

**Kingston Council  
Commissioning Strategy  
2022-2026**

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## **Foreword**

**Cllr Andreas Kirsch, Council Leader**

**Cllr Noel Hadjimichael, Portfolio Holder for Assets, Leisure and  
Commissioning**

[Foreword and introduction to be drafted following committee decision]

## Introduction

### What is commissioning?

For Kingston, commissioning is how we decide to use available resources to achieve the desired outcomes for our residents, businesses and communities.

Good commissioning involves thinking about more than money alone; it's about harnessing all available resources to deliver against our ambitions - finances, people and skills, technology, property and physical infrastructure, strengths within our communities, reputation and relationships, statutory powers. It is then about deciding how these resources can be deployed in the most efficient, effective, equitable and sustainable way to achieve our goals.

Commissioning is not the same as procurement and it does not necessarily mean outsourcing or contracting with third parties. It is a much broader approach to analysing need, collaboratively designing services and securing ongoing value. Procurement may play an important part in the commissioning cycle, but it is only one of a range of options available to secure the services and opportunities we are seeking. If we commission well, we will invariably adopt a mixed economy of models, with a range of in-house services and those delivered in partnership with the private, public and voluntary, community and faith sectors.

Commissioning is an on-going process which follows a standard cycle of analyse, plan, do and review. The key activities of each stage are explained later in this strategy and are common to commissioning practice across. However, the way in which the Council works through the stages is informed by the *principles* that the Council will adopt to guide all of its commissioning activities.

## The Commissioning Cycle

Commissioning is often shown as a cycle, with four key stages of activity - analyse, plan, do and review. The model first put forward by the [Institute of Public Care](#) helps describe the types of activity that will happen in each stage of the cycle. It also shows the complementary activities that may be undertaken from a procurement perspective:



A brief summary of the stages is set out below.

### Analyse

Effective commissioning requires robust evidence, drawn from rich and diverse sources of information. Assessing need is a critical step in the commissioning process, whether that is determining what strategy will best achieve our long-term outcomes or carefully considering the needs and strengths of an individual service user.

This stage does not start from scratch – commissioning is a cyclical process and performance information from previous cycles assists in making decisions about what services should be commissioned in the future and what models are likely to work best. During this stage it is imperative that evidence of

**Plan**

Once needs have been identified, past performance reviewed and the local context has been understood, priorities can be set, resources allocated and timetables clarified. The Council is committed to providing opportunities for stakeholder engagement at all stages of the commissioning cycle but the planning stage provides a particular opportunity to engage with residents, business, voluntary and community groups and partners. Detailed work is undertaken at this stage to design services and evaluate the options to deliver them, so there is the potential for co-design and collaborative working with a wide range of stakeholders.

**Do**

This stage is about securing and implementing planned services and solutions. What happens at this stage will be very much determined by the conclusions of the Analyse and Plan stages of the commissioning cycle, where the preferred delivery model or combination of models is chosen.

This stage may involve undertaking a procurement process or making an award of grant funding. But it may also involve more innovative solutions, such as forming shared services or partnerships, devolving services to communities or setting up trading companies or charitable trusts. The Council may decide to deliver services itself or to bring services in-house that have previously been delivered by third parties. Where this is the case, the Council is committed to applying equal rigour to the service design process, ensuring that realistic service standards and performance measures are set, whatever the delivery model.

**Review**

Reviewing the performance and the impact of services is essential to assess whether commissioning arrangements have delivered the desired outcomes. Local authorities traditionally have a reputation for being less robust at this than at other stages of the commissioning cycle. The Council is committed to changing this and is developing an enhanced approach to contract management, based on national best practice. But these standards will not just apply to third party contracts – they will be tailored to different delivery models and used to review services and improve performance, however services are delivered, including in-house delivery.

Information from this stage is fed back to inform the Analyse stage of a new commissioning cycle.

## Different types of commissioning

Commissioning takes place at different levels, with three core types of commissioning carried out by the Council.

### Strategic Commissioning

Developing the overarching strategy that will meet a set of population needs and desired outcomes over the medium to long term. Although strategic, plans may be more than 'high level'; in many cases, they will contain specific, detailed objectives, actions and measures.

