

NORTH YORKSHIRE CHILDREN'S TRUST BOARD

20 July 2009

Development of a Children's Trust Commissioning Strategy**1.0 Key Points**

- 1.1 This report updates the Board on progress in the development of the Children's Trust Commissioning Strategy.
- 1.2 The report demonstrates linkages between the development of a commissioning strategy and the refreshed CYPP, and presents initial proposals concerning the development of a commissioning framework and handbook based on an existing 'Assess, Plan, Do, Review' framework.

2.0 Recommendations

- 2.1 The Board notes the progress of the Children's Trust Commissioning Strategy
- 2.2 The Board requests the Joint Commissioning Working Group to develop a commissioning framework and handbook based on the 'Assess, Plan, Do, Review' framework, to be approved by the Board at a future meeting.

3.0 Background

- 3.1 The Children and Young People's Plan 2008-11 commits the North Yorkshire Children's Trust to developing a joint commissioning strategy. This is presented as improvement priority WT5 in the Working Together section of the CYPP.
- 3.2 At its meeting in January 2009 the Children's Trust Board agreed some initial steps to allow the development of a joint commissioning strategy to proceed. These included the establishment of a multi-agency task-and-finish group to progress the work.

4.0 Joint Commissioning Self-Evaluation

- 4.1 The multi-agency task-and-finish group participated in a workshop on 26 March to initiate the development of a joint commissioning strategy and propose some actions for taking this work forward. The membership of the group and minutes of the workshop proceedings are attached to this report as Appendix A.
- 4.2 The main focus of the workshop was to self-evaluate the current position of the North Yorkshire Children's Trust in respect of joint commissioning arrangements. To facilitate this, the group deployed a children's trust commissioning self-analysis tool produced by the DSCF-DoH Commissioning Support Programme. This tool contains thirteen standards against which to evaluate joint commissioning arrangements in children's trusts. These standards, and the self-evaluation scores allocated by the group to North Yorkshire, are presented in Appendix B.

- 4.3 The scores allocated against some of the standards are relatively low. This reflects the fact that North Yorkshire Children's Trust is in the early stages of the journey towards mature joint commissioning arrangements. Amongst the Children's Trust partners there are many instances of good commissioning and good joint commissioning. However, the task-and-finish group concluded that joint commissioning is neither consistent nor systematic, and is relatively under-developed at trust level, hence the need for a joint commissioning strategy.

5.0 Key Actions

- 5.1 On the basis of the self-evaluation exercise, the task-and-finish group proposed the following actions to progress the development of joint commissioning strategy:
1. Develop a clear Commissioning Framework (see section 8 below)
 2. Develop a North Yorkshire Commissioning Strategy Handbook as a key commissioning tool (see section 8 below)
 3. Develop an assessment framework for commissioning to demonstrate progress
 4. Ensure that commissioning is informed by evidence-based practice and available research
 5. Enhance the Children's Trust performance management and budget monitoring arrangements to support joint commissioning
 6. Develop a communications and consultation strategy for commissioning
 7. Develop a workforce development strategy for commissioning
 8. Establish a Joint Commissioning Working Group to take forward the Commissioning Strategy
- 5.2 At its meeting on 18 May the Board endorsed the establishment of a Joint Commissioning Working Group to develop the commissioning strategy. As an interim measure it was agreed that this working group should have the same membership as the original task-and-finish group.

6.0 Commissioning Strategy in the CYPP

- 6.1 Improvement priority WT5 in the Working Together section of the CYPP presents the key objectives that will inform the Children's Trust joint commissioning strategy. These are as follows:
- Ensure commissioning and decommissioning of services is user-focused, evidence-based, and is undertaken systematically.
 - Ensure commissioning and decommissioning of services is based on priorities in the CYPP and is done in a planned, transparent way.
 - Ensure commissioning and decommissioning decisions assess delivery options.
 - Ensure that the case for change in provision is assessed on links to best practice and strategies to improve outcomes.
 - Maintain and encourage a mixed economy in provision.
 - Ensure commissioning and decommissioning processes reflect best practice.
 - Apply consistent standards to joint strategic commissioning and strategic commissioning by individual agencies where work relates to the CYPP.

