



**Kensington & Chelsea Social Council**

# **Third Sector Commissioning**

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# Briefing on third sector commissioning

1. Introduction
2. Policy context
3. Third sector commissioning
4. Examples of commissioning programmes
5. Areas of debate
6. Issues for local consideration
7. Conclusion

Resources (Glossary, publications, websites)

## 1. Introduction

The way that local public sector bodies secure services for their local population is often referred to as “commissioning”. It is the process by which local councils, primary care trusts and other public bodies, decide how to buy the services they need for local people.

Commissioning can be described in a number of ways. The Department of Health/NHS describes it as “the way of obtaining the best value and health outcomes for local citizens by understanding their needs, and then specifying and procuring services that deliver the best possible health and social care provision and outcomes within available resources”. Commissioning separates the purchaser and provider function. Public bodies (as the purchasers) focus on getting the best service at the best price for service users, and encourage competition between providers - whether they are public, private or voluntary sector.

Commissioning is quite complex and involves a number of stages, from conducting needs assessments in order to find out what services are needed, prioritising and developing options, to commissioning the services, monitoring, evaluation and review. This briefing looks at the policy background to commissioning, how it has been applied to the third (voluntary) sector, and some examples of commissioning programmes. It also discusses some current areas of debate and issues for local consideration. The term ‘procurement’, also used in this briefing, covers every aspect of the purchasing process.

## 2. Policy context

In October 2003, government published the *National Procurement Strategy*, setting out how central and local government, working together with partners from the public, private and voluntary sectors intend to set about improving local procurement. By 2006 the vision was to be delivering significantly better quality public services that meet the needs of citizens through sustainable partnerships with a range of public, private, social enterprise and voluntary sector organisations. Councils were encouraged to explore a partnership approach to service delivery. Shared services and collaboration were seen as key to improved service delivery and reducing costs.

They were tasked with encouraging a diverse and competitive supply market, which included small firms, social enterprises, ethnic minority businesses and voluntary and community sector suppliers.

The Local Government White Paper, *Strong and Prosperous Communities*, published in October 2006, set out a range of measures aimed at delivering better public services through a rebalancing of the relationship between central government, local government and local people. Alongside the White Paper, came a report on *Developing the local government services market to support a long-term strategy for local government*. It considered key challenges and opportunities faced by markets in local government services. The report explored the concept of local government as a strategic commissioner, a 'place shaper', to support the strategic objectives of local authorities and to develop the market. Emphasis was put on commissioning and procurement, commissioning frameworks, developing commissioning skills, challenging current patterns of service delivery and developing and shaping the local government services market to achieve this aim.

The policy background to third sector commissioning is explored in section 3, below, and commissioning as it relates to a number of the current commissioning programmes in section 4.

### **3. Third sector commissioning**

In December 2006, the Cabinet Office published their *Action plan for third sector involvement in public services*. In addition to the Cabinet Office, five government departments were involved in the plan's development and are signed up to the plan. It set out the steps the government had already taken to support the sector in the public services arena, and the steps that will be taken in the future. The plan recognised the need to support both public sector commissioners and third sector organisations to achieve more effective commissioning, that enabled voluntary and community organisations and groups to play a full role in the process. It identified measures to improve commissioning from the third sector. The government committed itself to eight commissioning principles that it believed would improve the experiences of the third sector.

The Government believes that all commissioners of service should

- develop an understanding of the needs of users and communities by ensuring that, alongside other consultees, they engage with third sector organisations as advocates to access their specialist knowledge;
- consult potential provider organisations, including those from the third sector and local experts, well in advance of commissioning new services, working with them to set priority outcomes for that service;
- put outcomes for users at the heart of the strategic planning process;
- map the fullest practicable range of providers with a view to understanding the contribution they could make to delivering those outcomes;
- consider investing in the capacity of the provider base, particularly those working with hard-to-reach groups;

- ensure contracting processes are transparent and fair, facilitating the involvement of the broadest range of suppliers, including considering sub-contracting and consortia-building where appropriate;
- seek to ensure long-term contracts and risk sharing wherever appropriate as ways of achieving efficiency and effectiveness; and
- seek feedback from service users, communities and providers in order to review the effectiveness of the commissioning process in meeting local need.

