

Contract Management Development Programme Cohort Three Spring 2024

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| Commissioning Academy

Core Programme Content

- ✓ Eight interactive engaging sessions covering the different stages of the contracting lifecycle
- ✓ Designed specifically for organisations involved in public services
- ✓ Complete as a programme with assessed experiential session for PSTA accreditation
- ✓ Designed to challenge existing thinking and practice and to build confidence
- ✓ Facilitators and guest speakers specially selected for their real world experience and understanding of best practice
- ✓ Designed to align with your organisation's policies and processes

Topic	Facilitator
Exploring the contracting lifecycle	Jim Nicholls
Creating performance criteria & Evaluating bids	Paul Rackham
Contracting in the Public Sector	Gary Sturgess
Relational Contracting	Gary Sturgess

Topic	Facilitator
Designing contracts & Managing contract risks	Peter Ware, Browne Jacobson
Negotiating and re-negotiating contracts	Peter Ware, Browne Jacobson
Monitoring performance and outcomes	Paul Rackham
Experiential session	Jim Nicholls

Output & outcomes

- ✓ Development of a community of practice around contract management
- ✓ Greater clarity on how real life contract management in your organisation / system / sector works and will evolve – key documents, etc and how they should be used
- ✓ Better understanding of what is possible and confidence to do things differently and to challenge and support others to do things differently
- ✓ Opportunity to think beyond the 'what' and develop the 'how'

Facilitators	Biography
Jim Nicholls	<p>Is an Organisation Effectiveness Specialist and a qualified Business Management Lecturer with a breadth of 25 years public, private and not-for-profit experience. Jim's early career included several roles in the tertiary education sector and public sector IT and business process training leading the early adoption of IT networks to support organisational performance. From 2000 to 2007 he worked at the global public service company, Serco Group plc initially as a Contracts Manager and then part of the leadership team for the Serco Best Practice Centre, which supported the organisation globally developing and consistently applying leadership, management and business process best practice.</p> <p>In 2008 Jim joined Boots leading their IT function on CSR, leadership & management development, communications and capability development. This included the need to support over 5000 colleagues through four strategic partners over five continents on fourth generation TUPE. In the past ten years Jim has worked as part of the people leadership of the States of Guernsey, led the global Organisation Effectiveness and Change function for Specsavers before launching his own business, 18 months ago, specialising in organisation, design, development and cultural change, and becoming a RedQuadrant consultant.</p> <p>Jim's breadth of front line, mid-level and leadership experience will bring a practical reality of contract management underpinned by CIPS best practice.</p>
Paul Rackham	<p>Paul Rackham has extensive experience as a Head of Commissioning in Adult Social Care and now works as a freelance consultant in the public and private sector. Paul was involved in the formation of a shared services commissioning arrangement across three local authorities, developing new teams and new ways of working.</p> <p>During this time, Paul was the commissioning lead for large scale procurements in home care and community equipment, as well as leading work to increase the involvement of the voluntary sector in preventative health and social care provision.</p>
Sarah Johnston	<p>Sarah Johnston is the Chief Operating Officer for the Public Services Transformation Academy and the Executive Director of RedQuadrant. Sarah has worked with an extensive range of organisations and stakeholders over the last 25 years at a local, regional and national level.</p> <p>Sarah originally started her career as a graduate trainee with Scottish Homes (the national housing agency) and has spent much of her career working with and for public services including central government, local government, housing associations and charities.</p> <p>Sarah has experience of both commissioning and being commissioned and has also led many support/enabling functions within different organisations. Sarah is passionate about commissioning for outcomes and believes there is a lot of untapped potential.</p>

Added Value

- ✓ Opportunity to pull for support from subject matter experts and peers
- ✓ International and cross sector perspectives
- ✓ All facilitators and guest speakers have lived experience
- ✓ Opportunity to shape future programmes and support events
- ✓ Admission to PSTA alumni
- ✓ Discounts and early access on future programmes

