

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

**2014-2016**



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## 1. Introduction

There has been a robust collection of Children's Trust arrangements in place since 2006 and although this partnership is well established and has worked effectively over time to continuously improve the lives of children, young people and their families in Wirral there have been many changes which has highlighted the need to refresh the Strategic Joint Commissioning Framework. This is in readiness for Vision 2018 and changes which include the introduction of the Children and Families Act 2014, The Health and Well Being Board, The Carer's Act 2014, the SEND reforms and the move from the PCT to the CCG and the Social Care Act 2012, which informed the extensive re-organisation of the NHS. This resulted in the abolition of Primary Care Trusts (PCTs) and the transfer of funding from the abolished PCTs to Clinical Commissioning Groups (CCGs) led by GPs. It also resulted in the transfer of Public Health into the local authority. This framework also takes into consideration the Declaration of Interdependence for Children's Services 2014 which highlights best practice in commissioning services.

This framework will set out how we intend to use joint commissioning to ensure that children, young people and their families are enabled to improve their outcomes and life chances. It will support the delivery of priorities within Wirral's Health and Well-being Strategy and in the Children and Young People's plan.

The framework will cover a two year period from 2014-2016 and will include how we intend to develop a joint commissioning function as well as how we will improve commissioning in targeted, specialist and universal services. This framework should be read alongside Wirral's Children and Young People's Plan as it is important to note that it makes no reference to funding, procurement and delivery. The Framework focuses on "joint responsibility for translating strategy into action" and in this context the strategy in question is the Children and Young Peoples Plan which is an overarching strategic plan for all organisations providing services for the children and young people of Wirral.

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 objective of this framework is to make best use of resources in the statutory, voluntary and private sectors to ensure the best outcomes for children, young people and their families in Wirral.

## ***2. Wirral's Children's Trust Vision and Values***

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 should be most urgently addressed. 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.”***

The enablers listed below will work to underpinning our vision to help all children, young people and their families to flourish. In order to deliver this work effective joint commissioning is essential. The benefits of joint commissioning are that it will encourage agencies to:

- Target services to give the greatest impact on outcomes by Intervening early and effectively.
- Help children and young people to feel safe.
- Work together creatively.
- Strive for the highest standards.
- Work collaboration with children, young people and their families through inclusion at every stage.
- Engagement with the wider community and the Voluntary Sector through integrated enabling.

### 3. What is commissioning? Resources not money!

The Children's Trust recognises that commissioning takes place on a number of levels - strategic, operational and individual as well as borough wide and on a district basis. The ways of describing the commissioning process share the same basic characteristics of effective commissioning. The stages in the commissioning process can be summarised as 'understand – plan – do – review' and it is summarised in the diagram on the following page.

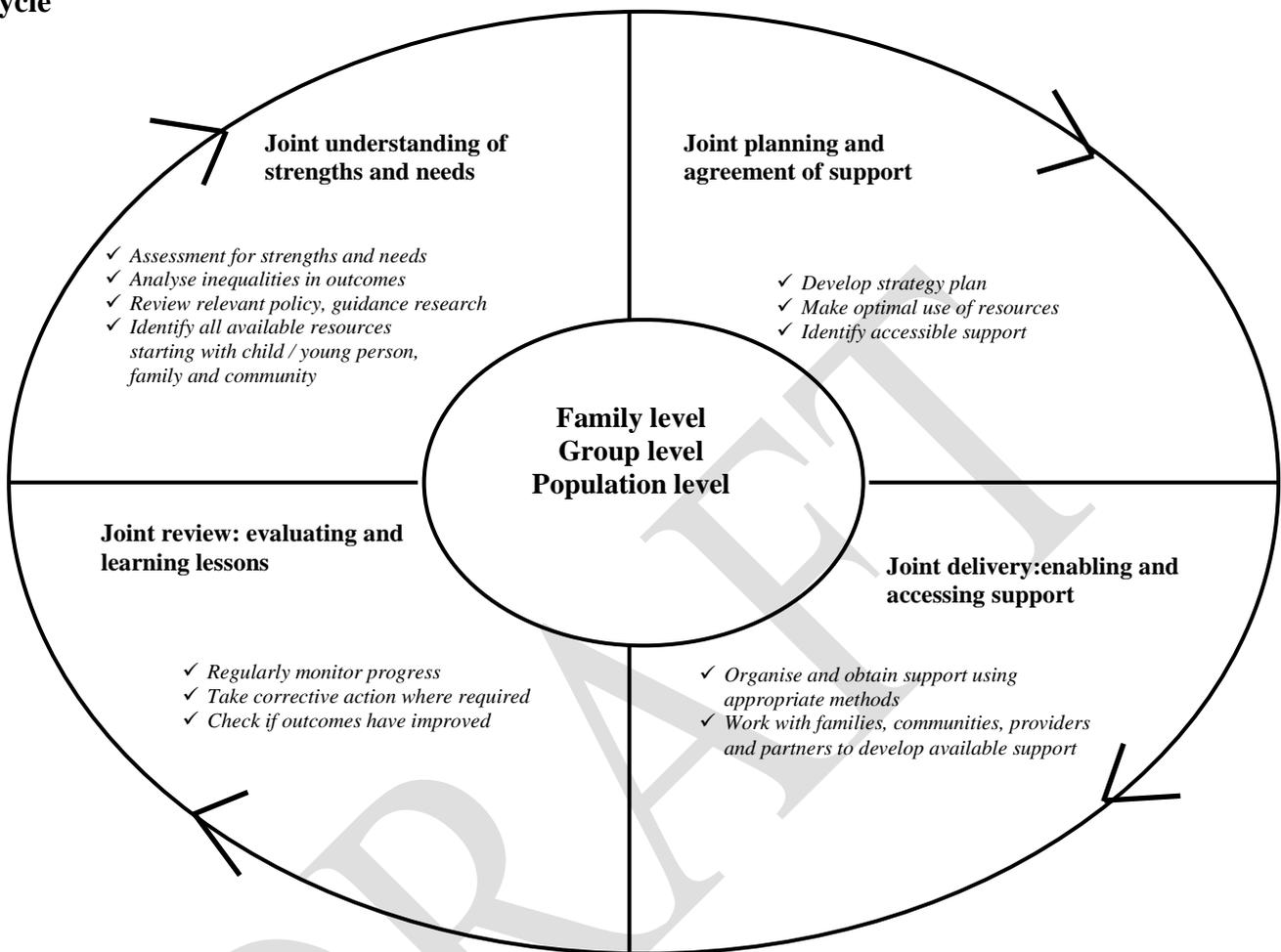
**Understand** Understanding the needs, resources, strengths and weaknesses of the current position. Scoping the potential capacity, irrespective of 'who' supplies the goods or provides the service, to identify potential solutions to how those needs can best be met.

