



Strategic Commissioning Evaluation Report

Part 2 Detail reports from projects

Final

March 2011

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1. Better outcomes for people in North Tyneside:

Developing commissioning relationships in Cultural Services

**LGID Culture and Sport
Commissioning Support Programme
Report of the Project**

March 2011

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1. Aim and Objectives

Aim

The overall aim of the programme is to generate better outcomes for adults and communities in North Tyneside, by further developing the relationship and understanding between Cultural Services and commissioners of health and social care.

Objectives

1. To improve health and wellbeing outcomes for adults in North Tyneside, through the increased contribution of sport and culture services.
2. To increase awareness of the commissioning process in the culture and sport sector
3. To identify the current health and social care commissioning activity in North Tyneside, including:
 - Main contacts
 - Priorities and areas of need
 - Processes and decisions making structures
 - Key partnerships
 - The barriers and opportunities for the culture and sport sector
4. To support the building of relationships with commissioners and with other agencies to engage more effectively in commissioning
5. To identify and address skills and capacity needs through provision of training, information, advice and facilitation, through an 'Action Learning' approach
6. To focus on adults and health as a priority area, but also include other areas of community need as appropriate
7. To identify specific opportunities for Sport & Culture to contribute to better outcomes for Adult health in communities in North Tyneside.
8. To demonstrate how these opportunities provide a better service and VfM.
9. To evaluate the project

2. The activities of the Project

2.1 Inception and scope

The inception meeting, which included the Head of Culture and Sport (lead contact), Sport and Leisure Manager and a representative from Adult Social Care was held in early June a Scope drafted and agreed by the end of June 2010.

2.2 Mapping the commissioning landscape

The consultant undertook desk research into the Joint Strategic Needs Assessment and Director of Public Health Annual Report to identify some of the key issues and challenges in North Tyneside. Of particular note was the fact that whilst health outcomes had made some progress overall, the pattern of inequalities had remained the same.

This desk research was followed by one to one interviews in July with senior commissioners of services in Adult Social Care, PCT and Public Health and with the corporate centre.

The interviews were used to identify the approach to commissioning in the key service areas, priority outcomes and the potential opportunities and barriers for culture and sport in relation to these.

They also were used to secure engagement from the commissioners to participate in a future session with the culture and sport team.

The interviews were arranged by the lead contact.

The Commissioning Landscape document was used as a baseline to start the programme and was introduced at the first workshop. It proved useful in emphasising some of the challenges facing the borough and the need for the culture and sport team to increase their focus on specific outcomes.

2.3 Initial awareness session with culture and sport managers

This was held on 27th September 2010 for 26 managers from the Leisure and Culture Trusts and included the Cabinet Lead Member for Culture and Sport.

The learning outcomes for this event were:

- increased understanding of the commissioning process and terminology

- increased understanding of the North Tyneside commissioning context
- increased awareness of the relationships to be explored
- outline plans for next steps and future learning needs

The programme included:

- an interactive simulation to demonstrate some of the relationships involved in commissioning
- presentation on the commissioning process, levels of commissioning and commissioning priorities generally – supported by a copy of the Guide to Strategic Commissioning for all participants
- presentation on the commissioning landscape in North Tyneside supported by the ‘Commissioning Landscape’ document
- Workshop sessions:
 - Opportunities and challenges
 - Developing relationships with commissioners
 - Developing relationships with other providers
- Journey planning – mapping out the way ahead for the programme

An evaluation of the day was done using the framework:

- Knew – what I already knew about commissioning
- New – what I learned that was new
- Do – what I will do as a result
- Review – what are my comments on the event

This is included as Appendix 1.

2.4 Seminar on Adult Social Care

The session on 6th December was for 25 key managers from Culture and Sport, supported by 4 officers from Adult Social Care.

The Learning outcomes for this session were:

- Greater understanding of the needs of adults in the area

- Greater understanding of how commissioning is working to meet needs and deliver better outcomes
- Meeting with commissioner of adult social care services an opportunity to understand their work, approach and local priorities
- Considering how culture and sport organisations can be more actively engaged as providers of services

The programme included:

- Presentation led by Jaqui Old, Head of Adult Social Care North Tyneside Council. This covered national developments and local priorities.
- Short films to illustrate personalisation – the opportunities and benefits
- Workshop discussions about how culture and sport can contribute to better outcomes

Notes of this session, follow up actions and reflections are included as Appendix 2.

2.5 Seminar on Public Health

The session on 4th February involved 24 managers from culture and sport, supported by the Director of Public Health, two representatives from adult social care and the cabinet lead member.

The Learning outcomes for this session were:

- An update on key developments in public policy that affect our services and commissioning
- Greater understanding of public health and current policy changes and the implications
- Greater understanding of public health issues in North Tyneside
- Meeting with the Director of Public Health and an opportunity to understand his work, approach and local priorities

- Considering how culture and sport organisations can be more actively engaged as both strategic players and providers of services

The activities for the session included:

- An overview of recent government documents and policy developments
- Presentation by Dr Fu-Meng Khaw, Acting Director of Public Health, North Tyneside Primary Care Trust and North Tyneside Council
- Workshop discussions on the contribution of culture and sport to this agenda
- Next steps

2.6 Seminar on Children and Young People

This session was added to the Scope at the request of the group. The initial interviews and 'landscape' document did not include Children and Young People.

Held on 14th March, the learning outcomes for this session were:

- Greater understanding of the needs of children and young people in the area
- Greater understanding of how commissioning is working to meet needs and deliver better outcomes
- Meeting with commissioners of children and young people's services an opportunity to understand their work, approach and local priorities
- Considering how culture and sport organisations can be more actively engaged as providers of services
- Review our learning from the commissioning support programme

The activities included:

- Presentation by Steve Rutland, Head of Education, Skills and Innovation, North Tyneside Council
- Workshop discussions and action planning

- Review of the programme overall

3. Learning Outcomes

What we learned

- Much clearer on commissioning
- The commissioning cycle diagram is a very useful tool to aid understanding and how we engage
- Pattern of inequalities is startling
- Much clearer understanding of the needs of customers in Adult Social Care, Health and Children
- Absolutely clear of how we need to plan to meet these needs in service planning and be market orientated
- We are much clearer about the problems we can solve and where we can demonstrate impact
- Need further clarity and follow up on Adult Social Care and understand more
- As a council we need a more coherent approach to core services and what we commission and provide
- We need to present our services in the language that is relevant to commissioners and present our services in terms of outcomes and not just activities
- Meng's presentation was very enlightening and the concept of 'proportionate universalism' is useful and we need to understand this more and apply it

What we have done so far as a result

- Working on a menu of services that addresses needs and outcomes
- NHS campaign manager used to invite us to attend events in an ad hoc way. Now we are commissioned to put on events in a strategic way

- We are putting on a North of Tyne Seminar on Bowls and how this activity can improve health outcomes for older people. There are national speakers and the event will be attended by the Mayor. We want to roll out the outcomes from this in practice across North Tyneside
- We are enhancing the after-schools programme and have piloted a programme in one school in the borough – 6 sessions from 3.30 – 5.00 pm offering a range of different activities. This was a ‘charged for’ programme. The Sports Development Team are currently gathering feedback and testimonials from the children, parents and schools. The plan is to offer this more widely.

What will change for residents

- Services will change. We will focus more on needs and outcomes and have better consultation and planning
- Residents should have more choice, and more bespoke services to meet individual needs
- We need to re-look at our core offer and review our service plans in the light of the outcomes framework

Barriers and future challenges

- We haven’t got a borough-wide approach to tackling the cross-cutting outcome areas. The LSP is key to this. It is still piecemeal and in silos. Some corporate guidelines for commissioning would help. We need to be more linked in with the ASC Commissioning Strategy
- The JSNA needs to be the basis of joined up planning based on available resources
- Possible political challenges in terms of the Localism Bill
- Opportunities to present our services in new ways and be on the front foot
- As providers, we seem to be more prepared than some commissioners do
- We need to be clear of our different roles in different settings - terms of strategic discussions, provider, partner and commissioner

Could the programme have been improved?

- The timescale could have been condensed – either running the programme over a shorter period or over a couple of days, and possibly meeting all the commissioners together?
- We could have widened the scope of attendees
- We have mainly left follow up to the end and are looking at the actions now – this could have been followed up sooner

Consultant's feedback

- The lead contact in North Tyneside was efficient in following through the agreement in the Scope and made all the arrangements promptly
- The presentations and engagement from the key service areas (CYP, PH, ASC) were excellent and there seemed to be a two way appreciation of the benefits of working together more effectively
- The Council was in a period of change, so there were some distractions, but it was extremely encouraging that all the discussions were very positive and totally focused on better outcomes for the people of North Tyneside – and an attitude of how we can do more and better
- Following up on the actions and learning is the key challenge now. There have been some very positive events and discussions and the team need to review all of the actions (many included in this report) and build a forward plan to capitalise on the work and time spent so far.

Appendix 2

North Tyneside Initial Awareness session 27.09.10

Feedback

Knew

- Commissioning is a developing issue in North Tyneside
- Capacity is an issue
- Basic commissioning theory (but not specific models)
- Importance of commissioning moving forward
- NTC are not involved in commissions as much as other LAs
- Trend towards commissioning
- Commissioning is complex
- Not a lot!
- Very little!! only that commissioning does take place and we will be doing lots more of it!!
- Need to maximise use of resources
- that we could offer services to other deliverers and also commission in our own right
- Commissioning is on its way
- It's going to be a long process
- The basic concept of commissioning
- about strategic commissioning
- we have a lot to offer as a group of services

New

- Understanding roles of commissioners and providers
- timely intervention is being made to ready us to take advantage of new commissions/partnerships
- significance of JSNA re: allocation of major resources
- QIPP
- Some of the language/terminology clarified
- The opportunities out there from commissioned projects
- The importance of commissioning cultural services
- The commissioning cycle
- JSNA exists
- proportionate universalism
- the process
- the fundamental differences between commissioning and procuring. . . amongst lots of other things
- knowledge of commissioning

- need to position services better
- my position within the commissioning process and the JSNA
- Public Health is coming to LAs
- At locality as well as district level
- JSNA
- Importance of knowing commissioners
- Understanding of commissioning process
- The Joint Strategic Needs Assessment

Do

- Attend further workshops to broaden knowledge /maintain involvement
- Look at what we do now and how we can improve
- Pursue ongoing work around sectoral intelligence and relationships
- Read the JSNA
- Familiarise with JSNA
- Consider how my service can support the commissioning agenda
- Read the Joint Strategic Needs Assessment
- JSNA – read
- Research existing commissioning in the North East
- Think!
- Position service better
- Disseminate the learning elsewhere
- Benchmarking, case studies
- Look at joint needs analysis
- Need to read and digest needs analysis
- Read JSNA and look at what service can help to deliver
- Check out JSNA and White paper plus idea.gov.uk/etc
- Ensure JSNA refresh is shared with team
- Seek out JSNA
- Consider how RSLP can contribute to future potential commissions
- Read and understand JSNA

View

- Good foundation to take agenda forward
- Clearer understanding
- Informative and thought-provoking
- Informative. Thought provoking
- Good, useful
- Informative
- Good
- Worthwhile
- Informative

- Appropriate documents
- Enjoyable and informative session
- A real eye-opener, lots of stuff to think about and get involved in. Thanks!
- Thought it was really useful – want to get more meat on the bones in terms of action now
- Some potential partners
- A weighty subject which I still need to get my head around
- Useful but could have been more interactive in the morning
- Could have been condensed
- A bit long but useful
- Would prefer a shorter, sharper session next time
- A lot to learn on commissioning

Appendix 3 - Notes from session with Adult Social Care

North Tyneside - 06.12.10

How can culture and Sport respond?

