

People Commissioning Strategy 2023 -2026



“Commissioning is the strategic activity of identifying need, allocating resources, and procuring a provider to best meet that need, within available means.”

Executive Summary

This document sets out Milton Keynes City Council approach to commissioning to achieve better outcomes for our residents, businesses, and visitors. The aim is that this easy read, high-level summary, provides readers with an overview of our local vision of commissioning. It also describes how we intend to commission services across adult, children’s and housing services now and in the future. We want to be clear where commissioning will take us as an organization as well as what’s required to get us there. We also want to illustrate what success looks like and how it’s measured. This document is not intended to be a comprehensive guide to commissioning. Further information can be found on our [Market Position Statement](#).

“Our ambition is to be an excellent commissioning organisation.”

“Our mission is to work in collaboration with people and key stakeholders to improve local services.”

The Commissioning Team

The commissioning team is responsible for commissioning social care services for adults, children, and young people with an annual budget of more than £64 million. Our responsibility is to support our statutory duties while working innovatively to deliver a diverse, vibrant, and sustainable market, providing high quality care and support for our community.

We commission a wide range of services from the independent, voluntary, and statutory sector. This is based on our Market Position Statement which aims to help providers identify opportunities to develop services in partnership with the Council.

We work closely with our colleagues in legal and procurement to deliver the services and ensure the market reflects the diversity of our local population and offers variety and choice to our community.

We commission services for:

- **Working Age Adults**
- **Older People**
- **Housing and Homelessness**
- **Children's and Young People**

Community Resource Team (CRT) and Quality and Compliance Team (QCT)

The Community Resource Team (CRT) and Quality and Compliance Team (QCT) work across adults and children's services. The CRT liaises with the local care market to broker safe and appropriate care based on people's assessed needs.

The QCT monitor services that require a formal registration with either Ofsted or the Care Quality Commission (CQC).

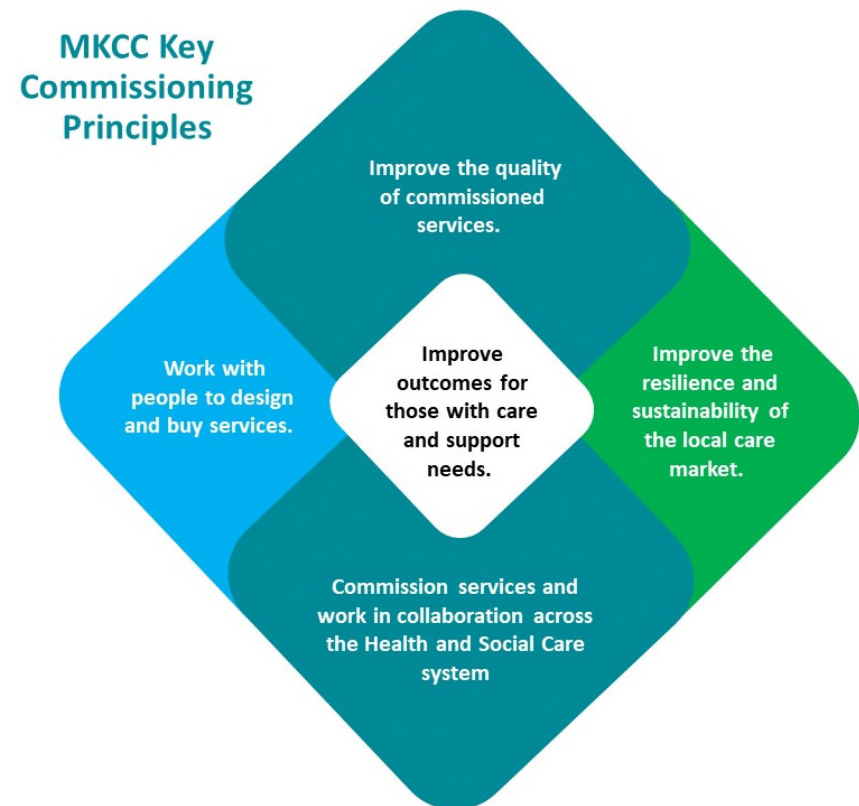
How We Work: Commissioning Principles

Commissioning is about achieving positive outcomes for our residents and communities, based on their needs and aspirations.

Our residents and communities' needs have changed. We are therefore taking an innovative approach to commissioning to find new ways of working. This will lead to a change in the services on offer. We want to be flexible to meet the increasing demands and commission intelligently based on local demography, as well as continue to celebrate local diversity.

The council's intention is to develop services and commissioning activities, using a strengths-based approach. This means shifting towards 'place-based' and individual level commissioning. We see our local communities as a strength and want to develop local services to meet people's individual needs. This will help shift the reliance away from more formal health and social care services.

