

# A strategic approach to debt advice commissioning

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2017-18, £45M of funding for services that will support 468,000 people

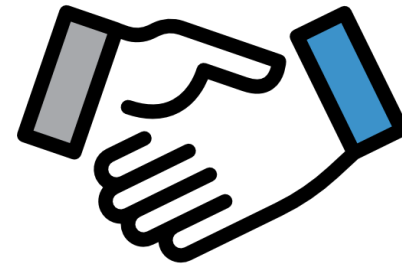
Mainly grants though some contracts exist

Direct and indirect delivery models

Annual plans - no published commissioning strategy



A mix of Face to Face (54%),  
Telephone (42%) and Online  
(4%)



26 agreements, covering  
England and Wales,  
Scotland and N Ireland

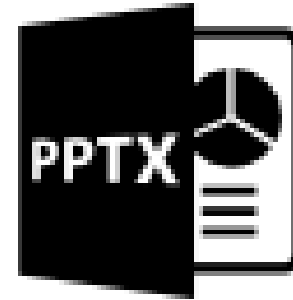
- Debt advice is increasingly focussed on priority debts
- Supply in the commercial sector has contracted sharply
- Funding is reducing across the board
- A stubbornly low proportion of people access advice
- Weaknesses in the current provision
- Current provision has evolved rather than being strategically planned
- Perception within the advice sector MAS favours current partners when deploying funds

## Workstream 1



***‘Using an evidence based analysis and interpretation, to prioritise outcomes, and make strategic commissioning recommendations / intentions for the design and sourcing of services’.***

## Workstream 2



***‘Developing an operational commissioning approach that will aid in the transparent, consistent and efficient delivery of the operational commissioning projects detailed within the Sourcing / Procurement Plan’.***

## Workstream 1 Aim:

*'Using an evidence based analysis and interpretation, to prioritise outcomes, and make strategic commissioning recommendations / intentions for the design and sourcing of services'.*

### Key Deliverables:

- Draft Commissioning Strategy
- Sourcing / Procurement Plan to deliver

# Developing our strategy



## Evidence Gathering

- Internal & External Research
- Current service performance
- Needs assessment
- Market analysis
- Stakeholder engagement
- Horizon scanning

## Problems and Priorities

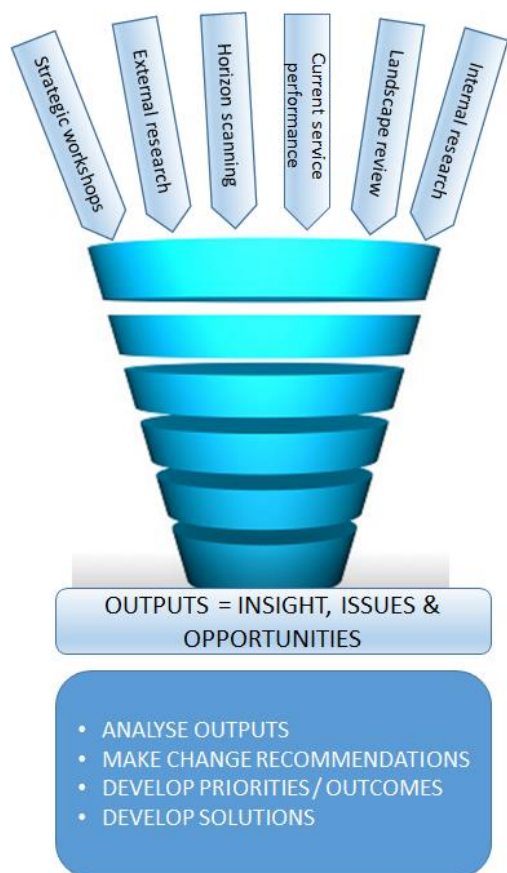
- Interpret / analyse
- Prioritise issues and opportunities

## Options and Ideas

- Workshops
- Distillation of options and ideas
- Stakeholder engagement
- Commissioning intentions



## Commissioning Intentions



- 1 – Identify and target priority groups within the over-indebted population
- 2 - Deliver debt advice and money guidance services in a blended fashion, in line with need
- 3 – Develop a clear view of the client from access through to outcome
- 4 - Establish a comprehensive workforce strategy for MAS funded advisers
- 5 - Embed crisis debt advice in a web of holistic support
- 6 - Build services that make the best possible use of existing and emerging technologies