**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. It will also consider available resources; will also need to take into account individual and community resources (co-production), workforce planning and utilisation of facilities

**Doing** Ensuring things are done as planned in ways which efficiently and effectively deliver the agreed priorities. It is also about procuring and developing services, making a decision on the mix between in-house provision and services contracted out. To achieve better outcomes it is essential to manage the provider market in this doing stage of commissioning. This means in Wirral seeking ways to develop better integrated services at a local level.

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

**Wirral Children's  
Commissioning  
Cycle**



## ***4. What joint commissioning means: Integrated working, delivery and commissioning***

**Understanding needs and desired outcomes** - Risk factors, needs, trends and a solid understanding of what people need, where the priority areas are

**Optimising resources** - Money, community and user resource, assets.

Aligning internal or external workforces to deliver a service or return for the end user; creating best value for the community or building community resilience or skills

**Targeting resource at need** - Services that are a priority and at the right point to have a maximum effect on outcomes

**Choosing the right mechanism to best achieve the desired outcomes** -

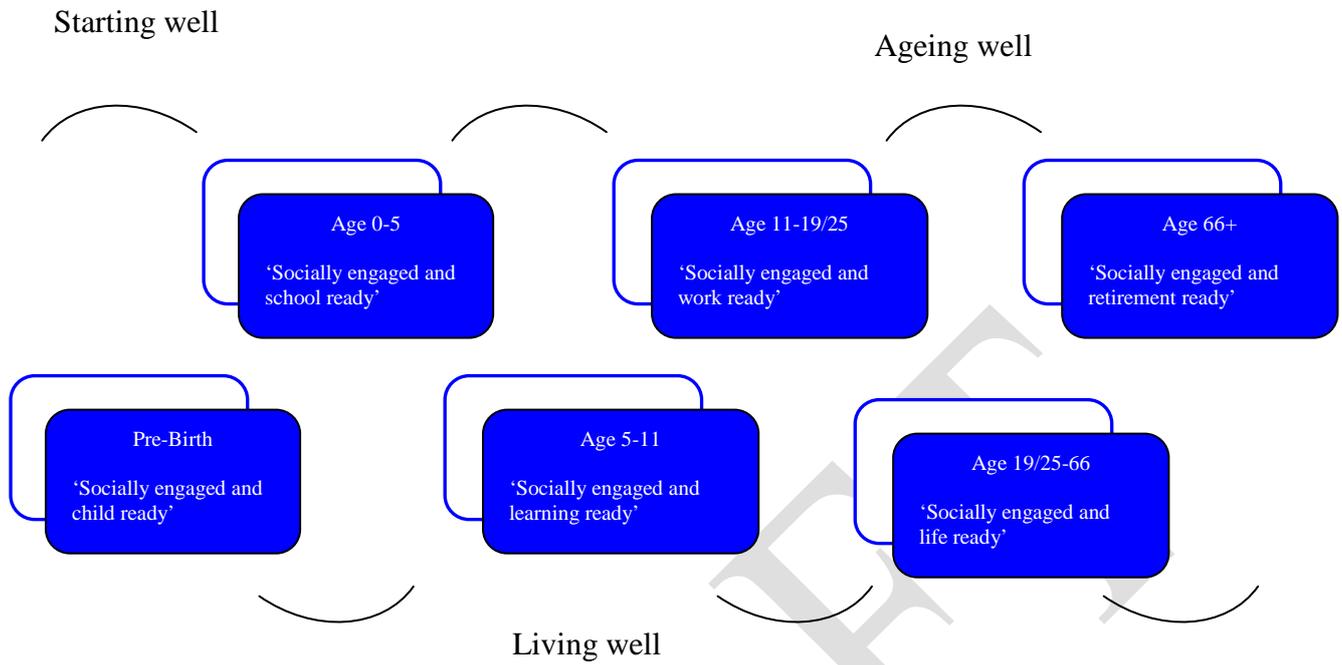
Including procurement, service level agreements, performance management, pooling budgets, market management, partnership building, enhancing choice, harnessing voluntary and community resources and capacity, influencing partner spend, user decisions and behaviours