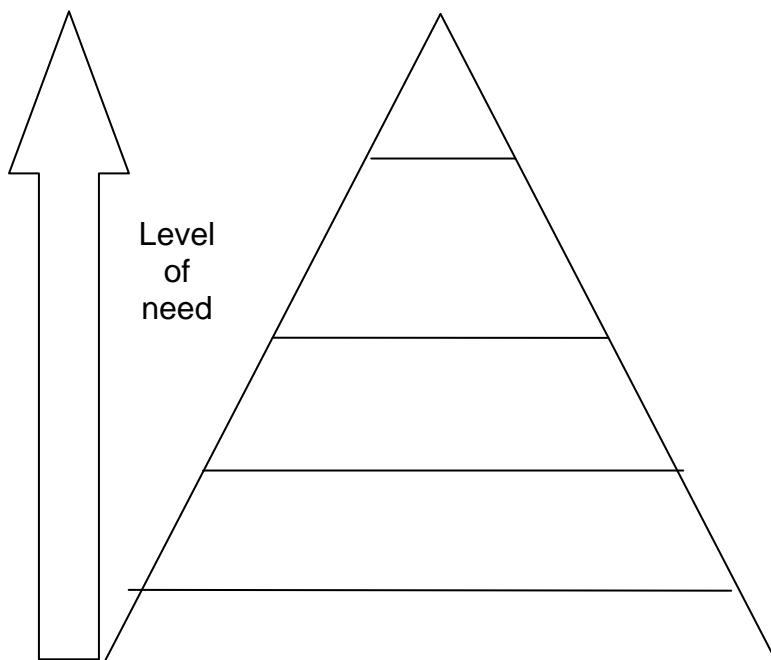
Group 1:

- Can give much more choice and variety of activities – both group and individual
- MUST get better about communicating and promoting what we do with partners in ASC eg a catalogue of activities, eg bowls and archery, peak and off-peak
- There is an opportunity to develop services based on what people want/their choice. Need to capture this information eg via First Call – there is more information.
- How can we match interests with services? An opportunity to widen horizons. Longer term we could unite personal budgets for activities.
- Opportunities to work with volunteers, buddies to help facilitate access. Volunteers can be skilled and matched up. Age UK and Alzheimer's Society are potential partners and Big Society funding to be explored.
- Management structure – must have representation from cultural and customer services across the commissioning groups and partnership boards and task groups.
- Need better understanding of new GP commissioning processes. Also more scope to develop exercise referral
- Marketing plan - where does our information go / is it appropriate / how do we know. Also sharing info and databases
- Find out more about extended schools model – has this worked? Can we learn any lessons from this?
- How are social care assessments undertaken? Past information? What are people interested in doing?
- We need to link in to the advice and information service – eg website and opportunity to use People's Network

Group 2

- Opportunity to work with private providers
- Raise awareness re: availability of services and support
- Costed menu of services
- Volunteering opportunities are there – but is there a support/resource issue when volunteers need extra support and for co-ordination. Investment needed but potentially large outcomes
- Need to build links with health trainers to continue support past 12 weeks – cross working
- Opportunities with schemes already up and running that could be built on
- Build relationships – internal and external
- Understand market – take back to JSNA

Group 3



- Knowing what's going on/ on offer
- Being 'at the table' to listen to what needs are – dialogue with commissioners – strategic and micro

Reflections/feedback

- Session very informative – needs to be carried forward to practical dialogue and actions
- Better understanding for both home and work life 😊
- Good opportunity to think about joining info/service provision up
- How we need to move forward. Understanding of opportunities
- A greater understanding of Adult Social Care needs and the process we need to take
- Discussion session with Adult Social Care brought some clarity about what they want from the commissioning process and allowed me to consider how we could deliver services
- Positive and informative – need to drill down what we are actually going to do!!
- We've identified that regular and permanent contact is needed with colleagues in adult social care
- Interesting session which opened up new opportunities
- Useful discussion with colleagues about availability of support to people
- Need to focus thinking on offer against identified needs
- Useful to continue commissioning dialogue. Possible opportunities beginning to become clearer
- ASC would benefit from increased understanding of the offer in Culture and Leisure

1. North Tyneside.

2.7 Inception and scope

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Appendix 2: Summary note from session with Children’s Services

Appendix 4: Public Health – next steps and feedback

Appendix 5: Adult Social Care – action and follow up notes

1. Aim and Objectives

Aim

The overall aim of the programme is to generate better outcomes for adults, children and young people and communities in Luton through developing relationships between culture and sport organisations and commissioners of services for Adults, Children and Young People and Health and between culture and sport and other providers.

Objectives

1. To improve the contribution of sport and culture to outcomes for adults, children and young people and the health of communities in Luton
2. To enable increased alignment of cultural services with Luton's strategic priorities
3. To increase awareness of the commissioning process in culture and sport
4. To identify current commissioning in Adult Services, Children and Young People and Health, the contacts, priorities and processes in different services and partnerships, and the barriers and opportunities for the culture and sport sector
5. To support the building of relationships with commissioners and with other agencies to engage more effectively in commissioning
6. To identify and address skills and capacity needs through provision of training, information, advice and facilitation, through an 'Action Learning' approach
7. To focus on adults and health as a priority area, but also include other areas of community need as appropriate
8. In the context of budget reductions and the changing landscape in the public sector, to ensure that the priorities and changes enable culture and sport to have the maximum possible impact in communities
9. To evaluate the project

2. The activities of the Project

2.13 Inception and scope

The inception meeting, which included the Commissioning Manager (lead contact), representatives of both trusts, Public Health and the Interim Head of Resources and Performance for the Adults, Housing and Community Directorate, was held and a Scope drafted and agreed in July 2010.

2.14 Mapping the commissioning landscape

The consultant undertook desk research into the Joint Strategic Needs Assessment, Director of Public Health Annual Report and Children's Plan to identify some of the key issues and challenges in Luton. Of particular note was the significant change in the ranking in the IMD. Luton is ranked at 87th most deprived (of 354) in England in the Index of Multiple Deprivation (IMD). This compares with 101st in 2004.

This desk research was followed by one to one interviews with senior commissioners of services in Adult Social Care, Children and Young People's Services and Public Health.

The interviews were used to identify the approach to commissioning in the key service areas, priority outcomes and the potential opportunities and barriers for culture and sport in relation to these.

They also were used to secure engagement from the commissioners to participate in a future session with the culture and sport team.

The interviews were arranged by the lead contact.

The Commissioning Landscape document (Appendix 1) was used as a baseline to start the programme and was introduced at the first workshop. It proved useful in emphasising some of the challenges facing the borough and the need for the culture and sport team to increase their focus on specific outcomes.

2.15 Initial awareness session with culture and sport managers

This was held on 8th October 2010 for 40 managers from the Leisure and Culture Trusts, some voluntary sector arts organisations, representatives from Adult Social Care, Children and Young People's Services and Public Health and the Regional Improvement Lead from Sport England.

The learning outcomes for this event were:

- increased understanding of the commissioning process and terminology
- increased understanding of Luton's commissioning landscape

- increased awareness of the relationships to be explored
- outline plans for next steps and future learning needs

The programme included:

- an interactive simulation to demonstrate some of the relationships involved in commissioning
- presentation on the commissioning process, levels of commissioning and commissioning priorities generally – supported by a copy of the Guide to Strategic Commissioning for all participants
- presentation on the commissioning landscape in Luton supported by the ‘Commissioning Landscape’ document
- Workshop sessions:
 - Opportunities and challenges
 - Developing relationships with commissioners
 - Developing relationships with other providers
- Journey planning – mapping out the way ahead for the programme

An evaluation of the day was done using the framework:

- Knew – what I already knew about commissioning
- New – what I learned that was new
- Do – what I will do as a result
- Review – what are my comments on the event

This is included as Appendix 1.

2.16 Seminar on Children and Young People’s Services

The session on 8th December was for 14 key managers from Culture and Sport, supported by 3 officers from Children and Young People’s Services and a representative from the corporate centre looking at commissioning arrangements and aspects of governance and civil society organisations.

The Learning outcomes for this session were:

- Greater understanding of the needs of children and young people in Luton with particular reference to educational attainment and early years
- Greater understanding of how commissioning is working to meet needs and deliver better outcomes
- Understanding the new policy context and emerging responses in Luton
- Meeting a very experienced senior commissioner of services and an opportunity to understand his work and approach
- Considering how culture and sport can be more actively engaged

The programme included:

- Presentation led by David Bruce, Head of Children's Joint Commissioning Team. This covered national developments and local priorities.
- Workshop discussions about how culture and sport can contribute to better outcomes

Children and Young People's Services in Luton have been part of the National Commissioning Support Programme for CYP services and so have a well developed understanding and approach to commissioning.

A summary note of the outcomes of this session and follow up actions are included as Appendix 2.

2.17 Seminar on Public Health

The session on 31st January involved 18 managers from culture and sport, supported by 2 representatives from public health and one from adult social care.

The Learning outcomes for this session were:

- An update on key developments in public policy that affect our services and commissioning
- Greater understanding of the public health needs of the population of Luton

- Greater understanding of how commissioning is working to meet needs and deliver better outcomes
- Understanding the new policy context and emerging responses in Luton
- Meeting a very experienced Public Health professional and an opportunity to understand her work and approach
- Considering how culture and sport can be more actively engaged

The activities for the session included:

- An overview of recent government documents and policy developments
- Presentation by Morag Stuart, Deputy Director of Public Health
- Workshop discussions on the contribution of culture and sport to this agenda
- Next steps

Workshop notes were recorded and the summary of actions and feedback is included in Appendix 3.

2.18 Seminar on Adult Social Care

Held on 8th March, the learning outcomes for this session were:

- Greater understanding of the needs of adults in the area
- Greater understanding of how commissioning is working to meet needs and deliver better outcomes
- Meeting with commissioner of adult social care services an opportunity to understand her work, approach and local priorities
- Considering how culture and sport organisations can be more actively engaged as providers of services
- Review of our learning from the commissioning support programme

The activities included:

- Presentation by Angela Claridge, Interim Head of Performance and Resources, Housing and Community Living, Luton BC

- Short films to illustrate personalisation – the opportunities and benefits
- Workshop discussions and action planning
- Short review of the programme overall

The action notes are included as Appendix 4.

3. Learning Outcomes

The following points were noted from a short discussion after the Adult Social Care session.

- Very useful in putting us in touch with the right people. It was good to be round a table with people we had struggled to be make contact with before and to hear everyone's agenda
- Excellent in terms of keeping up with the changes at a policy and political level
- Very good for sharing information from around the country
- The programme led to a greater awareness of what Active Luton does and can do
- We have a common understanding of commissioning, the needs, process, challenges and opportunities
- We have developed relationships with the commissioning manager in Luton
- We have a good overview of developments and where we should be seeking to make an impact on outcomes
- This is still being 'firmed up' – we can contribute
- We are in austere times so we need to be smart in delivery of outcomes
- Feedback from ASC colleagues – we have learned that there is a lot more we can do in partnership – today has opened up a lot of opportunities

- Do we have sufficient corporate management team buy-in? This was a pre-requisite for this programme and so the next stage is to feed back and encourage corporate follow up.

Lead Officer's feedback

- This has been a valuable exercise in raising awareness within Children Services, Adult Social Care and Public Health of the services and opportunities within Leisure and Culture that can help towards delivering outcomes in each sector.
- Both staff within the Local Authority and the 2 trusts are now aware of who to contact to move forward and to follow on from these sessions and also areas of priority from both the Council, Public Health and Sport and Culture.
- Work with Children's services has progressed since the 1st workshop for both the Leisure Trust and the Cultural Trust with the Cultural Trust looking at combining services into a package for schools to buy into around curriculum. The Leisure Trust, on notification of the government withdrawing school sports partnership funding, created a new arm to the business call "Active Education" to protect school sports. It is anticipated that 70-80% of Luton schools will buy back at some level and this offer will also be extended to surrounding areas. This service provides curriculum and extended schools sports provision for early years to further education.

