

**For General Release**

<b>REPORT TO:</b>	<b>CABINET 21 March 2016</b>
<b>AGENDA ITEM:</b>	<b>10</b>
<b>SUBJECT:</b>	<b>Commissioning for outcomes Investing in our borough- Commissioning Principles 2016 - 2019</b>
<b>LEAD OFFICER:</b>	<i>Sarah Ireland, Director Strategy, Communities and Commissioning</i>
<b>CABINET MEMBER:</b>	<i>Councillor Simon Hall, Cabinet Member for Finance and Treasury</i>
<b>WARDS:</b>	<b>ALL</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT:</b> The recommendation in the report will help to ensure the Council adopts a best practice approach to commissioning. The Council spends approximately £400million per year through third parties and the refreshed commissioning framework will enable the ambitions for the borough to remain central to our commissioning intentions. By adopting an asset based approach, focused on delivery outcomes and placing the Community at the centre of service design, the Council's commissioning activity will support delivery against the priorities set out in the Growth Promise, the Independence Strategy and the Liveability Strategy.	
<b>AMBITIOUS FOR CROYDON &amp; WHY ARE WE DOING THIS:</b> Excellent commissioning ensures that the Council's investment decisions are aligned to enable the corporate priorities to be achieved. Commissioning is the process for deciding how we deliver improved community outcomes in the most efficient way within the total resources available. The Council has adopted an asset based commissioning approach which focuses on existing strengths, skills and resources as the building blocks for addressing need and achieving outcomes. This approach promotes the role of the Community in identifying and addressing issues themselves. This supports the Council's wider ambitions of supporting an active and vibrant local community. This also aligns with the recommendations of the Croydon Opportunity and Fairness Commission.	
<b>FINANCIAL IMPACT</b> Whilst the Commissioning framework itself does not commit any resources, the framework and the principles set out within it, will shape our commissioning approach and investment decisions. The approach set out in the framework will focus spend decisions on delivering local priorities and outcomes. The supporting social value performance framework will also drive additional focus on delivering added social, economic and environmental benefits through our contractual relationships. A part of the framework development over the next year will include development of a social return on investment methodology which will help to quantify the financial value of these added benefits in the future.	

**KEY DECISION REFERENCE NO.: not a key decision**

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

**1. RECOMMENDATIONS**

- 1.1. The Cabinet is recommended to approve and endorse the refreshed Commissioning principles and approaches (2016 – 2019) set out in Appendix 1 and the development of supporting performance framework and toolkits.

**2. EXECUTIVE SUMMARY**

2.1 In 2012 the Council set the objective of becoming an ‘expert commissioner of services’ and published a strategy supporting that aim. This report refreshes those original principles and objectives to create an approach that reflects the Ambitious for Croydon strategies and corporate plan supports the themes and issues identified by Opportunity and Fairness Commission and further puts communities and residents at the heart of the commissioning process.

2.2 The update of the commissioning principles, as set out in this report and the Appendix reflect the very different approach that has been taken and principles that have been applied over the last 21 months and imbeds those in a transparent commissioning principles document.

**DETAIL**

**3 The Commissioning Framework**

3.1 The Council is refreshing the commissioning framework and approach to ensure that as a Council, we continue to strive for excellence and set commissioners and procurement professionals the goal of becoming expert but also recognises that at times expertise exists outside the Council.

3.2 The commissioning framework will include the commissioning commitment:

*“When we commission services we will ensure we are ambitious for our citizens, enabling individuals and communities to take a leading role in developing and delivering their own services. We will develop a diverse economy of services providers that are focussed on investing in and developing local communities”.*

3.3 The framework will:

- Place the community at the centre of the commissioning process, focus activity on assets rather than deficits and, promote collaboration
- Support and accelerate the Council’s transformation agenda and encourage even greater challenge of existing methods of service delivery

- Drive a consistent, comprehensive and robust approach to commissioning activity, encouraging long term strategic planning
- Promote responsible procurement in terms of addressing social, economic and environmental issues, local sustainability and equality and diversity
- Set out how we will work with partners to develop strategic commissioning and shared outcomes
- Provide greater transparency around the Council's commissioning activities

#### 3.4 The framework encompasses:

- **a Value Croydon charter** - that aims to promote corporate responsibility and sustainability across the borough,
- **a make or buy framework** - that makes it clear that 'expert' commissioning is an important process regardless of final service model or lead service provider,
- **a social value performance framework** – (incorporating the social value toolkit) that leverages greater influence over providers using our buying power

#### 3.5 Supporting the new framework will be a range of detailed toolkits:

- **procurement and contract management framework** – that enables a commercial approach to contracting characterised by proportionality and risk awareness
- **Decommissioning toolkit** – that ensures the ending of service provision is managed responsibly
- **Co-design and engagement best practice** – identifies examples from Croydon and beyond of co-design with the community

#### 3.6 The Council recognises that local outcomes cannot be improved by working in isolation. Throughout this document we have repeated our commitment to working cooperatively and in partnership with communities, public sector partners, and the business sector. Our approach to collaboration will vary in form – from informal networks to promote shared learning and understanding, to potential structural and functional integration. The refreshed framework reflects the Ambitious for Croydon Corporate Plan and the outcomes of the Opportunity and Fairness Commission.

