

# SOUTH GLOUCESTERSHIRE CHILDREN AND YOUNG PEOPLE COMMISSIONING STRATEGY

2006-2009



Chief Executive of South Gloucestershire Trust



Chief Executive of North Bristol Health Trust



Chief Executive of Connexions (West)



Associated Services Commissioning



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Department for Children and Young People

## **COMMISSIONING STRATEGY 2006 – 2009**

### **1. VISION AND SCOPE**

We believe that all children and young people have a right to a life in which they:

- Enjoy the best possible physical and mental health and live a healthy lifestyle.
- Have equality of opportunity.
- Are given encouragement and opportunities to learn, develop, enjoy and achieve, both in and outside school.
- Are protected from harm and neglect and feel safe both at and outside of home and school.
- Are supported by their parents and carers, and their peers.
- Are encouraged to play a full part in their communities and behave in a socially responsible manner.

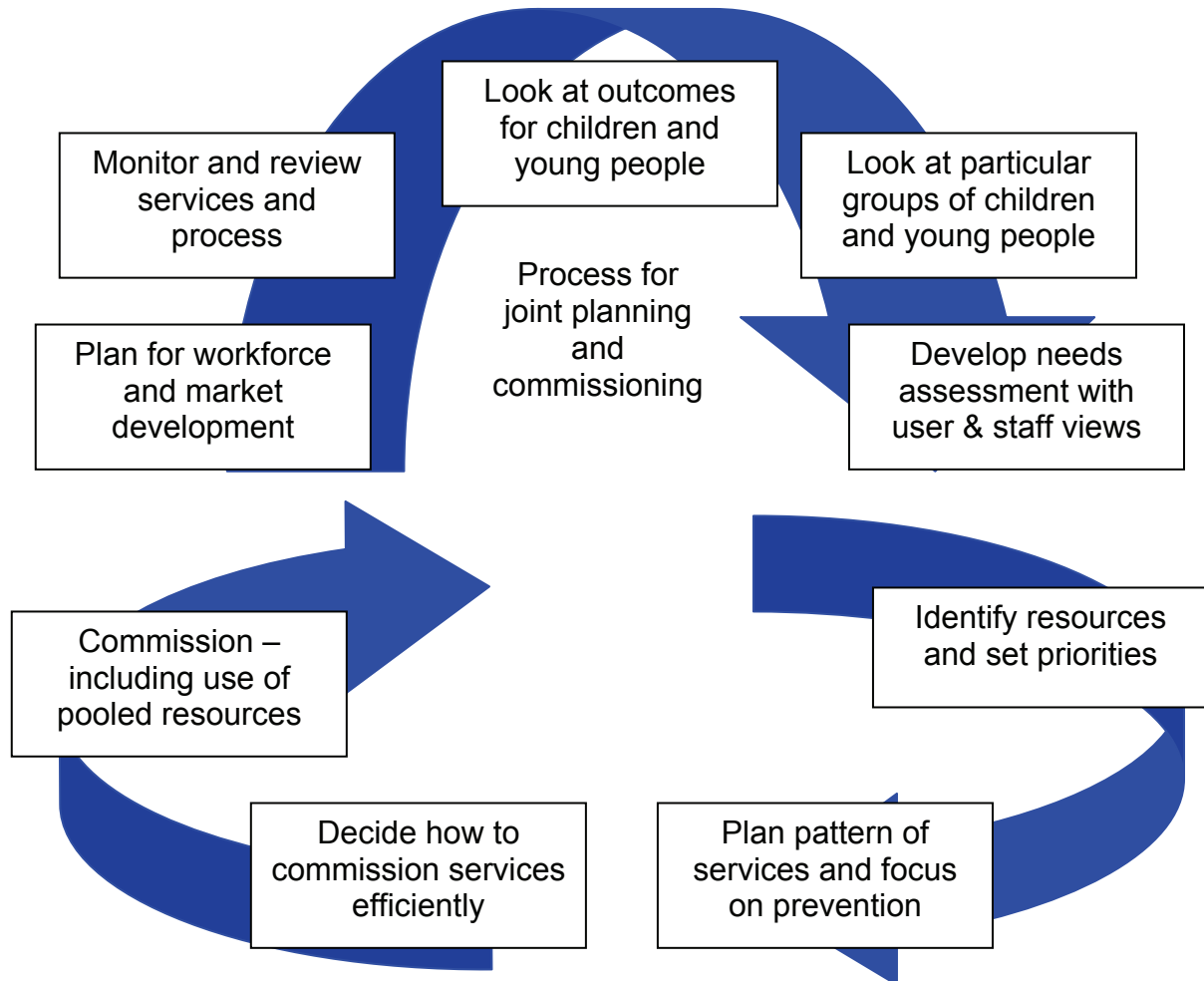
The Local Authority, Health Service, Police, Connexions, Learning and Skills Council, private, voluntary and community sectors have agreed to work together to deliver this charter.