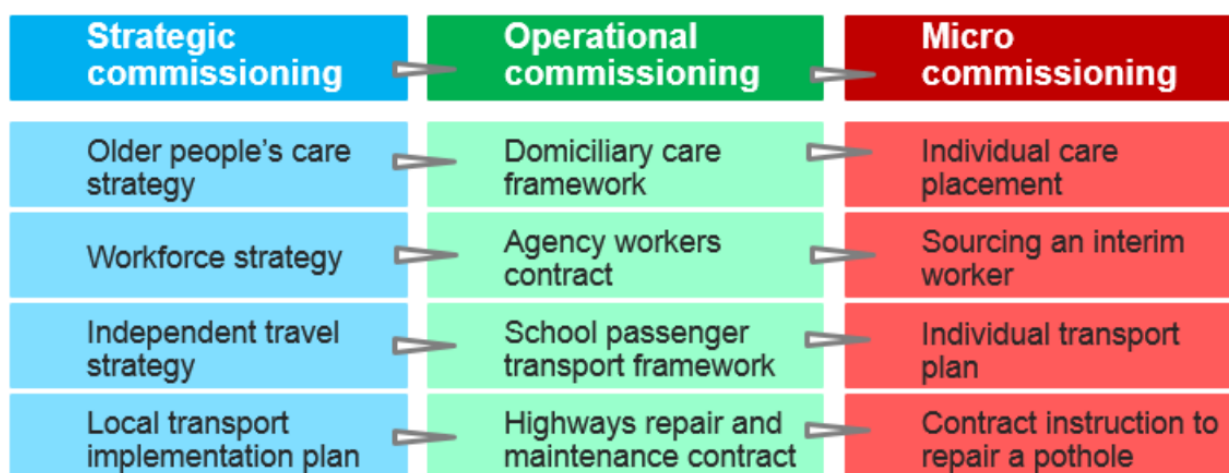
### Operational Commissioning

Designing a service or set of related services and securing their provision. Services may be provided by a range of means, including direct delivery by the council, contracts with third parties, grant funding, partnership working and devolution to communities.

### Micro Commissioning

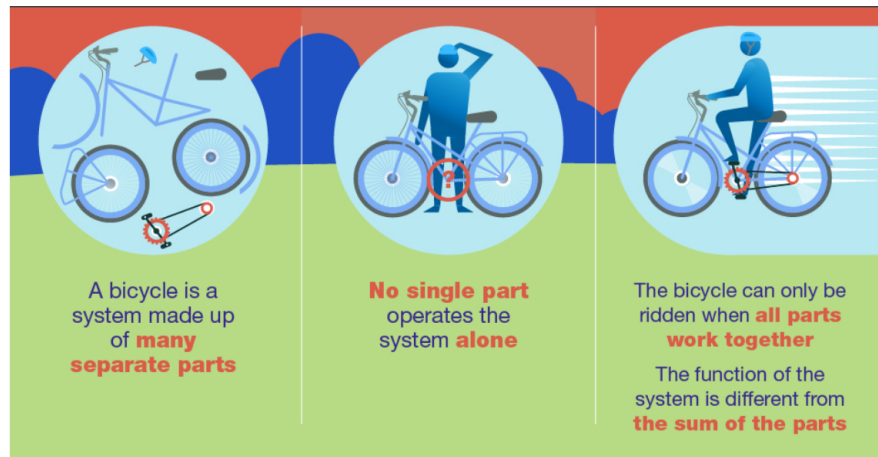
Selecting and securing a solution to meet a specific need, from the options made available by operational commissioning activity. Sometimes called personal commissioning, 'calling off' or 'placements', this will typically involve matching individual, specific needs to an available solution

Examples of how this could apply to different service areas within the Council are set out below.

