

# Putting culture and sport at the heart of strategic commissioning

Councillor briefing note





# Contents

Introduction	4
Overview	5
The role of councillors responsible for culture and sport	8
Positioning culture and sport at the heart of delivering strategic outcomes	11
Getting culture and sport providers fit for purpose and 'commissioner ready'	17
Lessons learned	19
A quick self assessment exercise for councillors	21

# Introduction

**This briefing note highlights key information for councillors who are either responsible for culture and sport in their councils or councillors who are responsible for health, children’s services and adult care who are considering the role culture and sport could play in helping them address local needs in the community.**

Public services are changing because the public want services to be affordable, give better value for money and put people in charge of the services they use. Furthermore, the models by which public services have been delivered for the last 50 years are no longer affordable.

Culture and sport have a significant contribution to make to improving outcomes for individuals and communities but are not always involved fully when it comes to commissioning services to improve outcomes for children and young people, older and vulnerable adults and deliver health improvements particularly to those in greatest need.

The opportunities created by the health reforms, the return of public health to councils, localism and the importance of political leadership in ensuring services better join up in a climate of reducing resources present major opportunities for culture and sport providers to contribute to these wider agendas by being commissioned and funded to do so.

The LGA in partnership with Sport England, Arts Council England and the Chief Culture and Leisure Officers Association (cCLOA) have

produced a Commissioning Resource Pack<sup>1</sup> to help culture and sport providers better engage with the strategic and other commissioning processes now taking place across councils.

Councillors responsible for culture and sport have a key role to play actively engaging with their colleagues in the strategic service planning and commissioning processes by making the case for the contribution of culture and sport can make to wider community services and by ensuring culture and sport services are ‘commissioner ready’.

“For too long, the culture and sport sectors have relied too heavily on the idea that services will survive because they are a ‘good thing’ – because the arts are valuable, or because we all need leisure centres. This might just about cut it in the boom years – but it is not sustainable in the long run. To lead your services into a sustainable and growing future you need to make sure you know exactly how you contribute to those local priorities that your council has identified.”

**Councillor Flick Rea, Chair LGA  
Culture Tourism and Sport Board**

<sup>1</sup> <http://tinyurl.com/c4x2l7r>

# Overview

Better outcomes for individuals and communities are at the heart of public services and the focus on outcomes is a key aspect of commissioning services.

## What is commissioning?

Commissioning is increasingly a central part of the approach to redesigning services because it offers a means of joining up resources to focus on improving outcomes for citizens in the most efficient and effective way both now and into the future.

As a concept, commissioning is not new, but in the past it has tended to focus on money and staff, procurement and performance management in individual services. However it has developed to encompass the totality of resources, many different ways of improving outcomes and the whole system of services and outcomes to be achieved.

Detailed interpretations of commissioning vary, but broadly speaking it involves four key activities that combine to achieve efficiency and maximise value:

- Understanding needs and desired outcomes – that requires up to date information about risk factors, needs, trends to gain a solid understanding what people need and want and where the priority areas are.

- Optimising resources – including money, community and user resource, assets. This could mean redesigning internal or external workforce to deliver a service or return for the end user; optimising public buildings in an area to collectively create best value for the community; or building community resilience or skills.
- Targeting – resources at those citizens in need, services that are a priority and at the right stage to have maximum effect on outcomes.
- Choosing the right mechanism – to best achieve the desired outcomes. The choice of mechanisms range from more traditional approaches including procurement, service level agreements, performance management to a focus on pooling budgets, market management, partnership building, enhancing choice, harnessing voluntary and community resources and capacity, influencing partner spend and users decisions and behaviours.

