

NORTH YORKSHIRE CHILDREN'S TRUST BOARD

18th January 2010

Commissioning Strategy: Update

1.0 Purpose of Report

- 1.1 To update the Board on progress towards the development and implementation of a commissioning strategy for the Children's Trust.

2.0 CYPP Context

- 2.1 The Children and Young People's Plan 2008-11 commits the North Yorkshire Children's Trust to developing a commissioning strategy. This is presented in the Working Together section of the CYPP as improvement priority WT5 (Commissioning for Better Outcomes).

3.0 Background

- 3.1 The development of a commissioning strategy is presented as CYPP improvement priority WT5. However, the key actions agreed for 2009/10 are located across numerous areas of activity within the CYPP, including communications, workforce development, and use of resources.
- 3.2 A summary of progress against these actions is presented in the table on page three of this report. The Board will receive a fuller report in March, by which time many of these actions will be further developed.

4.0 Performance and Commissioning Sub-Group

- 4.1 At its November meeting the Board considered a consultation document which proposed a number of changes to the structure and reporting arrangements of the Children's Trust. The proposed changes included the establishment of a new sub-group to take forward the performance management and strategic commissioning activities of the Trust.
- 4.2 Responses to the consultation have been received from five partner organisations. All responses support the establishment of the Performance and Commissioning Sub-Group. It is therefore proposed to go ahead with the establishment of the new sub-group. Arrangements concerning membership of the group and a schedule of meetings will be finalised during January.

5.0 CYPP Financial Monitoring and Reporting

- 5.1 Action 5 in the development of a commissioning strategy includes work to enhance the financial monitoring and reporting arrangements of the Trust. This is referenced in CYPP improvement priority WT5 (Commissioning for Better Outcomes) and presented in more detail in CYPP improvement priority WT3 (Effective Use of Resources).
- 5.2 A series of proposals have been developed by the CYPS Assistant Director for Finance and Management Support. These are set out in the discussion document presented as Appendix A. The Board is asked for comments on the proposed arrangements

6.0 Communications

- 6.1 Action 6 in the development of a commissioning strategy includes work to develop communications in respect of the commissioning activities of the Trust. This is being taken forward within the wider work to develop a communications strategy for the Children's Trust, as set out in CYPP improvement priority WT2 (Good Consultation and Communication).
- 6.2 A proposed Children's Trust Communications Strategy has been circulated with the papers for the 18 January meeting of the Board.

7.0 Recommendations

- 7.1 The Board approves the establishment of the Performance and Commissioning Sub-Group
- 7.2 The Board comments on the proposed arrangements for budget monitoring.

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Action		CYPP Section	Progress	Report to Board
1	Develop a clear Commissioning Framework.	WT5: Commissioning	Outline commissioning framework agreed by Board in July 2009 ('Assess, Plan, Do, Review' – see Appendix A, pages 3 and 4 overleaf). Detailed framework to be developed.	March 2010
2	Develop a Commissioning Strategy Handbook as a key commissioning tool.	WT5: Commissioning	Handbook in development, based on Commissioning Support Programme guidance and best practice examples of handbooks developed by other Children's Trusts.	March 2010
3	Develop an assessment framework for commissioning to demonstrate progress.	WT4: Performance	Adopt the assessment framework developed by the Commissioning Support Programme (as used in North Yorkshire self-assessment).	March 2010
4	Ensure that commissioning is informed by evidence-based practice and available research.	WT4: Performance	CYPS Evidence Informed Practice group established. Need to consider role and remit in respect of commissioning strategy and in relation to the proposed Performance and Commissioning sub-group.	March 2010
5	Enhance the Children's Trust performance management and budget monitoring to support joint commissioning.	WT4: Performance	Establish Performance and Commissioning sub-group to take forward CYPP WT4 (Performance Management) and WT5 (Commissioning).	Established January 2010
		WT3: Resources	CYPP Use of Resources reporting and monitoring arrangements proposed by George Bateman, (CYPS AD, Finance). See Appendix A	January 2010
6	Develop a communications and consultation strategy for commissioning.	WT2: Communications	Children's Trust communications strategy to be presented to the Board in January.	January 2010
7	Develop a workforce development strategy for commissioning.	6.7: Workforce Development	North Yorkshire unable to participate in the autumn round of the Commissioning Support Programme 'train the trainer' scheme, this due to over-subscription. In February the CSP will launch a toolkit of training materials which NY can tailor to local use. Training modules are proposed within the CYPS One Children's Workforce professional development programme. Need to consider multi-agency training.	March 2010
8	Establish a Working Group to take forward the Commissioning Strategy.	WT5: Commissioning	Working Group established May 2009. Need to consider role in relation to proposed Performance and Commissioning sub-group.	January 2010

Draft Report to Children's Trust

FINANCIAL REPORTING & MONITORING1.0 PURPOSE OF THE REPORT

- 1.1 To provide the Trust with the opportunity to comment on proposed arrangements for improved financial reporting to and the development of "Trust wide" budget monitoring as a means of demonstrating to the Trust that its resources are used effectively.