Guest speakers	Biography
Gary Sturgess	<p>Gary has held the NSW Premier’s ANZSOG (the Australia and New Zealand School of Government) Chair in Public Service Delivery at the University of New South Wales since 2011. He is also Adjunct Professor of Public Service Innovation at Griffith University in Brisbane, Australia.</p> <p>Gary was Cabinet Secretary in the New South Wales state government from 1988 to 1992 as well as a non-executive director of the global public service company, Serco Group plc. Between 2000 and 2011 he lived in London and headed the Serco Institute, a corporate think-tank funded by Serco which studied public service markets. In 2003, he helped to found the first industry association in the UK for the public services industry, serving as board adviser until his return to Australia in 2011. He has published extensively on commissioning, contestability and contracting of public services, and advised numerous government agencies and inquiries in Australia and New Zealand, the UK and Canada.</p> <p>The focus of his research and teaching since taking up the position with ANZSOG has been commissioning and contestability across a range of services. Since 2016, he had chaired the Commissioning and Contestability Advisory Board advising the NSW Minister for Corrections on the transformation of prison management. Among other things, the board oversaw the market-test of an existing remand facility, with an in-house bid. The tender was won by the in-house team and has been operated successfully by them for the past four years.</p>
Peter Ware	<p>Peter is Head of the Government Sector at Browne Jacobson. He takes a lead on the commercial aspects of the local authority practice specialising in complex procurement, shared services, PFI, outsourcing and public sector joint ventures.</p> <p>Prior to joining Browne Jacobson Peter worked as a special projects adviser for Nottinghamshire County Council. His extensive knowledge of the public sector and his time leading major projects, has given him a wealth of experience in advising clients across the sectors on commercial matters, in particular their public procurement, PPP and commercial work.</p> <p>He is also Finance and Membership Secretary of the Procurement Lawyers Association, on the editorial board of CIPFA’s TIS Online, on the editorial Board for Lexis Nexis Local Government and a regular public speaker.</p>

Contract Management Cohort 3

2024 dates and times



There will be eight sessions in total all on Tuesday mornings.

They are likely to run from **April to June 2024** and be confirmed pre Easter.

The first 7 sessions will run from 0930- 1130 whilst the final session will run from 0900-1300

Workshop	Day & Time
Exploring the contracting lifecycle	Tuesday tbc 0930-1130
Creating performance criteria and evaluating bids	Tuesday tbc 0930-1130
Contracting in the Public Sector	Tuesday 0930-1130
Relational Contracting	Tuesday 0930-1130
Monitoring performance and outcomes	Tuesday 0930-1130
Designing contracts and managing performance risks	Tuesday 0930-1130
Negotiating and re-negotiating contracts	Tuesday 0930-1130
What would you do? Experiential session	Tuesday 0900-1300

Contract Management Development Programme

Cohort Three

Spring 2024

- ☆ Back by popular demand the new programme is starting Spring 2024 (April – June).
- ☆ Designed for those involved in contract management to refresh their skills, build on their existing knowledge and expertise and refamiliarize themselves with what is possible.
- ☆ The aim is to deepen learning and understanding around contract management and to support and challenge participants to work in new ways to deliver outcomes.
- ☆ Quotes from past participants:
 - “Excellent programme that has both reassured and challenged me in my practice”
 - “Great mix of theory and practice – real life experience of facilitators and guest speakers really helped”
 - “I definitely feel more confident talking to colleagues involved in different elements of the contracting process”
- ☆ Please contact sarah.johnston@publicservicetransformation.org to reserve your place now.



Commissioning Academy

National Commissioning Academy May 2024

Delivered by the Public Service Transformation academy and hosted by the Royal Borough of Greenwich

We are delighted to announce a new national commissioning academy will launch in May 2024. Fully accredited by the PSTA (Public Service Transformation Academy) and delivered on behalf of the Cabinet Office, a commissioning academy offers an excellent opportunity for you to develop the skills necessary to transform outcomes for the communities we serve. The academy's in-person events will be generously hosted by the Royal Borough of Greenwich.

Described by the former Civil Service Chief Executive John Manzoni as 'one of our flagship development programmes for leaders', the Commissioning Academy is designed to equip commissioners and change makers from across public services with the insight, know-how and tools to improve outcomes.

Originally developed by the Cabinet Office in 2012, the Commissioning Academy is now delivered and certified by the Public Service Transformation Academy – a social enterprise with unlimited access to experts in commissioning and transformation. To book a place or discuss options, [call our chief executive, Benjamin Taylor, on 07931317230](#) or [contact david.mason@publicservicetransformation.org](mailto:david.mason@publicservicetransformation.org)

Would you and your colleagues like to...

- Learn how to initiate and lead change across complex systems through commissioning processes
- Develop individual and organisational capabilities to transform outcomes
- Be part of a national system-wide network of commissioning practitioners

Our approach

Commissioning and systems transformation are inherently multi-disciplinary, and our approach to developing capability combines:

- Action – applying insight and tools to your priorities to bring learning to life, and make a difference
- Process – facilitation and coaching for experience sharing and collaborative learning
- Knowledge – stimulating insights and know-how on proven practices to spark new thinking

Who should apply?