The purpose of this strategy is to inform all commissioning activities in South Gloucestershire to improve the outcomes of children and young people, this improves the provision for Looked After Children, Out of Authority placements and service level agreements for other activities.

The Children and Young People Plan sets out our shared strategy to promote the well being and to raise achievement of all children and young people in South Gloucestershire. Our aim is to improve the lives of children and young people by ensuring that the services provided for and to children and young people in South Gloucestershire are of the highest quality and are sustainable. Our Commissioning Strategy is closely linked to achieving the objectives and priorities identified in the Plan. The strategy is designed to support the children's trust arrangements, as an essential element of the partnership arrangements with stakeholders in order to ensure effective joined up approaches. The commissioning strategy puts the child at the centre of all our services. It is aimed at delivering good outcomes for children and young people by managing the market in services whether provided by the Local Authority, Health Service, Police, schools, the private, voluntary or community sectors. Our strategy encompasses therefore the processes involved in both specifying and securing provision.

Strategic commissioning is seen as a key element in the effective management and development of services to meet the needs of and improving outcomes for Children and Young People, ensuring spending decisions are directly informed, aligned with planning within children and young people department and provide value for money.

HM Government has depicted the joint planning and commissioning process in the following diagram:



The characteristics of a good commissioning strategy are:

- An agreed vision
- Detailed mapping of service provision
- Explicit targets
- Effective monitoring arrangements
- Regular evaluation of outcomes

## **CONTEXT**

Since the establishment of a Department for Children and Young People in April 2005 there has been a strong commitment to focus on children and young people and on our vision for improving their outcomes. There is a shift towards much greater involvement with children and young people in the decisions which affect them. The tradition of effective partnership working is being built on. An analysis of need and provision has taken place across South Gloucestershire and has informed the rationale for developing three locality teams. This has implications both for a reconfiguration of services to meet local need rather than a reliance on the status quo, and for a commissioning process to ensure that we get the best out of both competition and collaboration. Some commissioning will be delegated to the three locality teams.

The role of schools is particularly important as they are both providers of services and commissioners in their own right. This will increase as more resources are devolved to schools, rather than remaining with the local authority. Schools commission services for individual children and groups of children and are increasingly involved in multi-agency commissioning. This is likely to increase with the developments relating to Children's Centres and Extended Schools.

In delivering the Every Child Matters agenda commissioning must not be restricted to those services traditionally associated with Children and Young People, such as education and children's social services. It must include the services not traditionally associated with children and young people such as housing, planning, local transport, regeneration and lifelong learning but whose work has a significant impact on their lives and opportunities.

Provision for services will be commissioned in accordance with EU and UK law, regulations, guidance, national and local procurement legislation rules and standards.

The EU Public Services Procurement Directive emphasises the importance of transparency and consistency in contracts, tenders weighting, processes and awards. Social and environmental outcomes should also be considered.

