

## CHILDRENS TRUST JOINT COMMISSIONING STRATEGY

### Members are recommended to:

- Agree the principles for commissioning outlined on page 2.
- Agree to receive a revised governance proposal at the Trust Workshop in February.
- Agree the outline Change Plan outlined on page 5.
- Note the direction of travel for the Joint Commissioning Strategy and agree to receive the draft Strategy in March.

### Summary

The aim of the Joint Commissioning Strategy is:

- To shape the way resources are deployed strategically;
- To make better use of the 'total pot' on the basis of jointly agreed strategic priorities;
- To secure joined up pathways that avoid duplication and address gaps in services;
- To develop key strategic information that tells the Trust members about the effectiveness of the investment and its impact on the 'big picture';

The Joint Commissioning Strategy will describe our approach to commissioning. It will define our structures for commissioning at a strategic level, including the role and function of the joint commissioning sub-group, and its relationship with the Trust and the many other partnerships (for example the Health and Wellbeing Partnership) that have a role in commissioning.

The Joint Commissioning Strategy will also provide the Trust with an overview of the total spend or 'pot' for children's services so that it can monitor the impact of commissioning strategies on the total resource. It will outline a three year programme for reconfiguring services consistently and transparently in order to achieve the priorities in the CYPP. This work will be underpinned by a set of agreed principles – signed off by the Trust.

In practice, commissioning happens at different 'levels'. In Oxfordshire this includes countywide (or strategic), sub-regional and national. Different services require commissioning at different levels, depending on factors such as population, volume and costs. Sometimes there is a well rehearsed reason why one level is better than another

but this is not always the case. It is proposed that the Joint Commissioning Strategy will also lay the foundations for how we intend to develop more locally based commissioning, the role of Area Trust Boards and the interface with School Partnerships and Practice Based Consortia (GPs) and be clear about the accountability between the different levels of commissioning.

Finally the Joint Commissioning Strategy will identify the commissioning intentions for the next three years; this will include areas for investment, disinvestment efficiencies (including invest to save) and service redesign. It will outline existing commitments across the County Council (CYPF Directorate) and Oxfordshire PCT and will propose new commitments for the period to 2013. These will have already been approved by the lead organisation. In future it is a process that will be more informed by the Children and Young People's Trust.

## **Principles**

Members are asked to agree the following six principles drafted following discussion at the Commissioning Workshop:

- Our commissioning plans will implement the priorities of Oxfordshire's Children and Young People's Plan (CYPP).
- We will act fairly and transparently to promote equality of opportunity where we commission or decommission services. We expect that our commissioning process drives cost effective and affordable provision.
- We will expect arrangements to drive up the quality of services, in line with best practice and emerging national guidance. This will include safeguarding all children and young people and providing care closer to home where possible.
- Children and young people are at the centre of our commissioning and decommissioning plans and we will engage with children, young people and their families as equal partners in all our commissioning activities.
- We will build and maintain good long-term relationships and partnerships with service providers, schools and settings, investing in a culture of trust and mutual respect.

- We will manage and monitor contracts, service level agreements and service plans effectively and proportionally according to the level of risk they present.
- We will use this information to inform the Trust about the effectiveness of their investments or disinvestments and the impact on the big picture.

### **Commissioning intentions to 2013**

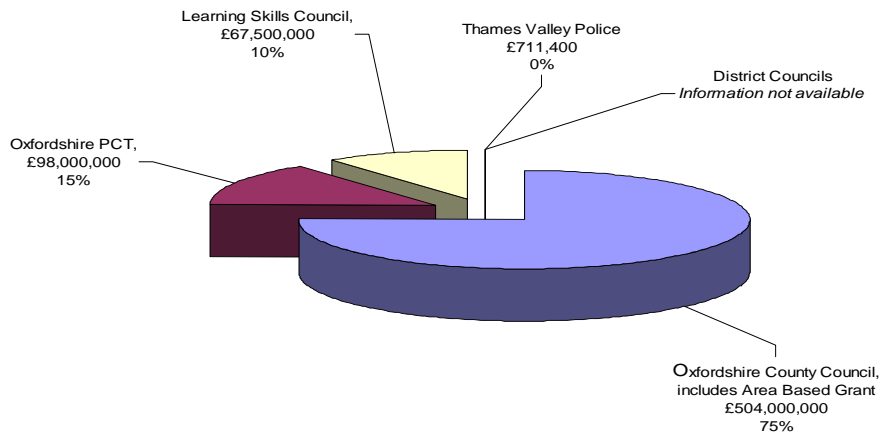
At the Commissioning Workshop members unanimously agreed that the priorities for joint commissioning should reflect the areas already agreed in the Children and Young People's Plan. There are a number of commissioning plans that are already existing commitments and that will carry forward into 2010/11. This includes:

- jointly commissioning an integrated children's therapies model;
- jointly commissioning sexual health services in Further Education colleges;
- re-commissioning specialist health intervention for children with moderate to severe learning disabilities;
- re-commissioning integrated substance misuse and early intervention service
- the South Central Region Partnership commissioning of accommodation and education for young people with special educational needs;

In addition there are a number of new commitments that will impact from 2010/11. The draft Joint Commissioning Strategy will outline these areas (currently subject to agreement by lead organisations as part of their planning and resource allocation process). Each commissioning initiative will be mapped to CYPP priorities and associated Local Area Agreement targets. Each commissioning initiative will also describe the expected impact (benefit), indicative costs, associated efficiencies and risk management plan.

### **Resources and spending**

A key element of strategic commissioning is in understanding the 'total pot' of resources. Commissioning is not just about using new money, it is also a way in which we can get better use of existing resources. In today's economic climate this also means decommissioning in order to reduce overall spend or alternatively negotiating with providers to get more activity for the same amount of money (efficiencies).



Understanding the total resource is also important if the Trust is to target investment to areas of greatest deprivation geographically. The areas are agreed to be Oxford City, Banbury and South Abingdon. In addition rural deprivation will need to be considered. The Trust will need to develop strategic information that informs members about the impact of commissioning (and decommissioning) on these geographical areas.

## Governance

Effective joint commissioning requires good governance with clear direction, resourcing, accountability and delegation. From April 2010 the Children and Young People's Trust will have responsibility for the totality of the cooperation arrangements to improve children's wellbeing.<sup>1</sup> However, the new Act<sup>2</sup> does not create new lines of responsibility so each partner remains accountable for commissioning in relation to their part of the CYPP. For joint commissioning to be effective the Trust may need to establish a "*Executive Commissioning Board*" or similar structure to govern and manage the performance of commissioning functions across all partners. A more detailed proposal will be discussed at the Trust's governance workshop in February.

<sup>1</sup> Achieving Better Outcomes; Commissioning in Children's Services: Commissioning Support Programme 2009

<sup>2</sup> Apprenticeships, Skills, Children and Learning Act 2009

## **Outline Change Plan**

The Commissioning Support Programme (CSP) is the national body tasked with supporting all Children's Trust is making a step change in their commissioning function. The self-assessment carried out last Autumn identified key areas of strength (e.g involving young people) and areas for development (e.g. market development). As a result the Trust is now able to access a range of support from the national Commissioning Support Programme (CSP) by submitting a "Change Plan". Given the self-assessment and the outcomes of the Commissioning Workshop held in November the following areas are proposed for Oxfordshire's Change Plan:

- 1 Strengthening the commissioning governance of the Trust so that the membership and constitution is fit for purpose and meets the statutory requirements of the Act
- 2 Developing locally based commissioning so that the Trust is able to devolve commissioning decisions to locally based commissioning groups
- 3 Agreeing a joint commissioning approach (including the strategy) that will enable the use of pooled budgets where the Trust believes this will improve outcomes for young people.
- 4 Managing the provider market so that the Trust understands and is able to work constructively with the provider market for children's services.

## **Conclusion**

This paper develops the framework for the forthcoming Joint Commissioning Strategy. Between January and March the detail of specific commissioning plans will be developed, as will a revised governance structure for the Trust. This will enable Oxfordshire Children and Young People's Trust to launch an ambitious programme of commissioning over the next three years that will be part of the overall Delivery Plan for the Children and Young People's Plan.

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