6.2 The CYPP presents these as commissioning objectives (“what we will do over the next three years...”). However, they can also be usefully deployed as operating principles that will inform the development of the joint commissioning strategy.

7.0 CYPP 2008-11: Refresh

7.1 The CYPP annual review and refresh process presents an opportunity to embed within the plan the actions presented in paragraph 5.1. It is proposed to locate these actions in the refreshed CYPP as follows:

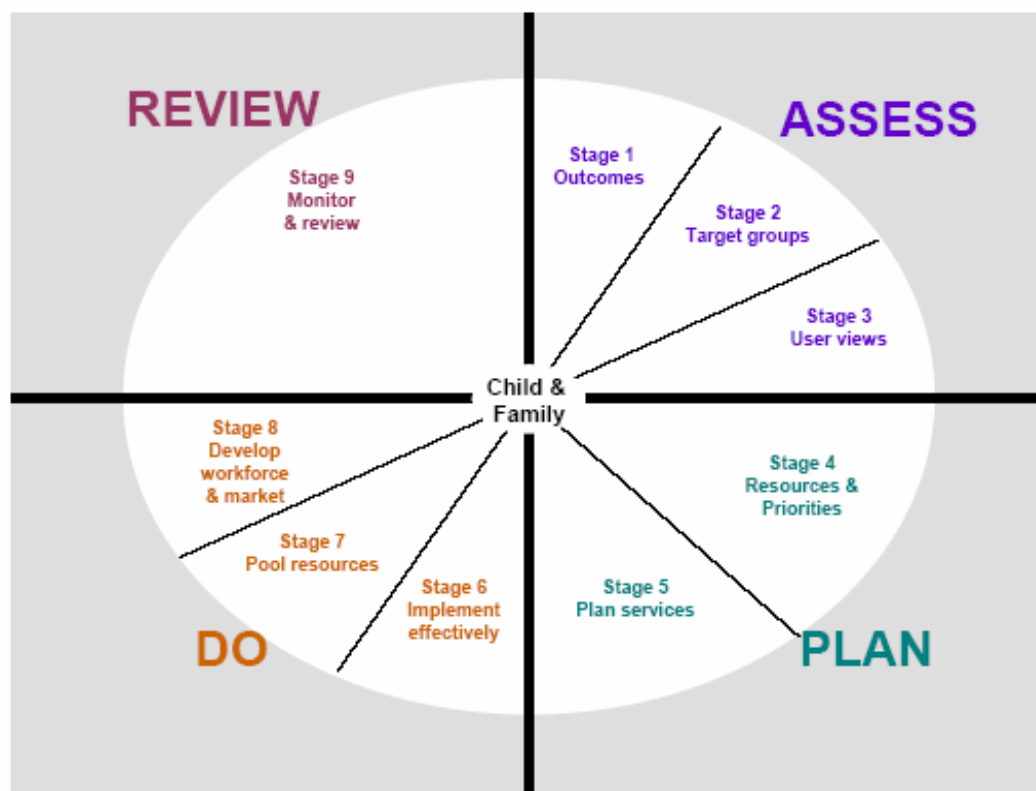
Action		CYPP Section
1	Develop a clear Commissioning Framework	WT5 Commissioning
2	Develop a North Yorkshire Commissioning Strategy Handbook as a key commissioning tool	WT5 Commissioning
3	Develop an assessment framework for commissioning to demonstrate progress	WT4 Performance Management
4	Ensure that commissioning is informed by evidence-based practice and available research	WT4 Performance Management
5	Enhance the Children’s Trust performance management and budget monitoring to support joint commissioning	WT4 Performance Management
		WT3 Use of Resources
6	Develop a communications and consultation strategy for commissioning	WT2 Communications
7	Develop a workforce development strategy for commissioning	6.4 Workforce Development
8	Establish a Joint Commissioning Working Group to take forward the Commissioning Strategy	WT5 Commissioning

8.0 Commissioning Framework and Handbook

8.1 One action in the development of the joint commissioning strategy is to agree a commissioning framework. Such a framework would constitute a set of principles or activities to be applied consistently and systematically to joint commissioning arrangements across the Children’s Trust.