## Benefits of commissioning approach

Commissioning for a place can result in:

- the identification of new ways of delivering outcomes
- the elimination of duplication of services and effort between agencies

- stronger and more varied partnerships
  - improved and more coherent services and the avoidance of cost shunting between organisations
  - joint assessment of need at individual and community level and greater consistency of eligibility (for example between adult and social care and NHS provision)
  - better engagement with citizens, providing opportunities for people to take more control over their lives and increasing social capital by supporting people to help each other
  - shared assets and premises
  - shared workforces and integrated teams
  - economies of scale and increased 'purchasing power'
  - engagement of voluntary and community sector organisations which bring an understanding, empowerment and credibility to public service.
- Just about the bottom line – It is about finding the most efficient way to deliver services, but it is also about creating value – for example, reducing inequality and environmental degradation and improving wellbeing – by incorporating environmental, social and economic costs and benefits into decision making.

## Councils' and councillors' role in commissioning

Changing culture and systems requires strong political and officer leadership to create an environment conducive to change both within an organisation and with the networks of agencies, services and citizens to interconnect issues, harness resources and adapt to changing environments, economics and politics.

Councillors' democratic mandate, accountability and knowledge of their place and residents mean they are uniquely placed to provide the political leadership required to focus on community wide strategic outcomes and ensuring fair representation of different interests.

This accountability and closeness to communities mean councils supported by effective officer leadership can lead an informed public debate about choices and decisions to be made.

## Commissioning is not...

- Procurement – Procurement is the process of acquiring goods, works or services from providers and managing them through a contract. A commissioning strategy may result in procurement, but could just as easily result in a policy change of an information campaign. There are many ways to deliver outcomes.
- Privatisation or outsourcing – Commissioning does not start with a preconception that services should be provided by a particular sector or type of provider. Who delivers the outcome remains the choice of the council or the partner organisation based on the recommendations from the commissioning process.

This briefing note extracts key points from the Culture and Sport Commissioning Resource Pack <sup>2</sup>

There are five components to the pack:

- **Overview** – this component is a simple introduction to the pack and how to use it.
- **Lessons learned** – based on extensive research and development, with commissioners and culture and sport organisations, this component distils some lessons learned and includes a number of short case studies to illustrate what this means in practice.
- **Step by step** – this component provides lots of practical information to help you engage with local commissioning processes in your area.
- **Sample mapping document** – this document is an illustration of what a ‘map of the commissioning landscape’ might look like and shows how commissioners describe their priorities, the opportunities for working with culture and sport and barriers that may need to be overcome.
- **Self assessment** – three self assessment guides, aimed at different audiences: councillors, service managers in councils and voluntary/community sector organisations. This will help you to assess where you are and the actions you need to take to move forward.

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<sup>2</sup> <http://tinyurl.com/c4x2l7r>

## Other information available

In addition to the resource pack additional advice is available on the LGA website. This includes:

Understanding commissioning: a practical guide for the culture and sport sector<sup>3</sup>

Building capacity in culture and sport civil society organisations<sup>4</sup>

A guide to developing a local outcomes framework for culture and sport<sup>5</sup>

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<sup>3</sup> <http://tinyurl.com/cwwmvlj>

<sup>4</sup> <http://tinyurl.com/cc4xqns>

<sup>5</sup> <http://tinyurl.com/d5taqz4>

# The role of councillors responsible for culture and sport

Councils have for many years focused on procuring the best providers of culture and sport for their communities and as a result a range of provider models have developed including private contractors, trusts and voluntary organisations alongside existing in-house provision.

However, the current financial position is putting increasing pressure on councils to reduce expenditure and create efficiencies across the board. For many councils funding culture and sport for its own sake is no longer seen as a key priority when faced with increasing demands and needs in other service areas and unless culture and sport are seen as contributing to these needs it will face significant decline in subsidies and development. The challenge is to show how culture and sport can help achieve overall savings and efficiencies in council budgets.

Culture and sport has to date often been invisible in the strategic planning and commissioning processes. Although in some cases they are becoming recognised as providers of services and activities that can help address some of the major challenges faced by councils and their partners especially in the field of health improvement this is often only through short term and low value contracting relationships or partnerships.

