



City and County of Swansea
Sustainable Swansea – fit for the future
Commissioning Service Reviews
YR 2 Reviews
Scrutiny
8th February 2016

By

Martin Nicholls

Commissioning Strand Lead

& Commissioning Team

Purpose

- What are Commissioning Reviews?
- What does Commissioning mean in Swansea?
- Commissioning Principles and '4 Stage' Process
- High-level timeline for all **YR 2** - Phase 1 Service
- Scoping templates



Commissioning in Swansea

- Commissioning in Swansea means:

Identifying community needs, specifying the outcomes to be achieved, deciding how best to deliver and monitoring delivery

The key features are:

- **Outcomes and Transformation** ... its not just about modifying services
- That it addresses the fundamental question ... **why do we do what we do?**
- That it needs to be strategic ... a whole system view, not just the Council
- That it's evidence based ... if we are not getting results, we need to change
- That it's a continuous process ... which ensures long term, continuous improvement
- That it's a process for finding ways to deliver outcomes as efficiently as possible

***Commissioning is not about outsourcing, procurement or contracting.
What matters is what works to deliver the best outcomes for our customers***

What service improvement are we looking for?

Service Reviews aim to ensure that all services identify their current and potential future performance in relation to **what they do, how they do it and the cost involved**, so that we provide the **right services** in the **right way** to meet the **needs** of our customers

They are usually aimed at identifying opportunities for:

- ✓ Service and activity improvements - benefits
- ✓ Cost savings and income generation
- ✓ Service level optimisation
- ✓ Improved efficiency and resource usage
- ✓ Options available for an alternative service delivery
- ✓ Changing the organisations way of working
- ✓ Changing our customers behaviours
- ✓ Invest to save opportunities