Consultant's feedback

- The lead contact in Luton was very efficient in following through the agreement in the Scope and made all the arrangements efficiently
- The lead contact and Director of one of the Trusts attended one of the LGID residential events on commissioning which enhanced their understanding and commitment
- The presentations and engagement from the key service areas (CYP, PH, ASC) were excellent and there seemed to be a two way appreciation of the benefits of working together more effectively
- The Council was in a period of significant change, so there were many major distractions, but it was extremely encouraging that all the discussions were very positive and totally focused on better outcomes for the people of Luton – and an attitude of how we can do more and better – not on the budget challenges

- Following up on the actions and learning is the key challenge now. There have been some very positive events and discussions and the team need to review all of the actions (many included in this report) and build a forward plan to capitalise on the work and time spent so far.

Appendix 1: Feedback from first awareness session

Knew	New
<ul style="list-style-type: none"> • Importance of developing and commissioning services • Who some of the Luton commissioners were but not all • The commissioning process • That there is some collaborative working between organizations • Some of the theories as to how commissioning is supposed to work • There is lots to do and it is not easy • I didn't know enough • The need for providers & commissioners to be recognized by one another • Commissioning based on need and not just funding • Commissioning is now the language of government and the third sector • How important being able to deliver in a commissioning environment is going to be • Basics of commissioning • Staff have commitment • What the JNSA was • A few projects we are involved in • Essential to build relationships and partnerships • Commissioning was becoming more prevalent in Culture • Very little! 	<ul style="list-style-type: none"> • Now know who the commissioning officers are • What kind of projects people working on • Luton Cultural Services & what they do • How commissioning is structured in Luton • How few organizations LBC commission for Sport & Culture • Personalized budgets • The level of partnership working required for successful commissioning • Increased understanding of other roles throughout sport & culture • There is a difference between partnership working and commissioning • The train of thought from other private public & third sector providers on providing , access and procurement • Joining different aspects to meet a shared need • The process • JSNA and how it can influence commissioning • Importance of consultation • The idea of encouraging providers to join together • The vast knowledge and experience of those in the group • Its not all about money or having to develop new services

Do	View
<ul style="list-style-type: none"> • Read the JNSA • More research into the process, background, knowledge and what other providers are doing • Concentrate on capacity building and workforce development • Get to know commissioners and other providers • Translate thinking and learning into practice and share with others • Look for opportunities for partnership working on projects • Listen more • Establish clearer commissioning process and links with providers • Find out more and get involved in forums for commissioning • Consider new & diverse partnerships • Identify LBC commissioner • Try to implement the housing commissioning process. • Try to ensure that services are commissioned by need not only budget • Discuss with teams better outcomes measurements • Focus efforts better • Build up contact list to start doing advocacy with local commissioners • Increase networking opportunities • Action plan to develop relationships/knowledge of what we can offer to commissioners and other providers • Read the Marmot review 	<ul style="list-style-type: none"> • Interesting day thought provoking from a different perspective • A helpful sessions, but would have liked to drill down into the nitty gritty of needs in Luton • Made me think of collaborative opportunities to be developed • Hope that the discussions are taken back with PPI & implemented to ensure that services are procured and commissioned best for the future • Very useful day and highly enjoyable • Very well delivered and a lot of positive motivation and ideas around • LCST need to develop more sessions for commissioning in order to understand the process more and would encourage involvement in future sessions • A change in thinking and planning is now needed • Goods networking and sharing opportunities very good relaxed yet informative style • Feel more confident of the way forward • Need to communicate better and understand need • Challenging in providing sports activities • Informative thought provoking next steps to meet the commissioners • Useful but a long day, could of done with some sunlight • Would like a electronic copy of slides and list of attendees

Appendix 2

Summary note from session with Children's services

8th December 2010

1. Governance

Culture and sport are currently represented within Health and Well-Being and Community Safety but representation within the Children's Trust is unclear.

The team appreciates the need to keep the size of the Trust to a manageable level and is not seeking additional representation. However, it would be helpful to have a contact who could be the conduit to facilitate a level of engagement and two-way communication.

David will seek to assist with this.

2. Marketing Services to schools

Need to respond to the focus on attainment with Head Teachers and Governors.

Need also to provide services in a way that takes the workload off teachers.

Need to identify a shopping basket of opportunities but also demonstrate a flexibility and responsiveness to local needs and requirements.

Working with neighbourhoods and school clusters will be necessary, and linked to the GP consortia there are opportunities here.

3. Contribution to the four new outcome areas in CYP services

Lots of opportunities here and the focus is timely and welcome.

Many routes in to the key outcome areas.

There are barriers of transport – so exploring free transport in the evenings through sponsorship is a challenge to address – but also more opportunities in neighbourhoods is important.

4. Third Sector/Civil Society

There is a need to build capacity in smaller groups and encourage collaboration. This is a significant corporate challenge where culture and sport can play a part.

5. Immediate follow up

- Representative from culture and sport invited to the Parent's Board Strategy Group on February 2nd. (Tim in CYP is the contact).
- Sam will involve the Trusts in her work corporately in relation to commissioning, governance and third sector.
- Further thoughts on how culture and sport feeds in to the governance structure of the CT from David.

6. Reflections

- A very timely session to plan for the year ahead
- Informative, constructive and enjoyable session
- An opportunity to be more joined up in the changes ahead
- Making sense of the route map

Linden Rowley
December 2010

Appendix 3: Public Health Seminar

Moving forward – Planned next steps

- Childhood/Adult Obesity - Joined up approach by AL and LCST – Linking into PH Strategy
- LCST – Volunteering – push towards Health and increase/sustain volunteer programme
- Targeted approach into GP's in key areas (MSOA's) joined up approach
- Share information /research – talk to key partners in planning stage
- Joint programme development
- Use information / research

Feedback from Public Health session - 31st January 2011

- Very interesting and helpful to crystalise ideas to take forward our planning
- V useful. Lots to do and so little time to do it
- Very good session, lots of good ideas and information sharing. Excellent practical session
- Programme development plan is good – exciting to develop 'Arts on prescription'
- Thank you – good for the longer term
- Good networking opportunity for Public Health – opportunities identified to strengthen joint working
- Thank you – good ideas sharing / networking – moving Luton forwards
- Useful to take time out between health and Trusts
- V informative – thank you. And great to end with what we're going to do practically to take it forward
- Very useful – especially the technical information provided by Public Health NHS

Appendix 4

Action/Follow-up notes from the Adult Social Care session – 08.03.2011

1. Be represented on the right groups

Including:

- Learning Disability Partnership Board
- Older People Partnership Board
- Mental Health Partnership Board
- Health and Wellbeing Board – this is a key statutory partnership which will include GP consortia, Public Health and cover adults and children's health and wellbeing. There will be a need for senior representation and a need to ensure that the person who has culture and sport in their portfolio is briefed and briefs back on developments and opportunities.
- Third Sector (civil society) Strategy Group

2. Develop a list of 'approved organisations' to work with

- Who is already commissioned?
- Joint work with other providers

3. Understand and engage with the regeneration opportunities

- What's out there?
- Contact Anne Clube
- Can we influence this – Adult Social Care and Culture and Sport together?

4. Influence the Joint Commissioning Strategy

- **M**uch of our discussion involved how there is an overview in terms of outcomes and how investment in prevention saves in the longer term. Small investments up front can result in significant savings down the line. It requires a corporate overview that recognises this.
- Angela is the representative on this group and will keep people informed on developments and what they need to do to contribute.

5. Feed in to personalisation

- What is core business and we can do for free anytime?
- What is core business and we can do for free but needs to be timetabled?
- What can we do that might need a little additional funding?
- What can we do that might involve additional staff?

6. Define our offer

- Can we adapt the sports package that has been developed for children and schools for adult services?
- Is there a similar 'prospectus' for culture?
- Could we develop a combined offer?

7. Host meetings of different groups in our venues

- In order to include people in mainstream they need to experience the mainstream venues. Could different groups be invited to meet in culture and sport premises on a free, reduced or loss leader basis to enable people to come in to new venues and feel that they could be a part of them?

8. Taster days

- Joint work between Adult Social Care and Culture and Sport to provide taster opportunities of what is possible. Good for service users, carers and staff from both services.

9. Evidence

- Collect and present it. Be confident in it.

3. Better outcomes for people in Hull, North Lincolnshire and NE Lincolnshire:

Developing commissioning relationships in Cultural Services

**LGID Culture and Sport
Commissioning Support Programme
Report of the Project**

March 2011

Contents

1. Aim and objectives
2. Activities
3. Learning outcomes

Appendices

Appendix 1: Evaluation from the initial session – ‘Knew, New, Do, View’

Appendix 2: Feedback from Adult Social Care session

1. Aim and Objectives

Aim

The overall aim of the programme is to generate better outcomes for adults, children and communities in Hull, North East Lincolnshire and North Lincolnshire through developing relationships between cultural organisations and commissioners of services for Adults and Health and between cultural organisations and other providers.

Objectives

1. To improve the contribution of sport and culture to outcomes for adults, health and communities
2. To increase awareness of the commissioning process in the culture and sport sector
3. To identify current commissioning in Adult Services and Health, and Children and Young People's Services, the contacts, priorities and processes in different services and partnerships, and the barriers and opportunities for the culture and sport sector
4. To support the building of relationships with commissioners and with other agencies to engage more effectively in commissioning
5. To identify and address skills and capacity needs through provision of training, information, advice and facilitation, through an 'Action Learning' approach
6. To focus on health as a priority area, but also include other areas of community need as appropriate
7. To evaluate the project

2. The activities of the Project

2.19 Inception and scope

The inception meeting with the the lead contacts for each of the three areas, Michelle Alford (Hull), Neil Jacques (North Lincolnshire) and Richard Topliss (NE Lincolnshire), was held on 23rd June 2010 and a Scope drafted and agreed by mid-July 2010.

2.20 Mapping the commissioning landscape

The consultant undertook desk research into the Joint Strategic Needs Assessments and Director of Public Health Annual Reports to identify some of the key issues and challenges in the sub-region. All three areas are characterised by challenges in levels of skills and qualifications, low wages and worklessness. Health indicators and health inequalities are also significant challenges for all three authorities.

This desk research was followed by one to one interviews in July/August with senior commissioners of services in Adult Social Care, PCT and Public Health and with the corporate centre in each of the three authorities.

The interviews were used to identify the approach to commissioning in the key service areas, priority outcomes and the potential opportunities and barriers for culture and sport in relation to these.

They also were used to secure engagement from the commissioners to participate in a future session with the culture and sport teams.

The interviews were arranged by the lead contacts.

The Commissioning Landscape document (Appendix 1) was used as a baseline to start the programme and was introduced at the first workshop. It proved useful in emphasising some of the challenges facing the councils and their partners and the need for the culture and sport team to increase their focus on specific outcomes.

2.21 Initial awareness session with culture and sport managers

This was held on 29th September 2010 for 30 managers - 10 from each of the participating authorities attended and the regional improvement lead from MLA.

The learning outcomes for this event were:

- increased understanding of the commissioning process and terminology
- increased understanding of the commissioning context in the sub-region
- increased awareness of the relationships to be explored
- outline plans for next steps and future learning needs

The programme included:

- an interactive simulation to demonstrate some of the relationships involved in commissioning
- presentation on the commissioning process, levels of commissioning and commissioning priorities generally – supported by a copy of the Guide to Strategic Commissioning for all participants
- presentation on the commissioning landscape in Hull/NLincolnshire/NE Lincolnshire supported by the 'Commissioning Landscape' document
- Workshop sessions:
 - Opportunities and challenges
 - Developing relationships with commissioners
 - Developing relationships with other providers
- Journey planning – mapping out the way ahead for the programme

An evaluation of the day was done using the framework:

- Knew – what I already knew about commissioning
- New – what I learned that was new
- Do – what I will do as a result
- Review – what are my comments on the event

This is included as Appendix 2.

2.22 Seminar on Adult Social Care

The session on 23rd November was for 30 key managers from Culture and Sport, supported by officers from Adult Social Care from each of the authorities. A regional improvement lead from the Arts Council participated.