- Currently finalising commissioning strategy document and sourcing plan
- Internal/external governance
- Publish commissioning strategy and sourcing plan December 2017
- Operationalise strategy over coming months and years

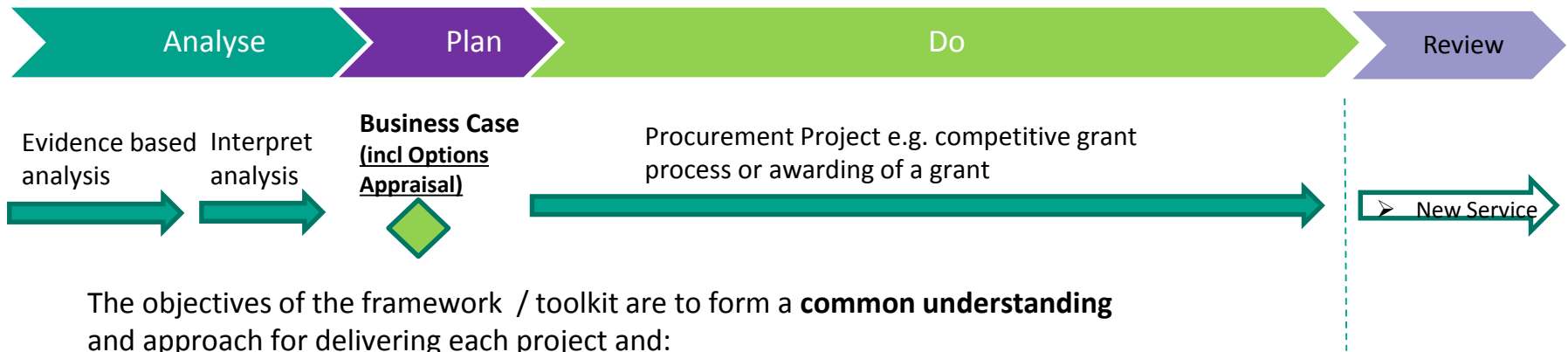
## Workstream 2 Aim:

*‘Developing an **operational commissioning approach** that will aid in the transparent, consistent and efficient delivery of the operational commissioning projects detailed within the Sourcing / Procurement Plan’.*

Key Deliverables: will include

- A delivery approach or **‘toolkit’**

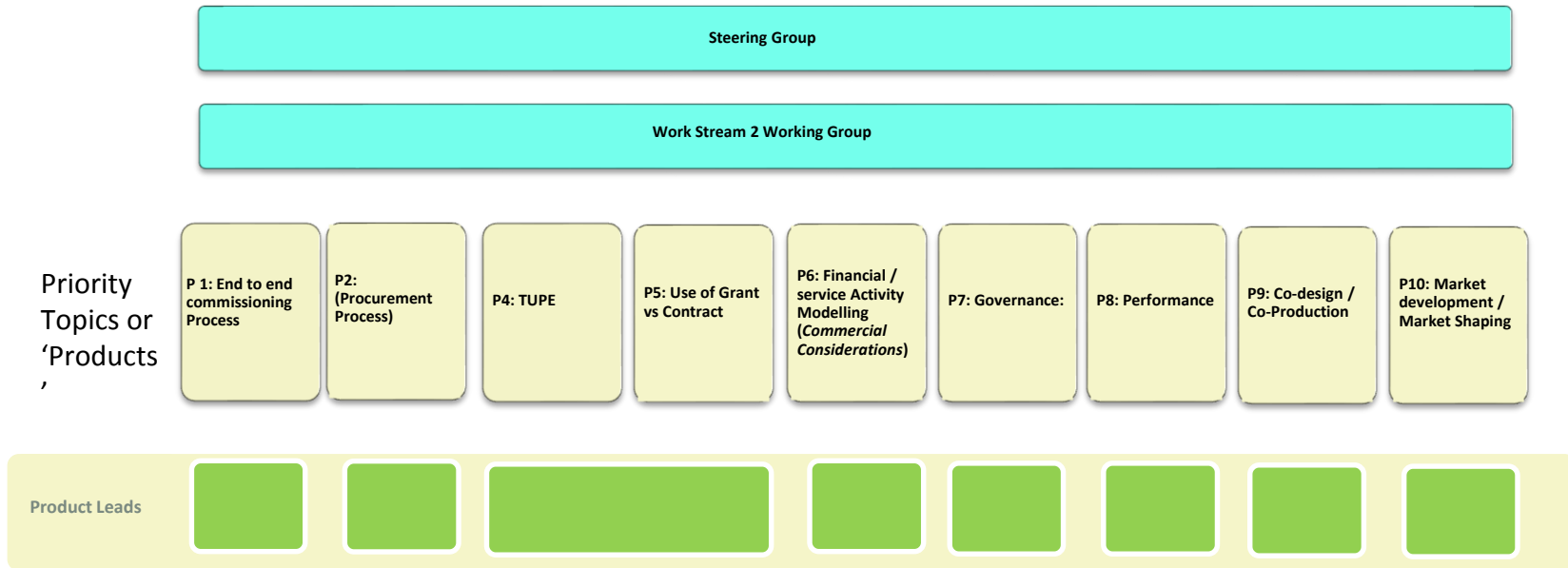
**Operational Commissioning** will use the **commissioning toolkit** to help deliver each project...