*Partnership in Public Services. An action plan for third sector involvement.*

The action plan outlined measures to ensure that these principles were included in forthcoming commissioning frameworks developed by each of the five government departments signed up to the plan. In addition, a *National Programme for Third Sector Commissioning*<sup>1</sup> was established, managed by the Improvement and Development Agency (I&DeA), and to run until March 2011. Their role is to provide guidance and support on commissioning from the third sector, increase understanding of the third sector among commissioners, provide awareness and skills training for councillors, public sector officers and commissioners and to improve the bidding capacity of third-sector organisations.

The action plan also contains an assurance to provide grant funding, where appropriate, as an important source of funding, and particularly in relation to small community groups. It also commits to building the capacity of third sector organisations. Government acknowledges that poor funding practices of the past have created barriers or placed unnecessary burdens on third sector organisations, and the move towards contracts has been a difficult transition in some areas.

The report from the Cabinet Office in July 2007 on *The future role of the third sector in social and economic regeneration*, set out steps being taken to strengthen the commissioning and procurement framework at national and local level. Importantly, the report confirmed the multiple roles of the third sector, in the delivery of services, a partner in innovation, a partner in the design of services and as a campaigner for change in the way services are delivered.

Also in July 2007, the Audit Commission (an independent watchdog providing important information on the quality of public services) published its findings on the extent and nature of the voluntary sector's delivery of public services. *Hearts and Minds: Commissioning from the Voluntary Sector*, finds that councils and voluntary organisations are starting to realise government ambitions to expand the role of the sector in delivering public services. But those ambitions demand a great deal from commissioners and service providers, who face a number of barriers to working together effectively.

The report finds that those commissioners who are getting the best from their relationship with the sector do not necessarily give voluntary providers special treatment, but *commission intelligently*<sup>2</sup> from service providers of all kinds. They understand the needs of their service users, know their market well, and have

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<sup>1</sup> See resources section of this briefing.

<sup>2</sup> See the glossary at the end of this briefing.

effective procurement processes in place. Better councils have introduced more strategic commissioning (a consistent approach), with a greater use of service level agreements for grants, and more alignment of contracts with councils' strategic objectives.

But the Commission found the relationship between many councils and the voluntary sector is blighted by poor commissioning practice. There is a lack of information on important issues such as comparable unit costs for services, as well as a lack of evidence provided by the sector of any added value it brings. Some councils also treat voluntary organisations as one homogeneous sector, subject to the same contracting rules and processes, when in reality the sector is very diverse. This has caused concern among smaller service providers who do not feel equipped to compete for business with larger organisations on a level playing field.

The report offered a number of recommendations for local public bodies and voluntary organisations.

For local public bodies:

- better engagement with the voluntary sector in service planning;
- better engagement with the voluntary sector in the design of the commissioning process;
- assessing the impact of commissioning practice on the local supplier base;
- using intelligent commissioning practice;
- improving how value for money in public services is measured;
- developing financial management systems that will be able to assess the impact of commissioning practices on the voluntary sector;

For voluntary organisations:

- improve their understanding of the costs and submit high-quality, fully costed bids;
- evaluate their own value for money to use when making a case for service delivery through the voluntary sector;
- work closely with local public bodies and others to develop consensus on measuring value for money.

Futurebuilders, a government-funded investment programme, provides a range of support to third sector organisations that deliver, or want to deliver, public services. This includes loans, grants and capacity-building support.

The Compact, an agreement between national Government and the voluntary and community sector, includes a code of practice in relation to procurement. This puts forward a framework for the financial relationship between government and the voluntary and community sector, seeking to improve funding and procurement relationships<sup>3</sup>.

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<sup>3</sup> For further information about the role of the Compact, see the KCSC policy briefing on the Compact, available from the policy section of the KCSC website – [www.kcsc.org.uk](http://www.kcsc.org.uk).

## 4. Examples of commissioning programmes

A number of current commissioning programmes and initiatives present opportunities and challenges for the local voluntary and community sector.

