



**Northumbria
University**
NEWCASTLE



**Northumbria
University**
NEWCASTLE

Newcastle Business School

Commissioning for complexity

What does it really take?

Toby Lowe



**Northumbria
University**
NEWCASTLE

Summary

- Refresher on Human, Learning, Systems
- Plymouth example
- What can you take from this?

Refresher

Funding, Commissioning and Managing in complexity involves:



Being **Human** to one another: put on your **VEST**



Learning and adaptation: improvement requires continuous learning



Systems: Nurture healthy systems in order to create positive outcomes – be a **System Steward**

Plymouth case study

The Council and CCG created an £80m, 10 year, shared budget to commission a health and care system for vulnerable adults in Plymouth

This was tendered through an Alliance contract model whereby organisations in the city came together to create a shared response.

The tender did not specify outputs or outcomes to be delivered. Instead, it focussed on collaboration and learning together.



**Northumbria
University**
NEWCASTLE

Plymouth case study

<https://campus.recap.ncl.ac.uk/Panopto/Pages/Viewer.aspx?id=df91ebad-4f28-4a8b-a24a-84b4137f90d3>



Putting it into practice

How did they get there?

- Starting with purpose
- Understanding the system
 - Building relationships and trust
 - Establishing shared purpose
 - Developing principles, values and behaviours
- Design
- Resource allocation
- Experimentation
- Governance and learning
- Embedding and influencing



Northumbria
University
NEWCASTLE

Your turn...

In groups of 3 or 4, decide on a commissioning challenge, and see whether these steps help you to identify how you might go about it....