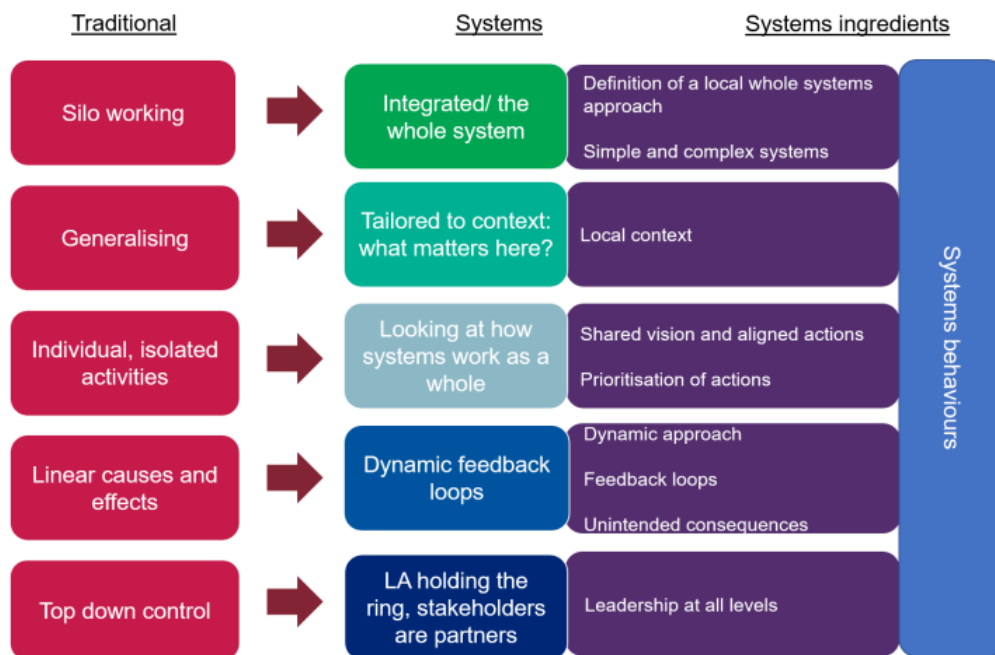


## Whole systems approaches

Systems thinking is a way to understand how interdependent elements are related, and how they influence one another within a whole. It focuses on cyclical cause and effect to understand complex systems. Thinking about a bicycle as separate parts or elements together making up a system can help explain the concept<sup>1</sup>.



Transitioning from traditional ways of working to systems thinking as part of our commissioning approach can help us to make better decisions and have a greater impact<sup>2</sup>.



<sup>1</sup> Health Matters: Whole Systems Approach to Obesity, Public Health England, 2019. (last accessed 23 June 2022)

<https://www.gov.uk/government/publications/health-matters-whole-systems-approach-to-obesity/health-matters-whole-systems-approach-to-obesity>

<sup>2</sup> W Health Matters: Whole Systems Approach to Obesity, Public Health England, 2019. (last accessed 23 June 2022)

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/820783/Whole\\_systems\\_approach\\_to\\_obesity\\_guide.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/820783/Whole_systems_approach_to_obesity_guide.pdf)

## **The Kingston Context**

Kingston is a vibrant and diverse borough, with a long history and strong cultural and community heritage. Kingston's riverside location, fantastic retail offer, historic market place and church, parks and gardens all make Kingston town centre the vibrant space it is, and each of our district town centres (Surbiton, New Malden, Tolworth and Chessington) have something unique to offer.

Kingston's people are innovative and entrepreneurial, and have a strong sense of community pride. The borough has been home to great industry and creativity for many years, reflected in assets such as the Rose Theatre, the International Youth Arts Festival and Kingston University, which boasts more new graduate business start-ups than any other.

We have seen tremendous generosity and compassion within our communities, particularly in response to COVID-19, which is a demonstration of Kingston's key strength. The Council offers a strong level of support to vulnerable groups and those who need additional support, which has also increased significantly as a result of the pandemic. Like most places, the average age of our population is rising as more people are living longer, so we are working closely with residents to help them maintain their independence and further improve the cost effectiveness of our service to meet the ongoing rise in demand.

Kingston is home to people from diverse and interesting cultures and backgrounds, which helps to create the rich sense of community shared across the borough. In particular, Kingston has a large Sri Lankan Tamil community and is home to more people from Korea than any other part of the UK.

The Council spends approximately £140m annually with third parties to deliver key frontline services and essential enabling support functions. Commissioning provides a significant opportunity to ensure that not only do we achieve the best outcome and delivery model for the specific service requirements, but that we also achieve wider social benefit by working more effectively with our suppliers.

