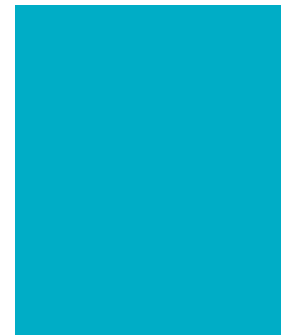
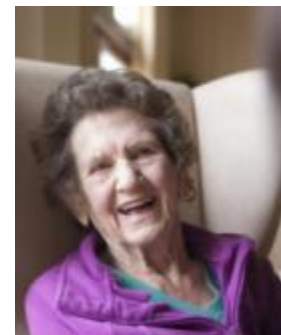
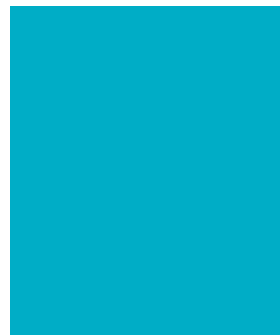


A Framework for collaborative commissioning between CCGs. Technical appendix 2: Possible models for collaborative commissioning between CCGs



August 2012



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CCGs work together equally and severally, sharing responsibility between themselves for all aspects of the collaborative commissioning arrangements and the interface with providers. CCGs draw upon their collective resources for capacity and expertise.

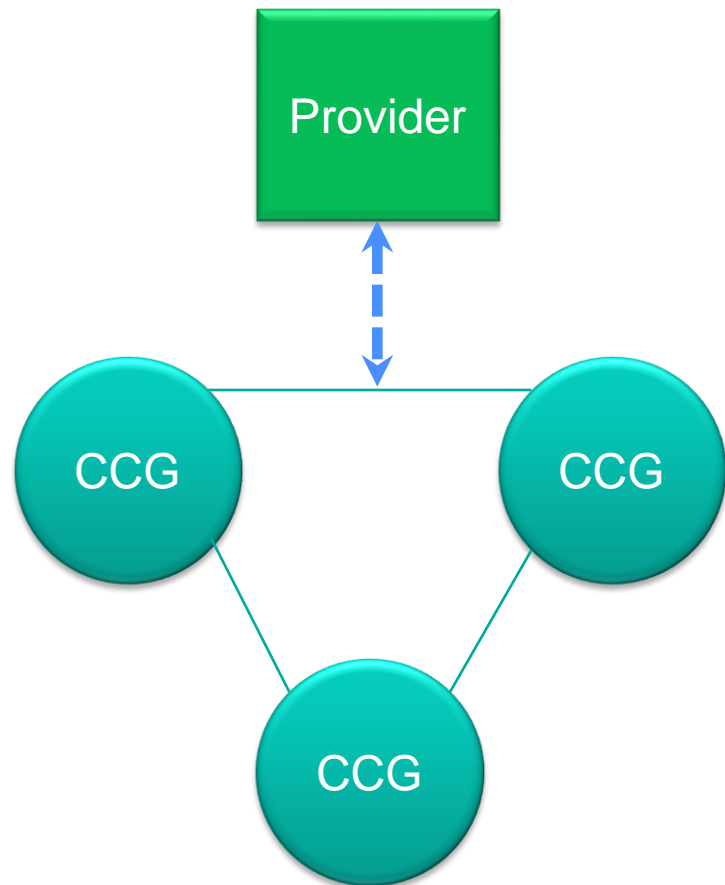
Benefits

- CCG ownership is 'built in'
- CCGs develop mutual accountability

Risks

- Lack of leadership and focus
- Access to capacity and expertise is more limited
- Lack of clarity for support functions

CCGs might want to use this where two or more have broadly similar sized contracts with a single provider (eg in city conurbations) and provide the commissioning support from within themselves



CCGs remain accountable for decision making under all models

— Collaborative relationships and negotiations as partners
↔ Contractual discussion on behalf of the collaborative

CCGs work together equally and severally with one another; and are supported by a CSS. The CSS (under the direction of CCGs) acts on behalf of the CCGs at the interface with the provider

