

*Strategic Joint
Commissioning Framework*
for Children and Young
People in Wirral

2011-2012



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1. Introduction

Children's Trusts are local partnership arrangements to improve children's well-being. They are not defined in legislation but are underpinned by a 'duty to co-operate' in section 10 of the Children Act 2004.

The Children's Trust brings together a range of partners including children and young people, health, police, community and voluntary sector, education providers and other services to ensure integrated, child-centred approaches to improve outcomes for children, young people and their families.

We organise our work around children and young people; what they say, where they are and what they need. We value every child equally and strive for positive outcomes for all of them.

Children and young people are society's future and with them rest our hopes and aspirations. Supporting their interest and welfare is paramount. Our most important principle is that we will secure an active partnership of parents, carers and services, working together to deliver the best outcomes for all our children and young people and thus enabling them to fulfill their potential.

The partnership working for Wirral Children's Trust is outlined in our partnership arrangement memorandum of understanding (<http://www.wirral.gov.uk/downloads/3226>).

The essential features of Wirral's Children's Trust are:

- A child-centred, outcome-led vision for all children and young people, clearly informed by their views and those of their families
- Inter-agency governance, with robust arrangements for inter-agency co-operation
- Integrated strategy: joint planning and commissioning
- Integrated processes: effective joint working sustained by a shared language and shared processes
- Integrated front-line delivery organised around the child, young person or family rather than professional boundaries or existing agencies
- Improving outcomes for children, young people and their families

Wirral's Children's Trust drives the production and delivery of the *Children & Young People Plan* which is an overarching strategic plan for all organisations providing services for the children and young people of Wirral (<http://www.wirral.gov.uk/downloads/3102>).

Commissioning is the mechanism by which local needs are met and involves both specifying and securing high quality provision. It is vital in the effective management and development of services to meet the needs of and improve outcomes for children and young people. It ensures that spending decisions are directly informed by the priorities and aspirations of the Children and Young People's Plan and represent best value.

The Department of Health provide the following definition of *Joint Commissioning*, “The process in which two or more commissioning agencies act together to co-ordinate their commissioning, taking joint responsibility for translating strategy into action”. It is very important to note that it makes no reference to funding, procurement and delivery it focuses on ‘joint responsibility for translating strategy into action’. In this context the strategy in question is the Children and Young Peoples Plan.

The Wirral Children’s Trust Board will be the key driver to ensure the effective commissioning of all services to children and young people in Wirral.

Wirral’s Children’s Trust supports Lord Laming’s view (Victoria Climbié Enquiry, 2003) that:

“I am in no doubt that effective support for children and families cannot be achieved by a single agency acting alone. It depends on agencies working together. It is a multi-disciplinary task.”

To deliver this work effective joint commissioning is essential. The benefits of joint commissioning are that it will help agencies together to:

- Target services to give the greatest impact on outcomes
- Avoid duplication of services
- Ensure value for money & efficiency
- Develop coordinated services
- Share expertise and best practice
- Share intelligence about needs

This Framework has been created to facilitate joint commissioning. Its key purpose is to establish common commissioning language, principles and approaches to be used locally in the delivery of commissioning in support of the Children and Young Peoples Plan, in particular joint commissioning. The Framework itself does not establish need, strategy or priorities these are all embodied in the Children and Young People’s Plan.

2. Vision

Wirral Children's Trust aims to make sure that all children are safe, healthy, enjoy life, can achieve to their full potential and are prepared for adult life and work. Thorough needs assessment ensures the work of partners is focused on those areas that are the most urgent to address, and we continue to take every opportunity to work with disadvantaged children and to find ways to improve their life chances.

Children and young people are society's future and with them rest our hopes and aspirations. Supporting their interests and welfare is paramount. Our most important principle is that we will secure an active partnership of parents, carers and services, working together to deliver the best outcomes for all our children and young people and thus enabling them to fulfil their potential.

Our vision is

“To enable Wirral’s children, young people and families to access services quickly in order to be secure, healthy, have fun and achieve their full potential.”

Children's Services is governed by the following principles:

- Every Child Matters
- Keeping our children safe through effective safeguarding
- Improving outcomes for children, young people and their families
- Organising around children and young people, taking account of their views
- Operating across the partnership as a single integrated Children's Service
- Continuing to build on excellent partnership working
- Integrated strategy and governance
- Integrated delivery and processes
- Early intervention and prevention
- Targeted support for vulnerable groups
- Equal value and common standards
- Fitness for purpose utilising new approaches and technology to improve our efficiency and service
- Responsibility and accountability.