The Learning outcomes for this session were:

- Greater understanding of the needs of adults in the area
- Greater understanding of how commissioning is working to meet needs and deliver better outcomes
- Meeting with commissioners of adult social care services an opportunity to understand their work, approach and local priorities
- Considering how culture and sport organisations can be more actively engaged as providers of services
- Understanding outcomes and evidence

The programme included:

- Presentation led by Karen Pavey, Head of Commissioning for Adult Social Care, North Lincolnshire Council. This covered national developments and local priorities.
- Short films to illustrate personalisation – the opportunities and benefits
- Workshop discussions about how culture and sport can contribute to better outcomes
- Session on the LGID Culture and Sport Outcomes Framework, review of sources of evidence, the Outcomes Star and the Five ways to Wellbeing. Case Study from Cornwall Arts for Health team.

Feedback from this session is included as Appendix 3.

2.23 Seminar on Public Health and culture and sport civil society organisations

The session on 18th involved 24 managers from culture and sport, supported by the representatives from Public Health and the ACE regional improvement lead.

The Learning outcomes for this session were:

- Greater understanding of public health and current policy changes and the implications

- Greater understanding of public health issues in Hull/NEL/NL
- Meeting with colleagues from Public Health and an opportunity to understand their work, approach and local priorities
- Considering how culture and sport organisations can be more actively engaged as both strategic players and providers of services
- Understanding capacity building in culture and sport civil society

The activities for the session included:

- An overview of recent government documents and policy developments
- Presentation on Public Health – context and developments
- Workshop discussions on the contribution of culture and sport to this agenda
- Capacity building in culture and sport civil society organisations – presentation and discussion
- Next steps

2.24 Seminar on Children and Young People

This session was held on 28th February for 26 managers from culture and sport and representatives from children and young people's services and the ACE regional Improvement Lead.

The learning outcomes for this session were:

- Greater understanding of the needs of children and young people with particular reference to educational attainment, early years and health
- Greater understanding of how commissioning is working to meet needs and deliver better outcomes
- Understanding the new policy context and emerging responses
- Meeting commissioners of Children and Young People's services and an opportunity to understand their work and approach

- Considering how culture and sport can be more actively engaged
- Review of learning from the programme overall

The activities included:

- Presentation by Debbie Dales, **Children's Services (?Title)** and Charlotte Ramsey, Head of Service for Children's Centre Development NE Lincolnshire
- Workshop discussions and action planning
- Review of the programme overall

2.25 Closing sessions with each of the three authorities

The three authorities worked together for the sessions – but met in local authority groups for the workshop discussions. This was designed to build on the local relationships but allow scope for cross authority working and learning.

The authorities chose to use the 'extra day' each as follows:

- North Lincolnshire – 24th March 2011
 - morning session – Introduction to commissioning for a wider group of staff
 - afternoon session – Public Health – follow up and action plan
- Hull – 25th March – consolidation and action planning
- NE Lincolnshire – 31st March – consolidation and action planning

3. Learning Outcomes

North East Lincolnshire

- We have a very good overview of the commissioning landscape and the opportunities for cost effectiveness in meeting needs. The future shape of the authority will involve a single commissioning model
- We have a better knowledge of the commissioning agenda, a better knowledge of services and priorities and are in a better position to know what other service areas want. We have a better knowledge of current

- We need to continue to develop the relationships with commissioners and integrate what we do into the needs assessments and outcome areas. We need to define and package out cultural offer in terms that meet the needs and priority outcomes
- We have organised follow up meetings and presented the case to be on the Health and Wellbeing Board which has been backed. We are involved in scoping the new CarePlus enterprise and the jigsaw pieces are slotting together.
- We need a smarter monitoring and evaluation framework to demonstrate impact.
- We are supporting the healthy weight strategy and need to focus on the aging population and keeping people out of care

North Lincolnshire

- We understand the context in terms of better outcomes for local people. We understand the changes in the national context, especially in relation to Public Health and Personalisation and the demise of the National Indicators. We know we have big local challenges in terms of health and closing the gap and have poor outcomes compared to the national averages.
- We had really good dialogue with Adult Social Care. We had a great follow up meeting with them. We are involved in their strategic planning – they have four key plans and we are in three of them.
- We know we can contribute massively to wellbeing and prevention
- We need to spread the awareness to our staff
- We need to be at the Older People's Forum and Carer's Forum
- We need to explore more with the community and voluntary sector
- Public Health has been a gap and we will use the 'extra day' to follow this up with the LGID consultant facilitating

- There is a lot happening in relation to children and young people's services but we need to develop a more strategic relationship and explore shared outcomes
- We need to consider our own capacity and delivery models. This is the first time we've come together as a culture block and we need to build on this
- We have a key role in delivering better outcomes for our residents, especially in relation to improving health. We need intensive effort and to be more ambitious to improve outcomes in challenging times
- We need to define our offer and extend our reach with commissioners
- In this programme we could have had a broader mix of people including a Director and front line staff

Hull

- The programme provided the opportunity to bring culture and sport together and develop a shared and stronger understanding of the uniqueness of our contribution
- We are an essential part of the 'commissioning conversation' in relation to 'earn', 'learn', 'be healthy', 'be safe' and the cross cutting priorities within these themes
- Our universal offer is significant in providing what people need in terms of prevention and early intervention, and what people want in terms of enjoyment and choice and range of activities.
- We recognise the challenges and opportunities of personalisation in Adult Social Care and opportunities to work with families in relation to children and young people and health inequalities
- The voluntary sector is significant, especially in sport, and they need to be upskilled to deliver even more outcomes
- Principally this programme has given us a unique opportunity to come together and spend time listening to partners and draw together our agendas, to reflect and plan
- In the short term we plan to have regular cross service sessions and with our wider partners so that our service delivery plans are joined up and reflect the priorities of our key governance boards

- We need to capture the benefits and impact of culture and sport and not be a 'silent partner'
- In the longer term we need to realise the benefits of being culture and sport services and how we can work together – either as a Trust or other arrangement – so that we can be more agile, encourage philanthropy and bring greater benefits to our communities.

Consultant's feedback

- The lead contacts in the three authorities were efficient in following through the agreement in the Scope and made all the arrangements promptly
- The presentations and engagement from the key service areas (CYP, PH, ASC) were generally excellent and there seemed to be a two way appreciation of the benefits of working together more effectively
- The Councils were in a period of change, so there were some distractions, but it was extremely encouraging that all the discussions were very positive and totally focused on better outcomes for the people of Hull, North Lincolnshire and North East Lincolnshire – and an attitude of how we can do more and better
- Following up on the actions and learning is the key challenge now. There have been some very positive events and discussions and the teams need to review all of the actions (some included in this report) and each build a forward plan to capitalise on the work and time spent so far.

Appendix 1

Hull/North Lincolnshire/North East Lincolnshire

Initial Awareness session

Knew

- Very little about strategic commissioning
- Some theory of commissioning/some providers in Hull
- Commissioning would be important for us – increasingly so
- Theoretical framework
- Nil return!
- Strategic commissioning was already important
- Very little about the commissioning cycle
- Very little
- It wouldn't be easy. Too many agendas and silos
- Commissioning is confused with procurement (taken to mean the same thing)
- Personalisation and how they could impact on services. Aware of need to be involved in commissioning services
- Not a great deal
- What commissioning was (in theory)
- Thought procurement was part of it . . . but not sure of other bits!
- Basic knowledge of local commissioning models in NE Lincs
- Aware of strategic commissioning in brief
- Very little other than some services commissioned but not exactly what and for whom
- About commissioning but not in detail
- Virtually nothing

New

- Commissioning models. Met new colleagues at Hull CC
- Commissioning best practice. An idea of how it worked in HCC
- Much of the info re Adult Social Care
- Understanding commissioning cycle process
- A better understanding of the opportunities and challenges
- Commissioning process and opportunities for our service
- Nearly everything was new to me
- Understanding of commissioning process
- Appreciation of complexity of commissioning
- New ways of thinking and delivering
- greater understanding of the process and opportunities
- understanding commissioning

- basic understanding on commissioning
- complexity of culture/sport landscape
- that structured processes exist
- better understanding of commissioning process
- the distinction between commissioning and procurement
- intelligent commissioning
- challenges/difficulties that need to be overcome
- strategic commissioning is much wider and linked to planning
- local applicability and wider culture perspective
- raise profile, share/communicate more, understand commissioning process more
- procurement
- familiar with CYPs commissioning and adult services. Also aware of opportunities commissioning presents
- about commissioning process and how it works

Do

- revisit the JSNA and use it to plan service provision with team
- make a point of getting seat at right tables
- develop links with Adult Care around personalisation of budgets. Read JSNA
- work as a team towards next meeting
- review JSNA and reflect where we might contribute
- integrate more with commissioning groups
- be proactive in marketing out sector's impacts on delivery outcomes
- meet with other members of leisure and culture
- discuss within service way forward
- get together to discuss our offer
- update all my colleagues and suggest way to identify potential commissioners
- talk to boss to see how history centre can best exploit commissioning culture
- understand who the providers are in Hull. Understand who commissions in Hull
- read JSNA. Think differently about partners/providers. Consider evaluation and how to demonstrate outcomes
- analyse JSNA. Meet 3 commissioning people. Consider the C&S offer
- Investigate current situation in my service area and join it up with AMP (Asset Management Plan). Share with colleagues.
- Revisit JSNA
- Meet as cultural services to develop internal processes and offer. Meet with other parts of sport and culture to take action
- Read JSNA. Get M&C template off www

- Get to know who the commissioners are and what they are commissioning. Sort/talk in leisure about service response/action plan
- Check out various websites.

View

- Interesting start to a journey
- Very interesting and thought provoking
- Informative and practical advice
- Illuminating. Challenging. Will trigger some action!
- Interesting. Informative. Thought provoking.
- Broadened my thinking. Excellent interaction. Positive
- Very useful. Clear. Highlighted challenges
- Excellent overview and opportunities to develop our ability to respond
- Informative
- Knowledge and understanding
- Enjoyed day! Good to be able to discuss with other services in own authority
- Really interesting and useful. Lots to think about for the future
- Great opportunity
- Really good day. Learned lots and improved my understanding. Friendly group
- Really useful to bring my experience to date and knowledge re commissioning together consolidated and confirmed
- Interesting. Challenging
- Excellent
- Opportunity
- The start of a long, steep, climb
- Currently a bit fragmented but hopefully opportunities in coming months

Appendix 2

23rd November 2010 session. Theme: Adult Social Care. Outcomes and evidence. Feedback notes.

- Extremely useful in developing positive relationship with key individuals in Adult Social Services
- Very useful, particularly the outcomes framework and star. Good to get around the table with others delivering to the same agenda and develop partnerships and joint actions and outcomes. Thank you.
- Format provided for some good and interesting discussion! Lots to think about and do!
- Excellent session in every respect
- Really excellent day. Karen's presentation was very well delivered and v useful. Linden very good facilitator. Really enabling a dialogue between services.
- Karen Pavey brilliant
- Good to get the voice of commissioners
- Karen excellent
- The day – big smiley face!
- Really useful. An opportunity to develop links with Adult Social Care and other partners in culture to create a way forward with commissioning services
- Helpful to open discussions with adult services
- Enjoyed Karen's presentation – good to hear different perspective
- Very interesting, useful and helpful. Lot to think about and do now!
- Karen's presentation excellent. Resources to use excellent. Looking forward to the next event
- Very useful
- Good and useful session. Thanks

Better outcomes for people in Hull

LGID Commissioning Support Session

Final planning session 25.03.11

Overview of key topics covered in the programme

1. Understanding the commissioning process

- Needs in Hull
- Governance
- Commissioning landscape
- Changing policy context
- Key documents and resources

2. Adults

- Primary prevention
- Secondary prevention
- Early identification and intervention
- Personalisation
- Learning Difficulties, Older People, Physical disabilities, Mental Health, Carers
- Aging population, isolation and loneliness
- Skills and worklessness

3. Children and Young people

- Early years
- Schools
- Youth services, positive activities, cohesion, community safety
- Attainment
- Self-confidence and self esteem
- Special needs
- Family approaches

4. Public Health

- Whole lifecourse approach – Starting Well, Developing Well, Living Well
- Social determinants of health
- Lifestyle choices – weight, exercise, smoking, alcohol
- ‘proportionate universalism’
- 5 ways to wellbeing

5. Outcomes and evidence

- LGID outcomes framework
- Outcomes Star
- Sources of evidence – literature review

6. Civil society and culture and sport

- Building capacity and relationships
- Volunteering

Action Plan

1. Culture and Sport Lead Officers Group to be developed and meet monthly with the following terms of reference/functions:

- Sharing information on strategic developments
- Identifying commissioning and partnership opportunities
- Representing each other across the governance structures
- Developing co-ordinated and collaborative responses
- Sharing objectives
- Identifying new opportunities
- Developing relationships across the 7 area management localities
- Developing a shared approach to presenting evidence of impact on outcomes and value for money

The group would involve the next level of management in task and finish groups to build the opportunities for cross-service and more integrated working.