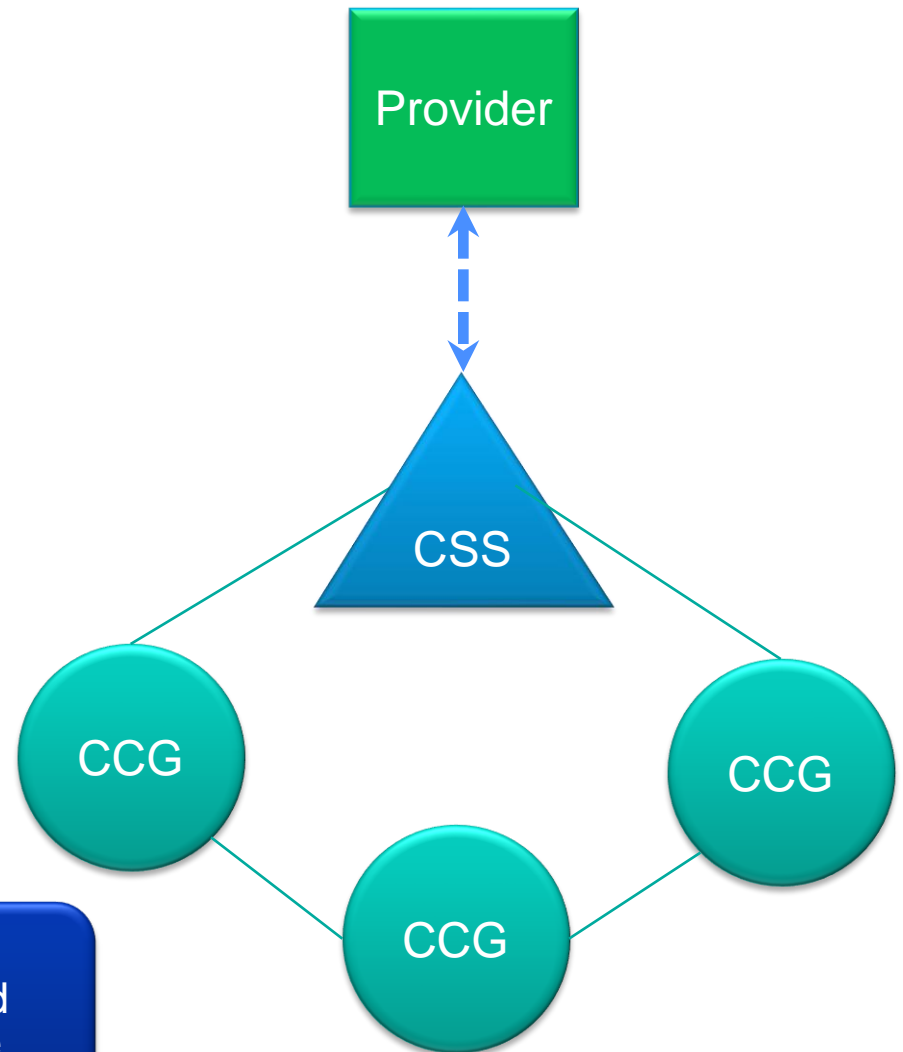
Benefits

- CSS can ensure all CCGs' interest are accounted for
- Additional expertise and capacity available to CCGs

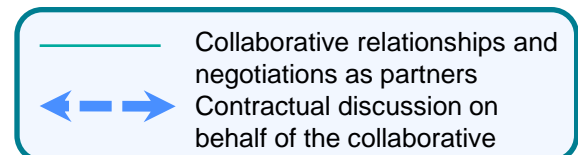
Risks

- 'abdication' of responsibility by CCGs
- 'mission creep' from CSS

CCGs might want to use this approach in circumstances where CCGs have different sized contracts with a single provider and also require specific support from a CSS



CCGs remain accountable for decision making under all models



CCGs work together, equally and severally sharing responsibility between themselves. Additional expertise and capacity is sourced from a CSS for specific tasks, projects or functions (under the direction of the CCGs)