8.2 At its March workshop the task-and-finish group considered an existing commissioning framework based on a cyclical process of four activities: ‘Assess, Plan, Do, Review’. This framework has been adopted by Sunderland Children’s Trust, and is also used as a regional commissioning framework by children’s trusts in the East Midlands region.

- 8.3 Within each of the four main activities of the 'Assess, Plan, Do, Review' framework there are further stages so that the full framework comprises a nine-stage process as illustrated by the diagram below: A more detailed account of this framework is presented in Appendix C.



- 8.4 This framework incorporates commissioning guidance issued by the DoH and DSCF. It is compatible with partners' existing commissioning processes such as World Class Commissioning in the NHS and the commissioning guidance issued to the community and voluntary sector by the Commission for the Compact.
- 8.5 The task-and-finish group considered the 'Assess, Plan, Do, Review' framework to be clear and helpful. It is proposed that the Joint Commissioning Working Group develop a commissioning framework for the North Yorkshire Children's Trust based on this existing framework.
- 8.6 At its meeting in May the Board approved a proposal to develop a commissioning handbook. A noteworthy feature of the 'Assess, Plan, Do, Review' framework is that it can be readily translated into a handbook to support commissioners and others involved in commissioning processes. It is proposed to produce a commissioning handbook based on the 'Assess, Plan, Do, Review' framework.

David O'Brien
 Performance and Outcomes Manager
 Children and Young People Service
david.f.o'brien@northyorks.gov.uk



Commissioning Strategy Task and Finish Group

Minutes of a meeting held on 23rd March 2009

Present: Carolyn Bird – NYCC CYPS (Chair)
Chris McGee – NYCC CYPS
Penny Yeadon – NYCC CYPS
Liz Burdett - LSC
David O'Brien – NYCC CYPS
Bob Curry – NYFVO
Tara Cox – NYYPCT
Louise Dunn – NYCC CYPS
Howard Smith – NYCC CYPS
Dave Chapman – NYCC CYPS (notes)

	ACTION
<p>1. Initial Discussions</p> <p>Following on from group introductions and a brief explanation as to their roles and the reasons for attending the meeting, Carolyn Bird then proceeded to provide a backdrop to the meeting. Further to a Commissioning Strategy report being presented to the Strategic Partnership Board on 19th January 2009, a requirement for an overarching commissioning strategy across the partnership had been identified, with key principles to be established in order to allow more effective, flexible strategic planning, with direct alignment to Workforce Development and the development of the Children's Workforce. To enable all of these strands to be brought together to establish a cross-cutting commissioning strategy, a Task and Finish group had been established, resulting in today's meeting.</p> <p>Carolyn Bird continued to outline preparations to the meeting and provided details of a number of resources that would potentially be of benefit to the group's work, including the "Better Outcomes Commissioning Support" website (www.commissioningsupport.org.uk) and the associated self analysis tool, hard copies of which were distributed to the group for use in later group work. The group was also reminded that everyone would need to be mindful that the work to be developed would need to be accessible to 3 levels:</p> <ul style="list-style-type: none"> • High Level Strategic work – CYPSPB / PCT etc • Operational work – Children's Centres etc • Individual work – Specific services around the child/young person <p>Howard Smith asked if the group was expected to produce a framework to measure the commissioning strategy.</p> <p>Carolyn Bird replied that this element would be built into the review process, but that it needed to be kept in mind at all times. Furthermore, the information gathered at this meeting would also allow a benchmark with which to measure future progress.</p> <p>Chris McGee commented that 16-19 commissioning would also need to be linked into the wider commissioning strategy and it was agreed that Carolyn Bird would gain clarification from Cynthia Welbourn, following the latter's meeting with Government Office [scheduled in the near future].</p> <p>Tara Cox mentioned that the draft commissioning strategy to be produced by this group would need to be shared with each partner organisation, in order to assess their viewpoint on it and allow the opportunity for appropriate internal consultation. This could then be used to further inform the draft to be taken to the Strategic Partnership.</p>	