3. Principles

The Commissioning Framework for Health and Well-being (Dept of Health, 2007) describes seven principles of effective commissioning which are central to this Joint Commissioning Framework.

a. Place the customers' needs at the centre of commissioning

Commissioners should seek views and give more choice and control over the services people wish to have available to themselves or others in their communities. This includes the provision of, and access to, good quality information and advice to support these choices. Commissioners should promote people and community involvement in shaping services and ensuring appropriate advocacy is available to support people who may find it more difficult to express their views.

b. Understand the needs of the population, communities and individuals

Commissioners, with its partners, should research the needs and aspirations of communities. This aspect of customer and community engagement should not be underestimated as it will take time to establish a coherent picture of the range of Wirral communities' priorities that can be relied upon to drive commissioning that is effective and fair. Commissioners will build on work already undertaken with partners to develop the use of information through the statutory Joint Strategic Needs Assessment and other strategic intelligence projects.

c. Share and use intelligence more effectively

Commissioners should use and share information with customers, staff and providers. This includes clarifying what information can be lawfully and practicably shared, and under what circumstances. It may also include joining up Information and Performance Management Systems between major partners.

d. Assure the highest affordable quality providers for all services

Commissioners should develop effective, strong partnerships with customers and providers and engage them both in the assessment of need. The focus should be on outcomes, leading to innovative solutions that are tailored to meet the needs of individuals. Services and goods should be supplied by a wide enough range of providers to stimulate choice but not suffer from diseconomies of scale. Procurement should be transparent and fair and performed within European Procurement Regulations. However business processes (eg tenders, evaluation and contract performance monitoring) should be proportionate to the level of investment and risk to individuals and the Commissioning organisation. This is particularly relevant to small and medium sized enterprises and voluntary, community and faith sector providers. Commissioners will ensure that the social value aspects of procurement feature in the award of contracts.

e. Seek out collaborative approaches wherever possible

Commissioners should actively seek out collaboration whether it be with partners in Wirral to improve local services or with other authorities/agencies to develop intelligence or enhance purchasing power. Collaboration not only enhances intelligence and aligns visions and values, but can also effectively spread risk.

f. Provide incentives for innovation

Sometimes it will be necessary for the Commissioners to experiment by funding untested initiatives and it needs to be recognised that some will not work. This will require a mature approach to risk taking and incentivising innovation. Commissioners will look to promote social enterprises and mutuals.

g. Make it happen - local accountability, capability and leadership

Commissioning organisations will need to set out their vision in terms of outcomes including a set of outcome metrics. To make this happen the Commissioning organisations will need appropriate capability both within its workforce and in external organisations who can add value to the process.

4. Local Context

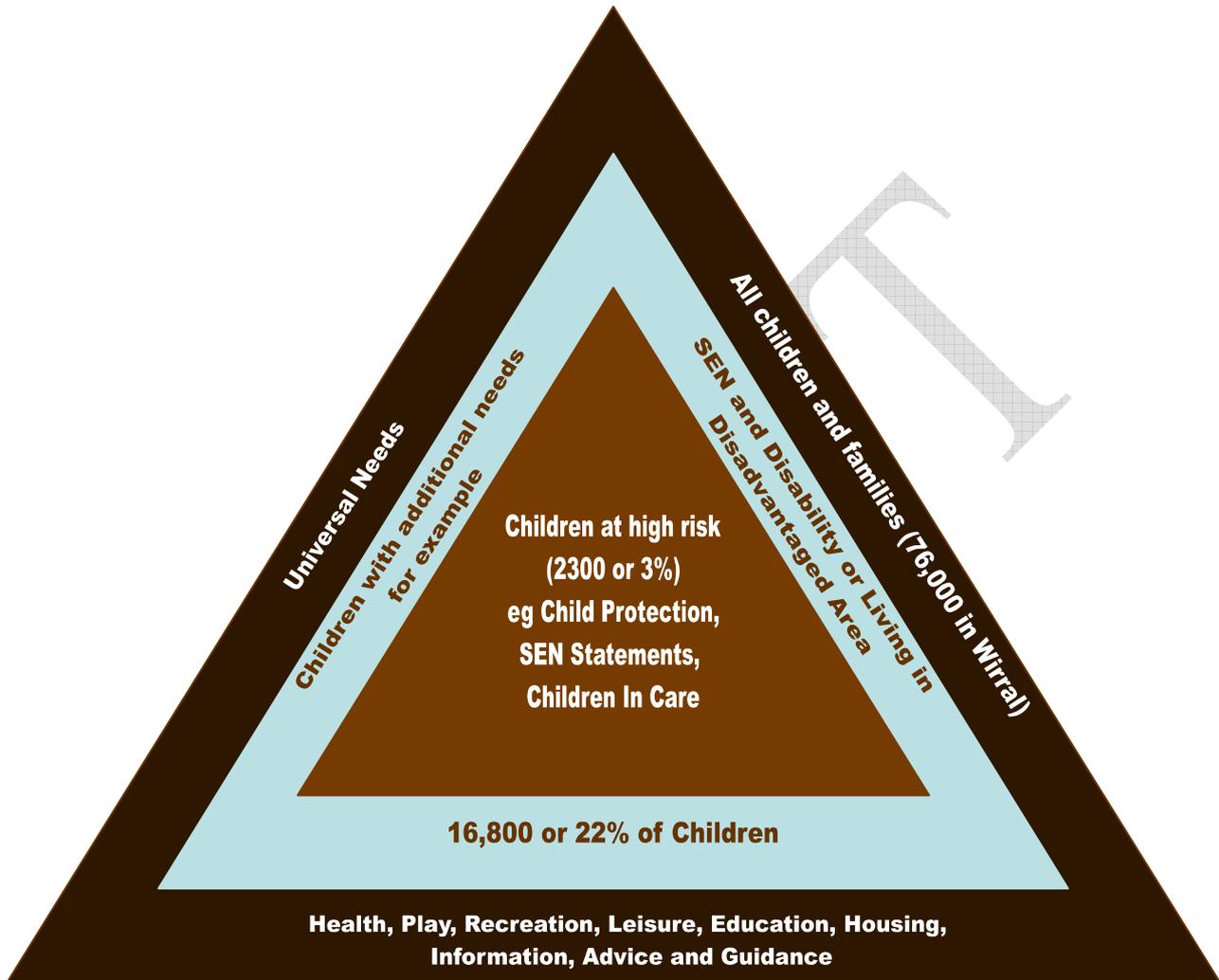
Children's Services are delivered by a number of agencies working together through a shared vision and values. We organise our work around children and young people; what they say, where they are and what they need. We value every child equally and strive for positive outcomes for all of them. As outlined in it's memorandum of understanding Wirral Children's Trust has defined governance arrangements to provide an effective and transparent framework and clarity of roles and responsibilities. An important principle is that effective use is made of public resources for the benefit of children, young people and families.