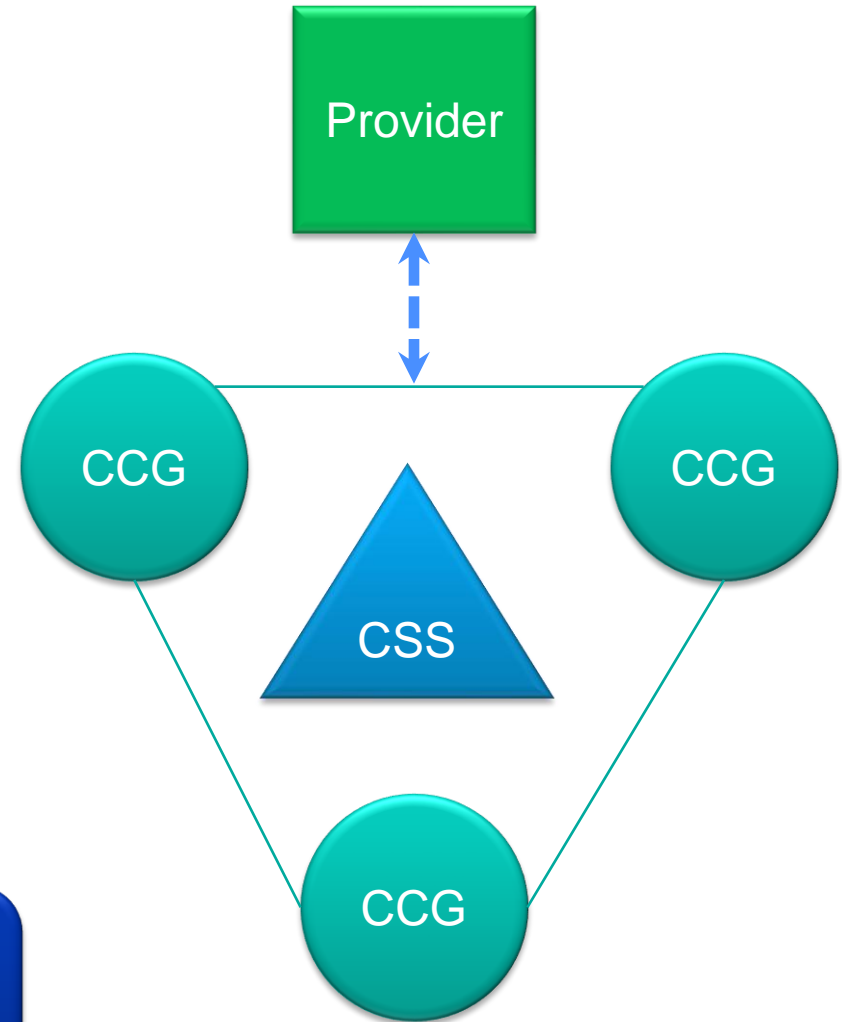
Benefits

- CCGs access additional expertise and capacity when needed.
- CCGs develop mutual accountability

Risks

- Lack of leadership and focus
- Lack of role clarity for CSS

CCGs might want to use this when two or more CCGs have broadly similar sized contracts with a single provider (eg in a single city or town) and require input from a commissioning support service.



CCGs remain accountable for decision making under all models

— Collaborative relationships and negotiations as partners
↔ Contractual discussion on behalf of the collaborative

CCGs work together, agreeing arrangements between themselves. Each CCG takes a lead responsibility with one provider on behalf of them all; thus building in reciprocal and mutual accountability. The collaborative sources specific support from a CSS where it makes sense to do so

