



City of Westminster

Commissioning for a Living City – the Westminster approach

Mike More, Chief Executive, Westminster
City Council

Westminster - the Living City

- Track record of innovation and success
- Unremitting pace of change
- Living City – vision for the next decade
- Unified Public Services... through strategic commissioning

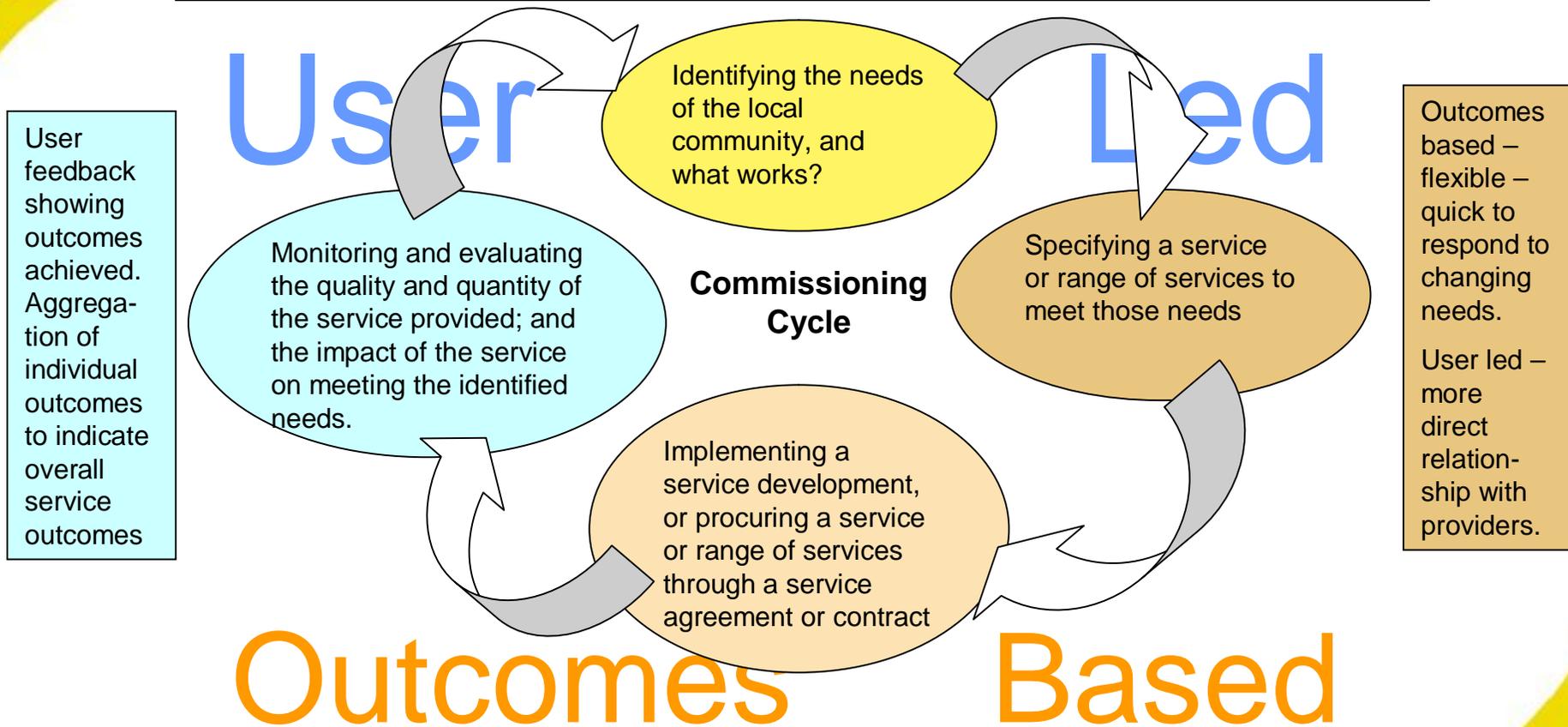


Public Finance mapping

- Westminster-specific approach
- Findings:
 - Over £2billion pa
 - Over 30 key organisations
 - Different accounting – not possible to dig down to neighbourhood level
 - Lack of transparency for citizens
 - Different accountabilities
 - No outcomes focus