Councillors responsible for culture and sport can help improve these relationships by ensuring greater engagement strategically as needs are assessed, priorities and outcomes are defined and strategic plans are drawn up so ensuring the strategic contribution of culture and sport is considered alongside other options well ahead of any procurement processes.



“The challenge for Councillors is to be able to influence strategic commissioners and advocate on behalf of individuals, communities and places to show how investment and action in culture and sport can make a real difference to improving people’s lives. In Derbyshire, it has been shown that culture and sport play an important and meaningful role in achieving both Council priorities and wider positive outcomes. For example, over two thirds of users of the Home Library Service say it helps them to feel less isolated. Whilst the Derbyshire Village Games has increased the number of activities available locally and the amount of exercise taken, it has also increased friendships, social networks and fostered a greater sense of community. Continuing to demonstrate such positive outcomes will help ensure that culture and sport in Derbyshire remains central to strategic service planning and commissioning processes.”

**Councillor Andrew Lewer, Leader of Derbyshire County Council and Deputy Chair of LGA Culture Tourism and Sport Board**

In the future culture and sport providers will need to become more strategic partners in commissioning processes. However councillors responsible for culture and sport will need to find appropriate and efficient ways of influencing their colleagues and working together with them without relying on personal attendance at every strategic partnerships and commissioning meeting particularly where responsibilities for culture and sport are split.

This significant shift in thinking requires leadership from councillors responsible for culture and sport on two fronts:

- **it requires councillors responsible for culture and sport to engage appropriately with their political colleagues and partners responsible for health, adult care and children’s services to firstly understand their priorities and then demonstrate the role culture and sport can play in meeting them effectively and efficiently through the commissioning process**
- **additionally they need to drive transformational change among culture and sport providers to make them more ‘commissioner appropriate’ in terms of how they operate, perform and measure their impact and value.**

Put simply lead councillors need to demonstrate to **their** colleagues that investing in culture and sport through commissioning is an effective and efficient means of delivering **their** outcomes by ensuring the provider services are ‘fit for purpose’ for the commissioners.

Both these challenges can be more difficult in two tier areas where commissioners and culture and sport providers are often spread across a number of councils making the 'provider market' somewhat disjointed and fragmented. Here political leadership is even more important if joint working and collaboration is to be brokered for the benefit of communities without making the partnership arrangements over cumbersome and unworkable.

**The current challenge for councillors, therefore, is to enable and support culture and sport providers to become the providers of better health, greater independent living for older and vulnerable adults and improved outcomes for children and young people funded through commissioning.**

“Councillors who are involved with delivery of Culture and Sport recognise and understand the importance of these services within communities. In today’s difficult economic climate the work to ensure these services are protected and their value recognised is more important and difficult than ever. The route of commissioning or being commissioned can make all the difference in ensuring the services provided are in line with need, are valued, cost effective, and the benefits fully understood by everyone.

Commissioning will only be successful and extended if it has the full support of everyone involved to protect those services that matter, to understand why they matter, and work with partners and the voluntary sector to deliver. Councillors have a vital role to play in that process. They are uniquely positioned to champion and drive change, we cannot continue to deliver all services in the same way, change is needed and we need to be part of delivering that change so that Culture and Sport can continue to contribute to the health benefits of the future.”

**Councillor Jane Evison, Portfolio Holder for Economic Development, Tourism and Rural Issues, East Riding of Yorkshire Council**

# Positioning culture and sport at the heart of delivering strategic outcomes

**The process of engagement with commissioning must start from understanding the world from the commissioner's point of view.** By researching and investigating the local needs and priorities that commissioners are trying to address you can then start to work with them to develop innovative and efficient ways of meeting these needs. It is not about selling your existing services to plug the gaps in the culture and sport budget. **It is about building long term relationships with commissioners based on good business practices.** In the resource pack we call this process 'mapping the commissioning landscape' and it includes advice on how to do the mapping and a working example of what opportunities could be uncovered and identified from the process.