#### 3.7 Embedding Ambitious for Croydon

3.7.1 Croydon's Corporate Plan for 2015-18 sets out the Council's contribution to the Community Strategy 2013-18 (the overarching strategy for the borough). It sets out our priorities for delivery of our 'Ambitious for Croydon' vision: to create a stronger, fairer borough where no community is held back.

#### 3.7.2 The vision is supported by three key ambitions:

- Growth – creating growth in our economy
- Independence – helping residents to be as independent as possible
- Liveability – creating a welcoming, pleasant place where local people want to live

3.7.3 The outcomes and promises defined in the Corporate Plan are developed in three supporting documents – the Growth Promise, the Independence Strategy and the Liveability Strategy. Our commissioning framework supports the delivery against these strategies as set out in the table below:

<b>Liveability</b>	harnessing the resources of our strategic partners and suppliers to contribute to the delivery of the borough’s strategic outcomes
<b>Independence</b>	investing in local people and community groups to develop community assets, build resilience and manage demand
<b>Growth</b>	supporting local businesses (esp. SMEs and the VCSE), employment and the development of the local supply chain

### 3.8 Responding to the Croydon Opportunity and Fairness Commission

3.8.1 The Croydon Opportunity and Fairness Commission (the Commission) was launched in January 2015 as an independent body to identify and understand the challenges facing Croydon’s citizens and to bring the people of Croydon together to build a shared vision and, to use all the talents available to create a fairer and better place to live. The Commission delivered their final report in January 2016.

3.8.2 The Commission found that when surveyed on their feelings about poverty and inequalities, 56 per cent of residents felt that what matters is ensuring that everyone has equal opportunities. The commission Chair summarised the finding as “fairness for us and Croydon residents and workers means no one should be excluded everyone should have the opportunity to fulfil their potential to the full”<sup>1</sup>.

The report included a series of recommendations under six key themes:

1. Vibrant, responsible and connected communities
2. A town centre that lifts the whole borough
3. Leaving no child behind
4. A connected borough where no one is left isolated
5. Finding homes for all
6. Supporting residents towards better times

3.8.3 The recommendations were wide ranging but included some common themes such as a focus on people-led change, an understanding of the importance of networks and assets, and promoting collective ownership. All important components of an asset based approach to service delivery. The table below sets out the key recommendations from the report that impact on the way we commission services and identifies how, through this commissioning framework, the Council is working to achieve these recommendations:

---

<sup>1</sup> Croydon Opportunity and Fairness Commission final report: A Better Croydon for Everyone, Chair’s introduction, p3

Table 2

Report theme	Recommendation	Council action
Vibrant, responsible and connected communities	Promoting volunteering	Included in the Value Croydon charter
	Support for asset based community development	Recognised through our approach to co-design and inherent in our new commissioning principles
A town centre that lifts the whole borough	An inclusive jobs brokerage service provided by the council working closely with developers and local employers.	Our commissioning activity will support this through the social value performance framework
	Develop a new Croydon employment charter for Croydon businesses and organisations – London Living Wage commitment	To be incorporated in the Value Croydon charter
Leaving no child behind	Outcome based commissioning for young people with schools, parents and pupils incorporated in the commissioning process.	Recognised through our approach to co-design and inherent in our new commissioning principles
A connected borough where no one is left isolated	Place leadership from the local Clinical Commissioning Group (CCG) and the Council with deeper collaboration, ensuring tackling social isolation is a joint commissioning and volunteering priority.	Recognised through our approach to co-design and inherent in our new commissioning principles
	Backing for projects that link residents and care groups or community organisations such as the Neighbourhood Care Associations to socially isolated patients to help prevent unnecessary hospital admissions and reduce bed blocking.	Our Community fund (voluntary sector commissioning) will be launched in the October 2016 and will be focussed on delivering local outcomes. The support for carers forms an important part of this.
Supporting residents towards better times	Support from the Council, employers and developers to provide more childcare options, particularly those that free up community space and provide flexible working patterns.	Croydon has committed to becoming a Flexible Working borough and this will become part of the Value Croydon Charter making clear we expect those businesses active in Croydon to also do so.

## 4 What's already changed?

4.1 Though the framework sets out our future ambitions for commissioning framework, it is important to recognise that the Council has made a number of changes over the past 18 months that has already seen the development of a more collaborative and outcomes focussed approach. This commissioning frameworks embeds the learning and best practice developed over this period.

### 4.2 Value Croydon: inspiring social partnership



4.2.1 Value Croydon was launched in January 2015 and represents a different way of doing business for Croydon Council. The Value Croydon ethos is about maximising the benefits available through our commercial relationships.

4.2.2 It is about working in partnership with businesses, the community and other public sector agencies to promote social value in Croydon. Through Value Croydon, the Council will use its purchasing power to support local businesses and generate jobs for local people. The council will also work in partnership to maximise the social value for local communities from our contractual relationships with external partners. In practice, this will mean

- A strong focus on supporting the creation of job opportunities for local people
- Providing training to develop the skills of local people to help them compete for available jobs in the local economy and further afield.
- Investing in local business growth
- Opening up more commissioning opportunities for local businesses, the voluntary community and the social enterprise sector to compete for council contracts.