Of the 76,000 children and young people living in Wirral not every child requires the same services (see Figure 1 – Wirral's Triangle of Need). Universal services are designed to meet the sorts of needs that all children and young people have; they include early years provision, mainstream schools, health services and play and recreation. Within that broadly 22% (16,800) children at any one time will have additional needs which require some extra support through targeted services; these may be individual or multi-agency services. These services support groups of children and their families such as those with special educational needs or disability or those requiring parenting support. A high proportion of these children will be living in the more disadvantaged areas. Within this group of 16, 800 approximately 2,300 children have more complex needs which require a high level of specialist support. These children would otherwise be at risk of poor outcomes and include young people subject to the child protection register, those with serious health issues or involved in youth offending.

With targeted and specialist support the aim is to support children and young people for appropriate periods of time then where possible to meet their need within universal provision. The approach taken is child-centred and delivered within the community with an aim to involve and empower whole families. This approach not only improves outcomes for families earlier and reduces the numbers that escalate into requiring additional support but reduces costs in the long term.

Again this Framework does not analyse need, an accurate and current picture of need is highlighted in the Children and Young People's Plan and the local Joint Strategic Needs Assessment (<http://info.wirral.nhs.uk/ourjsna/>).

Figure 1 – Wirral's Triangle of Need



5. The Commissioning Cycle

The importance of establishing a common commissioning language is most strongly evidenced by the interchangeable use of the terms *procurement* and *commissioning*.

- *Commissioning* is the mechanism by which local needs are met and involves both specifying and securing high quality provision.
- *Procurement* is the operational activity, within the wider context of commissioning, of securing the delivery of product, service or works through contracting arrangement.

An additional complexity is that commissioning operates at different levels.

- *Strategic Commissioning* - relates to the activities undertaken at a strategic level that outline the priorities and framework within which all services for children and young people are delivered.
- *Operational Commissioning* – is the process of procuring and developing individual services in line with the Children and Young People's Plan. Such services could be universal, targeted or specialist e.g. GP's, children centre clusters.
- *Individual Commissioning* – is the procurement and case management of packages of care and education for children and young people, e.g. foster care placements, family support etc.

Although these are inter-related it is clear that effective joint commissioning is not possible where different interpretations of commissioning are being used.

Commissioning is a continuous, sequential and cyclical process made up of the following four stages:

Analysing Understanding the needs, resources, strengths and weaknesses of the current position. Scoping the potential capacity, irrespective of 'who' supplies the goods or provides the service, to identify potential solutions to how those needs can best be met.

Planning Identifying the gaps between what is desired, needed and the resources that might be available. Establishing priorities and strategies to help address those gaps.

Doing Ensuring things are done as planned in ways which efficiently and effectively deliver the agreed priorities.