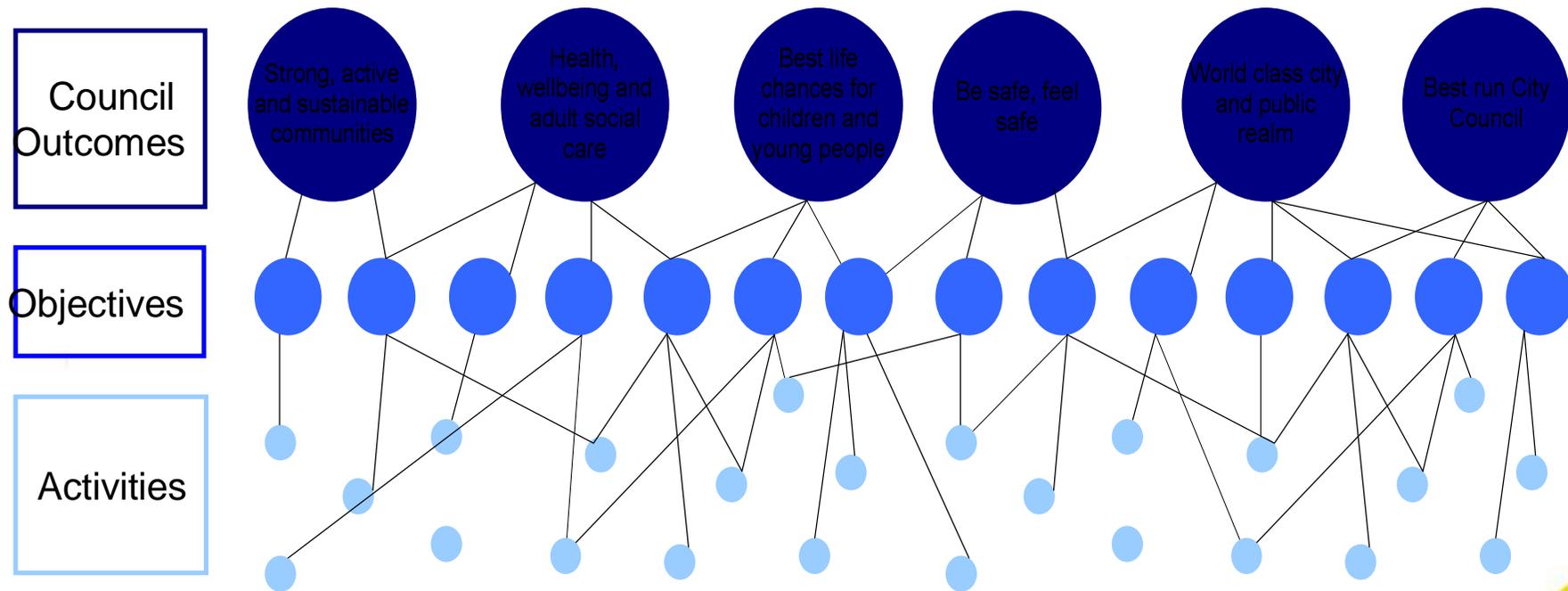
Emphasis on user input – self assessment by individuals and communities – market surveys – forecasting – predictive modelling – capturing unmet needs via GIS – tracking DP use – what works?



Wider, more flexible market. Outcome based contracts – new models – higher risks.



Outcome chains for Westminster



This example from the 'best life chances for children and young people' outcome chain shows how the outcome chains work

OUTCOME LEVEL

Children and Young People are healthy

*Children have good physical health
NI 55 / 56: Obesity amongst children in reception year and at Year 6*

- Corporate Business Plan
- Jointly owned by SEB/ Cabinet
- Overall budget

OBJECTIVE LEVEL

Children engaged in physical activities
NI 57: C&YP participation in high-quality PE & Children and Young People have a good diet
NI 52: Take up of school lunches sport

Availability of healthcare and advice on healthy lifestyle
LI – Uptake of childhood immunisations
LI – GP surgeries with your Welcome status

- Commissioning Business Plan
- Owned by Commissioners
- Outcome budgets

Commissioners negotiate with DU/delivery agents how to deliver (with SU support)