4.2.3 Croydon Council will promote social value through our contracts by encouraging greater collaboration between the private and public sectors, to ensure that investment in the local economy benefits and improve the lives and prosperity of local people.

4.2.4 This commissioning framework further embeds the Value Croydon ethos through the development of a charter which will set out the commitment, standards and, behaviours we will demand from organisations that wish to do business in or with Croydon in the future. The charter will focus on the following as set out in table 3 below:

<b>Social value performance framework</b>	Using the resources available to deliver added social benefit to Croydon's communities.
<b>Responsible business practices</b>	<ul style="list-style-type: none"> <li>• Adoption of the London Living Wage</li> <li>• Buy local, employ local, invest local</li> <li>• Promotion of digital skills across the workforce – Go-on Croydon</li> <li>• Flexible working borough</li> <li>• Disability confident</li> </ul>
<b>Supporting local priorities and</b>	<ul style="list-style-type: none"> <li>• Enabling greater levels of local volunteering</li> <li>• Promoting healthy lifestyles as part of Croydon</li> </ul>

<b>campaigns</b>	<p>Heart Town</p> <ul style="list-style-type: none"> <li>• Adopting policies in support of the White ribbon campaign against domestic abuse</li> </ul>
------------------	--

4.2.5 Our approach to social value will also be refreshed and developed to include a greater focus on measuring the impact. The social value toolkit will be supported by a performance framework. We will also invest in developing a methodology to measure the social return on investment (SROI) of our social value approach.

### **4.3 The London Living Wage**

4.3.1 The Ambitious for Croydon manifesto set a clear commitment to Croydon becoming a London Living wage borough. The Council has led the way in making this a reality. The Council has committed to ensuring all those engaged in delivering services for or on behalf of the Council are paid a fair wage. So far the Council has updated its own employee policies to ensure all employees are paid the London Living wage and has worked to ensure that all temporary workers (or temps) are also paid the London Living Wage.

4.3.2 The Council has also included, as a part of our social value framework, an expectation that staff engaged via third parties will also receive the London Living Wage. This now forms an important part of the tendering process and the Council is willing, where necessary, to work with providers to support them in meeting this requirement.

### **4.4 Applying the make or buy framework**

4.4.1 The Council has developed a 'make or buy' framework that helps to identify the instances in which we may choose to deliver services ourselves, when we may seek an external provider and, the instances that fall somewhere in between. The 'make or buy' framework that has been designed to facilitate thinking about appropriate service models that needs to be embedded in our approach to commissioning. The Council has already applied this

- SEN transport:
- Proposals to in source part of the SEN Passenger Transport service were in response to the Council's 'make or buy' strategy. This change to the service model and the implementation of a partially in sourced service was possible at the point the existing framework came to an end as there was a critical alignment to the procurement of the new framework.
- The new service model was successfully implemented from September 2015 and is viewed as a comparator service which aims to disrupt the market for this type of provision and set a standard for the service. It is also supporting improved contract management of the Council's third party transport provision and helps to better understand emerging issues as the needs of this cohort change.
- Facilities management – recommissioning

- A full assessment of the options available to the Council was carried out in the summer of 2014. This assessment reviewed the relative benefits of a range of service delivery models in terms of improved outcomes, the ease of implementation and also the likely cost saving that potentially could be achieved. As a result of this options appraisal, the Council has pursued a bundled approach to service delivery with contracts broken down into smaller lots to encourage a diverse range of suppliers as well as bringing elements of the service in-house..

#### 4.5 Contract management transformation

4.5.1 The Council has embarked on the transformation of contract management which will be a foundation of the new commissioning approach. The key principles of the new approach to contract management were endorsed by Cabinet in December 2014 (A115/14) and are set out below:

- **Commercial** - the Council understands the whole life cost of its contracts from its own and the supplier's perspective, its position in specific markets and, the maturity of the relationships with its suppliers.
- **Professional** – the Council has agreed definitions of contract management and those responsible understand their role and have the tools to do the job, work within an agreed framework, with professional standards.
- **Senior leadership** - are aware of contract performance and, play an active role in leveraging our market position and developing supplier relationships.
- **Proportionate** - one size does not fit all. The contract management framework can be flexed dependent on strategic importance, commercial value and levels of risk involved.
- **Outcome focussed** - contract management framework is aligned to our corporate priorities and is designed to measure impact on outcomes rather than processes.
- **Transparent and accountable** - contract management forms part of the wider performance management framework and we ensure that local communities are informed about contract performance.

4.5.2 The Council has applied this model to a number of key service areas and has proven the benefit in terms of both improved service outcomes and significant financial benefits and as such is now in the process of developing detailed options for the future operating model. It is important in doing so that the different but complementary skill sets required to effectively manage contractual relationships at all of the four levels identified are recognised.

## 5. CONSULTATION

5.1 The refreshed commissioning framework has been developed through consultation with officers across the Council, local businesses through the Federation of Small Businesses and the Croydon Chamber of Commerce, and the local Voluntary, Community and Social Enterprise sector. Engagement with stakeholders will continue over the lifetime of the framework to monitor progress and to further shape the development of the individual framework components.