	<p>Liz Burdett asked for clarification concerning who the strategy was for and, following a discussion about this, the group agreed that the document should be focused on commissioners, but that it should retain clarity throughout and remain accessible for all commissioners, providers and users. It was also stressed that the strategy needed to include consultation with service users, in addition to making clear and consistent links between CYPS and Adult Services, in order to ensure that points of transition received appropriate attention.</p> <p>It was then agreed that the group would break into smaller working groups to examine the 13 Standards contained within Commissioning Support Self-Analysis Tool in more detail. Louise Dunn explained that each group was to be allocated a small number of these standards, in order to assess the current situation in North Yorkshire against a set of statements outlining the requirements for excellence in these areas. This would allow a clear picture of the current situation to emerge, whilst also identifying areas in need of improvement. An Action Plan would then be drawn up from these emerging priorities.</p>	
2.	<p>Group Work - Assessment of the Current Situation and Future Priorities</p> <p>Following on from the extensive group work, the Task and Finish group reformed and reviewed each of the 13 standards together, in order to ensure that an accurate partnership-reflective assessment emerged:</p> <ul style="list-style-type: none"> • Standard 1: We are clear and agreed about the outcome priorities we need to deliver for children, young people and their families in our area. <p>The group felt that there was evidence to support progress against this standard and identified the shared multi-agency priorities at the centre of the Joint Strategic Needs Assessment, CYPP and the Sexual Health Commissioning Group as good examples of this. However, there were concerns that, although partners had agreed on priorities, actual service planning was likely to be organisationally limited and different depending on the organisation in question.</p> <p>Although partners were already clear about priorities, a consistent approach was needed to join up these agendas. It was also stressed that this new commissioning framework should use the CYPP as a continuous reference point, in addition to other national tools like the Child Health Strategy. Questions concerning how the Partnership Board currently asked for feedback from partners were raised and how this impacted on commissioning plans. It was agreed that accountability was required and that assessment arrangements needed to be included in the commissioning strategy, in order to effectively indicate progress.</p> <ul style="list-style-type: none"> • Standard 2: We have robust, up to date commissioning arrangements which deliver the priority outcomes we are trying to achieve for children and young people. <p>It was felt that this standard directly related to the work with which the group had been tasked to do and that the current situation reflected a clear need for improvements in this area. The group noted that commissioning arrangements existed for outcome priorities but that the rigour and effectiveness of these arrangements was difficult to assess. Liz Burdett noted that there were examples of excellent commissioning in certain areas but that it was not consistent at present. Chris McGee commented that this was reflective of the fact that no framework currently existed and the group agreed that a mapping exercise was required to clarify the current situation.</p> <p>It was agreed that a commissioning framework based around joint planning was required and that this framework was to be incorporated into the commissioning strategy handbook. Carolyn Bird stated that she felt more comfortable basing this around the 4 stages of “<i>assess, plan, do and review</i>”, as these elements allowed the flexibility necessary for partners to adopt it. It was agreed that the arrangements needed to reflect the different approaches of the various partner organisations, whilst also ensuring that it related to national frameworks. David O’Brien also noted that it would need to be able to inform inspection criteria and that the process would need to be reviewed to highlight improvements. In order to ensure that all agencies were able to fully adopt the framework, it was agreed that extensive partner consultation would need to be included, and that effective communication was key to the sign-up process. Carolyn Bird commented that the Partnership would need to take consistent and regular interest in whether the arrangements were being effectively used and that healthy challenge would be required for those who failed to do so.</p> <ul style="list-style-type: none"> • Standard 3: We have the right governance and partnership arrangements to deliver our priority outcomes through commissioning. <p>The group felt that there were reasonably clear and legal arrangements and reporting structures in place, but were unsure how far this was implemented within partner organisations. It was noted that a good evidence base existed and was utilised for service improvement and change, but not necessarily with reference to commissioning itself. Tara Cox noted that evidence-based commissioning required appropriate</p>	

planning and time, elements that were not available to organisations across the partnership. Overall, this area of work was deemed to be good but in need of further development and it was felt that a commissioning strategy would allow greater integration between services and organisations.