2.0 BACKGROUND

- 2.1 The Children & Young People's Plan includes the following two priorities:

- the ongoing provision to the Children's Trust of key staffing indicators, financial performance and more general performance indicators, together with the benchmarking of our financial performance with other agencies;
- agree a joint approach to assessing value for money services which need to work together based on comparative data about cost, performance, standards and practice, in order to identify the potential for increased deficiency for integration or joint commissioning.

- 2.2 The importance of these developments has been increased with the increase in accountability for Children's Trusts as reflected in the new guidance on the role of Trusts. This guidance, which is currently the subject of consultation, outlines on resourcing/financing that:-

Children's Trust Board

- Member organisations should support the Children's Trust Board with 'adequate and reliable' resources. New Section 12c of the Children Act sets out that the local authority and board partners may make payment towards expenditure incurred by, or for purposes connected with the Board.
- The core contributions should be provided by the local authority, the Primary Care Trust and the police.
- That staffing of each Children's Trust Board should be agreed locally by Board partners.

The Children & Young People's Plan (CYPP)

- The CYPP should be clear on how priorities are costed, the resources identified and where the responsibility lies for the provision of resources, including staff and buildings.
- The CYPP should contain sufficient information to give confidence that the actions proposed in the CYPP are realistic and more than a set of aspirations.

The consultation can be found at

<http://www.dcsf.gov.uk/consultations/index.cfm?action=consultationDetails&consultationId=1670&external=no&menu=1>

2.3 Implementation of these improvements needs to be built on the already established arrangements for performance monitoring and financial reporting to the Trust. This includes the provision of key financial information in all individual service related reports made to the Trust. In addition, in June of each year an annual report is made to the Trust which sets out progress against plan priorities with supplementary evidence on performance, including details of our performance against the wide range of national indicators relating to the achievement of the “Every Child Matters Agenda”.

3.0 PROPOSALS FOR ENHANCEMENT OF PERFORMANCE, FINANCIAL AND WORKFORCE MONITORING

3.1 The key to the provision of partnership-wide financial, workforce and performance information, together with its use to assess the achievement of value for money, involves joint working by a group of key officers from all parts of the partnership. It is proposed to use the newly established Performance and Commissioning Sub-Group, with appropriate linkages to the Workforce Development Sub-Group, to achieve this objective:-

Performance & Commissioning Sub-Group

- 3.2 It is proposed, subject to the outcome of consultation, to create a Performance and Commissioning Sub-Group. Amongst other things, this sub-group will oversee performance activities of the Trust, including the annual report in June of each year on the achievement of the CYPP, together with details of performance against key national indicators. This annual report will be supplemented by a second report in November each year which monitors progress achieved in the first part of the year – this procedure is already in place through the mid year CYPP Performance Review.
- 3.3 It is also proposed to give the Performance and Commissioning Sub-Group the role of overseeing and monitoring the development of financial information for the Trust. To develop this aspect of its work, the Performance and Commissioning Sub-Group will be able to set up its own working groups and commission input from appropriate finance officers across the Trust.
- 3.4 Currently included in the Children & Young People’s Plan is financial information on planned spending in the following three financial years. The collection of this data from partners has to-date proved to be challenging and clearly progress needs to be made if, in addition to collecting information about budgets, there is supplementary information provided to the Trust in order to determine how resources are aligned to priorities as well as monitoring whether planned outcomes have been achieved within the resources available.
- 3.5 An incremental approach is proposed which builds on the existing arrangements for the annual collection of budget information.
- 3.6 Whilst the collection of spend against budgets, together with outturn information, would be seen as the logical next stage, there are concerns that this may be over-ambitious and may not in any event provide the key information. It is suggested that the key information required is to seek to demonstrate the achievement of value for money through monitoring how resources have actually been deployed especially additional resources which have been allocated to support the achievement of key plan priorities.
- 3.7 It is therefore suggested that a number of key activities which involve spending “across the partnership” are identified for more detail financial analysis. This could include current priorities such as LDD, Aiming Higher as well as key areas of joint working which are supported by partnership groups such as CAMHs, Local Safeguarding Board, and arrangements for dealing with substance abuse. In relation to these areas the initial aim would be to collect partnership wide information regarding budgets, changes made to the budgets to support priority developments as well as the provision of monitoring information. This could then provide the basis for developing arrangements for benchmarking the provision of unit cost, etc.

Workforce Development Group

- 3.8 It is envisaged that the Workforce Development group would be linked closely with the Performance and Commissioning Sub-Group with, no doubt, some overlapping membership. There is already a Strategic Trust Workforce Development Group. This group can extend its remit to cover workforce monitoring or set up a specific working group for this purpose. Its role would be initially to establish the key staffing data which should be collected and then arrange the collection and collation of that data on an ongoing basis. Our initial views are that the provision of this information, on a six monthly basis, as proposed for performance, is achievable.

4.0 RECOMMENDATIONS

- 4.1 The Trust are asked to comment on the proposed arrangements for achieving CYPP priorities for improvements in the provision of ongoing staffing, financial and performance information to the Trust as well as establishing arrangements for monitoring the achievement of value for money.

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Children and Young People Service