Action: Michelle will arrange, to start in May

2. Prospectus to provide a clear and co-ordinated offer:

- Vision statement
- Clarity of purpose
- Description of outcomes not just activities
- An alternative to the Red Book (offer for schools)
- Directed primarily at other professionals – schools, social workers, early years, public health and to support better engagement and promote more opportunities including personalisation
- Task and finish group to develop

Action : Michelle to take to Lead Officers Group

3. Building links with other professionals to promote the use of culture and sport services by their clients and develop services that better meet individual and community needs

- Personalisation – Gary Jones
- 7 area managers
- Goodwin trust – new community champions programme
- Develop this list

Action: Lead Officers Group to develop

4. Workplace Wellbeing programme – work with Health and Human Resources to develop a Workplace Wellbeing programme with in the Council aimed at:

- Supporting the wellbeing of staff in the context of major change
- Showcasing the many opportunities and activities within culture and sport
- Benefit for individuals and teams of staff
- Benefit for their knowledge of what's available to pass on in their work context
- Develop cross service working
- Raise the profile of culture and sport and increase visibility and engagement

Action: Task and Finish group to be formed to take this forward

4. Better outcomes for people in Leicester:

Developing commissioning relationships in Cultural Services

**LGID Culture and Sport
Commissioning Support Programme
Report of the Project**

March 2011

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2. Activities
3. Learning outcomes

Appendices

Appendix 1: Evaluation from the initial session – ‘Knew, New, Do, View’

Appendix 2: Notes from the Adult Social Care, Public Health and Wellbeing Session

Appendix 3: Notes from the Children and Young People's session

1. Aim and Objectives

Aim

The overall aim of the programme is to generate better outcomes for adults, children and young people and communities in Leicester through developing relationships between culture and sport organisations and commissioners of services for Adults, Children and Young People and Health and between culture and sport and other providers.

Objectives

1. To improve the contribution of sport and culture to outcomes for adults, children and young people and the health of communities in Leicester
2. To enable increased alignment of cultural services with One Leicester strategic priorities
3. To increase awareness of the commissioning process in culture and sport
4. To identify current commissioning in Adult Services, Children and Young People and Health, the contacts, priorities and processes in different services and partnerships, and the barriers and opportunities for the culture and sport sector
5. To support the building of relationships with commissioners and with other agencies to engage more effectively in commissioning
6. To identify and address skills and capacity needs through provision of training, information, advice and facilitation, through an 'Action Learning' approach
7. To focus on adults and health as a priority area, but also include other areas of community need as appropriate
8. In the context of significant budget reductions, to ensure that the priorities and changes enable culture and sport to have the maximum possible impact in communities
9. To evaluate the project

2. The activities of the Project

2.26 Inception and scope

The inception meeting with the Director of Culture and Sport and the Cultural Strategy and Improvement Manager (lead contact) was held on 5th July 2010 and a Scope drafted and agreed by mid-July 2010.

2.27 Mapping the commissioning landscape

The consultant undertook desk research into the Joint Strategic Needs Assessments and Director of Public Health Annual Reports to identify some of the key issues and challenges in Leicester. Leicester has significant challenges in terms of skills and worklessness, child poverty and health inequalities.

This desk research was followed by one to one interviews in July/August with senior commissioners of services in Adult Social Care, Public Health, Children and Young People's Services and Economic Regeneration and with the corporate centre.

The interviews were used to identify the approach to commissioning in the key service areas, priority outcomes and the potential opportunities and barriers for culture and sport in relation to these.

They also were used to secure engagement from the commissioners to participate in a future session with the culture and sport team.

The interviews were arranged by the lead contact.

The Commissioning Landscape document was used as a baseline to start the programme and was introduced at the first workshop. It proved useful in emphasising some of the challenges facing the councils and their partners and the need for the culture and sport team to increase their focus on specific outcomes.

2.28 Initial awareness session with culture and sport managers

This was held on 20th September 2010 for 60 managers and Heads of Service - including some voluntary arts representation and the regional improvement lead from SE.

The learning outcomes for this event were:

- increased understanding of the commissioning process and terminology

- increased understanding of Leicester's commissioning landscape
- increased awareness of the relationships to be explored
- outline plans for next steps and future learning needs

The programme included:

- an interactive simulation to demonstrate some of the relationships involved in commissioning
- presentation on the commissioning process, levels of commissioning and commissioning priorities generally – supported by a copy of the Guide to Strategic Commissioning for all participants
- presentation on the commissioning landscape in Leicester supported by the 'Commissioning Landscape' document
- Workshop sessions:
 - Opportunities and challenges
 - Developing relationships with commissioners
 - Developing relationships with other providers
- Journey planning – mapping out the way ahead for the programme

An evaluation of the day was done using the framework:

- Knew – what I already knew about commissioning
- New – what I learned that was new
- Do – what I will do as a result
- Review – what are my comments on the event

This is included as Appendix 1.

2.29 Seminar on Adult Social Care, Public Health and Wellbeing

The session on 23rd November was attended by the Director and 10 Heads of Service and key managers from Culture and Sport, supported by officers from Adult Social Care, Public Health and LGID Healthy Communities Programme..

The Learning outcomes for this session were:

- Greater understanding of the needs of adults in the area

- Greater understanding of how commissioning is working to meet needs and deliver better outcomes
- Greater understanding of Public Health in Leicester, the priorities and challenges
- Understanding Well-being and the wider role of culture and sport
- Considering how culture and sport organisations can be more actively engaged

The programme included:

- Presentation led by Helen Coombes, Interim Service Director for Adults and Community Services followed by discussion
- Presentation by Rod Moore, Deputy Director of Public Health followed by discussion
- Workshop on Wellbeing led by Martin Seymour, Principal Consultant, Healthy Communities Programme, Local Government Improvement and Development
- Short films to illustrate personalisation – the opportunities and benefits
- Workshop discussions about how culture and sport can contribute to better outcomes

Feedback from this session is included as Appendix 2.

2.5 Follow up meeting with Adult Social Care

This was held on 25th February, with the following purpose:

- To follow up on the meeting of 7th December and in particular to identify specific areas where culture and sport can deliver outcomes that support the adults agenda
- To explore and reinforce the prevention, early intervention and personalisation approaches
- To identify practical actions with lead officers and timescales

The meeting addressed the following question:

- What could the future look like for adult services, culture and sport and Leicester citizens?

Some visioning and exploration of ideas and aspirations – where are we heading?

Reality check – can it be done?

Critical analysis.

Action planning

A joint action plan was agreed with officers from culture and sport and adult social care joint up to address specific tasks and opportunities.

2.6 Seminar on Children and Young People

This session was held on 1st March 2011 for 10 managers from culture and sport and representative from children and young people's services and public health

The learning outcomes for this session were:

- Greater understanding of the needs of children and young people in Leicester
- Greater understanding of how commissioning is working to meet needs and deliver better outcomes
- The changing policy context – nationally and locally
- Greater understanding of children's health in Leicester, the priorities and challenges
- Considering how culture and sport organisations can be more actively engaged

The activities included:

- Presentation by Trevor Pringle, Director of Planning and Commissioning, Children and Young People, Leicester City Council followed by discussion
- Presentation by Dr Sumina Azam, Public Health, followed by discussion

- Workshop discussions and action planning

Notes are attached as Appendix 4.

2.7 Seminar on Economic Regeneration

Held on 22nd March:

Purpose of the meeting

- To explore the economic regeneration challenges in the city and the potential for culture and sport to contribute to the outcomes
- To identify practical actions with lead officers and timescales

The meeting included:

- Presentation from Mike Dalzell, Head of Economic Regeneration
- How can culture and sport contribute further to the priorities in the 'Investing in Skills and Enterprise' Plan?
 - Tackling worklessness
 - Developing skills
 - Supporting Businesses
 - Improving the environment for business and growth in the city
- Action Plan

3. Learning Outcomes

- The first session with 60 managers was an incredibly successful day. It was really helpful and mainly very positive. A few people didn't understand the relevance but having a broader group involved and building their understanding was important. The exercises around tables were very good. We learned more about the need to focus on evidence and needs – through the JSNA.

- We found it helpful to have the wide knowledge across a wide range of staff then to focus down in subsequent session to a smaller group of Heads of Service and managers.
- We could possibly have condensed the timescale for the programme to get the relationships moving soon after the initial contacts for the 'landscape' work.
- Our challenge is to make sure that the discussions end up in action. This is especially important in Adult Social Care and we have developed a new and positive relationship with them. They need to know more about what we do, so we will go back to them and give more information about the scope and range of what we do and what we could do further.
- We have had good contacts with Children's Services but we had a very good live dialogue which opened up some current opportunities to engage more closely on key strategies and develop our own thinking and planning in this context.
- The programme will definitely make a difference. We will focus more on evidence, on non-users and be much clearer about needs analysis.
- On a practical level we are initiating a pilot programme to work more closely with Adult Social Care at a neighbourhood level aimed at making a difference in the community but also developing closer working relationships. We have appointed lead officers from both sections to move this forward.
- We found the programme really useful. We liked the overall plan and approach. We found it especially helpful to learn about experiences and examples from around the country and models such as the five ways to wellbeing. Having a national perspective adds credibility to the programme, whilst the focus was very much tailored to our local challenges and relationships.
- Our programme benefited from the consultant's excellent facilitation skills and extensive knowledge of practice in other areas of the country. These really added value to the programme. We have found the sessions valuable and we are confident it will help us to deliver better outcomes moving forward.

Consultant's feedback

- The lead contact was very efficient in following through the agreement in the Scope and made all arrangements promptly

- The presentations and engagement from the key service areas (CYP, PH, ASC, Economic Regeneration) were excellent and there seemed to be a two way appreciation of the benefits of working together more effectively
- The Council was in a period of change, so there were some distractions, but it was extremely encouraging that all the discussions were very positive and totally focused on better outcomes for the people of Leicester– and an attitude of how we can do more and better
- Following up on the actions and learning is the key challenge now. Leicester has been keen to keep an action focus at all of the sessions. There have been some very positive events and discussions and the team needs to review all of the actions (some included in this report) and build a forward plan to capitalise on the work and time spent so far. This is in hand and underway and underpinned by strong leadership and commitment from the whole team.