### 4.1 Health and Well-being

In March 2007, the government published a *Commissioning framework for health and well-being*, covering the period 2008-9. There is a strong emphasis on closer working between health and local government. It includes a commitment to greater choice and innovation, delivered through new business relationships and partnerships. It covers commissioning for all of the population in a locality – that is adults and children, families and carers and all care groups. It includes the commissioning of primary care, community healthcare, social care, public health, well-being, as well as other relevant services, support and interventions. A core theme is partnership – between communities and commissioners, between health and practice-based commissioners, between local government, the third sector and other partners. It outlines a vision to shift current practices to commissioning at an individual level, putting emphasis on promoting health, well-being and independence, increasing the focus on equality and placing greater priority on prevention, early intervention and support for self care.

The framework sets out eight steps to more effective commissioning.

- putting people at the centre of commissioning.
- understanding the needs of populations and individuals;
- sharing and using information more effectively;
- assuring high quality providers for all services;
- recognising the inter-dependence between work, health and well-being;
- developing incentives for commissioning for health and well-being;
- making it happen – local accountability;
- making it happen – capability and leadership.

### 4.2 Every Child Matters

In June 2007, the Department for Education and Skills, now the Department for Children, Schools and Families, developed a *Strategy and action plan for working with the third sector*, both at national and local level. It sets out a number of priority areas for partnership working to make the most of the potential offered by the third sector.

- an enhanced role for the sector in enabling individuals' and groups' voices to be heard - drawing on the expertise of the sector in the development of national policy and encouraging commissioners to engage meaningfully with the sector in the early stages of needs analysis and planning;
- strengthening communities - promoting community development and community cohesion;
- transforming public services - with emphasis on effective commissioning practices and models;
- increasing the role of social enterprise in the delivery of services - promoting start up opportunities for new social enterprises;

- supporting the environment for a healthy third sector - proportionate regulations and procedures, building capacity, and developing the skills and qualifications of the workforce.

### 4.3 World Class Commissioning

Launched in December 2007, the *World Class Commissioning programme* aims to drive up the commissioning capability of local NHS commissioners. Commissioning is seen as key to taking forward the proposals in the White Paper, *Our health, our care, our say*, to deliver healthcare with a greater focus on prevention, promoting well-being and on delivering services in settings more convenient to the people that use them. The programme focuses on 11 competencies that commissioners will need to bring about the changes outlined in the White Paper.

The competencies state that NHS commissioners -

1. Are recognised as the local leader of the NHS.
2. Work collaboratively with community partners to commission services that optimise health gains and reductions in health inequalities.
3. Proactively seek and build continuous and meaningful engagement with the public and patients, to shape services and improve health.
4. Lead continuous and meaningful engagement with clinicians to inform strategy, and drive quality, service design and resource utilisation.
5. Manage knowledge and undertake robust and regular needs assessments that establish a full understanding of current and future local health needs and requirements.
6. Prioritise investment according to local needs, service requirements and the values of the NHS.
7. Effectively stimulate the market to meet demand and secure required clinical, and health and well-being outcomes.
8. Promote and specify continuous improvements in quality and outcomes through clinical and provider innovation and configuration.
9. Secure procurement skills that ensure robust and viable contracts.
10. Effectively manage systems and work in partnership with providers to ensure contract compliance and continuous improvements in quality and outcomes.
11. Make sound financial investments to ensure sustainable development and value for money.

*Department of health: World Class Commissioning programme*

#### **4.4 Social care and personalisation**

Local government is now preparing for the transition to offer people control of their own personal budgets to give them more choice about their own care and support services. For further information about this change, see the KCSC policy briefing on Personalisation<sup>4</sup>. The Department of Health has published *Commissioning for Personalisation: a framework for local authority commissioners*, which puts commissioning at the heart of making the changes needed to prepare the local 'market place' for this change.

The traditional role of councils as providers, or commissioners of others to provide services, is changing to that of 'place-shaping'. Place-shaping is about the creative use of power and influence to promote the general well-being of a community and citizens. Part of this change of approach is the development of sustainable communities where people are able to develop their own networks of informal support, make use of available services and better meet their needs. The commissioning objectives of local councils to achieve the transition are:

- empowering personal budget holders;
- ensuring that accessible information is readily available;
- safeguarding – ensuring mechanisms are in place to protect people from abuse and undue risk;
- developing the market for personalisation;
- supporting citizens to shape the market for themselves.

