# Enabler 4: Strategic commissioning

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| Name of change | Not yet established | Plans in place | Established | Mature | Exemplary |
| Use of data and information | Commissioning functions use unreliable and inaccurate data for their planning, and this is done infrequently. | There is a review on how to improve the quality and accuracy of data used for commissioning services. | Commissioners uses data that is mostly accurate and relevant to carry out strategic commissioning activities. | Commissioning teams use data that is accurate and relevant to carry out activities. They discuss the data with business intelligence and operational teams to ensure it is reflective of the population needs and service constraints. | Commissioning teams use data that is accurate and relevant to carry out activities. They discuss the data with business intelligence and operational teams to ensure it is reflective of the population needs and service constraints. In addition, there are cross organisation data arrangements that allow strategic commissioning at a local level. |
| Engagement and co-design | Commissioning strategies are developed in silos with little to no engagement from operational teams, partners and people going through the process. | There is a review on how to actively engage and co-design commissioning strategies. | Partners, operational teams and people going through the process are consulted on the strategic commissioning, but this could be done at an earlier stage. | Partners, operational teams and people going through the process are engaged in the strategic commissioning process at every step of the way and feel that they are able to impact and shape the strategy. | Partners, operational teams and people going through the process are engaged in the strategic commissioning process at every step of the way and feel that they are able to impact and shape the strategy. There is a joint-up local health and social care commissioning strategy and shared leadership. |
| Managing the care market | Commissioners do not engage or manage the care market on a regular basis. | There is a review and plan underway to understand how to better manage the care market. | The care market is engaged, and feedback collected. There is an awareness of the challenges the market faces. | The care market is engaged, and feedback collected on a quarterly basis, care providers can see actions taken off the back of their feedback. The local authority explores with providers new ways to meet their population needs. | The care market is engaged, and feedback collected on a quarterly basis, care providers can see actions taken off the back of their feedback. They see their role as actively supporting the local authority in meet the population needs. The local authority explores with providers new ways to meet their population needs. |