We work with diverse cohorts of people who are involved in commissioning – our programme is designed to be useful to early career commissioners but also to people with years of experience! We work across public services including in local government, adult social care, healthcare, police and crime commissioners, and in the voluntary sector. Anyone working in public service commissioning is welcome! You will be:

- committed to making a difference
- keen to apply the latest thinking and approaches to realising outcomes
- eager to engage the ideas, assets and energy of all parts of the system
- keen to learn from experts and participants
- responsible for driving improvements in commissioning for outcomes
- able to take back input to your own practical challenges

This 'action learning' approach, means we can support you to learn as we go – applying learning to the complex work you are undertaking to improve the lives of people in the communities you serve – developing people and processes in support of delivery.

What does the Academy cover?

Academy participants will cover key tools and techniques including:

Foundation concepts

- Working as a system and system mapping
- Outcomes thinking – translating needs into better outcomes
- Collaborative working activities exploring current real commissioning challenges

Commissioning for outcomes as a system

- Applying systems thinking
- Mobilising assets
- Creating an outcomes framework

Creating conditions for change

- Systems leadership – your role as a system leader
- Coproduction – using coproduction to rethink service design and delivery
- Promoting innovation and creating social value
- Conditions for system change

What do past participants of Commissioning Academies say?

‘It’s a worthwhile investment. I found it a really useful experience. Coming into it with other people from your organisation, makes a big difference in terms of being able to go back into the office and think about what you’ve taken from each of the sessions and the site visit and translate that into what might you do differently within your organisation.’ Assistant Director, Adult Social Care and Health, Barnet

Based on a survey of participants in past programmes:

- 98 per cent of those surveyed reported making useful connections
- 91 per cent said it was a good or excellent use of their time
- 88 per cent said that the Academy was either good, or excellent value for money
- 91 percent report the academy was either relevant or highly relevant to learning needs
- 87 per cent said they would recommend the academy to their colleagues and peers

‘I feel prepared to enter a commissioning role!’

‘It was great to hear from other people about their experiences and how to overcome challenges. It was also reassuring to know the challenges we face aren’t just localised challenges.’

‘I learnt a lot about different approaches in commissioning and gained confidence in how to apply new concepts and new knowledge’

Developing inclusive markets and interventions

- Developing markets
- Trauma-informed practice – building into commissioning activity
- Prevention and early intervention
- Inclusive commissioning and leveraging markets to tackle inequalities

What can you expect?

An interactive programme that includes:

- Masterclass workshops (interactive, with input of ideas and frameworks)
- action learning/coaching
- expert speakers/short videos to watch
- peer challenge
- practical action planning on a project or priority you are working on
- membership of a nation-wide alumni

‘Now I feel I can consider more what our common purposes is rather than just focusing on need and challenge some of our existing processes - not continue to do things a certain way just because that's how they have always been done.’

Details and dates

The Commissioning Academy May 2024 will feature in-person ‘anchor days’ hosted in Greenwich, London. It will also feature action learning, expert speaker webinars and access to our virtual learning environment. We know lots of people have a strong preference for face-to-face delivery and understand the value of this type of networking so will work hard to get the most out of the face-to-face events.

Provisional schedule (dates may change depending on update of places, with delay by one or two cycles possible)

Cycle		Date	Delivery
Before - Induction	Induction	Mon 20/05/2024 14:00 - 15:00	Virtual
One Whole System and relationships	Anchor Day	Fri 07/06/2024 10:00 - 16:00	In person
	Expert Webinar 1a	Fri 14/06/2024 09:45 - 11:45	Virtual
	Expert Webinar 1b	Mon 17/06/2024 14:15 - 16:15	Virtual
Two Outcomes, capability and confidence	Anchor Day	Tue 27/06/2024 10:00 - 16:00	In person
	Expert Webinar	Mon 08/07/2024 09:45 - 11:45	Virtual
	Expert Webinar	Wed 17/07/2024 09:45 - 11:45	Virtual
Three Processes, delivery, models and tactics	Anchor Day	Mon 23/09/2024 10:00 - 16:00	In person
	Expert Webinar	Thu 26/09/2024 14:00 - 16:15	Virtual
	Expert Webinar	Tue 01/10/2024 14:15 - 16:15	Virtual
Four Insight and elbow room	Anchor Day	Mon 21/10/2024 10:00 - 16:00	In person
	Expert Webinar	Mon 04/11/2024 09:45 - 11:45	Virtual
	Expert Webinar	Wed 06/11/2024 09:45 - 11:45	Virtual
Five Convening change	Anchor Day	Tue 26/11/2024 10:00 - 16:00	In person
	Expert Webinar	Thu 21/11/2024 14:15 - 16:15	Virtual
	Expert Webinar	Mon 02/12/2024 14:15 - 16:15	Virtual
Afterward	100 Day follow-up	TBA	Virtual

How can I be part of the Academy?