"There are issues that the council's sport and cultural services are both a commissioner and provider, so this may mean there is a lack of independence. Sometimes they are trying to 'sell' their services rather than addressing strategic objectives and this is confusing."

**Director of Public Health**

Although needs and outcomes will vary between localities our work with councils identified a vast number of areas where culture and sport could make a significant difference to people's lives and in many areas positive activity was already taking place.

Strategic commissioning has historically taken place in three main areas although these have covered numerous separate and distinct service commissioning processes. The introduction of Health and Wellbeing Boards however is likely to lead to a rationalisation of commissioning bringing many of them together into more joined up commissioning processes.

In terms of **adult social care** the primary focus is often about increasing opportunities for older and vulnerable people to live independently with an increasing focus on prevention strategies designed to keep people out of more expensive care arrangements for longer. At the same time, the development of the **personalisation** agenda is increasingly putting more choice and decisions about meeting care needs directly in the hands of the individual. Finally, concern is developing about how full time and part time carers can be better supported.

Culture and sport has an extensive track record in terms of the prevention agenda even though it has not in the past always been paid to deliver services. Increasingly, when provided with choice, many individuals are starting to use their personal budgets to access culture and sport provision.

Among the ideas and good practice we found in this field were:

- culture and sport breaks for carers
- passport to leisure activities for carers
- a mobile health project with sports development
- working with GP consortia (clinical commissioning groups) to support older people
- getting good information and advice to clients at the first point of contact
- using libraries to improve social interaction and skills
- increasing the use of leisure centres by people with learning difficulties
- developing menus of activities for people who want to spend their personal budgets on culture and sport
- helping get people with learning difficulties into employment.

“Luton Culture has put together a pilot programme to test the concept of providing activities for clients currently in receipt of day care. We have restricted the venues to those that are able to provide the most practical facilities for clients with disabilities, and those which are also appealing places to come and spend time. Not all activities will be suitable for all current day care clients, but we hope that the range will have broad appeal. These activities will also be open to those on personal budgets and the general public where appropriate; in this way we can encourage integration, better social outcomes and establish sustainability for the programme going forward. As well as charging individuals using their personal budgets or individuals as self funders, the council’s adult social care will continue to provide transport and additional personal support where it is needed.”

**Director, Luton Culture**

In terms of **children and young people**, although councils' role in education is changing and in some areas we are seeing more school or school cluster based commissioning, the opportunities for culture and sport remain significant.

Among the ideas and good practice we found in this field were:

- obesity reduction programmes
- supporting children with their emotional health and wellbeing
- tackling bullying and public safety
- working with those not in employment, education or training (NEETs)
- sport and leisure passes for looked after children and foster carers
- drama activity with looked after children to help build confidence
- teenage pregnancy and positive parenting initiatives
- work with disabled children through short breaks and activity programmes
- building confidence and self-esteem through becoming good at an activity or just enjoying it.

“During the seminar session on Children and Young People’s services we had a discussion with the person from Public Health who indicated an issue about lower levels of breastfeeding in some parts of our communities. We suggested straight away that we could ensure that all our facilities were breastfeeding and baby friendly, would brief and support staff and would display posters and leaflets. We did a pilot in museums and rolled out in sports, libraries and community centres. We did training sessions with front line staff. We need to be prepared to give in developing these long term relationships and not see all of this in terms of transactions. We have found that the value of culture and sport in quality of life and wellbeing is valued and understood and this features positively in the challenges of budget reductions and service redesign.”

**Acting Director of Culture and Sport,  
Leicester**

In terms of **health and wellbeing** culture and sport has over recent years developed a strong offer around physical activity as a means of improving health and addressing health inequality. It has long been recognised that participation in sport and culture can help to increase physical activity and improve mental wellbeing, helping to save, extend and improve quality of lives and reduce demand on expensive health and social care services.