Good commissioning practice will enable us to deliver against many elements of the Council's Corporate Plan, by ensuring we design services around needs and assets, exploring a range of models to deliver the best outcomes:

- A sustainable approach to new homes, development and infrastructure which benefits our communities, in a well maintained borough
- A safe borough with diverse and vibrant communities which help to shape local priorities through participatory democracy
- Healthy, independent and resilient residents, with effective support to those who need it most
- Support the borough to recover well from the impacts of the pandemic



- Kingston Council will be financially and environmentally sustainable, working transparently and collectively in the best interests of Kingston's residents, partners and businesses

**Why is commissioning important?**

Commissioning is a key part of our local leadership role that shapes how we interact with our communities. It is not just about the mechanics of putting services in place but fundamentally about how the council organises itself, works with partners and levers local resources to achieve its key policy objectives and desired outcomes. By involving a wide range of stakeholders, including residents, businesses and partners, we can ensure that services are designed and delivered in the most appropriate and efficient way for the communities we serve. Effective commissioning practice will also ensure that the Council takes a strategic and collaborative approach to tackling issues in the borough and delivering outcomes.

As guardians of public money, it has always been important that the Council secures best value and operates efficiently. In recent years there has been a significant pressure on resources, with growing demand for services and reducing budgets. With the impact of the Covid-19 pandemic and the cost of living crisis, the challenge is now even starker and it is imperative that the Council is deriving best value from its limited resources. Ultimately, effective commissioning at Kingston will enable us to work in partnership to maximise use of resources and assets and achieve better outcomes.

Developing a new commissioning framework, led by this commissioning strategy, will ensure clarity around the Council's commissioning approach and the principles that will guide our practice. The Council can achieve its priorities through a variety of routes - for example, delivering services directly, sourcing them from third parties, collaborating with other partners, or devolving responsibility to the community. There is no one approach that the Council favours.

**Smarter Commissioning, Better Contracting**

As part of the Medium Term Financial Strategy transformation programme, the Council established the Smarter Commissioning, Better Contracting programme. Under the Smarter Commissioning workstream, the Council has developed the new Kingston commissioning model to enable more commercial and agile decision making. This includes:

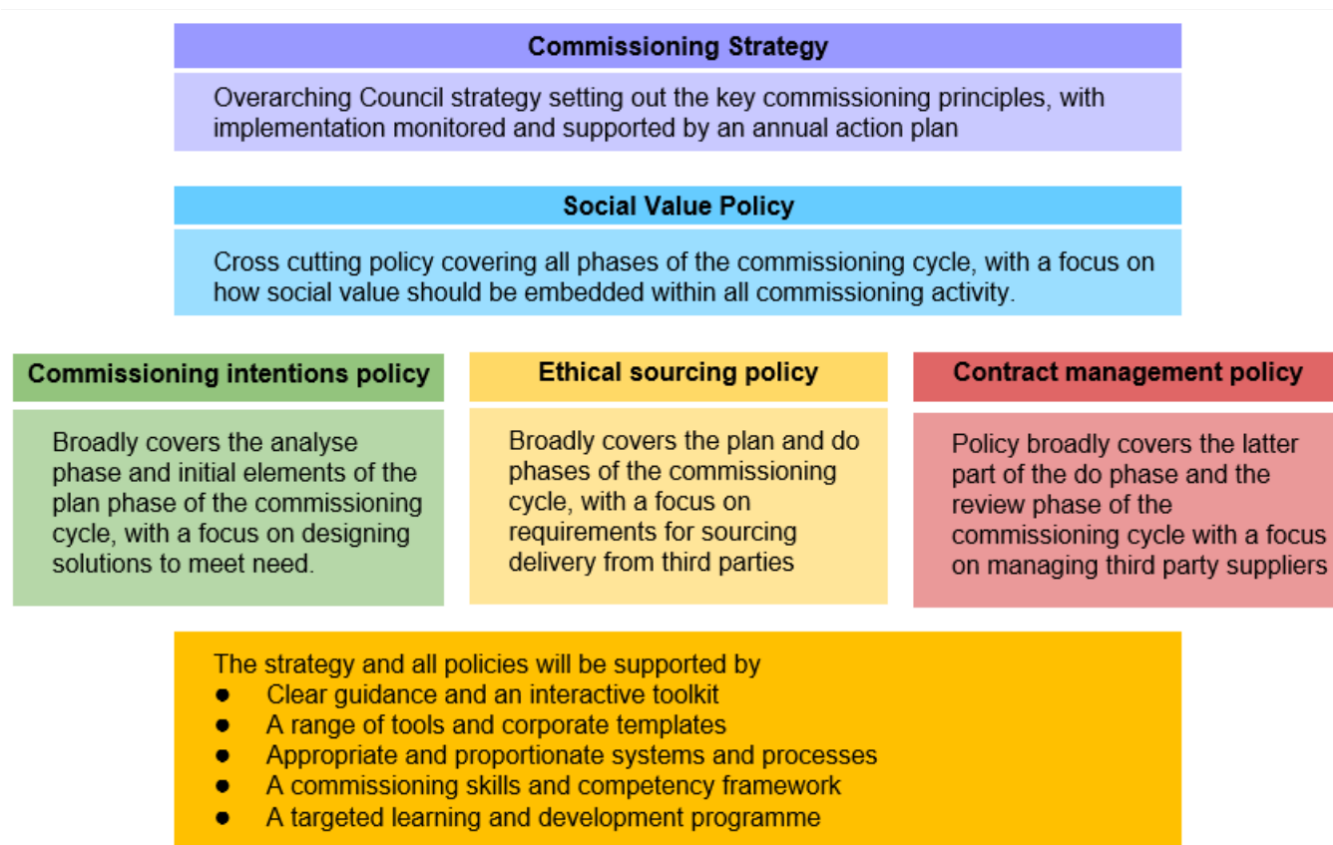
- reviewing the approach to Commissioning, Procurement and Contract Management
- providing a clear framework, guidance and support for end-to-end commissioning
- developing the Council's approach to spend/market analysis and reporting

