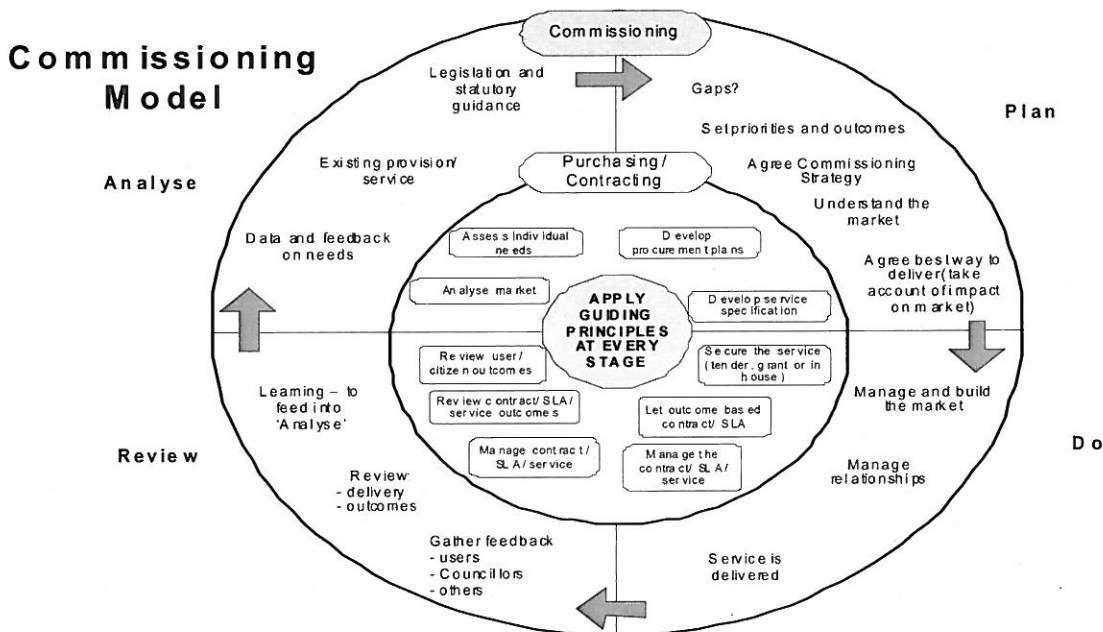


# Audit Committee 29<sup>th</sup> July Focus on SR25: Failure to deliver improved outcomes through implementation and embedding of the Commissioning Framework within the directorate, the council and with partners

## Introduction

A definition: "Commissioning is analysing the needs of our citizens and planning to use resources to the best effect to meet those needs. This applies both within internally and externally procured services".

This risk covers the possibility that the city's agreed commissioning framework (below) does not drive long-term sustainable improvement in outcomes.



The focus of the risk has been changed recently to be more about **what benefits our commissioning approach delivers**, and **less about having a programme and framework**, although both these remain important.

Risk originally entered the Strategic Risk Register in May 2010 – in response to concerns that we did not have a robust plan, focus or adequate resources to drive commissioning forward. Threat level at that time was 16 (Major Impact which was Likely to happen). Since that date, the risk has reduced and DoT continues to move in a positive direction. Key factors contributing to this include:

- Integrated commissioning function has been established in the council – with a key purpose of embedding commissioning – initially in C&F and Adults, and then council and city wide
- Role of Executive Board Commissioning Sub-Committee has been strengthened
- Commissioning Change Programme established to drive forward culture change – incorporating elements from PPF project
- Very significant savings have already been realised through taking a commissioning approach
- Set of strategic commissioning intentions – informed by Nottingham Plan, CYPP and emerging Vulnerable Adults Plan - have now been agreed by councillors and are underway involving key partners such as Health
- Clear Commissioning Pathway has also been agreed by councillors which includes a specific focus on early intervention and prevention

Risk level is however still assessed as relatively high (12, Major and possible) – and remains so based on our most up-to-date assessments. DoT is positive as a number of constituent risks have been reduced or reducing. And we are confident that the risk threat will reduce further once improvements start to be implemented as a result of our agreed programme of strategic and service reviews.