

Recommendations for commissioners

Governance and implementation



These recommendations reflect some of the actions that commissioners can take if wishing to adopt a neighbourhood prime provider model' or similar approach. They're informed by the governance and implementation building block section of the toolkit.

Governance and implementation	Yes	No	N/A
<p>Empower senior leadership to drive commissioning transformation through strategic commitment, collaboration and resilience.</p> <ul style="list-style-type: none">■ Encourage leaders to create a culture of shared responsibility, co-development and long-term partnership with providers.■ Support senior managers to combine values-led ambition with commercial insight to design viable, impactful contracts.■ Ensure leadership remains engaged throughout onboarding and service refinement and stands firm during challenges or resistance.			
Action			

Governance and implementation	Yes	No	N/A
<p>Select providers with clear governance structures and defined roles across central and local teams to ensure accountability.</p> <ul style="list-style-type: none"> ■ Look for care providers with dedicated governance roles such as quality leads, performance analysts and assurance teams. ■ Ensure providers have mechanisms for employee voice (e.g. representative committees) and board-level engagement. 			

Action

Governance and implementation	Yes	No	N/A
<p>Choose care services that demonstrate flexible, responsive planning and can adapt quickly to emerging challenges and opportunities.</p> <ul style="list-style-type: none"> ■ Prioritise providers who use iterative planning models and can adjust delivery in response to external events. ■ Review how providers have handled past disruptions and what contingency structures they have in place. ■ Encourage agile leadership approaches where responsibilities are adopted based on expertise and capacity. 			

Action
Empty space for action items

Governance and implementation	Yes	No	N/A
<p>Look for care providers with inclusive decision-making processes involving staff, board members and employee representatives.</p> <ul style="list-style-type: none"> ■ Assess how providers engage their workforce in shaping service delivery and governance decisions. ■ Ask for examples of how employee feedback has influenced policy, training or operational changes. ■ Support models that include employee membership groups or representative forums in governance. 			

Action

Governance and implementation	Yes	No	N/A
<p>Commission organisations that combine data insights with qualitative outcomes to assess impact and improve client wellbeing.</p> <ul style="list-style-type: none"> ■ Require providers to share performance dashboards tracking KPIs such as punctuality, complaints, and retention. ■ Encourage use of qualitative indicators like staff engagement, client stories and community impact to complement data. ■ Use regular review meetings to co-analyse service performance and identify opportunities for improvement. 			
Action			

Governance and implementation	Yes	No	N/A
<p>Establish a Continuous Service Improvement Board to drive best practice across providers.</p> <ul style="list-style-type: none"> ■ Create quarterly forums for heads of care providers to share learning, spotlight best practice and collaboratively address challenges. ■ Use these boards to co-develop service improvements, monitor progress, and maintain alignment with strategic goals. ■ Ensure representation from providers, commissioners and workforce leads to maintain a balanced perspective. 			

Action
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