We will commission through a 'life course' approach to commissioning as suggested in the Marmot Review (2010) which acknowledges that what happens in earlier stages of childhood can impact on outcomes and 'readiness' at later stages of their lives so it is therefore important that people are 'engaged' and ready at the different stages of life and recognises the importance of family in influencing outcomes for children. Principles underpinning the document include:

- Give every child the best start in life
- Enable all children, young people and adults to maximise their capabilities and have control over their lives.

The importance of mental wellbeing and building resilience of families and communities is essential and a key area of focus will be to the 'Five Ways to Well-being' which are a set of evidence-based actions which promote people's wellbeing. They are: **Connect, Be Active, Take Notice, Keep Learning** and **Give**. These activities are simple things individuals can do in their everyday lives.

# Live Well Diagram



1. Developed from Allen, G. (2011) Early Intervention: The Next Steps: HM Government

## *5. Commissioning Principles*

The framework's strategic vision and priorities for Children, Young People and their families will be underpinned and guided by a set of clear and rigorous set of principles. These include the following

- a. Placing children, young people and their families at the centre of commissioning and involving them in the planning, design, monitoring & evaluation of our services and redesigning services in response to feedback.
- b. Ensuring that positive outcomes for children and young people are at the heart of the strategic planning and commissioning process
- c. Working in partnership to maximise effectiveness and enable access to services at the right place and right time.
- d. Making full use of the commissioning cycle (understand, plan, do and review) in business planning, decision making and to inform. Our focus will always be on improving outcomes and value for money.
- e. Ensuring that the way services are delivered are of high quality, safe, accessible and sustainable.
- f. Using an open process which ensures that all commissioning decisions will be transparent, fair and lawful
- f. Provide preventative services at the earliest appropriate moment
- g. Ensuring that legal and organisational requirements are met and use the most simple and proportionate methods available.
- h. Taking tough decisions and stop doing things that aren't having a positive impact.
- i. Considering how social value and equality outcomes can be maximised in all commission and will consider the impact of this when decommissioning

## 6. 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 of the commissioning for Children's Services will 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 and this framework through its vision and priorities will enable the Children's Trust to make bold decisions to maximise impact on outcomes for children, parents and their families.

## 7. 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:

<b>Transformational Outcomes</b>	Children are ready for school.	Young people are ready for work and adulthood.	Children and young people have their needs met as early as possible.	Children and young people feel safe and are safe.	
<b>Our Aims</b>	We will support you to have the best possible start to life and to develop healthy lifestyle choices.	We will keep you safe from harm, in a family environment and where necessary support you at the earliest opportunity.	We will raise your aspirations and achievement, so you are equipped to enter adulthood and working life.	We will support those of you who need extra help to reach your potential and achieve well.	We will listen to your views to inform decisions that affect you.
<b>Our Priorities</b>	Priority 1: From conception to age five Wirral Children have the best possible physical, social, emotional and psychological start in life. Priority 2: From 5 - 19 years, Wirral children and young people's health and well being will continue to develop.	Priority 3: To support those children and young people who require extra help at the earliest opportunity. Priority 4: To improve outcomes for children and young people in need of protection. Priority 5: To improve outcomes for Children in Care and Care Leavers.	Priority 6: To ensure that there is appropriate support and challenge to educational settings. Priority 7: To ensure children and young people across Wirral will have improved attainment levels and skills, to enable them to fulfil their aspirations. Priority 8: Effectively promote and enable participation and progression for all young people.	Priority 9: Improve the educational outcomes for vulnerable children and young people. Priority 10: Improve provision, choice and outcomes for children and young people with Special Educational Needs and/or Disabilities.	Priority 11: Enhance the involvement of children and young people in the decision making process.