## **6 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

6.1 There is no spend committed as a result of this recommendation.

### **2 The effect of the decision**

### **3 Risks**

There have been no risks identified

### **4 Options**

No other options have been considered

### **5 Future savings/efficiencies**

Whilst the Commissioning framework itself does not commit any resources, the framework and the principles set out within it, will shape our commissioning approach and investment decisions. The approach set out in the framework will focus spend decisions on delivering local priorities and outcomes.

(Approved by: Lisa Taylor, Head of Finance and Deputy S151 Officer)

## **7. COMMENTS OF THE BOROUGH SOLICITOR AND MONITORING OFFICER**

7.1 The Acting Council Solicitor endorses the comments made under the Human Resources Impact section that relevant individual commissioning project stakeholders under this framework should seek advice from the Human Resources team at an early stage where there may be an impact from projects on Croydon Council staff or workers. There are no further legal considerations arising directly out of the recommendation in this report.

(Approved by: Sean Murphy, Principal Corporate Solicitor (Regeneration) on behalf of the Acting Council Solicitor & Monitoring Officer)

## **8. HUMAN RESOURCES IMPACT**

8.1 The refreshed commissioning framework refocuses our approach to commissioning to centre on outcomes, the community and assets. This is a change to the way we have previously defined commissioning and will require commissioners to approach the commissioning process with a different set of skills and behaviours. The framework makes clear our intention and will be supported by innovative learning and development opportunities for key stakeholders.

8.2 The Strategy, Community and Commissioning division are also developing a Commissioning Resource Hub (CRH) that will provide an interactive platform for those

involved in commissioning to access support, training, guidance and best practice examples and case studies. The CRH will promote the development of a network to foster shared learning and collaboration. This will be reinforced through the Council's annual commissioner's conference launched in May 2015.

8.3 Relevant individual commissioning project stakeholders under this framework should also seek HR advice at an early stage where statutory transfer provisions may apply and/or there may be an impact on Croydon Council staff or workers.

Approved by: Michael Pichamuthu Strategic HRBP, on behalf of Heather Daley, Director of Human Resources

## **9. EQUALITIES IMPACT**

9.1 Our refreshed commissioning approach will help shape our investment decisions on local priorities and need. This is informed by intelligence and understanding of the demographics, demand and changing need in the borough. Equalities analysis plays an important role in every stage of the commissioning process and this refreshed framework reinforces this as best practice.

9.2 The commissioning framework is also supported by a social value performance framework which is designed to deliver added social, economic and environmental benefits. Performance metrics have been introduced as part of this refreshed commissioning framework and therefore the Council will be better able to measure and report the social impact. This again will inform ongoing investment decisions.

## **10. ENVIRONMENTAL IMPACT**

10.1 The social value framework supporting this framework designed to deliver added social, economic and environmental benefits. Two key social value performance measures (SV6) regarding environmental impact have already been identified and further measures, specific initiatives and targets will be developed as part of the commissioning process for relevant services.

## **11. CRIME AND DISORDER REDUCTION IMPACT**

11.1 The social value performance framework also includes a measure around supporting the Council's 'Eyes and Ears' programme ethos and Prevent strategy through the identification and referral of suspicious behavior. Further measures, specific initiatives and targets will be developed as part of the commissioning process for relevant services.

## **12. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION**

12.1 Commissioning is an important part of the role played by local authorities in ensuring effective service provision and improving outcomes for local

communities. This framework will ensure that the Council approaches commissioning in a way that supports the borough's strategic objectives, helps deliver the ambitions set out in the Corporate Plan and delivers value for money for citizens and taxpayers.

### **13. OPTIONS CONSIDERED AND REJECTED**

13.1 No other options have been considered.

---

**CONTACT OFFICER:** Genine Whitehorne, Head of SCC Resources extn: 60584

**BACKGROUND PAPERS - LOCAL GOVERNMENT ACT 1972: none**

*Appendix A attached - The Commissioning Framework: placing communities at the heart of service design and delivery 2016 -2019.*



# Commissioning Framework

Placing Communities at the heart of service design and delivery

---

## 1.0 Introduction

---

Croydon is a place of great ambition. These are extremely tough and demanding times for local government, and Croydon, like all other authorities, faces big financial pressures over the foreseeable future. However as a Council we have set an unprecedented growth agenda for the borough that we believe will see Croydon flourish and become a place where people choose to live, work and visit.

Though we are ambitious, the size of the challenge should not be underestimated. By 2019-20 the Council's government funding will have been cut by 74 per cent. And to make matters worse, the borough does not receive its fair share of funds, just £378 per head compared to £637 per head in Southwark or £586 per head in Lambeth.

The Croydon Opportunity and Fairness Commission have spent the last year working amongst the community to investigate the issues and challenges faced by Croydon's people. The disparity between rich and poor in Croydon has continued to grow for too long, and the Commission identified a lack of growth, social mobility and opportunity in the borough. The Commission also commented however, on the "passion and determination to make Croydon a better place that is shared by so many residents, public servants and other employees"<sup>1</sup>. And it is this passion and determination,

---

<sup>1</sup> Croydon Opportunity and Fairness Commission final report: A Better Croydon for Everyone, Chair's introduction, p3

evident amongst our vibrant communities, which give us the confidence to be so ambitious.