#### **5. Areas of debate**

The greater emphasis placed on local councils and primary care trusts to commission services from a range of providers, and the role of councils as 'place shapers', has brought about fundamental changes in the way third sector organisations secure statutory funding. Commissioning has already replaced grant-giving in many areas, and third sector organisations are having to develop new relationships, skills and expertise to enter the bidding process to secure funding. There is a danger that small and specialist organisations will be squeezed out of the market, as they may not have the capacity, resources, or the expertise to compete. The many rules and regulations will mean that some will simply choose not to engage with the process, and that avenue of funding will be lost to them. Central government has recognised the need for grant-giving to continue where appropriate, particularly for small community groups, but organisations may well end up competing for a smaller grant pot than has previously been available to them.

This shift in emphasis also has the potential to create new opportunities for third sector organisations. Needs assessments (understanding the health needs of local people), prevention and supporting individuals to manage their personal budgets are all potential areas where third sector organisations are well placed to enter the market. The challenge is to ensure that local commissioners recognise the potential available to them in the local third sector and that voluntary sector organisations

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<sup>4</sup> KCSC Policy Briefing on Personalisation – available on the policy pages of the KCSC website – [www.kcsc.org.uk](http://www.kcsc.org.uk).

provide commissioners with the evidence base they need to demonstrate value for money and the ability to understand and meet commissioners' objectives.

Inconsistencies in the commissioning and procurement practices of some statutory bodies can also be a problem. The Audit Commission<sup>5</sup> has found that current procurement practices do not encourage voluntary organisations to enter the market. Some of the problems reported to them were around complex and bureaucratic tendering, poorly managed commissioning processes, lack of experience among commissioners, and a general feeling that the procurement process was about reducing cost at the expense of quality.

The feasibility of including full-cost recovery when bidding for services is of concern to voluntary organisations and commissioners alike. The full cost of any project needs to reflect an element of each type of overhead cost incurred in the delivery of a service. The principle of full-cost recovery is included in local government procurement practices, but can present challenges for all involved. Third sector organisations are concerned that they may price themselves out of the market, and commissioners that full-cost recovery inflates the cost of services. Councils can face the choice of funding fewer services, or fewer organisations fully.

The third sector has always had a number of roles. Campaigning for change at local and national levels has been an important part of the work, along side the provision of services, and is a legitimate part of their activity. This dual function can place strains on relationships between the statutory and third sector, particularly at local level, and between organisations and commissioners. Organisations may feel constrained by their funding relationships and contracts, and consider carefully the consequences of speaking out, in case relationships with commissioners are damaged.

The sectors' independence is an area of on-going debate. Whilst commissioning and contracts can provide funding security for a voluntary organisation, there has been concern that it also puts constraints on the organisation, causes 'mission drift' and stifles innovation, as organisations seek to meet the objectives set by commissioners. A recent report from the House of Commons Select Committee Report into the third sector<sup>6</sup> found that contracts and innovation are uneasy bedfellows, and it requires something of a leap of faith for commissioners to give the necessary levels of freedom to providers. They considered it inevitable that most innovation would take place outside of contracted services.

## **6. Issues for local consideration**

Many of the above debates resound locally, and are issues that are now engaging the sector. It is important to note, however, that the impact of a greater emphasis on commissioning services, and the procedures surrounding the process, is not only changing the relationship *between* the statutory and voluntary sectors, but also *the shape* of the voluntary and community sector itself. The move to commissioning as the preferred method of securing services from voluntary organisations, with a small

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<sup>5</sup> Hearts and Minds: commissioning from the voluntary sector. Audit Commission 2007.

<sup>6</sup> Public services and the third sector: rhetoric or reality? Public Administration eleventh report 2008.

amount available for grants, has created another dimension to an already diverse sector. The pace of change is rapid, with more changes on the way with the introduction of personalised social care, and some organisations may find it difficult to maintain their position as the shape of service provision changes. The challenge for the sector locally is to make the necessary changes to compete in a changing market, whilst maintaining its values, diversity and independence. New approaches will be needed. Consortia development is an area of growing interest as an approach to entering the commissioning process and one that can begin to address some of the issues, as part of a range of measures needed to ensure the sector maintains its unique place in the services market.