Equally as important is how we work as a local system; we work in collaboration and establish partnerships. A key part of commissioning is having good relationships and partnerships to avoid duplication and to create efficiencies.



“Leadership, at strategic and local level, can often rest with organisations other than the Council. We are looking to develop productive working relationships to positively influence how collective resources are best used and excel jointly commissioning opportunities.”

Working Together for Change

We will ensure the voices of our residents, directly and through elected members, are heard at every stage. We want to make sure that everyone can share how they feel and what impact using local services has had on their lives. The diagram below describes what to expect from commissioners who are committed to this approach.



MKCC COMMISSIONING CYCLE



PEOPLE ARE AT THE HEART OF WHAT WE DO

STAGE 1 - ANALYSE

This stage identifies what the problem is that needs to be solved - are there existing services that can meet that need? Are there gaps and what is the future demand projected to be? In answering these questions, we can work together to shape thinking and facilitate conversations to make sure commissioners feel confident that they have understood how to make a difference to our priority outcomes. Commissioners must be flexible, creative, and ambitious with their thinking to support the development of ideas which may be radically different to what they're used to.

STAGE 2 – PLAN

Once we've defined what the outcomes should be, we start thinking about what's needed to reach our goal. At the planning stage we find or create ways to engage and involve people and stakeholders to co-produce radical solutions. Working within the resources available, options could involve - supporting community led delivery, creating, developing, and influencing markets or redesigning services.

STAGE 2 CONT...

This might mean that an existing service is decommissioned because it's no longer needed, or the provider has underperformed. Impact assessments help ensure this is done as sensitively as possible to minimise any negative impact on existing users in the local community. As part of the planning stage, commissioners will be assessing the impact on the wider economy and reviewing the council plan for wider cross cutting priorities.

STAGE 3 – DO

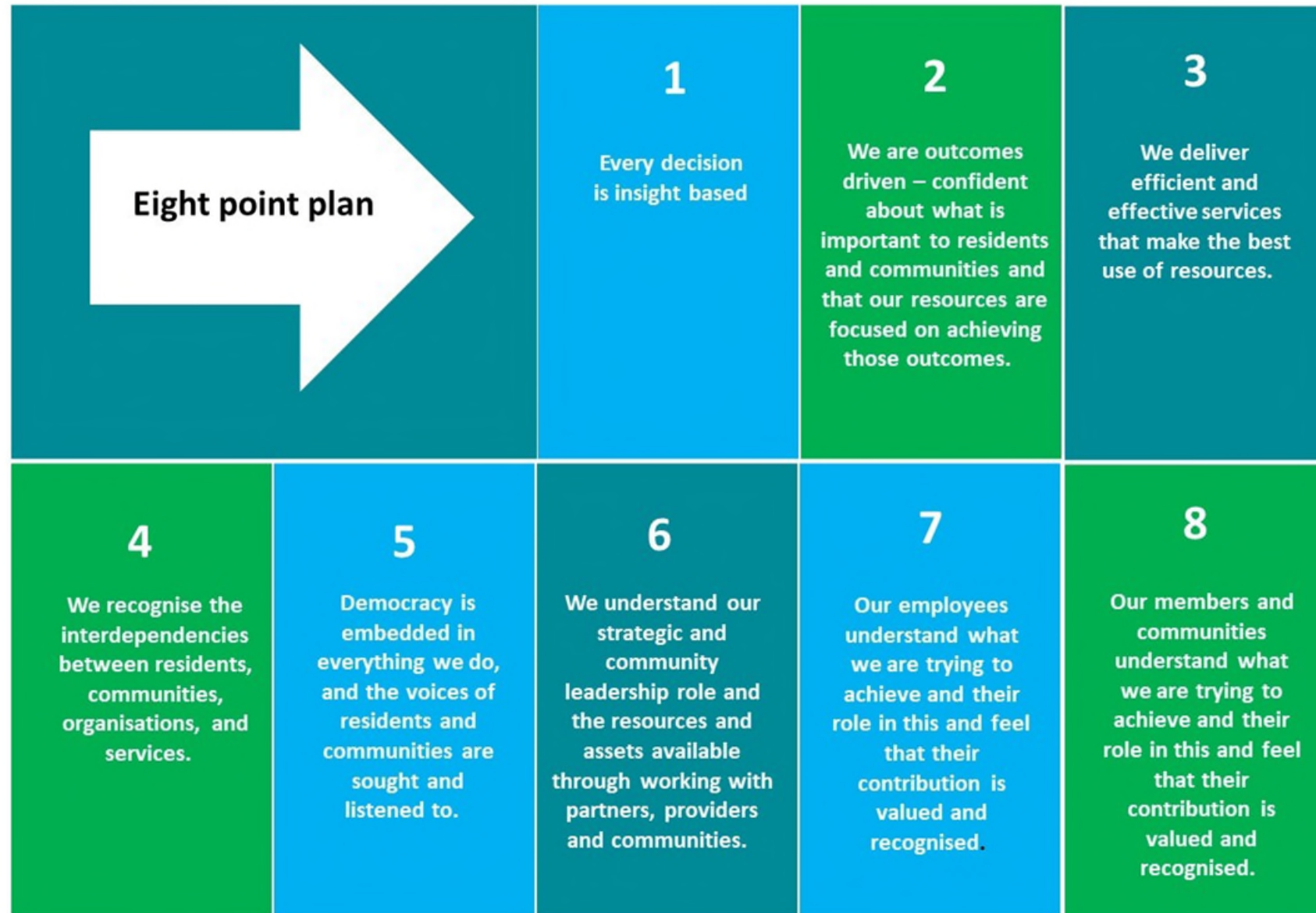
Having now developed the commissioning plan, this stage will need to take account of where we are now and what activity is needed to achieve detailed outcomes. At this stage, if we are purchasing a service then the type and length of contract will need to be decided alongside service specifications. This will need to consider quality and value for money as well as broader issues such as the impact on the local economy.