It was felt that a key part of taking this work forward was the successful implementation of regular monitoring of the commissioning strategy by the CYPSPB and effective communication amongst partners.

- **Standard 4: We have clear, agreed and effective arrangements which support joint commissioning**

The group agreed that there were no clear, agreed and effective arrangements that supported joint commissioning and that the current situation relied to a large degree on interpersonal arrangements to move work forward. These arrangements were not suitably consistent or robust and had no “organisational memory”, in that they were heavily dependant on specific people and failed to remain in place following restructures or changes in post. Certain members of the group also expressed concerns that there was no evidence to support this standard and that there was very little evidence of actual joint commissioning, with one agency often taking the lead role at the expense of others. It was felt that improvements against this standard would result from the development and implementation of the commissioning strategy itself.

The group felt that this standard was aspirational at present and that the establishment of an officer-level integrated group could be used to investigate arrangements in more detail, before reporting to the Strategic Board. **Louise Dunn** suggested that the establishment of a commissioning learning set might be helpful, as potential obstacles to joint commissioning could be more easily identified by actually carrying out work. The group discussed various methods for taking this work forward and agreed that active engagement in the process was to be aligned with a formalised review process, in order to drive continuous improvement. **Tara Cox** emphasised the usefulness of a multi-agency group to monitor commissioning, as this would ensure that all partners continued to engage with the process. It was also agreed that any shared commissioning framework would need to be clear, concise and accessible to all partners at all levels for improvements to be made.

- **Standard 5: Partners and stakeholders, including service users, trust the approach we take to commissioning.**

The group commented that, without a shared and consistent approach to commissioning across the partnership, it would be difficult to score highly against this standard. Currently, the group felt that there was no clear and understood approach to commissioning and, consequently, that partners/stakeholders were likely to be unclear about their roles in effective commissioning. It was also agreed that there was inconsistent engagement with partners at present and **Bob Curry** also noted that successes were not communicated in an effective manner. In order to improve against this standard, the group stressed the importance of effective communication and equity across partners and stakeholders in the form of shared agreements and measures, both of which would need to be key elements within the commissioning strategy.

The group felt that the commissioning strategy would need to be shared with all agencies and stakeholders via an effective communication and consultation process. Equity of treatment was essential and that a shared set of standards and performance measures would allow consistency and trust to be established. **Chris McGee** also reiterated that consultation with service users was of fundamental importance to the building of trust in commissioning and that this involvement would need to be demonstrable.

- **Standard 6: We really understand the needs of children, young people and their families in our area.**

There were good arrangements in place to identify the needs of children, young people and their families and this information was regularly and systematic reviewed. However, there were concerns about how much this good practice was currently applicable in terms of commissioning. **David O'Brien** noted that the evidence-base had been judged as excellent in the recent APA process and it was agreed that improvements against this standard would viewed as an enhancement of the current arrangements, as opposed to a more detailed rebuilding process.

The group stated that it was important to ensure that services and commissioning continued to be based around research and evidence-based practice and that the needs of users remained at the centre of the decision-making process. Any improvements against this standard would need to be mindful of this fact.