The objectives of the framework / toolkit are to form a **common understanding** and approach for delivering each project and:

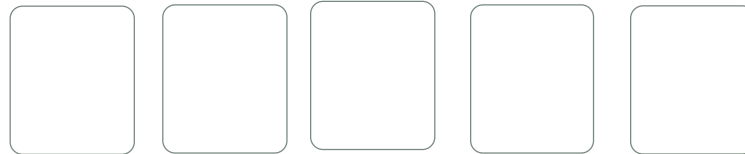
- Offer a **consistent approach** for each commissioning project
- Have a **clear and transparent** explanation of phases, stages and activities
- Give guidance on **roles and responsibilities**
- Be **flexible** to deliver a breadth of commissioning exercises
- Include agreed **documentation / templates** to support each stage
- Deliver a **physical product** – Powerpoint
- Give **guidance on priority topics**, such as co-production / co-design, governance, or consideration of TUPE

## Future commissioning of debt advice services:



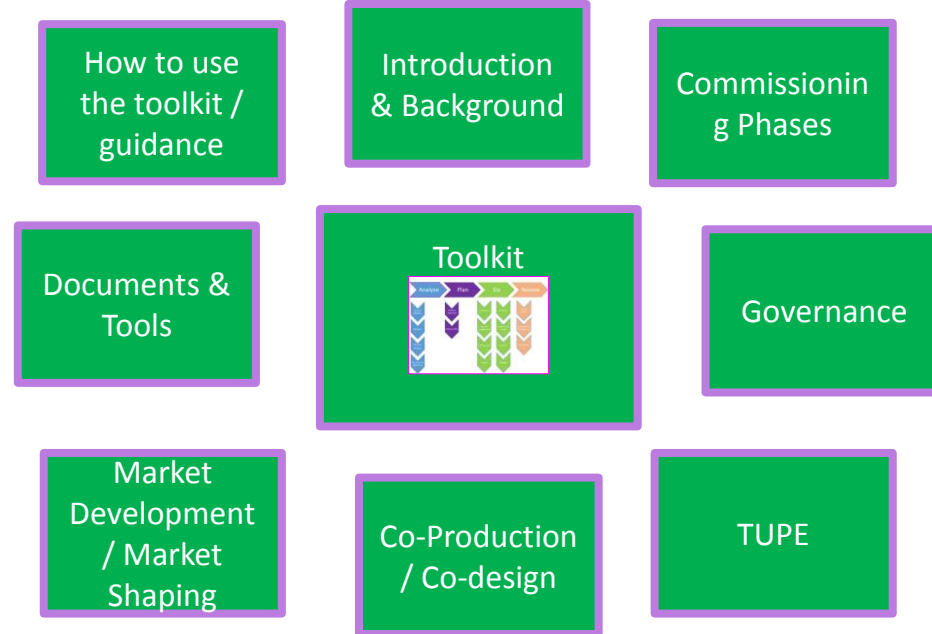
### Deliverables include

- **Guidance within the toolkit to run a commissioning Project**
- **Templates**
- A MAS / Debt Advice 'position' on the subject
- *Short / med / long term deliverables*