## **DEFINITION**

The word Commissioning means different things to different people. It is therefore important to state clearly the definition of Commissioning as used within this strategy and accepted throughout South Gloucestershire. In South Gloucestershire it is considered that Commissioning is the process to meet local need which involves both specifying and securing high quality provision. Priorities are those which are needed to improve the outcomes for children and young people and are fully informed by their views and those of their parents. The provision secured must be cost effective and provide value for money. Commissioning includes monitoring and evaluating services provided in order to ascertain their impact on improvement, and applies to all services within the Children's Trust arrangements whether provided by the Local Authority, Health Service, Police, schools, and the private or voluntary sector.

## **AIMS**

Commissioning is the process of assessing need, specifying, securing and monitoring services to promote good outcomes for children and young people. Commissioning is integrated into the local strategy for delivery of all services for children and young people in South Gloucestershire. Commissioning will be at the heart of improving outcomes for children and young people. It requires an understanding of how all outcomes in the area are met. The Children and Young People Plan sees the development of the commissioning strategy as a priority for the Strategic Partnership Board.

Commissioning will help develop the drive towards moving resources to preventative and early intervention services. It will also promote diversity in the market and the security of provision across services however provided. This process will strengthen the market, promoting competition.

## **PRINCIPLES**

The following principles will underpin the commissioning process in South Gloucestershire.

- There is one strategic plan for children and young people's services in South Gloucestershire.
- A clear rationale for improving outcomes for children and young people will inform all decisions.
- Stakeholders and partners will be involved at the early stages of the process.
- Children and young people and their families will be enabled to participate meaningfully.
- The process will be based on a clear analysis of need and desired outcomes.
- The decision making processes will be transparent and fair.
- The process will be equitable, measurable and achievable.
- The provision will be sustainable for the life of the service.
- The process will support innovative, effective, fit for purpose solutions to securing the required provision.
- The process will ensure that services commissioned will have demonstrated their effectiveness through research and evaluation.
- Commissioning will always involve clear specifications, contracts and agreements and will outline the level of service to be provided and the outcomes to be achieved which are to be evaluated against specific criteria.
- There will be a strong link to adult services commissioning to ensure that there is a focus on children and young people's transition to adult services.

**These principles will be applied by the various partners within their own organisation commissioning arrangements.**

## **STRATEGIC COMMISSIONING GROUP**

In order to ensure that the outcomes of the strategy are being achieved it is necessary to form a Strategic Commissioning Group. This Group will report directly to the Strategic Partnership Board.

The main function of the Group will be to ensure that Commissioning is delivering the outcomes as outlined in the Children and Young People Plan. It will also evaluate the effectiveness of current commissioning arrangements, develop proposals for different commissioning arrangements and recommend them to the Strategic Partnership Board. **A particular focus will be the development of Joint Commissioning, the identification of core budgets and monitoring of these budgets. It will also develop joint funding arrangements.**

The Strategic Commissioning Group will require up to date monitoring and evaluation information.

The Strategic Commissioning Group is key in determining the best use of resources in order to provide a needs led service to children and young people. This will involve the need for cohesion in terms of skill, time, buildings, funding and approaches. The pooling or alignment of resources will be one of a key number of aspects.

## **PRIORITIES**

**The main priority of the Commissioning Strategy is to facilitate the delivery of the Children and Young People's Plan**

- To increase families' capacity to care for their children
- To ensure that preventative / support services are meeting the needs of children and young people and their families
- To keep the re-registration rate of children on Child Protection Register low
- To ensure children in need of protection are kept safe
- To improve the life chances of children and young people in need and looked after
- To increase in house provision (placements) to reduce the need for Out of Authority placements
- To increase the numbers of authority foster carers
- To develop treatment foster care support for teenagers and their carers
- To improve education, attendance and attainment of Looked After Children

- To ensure health plans for Looked After Children are reviewed regularly
- To support inter agency working and multi disciplinary teams in respect of children placed or potentially placed away from home and Out of Authority
- To develop pre placement frameworks
- To ensure that services are in place to support independent living when young people leave care
- To support the effective transition of young people to adult services
- To implementing Common Assessment Framework (CAF) and the Integrated Children's Systems (ICS)
- To co-operate with and join in developments within the South West Region for the procurement of particular services.
- To support a South West database of providers and comments which includes the monitoring of service quality.
- To develop a prerequisite, pre qualification tender system to have list of accredited providers to enable tendering of every placement

## **KEY STRANDS**

The following key strands will support and weave across the principles.