We recognise that in order to achieve our ambitions, we have to be prepared to do things differently and we recognise that we can't do this alone. We need to reposition the Council as a partner in a borough wide diverse and rich partnership; a partnership that recognises that leaders come in a variety of guises and seeks to work cooperatively to deliver improved outcomes for our communities.

Since June 2014, we have changed significantly how we commission. This principles document imbeds those changes and takes them to the next level.

We need to champion the voice of our service users and approach commissioning from a view point of co-design. We must actively seek to engage and empower communities that have previously been marginalised and disenfranchised. We must make sure our young people have the opportunity to get involved.

We must begin to recognise our community as experts and shape our approach to service design around this principle. An community focusses commissioning approach will deliver improved outcomes by focussing on the existing strengths, skills and resources as the building blocks to addressing need and using those resources available in the most effective way.

We must become bolder in our role as a place shaper and use our influence to promote more sustainable and responsible approaches to business and development. We must continue to champion social value. This is why we launched Value Croydon ([www.valuecroydon.com](http://www.valuecroydon.com)) in January 2015.

Value Croydon is more than a programme of activity, it represents an ethos. A commitment to leveraging the potential of all businesses, public sector bodies and contractors working in Croydon to focus collectively on improving the life chances of Croydon's people. It is an assertion about the kind of businesses we want to do business with in the future.

We will work actively to ensure our local provider market benefits from the money spent in Croydon and use our influence to shape markets to be more responsible where necessary. We will demand the London Living Wage in all new contracts.

This commissioning framework is an important tool in achieving our ambitions and the principles set out in this document aim to shape the way we approach commissioning and embed the principles of opportunity, fairness and collective responsibility in the design and delivery of services.

Councillor Simon Hall, Cabinet Member for Finance and Treasury

## 2.0 Objectives

---

In 2012 the Council set itself the objective of becoming an ‘expert commissioner of services’ and published a strategy supporting that aim. To continue that journey the Council is refreshing our commissioning framework and approach to ensure we continue to strive for excellence and set our commissioners and procurement professionals the goal of becoming expert but at the same time recognises that at times expertise exists outside the Council. As a part of this new framework we will refocus our commissioning commitment:

*“When we commission services we will ensure we are ambitious for our citizens, enabling individuals and communities to take a leading role in developing and delivering their own services. We will develop a diverse economy of services providers that are focussed on investing in and developing local communities”*

The Council believes this refreshed approach and the development of a comprehensive framework is an important step in achieving our overarching ambitions. The framework will:

- Place the community at the centre of the commissioning process, focus activity on strengths and, promote collaboration
- Support and accelerate the Council’s transformation agenda and encourage even greater challenge of existing methods of service delivery
- Drive a consistent, comprehensive and robust approach to commissioning , encouraging long term strategic planning

- Promote responsible procurement in terms of addressing social, economic and environmental issues, local sustainability and equality and diversity
- Set out how we will work with partners to develop strategic commissioning and shared outcomes
- Provide greater transparency around the Council’s commissioning activities

The framework will encompass:

- **a make or buy framework** - that makes it clear that ‘expert’ commissioning is an important process regardless of final service model or lead service provider,
- **a Value Croydon charter** - that aims to promote corporate responsibility and sustainability across the borough,
- **a social value performance framework** – (incorporating the social value toolkit) that leverages greater influence over providers using our buying power

Supporting the framework will be a range of toolkits and approaches:

- **procurement and contract management framework** – that enables a commercial approach to contracting characterised by proportionality and risk awareness
- **Decommissioning toolkit** – that ensures the ending of service provision is managed responsibly
- **Co-design and engagement best practice** – identifies examples from Croydon and beyond of co-design with the community



### 3.0 Our Commissioning principles



Commissioning is an important part of what we do as a Council and shapes so much of our interactions with our communities. As such it is important that our commissioning approach reflects the values of the Council and enables the asset-based approach described later in this document. Working with the community, we have identified nine key principles that will be form the basis of our commissioning activity. For each key principle we have identified a commitment; a statement of our intent and a measure by which you, our communities, can hold us to account.

Figure 3 sets out our principles and commitments:

<b>Focus on outcomes</b>	We will commission for sustainable and effective outcomes that deliver beyond service and organisational structures
--------------------------	---

<b>Asset based</b>	We will take an asset based commissioning approach, which takes account of the existing strengths, skills and resources to ensure that investment decisions support community empowerment
<b>Cooperative</b>	We will engage in open and honest dialogue with our communities about how and why we commission and be transparent with our processes, involving citizens, customers and service users in planning, designing, monitoring and evaluating our services
<b>Equalities and fairness</b>	We will embed equalities and fairness considerations in all aspects of commissioning practice
<b>Social value</b>	We will use the Council’s purchasing power to maximise social value, fostering local employment, promoting fair pay, encouraging local business growth and supporting community priorities
<b>Diverse economy of providers</b>	We will support and shape the local market to ensure there is a diverse economy of service providers that embrace the public service delivery ethos, intervening where market disruption will increase choice and resilience

<b>Alternative service delivery models</b>	Where it is efficient, effective and delivers greater social value, we will encourage commissioning through not for profit trading companies, co-operatives, mutuals and the voluntary sector.
<b>Integration and partnerships</b>	We integrate or work jointly with other local and regional organisations to ensure improved outcomes and value for money for our residents
<b>Risk aware</b>	We will embed a commissioning culture that embraces a new approach to risk which is risk aware, not risk averse, encouraging social innovation, commercial astuteness and sustainable change

## 4.0 Commissioning – what’s it all about?

---

**An asset-based commissioning approach that delivers improved community outcomes by focussing on the existing strengths, skills and resources as the building blocks to addressing need and using those resources available in the most efficient and effective way**

At the centre of our new Framework is an asset based approach to commissioning. The term ‘asset-based commissioning’ is one that is used widely and as such is also appears in this document; however it is important that we are clear what this actually means. When we talk about assets (in this context) what we are referring to are community strengths be it individuals or groups, knowledge and understanding, resources or facilities that already exist or can be nurtured in order to deliver the best outcomes.