However, a growing body of research, most notably the 2010 Marmot Review<sup>6</sup>, is also showing that participation in culture or sport can promote wider benefits which are crucial in determining health outcomes. These include social interaction, self-esteem, informal learning, diverting young people away from substance misuse, anti-social and criminal behaviour and providing volunteering and employment opportunities. This is reinforcing what councils have been doing locally for many years but have sometimes struggled to evidence, especially in terms of culture.

“There is now an increased focus on commissioning shared across all the service teams it is now being viewed particularly within sport as ‘the day job’. Some of the early work done with GPs is now being evaluated to demonstrate evidence of impact for new initiatives in place and in the pipeline. The original programme of health related work with GPs which generated £250,000 a year for two years is now heading into a third year.

A six month secondment from the health sector is now helping culture and sport define their contribution to the refreshed JSNA and develop the work on public health and work with GPs. Further hard cash is now coming into the service from a proposed healthy weight programme, a healthy heart programme (£100,000 per annum), a cardio rehabilitation scheme (£30,000 per annum) and an offer for GPs on depression and emotional well being.

Most progress has been made in health relationships and culture and sport is strategically represented on the strategy steering group of the new shadow health board.”

**Divisional Director of Culture and Sport, Barking and Dagenham**

6 Marmot Review ‘Fair Society, Healthy Lives 2010’ <http://www.instituteofhealthequity.org/> Also of importance is the World Health Organisation’s European Review of the Social Determinants of Health 2008 <http://tinyurl.com/czfe6ua>

Among the ideas and good practice we found in this field were:

- weight loss and bariatric programmes
- physical activity for children
- green gym initiatives
- tackling social isolation
- dementia services for individuals and their carers
- getting more people into libraries with more mentally stimulating activity to slow down dementia
- museums and arts programme in hospitals – for staff, patients and visitors.

The main drivers of the Government's health policy are to focus on outcomes, to reduce inequalities, to make health services more accountable to users, to increase choice and to empower health professionals. To achieve this, the Government is taking forward a major restructuring, not just of health services and commissioning, but also of council responsibilities in relation to health improvement and the coordination of health and social care.<sup>7</sup>

The key provisions of the Health and Social Care Act are:

- the abolition of Strategic Health Authorities and Primary Care Trusts (PCTs) and the creation of clinical commissioning groups (CCGs) to commission the majority of health treatment

- the creation of an independent NHS Commissioning Board to oversee GP commissioning and commissioning some health services, such as community maternity services and specialised health services
- transfer public health responsibilities and resources from PCTs to councils in 2013
- councils leading the coordination of health and wellbeing through the creation of high-level health and wellbeing boards (HWBS), in partnership with local health commissioners and local Health Watch groups
- greater integration in the planning, commissioning and provision of health, wellbeing and care services.

Of particular relevance for culture and sport is local government's new responsibility for public health. Although public health has improved significantly the scale of the challenge remains huge. Rising levels of obesity, misuse of drugs and alcohol, high levels of sexually transmitted infections and continuing threats from infectious disease have a heavy cost in health, life expectancy and a large economic burden through costs to the NHS and lost productivity. People living in the poorest areas will, on average, die seven years earlier than people living in richer areas and spend up to 17 more years living with poor health. It is estimated that health inequality costs the economy between £56 billion and £60.5 billion per year.<sup>8</sup>

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<sup>7</sup> The government's proposals for health reform were first published in the White Paper Equity and Excellence: Liberating the NHS in July 2010.

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<sup>8</sup> <http://tinyurl.com/3j4yqam>

“Professor Sir Michael Marmots review of the social determinants of health, commissioned and endorsed by government, gives us the evidence and forms the blueprint for action to tackle health inequalities in our society and improve the wellbeing of our residents.