Appendix 1:

Feedback from managers to initial Awareness session (post-it comments)

Knew

- Should be doing more research and evaluation to find out what we should be doing that would have most benefit
- Strategic commissioning +3
- Commissioning cycle
- Had seen commissioning model but not put into practice
- Basic understanding +2
- Some of our services will need to be commissioned to survive
- Very little and was confused about commissioning and procurement/projects
- Already good at working with local providers, commissioners - at grass roots and local
- The possibilities were out there but not how many- had misconceptions
- Nothing
- Not a lot +3
- Very little +2
- Already knew about the role of commissioning
- Generally about commissioning, not in mass detail
- Potential opportunities exist for the service
- Basic statistics/ facts about Leicester
- Times are changing, more than at anytime in the last 2 years
- Commissioning is here
- Broad meaning of strategic commissioning
- It's all about communication +3
- Importance of partnership working +3
- A bit about commissioning as Sports Head of Service is already involved
- Some areas i.e. worked in an area environment with other agents/ partners
- Most of the info provided
- Some bits on commissioning
- We had a corporate strategic commissioning timeline
- Background to commissioning in council
- Strategic commissioning is difficult
- The theory
- Reasonable amount about Leicester model – but not so much about national picture

New

- Leicester landscape

- Clearer understanding of process and implications for future delivery of services
- “Find Your Talent”
- How commissioning model works and how to apply in practice
- Opportunities that are out there
- Joint strategic needs assessment +3
- Will look up Joint Strategic Needs Assessment (JSNA) +3
- More detailed information from LCC commissioning areas
- The process of commissioning works +2
- Know more about commissioning and the frameworks +3
- The difference between commissioning and procurement
- Much better awareness of the ecology of the commissioning process
- Greater understanding of the impact of commissioning: it is an important document
- Find out how people who are not being communicated to want to be and put this into practice
- Understanding (almost) of commissioning
- The whole area of commissioning was very enlightening
- Overview of what commissioning means i.e. our first steps and initial involvement in the process
- Understanding depth of process and what it could mean for my area
- Ways of trying to get better relationships with commissioners and providers
- More in depth information on commission
- Commissioning cycles, JSNA +2
- Definitions of framework and terminology
- Lots of new legislation/ policy/ frameworks and new documents handed out +2
- Better understanding of process and relationships between different parties +2
- The implications of resolving the commissioning process
- Awareness of commissioning
- The extent to which it is about relationship building +2
- Levels of commissioning within other organisations
- New and innovative way of working

Do

- Re- focus the way in which we work
- Develop relationships with partners and commissioners
- Focus on what works, don't spread ourselves too thin
- Establish top priority for service product
- Research – other providers
- Read Joint Strategic Needs Assessment to identify key ways to audit service

- Make enquiries about how Nottingham Galleries of Justice turned itself around
- Be more aware of what is happening outside our section, within the council and community, especially what commissioners are looking for
- Build research, look at internet, talk to people about strategies of collaboration and how they might work
- Look into local commissioning – mutual benefits, shared agenda
- Review opportunities for the service
- Resource commissioning opportunities
- Identify possible partners who can access funding
- Take a look at our services and what they provide and see what commissioning means for us
- Try and prioritise key actions in the commissioning cycle when engaging in projects
- Read the JSNA +5
- Look at case studies
- Ensure that I start to implement this in my job
- Shout out about achievements more
- Our services offer(s) and cautiously market them to providers and commissioners
- Discuss priorities with line manager
- Attend another workshop
- Data lists
- Build more relationships
- Read up on all strategic documentation
- Get more engaged with commissioning info
- Research needs and assessment against what we already know
- Understand the relevance to my workplace
- Read pack and think about links
- Review partners
- Find out exactly how we will navigate through the process
- Read the strategic process: both LCC and national
- Find out in detail about CYPs and start building relationships
- Read commissioning statements and review ways to further engage users
- More of the same
- Try to extend the scope of partnership
- More reading, greater discussion, commissioner information
- More community work

View

- Perspectives in commissioning exercise well thought through and thought provoking
- “Find Your Talent” missed opportunity to consider real participation more thoroughly
- Opened my eyes to how we need to operate in the future

- Very useful – the simulation exercise was very good to put over range of views
- Afternoon was hard as there were lots of questions to assess for action
- Some very long listening sessions, no proper guide to who commissioners are and how they work - only given aside rather than core stuff
- A kick up the backside to do more to get commissioned and to get onto agenda to commission
- Need further workshops to refine final approach
- Good overview of key points
- Drop the politics and we might start to do what people want rather than what a person wants
- Very interesting day
- Found today interesting and exciting
- Need clarity in terms of who the commissioners are
- Interesting discussions and networking
- Positives and will take examples into my own work
- Informative, realised that it is an important step for Cultural Services to take
- Learnt a lot and was really good to be with other managers, JSNA need to see
- Ok, needed more interaction
- Interesting day, many new faces and new jargon
- Well structured day, good role play exercise at the start
- Good practical sessions playing role of commissioners
- Lacked a practical dimension, Leicester case study to bring the topic alive
- Good idea, needs positive work to implement
- Not sure of relevance to day to day work
- Useful to have documents
- Lots of ideas to review and sign up to
- Some useful info, could be compacted into half a day though
- Maybe a half day would have been sufficient and good idea in commissioning case studies
- Develop service
- Bit lecture like in places
- Informative and engaging +3
- Where the service fits in
- Leicester needs assessment
- Great event
- First exercise was very good
- Key documents on commission
- Focus on single subject corporate overview
- Group sessions challenging
- Interesting

Appendix 2

Adults, Social Care, Public Health and Wellbeing Strategic Commissioning Workshop 7 December 2010 at Braunstone Leisure Centre

Present: Adrian Wills, Richard Watson, Liz Blyth, Sarah Levitt, Paul Edwards, Linden Rowley, Carla Broadbent, Eddie James, Nisha Popat, Sally Mitchell, Simon Brown and Surj Virk, Martin Seymour

Rod Moore (part), Helen Coombes (part)

Key issues raised during the day

- Personalisation
- Prevention
- Universal
- Proportionate Universalism
- Targeted
- Well Being
- Public Health

Wellbeing: key areas for action

Strategic leadership

- using the evidence we have
- promoting the work we are doing already
- using wellbeing in our organisational vocabulary
- using the 5 steps to wellbeing

Strengthening communities

- marketing our services in terms of the benefits
- making our venues/ facilities available for the community to use
- developing partnerships with the community (including greater use of volunteering)
- involving communities in designing services and developing them

Services and Commissioning

- strengthening our connection with commissioners (at director/ hos level and at the frontline)
- building services for people who want to club together to pay for them as well as those with direct payments

Using organisational levers

- valuing and supporting staff
- providing work experience and structured learning
- positive recruitment policies – eg Braunstone libraries

Five Ways to Wellbeing

Be Active

- encourage activity through festivals, sports, events, physical activity etc
- incentivise people to be more active through 3 x 30, access to school/ facilities, rewards, safer/ healthier modes of transport

Connect

- clubs/ groups/ activities/ out reach eg Parkrun, 50+ clubs, study support, toddler times

Give

- voluntary groups
- reward giving with a discount

Keep Learning

- ICT suites, coach qualifications, school visits, family learning week, CPD, swim lessons, ceramic classes etc

Take Notice

- events/ displays, concerts, recitals, festivals
- activities that draw attention

Key areas for action

- Recognising others can do it better – Strengthening Communities
- identify commissioning with partners

-Linking with others to raise awareness of cultural services impact on well being
–

Strategic Leadership

- Culture and Sport Boards engaging others in improvement in well being delivery
–

Strategic Leadership

- Using organisational levers – develop the healthy workforce strategy

- Through Services and Commissioning – cross service incentivisation and promotion across our services

Action: Liz/ Richard to liaise with Helen Coombes to set up a follow up meeting with Heads of Service from both divisions.

Appendix 3

Leicester City – Commissioning Support

Notes from Children and Young people’s Session

1st March 2011

Trevor

1. Priorities
 - Raising attainment
 - Ensure safeguarding
 - Close the wellbeing gap
2. Corporate parent for 500 children
3. Leicester Schools and College Alliance – charitable company which is the Schools Improvement provider

Note: worth making contact?

4. City Council maintains responsibility for
 - Standards of education in the city overall
 - Underperforming schools – or those at risk
 - Narrowing the gap for vulnerable pupils
 - Production of a Child Poverty Needs Assessment and associated strategy
5. Support for families and families with complex needs
6. Big gap in school readiness
7. 75% of school meals are free – and need to promote this
8. Need better targeting of services and resources against need and supply mapping

Opportunities for Culture and sport to engage further

- Child Poverty Needs Assessment to be published 01.04.11 – then a strategy to address the needs
- Commissioning Statement will be prepared

- Core offer – consultation shortly

These developments offer a process in which culture and sport can engage further on this agenda.

Sumina

1. Giving every child the best start in life

- 27% of Leicester's population is under 18
- Maternal employment is a factor in addressing child poverty
- Pupil mobility high
- Importance of immunisation
- Importance of breastfeeding strategy
- Importance of helping boys to read

2. Need to promote healthy weight

Opportunities for Culture and sport to engage further

- Promote immunisation message in facilities
- Promote breastfeeding and baby friendly environments
- Another drive on free school meals
- Targeted activities around boys and reading (not just through libraries)
- Clarify and co-ordinate offer to schools – note Creative and Cultural Ambassador's Programme and Sport Unlimited

Final thought from the group – **we need to re-evaluate our offer – to bring a family focus and a locality approach – using the data and aligning our strategies to those for Children and Young People.**

5. Trafford

The emphasis in Trafford was on working with partners as the directly employed C&S team is tiny within Trafford and most delivery is by partners via commissioned projects. The focus was on developing relationships across the authority, and with key commissioners, both external and internal

A series of interviews with key stakeholders was undertaken. Two partner workshops were then delivered, at which key contributions of the C&S sector were explored and new working relationships set up with commissioners in adult and children's services in particular.

'There has been a two way perspective and the sector has genuinely learnt through the process... we wouldn't have had these conversations without this project'

What has really helped?

The Strategic commissioning project has provided:-

- The capacity and time for the sector to have those strategic discussions that '(we) have always been meaning to do but haven't got round to'
- Set up opportunities where other key partners can give their time and 'get' what the culture and sport sector can deliver for them
- Provide for the culture and sport management a snap shot of how they are viewed by key stakeholders and so has begun to map out a clear view of what needs to be done to move this forward
- Providing an 'outside eye' on how the sector is positioned and what it could contribute has been very useful in promoting thought and reflection
- The conversations that have happened just would not have happened without the project 'you cannot put a price on it'

What has come out of it?

The project has helped to clarify thinking within the sector on what its role could/should be going forward

The key action points that have emerged are:-

- Evidence of impact is needed with at least one example of impact/outcome written up against each key strategic priorities
- The profile of the sector has been significantly raised but there is more work to do
- A marketing strategy needs to be put in place to highlight the contribution of all parts of the culture and sport sector to corporate priorities
- The culture and sport sector in Trafford has become more sure of itself and what it can offer against strategic priorities and is now in a better

Successes

- Involving key people from the PCT, childrens services and adult services in the interviews and partner workshops has built working relationships and led to many opportunities to explore joint working
- The project has really helped build relationships and increased mutual understanding
- The sessions have been very positively viewed by all who attended, as were the stakeholder interviews and seen as having moved things forward very positively by making important connections that are now having an impact on how Culture and sport is perceived as is moving forward
- The sessions provided an opportunity that would never otherwise have happened for strategic and operational level discussions about increasing the impact of the sector
- The very process of embarking on this project and having an external input has increased corporate buy in to what culture and sport can deliver and culture and sport is now firmly on the agenda with strategic leaders
- As a result the sector is better positioned to make use of the cross cutting commissioning review that is currently being undertaken within Trafford

6. Barking & Dagenham

The focus in LBBB was on management team development. A series of interviews with key stakeholders set the context for the local commissioning landscape, which was at the point of significant change. Three workshops followed with the culture and sport senior management team to explore the findings from the interviews and set an agenda for change. In the final two of these workshops a commissioner from adult and from childrens services attended to discuss and map out operational and strategic opportunities with their own particular services. More general initiatives for the sector were discussed at each workshop and these will now be pursued by the management team as part of their management team agenda.

Better understanding

'there is a better understanding and clarity....we didn't know before' There has been an increase in understanding of how the sector can contribute to wider commissioning opportunities and the recent refocus of council priorities around three new strategic outcomes. The emphasis is shifting to how to plan to meet strategic priorities whether by refocus of the sector delivery plans or by linking more effectively what is already being delivered or is in development.