- updating the governance framework to enable effective and proportionate challenge
- reviewing shared services and partnerships to ensure effective clienting arrangements
- developing the culture, behaviour and capability to lead future savings programmes and deliver sustainable improvements

## Commissioning Framework

Having established effective governance arrangements for commissioning activity across the organisation, it is an opportune time to review the overarching Commissioning Framework. The introduction of new Commissioning Intentions, Ethical Sourcing, Contract Management and Social Value policies will enable the Council to set out in detail its approach to commissioning at different stages of the commissioning cycle. Through introduction of new cross cutting policies, or refresh of existing policies, it will also be possible to set out how the Council's commissioning practice will contribute to wider strategic aims.

The below diagram sets out the structure of the new Commissioning Framework.



## Commissioning Principles

To guide our commissioning practice, the Council has identified nine principles which will underpin all of our commissioning activity.

These principles apply at all stages of the commissioning cycle and will underpin all of our commissioning activities. We will develop processes, tools and resources to assist people in commissioning roles to apply these principles.

As we embed these, we will also look to develop the skills, tools and resources needed to be excellent at commissioning and to look for opportunities in each stage to involve partners, communities and service users. We recognise that in order to commission differently, we may not always be using council processes (for example, when working with partners), so it is our principles that will be the consistent standard for good commissioning practice.

The principles of our approach to commissioning are:



### Evidence based approach

We will adopt an evidence based approach to commissioning activity, considering a range of data and insight to shape our understanding of local, regional and national issues. This will include 'hard' data, facts and figures as well as 'soft' intelligence and user feedback to give us the richest possible picture to inform decision making. This should include consideration of the whole system that impacts a particular issue or challenge - we need to make sense of complex systems, looking beyond

organisational boundaries and understanding the relationships and interdependencies within a system that can effect change. This could be by thinking

This is also about what the evidence tells us works and where we can intervene early to maximise impact, increase inclusion and tackle inequality. The key questions we will ask are:

- What opportunity or challenge are we addressing?
- What does the evidence tell us about the underlying issues?
- What equality considerations do we need to consider?
- What system(s) are impacting this opportunity or challenge?

This principle will ensure that we remain focused on evidence at all stages of the commissioning cycle, whether that is through development of a needs analysis at the analyse stage or evaluation of performance data at the review stage. The types of things we will do at each stage include:

Analyse - making best use of data to inform needs analysis	Plan - using evidence to inform potential solutions, including looking at best practice
Do - using the needs analysis to inform performance models and measures of success	Review - monitoring and assessment of performance and impact

### Developing diverse markets

Ensuring the Council is accessible to all providers and considers all potential delivery models is crucial if we are going to secure best value. Many of the council's key markets are facing challenges of their own and it is not viable to depend on one particular supplier or solution, even when it "has always been done this way." This includes ensuring sufficient space and opportunity for the Voluntary, Community and Social Enterprise (VCSE) sector and local small and medium sized enterprises (SMEs) to be part of the Council's delivery solutions. Not only can involvement of local organisations help drive social value, another of our key commissioning principles, but they also bring with them a wealth of specialist local knowledge and understanding of local networks which can enhance their offer - it is important that where this is relevant, this is valued in our commissioning approach.