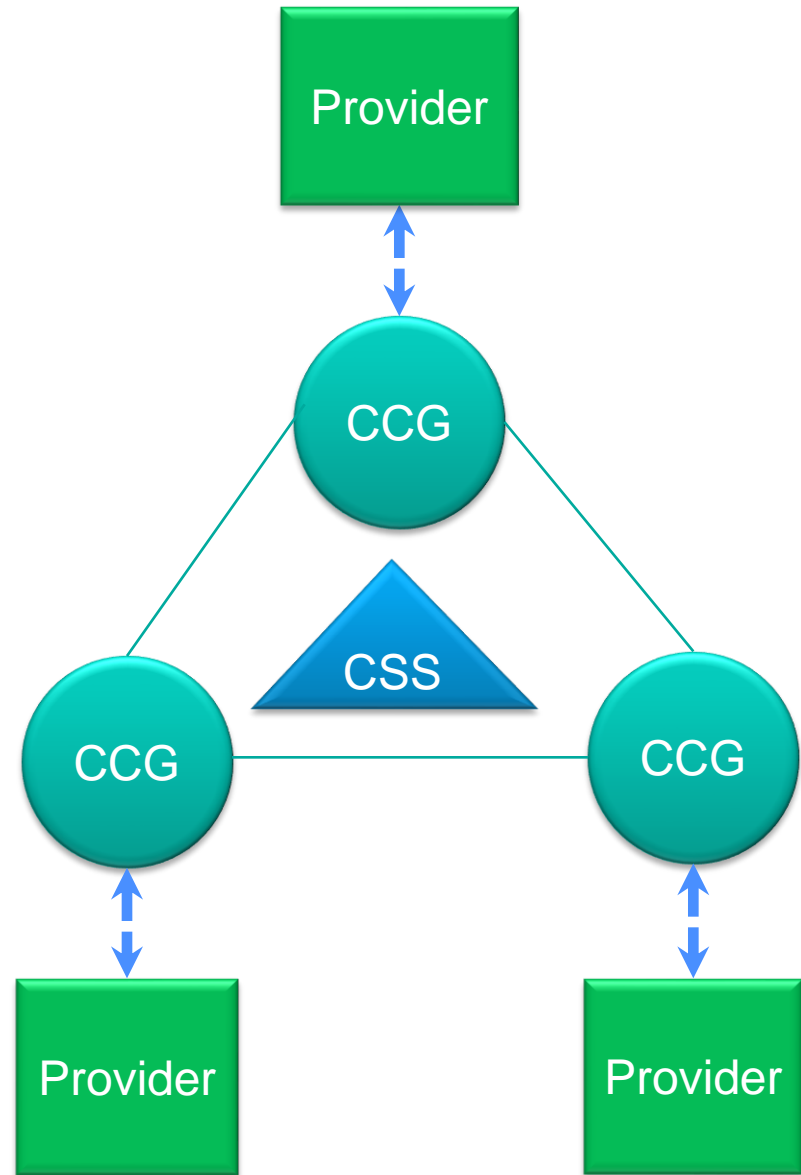
Benefits

- CCG ownership is ‘built in’
- Mutual accountability

Risks

- Mission creep for the CSS
- CCGs focus primarily on one contract to the detriment of others
- Lack of CCG buy in to all providers

CCGs might want to use this in city conurbations where two or more CCGs commission from the same group of two or more providers



CCGs remain accountable for decision making under all models

— Collaborative relationships and negotiations as partners
 ↔ Contractual discussion on behalf of the collaborative

One CCG takes lead responsibility on behalf of the others for the administration and management of collaborative arrangements and the interface with providers i.e. acts as the co-ordinator

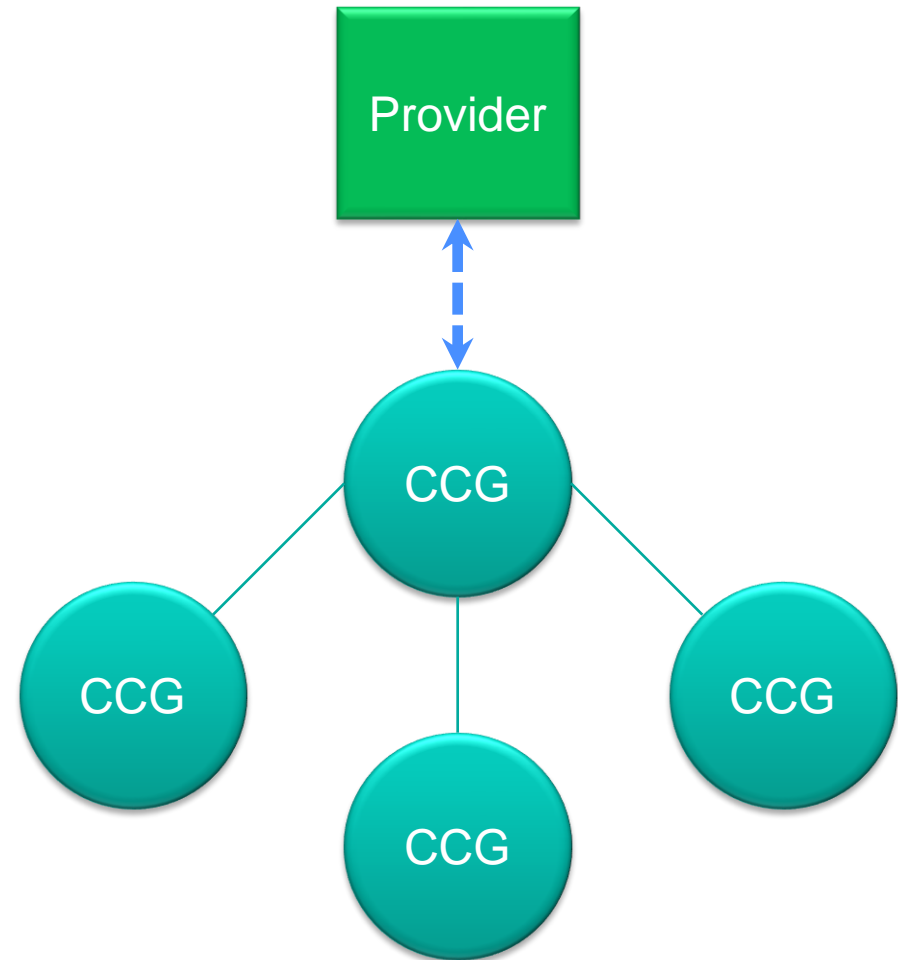
Benefits

- Single relationship, works well for providers

Risks

- Perception (or reality) of bias towards one CCG's interests and undermining of other CCG's commissioning intentions
- Provider influence generating "divide and rule" culture
- Lack of buy in from CCGs, other than the one leading