Better positioned

'very definitely' developing relationships have been key to looking at the sector embracing new opportunities, Culture and Sport reporting and planning is now being reshaped to make it easier to evidence match against both identified needs (within the JSNA) and with the three corporate priorities.

Sustainable relationships

'undeniably the case' Most especially in terms of both adult and childrens services the project has made and reinforced links between culture and sport and commissiners in these key sectors. Existing routes in have been widened and a better focus to joint working is emerging

Reform and redesign of services

'on the way' Lots of opportunities for joint work have been discussed which will be taken forward in the new planning cycle up for the new financial year. One key strategic area of development is the balance between the universal offer across culture and sport and that which is targeted at specific groups. This may entail specific reshape or active promotion of mainstream offers. Other examples include active use of the annual report to use this more effectively as a marketing opportunity, development of a coordinated web site that links a universal sector offer with service specific links and highlights key service offers on an interactive map

7. Telford & Wrekin

It's been quite difficult to compose an answer that suits the evaluation pro forma but I have done my best to fill in comments from my colleagues of which there were relatively few.

What did I hope the benefits would be?

- Chance to learn how others perceive / view leisure and culture – and therefore improve skills at using language recognisable by potential commissioners and partners
- Chance to question if there is a value to a leisure / culture wide offer or if it is a false concept
- Chance for the sector to have the attention of other key HoS / team leaders
- Although at a busy time I still hoped that we could get a foot in the door as restructures underway through this process but I don't think we have

I think the session on Monday was actually the best part of our whole experience as it was a chance for us to sit as a 'team' and discuss. I think the feeling was this might have been more useful for work with some of the other services we were engaging with. The problem for me coming to the workshop for instance was that I was faced with only the people we are already working with and not challenging new faces using those that were there as good examples of why they should be engaging with us. So felt a bit of a missed opportunity as you were talking to the converted, which you probably felt too.

Another issue potentially for us was the original development was around NEETs as an issue and then somewhere along the way we drifted off this course and went for a checking our position exercise. It's difficult to see what the outcomes were going to be. I expect the devil will be in the detail of what you have gleaned from those people you consulted with.

I hope this is not too negative in terms of feedback, we have appreciated your time but perhaps the speed with which we tried to get something done has meant we have rather underplayed what we might get out of it?

I am still coming on Wednesday as I am very interested to see what others got out of it and if there are more examples of work in practice.

Understanding.

As a leisure and culture team we felt that we already have a good grasp of what strategic commissioning is.

From the workshops it seemed clear that these partners did 'get what we did' and knew how to contact us. There was some concern over change to persons in

restructures and cuts – we would need to revisit partnerships and identify key contacts.

Positioning

Developing appreciation that as a Leisure and Culture Management team we needed to work more closely together, market our services smartly and create a 'brand' and brochure of our offer.

Culture and Sport had already, albeit recently, been identified as key drivers under the Active Lifestyles priority plan. The trick is to get ourselves written into other priority plans where we may not provide the obvious answers e.g Adult Care.

Income generation

It was a chance for us to have the eye of key authority officers and partners in a time of great change, so will it provide future benefits as a result of this reaffirmation of our existence

The cultural strategy needs to be a key driver for activity

We have identified perhaps new areas where we need to broker relationships.

Service redesign.

A very valid point which we talked about as a wider team. Many of us are already doing this in our restructures – considering how we are going to be commissionable and certainly the culture service is looking at a brochure for its offer to the new world and new contacts.

Our services need to work more closely together in order to attract more commissions and identify more opportunities? A choice to make.

8 .Torbay has yet to complete their programme.

9. Better outcomes for people in East Riding:

Developing commissioning relationships in Cultural Services

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March 2011

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Appendix 1: Cultural Partnership – observation of one meeting

Appendix 2: Initial action notes in relation to Adult Social Care

Aim and Objectives

Aim

The overall aim of the programme is to generate better outcomes for communities in the East Riding of Yorkshire through developing relationships between cultural organisations and commissioners and between cultural organisations and other providers.

Objectives

1. To improve the contribution of sport and culture to social economic and environmental well-being for communities
2. To increase awareness of the commissioning process in the culture and sport sector
3. To map the current commissioning 'landscape' in the East Riding, the contacts, priorities and processes in different services and partnerships, particularly Children's Services, Adult Social Services, PCT and Mental Health Trust, and the barriers and opportunities for the culture and sport sector
4. To assess the role and impact of the Cultural Partnership and engagement in the LSP and its contribution to achieving LAA targets.
5. To support the building of relationships with commissioners and with other agencies to engage more effectively in commissioning
6. To identify and address skills and capacity needs through provision of training, information, advice and facilitation, through an 'Action Learning' approach
7. To focus on health improvement, the prevention and management of ill health and on addressing health inequalities and independence for older people as a priority area, but also include other areas of community need
8. To evaluate the project

2. The activities of the Project

2.30 Inception and scope

The inception meeting with the Head of Culture and Information (lead contact) was held on 1st February 2010 and a Scope drafted and agreed within 2 weeks.

2.31 Observation of the East Riding Cultural Partnership

The consultant attended the Cultural Partnership on 12th April.

Observations are included in Appendix 1.

2.32 Mapping the commissioning landscape

The consultant undertook desk research into the Joint Strategic Needs Assessments and Director of Public Health Annual Reports to identify some of the key issues and challenges in East Riding. Whilst generally being relatively affluent, there are pockets of deprivation in the County, rural isolation, health inequalities, an aging population and an increase in levels of dementia.

This desk research was followed by eleven one to one interviews in April with senior commissioners of services in Adult Social Care, Public Health, Children and Young People's Services, voluntary sector umbrella organisation and with the corporate centre.

The interviews were used to identify the approach to commissioning in the key service areas, priority outcomes and the potential opportunities and barriers for culture and sport in relation to these.

They also were used to secure engagement from the commissioners to participate in a future session with the culture and sport team.

The interviews were arranged by the lead contact.

The Commissioning Landscape document was used as a baseline to start the programme and was introduced at the first workshop. It proved useful in emphasising some of the challenges facing the council and its partners and the need for the culture and sport team to increase their focus on specific outcomes.

2.33 Initial awareness session with culture and sport managers

This was held on 17th May and attended by the Head of Service and full management team, Deputy Leader, Cabinet Lead and Corporate Director.

The learning outcomes for this event were:

- increased understanding of the commissioning process and terminology
- increased understanding of the East Riding commissioning landscape
- increased awareness of the relationships to be explored
- outline plans for next steps and future learning needs

The programme included:

- an interactive simulation to demonstrate some of the relationships involved in commissioning
- presentation on the commissioning process, levels of commissioning and commissioning priorities generally – supported by a copy of the Guide to Strategic Commissioning for all participants
- presentation on the commissioning landscape in East Riding supported by the ‘Commissioning Landscape’ document
- Workshop sessions:
 - Opportunities and challenges
 - Developing relationships with commissioners
 - Developing relationships with other providers
- Journey planning – mapping out the way ahead for the programme

2.34 Seminar on Adult Social Care

Prior to the session all members of the management team visited services or organisations they had not previously worked with or known. These included the ‘Home from Hospital’ service and the Alzheimer’s Society. The visits proved particularly valuable in understanding and opening up the Adults agenda.

Held on the 27th July, the learning outcomes for this session were:

- increased understanding of the needs of adults in the East Riding and the national context

- increased understanding of personalisation and the opportunities for cultural services
- increased awareness of the relationships to be explored and developed
- action planning to ‘turn the curve’ for better outcomes for adults, using the Outcomes Based Accountability (OBA) model

The programme included:

- Presentations, short films and workshops led by Rosy Pope, Head of Adult Services and Lianne Therkelson, Project and Practice Development Officer, Adult Services.
- Using the Outcomes Based Accountability model to address specific outcomes. Workshop led by Julie Gibson, Principal performance Officer, Policy and Strategic Partnerships and Gill Barley, Performance Management Group Manager

Notes of the morning session are included as Appendix 2.

2.35 Seminar on Public Health

Held on 3rd November, the learning outcomes were:

- increased understanding of Public Health, the local priorities and the opportunities and challenges in the new context
- Building relationships with the Director of Public Health
- thinking about the role of culture and sport in population well-being
- outcome measurement and sources of evidence
- consolidating our approach in terms of adults, health and well-being in the context of universal, targeted and personalised services

The programme included:

- Presentation by Tim Allison, Director of Public Health
- Q & A and workshop discussions
- Five ways to well-being – practical exercise

- Outcomes and Evidence – some resources – brief update
- Consolidating our approach – what will we do to focus on better outcomes in relation to adults, health and well-being, in future service delivery?

2.7 Children and Young People and moving on into transformation

The final session on 11th March had the following learning outcomes:

- An examination of the Treasure House from the point of view of customers, outcomes, value for money and inclusion
- An overview of current policy developments as they affect culture and sport and commissioning
- Understanding the agenda for children and young people
- Evaluate the programme

The activities included:

- a 'Star Chamber Lite' on the Treasure House
- Overview of current legislation and policy developments
- OBA session using case studies of children as the starting point and supported by inputs from John Wilson, Deputy Director, Children and Young People's Services
- Evaluation exercise

3. Learning Outcomes

- We understand commissioning a lot better, the key elements of the process and the need to understand corporate priority outcomes and contribute to them more effectively
- Relationships have developed, especially with Adult Social Care, and we are becoming a trusted partner who understands the agenda and can deliver. We go beyond what is expected

- The programme has brought the management team together. We appreciate each others strengths and weaknesses and can share skills. We are no longer working in silos and are beginning to use our venues better and develop links between services, eg Chairobics in libraries. We work together to problem solve and provide peer challenge. We have shared strengths that makes our collective offer greater. We are a stronger and united team
- We are learning to deliver services in a much more flexible way and have a much stronger vision of what we want to achieve. It is making the service planning process better and easier and the priorities are ingrained in our collective and individual thinking
- We have increased motivation to continue to crack issues that are more difficult. Our understanding has deepened and we have addressed issues we wouldn't otherwise have done
- We have met Linden. Through LGID we have got a much better understanding of the national perspective and are more outward looking
- The Live Well programme has been a very great success and we have had very high retention, motivation and weight loss. We did have one complaint from a customer that due to his weight loss of 4 stones over the 26 weeks he could no longer balance his mobile phone on his belly whilst in his mobility scooter! We have also now trained 6 instructors in stroke rehabilitation as a result of working with Rosie Pope in Adult Social Care
- A lot of other changes are happening which are less visible but need to be made visible. There are changes in libraries. We have developed the 'Angels' in Bridlington – a volunteering scheme to help visitors with signposting.
- The programme is being integrated with our transformation programme so that the learning and progress is built on and sustainable. The three element so the transformation programme are to reduce net costs – 'without drama'; to contribute to priority outcomes in a more focussed and co-ordinated way; and to maintain high levels of satisfaction with services
- We have valued and benefited from the engagement in this programme of our Deputy Leader who has a Health portfolio, Cabinet Lead for Culture and Corporate Director. This has helped spread awareness of the contribution of culture in wider spheres and decision making bodies
- We need to continue our thinking, learning, relationship building, planning and implementation and identify new opportunities to transform and add value for the people of the East Riding.

Consultant's comments

- The team have travelled far and fast over the last year. Initially they had little experience of working together or of the commissioning agenda. They have described 'having their eyes and minds opened'. They have been a very engaged and committed team. There has been consistent attendance and full participation – with minor exceptions for leave – and dates were arranged to enable maximum participation.
- They have benefited from strong leadership at the head of service, corporate director and political levels. The contribution and engagement from corporate colleagues and partners has been excellent, not only at key events but also between sessions. The team have followed up actions and been supported in this by officers in exercises using OBA and developing customer insights. This has made the programme significantly more than a series of good events – but the development of new relationships and ways of working that are becoming embedded in planning and impacting on operational service delivery. The events have been spaced out but there has been regular contact and liaison between sessions around the follow up actions.
- The service is the first in the Council to put itself forward in the Transformation Programme. They have also been proactive in keeping members and colleagues informed through regular reporting and developing awareness of the Wellbeing agenda. The Transformation Programme will ensure the sustainability of the work done within the commissioning support programme and build on and develop the understanding and activities of the team
- As a pilot for this work nationally, East Riding set a very high threshold.