Reviewing Managing relationships, monitoring and reviewing the performance and impact of services on agreed outcomes, seeking performance improvement and decommissioning services where necessary.

The following diagram is a more detailed illustration of the *Strategic Commissioning Cycle*.

Figure 2: Strategic Commissioning Cycle



The cyclical nature of commissioning means that as we strive to better meet the needs of children and young people and improve their life chances we will have to change the way in which we deliver services. Some commissioned services may no longer meet our priorities or deliver the outcomes that we wish to achieve. Some services may not offer value for money or not deliver to contract specifications. In such circumstances services will need to be *de-commissioned* and monies dis-invested, in these situations the value of robust performance management and suitable contractual arrangements should not be underestimated. This will provide the Commissioners with opportunities to invest in new service areas or expand existing services.

6. Outcome Based Commissioning

Outcome Based Commissioning requires a shift in practice from commissioning from volume and price to commissioning for quality and outcomes. The focus needs to move away from activities and processes to results. This change in thinking needs to be from 'how a service operates (what it does) to the good it accomplishes (what it achieves). The risk is that contracts become preoccupied with activity (how many customers, hours, waiting times, complaints etc), rather than "is anyone better off?"

Outcomes are notoriously difficult to measure so there is a tendency to tighten up contract monitoring arrangements of inputs and processes in an attempt to reassure Commissioners that the service is performing. However this can divert valuable resource (time and effort) which would be better applied to the service itself. This is particularly the case for small enterprises and the voluntary, community and faith sectors. For whom the traditional contracting approaches place an unnecessary administrative burden which can only dilute the benefit from the investment.

Outcome Based Commissioning should liberate providers to do what they do best in their local communities. This requires a level of maturity and the trust on both sides with a common understanding of what an outcome is.

Outcomes are the tangible and meaningful changes, benefits, learning or other effects that happen as a direct result of the activity/support provided e.g.

- improved language skills
- improved access to services
- reduced isolation.

An *output* is the desired level of service from the provider. This is usually expressed as service availability, speed, delivery, quality, for example, the number of training events held, the number of hours of home care, or weeks of respite care provided. An output does not measure how effective a service was in meeting someone's needs or aspirations.

An *input* is the resource invested into the product or service in order to deliver the required outputs e.g. staff, premises, equipment, etc.

The relationship between inputs, outputs and outcomes is illustrated in Figure 3.

Figure 3: Relationship between inputs, outputs and outcomes

Inputs	→	Outputs	→	Outcomes
e.g. <ul style="list-style-type: none"> • Staff • Budget • Venue • Advertising • Powered wheelchairs 		e.g. <ul style="list-style-type: none"> • 100 One-to-one support sessions • 20 Groupwork sessions • 5 Outings • 50 disabled children and young people use powered wheelchairs. 		e.g. <ul style="list-style-type: none"> • Increased confidence • Increased awareness of alternatives to young parenthood • Increased access to education and training opportunities • Increased independence

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7. Joint Commissioning Continuum

There is currently no explicit guidance on how best to structure Children's Trusts in terms of the 'commissioning' expectations. This is clearly reflected by the fact that at present a range of commissioning models and structures are currently in use by Children's Trusts.

Within these structures a variety of processes and arrangements for integrating budgets, management structures, data/information, etc. are used. These vary depending upon the context of the local area with much depending on local and individual partner organisational factors and local 'appetite' for organisational change (barriers to implementation).

Figure 3 illustrates the progression from 'silo commissioning' to a 'one organisation' model. All the points on the continuum have benefits and drawbacks, and it is unlikely that any single model can provide the ideal solution to all circumstances, and as highlighted above organisational factors and local 'appetite' for change will heavily influence the chosen direction of travel.

In 2010 Wirral's current situation was benchmarked as being between 'silo commissioning and information exchange' and 'commissioners meeting to align plans', with some examples of 'virtual joint commissioning'.

Recognising that joint planning and commissioning is central to improving outcomes, Wirral's Children's Trust are committed to moving along the continuum.

Wirral Children's Trust has established an operational Joint Commissioning Group which imposes the discipline of the commissioning cycle i.e. assessing demand, reviewing present service configuration, assessing available budgets, implementing service redesign, monitoring performance and adjusting service provision to improve the match between capacity and demand. The group has developed a work plan to support continued improvement of joint commissioning practices. Joint Commissioning operates with regard to the published Strategic Joint Commissioning Framework for Children and Young People in Wirral. There is a clear focus on the commissioning of preventative services for vulnerable groups.

