

## INTRODUCTION

# COMMISSIONING THE FUTURE

Workshop materials to start a new conversation between people, providers and commissioners of services

**This pack represents the work of the Think Local Act Personal (TLAP) National Market Development Forum. These materials have been designed to help those involved in strategic commissioning rehearse and explore new ways in which the public care market might develop. The exercises are offered in the context of – and can help you deliver on – the TLAP Making it Real markers of progress for personalised, community based support**

The Commissioning for the future pack offers all involved in strategic commissioning an opportunity:

- To rehearse the issues they face.
- To do this outside the context of a particular negotiation, contract or agreement.
- For all people to play different roles than they do in 'real life' and explore the issues from a range of perspectives.

Each exercise represents real issues that are faced by all involved in commissioning public care. They aim to build on the papers concerning market facilitation (listed at the end of this document) that have already been produced by the TLAP partnership. It also supports commissioners, providers and people who use services and carers to adopt some of the key skills and behaviours advocated in "Stronger partnerships for better outcomes: a protocol for market relations" which was published by TLAP in July 2012.

## BACKGROUND

**The world of strategic commissioning is clearly changing. For example:**

- The NHS and social care are getting closer together with a greater emphasis on the market and the role of consumers for both bodies.
- There are and will be significant local authority budget cuts affecting social care and there are expectations that the health service makes efficiency savings.

- The requirement for savings creates organisational change, a lack of development finance for new innovations and potential reductions in benefits and available support for people who use services and carers.
- There are more individual purchasers using direct payments, and greater individual choice being exercised through personal budgets.
- Co-production of commissioning with people who use services and carers is a growing expectation. Co-production is when you as an individual influence the support and services you receive; or when groups of people get together to influence the way that services are designed, commissioned and delivered.
- There are a number of uncertainties for providers as the future funding of the care sector remains unclear and tendering and contracting arrangements move from being block to individual.

The above environment is promoting discussion of radical changes in the commissioning of services and support, including a renewed focus on the use of community based and preventative approaches. Whatever role you play in your local social and health care network – commissioner, people who use services, elected member, service provider or carer – you are facing the challenge of sustaining or creating effective local relationships in a complex world.

## THE PACK

**The scenarios are intended to feel familiar to you and be of common interest and knowledge to people who use services, commissioners, carers and providers. Whilst each scenario is based around a particular topic, they cover a number of current linked themes:**

- Maximising the use of limited funds.
- The impact of personalisation on the market.
- Driving integration and innovation at the point of service delivery.
- People who use services taking a lead in constructing commissioning.

They are intended to be helpful to you and your partners, so use them to:

- Make them work for you.
- Really experience the range of perspectives and issues.
- Learn about working better together.

The pack consists of:

- Five scenarios set out in facilitators' packs:
  - Re-shaping the accommodation options for people with a learning disability.
  - Opportunities for business change with people buying their own care.

- Driving integration and innovation at the point of service delivery – Outcome-based homecare.
  - People who use services taking the lead in shaping commissioning – Planning end of life care.
  - People who use services taking the lead in shaping commissioning - Brokerage.
- A list of background reference material that people may find helpful both before and after using the pack.

## USING THE SCENARIOS

**The points below emphasise the eight steps to making the scenarios work:**

- 1) Each scenario is designed for a workshop session taking about 2-3 hours.
- 2) Any local stakeholder can take the initiative to use the scenarios, which will work equally well either with a group that meets regularly or with a group specifically convened for this purpose.
- 3) At the end of the discussion that is the core of the workshop, there must be agreement over the way forward. This is both realistic in that these are problems to which solutions have to be found, while helping people identify who may be winners and losers from the process. The reflection at the end of the workshop must identify how the learning can be applied to your real interactions.
- 4) The scenarios will be greatly helped by having a neutral, but reasonably expert, facilitator who has not got a vested interest in the issues at stake. This may vary depending on the scenario(s) you plan to use. They need to have a general awareness of the context and confidence in facilitation, but the Facilitator's Notes are very clear, so specialised skills are not necessary.
- 5) The roles that people take will hopefully have been designed so that each participant can easily recognise the person they are playing. However, they are also a caricature, designed to represent typical positions that people take and promote discussion where there are differing views and positions. It would not be a very good exploration of the issues if everybody after five minutes said that they all agreed with each other!
- 6) You will need to decide before starting whether participants are going to play themselves or a role close to their own or a different one.
- 7) While the role descriptions give an outline of the issues and attitudes of the individual and their organisation, the success of the workshop also depends on participants using their own knowledge to inform and expand their contribution to the discussion.
- 8) The Facilitator's notes assume enough participants for each role to be played by two people: one to participate in the discussion and one to be their coach/ supporter. However, the workshop can be used equally well with single participants in each role.

## THE NATIONAL MARKET DEVELOPMENT FORUM PAPERS

**The following papers have been produced by the National Market Development Forum and explore the principles and practices on which the scenarios are based:**

- The Future Social Care Market
- Developing Market Intelligence
- How will “Personalisation” Change the Way Services are Procured?
- The Implications of Personalisation for Social Care Tendering
- Building Constructive Market Relations

The National Market Development Forum Discussion Papers are available from  
[www.thinklocalactpersonal.org.uk/Browse/commissioning/NMDF](http://www.thinklocalactpersonal.org.uk/Browse/commissioning/NMDF)