STAGE 4 - REVIEW

Effective performance management, appropriate to the commissioning plan is essential at this stage, to ensure that outcomes are being improved because of services being commissioned. Involving people to understand their feedback is the most important part of this stage. If things aren't working, commissioners will work with both people and providers to look at remedial action. If services aren't meeting the intended outcomes, services can end - known as decommissioning.

What does success look like?

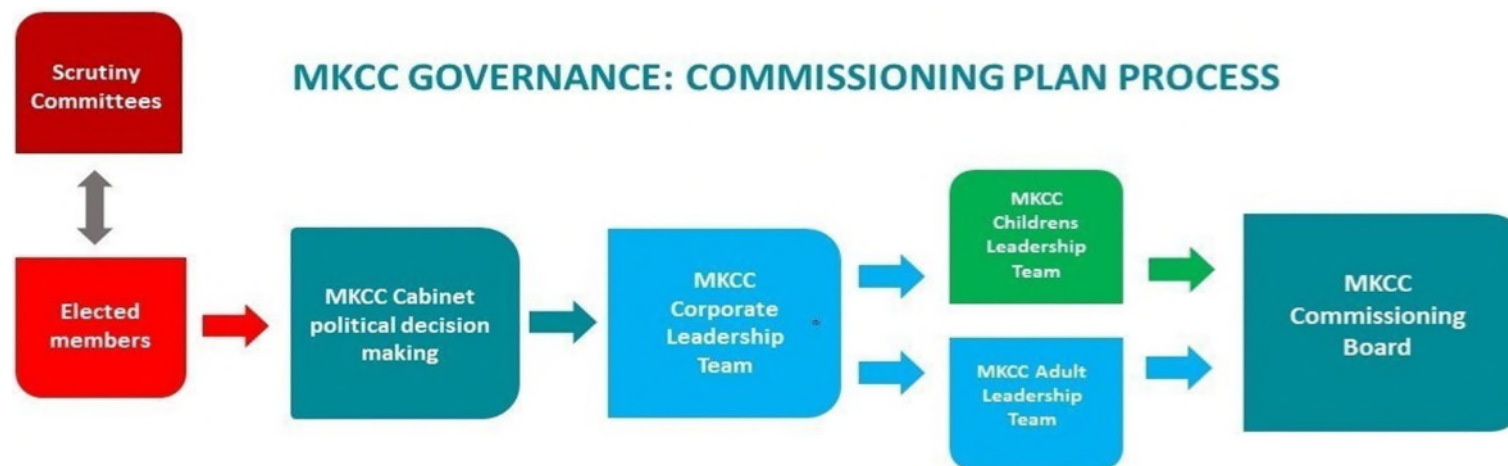
OUR AMBITION IS TO BE A COMMISSIONING ORGANISATION:



“Good governance is needed to ensure key decisions and working practices are legal, reflect best practice and maintain an appropriate level of control across the Council.”

Governance:

We have a duty as a public body to ensure we operate within the law and that we're transparent and open. Any decisions we make are subject to scrutiny to ensure the council provides value for money. It is critical that the Council effectively manages risks which could impact on service delivery, the Council's reputation, and financial and legal exposure.



The Diagram shows how a commissioning plan achieves member endorsement or review and meets internal rules such as the corporate procurement rules [Contract Procedure Rules](#) and the [MKCC Financial Regulations](#)

Appendix 1 – Council Spend 2022/3

