsibility for policy development and changes, including where the policy falls within the remit of more than one Portfolio.

## **Human Resources Comments (HG 27/2/23)**

44. The learning and development needs and objectives of the proposed training and implementation plan are set out in the report and its appendices.

## **Financial Comments (NS 27/02/2023)**

44. The financial implications are as set out in paragraph 40 of the report.

## **Background Papers and Published Documents**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- November 2020 -Report to Improvement and Change Sub Committee – Transformation and Change Programmes and the Transformation Model and Structure.

## **Electoral Division(s) and Member(s) Affected**

- All