10 Key Principles

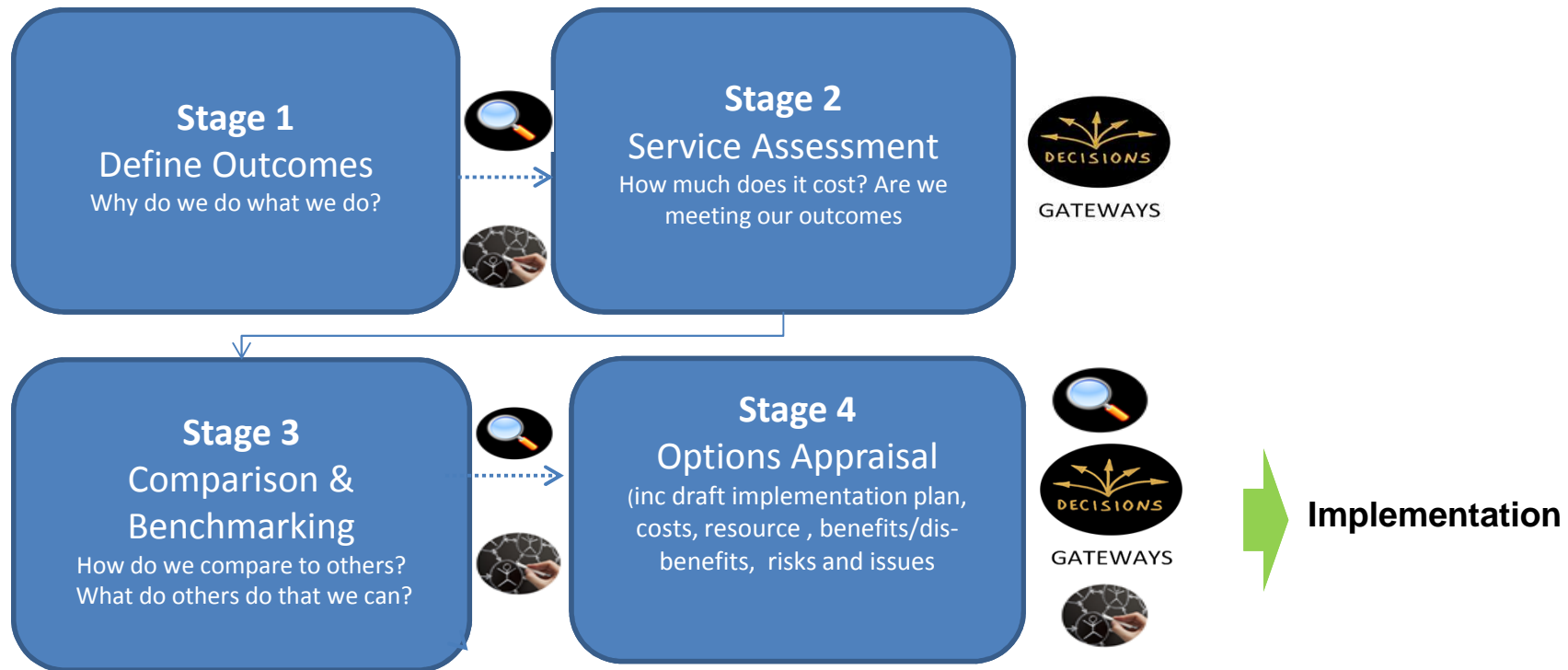


Commissioning Process & Timeline

Reviews will follow a '4' Stages process

Maximum of **22 wks** Process depending on the complexity of the review
(smaller reviews can reduce the timeline)

Getting Started



Engagement is key!!

Each review would have identified key stakeholders they will need to consult, engage or inform during getting started, but here is a list of the minimum groups you should have identified, this is not definitive!

Stakeholder	Getting Started	Stage 1	Stage 2	Stage 3	Stage 4	Implementation
All Staff	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Members/Cabinet	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Trade Unions (JCC)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Public Consultation – using customer user groups	-	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	-	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Public consultation – service users specific after options agreed					<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Other HoS	-	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	-	<input checked="" type="checkbox"/>	
Supplier groups	-	<input checked="" type="checkbox"/>	-	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	-
Scrutiny	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	-	-	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Partners (ABMU, NHS, NPT etc)		<input checked="" type="checkbox"/>	-	-	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Governing Bodies	-	<input checked="" type="checkbox"/>	-	-	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Local Groups (Conservation/Community groups)	-	<input checked="" type="checkbox"/>	-	-	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Review Process – Stage 1 & 2

Stage 1

Define Outcomes

- Why do we do what we do?
- What do our customers need and what do they currently think?

Approx. Weeks 1- 2



Stage 2

Service Assessment

- Getting to understanding your service inside out
- How much does it cost is it 'value for money'?
- Who does what and why?
- Are we performing?
- Can we process to Stage 3?

Approx. Weeks 3- 9



Gateway 1 & 2



GATEWAYS

- ✓ During the process there are 2 Gateways
- ✓ At the end of Stage 2 and end of Stage 4
- ✓ Its an opportunity for the Service Review to provide review findings and for decision making
- ✓ Opportunity for challenge or provide guidance to the service areas
- ✓ Agree for the review to progress to Stage 3
- ✓ Opportunities might have been identified in Stage 2 to stop a service or implement a change to a process – the service review might be stopped - decision will be made at this point
- ✓ Agree for the reviews 'Options Appraisal' at Stage 4 to progress for Cabinet decision



Review Process – Stage 3 & 4

Stage 3

Benchmarking & Comparison

- What is everyone else delivering?
- How are they delivering the same service?
- How do we compare with others performance?
- Data and information to inform our Option Appraisal

Approx. Weeks 10- 16



Stage 4

Options Appraisal

- Journey of the review and the Service Review recommendations
- Gateway 2 and then onto Cabinet for final decision on preferred model implementation

Approx. Weeks 17- 22

Who's Who - YR 2 – Phase 1

Review	Lead Member	Review Lead	Delivery Lead	Review Support	Start Date
Accommodation and Accommodation related support, Day Care and Services for Mental Health, Learning Disabilities & Physical Disabilities	Cllr Jane Harris	Alex Williams	Rachel Evans - interim Lisa Banks (LD & PD) Anita Evans (MH)	Phil John <i>(Across all 4 reviews for Adult Services)</i>	January 2016
Corporate Building & Property Services	Leader - Rob Stewart Cllr Andrea Lewis	Martin Nicholls	Rachel Lewis Gordon Rees	Chantelle Ellis Marlyn Dickson	February 2016
Highways & Transportation – Cross Cutting <i>(incl Education & SS)</i>	Cllr David Hopkins	Stuart Davies	Sue Miles	Mandy Jones	March 2016
All Catering Services (TBC)	Cllr Jen Raynor	Lyndsey Harvey	Nick Williams	TBA	April 2016
Family Support	Cllr Christine Richards Cllr Mark Child	Julie Thomas	Karen Benjamin	Gemma Whyley Marlyn Dickson	April 2016
Parks and Cleansing	Cllr David Hopkins Cllr Mark Child	Chris Howell	Mark Russ	Paul Jones	March 2016