There is no aspect of our daily lives that is not directly, or indirectly, affected by local government and its services. The public health reforms, bringing responsibility for public health back under local authority governance, are a fantastic and unique opportunity to work together to tackle those inequalities under the drive and determination of elected councillors and their officers. Housing, financial inclusion, leisure, libraries, arts, sport are just a few areas where local government must strive to have its services commissioned to bring long term benefits to us all.

Health and Wellbeing boards will bring together GP’s, Councillors, Public Health, Healthwatch and others to oversee the commissioning of services for our local communities. Culture and Sport are well placed to take advantage and must position themselves to compete accordingly.”

**Councillor Jonathan Owen, Deputy Leader and Portfolio Holder for Performance, Improvement and Partnerships, East Riding of Yorkshire Council**

Health and Wellbeing Boards will be the key drivers of health commissioning for the local area. They will bring together system leaders – councillors, representatives of clinical commissioning groups, directors of public health – to reform the system for delivering better health and wellbeing outcomes through integrated and personalised services.

**There will going forward be major opportunities to commission culture and sport providers to address local public health priorities. Strong local political leadership will be essential to ensure that culture and sport are properly represented in the policy making and commissioning processes from the outset.**

# Getting culture and sport providers fit for purpose and ‘commissioner ready’

**How the world of culture and sport is organised is likely to be as much a mystery to commissioners as their world is to you.** So, as well as mapping the commissioning landscape, being able to present a clear picture and narrative of the culture and sport landscape is equally important.

## Communication

Generally, culture and sport organisations describe themselves in terms of activities and their publicity and marketing is linked to a programme of events or pursuits. Identifying outcomes and ways of working may be less evident.

Getting together as a sector to develop an honest self assessment of the culture and sport offer might open up new opportunities to clarify strengths and diversity, identify gaps and duplication and the potential to bring co-ordination and progression into the opportunities for individuals and communities. Developing a ‘culture and sport narrative’ will help make the offer more coherent to the sector itself and to commissioners seeking to work with it.

## Collaboration

Building on this, many groups have moved to greater collaborations – to share the workload, to diversify the offer, to work together in new ways relevant to the new challenges. This includes working with other organisations outside culture and sport. In some areas, there has been a move to building formal consortia – new organisations set up to operate within the commissioning context.

## Capacity building

Capacity building is ‘development work that strengthens the ability of community organisations and groups to build their structures, systems, people and skills so that they are better able to meet their objectives and engage in consultation and planning, manage community projects and take part in partnerships and community enterprises. It includes aspects of training, organisational and personal development and resource building, organised and planned in a self-conscious manner, reflecting the principles of empowerment and equality.’<sup>9</sup>

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<sup>9</sup> Assessing community strengths: A Practical Handbook for planning capacity building initiatives. Skinner and Wilson. Community Development Foundation 2002

Local Councils of Voluntary Service play a key role in this and culture and sport organisations need to use their services and engage in their networks. Councils and health authorities have routes into the voluntary sector through the umbrella organisations and will use them to communicate opportunities and for representation. Additional support, training and sources of information are available from the national bodies in culture and sport, through their regional offices.

**Political leadership is critical to delivering the transformational change required to ensure local providers are fit for purpose and ready to respond to what commissioners' want and need.**

“In October 2010 Staffordshire County Council introduced a commissioning framework for our services and as a result reduced the grant to the New Vic Theatre by £53,000 per annum so funding only the core costs and leaving the Theatre to generate other funding by being commissioned by other services.

To support this transition 12 months notice was given to give the Theatre the opportunity to present to a number of other services and to demonstrate and evidence the work that the Theatre could do to meet their priority outcomes. As a result The New Vic built relationships with other areas, in particular Learning and Skills, Community Safety, particularly drug and alcohol teams, Public Health and the Staffordshire Cares Partnership.