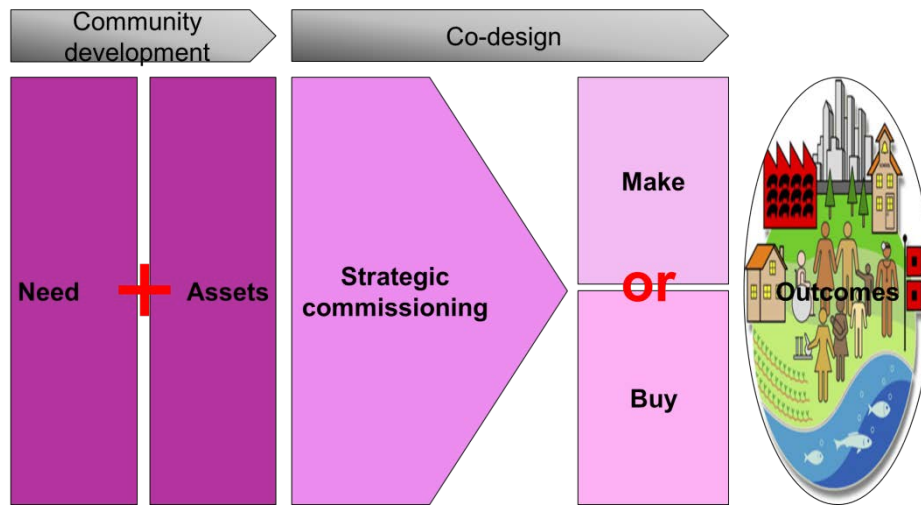
It is important that everyone, from Council officers, customers and residents, elected members and, potential service providers has a clear and consistent understanding of what is meant by commissioning. The Council has adopted the following definition; commissioning is the process for deciding how to use the total resources available in order to improve the outcomes in the most efficient, effective, equitable and sustainable way. This refreshed commissioning framework builds on this by placing greater emphasis and recognition on community resources. Therefore in adopting an asset based commissioning approach we are redefining resources to include the existing assets; strengths, skills, knowledge, relationships, physical assets and financial resources, inherent to our diverse communities.

This renewed focus requires a change in the way we relate to our communities and the way in which we approach the design of services. As a Council we are moving from a deficit model, where the Council sought to have all the answers, to an asset based model where the Council becomes a partner and facilitator working with others to find solutions.

Commissioning in the past had become synonymous with out-sourcing, adopting an asset-based approach should help to address this misperception. Strategic commissioning is as much about seeking solutions from the community, other public sector partners, within the Council itself, as well as potentially with third party providers. Commissioning excellence is about focussing on intended outcomes and identifying assets; the assessment of the most effective use of these resources should inform the service model required. In a period of transformation new and alternative service models are required to ensure our commissioning practices continue to support our Growth agenda

Figure 1 – sets out at-a-glance our approach to commissioning; starting with the intended outcome and existing assets. The

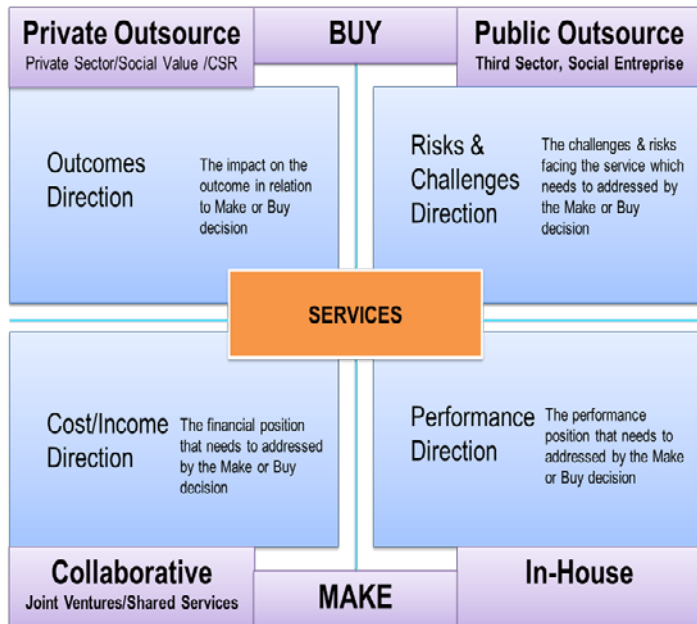
assessment of how best to use the resources available, whether to facilitate a community response or to source services from within the Council or outside it, take place within the strategic commissioning process.