- **Standard 7: We influence the market effectively to improve outcomes for children, young people and their families.**

It was felt that scoring against this standard was currently very low and that there was no consistent influencing of the market across all services and partner organisations, although certain areas (i.e.

childcare) provided exceptions to this rule. The group also discussed issues relating to the rurality of North Yorkshire, which led to limited choice in certain areas – it was felt that dangers existed in the installation of strict performance and quality checks, as the risk of excluding weaker providers could allow gaps in the procurement of services to appear. The group agreed that any progress against this standard would require careful management and that the commissioning process would need to be flexible in its approach to these problems. **Liz Burdett** noted that an important part of influencing the market was supporting them to develop and improve, whilst **Bob Curry** identified the need for this process to engage effectively with all partners, including the voluntary and independent sectors.

The group discussed the implications of this standard and what was actually meant by “influencing the market”, including the impact of training, development, support and regulation. It was agreed that the commissioning strategy should contain and clarify its operational ethos, in that it should make explicit its method and approach to commissioning decisions. **Howard Smith** also noted that it was important to have a mixed economy approach included within the commissioning strategy, particularly given the current economic climate. **Carolyn Bird** continued to note that the strategy also needed to include current procurement arrangements, as relevant parties needed to have involvement in and inevitably sign-up to these arrangements.

- **Standard 8: We successfully monitor the impact and manage the performance of services.**

The group felt that the monitoring arrangements were excellent for the shared priorities contained with the CYP and evidence was available to support this, but expressed uncertainty as to how individual partner agencies monitored performance internally and how systematic this process was across the partnership. **Liz Burdett** commented that a more collective approach to commissioning would allow this to develop and **Chris McGee** stated that the commissioning strategy would also enable more robust budgeting information and reporting.

It was agreed that the most productive way to ensure progress against this standard would be to develop the Children’s Trust’s performance arrangements in accordance with the 5 listed actions denoting excellence in the Commissioning Support Programme Self-Analysis Tool.

- **Standard 9: Our commissioners work effectively together to secure improved services and outcomes.**

The group agreed that there were currently no arrangements in place with reference to this standard and that this was a priority area for improvement. **Chris McGee** commented that this was evident by the fact that this was the first meeting of this group, but that progress could be made against this standard through the work that they were currently engaged in.

The group stated that improvements against this standard were linked to elements of Standard 4 and that the establishment of a joint-commissioning strategic group, along with the development of a shared commissioning and communication strategy, would enable swift progress in this area.

- **Standard 10: We successfully secure major service reconfiguration and change through commissioning.**

The group scored progress against this standard as being very low and identified that a great deal of work was required in order to improve on the current situation. Although, aside from commissioning, the situation was positive, it was felt that the work undertaken by the group would allow improvements to be realised.

The group agreed that progress against this target was linked to Standard 3 and that the endorsement of a clear statement of process for commissioning by the Strategic Board would enable a greater commissioning focus in their work. **David O’Brien** also commented that measuring ongoing progress through the self-analysis tool would allow improvements to be evidenced. **Tara Cox** noted that it was also important to ensure that these principles were adopted when both internal and external reconfiguration was being referred to. **Bob Curry** also suggested that it might be wise to adhere to Treasury guidelines, which referred to major service redesign and would ensure a stable and consistent set of principles with which to work.

- **Standard 11: Our leaders understand commissioning and work together to embed best commissioning practice across the Children’s Trust.**

With reference to this standard, the group stated that there was a great deal to do to improve the current situation. **Penny Yeadon** stressed the importance of effective communication and the group felt that the development of the commissioning strategy would do much to improve the scoring against this standard.

The group discussed how best to achieve improvements against this standard and **Tara Cox** re-emphasised the need for the development of a shared framework, which would allow a common understanding to be established amongst partners. **Chris McGee** commented that, to ensure that this was accessible and shared comprehensively, the framework would need to be clear and straightforward. It was also noted that a common commissioning strategy should engage with and involve contracting managers, to

