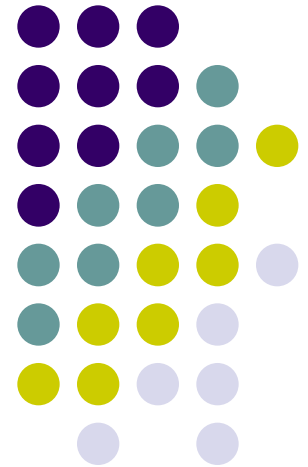


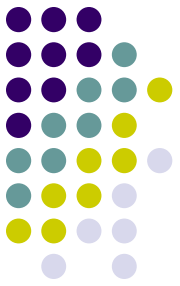
“Commissioning” in the Sport, Leisure and Cultural Sector

Roger Pontefract
(Roger Pontefract & Associates)



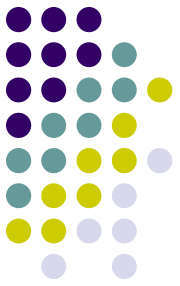
ROGER PONTEFRACT & ASSOCIATES





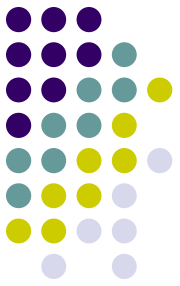
- Jim Hacker: “Bernardthis doesn’t mean anything”
- Bernard: “Thank you Minister”

Interpretations of the term 'Commissioning'



- Another name for privatisation?
- Another name for outsourcing?
- It's about getting a strategic approach?
- The same thing as good management?
- A way of creating innovative works of art?
- The same thing as procurement/ contracting?

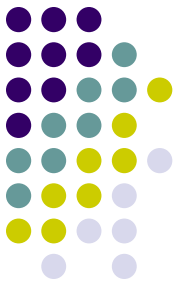
What is meant by 'Commissioning'?



- An all-embracing concept
- A series of steps
 - 1 Understanding needs & map existing services
 - 2 Procuring services to meet those needs
 - 3 Monitoring delivery & improving outcomes

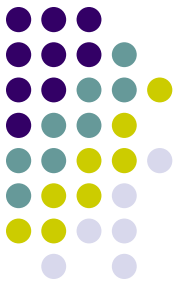
 Start again & continuously improve

Commissioning v Procurement



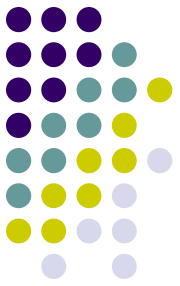
- Procurement is one part of ‘Commissioning Cycle’
- Commissioning involves:-
 - Needs assessment
 - User engagement
 - Resource allocation
 - Prioritisation
 - Service design
- Procurement involves:-
 - Examine procurement options
 - Investigate market for providers
 - Translate into service specification
 - Tender?

Rationale behind Commissioning



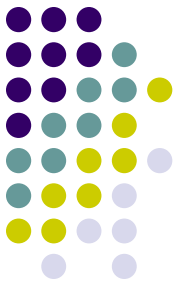
- Policy & delivery ———> Aversion to change
- Best outcomes undermined by provider-led service delivery
- Purchaser/ provider split
- Diversity of providers ———> Innovation
—————> Choice
—————> Improvement

Levels of Commissioning



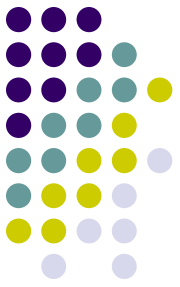
- Neighbourhood
- Local authority/ LAA
- Sub-regional/ MAA

Current significance for our sector

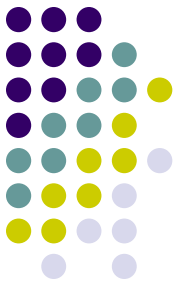


- Changes in Public Sector delivery and monitoring (CAA)
- More local freedoms?
- Fewer PI's
- LSP/SCS/LAA
 - Area based grants/ 'Bending' the mainstream
 - Commissioning of services increasingly at partnership level (Joint Commissioning)
- Are we at the negotiating table?

Centrally Driven Policy Direction



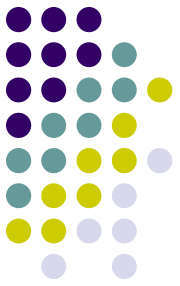
- White paper ‘More collaboration across public sector bodies Administrative boundaries should not be a barrier to service transformation and efficiency’
- CAA Assessment will reflect ‘current priorities such as commissioning and procurement’



Sector-led improvement

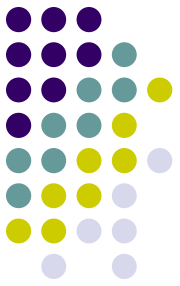
- Audit Commission Report 2006
- Efficiency savings
- Data quality & PI's
- Self-assessment/ challenge
- Leadership
- But where next? Commissioning is part of the answer.....

Commissioning – some Questions



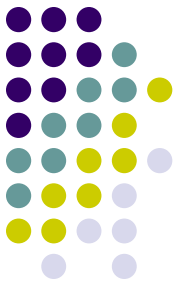
- What is the best critical mass for commissioning?
- Do we have the competencies/ skills?
- Should we be creating markets?
- Have we addressed role of third sector/ Quirk Review?
- Enhanced two-tier working in the Shires?
- Implications for in-house business units
- Have we considered potential conflicts of interest?

Conclusions



- Key ingredient in improvement agenda
- Start of debate, not the end (IDeA community of practice)
- Mutual Support/ Learning

A Final Word



- “.....but not in the case of Commissioning!”