## 5.0 Make or Buy?

### 5.1 Make or Buy framework

The Council has developed a 'make or buy' framework that helps to identify the instances in which we may choose to deliver services ourselves, when we may seek an external provider and, the instances that fall somewhere in between. The make or buy' framework that has been designed to facilitate thinking about appropriate service models that needs to be embedded in our approach to commissioning. Figure 3 below illustrates the drivers that need to be considered when determining an appropriate service delivery model:

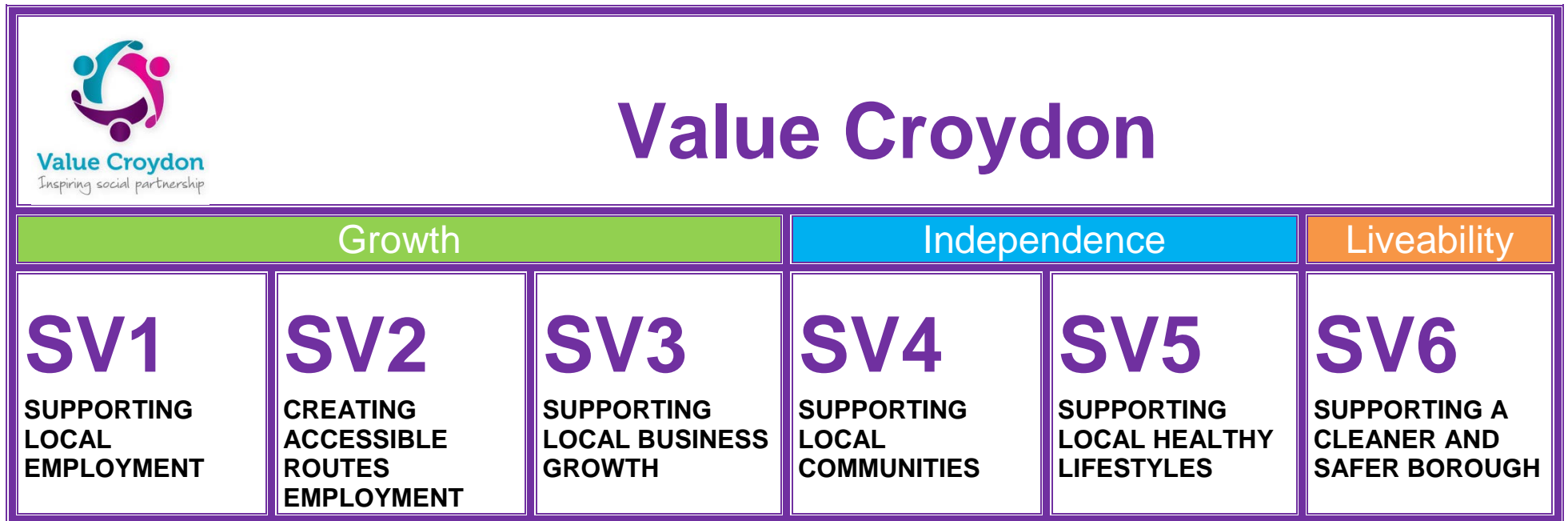


Key considerations:

- Does the current service deliver the required outcomes?
- Does the current service model deliver value for money?
- Who is best placed to most effectively and efficiently deliver the required outcomes?
- Is there scope to collaborate with others?
- Does a viable provider market exist or is market shaping required?
- How can we invest in the local market to improve local outcomes?
- Are there community assets that could take the lead in delivering the improved outcomes required?
- Do local voluntary and community organisations and those from protected groups have the capacity and capability to compete?


## 5.2 Social Value Performance framework

A key foundation of the new commissioning approach will be the new Social Value Performance framework. This aligns the Council priorities as set out in the ambitious for Croydon Corporate plan and supporting strategies with our ambition to maximise what we achieve through Social Value in our commissioning intensions. Appendix 1 details the key social value performance indicators.



## Appendices

### Appendix 1- Social Value Performance Framework

SOCIAL VALUE PERFORMANCE FRAMEWORK					Growth	Independence	Liveability	Enabling
	Growth	<b>SV1</b> <b>SUPPORTING LOCAL EMPLOYMENT</b>	London Living Wage	No. and % of total workforce employed on contract.	✓	✓		✓
			Number and Percentage of Croydon Residents Employed on the Contract	No. and % of total workforce employed on contract.	✓	✓		✓
			Number and Percentage of Croydon Residents Employed on the Contract from local priority groups	No. and % of total workforce employed on contract.	✓	✓		✓
			Job Starts - Croydon residents securing work through contract < 6 months	No. (Total against this contract)	✓	✓		✓
			Job Starts - Croydon residents securing work through contract => 6 months	No. (Total against this contract)	✓	✓		✓
			Number and Percentage of new jobs provided to Croydon Residents	No. and % of total workforce employed on contract.	✓	✓		✓
			Recent Graduates / Under Graduates employed	No. (Total against this contract)	✓	✓		✓
			Data provision of all above by demographics	Quarterly	✓	✓		✓
			Jobs Advertised through Croydon	No. (Total against this contract)	✓			✓