The New Vic Theatre now has a range of funding partners including the Fire and Rescue Service who have commissioned them to do work on an anti Arson campaign. The New Vic was heavily involved in one specific district and by getting the local youths to join in the production they managed to sell the anti arson reasoning which helped reduce arson attacks in the area by about 80 per cent. They are now approaching other organisations having fully taken on the spirit of Commissioning.”

**Councillor Pat Corfield, Cabinet Member for Culture and Communities,  
Staffordshire County Council**

# Lessons learned

We are in a period of significant change – in public policy, in budgets and in local structures. Generally, in reflecting on the many changes that have been experienced, those involved in learning about commissioning and understanding the perspectives and priorities of commissioners have all identified that they are now better able to manage transformational change, better placed to engage in strategic conversations with commissioners and have a better profile in the council as a result.

To date we have identified ten 'lessons learned':

1. Engagement in commissioning starts from a sophisticated understanding of need. Time and effort is required to understand the world from the commissioners' perspective.
2. Engagement in commissioning involves being a strategic player and creative partner – not just a provider.

"We engage much more at a strategic level now. For example, we are on the Mental Health Steering Group and involved in the pilot for Community Budgets. We are now more engaged in the Neighbourhood Strategy as an important player."

**Manchester Cultural Strategy team**

3. Commissioning is all about better outcomes for communities and individuals – so there is a need to understand the outcomes that commissioners are striving for.
4. Engagement in commissioning is about developing long term relationships on which long term business relationships can be built.
5. Engagement in commissioning will impact on how you plan, design and deliver your services, your priorities and focus and the nature of your business in terms of universal, targeted and personalised services.

"Having agreed the priorities it is the outcomes that are important not who provides the service but make the delivery vehicle as local as possible."

**Councillor Norman Dingemans,  
Cabinet Member for Customer  
Services, Arun District Council**

6. Engagement in commissioning will require culture and sport providers to articulate their offer with clarity of outcomes and impact and demonstrate innovation.

7. Commissioners need evidence of their effectiveness if they are to invest in us.
8. Commissioners are seeking value for money and reduced dependency on other services.
9. Commissioning poses challenges to how the culture and sport sector organises itself, develops capacity and communicates.
10. Go for some quick wins and pick up on other people's agendas whenever possible.

These learning points are expanded in the [Commissioning Resource Pack](#)<sup>10</sup>



<sup>10</sup> <http://tinyurl.com/c4x2l7r>

# A quick self assessment exercise for councillors

The Commissioning Resource Pack<sup>11</sup> includes a full version of a self-assessment tool you can use to review how well prepared your services are to take up the opportunities presented by commissioning.

As a quick introduction try these questions.

Question	Answer
Are you engaged in the strategic commissioning processes going on in your council? Do you understand the commissioning process enough to engage with it?	
Are you on or able to influence key partnership boards including the new Health and Wellbeing Board? Are you able to position culture and sport in the strategic planning and commissioning processes taking place corporately and particularly in health, social care and children's services?	
Are culture and sport services for which you are responsible being contracted by health, adult social care and children's services to help them address local needs and contribute towards improving local outcomes?	
If they are involved is this as partners or are they being paid to deliver services and activities as part of short term or longer term contracts?	
If you are a district councillor are you able to influence the commissioning carried out by the county council to enable your local services to contribute to their outcomes?	
Are you aware of and able to influence the commissioning processes taking place locally round specific communities or themes and service personalisation?	
If culture and sport services are not currently engaged in commissioning what could you do with your political colleagues responsible for commissioning to encourage and support their involvement?	

<sup>11</sup> <http://tinyurl.com/c4x2l7r>

Question	Answer
<p>Are your services 'fit to be commissioned'? Have officers mapped the local commissioning opportunities and understand where culture and sport services could contribute to better outcomes? Are they building relationships with commissioners and ensuring they provide what commissioners need?</p>	
<p>Are you provided with the evidence to advocate effectively for the role culture and sport could play to support these services if commissioned to do so?</p>	





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