- stronger interagency and multi agency working
- an understanding of the market for children's services within the local region including supply and demand, market analysis and gap analysis
- to combine resources and skills and reduce duplication of effort across the region
- all commissioned agencies, whether Local Authority, Health Service, Police, the private voluntary or community will monitor services in the same way
- resources will be moved to preventative and early intervention services
- clear, transparent and inclusive communication
- clarity and assistance in monitoring and evaluation tasks
- the importance of local people and providers contributing to needs analysis and service mapping
- support to local providers

## **MONITORING**

- Report to Strategic Commissioning Group, informing the overarching monitoring report of the project to the Strategic Partnership Board
- Progress against actions will be presented to the Strategic Partnership Board by Head of Resources in early Autumn; also informing priorities meeting in November.

## **EVALUATION**

- Annual evaluation undertaken February 2007 and / or as defined to inform the revised Children and Young People Plan Implementation Plan for 2007/08, 2008/09 and full evaluation in 2009/10.
- Reports will be to Strategic Partnership Board, Council Scrutiny (Children and Young People Select Committee).

## **DEVELOPING A FRAMEWORK**

The Commissioning Framework is the structure and process that ensures that the utilisation of resources is consistent with the commissioning strategy.

The framework will promote a well focused and well considered efficient process for securing provision. HM Government has issued a Joint Planning and Commissioning Framework for Children, Young People and Maternity Services document which identifies the most important steps for developing effective joint planning and commissioning. This is attached as Appendix 1.

The following stages informs how we develop each process once a project has been identified.

### **Stage 1: Project set up**

- Define purpose and priorities through a project specification.
- Identify stakeholders, resources and timescale.
- Notify stakeholders of project and parameters.

### **Stage 2: Detailed analysis of need**

- Define client group
- Research best practice
- Evaluate current service
- Determine future service requirements
- Engage stakeholders
- Identify key national drivers and local priorities

### **Stage 3: Current provision and resources**

- Map current market
- Benchmarking
- Map current commissioning and contracting commitments

Map resources available / required  
Evaluate quality of existing services  
Gap analysis  
Stakeholder interviews

**Stage 4: Analysis of future requirement**

Consolidate previous stages  
Review strategic direction and plans  
Determine future requirement

**Stage 5: Procure Provision**

Secure provision  
Implement provision

**Stage 6: Monitor Review and Evaluation**

Determine method and way of monitoring, review and evaluation.

**This Strategy has been fully consulted upon in accordance with the South Gloucestershire Compact Agreement with the private, voluntary and independent sectors and ratified by the Children and Young People Strategic Partnership Board in March 2007.**

**HM GOVERNMENT: JOINT PLANNING AND COMMISSIONING  
FRAMEWORK FOR CHILDREN AND YOUNG PEOPLE AND MATERNITY  
SERVICES**

**Strategy and Planning**

1. Consider the current pattern and recent trends of outcomes for children and young people in the area against national and relevant local comparators.
2. Look within the overall picture at outcomes for particular groups of children, young people and parents-to-be (e.g. disabled, special educational needs, looked after children), as they may require a differentiated approach to service provision or additional support.
3. Use all this data and the views of children, young people and their families, local communities, and front-line staff to develop an overall, integrated needs assessment.
4. Agree on the nature and scale of the local challenge, identify the resources available, and set priorities for action.

**Designing Delivery Mechanisms**

5. 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.

**Procurement of Services**

6. Decide together how best to deliver outcomes, including drawing in alternative providers to wider options and increase efficiency.
7. Develop and extend joint commissioning from pooled budgets and pooled resources.

**Integration of Service Delivery**

8. 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.
9. Monitor and review to ensure services and the joint planning and commissioning process are working to deliver the goals set out for them.