The price per participant in the Academy is £2,300 per person. Discounts are also available for early or group bookings as well as participants who have already completed other PSTA programmes such as the Commissioning: a ten step introduction programme. To discuss options, [contact david.mason@publicservicetransformation.org](mailto:david.mason@publicservicetransformation.org) or call our chief executive, Benjamin Taylor, on 07931317230

Who is the Public Service Transformation Academy?

The Public Service Transformation Academy (PSTA) is a certified social enterprise launched in 2016 to deliver the Cabinet Office Commissioning Academy and continue the Public Service Transformation Network's knowledge sharing mission. The PSTA is a not-for-profit partnership comprising charities, social enterprises, professional networks, businesses and universities working together with local, health, uniformed, and public and civil service bodies. Each partner brings their own networks of expertise and insight to the partnership.



E3M

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Commissioning Academy

On behalf of and through



Civil Service

Leadership Academy



Civil Service Learning



Department for
Digital, Culture,
Media & Sport

The Public Service Transformation Academy, www.publicservicetransformation.org



Outcome-based commissioning: a ten-step introduction

Cohort 8

Why this learning programme?

Everyone is working hard to maximise the impact of their limited commissioning budgets. The need to make a real difference to citizens and outcomes has never been greater. Add to this the complexity of the system you work in, your limited resources and the pressure to act quickly and your challenge can often feel overwhelming.

This development programme has been designed to assist all those charged with deploying commissioning budgets to improve overall effectiveness, efficiency, and agility. It is an intense, [introductory](#) programme to outcomes-based commissioning designed to give you an overview and develop the way you work. It is complimentary to the PSTA's Commissioning Academy learning programme delivered on behalf of the Cabinet Office.

What past participants say:

'I was new to commissioning when I started my new role in November. I have already made changes to the current systems and created a commissioning strategy to drive forward our approach as a team, thank you.'

'I learnt a lot about different approaches in commissioning and gained confidence in how to apply new concepts and new knowledge'

'There is a lot of learning that I will take away and put it into practice.'

Introduction

The aim of this [online and interactive](#) learning programme is to enable you to grasp the core principles & practices of effective commissioning. By the end of the programme you will be better placed to help develop public services that make a really positive and lasting difference to local people's lives. You will also be able to act quickly with confidence using a commissioning mindset and call on your network of fellow participants for support and challenge.

The programme takes place over four mornings over a few weeks with space between each session to reflect and apply learning. Ahead of the first day we will provide a link to a 20-minute presentation on The Evolution of Commissioning by our colleague Stephen Moss. Participants are expected to have watched this before the first session. Each session starts with a check in at 9am and runs to 12.30pm with a couple of breaks. We will spend an hour to 90 minutes on each of the steps listed below. In addition, you will have time in small groups working as an action learning set (one which it is hoped will continue after the programme is over).

[The dates for this cohort are to be confirmed, but will be late Spring / early Summer 2024.](#)

Sessions usually take place on Wednesday mornings between 9-12:30.



The programme

Please note that this is a learning programme, not a teaching programme. If you are looking for a series of lectures where your only initiative is to make a few notes, this is not the course for you. Instead, you will be asked to contribute (lots) and ask questions (lots), as well as doing some research and reading offline outside the three sessions. The more you put into your learning, the more you will learn and take away from this training.

The learning steps are:

1. What are we doing anyway?
2. What is commissioning?
3. Do we have to talk about leadership?
4. Are members of the public just customers?
5. How do we make the most of our resources?
6. Where does quality come into Commissioning?
7. Can we talk about procurement now?
8. Where do our values fit in?
9. How can we work best with our partners?
10. How can we design in creativity and innovation?
11. *What now...?*

Course content includes:

- Laser focus on outcomes
- Asset Based Commissioning
- Whole system working
- From 'Quick Fix' to 'Stay Fixed'
- Innovative process redesign
- Co-production
- Grants versus Contracts
- Partnership working with the VCFSE sector
- Leading change and transformation
- Evidence based practice

Act now!

If you wish to be part of this innovative programme please contact Sarah Johnston sarah.johnston@publicservicetransformation.org or 077010 49836 to book your place(s) as soon as possible.

The cost of the programme is £850 (exc VAT) per person. We offer a discount for any participants who progress on to the Commissioning Academy. Other discounts are available for early and group bookings.