The key questions we will ask are:

- Who are the partners we could work with to develop and deliver solutions?
- Do we have the markets we need for the future?
- How can we ensure local SMEs and VCSEs play a greater role in our supply chain?

This principle will ensure that we are continually looking to ensure we are working with the right delivery partners at all stages of the cycle. The types of things we will do at each stage include:

Analyse - assessing the market and potential partners	Plan - working with the market to plan solutions through early market engagement
Do - taking a collaborative and proportionate approach to secure the right partner(s)	Review - assessing delivery and exploring market development opportunities

### Encouraging innovation

If the Council ensures it is not focused on a particular solution or delivery model, it will be better able to harness innovation – doing things differently to achieve better outcomes. This will enable transformational and iterative commissioning; we can explore different models and partnerships to achieve priority outcomes, for example looking at social impact bonds, payment by results, risk and reward commissioning models, joint ventures, in-house service delivery, working in partnership with VCSEs, and/or shared services with other public sector bodies. However, these approaches need to be appropriate and proportionate to the commissioning project and should not create added burdens without generating significant added value.

By the nature of innovation, we recognise that we do not have all the answers and that there may be new and emerging ways of doing things that we haven't yet considered. We will have an open mind for innovation and will consider working with others to develop ideas and solutions that don't yet exist. The Council will also explore opportunities to improve links with universities and research bodies to identify new ways of delivering services to achieve outcomes in different ways and support local collaboration. the key questions we will ask are:

- How can we work with partners in different ways to develop solutions and delivery models?
- Have we explored all potential options for delivery?
- If a solution is not available from the market, how can the Council work with partners to develop and test new solutions over time?

This principle will ensure that we remain flexible and responsive to new opportunities and take a proactive approach to seeking them out. This applies throughout the commissioning cycle - whether we are looking at best practice and emerging solutions as part of our analysis, or working with delivery partners in new ways. The types of things we will do at each stage include:

Analyse - exploring best practice and emerging solutions as part of the evidence base	Plan - working with partners to identify new solutions
Do - ensuring flexibility in delivery models to allow for innovation over the term of the solution	Review - assessing emerging opportunities and working with delivery partners to test and/or embed in existing solutions

## **Achieving social value**

The council has a legal duty to consider social value in all of its third party contracts. But more than this, we fully embrace the benefits it can bring and are committed to creating opportunities and the right environment for suppliers to deliver added social value as part of their solutions.

Working with partners that understand and share the council's values is vital. We expect that partners will commit to supporting key policies, including paying staff working on council contracts the London Living Wage, adopting a robust approach to Modern Slavery, promoting good mental health in the workplace through initiatives such as the Time to Change Pledge, signing up to the White Ribbon campaign, ensuring equality and diversity considerations permeate all aspects of their delivery, and responding to the climate change emergency.

But achieving social value is about more than corporate social responsibility or simply procuring ethically – it is about ensuring that all of our decisions are informed by the potential for wider economic, social and environmental benefits. The council is determined to ensure that any public funds we spend achieve not just value for money, but value for people, place and local economy and this will include an expectation that our delivery partners deliver additional local value through their contracts. Strengthening Kingston's economy is a key focus of this strategy, which is ever more important given the significant impact of the Covid-19 pandemic. The key questions we will ask are:

- How can we ensure our core values are achieved through service solutions?
- How can we ensure our partners understand and share our core values?
- How can we achieve additional local benefit through commissioning activity?

Our approach to social value will evolve over time and further detail is set out in our Social Value Policy. Our initial areas of focus are:

- Improving health and wellbeing
- Enhancing equality of opportunity for children and young people
- Education and skills
- Access to employment

- Supporting the local business community
- Supporting community priorities and the local VCSE sector
- Ensuring environmental sustainability

To ensure we maximise the social value we secure, it is imperative that this principle is applied throughout the commissioning cycle - when we are analysing need and previous delivery, when we are designing solutions, when we are securing services and when we are assessing delivery. Consideration of how we can achieve optimal social value will inform the approach we take and will be key to decision making at each stage. The types of things we will do at each stage include:

Analyse - using analysis of need to identify opportunities for targeted social value	Plan - designing solutions to secure optimal social value
Do - ensuring that social value is secured in the delivery model	Review - monitoring and reviewing delivery of social value outcomes, adjusting delivery plans as needed

### **Collaboration and co-design**

Enabling our communities to play an active role in shaping our services will be a key focus of our approach to commissioning.