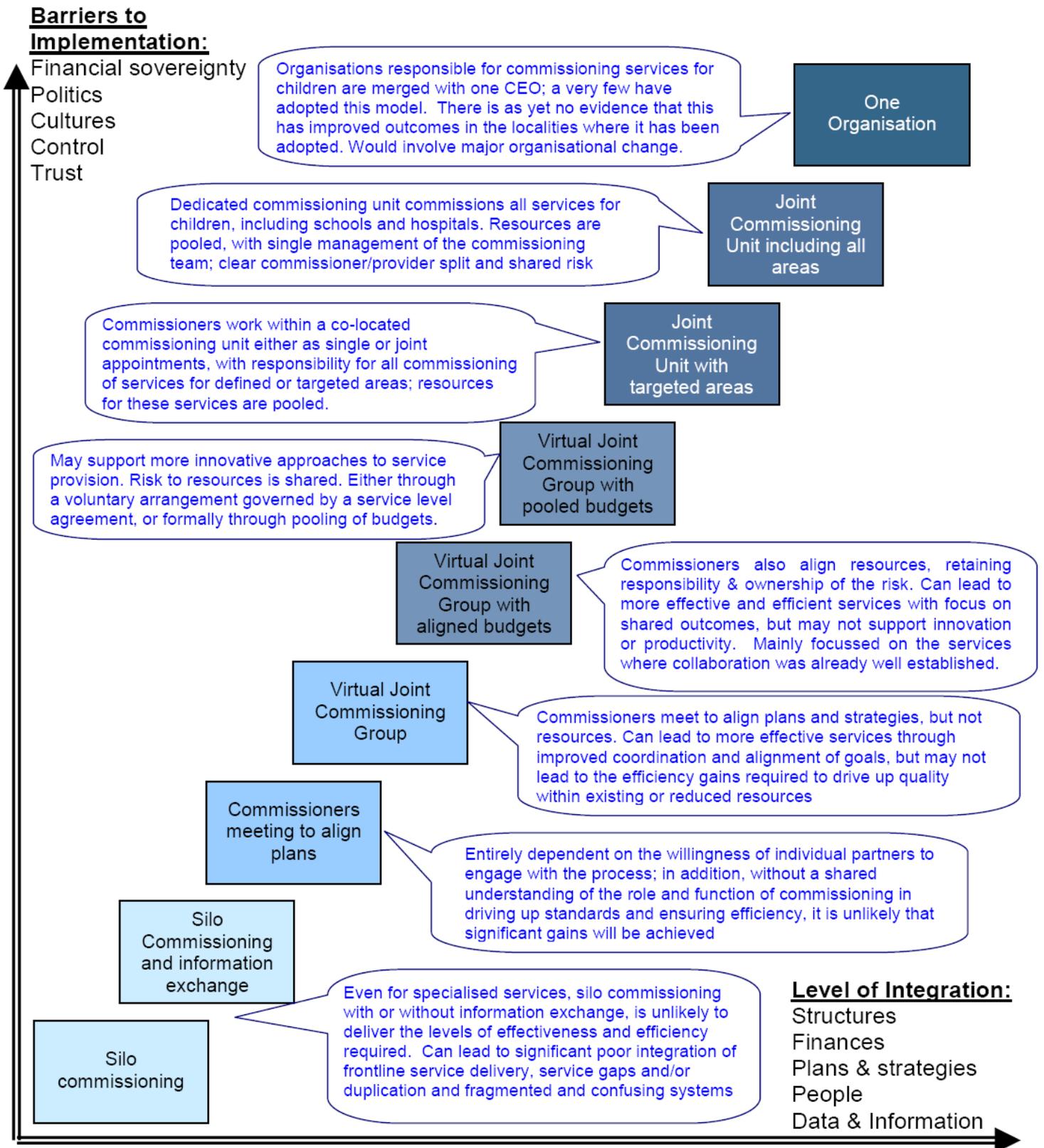
The aims of the Joint Commissioning Group are:

- To support the Children's Trust Executive (CTE) and relevant Strategy Groups in:
 - Providing advice to the Board to support decision making.
 - Developing strategies to deliver local priorities, in particular the Children and Young Peoples Plan.

- Identifying and implementing service improvement priorities
- To promote the effective use of joint resources to support the delivery of local priorities and making recommendations to Partners, CTE, etc. when required.
- To share strategies and plans that have an impact or relevance to local priorities, joint commissioning and commissioning practice in general.
- To promote the development and implementation of joint strategies and commissioning plans specifically relating to local priorities.
- To support the development, implementation and review of a Joint Commissioning Framework.
- To adopt and adapt best practice in all areas of commissioning. Ensuring that such practice is consistently applied specifically to joint commissioning.
- To develop, implement and monitor agreed projects and activities in support of joint commissioning.

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Figure 4: Joint Commissioning Continuum.



8. Pooled Budgets

Strategic commissioning requires an understanding and overview of how resources are deployed across the Children's Trust. This includes how budgets are aligned with priorities enabling the effectiveness of strategies and programmes to be monitored.