CCGs might want to use this approach when one of the participating CCGs has a significantly larger portion of the contract with a provider



CCGs remain accountable for decision making under all models

— Collaborative relationships and negotiations as partners
↔ Contractual discussion on behalf of the collaborative

A CSS takes lead responsibility on behalf of the CCGs (under the direction of CCGs) for the administration and management of collaborative arrangements and the interface with providers i.e. acts as the co-ordinator.

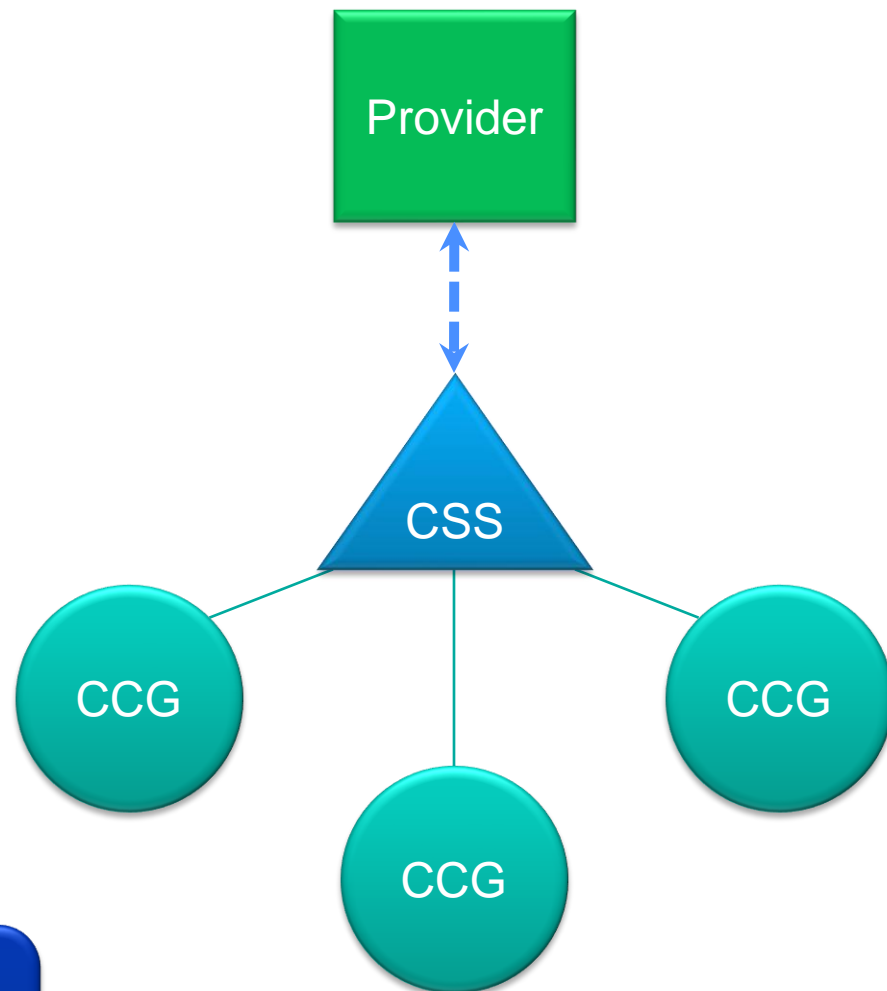
Benefits

- CSS can ensure all CCG's interests are accounted for
- Single relationship, works well for providers

Risks

- 'mission creep' from CSS
- Individual CCG intentions overlooked
- Potential abdication of responsibility by CCGs

CCGs might want to use this in circumstances where a large number of CCGs collaborate such as when commissioning ambulance services



CCGs remain accountable for decision making under all models

— Collaborative relationships and negotiations as partners
↔ Contractual discussion on behalf of the collaborative