## **7. Conclusion**

Commissioning is to become the preferred way of funding the services that local councils, primary care trusts and other public bodies, purchase from the third (or voluntary) sector. This change has been signalled by government, and confirmed in relevant policy documents published over the last two years. Local statutory organisations are now implementing commissioning frameworks, which are bringing about fundamental changes for voluntary organisations and community groups locally in the way they secure statutory funding. There are many areas of debate, nationally and locally, about how these changes are affecting relationships, both between the statutory and voluntary sector, and within the voluntary sector itself, presenting a number of challenges to be overcome.

# Resources

## Glossary:

### Commissioning

The process of specifying, securing and monitoring services to meet individuals' need at a strategic level. This applies to all services, whether they are provided by the local authority or by the private or voluntary sectors.

### Consortia development

An approach that brings together several organisations, working in partnership, to make a joint bid for a contract.

### Contracts

Putting the purchasing of services in a legally binding document.

### Collaborative commissioning

Two or more agencies co-ordinating their strategies for using their resources.

### Intelligent commissioning practice

A model of commissioning that should foster effective competition for public services and ensure that commissioners secure the benefits that voluntary organisations can bring to public service delivery. The principle elements are:

- a sound understanding of user needs
- a well-developed understanding and management of markets
- good procurement practice with choice of funding (grant or contract), and during the pre-award phase, price determination and the post-award performance management.

### Place Shaping

Place-shaping is the responsibility of local government and all the local partners in the public, voluntary and business sectors. It is about creating attractive, prosperous, vibrant, safe and strong communities where people want to live, work and do business

### Procurement

The term covers every aspect of securing or buying services.

### Services Market

Describe how the purchasers and providers of services do business with one another. As in all markets, there are different combinations of purchasers and providers, interacting differently in all the service sectors for each of the service user groups and sometimes differently within the same authority.

### Specification

A formal and detailed description of the service/goods that are required.

### Third sector

Another name by which the non-profit, or voluntary sector, is known.

## **White Paper**

Final policy document laying out proposed action for a specific policy area.

## **Publications:**

### **An introduction to public procurement.**

Guidance for public bodies from the Office of Government Commerce. *March 2008.*

[http://www.ogc.gov.uk/documents/introduction\\_to\\_public\\_procurement.pdf](http://www.ogc.gov.uk/documents/introduction_to_public_procurement.pdf)

### **Before signing on the dotted line.**

A guide published by NCVO (the National Council for Voluntary Organisations) to enable small and medium sized organisations to navigate the complex rules, procedures and practices that constitute the public sector procurement process. *June 2006.*

[http://www.ncvo-vol.org.uk/uploadedFiles/Sustainable\\_Funding/Publications/Procurement\\_Guide.pdf](http://www.ncvo-vol.org.uk/uploadedFiles/Sustainable_Funding/Publications/Procurement_Guide.pdf)

### **Commissioning framework for health and well-being**

Published by the Department of Health, the Commissioning framework for health and well-being sets out the eight steps that health and social care should take in partnership to commission more effectively. *March 2007.*

[http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_072604](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_072604)

### **Commissioning for personalisation: a framework for Local Authority commissioners.**

Report to help councils reconceptualise commissioning in a self-directed support system. *May, 2008.*

<http://www.integratedcarenetwork.gov.uk/Personalisation/PersonalisationResources/Type/Resource/?cid=3241>

### **Developing the local government services market to support a long-term strategy for local government.**

A report of the key findings of an analysis of the local government market. *November 2006*

<http://www.communities.gov.uk/publications/localgovernment/developinglocal>

### **Hearts and minds: commissioning from the voluntary sector.**

A report from the Audit Commission for managers in local councils and voluntary organisations and national policy makers, including findings on the current state of commissioning and procurement practice.

<http://www.audit-commission.gov.uk/reports/NATIONAL-REPORT.asp?CategoryID=&ProdID=418C38AF-0D97-49dd-95D6-EE7E7BA43773>

### **How to achieve world class commissioning competencies. Practical tips for NHS commissioners.**

A handbook for NHS commissioners. *October 2008.*

[http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_089015](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_089015)

**National programme for third sector commissioning.**

Pamphlet from I&DeA and the Office of the Third Sector outlining the eight principles of good commissioning.