Pooled budgets can be described as a formal agreement where partners all agree to make differing levels of contribution towards a shared plan. Related expenditure draws down against their respective budgets to meet the costs involved in delivering the plan. Each partner's share of the transactions has to be incorporated in their own accounts.

Often discussions about joint commissioning focus on financial resources specifically the creation of pooled budgets. Experience of Children's Trusts in other areas, confirmed by local experience, is that much progress can be made short of formal pooling of budgets and that pursuit of pooling as an end in itself can be time consuming and unnecessary. Where pooled budgets are seen as bringing specific and measurable advantages, then these should be promoted. The absence of pooled budget arrangements should not justifiably be used as an excuse for not improving outcomes or improved joint working.

A number of arrangements within current legislation exist that can be utilised to establish pooled budgets:

- Section 10 Children Act 2004
- Section 75 National Health Service Act 2006
- Section 76 National Health Service Act 2006
- Section 256 National Health Service Act 2006

Pooled budgets agreements are complex and critically require suitable and extensive input from officers and advisers from all partner agencies

9. Integrated Processes

All partners agree that the implementation of integrated processes is crucial to address unmet needs and help children access the right services earlier.

We have clearly defined structures and governance arrangements for the Children's Trust and the Local Safeguarding Children's Board. They provide an effective and transparent framework and clarity of roles and responsibilities to sustain and improve outcomes for all our children and young people. The Boards have collaborated on a protocol which outlines how they will work together and maintain challenge and support.

The Integrated Preventative Services Board oversaw the development of integrated working and its function has been absorbed by the Children's Trust Executive. We have published our guidance which is for the use of all those working with children, young people and their families and includes information on key processes including the Common Assessment Framework (CAF) and Team around the Child (TAC).

The CAF enables information to follow the child between services in a common format. Robust and effective processes are in place to collect, monitor and quality assure CAF activity across the partnership. This data is effectively used to commission early intervention services. Team around the Child (TAC) working allows all agencies and the child and their family to be involved in working together to support the family, led by a Lead Professional.

The Lead Professional role is effectively embedded across the partnership. It reduces overlap and inconsistency in the services received by children and families through a single point of contact for the child or family co-ordinating the delivery of agreed actions.

Use of the integrated working framework and CAF and TAC processes effectively assists practitioners to understand and respond to the needs of the child and their family and allows a preventative approach through early identification of additional needs.

10. Governance

Wirral Children's Trust – Memorandum of Understanding outlines the current structural arrangements of the Trust. It specifies:

That the Board will:

- Take responsibility for setting the strategic direction for services to children, young people and their families. Including setting priorities joint planning and commissioning decisions; alignment of resources at strategic level and agreeing service models based on performance and service specifications.
- Act as the single coordination body for all children's services planning and commissioning arrangements.
- Be responsible and accountable for the performance and commissioning decisions made by all other planning and commissioning groups in children's services.

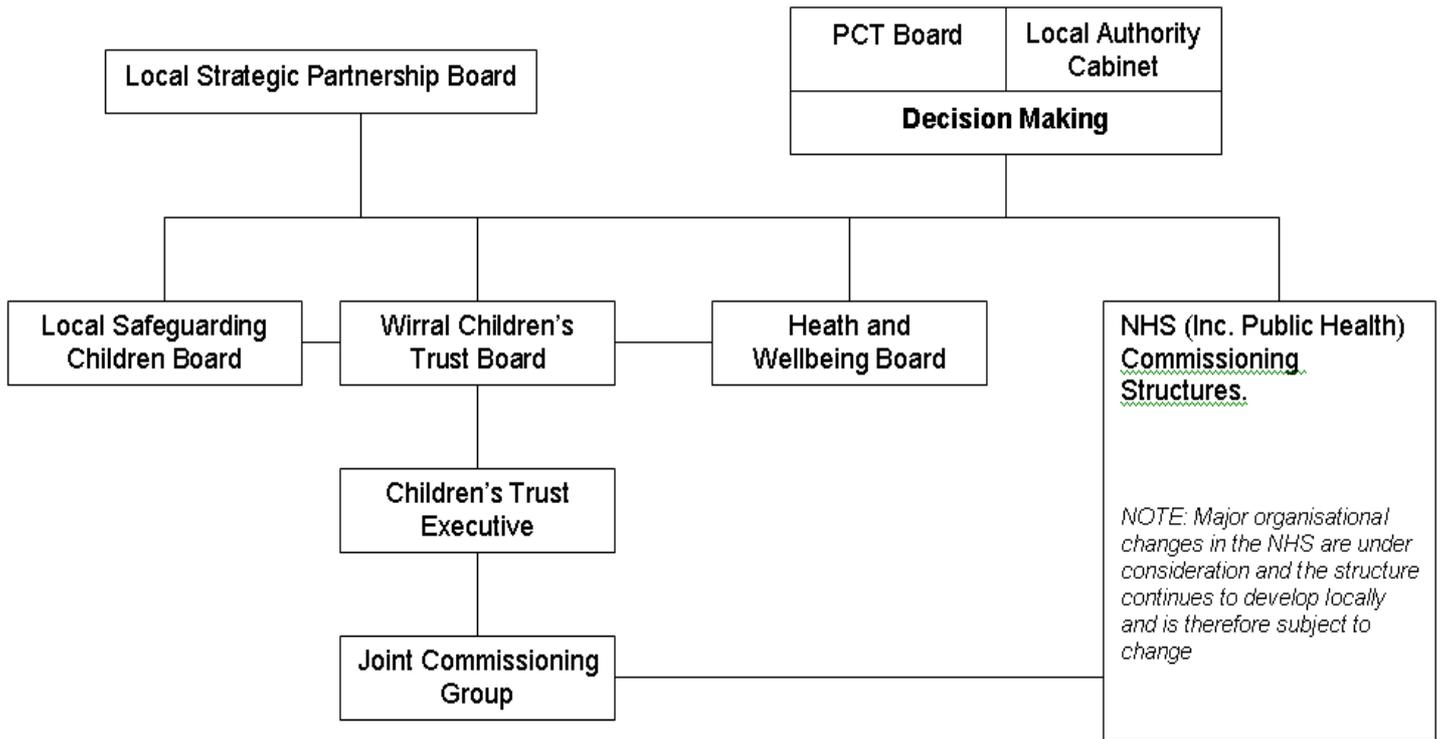
As the Board fundamentally have a governance role i.e. strategic leadership, accountability and agreement especially for all key strategic development a Wirral Children's Trust Executive (CTE) operates. The CTE acts as the operational development group of the Board and as such is a high level strategic group. It takes responsibility for:

- Providing advice to the Board to support decision-making processes.
- Performance management.
- Supporting the Board through a process of delegated and devolved decision making powers (key strategic developments will go to Board for final approval).
- Preparing and reviewing the Children and Young People's Plan (CYPP).
- Annual review of joint commissioning.
- Developing the strategies required to deliver the expectations of the CYPP.
- Implementing service improvement priorities.

All the commissioning for Children's Services should be overseen by the partnership of Wirral Children's Trust Board and the Health and Well-being Board. Working together this allows for optimisation of integrated working and pooling of resources (where proven benefit exists). However, decision making and formal accountability remains with the commissioning agency e.g. Wirral Council or NHS Wirral.

Wirral Children's Trust discusses Joint Commissioning as standing item at each of its Board meetings. It also produces an Annual Commissioning Report

Figure 5: Governance Structure for Children's Trust Commissioning Arrangements



Commissioners should be aware that partners will have separate governance arrangements and it is important that these are addressed when planning joint commissioning and procurement activities.

11. Current Priorities

As highlighted in the Introduction: This Framework has been created to facilitate joint commissioning. Its key purpose is to establish common commissioning language, principles and approaches to be used locally in the delivery of commissioning in support of the Children and Young Peoples Plan, in particular joint commissioning.

The following table summarises the priorities of the current Children and Young People's Plan:

Table 1: Children and Young People's Plan 2011-12 Priorities

Being Healthy	Staying Safe	Enjoying & Achieving	Making a Positive Contribution	Social and Economic Well Being
<p>Inequalities in the health of children and young people are reduced.</p> <p>The harmful consequences of risk taking behaviour are reduced.</p> <p>All children and families are encouraged and supported to achieve and maintain a healthy weight and lifestyle.</p> <p>The Child Health Strategy is effectively implemented.</p>	<p>Vulnerable children, young people and families receive targeted, early intervention which meets their needs and improves their life chances.</p> <p>There are improved outcomes for children in care and care leavers.</p> <p>There are improved outcomes for children and young people in need of protection.</p> <p>Children live in communities where they feel safe, and where harmful behaviour is actively addressed and reduced.</p>	<p>Schools and settings are supported to improve educational provision and attainment.</p> <p>Outcomes for young children and families, especially the most vulnerable, are improved through effective early years support and intervention.</p> <p>The outcomes of Wirral Council's consultation are implemented to ensure cost effective and high quality services.</p> <p>There is improved provision, choice and outcomes for children and young people with Special Educational Needs and/or disability.</p> <p>There are improved outcomes for children and young people where poverty and disadvantage affect their achievement.</p>	<p>Fewer children and young people are involved in offending and anti social behaviour.</p> <p>Children and young people have access to a range of appropriate play and developmental opportunities which meet their needs.</p> <p>Children and young people are actively engaged in community and democratic decision making processes.</p>	<p>Increased numbers of young people participating and achieving their potential.</p> <p>The numbers of 16-18 vulnerable young people NEET are reduced.</p> <p>Reduce child poverty and homelessness.</p>