- Development Resources
- Grant vs Contract
- Performance
- Commercial Considerations

## Debt Advice Commissioning & Procurement Toolkit





## Commissioning Phases

*Our new model is one of strategic co-ordination...we will unlock and co-ordinate the expertise and resources that are directed by other organisations into critical areas of need. Sometimes this will be by commissioning them to deliver, and sometimes by supplying the insight and tools that will make delivery funded by others more effective.*

*Excerpt taken from Chairman's foreword, MAS 2017/18 Business Plan.*

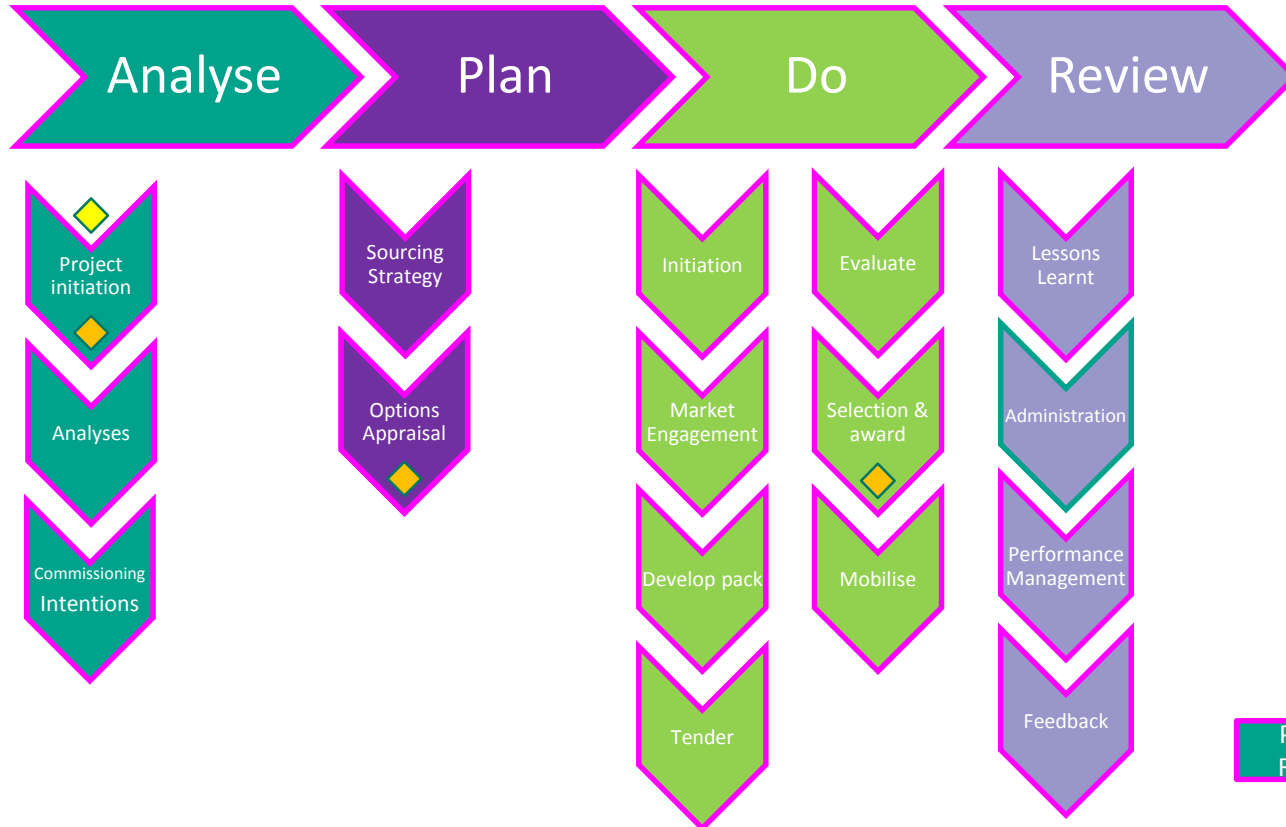


- The Commissioning process consists of **four phases: Analyse, Plan, Do and Review**. Commissioning is a cyclical and continuous process. *Generally, you start at the beginning Analyse phase, complete a phase and move to the next phase. However it is worth considering that the process can be dynamic and flexible, and you may need to move back into a previous phase depending on the individual situation'*
- It is useful however **for the purposes of our Debt Advice re-commissioning programme, to consider each operational commissioning project from a linear perspective** with a clear beginning and initiation, and an aim of making a clear decision as part of an options appraisal for a route to take next (e.g. run a procurement, direct award a grant, or decommission a service).
- By presenting the commissioning and procurement toolkit in a linear manner, it will set up commissioning activity on a project footing, with a number of controls and measures, to provide a framework in which to work and move things forward.