Appendix 1

Cultural Partnership - observations

I observed a meeting of the Partnership and considered its' effectiveness in relation to the 'PiiSA' model of the anatomy of a successful partnership.

P – clarity of Purpose and roles

ii – the capacity to Influence and be Influenced

S – Structures and Systems that are fit for purpose

A – the capacity and resources to take Action

The partnership performed well against these elements. As the chair said, 'information gets passed around, ideas get taken up'.

Most significant, in terms of this programme, the main presentations and information sharing had a strong element of recognising the instrumental benefits of culture and sport to wider objectives. For example, the presentation on Heritage Open Days stressed the impact on cohesion and the opportunity for people of different backgrounds to come together in different venues, and also the importance of volunteering and civic pride. The East Riding Cycling Tourism Project had made strong links with local businesses and rural enterprise and the partnership encouraged using the initiative to involve local people in 'riding their way to health'. Other items referred to health inequalities, mental health, civic pride, positive activities for young people, work with schools and customer service.

My observation is that the contribution of the partnership to key outcomes might be further enhanced by inviting people from key services such as health or older people to join the partnership on a regular or occasional basis, to work through some key needs and desired outcomes and use these as the starting point for the discussion. The partnership has the creativity and a network of different facilities and opportunities to consider innovative and collaborative approaches to making a contribution to better outcomes.

So, whilst the partnership is already aware of the instrumental value of culture and sport to other strategic outcomes, the discussion was held between culture and sport providers themselves. Including other service providers and starting from their agenda could produce potentially even greater impact and will build understanding, relationships and opportunities to contribute to better outcomes for the people of East Riding.

Appendix 2:

Better outcomes for people in the East Riding

27th July 2010

Actions identified in the morning session

- PRIME database
- Talk to staff team about personalisation
- Invite colleagues from Adults to a Cultural services staff meeting
- Customer forums in Adults, carers groups – Adult services can circulate list of groups and dates and representatives of Cultural Services could attend
- Staff going out on visits also
- Work out charging rates for personalised services
- Invite Darren to CMT on lessons learned so far
- Adults to visit all DMTs and remind about PRIME, share demography
- Link with Darren on Day Services review and how to co-ordinate the offer
- Rationalise consultation groups
- Service planning to reflect implications of commissioning
- Information back to the cultural partnership
- Opportunities for catering to link with healthy eating
- Look at Adults as business opportunities
- Develop a basket of options, costed up, around health and fitness, specialist and acceptable
- Michelle will come to Darren's DMT
- Need to know more about GPs

- Libraries could reach new groups and will talk to Michelle about the Befriending service
- Sharing more information on customer INSIGHT
- Consider feedback – positive and unmet needs
- Explore new operating models and costs
- Build on the market development discussion – as a provider in changing times, including GP roles
- Memory boxes, memory rooms, photo boxes and photo CDs, making use of the film and sound archive
- Speakers at events, house histories, personal histories
- Build network of freelance facilitators who can do sessions with particular groups

Where to next?

- Progress more with adults, health and well-being. Build more awareness, clear actions and joint working. Consolidate.
- Further homework to keep momentum
- Understanding GPs and partnership with them
- More OBA work with health and adults
- Public health and populations
- Most in need eg travellers, offenders
- What goes into a basket of services for users and carers
- Joined up approach with Adult services for commissioning
- NHS referrals – building on leisure contacts
- More on INSIGHT and CRM

- Implications for the Cultural Partnership
- Note the 18+ group

9. NW Renaissance

Brief Overview

Cultural Strategy is seeking to develop an approach to embed cultural activity in the Ardwick City Region pilot and contribute towards achieving a series of outcomes for the area. We would like to implement changes to existing working relationships that are sustainable in the long term.

Outcomes

To improve community capacity and resilience of individuals through using cultural interventions to engage communities in attending, participation, volunteering and developing future cultural programming.

To reduce the level of worklessness through using cultural interventions to engage communities and improve low levels of well being.

The cultural sector is embedded in joint working practices with other providers (public, private and voluntary and community sector) and communities to achieve better outcomes for residents in Ardwick (an integrated commissioning approach/area based budgeting).

How can we Achieve this?

There are a number of organisations and individuals who may wish to be involved in achieving these outcomes. Key actions include:

- foster and coordinate existing cultural activity in the widest sense of the word (not linked to any organisation or art form) and keep the focus of this activity on the mental wellbeing of families to tackle worklessness
- influence how existing activity is developed and delivered to support community capacity building approaches
- a small budget to pump prime activities and visits, provide opportunities for people and services to connect through culture
- provide effective partnership working through reporting feed back to a steering group and embed cultural activity in the Ardwick Pilot by liaising closely on an ongoing basis with the Ardwick Delivery Team, utilising the resources and contacts available to maximise collective impact.
- foster two way information processes (cultural organisations, Ardwick based organisations and community leads and Ardwick families).
- Provide an evaluation process to ensure that evidence about culture and its impact on mental wellbeing is robust and can become part of a cumulative body of evidence

Support Structure

Partnership: an informal consortium of cultural organisations to be formed as a core group who can put together a team to work together in delivering the programme and which share a commitment to learning and changing working practice as part of the overall approach of the pilot.

Steering group: to oversee the programme and evidence and ensure that the findings from the pilot are disseminated more widely across cultural organisations and service providers.

Research: potential for Knowledge Transfer will be sought by the GM Arts and Health Network to fund training for delivery organisations in research methodologies and robust evaluation

Coordination: a lead organisation, artist or freelancer to coordinate existing activity and provide a focal point for developing relationships. This coordination function could be accountable for leading and delivering against all the action points.

Timescales

The Ardwick City Region pilot will end 31 March 2012

Budget

There is £20,000 funding available to support the Coordination function and pump prime activities until 31 March 2011. Although further funding may be available beyond this date it is anticipated that the lead organisation would embed this role within their organisation and develop a sustainable approach to long term coordination.

Summary of proposition

Evidence: Ardwick has identified three key priorities: 0-5 and their families; worklessness as a product of poor mental health; and integrated neighbourhood management. Research evidence indicates that cultural intervention can be successful in improving life chances for families and people with mental health difficulties. The Ardwick approach complements ongoing work through the cultural pilot to encourage integrated commissioning, test out new models of delivery to achieve better outcomes for Manchester's communities and will build on experience of integrated commissioning for the cultural offer in North Manchester.

Proposition: It is proposed that this work will be closely aligned and contribute towards the worklessness priority. The programme will use existing cultural interventions within Ardwick to raise the aspiration of families in the area through activities to improve the mental wellbeing of its residents. The second objective will be to enable a change in working practices and develop sustainable networks between Ardwick residents, service deliverers and cultural organisations. This will be a time limited intervention intended to provoke a long term change to working practices.

Proposition derived from:

Meetings:

Emma Anderson, Renaissance North West Manager
Louise Sutherland, Learning Development Manager, Renaissance North West
Lyn Barbour, Head of Cultural Strategy
Joanne Johnston, Team Leader Cultural Partnership, Cultural Strategy
Louise Sutton, Cultural Regeneration Manager, Cultural Strategy
Emma McCarten, Cultural Regeneration Officer, Regeneration Division
Ruth Billingham, Principal Regeneration Officer, Regeneration Division
Jessica Bowles, Ardwick City Region Pilot Project Manager, Regeneration Division
Martyn Buonocore, Project Manager, Children's Services.
Kim Priestley, Research and Data Manager, Cultural Strategy
Anne Crabtree, Greater Manchester Arts and Health Network Coordinator, Ashton Leigh and Wigan PCT

Information Collated to date:

- Review of existing data and evidence used by Ardwick pilot (including demographic, geographic, priority issues data – JSA, health etc)
- Review of Ardwick ward profile
- Review of Cultural participation data provided by AAA and ACE
- Review of internal participation data collected by cultural services with MCC

Information to be collected:

- Mapping of cultural activity in Ardwick and links with cultural organisations

Issues identified:

Ardwick priority work areas:

- 0-5, Think family
- Worklessness and skills, the role of mental health issues as a barrier
- Integrated neighbourhood management

Cultural issues:

- Research demonstrating cultural impact in improving mental health
- Research highlighting the use of culture to engage young children and their families
- Evidence to be cut from fact sheet

Towards a new model of service delivery through:

- Applying the Manchester model of integrated commissioning, following a cycle of needs assessment, shared priorities and allocation of resources, monitoring and evaluation
- Putting residents at the heart of the commissioning process: the idea being that key players direct a cycle of cultural activity **with** residents that develops to the stage that allows the more strategic roles to withdraw and still leave the cycle of activity growing and developing but much more within the control of the community.
- Positioning culture within the customer journey through alignment with the integrated neighbourhood management work, for example ensuring that information about cultural opportunities is included in information provided to residents and that frontline service providers are aware of the potential benefits of cultural participation and able to signpost residents to opportunities
- Building long-term sustainable relationships between residents and cultural providers: the activities can and should develop according to the preferences of the participants but will also depend on what the cultural organisation are programming - longer term it would be hoped that the Ardwick audiences may influence programming.
- Including voluntary sector partners – both local community based groups and voluntary sector organisations delivering services in the area
- Building a network for information sharing and joint delivery across cultural organisations working in the area.

Evidence and Outcomes

- The main focus would be on mental wellbeing and the means of engaging residents in cultural activity to show the impacts of cultural activities for family aspirations. The long term impact of this should contribute to the overall priority of tackling worklessness.
- Participating cultural organisations would collaborate in contributing to the monitoring and evaluation in order to provide data and evidence of outcomes
- This would be supported by training in research methodologies and robust evaluation, (in a similar way to UCLAN is currently doing with the Renaissance project). This could be financed through Knowledge

Methodology:

- This work will form one element of a wider Worklessness programme of activity and as such should be fully embedded in existing practices and utilising the resources and contacts available to maximise collective impact.
- Residents can be engaged in the activity through a variety of mediums. The most appropriate methods should be identified through working with the Ardwick Delivery Team but consideration may be given to working with Sure Start and other providers supporting families with children in the 0-5 age group and from pre birth in order to set up and foster wellbeing from the beginning of life.
- This approach would aim to be inspiring, to improve resilience and foster more connections within their community. The whole approach to be based on shared learning.
- By supporting an integrated neighbourhood management approach, cultural activities could be targeted towards specific needs and priorities for example specific health issues or behaviours that are of concern in Ardwick and where a positive impact could be made for well being and aspiration.
- Guiding and encouraging Ardwick residents to develop a cultural network based on the interests generated through this initial participation and mental wellbeing needs of that community so that they are able to organise local activities and events.

Delivery & governance arrangements:

Partnership: an informal consortium of cultural organisations to be formed as a core group who can put together a team to work together in delivering the project and which share a commitment to learning and changing working practice as part of the overall approach of the pilot.

Co-ordination: as there are potentially a number of organisations and individuals involved it is proposed to appoint a lead organisation, artist or freelancer to provide a key coordinating role. The key elements of this role (or roles) would be:

- to foster cultural activity in the widest sense of the word (not linked to any organisation or art form) and keep the focus of this activity on the mental wellbeing of families to tackle worklessness
- to have a small budget to pump prime activities and visits and provide opportunities for people and services to connect through culture
- to provide a single point of reporting to feed back to a steering group and liaise closely on an ongoing basis with the Ardwick Delivery Team

- to foster two way information processes (cultural organisations, Ardwick based organisations and community leads and Ardwick families).
- to guide the evaluation process to ensure that evidence about culture and its impact on mental wellbeing is robust and can become part of a cumulative body of evidence.

Steering group: to oversee the project and evidence and ensure that the findings from the pilot are disseminated more widely across cultural organisations and service providers.

Research: potential for Knowledge Transfer will be sought by the GM Arts and Health Network to fund training for delivery organisations in research methodologies and robust evaluation