As mentioned previously a Joint Commissioning Group exists which imposes the discipline of the commissioning cycle. The group has developed a work plan to support continued improvement of joint commissioning practices:

Table 2: Joint Commissioning Group Workplan 2011-2012

Workstream	Activities	Completion Date
Commissioning Resources Virtual Unit Structure <i>[Note 1 and 2 to be carried out concurrently]</i>	Identify and map to template current commissioning support resource in: <ul style="list-style-type: none"> • CYPD • Children's Public Health • Children's NHS Wirral 	Sept 2011
	Evaluate optimum methods for joint organisational working.	Sept 2011
	Report and implementation plan produced on structure and identified opportunities/ developments in resource sharing.	Oct 2011
	Recommendations implemented.	Dec 2011
Commissioning operational procedures	Identify main commissioning cycles and funding streams in: <ul style="list-style-type: none"> • CYPD • Children's Public Health • Children's NHS Wirral 	Sept 2011
	Evaluate existing commissioning and de-commissioning processes, templates, contracts, quality assurance and monitoring in partner organisations, map optimum models for all partner organisations. Focus on streamlining processes and improving efficiencies.	Sept 2011
	Ensure alignment with Council corporate and Health commissioning and procurement arrangements.	Mar 2012
	Implement any changes in appropriate stage of commissioning cycle.	Mar 2012
Commissioned Provision mapping	Comprehensive mapping of all children's current commissioned provision including financial mapping.	Dec 2012
	Analysis of overlap, potential gaps, opportunities for alignment and pooling.	Dec 2012
	Communication process defined to ensure all children's commissioning is communicated to the Commissioning Group and centrally recorded.	Oct 2012
Commissioning Needs Analysis	The group will work to explore optimum analysis, production and use of intelligence to drive the commissioning process. This will include: <ul style="list-style-type: none"> • Identify current needs analysis processes in partner organisations. • Identify current resources for production of the analysis. • Identify cycles of production of required information. • Identify group lead(s) or other resource to co-ordinate the production of the intelligence. • Innovation to ensure anticipation of future needs. • Intelligence produced at appropriate times to drive commissioning. 	Sept 2012
Priority Setting for Commissioning	Joint needs analysis will provide a clear focus for joint setting of priorities to drive commissioning. The group will work to assess the intelligence and identify priorities aligned to funding streams, commissioning cycles and production of strategic plans. Identified priorities will drive future commissioning.	Dec 2012
Voluntary Community and Faith Group capacity building	<i>[Note this workstream may be led through the LSP, Link Forum and Wirral Council centre, if this is the case the Group will ensure they are represented in the arrangements]</i> Activities will include ensuring commissioning does not exclude small organisations; collaboration between organisations; training; capacity building; market management to ensure it is sustainable.	TBC
Early Intervention Grant 2011/12 commissioning	The group will engage in the EIG commissioning cycle.	July 2012

The Annual Commissioning Report for 2010-2011 outlined progress, successes and also challenges. In order to meet these challenges and continue to progress commissioning within the Children's Trust a number of key developments were agreed for 2011-2012:

- Key involvement of commissioners in the development of the refreshed Children and Young Peoples Plan for 2011/2012 and its successor plan(s). This is to ensure that such plans become effective commissioning plans that include comprehensive identification of needs that underpin all related strategies.
- Using the commissioning of the Early Intervention Grant as an opportunity to devise and implement new commissioning practices and disciplines as a pilot for other areas of commissioning.
- To ensure alignment with local changes in commissioning in particular GP commissioning and any Council Corporate commissioning developments.
- To fully explore how to 'in-house' services are commissioned and move towards all activity being strategically commissioned.

12. Useful Resources

Wirral Children and Young People's Plan 2011 - 2012

<http://www.wirral.gov.uk/downloads/3102>

Wirral's Joint Strategic Needs Assessment

<http://info.wirral.nhs.uk/ourjsna/>

Child and Family Poverty: Local Needs Assessment

<http://www.wirral.gov.uk/my-services/council-and-democracy/have-your-say/roots-and-wings-project/local-needs-assessment>

Measuring Demand – Making Decisions: A briefing paper exploring the relationship between commissioning and Joint Strategic Needs Assessment

www.idea.gov.uk/idk/aio/23731533

Outcome Based Accountability

www.c4eo.org.uk/obatoolkit

Commissioners Kitbag

<http://www.commissioningsupport.org.uk/the-commissioners-kitbag/about-the-kitbag.aspx>

Compact - *agreement between the public sector and the voluntary and community sector*

<http://www.vcawirral.org.uk/index.php/compact.html>

NOTE: some websites may require registration.

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