	<p>ensure that a clear message was received by all parties.</p> <ul style="list-style-type: none"> • Standard 12: We have the right people with the right skills, knowledge and expertise to commission effectively. <p>Although people had the right skills, knowledge and expertise, it was felt that improvements could be made with reference to commissioning, in that a clear and shared approach to commissioning needed to be implemented and utilised across the workforce. Carolyn Bird viewed this as a huge priority, but felt that the work to develop a commissioning strategy framework would allow people to approach commissioning in an appropriate and systematic manner. Chris McGee also stated that this would allow greater integration and that the document related to everyone's role in relation to commissioning. Tara Cox emphasised the importance of a holistic approach to the launch of the framework, stating that an essential part of the framework would be the associated training of people in order to set clear boundaries, adequately set the scene and increase levels of empowerment within the workforce.</p> <p>The group discussed the importance of communication and ensuring that everyone involved in the commissioning process was aware of developments and Penny Yeadon commented that the Workforce Development Group were well placed to make the necessary links to the commissioning strategy. Discussions also focused on the impact of the 2020 Children and Young People's Workforce Strategy and how this would need to be accommodated in the commissioning strategy framework. Tara Cox mentioned that the PCT had recently undertaken similar work and Penny Yeadon stated that this would be investigated in more detail. Bob Curry noted the importance of joined-up thinking and stressed the risk of partners unknowingly doing similar work at the same time. The group agreed that they needed to align their actions and felt that coherence was also required between CYPS and Adult Services, as well as with external partners. Tara Cox mentioned that, due to the increase in practice-based commissioning, it was vitally important to ensure that training reached all relevant parties and that a consistent and shared approach was adopted throughout the commissioning cycle.</p> <ul style="list-style-type: none"> • Standard 13: We have a culture of continuous learning and improvement involving all commissioners, providers and stakeholders. <p>It was felt that this standard was directly linked to Standard 12 and that arrangements were already in place to drive this work forward, in the form of the Workforce Development Group.</p> <p>It was agreed that, in order to move forward, clarity was required on how people could contribute to this work, including how best to engage with and utilise consultation information from commissioners, providers and stakeholders. It was suggested that feedback and engagement could be fed back to the commissioning strategy working group and that they in turn could inform the Strategic Board of progress against this standard. It was also noted that York were currently involved in work of this nature, which might be of use, and that the Self-Analysis tool itself would also provide evidence of progress in this area.</p>	
3.	<p>Action Plan</p> <p>Following on from the above discussion, the following action points were agreed upon:</p> <ul style="list-style-type: none"> • To develop a North Yorkshire Commissioning Strategy Handbook, which consistently references the CYPP and provides a clear commissioning structure, outlining commissioning arrangements and clearly denoting responsibilities required for each component of that structure • To develop a clear and accessible Commissioning Framework, as part of the Commissioning Strategy Handbook, and to ensure that this framework reflects Partnership and Inspection requirements • To develop an assessment framework for commissioning to demonstrate progress, the extent to which partners are adopting the Commissioning Strategy and the extent to which this adoption remains consistent across the Partnership • To ensure that the Commissioning Strategy is presented to the Strategic Board for consultation and subsequent sign-up, to ensure that the Strategic Board has appropriate responsibility for it. • To ensure that the Commissioning Strategy is informed by evidence-based practice and available research • That the Commissioning Strategy has a clear operating ethos and that decisions are informed by a clear understanding of the market and other relevant forces • That the Commissioning Strategy involves all aspects of the commissioning cycle within its remit and that all parties, including procurement, are actively engaged in and signed-up to the process • That Children's Trust arrangements are developed to ensure that it: <ul style="list-style-type: none"> • has effective and systematic arrangements to analyse the performance and impact of all services • ensures that information about the performance and impact of services is regularly reviewed and used to inform commissioning decisions • has agreement across the Children's Trust about allocation of budgets between partner 	