We will ensure that a range of voices are able to participate in commissioning activity, aligned to the corporate engagement strategy. By taking a proactive approach, we will guarantee that services are designed around community needs and what service users value. This will include reaching out to groups that have historically been less engaged with the local democratic process. Members will be key stakeholders in the design process – whether in decision-making or scrutiny roles, or representing the needs and priorities of their local communities. Our VCSE sector will be key stakeholders as will partners in the wider public sector. Having early engagement and working collaboratively to shape solutions will ensure we make best use of local intelligence and innovation.

In some cases, co-design may lead to co-production, with communities feeling that they are best placed to deliver some or all aspects of a particular service, given the right level and type of support. The key questions we will ask are:

- Have we engaged with a wide range of voices?
- How are we ensuring a person centred approach?
- How can we ensure real involvement in the design process and encourage ownership of the solution?

By having different types of conversation and a different relationship with our communities throughout the commissioning cycle, we will be able to make sure that

services respond to need effectively and efficiently. The types of things we will do at each stage include:

Analyse - making best use of qualitative data to inform needs analysis, working with communities to better understand need	Plan - working with communities to shape solutions
Do - working with communities to secure the right delivery model, residents taking a role in evaluating options, communities taking forward solutions themselves	Review - ensuring community feedback is a key component of review, including enabling participation in evaluation processes

### Risk awareness

When making decisions, we will strive to be risk aware, not risk averse. To encourage innovation and different ways of doing things, we will need to adopt a nuanced approach which accepts a certain level of risk to achieve better outcomes. This approach will allow us to test new ideas, some of which may fail but which do so in a managed way.

For example, the Council may be able to accept more risk in testing a new delivery model for street cleansing services than would be desirable for adult safeguarding services. Additionally, where it has been identified that working with a local partner or VCSE organisation will bring wider benefits, the Council may be willing to accept a greater risk profile and identify alternative mitigations compared to standard tests for financial standing. The key questions we will ask are:

- Do we understand the risks associated with the potential solutions?
- Are we taking an appropriate and proportionate view of risk to achieve the best outcomes?

The types of things we will do at each stage include:

Analyse - consider the legislative and policy framework and identify risk tolerance levels	Plan - ensure we are taking a proportionate approach to risk as part of the design process, finding solutions to mitigate risk and enable innovation
Do - making sure that risk in delivery is appropriately managed	Review - identifying and managing new or emerging risks



## Asset based

We will adopt an asset based approach to commissioning, meaning that we will consider the full range of assets available to the council, our partners and communities when developing services and delivery models. Assets include community skills and knowledge; physical infrastructure; financial investment and the Council's access to prudential borrowing, the skills, experience and time of staff; the capacity and expertise of the VCSE sector and local business community; and the advent of new technologies and digital solutions.

We will invest in our assets as well as drawing on them, to ensure that they continue to deliver value over the long term. This may include investment in our staff's knowledge and skills and investment in communities to create greater capacity. The key questions we will ask are:.

- Do we understand and have we accounted for all the resources and assets that could help us deliver a solution?
- Are we making best use of these assets?
- How can we enhance these assets over time to improve outcomes, particularly our community assets?

Through consideration of assets at every stage of the commissioning cycle, we will be able to maximise our use of resources and deliver the optimal impact. The types of things we will do at each stage include:

Analyse - ensuring we have a full understanding of the assets available to tackle an issue	Plan - considering how best to use the available assets to meet need and deliver outcomes
Do - deploying the assets as part of the solution, capacity building and exploring opportunities to enhance assets	Review - evaluating the use of assets, identifying new or emerging assets

## Value driven, outcome focused

Taking a strategic and outcomes-based approach to commissioning will ensure that we understand what we are aiming to achieve through commissioning activities. These will be linked to the priority outcomes defined in the Council's Corporate Plan and will ensure that the Council's commissioning decisions not only look at immediate need, but that they also consider longer term, and potentially less tangible, results. Requirements will be considered from the broadest perspective.