ACTIVITY & DELIVERABLE LEVEL

Provide parks and play areas

Provide quality PE and sports in schools

Comprehensive information on health lifestyles

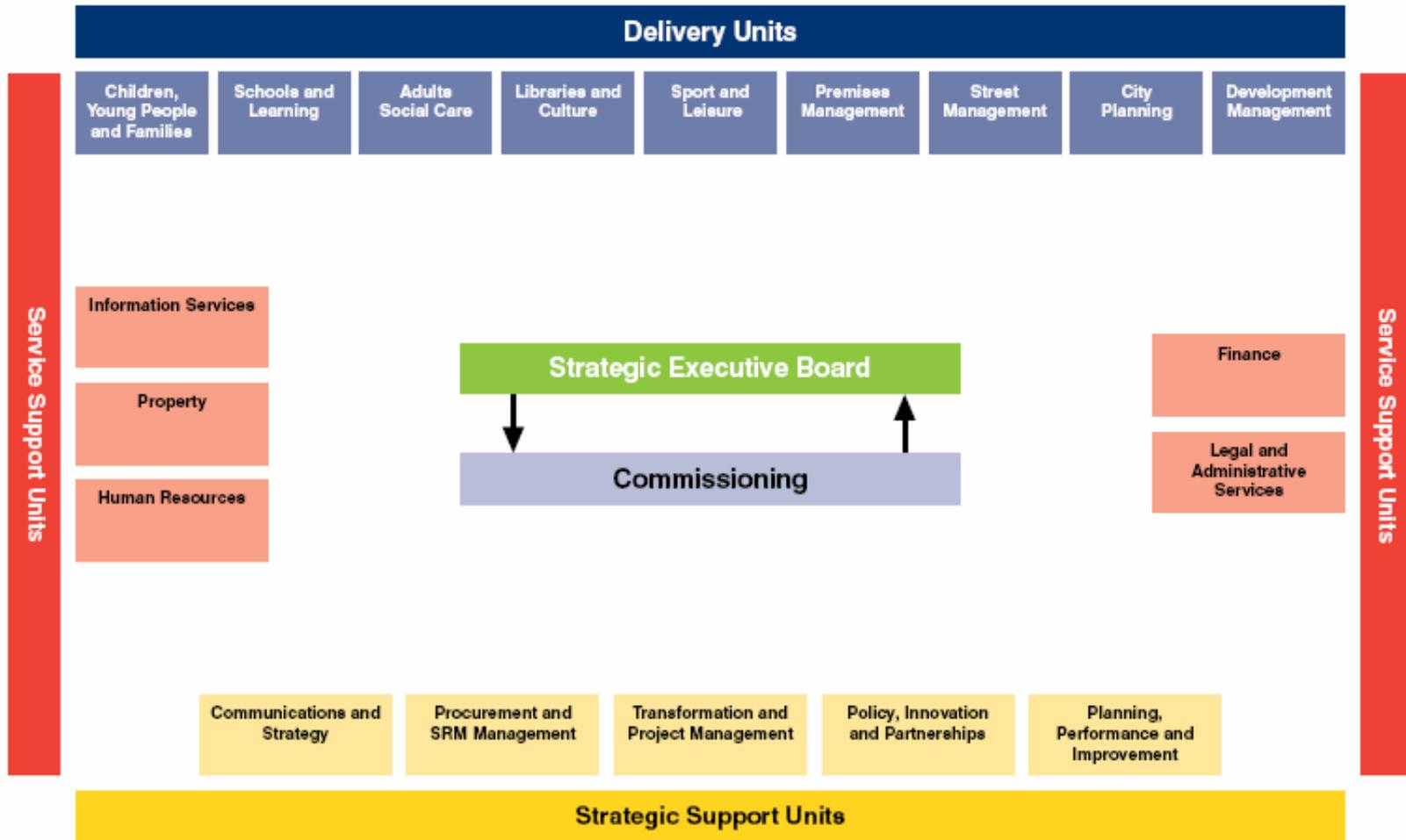
Healthy Schools Programme initiative

Engage with hard to reach groups

- Activity Plans
- Owned by DU/delivery agents/SU
- Activity budgets



Our new model



The new way of working

- Defining shared outcomes based on shared assessment of need
- Negotiating and agreeing priorities
- 'Trading' risks vs constraints to deliver the 'best' outcomes
- Engaging stakeholders to determine needs and test outcomes
- Making connections, spotting opportunities / risks and develop solutions
- Benchmarking / horizon scanning and fine tuning



Family Recovery

- At any time: 40 families showing extreme anti-social behaviour/35 families where care proceedings likely
- Poor outcomes for children, families and communities
- Average cost £93k
- Child/adult split
- Diverse, overlapping services, often not needs-based
- Duplication of assessments and support



Family Recovery

- Integrated multi-agency team working directly with each family
- Combined focus on child and adult needs
- Family Care Plans & 'Contracts with Consequences'
- Single Information Desk for initial analysis
- Success across range of measures for first 40 families – 78% on parenting courses; 39% reduced or stopped ASB; 50% children improved school attendance
- Cost avoidance: year 1 - £27k; first three years - £89k



Some Lessons from Family Recovery

- Welcomed at practitioner level
- Speed of turnaround
- Change in day-to-day practice

BUT:

- Need to measure effectiveness
- To sustain model need to align accountability, investment and return



Westminster Works

- 20,000 people claiming out of work benefits in the most dynamic UK economy
- Concentration in disadvantaged wards.
- Diverse range of voluntary and public support for those out of work with no co-ordination
- £257m being spent – but no coherent commissioning strategy!



Westminster Works

- New partnership structure focussed on commissioning integrated support
- 12 neighbourhood-based advisers offer individual support through the whole journey into work
- Additional support for low income families transition
- Delivered through a consortium
- JobCentre Plus working with WW advisers
- All Westminster apprenticeships provided through a single supplier
- 530 individuals helped into work last year



What do we need to address Total Place as whole systems change?

- Central / Local Government performance framework
- LSP governance: from edge to core
- Align accountability, investment and return
- Commissioning as core local authority role
- Decommissioning: data and evaluation
- User insight: start with customer
- Leadership and people management



Next steps in Westminster

- Commission more services on a preventative basis.
- Bring together support services where possible with the PCT – property, IT etc
- Move to a shared evidence and data base
- Explore co-location of services
- Look horizontally rather than vertically where it improves the customer experience – parking, libraries
- Replace our LSP with a new commissioning partnership structure



Next steps nationally

- Clear accountability frameworks
- Single service delivery models
- A single and integrated performance framework
- More intelligent financial systems



Keep it simple