	<p>agencies, and spend and effectiveness is monitored effectively</p> <ul style="list-style-type: none"> • systematically holds providers to account for the impact and effectiveness of services • can show evidence of consistent improvements in the impact and effectiveness of services <ul style="list-style-type: none"> • To develop and implement a communications strategy, to include effective consultation with all relevant parties, and to ensure that this communication strategy clearly demonstrates that commissioning is based on the application of equitable and shared standards across all internal and external providers, including a common statement of process • To ensure that the Commissioning Strategy Handbook is communicated effectively to all partners and meets appropriate training and workforce development requirements and that additional training is identified and met • To establish a Joint Commissioning Working Group within the overall reporting structure and that this body reports directly to the Strategic Board • That communication includes examples of successful and unsuccessful commissioning, in order to allow effective and transparent improvements 	
4.	<p>Actions to Follow</p> <p>The group agreed on the following actions:</p> <ul style="list-style-type: none"> • That the draft Commissioning Strategy Handbook would be developed and submitted to the Strategic Board on 18th May 2009, in order to initiate a period of consultation with all partner organisations. • That a draft report for the CYPSP Board and a draft version of the Handbook is prepared by 1st May 2009. • That the notes to this meeting and a draft Action Plan is produced and circulated by 26th March 2009. 	<p>ALL / C McGee</p> <p>C Bird</p> <p>D Chapman</p>

APPENDIX B**JOINT COMMISSIONING ARRANGEMENTS: SELF-EVALUATION STANDARDS SCORES**

Standard	Score
1 We are clear and agreed about the outcome priorities we need to deliver for children, young people and their families in our area	4
2 We have robust, up-to-date commissioning arrangements which deliver the priority outcomes we are trying to achieve for children and young people	2
3 We have the right governance and partnership arrangements to deliver our priority outcomes through commissioning	1 / 2
4 We have clear, agreed and effective arrangements which support joint commissioning	1 / 2
5 Partners and stakeholders, including service users, trust the approach we take to commissioning	1 / 2
6 We really understand the needs of children, young people and their families in our area	4
7 We influence the market effectively to improve outcomes for children, young people and their families	1 / 2
8 We successfully monitor the impact and manage the performance of services	3
9 Our commissioners work effectively together to secure improved services and outcomes	1 / 2
10 We successfully secure major service reconfiguration and change through commissioning	2
11 Our leaders understand commissioning and work together to embed best commissioning practice across the Children's Trust	2
12 We have the right people with the right skills, knowledge and expertise to commission effectively	1 / 2
13 We have a culture of continuous learning and improvement involving all commissioners, providers and stakeholders.	1 / 2

Scoring criteria:

- 1: We have no clear agreement about what is needed to move forward
- 2: We do agree what is needed, and have begun to move forward
- 3: We are making progress towards meeting the standard
- 4: We are making very good progress towards meeting the standard
- 5: The standard is fully achieved across the Children's Trust.

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COMMISSIONING FRAMEWORK: 'ASSESS, PLAN, DO, REVIEW'

Activity	Stage		DoH / DCSF Guidance
Assess	1	Look at outcomes	Consider the current pattern and recent trends in outcomes for children and young people. Compare local outcomes to national and other relevant comparators
	2	Focus on particular groups	Within the overall picture look at outcomes for specific groups of children, young people, and parents as they require a differentiated approach to service provision or additional support. Compare local outcomes to national and other relevant comparators
	3	Needs analysis	Use outcome data and the views of children, young people, families, local communities and frontline staff to develop an overall integrated needs assessment.
Plan	4	Identify resources, set priorities	Agree on the nature and scale of the local challenge. Identify the resources available and set priorities for action.
	5	Plan services, focus on prevention	Plan the pattern of service most likely to secure priority outcomes, considering carefully the ways in which resources can be increasingly focussed on prevention and early intervention.
Do	6	Commission effectively	Decide together how best to deliver outcomes, including drawing in alternative providers to widen options and increase efficiency.
	7	Pooled resources	Develop and extend joint commissioning from pooled budgets and pooled resources
	8	Workforce and market development	Develop the local markets for providing integrated and other services, and produce and implement a local workforce strategy covering service and role re-design and the necessary ways of working to support delivery.
Review	9	Monitor and review	Monitor and review to ensure services and the joint planning and commissioning process are working together to deliver the goals set out for them