We will replace commissioning 'like for like' based on what we have done previously with a more current, more relevant view of the outcomes we want to achieve over the short, medium and long term. Services and solutions will be designed with a view to

achieving these outcomes, not just doing what we have always done. Partners will have a key role in determining outcomes and assessing the success of commissioned services in achieving those outcomes. The key questions we will ask are:

- What do we want to achieve from the broadest perspective?
- How will we measure success?
- How will we know if we're making progress?

The types of things we will do at each stage include:

Analyse - making best use of data to identify key outcomes	Plan - exploring the impact we want to make from the broadest perspective and what solutions can help deliver this
Do - making sure outcomes are at the heart of our solutions, ensuring solutions are assessed in terms of total value and impact	Review - measuring overall impact against outcomes, monitoring progress against long term priorities

### Environmental impact

The Council has declared a climate emergency and is committed to having a positive impact on the environment. The way in which we design and deliver services can significantly affect the environment; whether that's through use of vehicles, energy consumption, waste management, food security, use of harmful materials. Through effective commissioning practice, there is significant opportunity to support these ambitions: we can ensure commissioning activity works towards the goal to achieve carbon neutrality, enhances biodiversity, improves air quality and ensures sustainable, ethical solutions. The key questions we will ask are:

- What opportunities are there to have a positive impact on the environment?
- How can we achieve the outcomes differently, mindful of environmental impact?
- How can this commissioning activity contribute to the Council's climate action plan and carbon net zero target?

The types of things we will do at each stage include:

Analyse - exploring the evidence to identify environmental considerations	Plan - ensuring environmental impact informs options analysis and design of solutions
Do - building environmental concerns into the solution and delivery model, ensuring solutions are flexible to respond to changing priorities and new opportunities	Review - monitoring and reviewing environmental impact, making changes as new evidence emerges to ensure minimal environmental impact

## **Next steps**

Everyone involved in commissioning will need to understand how the principles of our strategy apply to them. It is not just something that happens at a high level when policy decisions are made; if successfully embedded, there will be a golden thread from the strategic outcomes the council wishes to achieve, through to how people make day-to-day decisions in their roles.

As part of the commissioning framework, there are a number of policies which build on the principles and set out expectations at each stage of the commissioning cycle in more detail. These include:

- Commissioning intentions policy
- Ethical sourcing policy
- Contract management policy
- Social value policy

In addition to the policies, the Council is developing detailed guidance and a suite of tools, templates and processes to support effective commissioning practice. This will be supported by a learning and development programme to ensure the Council and its partners are equipped with the necessary skills, knowledge and competence to make this strategy a reality.

## **Priorities**

Whilst all elements of this strategy are important, the Council recognises that it is on a journey to further improving its commissioning practice. It has therefore identified five priority areas where it will be seeking to further develop its competence and experience over the life of this strategy. These are:

### Priority 1: Social value

There will be a focus on ensuring that the priority outcomes are targeted on local need, that these have been built into key Council contracts in a structured way, and that delivery is being consistently measured and reported against. This will include developing a local measurement/ benefit realisation tracker for social value, based on the principles of the contract scorecard approach. The Council will also need to consider the implications of the Procurement Bill and national procurement policy as it relates to social value.

### Priority 2: Contract management

The focus will be on skills development and consistent practice across the Council. A key requirement will be ensuring that the tiered approach to contract management as set out in Annex C is adopted and that reporting requirements emerging from the Procurement Bill are built into contract management practice.

**Priority 3: Innovation**

The Council will look to develop competence and experience of alternative delivery models and contracting models to enable transformation. In particular it is recommended that the action plan prioritises sharing learning and best practice from across local government alongside development of appropriate corporate tools to ensure that commissioners are confident exploring alternative approaches.

**Priority 4: Collaboration and co-design**

The key actions will focus on developing the mechanisms and tools for effective practice across the commissioning cycle. There is some existing good practice, but with a number of significant commissioning projects in the next three years there is considerable opportunity to ensure an improved approach to codesign, particularly with residents and providers.

**Priority 5: Diverse markets**

The action plan will prioritise the development of local markets and mechanisms to support access to Council opportunities. In addition, a market intelligence model to support contract management will be developed to improve understanding of the Council's supply chain.

An action plan will be developed outlining the key activities that will be undertaken to support this strategy, focusing on the five key priorities identified above. This will be reviewed on an annual basis.