MANDAT E    PID    OBC    FBC



Project Roles & Responsibilities







# Analyse

## What are we trying to achieve?



The first stage of the commissioning cycle involves initiating your commissioning project and then key stages to understand the nature and size of the need or requirement, analysing other key relevant information such as research, or expert insights, understanding the supply market and relevant stakeholder input, doing a gap analysis against the current provision and whether they are delivering and then developing a clear set of prioritised commissioning outcomes and objectives we intend to deliver.

MAS will need to ask itself clear questions about what is required to understand needs and priorities, challenge current assumptions and ways of working:



- Who uses this service and will their needs change in future?
- How well do the current service arrangements deliver the required outcomes, and do they offer value for money?
- What total resources are available now and in the future to help deliver the required outcomes?
- What are the prioritised aims for this project, and how does this fit with our debt advice and MAS aims and objectives.

Stakeholder involvement is key to this stage of the cycle. We will place emphasis on increasing engagement with our users, providers, other key stakeholders to help shape our services. We will ask the questions above and set the outcomes and intentions for our commissioning exercise using intelligence and robust data from our fact finding and engagement wherever possible.





**Summary:** This stage of the analyse phase we are looking to affirm the mandate to initiate the project, and put the foundations in place to defining the projects background, objectives, scope, purpose and deliverables to be produced. You'll consider the high level programme plan, and agree the initial project team, and develop a PID.

- PI KO Agenda  **Project Initiation Agenda 1.0**
- Draft Project Initiation Document  **PID**
- Risk register
- High level Programme Plan / Resource Plan
- Engagement Plan
- Equality Impact Assessment

**Activities to include:**

- Hold a project “kick-off” meeting (Background, Scope, Current service - budget, activity, performance, high level options, initial modelling, ensure there is a mandate to initiate project )
- Identify project roles and responsibilities, including the project sponsor and key Stakeholders (internal and external)
- Develop a High Level Programme Plan
- Begin to identify the project objectives
- Begin to identify the Risks / constraints (e.g. TUPE)
- Identify who will receive updates on the project and when (internal Communication Plan)
- Create a Project Folder / Repository to store all developed documentation
- Develop a draft a Project Initiation Document
- Consider requirements for an Equality Impact Assessment: (EIA's) are intended to identify any un-intended consequences from our services or policies
- Identify any key cross-programme dependencies

**Project Initiation Checklist**

**Roles & Responsibilities**





## Project Initiation

### Checklist

- • Have you identified the sponsor, key resources: project manager, other SME input, etc
- • Has a demand profile been undertaken to establish current and future demand?
- • Has an up-to-date market analysis/assessment been undertaken to provide a good understanding of supply side capacity/capability/potential costs (including potential suppliers from the Voluntary, Private sector where appropriate).
- • Has a cost structure analysis been undertaken to understand the current costs, risks (e.g.TUPE) and key cost drivers?
- • Has an Equalities Impact Assessment been undertaken (so that any considerations can be built later into the tender documentation)?
- • Has an outline programme plan been done to consider long stop dates to allow for a competitive tendering exercise?
- • Have the key stakeholders been mapped, and is there a stakeholder engagement plan (to consider engagement vs consultation vs co-production)
- • Has Procurement, Finance and Legal Services been made aware of this project?
- • Has ELT / finance committee / board approval been given for this project to commission.
- • Has a PID / or OBC been produced / drafted?



- Financial Guidance and Claims Bill to devolve debt advice funding
- MAS to be replaced by a new Single Financial Guidance Body
- Oversight to move to DWP from HMT
- Governance process ensures all key stakeholders aware and approve where appropriate
- Good relations with devolved governments – ongoing dialogue
- Commissioning principles/approach adhere to best practice



# Questions

Acknowledgements:

Icons used designed by Freepik from Flaticon