<http://www.idea.gov.uk/idk/aio/6617745>

**Partnership in public services: an action plan for third sector involvement.**

**Partnership in public services: the public services action plan. One year on.**

Outlining opportunities for the third sector to play an enhanced role in public services. *December 2006 and December 2007.*

[http://www.cabinetoffice.gov.uk/third\\_sector/public\\_services/public\\_service\\_delivery.aspx](http://www.cabinetoffice.gov.uk/third_sector/public_services/public_service_delivery.aspx)

**The Future Role of the Third Sector in Social and Economic Regeneration: Final Report.**

*Published by the Cabinet Office and HM Treasury, July 2007.*

[http://www.cabinetoffice.gov.uk/~media/assets/www.cabinetoffice.gov.uk/third\\_sector/the\\_future\\_role\\_of\\_the\\_third\\_sector\\_in\\_economic\\_and\\_social\\_regeneration%20pdf.ashx](http://www.cabinetoffice.gov.uk/~media/assets/www.cabinetoffice.gov.uk/third_sector/the_future_role_of_the_third_sector_in_economic_and_social_regeneration%20pdf.ashx)

Plain English Version summarising the above report:

[http://www.cabinetoffice.gov.uk/~media/assets/www.cabinetoffice.gov.uk/third\\_sector/the\\_future\\_role\\_of\\_the\\_third\\_sector\\_%20plain\\_english\\_leaflet%20pdf.ashx](http://www.cabinetoffice.gov.uk/~media/assets/www.cabinetoffice.gov.uk/third_sector/the_future_role_of_the_third_sector_%20plain_english_leaflet%20pdf.ashx)

**The national procurement strategy for local government – final report. Towards public service transformation.**

This report summarises progress and achievements of the government's three-year national strategy, and includes recommendations on next steps. *April 2008.*

<http://www.communities.gov.uk/publications/localgovernment/procurementstrategy>

**Third sector strategy and action plan.**

A plan outlining the actions the Department for Children, Schools and Families can take to maximise the benefits of third sector involvement in its policy and delivery agenda. *June 2007.*

<http://www.everychildmatters.gov.uk/search/IG00243/>

**World class commissioning: vision**

A statement of intent about the way health and care services are commissioned in the NHS. *December 2007.*

[http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_080956](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_080956)

**World class commissioning: competencies**

The competencies that Primary Care Trusts will need. *December 2007.*

[http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_080958](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_080958)

## Websites:

### **Care Services Improvement Partnership (CSIP)**

Better commissioning programme, providing resources and information for *commissioners* at every level.

<http://networks.csip.org.uk/bettercommissioning/>

### **Futurebuilders England**

Government-backed fund offering support and investment to third sector organisations to develop their capacity to deliver public services.

<http://www.futurebuilders-england.org.uk/content/Home.aspx>

### **Kensington and Chelsea Social Council (KCSC)**

The policy section of the website contains a range of information on commissioning, with links to other resources.

<http://www.kcsc.org.uk/render.aspx?siteID=1&navIDs=1,279>

### **National Procurement Strategy**

Dedicated section of the Department of Communities and Local Government website, supporting better procurement practices.

<http://www.communities.gov.uk/localgovernment/efficiencybetter/nationalprocurementprogramme/nationalprocurementstrategy/>

### **National Programme for third sector commissioning**

The Improvement and Development Agency (I&DeA) is managing the Government's National Programme for Third Sector Commissioning. I&DeA is owned by the Local Government Association and working for local government improvement,

<http://www.idea.gov.uk/idk/core/page.do?pagelD=6583598>

### **NCVO (the National Council for Voluntary Organisations)**

Explanation of how the public sector buys services, including details of the stages of the procurement process and resources for the voluntary sector.

<http://www.ncvo-vol.org.uk/sfp/?id=6426&terms=Procurement>

### **Office of the Third Sector**

Part of the Cabinet Office, working across government to support a thriving third sector.

[http://www.cabinetoffice.gov.uk/third\\_sector/about\\_us.aspx](http://www.cabinetoffice.gov.uk/third_sector/about_us.aspx)

### **World Class Commissioning**

Dedicated section of the Department of Health website, setting out elements of the programme, and providing support and development resources.

<http://www.dh.gov.uk/en/managingyourorganisation/commissioning/worldclasscommissioning/index.htm>