

# REPORT TO: Health and Wellbeing Board

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**Date of Meeting:** 24<sup>th</sup> February 2015  
**Report of:** Commissioning Academy Cohort (Lorraine Butcher, Brenda Smith, Lucy Heath, Fiona Field, Jacki Wilkes and Ben McCrorie)  
**Subject/Title:** Continuous improvement in commissioning for better outcomes

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## 1 Report Summary

- 1.1 A single common commissioning model for all partners pan-Cheshire would support continuous improvement in commissioning for better outcomes. There are several commissioning models currently being used. Informed by learning from the Cabinet Office Commissioning Academy we are offering to develop a single commissioning model for adoption across all partners.

## 2 Recommendations

- 2.1 Cheshire East Health and Wellbeing Board approach Cheshire West and Chester Health and Wellbeing Board to adopt the twelve standards described in 'Commissioning for Better Outcomes'
- 2.2 The two Health and Wellbeing Boards adopt continuous improvement in commissioning for better outcomes as a joint project.
- 2.3 The two Health and Wellbeing Boards (together or separately), complete the self assessment tool and establish a baseline of the quality of commissioning for better outcomes pan-Cheshire.
- 2.4 The two Health and Wellbeing Boards establish a working group with appropriate representation to:
- Review the available commissioning models and propose a single common commissioning model for pan-Cheshire.
  - Review governance arrangements for commissioning decisions and propose a governance model to compliment the adopted commissioning model
  - Develop a communications strategy to embed the commissioning model and governance arrangements in all partner agencies across Cheshire.
- 2.5 As the Pioneer Project already works across Cheshire East and Cheshire West and Chester it is recommended that the Health and Wellbeing Boards delegate oversight of the work group to the Pioneer Project steering group.

- 2.6 Health and Wellbeing Boards re-assess quality of commissioning for better outcomes in January 2016.

### **3 Reasons for Recommendations**

- 3.1 We believe whatever our starting position, a single common commissioning model for all partners pan-Cheshire would support improvement.

We are already aware of commissioning models that are in place and in some cases adopted by partnerships that involve a number of the partners from across Cheshire. For example, 'Connecting Care' has adopted a commissioning model proposed by South Cheshire/ Vale Royal CCG. It will be important to request all partners to identify any other models in use that we are not aware of. In addition, there are a number of national commissioning models and other local area commissioning models that were shared through the Commissioning Academy as good practice.

The outcome of developing and adopting a single commissioning model for all partners across Cheshire East would be an improvement in our Commissioning for better outcomes. We can evaluate the size of this impact by reviewing the self-assessment tool in 12 months time.

### **4 Impact on Health and Wellbeing Strategy Priorities**

- 4.1 The Health and Wellbeing Strategy prioritises improving health and wellbeing outcomes across the life course. The impact of these recommendations would be to improve our commissioning enhancing our focus on outcomes, ensuring the process as well as the output contributes to health and wellbeing and provides good value both financially and socially.

### **5 Background and Options**

#### **5.1 Cabinet Office Commissioning Academy**

The Commissioning Academy is development programme for senior leaders from all parts of the public sector. It is designed to equip a cadre of professionals to deal with the challenges facing public services, take up new opportunities and commission the right outcomes for their communities. The academy is supported by the Local Government Association, the Department for Communities and Local Government, the Ministry of Justice and the National Offender Management Service, the Department for Education, the

Department of Health, the Department for Work and Pensions and the Home Office.

Two cohorts from Cheshire East have been participating in the Cabinet Office Commissioning Academy. The first cohort included representatives from Cheshire East Council (Lorraine Butcher, Brenda Smith and Lucy Heath), Eastern Cheshire CCG (Jackie Wilkes), South Cheshire CCG (Fiona Field) and the Office for Police and Crime Commissioner (Ben McCrorie). The cohort from Cheshire East was unique in terms of the partners represented. All other areas cohorts attended from a single organisation. This provides us with a unique opportunity to use this learning as a partnership.

Part of the process of the Commissioning Academy is to develop a 100 day plan. The commissioning challenge we chose to address was to develop a model of commissioning supported within a governance framework to be used by all partners to commission the right outcomes for our communities.

## 5.2 How do we know when commissioning is good?

The recently published 'Commissioning for Better Outcomes: A Route Map'<sup>1</sup> identifies 12 standards to support a dynamic process of continuous improvement. This document has been written for a local authority audience but we feel it is equally applicable to all public sector commissioners and recommend the Health and Wellbeing Boards adopt these as partnership standards.

- 1 Person-centred and outcomes-focused
- 2 Person-centred and focuses on outcomes
- 3 Promotes health and wellbeing
- 4 Delivers social value
- 5 Inclusive
- 6 Coproduced with local people, their carers and communities
- 7 Positive engagement with providers
- 8 Promotes equality
- 9 Well led
- 10 A whole system approach
- 11 Uses evidence about what works
- 12 Promotes a sustainable and diverse market place
- 13 A diverse and sustainable market
- 14 Provides value for money
- 15 Develops the workforce

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<sup>1</sup><http://www.local.gov.uk/documents/10180/5756320/Commissioning+for+Better+Outcomes+A+route+map/8f18c36f-805c-4d5e-b1f5-d3755394cfab>

The document includes a self-assessment tool which would allow us, as a system to judge our current position and plan for improvement.

### 5.3 Partnerships

There are a number of partnership groups in Cheshire East that are working to integrate commissioning and improve outcomes for our population including: Connecting Care, Caring Together and the Pioneer work. The footprints of the partners involved in these partnerships are not co-terminus with the Health and Wellbeing Board. Therefore, we propose that any work that is undertaken is done in partnership with the Cheshire West and Chester Health and Wellbeing Board.

### 5.4 Continuous improvement

There are two identified opportunities to use and test out the commissioning framework and governance models. Brenda Smith is leading on developing a mental health strategy and the second Commissioning Academy cohort is developing a wellbeing framework as their output from the academy.

## 6 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

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