

Understanding the potential of strategic commissioning.

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part of the **LGA** group

Our improvement journey so far.

- **For the second year in a row, overall culture service assessment scores improved in 2008.**
- **In total, 44 councils improved their culture score between 2007 and 2008.**
- **However, 22 councils also received a lower culture score in 2008 than in 2007.**

2008 CPA

Our improvement journey so far.

- **At June 2008 over 90% of the LAAs included improvement targets which were directly or indirectly dependent on the contribution made by culture and sport.**
- **But...will we increase participation by 2011 and deliver the improvement targets?**

Our improvement journey so far.

- **69% of people were satisfied with their Libraries**
- **But... only 46.2% were satisfied with their sport and leisure facilities**
- **43.2% were satisfied with their theatres and concert halls**
- **41.5% were satisfied with their museums and galleries**

2009 Place survey

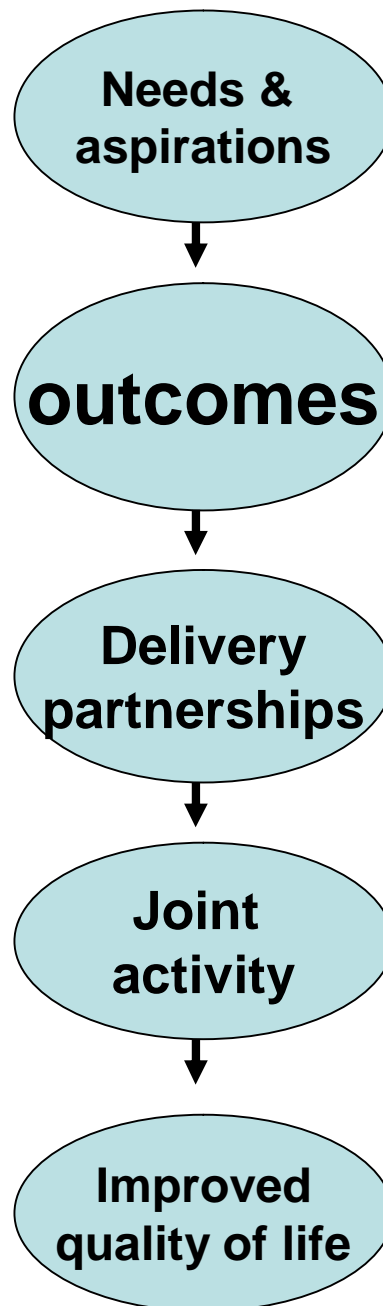
Why do we need to think about strategic commissioning now?

- Public service improvement remains a key priority.
- The focus on delivering local outcomes will be a key focus in the CAA.
- The financial downturn will drive the efficiency agenda faster and further.
- The culture and sport sector need to better understand it and engage with it.

Strategic Commissioning

- **Strategic commissioning** is the process the LSP goes through to deliver the Sustainable Community Strategy and the LAA.

A model for better public service delivery?



The financial opportunity

- **If we attracted just 0.5% of the £284 billion spent locally on health, children's services and adult care through commissioning we would increase the spend on culture and sport by councils by 37%.**
- Wigan Leisure has been commissioned over many years to run a wide range of programmes and services on behalf of the PCT, with commissioning contracts now totalling over £2 million per annum.
- Blackburn with Darwen working with the local primary care trust has committed £6 million of additional funding to it's Healthy Living programme to get more people more active more often.
- Sefton Leisure Services now has over £2 million of external funding for services commissioned by the Sefton primary care trust.

But can we grasp these opportunities?

‘there are tremendous opportunities for culture to push levers no-one else can and open up young people – from gifted and talented to socially disengaged. They have powerful ways of opening a window on the world, putting life through a prism and refracting it in wonderful ways’

‘we don’t make the interconnectivity between needs and what culture can offer – so they can be seen as marginal, add-ons and we don’t have time to invest in them’

***Childrens services commissioner ,
Lancashire***

The challenges for the sector.

- **How the sector is positioned and organised.**
 - Voluntary organisations do not see themselves as third sector and are missing out on capacity building support
 - Two tier service split is not helping create holistic offers
 - Commissioners do not understand how we are organised and we are seen as fragmented

From recent research carried out by IDeA.

The challenges for the sector.

- **Ability to demonstrate evidence of our contribution to outcomes.**
- Our effectiveness is not sufficiently evidenced to justify investment
- Measurement of impact is still immature.

From recent research carried out by IDeA.

The challenges for the sector.

- **Communication and relationship building**
 - We need to better understand what commissioners want
 - We need to present our offer in a coherent way
 - We need to build ongoing relationships based on trust
 - We need to make conversations with commissioners manageable

From recent research carried out by IDeA.



The challenges for the sector.

- **We need to focus on efficiency as well as effectiveness**
 - Need to demonstrate value for money
 - Need to become accredited providers of service (safeguarding policies)

From recent research carried out by IDeA.

Opportunities for the sector

- We can improve what we offer by ensuring needs, outcomes, delivery partners and performance management are better aligned.
- We can generate more activity and resource by responding to other commissions e.g. health, older people, children & young people.

Links & information

- **IDeA Knowledge**
<http://www.idea.gov.uk/idk/core/page.do?pagelId=9202260>
- **Health and wellbeing**
 - DH, *Commissioning Framework for Health and Wellbeing* (2005)
 - http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_072604
 - Guidance and tools:
 - <http://www.dh.gov.uk/en/managingyourorganisation/commissioning/worldclasscommissioning/index.htm>
 - <http://networks.csip.org.uk/BetterCommissioning/>
- **Children's services**
 - DCSF, *Joint Planning and Commissioning Framework for Children, Young People and Maternity Services* (2006)
 - http://www.everychildmatters.gov.uk/_files/312A353A9CB391262BAF14CC7C1592F8.pdf
 - Guidance and tools:
 - <http://www.everychildmatters.gov.uk/strategy/planningandcommissioning/>

Links & information

- **Housing-related support**
- CLG, *Needs Analysis, Commissioning and Procurement for Housing-related Support* (2008)
- <http://www.communities.gov.uk/publications/housing/housingrelatedsupport>
- **Learning and skills**
- LSC, *LSC Business Cycle*
- <http://www.lsc.gov.uk/aboutus/businesscycle/>
- **Employment services etc.**
- DWP, *DWP Commissioning Strategy* (2008)
- <http://www.dwp.gov.uk/publications/dwp/2008/com-strategy/cs-rep-08.pdf>
- **Offender management**
- MJ, NOMS Commissioning Framework
- http://noms.justice.gov.uk/news-publications-events/publications/strategy/Nat_Commissioning_Fwork_0708?view=Binary
- **Sport England Facility Improvement Service (FIS)**
- http://www.sportengland.org/index/get_resources/planning_for_sport_front_page.htm
- http://www.sportengland.org/sustainable_community_sports_hub_toolkit-2.pdf