## Appendices

		<b>CREATING ACCESSIBLE ROUTES TO EMPLOYMENT</b>	local papers or other means					
			Total number and percentage of apprenticeships	No. and % (Total against this contract)	✓			✓
			Apprenticeships starts	No. (Total against this contract)	✓			✓
			Apprenticeships continuing	No. (Total against this contract)	✓			✓
			Apprenticeships completed	No. (Total against this contract)	✓			✓
			Work Experience opportunities for 16 years plus	No. (assume 6 weeks duration each)	✓			✓
			Work Experience opportunities for 14 - 16 year olds	No. (assume 2 weeks duration each)	✓			✓
			Routes to employment through Croydon education/schools/colleges	No. (Total against this contract)	✓			✓
			Data provision of all above by demographics	Quarterly	✓			✓
			Fairness and equality of access for priority groups	Percentage of local employment that includes priority groups	✓			✓
		<b>SV3 SUPPORT</b>	Pre-Qualification Questionnaire and/or Invitations to Tender Completed by local businesses	No. (Total against this contract)	✓			✓
			Value and percentage of supply chain spend secured by Croydon Businesses	Total spend and percentage against this contract)	✓			✓
			Accredited and Non Accredited Training for Individuals working in the	No. (Total against this contract)	✓			✓



## Appendices

Independence		<b>ING LOCAL BUSINES S GROWTH</b>	contract supply chain, including management, supervisor, H&S, ICT, Finance,					
			Training, Mentoring and Intervention Events for local supply chain (Contract or sector specific training)	No. (Total against this contract)	✓			✓
			Training Plans for Supply Chain members	No. (Total against this contract)	✓			✓
			“Buy Local” initiative, investing and/or promoting the purchase/trade of local goods, services or commodities	Percentage of local supply used against local volume of business or contractual value.	✓			✓
			“Buy Social” initiative, CSR investment and/or support towards community initiatives	Total in £pounds invested or support time provided	✓			✓
	<b>SV4 SUPPORT ING LOCAL COMMUNI TIES</b>		Business Support to VCSE e.g. business planning, bid writing	No. (Total against this contract)	✓	✓	✓	✓
			Workshops and training for Croydon residents (i.e. fuel poverty, digital inclusion, etc.)	No. (Total against this contract)	✓	✓	✓	✓
			Number of staff volunteering and mentoring days provided	No. (Total against this contract)	✓	✓	✓	✓
			Value of matched funding support to Croydon community projects	Total in £pounds	✓	✓	✓	✓
			Measure re Gateway support to be developed	In development				
			Fairness and equality of access for	Percentage of				✓

## Appendices

		priority groups	attendance/participation from priority groups				
		Using the Eyes and Ears project ethos support the Prevent Strategy in the identification and referral of suspicious behaviour.	To ensure 100% of staff are made aware of the Council's duty on Counter terrorism and Prevent strategy. To ensure routes to report suspicions or to provide information are made available.	✓	✓	✓	✓
		To follow the Council's safeguarding guidelines	To ensure 100% of staff are aware of their duty in relation to reporting any who witnesses', hears of, or learns of an abusive or potentially abusive situation in relation to an adult or child at risk. To ensure referral routes are made available.	✓	✓	✓	✓
		To support the Council's campaign to become a White Ribbon Town to highlight the fact that domestic violence and sexual abuse in Croydon will not be tolerated.  This is in combination with supporting the Domestic Abuse and Sexual Violence (DASV) Strategy. This strategy aims to prevent this offence where possible, to improve support for victims, as well as tackling	To ensure 100% of staff sign up to the WRC, to condemn violence (especially with men and boys) against women and girls, and promote a change of attitude.  To ensure 100% of staff are made aware of the issues and where appropriate provide services aimed at reducing incidents.	✓	✓	✓	✓

## Appendices

		perpetrators.					
		To support Disability Confident and adopt policies to promote greater inclusion of people with disabilities in the workforce.	In development			✓	✓
		To support the Council's Opportunity and Fairness Commission	To ensure 100% of staff are made aware of the barriers that prevent opportunity and fairness and the priority groups that have been identified as being at risk (see PMI GB). Where appropriate provide services aimed at reducing these barriers and promoting fairness.	✓	✓	✓	✓
	<b>SV5</b>  <b>SUPPORT ING LOCAL HEALTHY LIFESTYL ES</b>	Initiatives to promote health and wellbeing	Total in £pounds invested or support time provided to local initiatives	✓	✓	✓	✓
		To support the Croydon Heart Town initiative	To hold events or to contribute resources (volunteer hours/ funds) to events to encourage healthy living and raise awareness of factors contributing to cardiovascular diseases such as: <ul style="list-style-type: none"> <li>• smoking</li> <li>• high blood pressure</li> <li>• high blood cholesterol</li> <li>• being physically inactive</li> <li>• being overweight or</li> </ul>	✓	✓	✓	✓

## Appendices

	Liveability	<p><b>SV6</b></p> <p><b>SUPPORTING A CLEANER AND SAFER BOROUGH</b></p>		<p>obese</p> <ul style="list-style-type: none"> <li>family history of heart disease</li> </ul>				
			Reduction in level of carbon emissions as a result of reduced staff car/bus travel	Quantified carbon reduction contributions made	✓		✓	
			To support the Don't Mess with Croydon campaign	To ensure 100% of waste is recycled in the most environmentally conscious way.	✓		✓	