



The Children's Trust Joint Commissioning Plan 2009 - 2011

ALTOGETHER BETTER FOR CHILDREN AND YOUNG PEOPLE

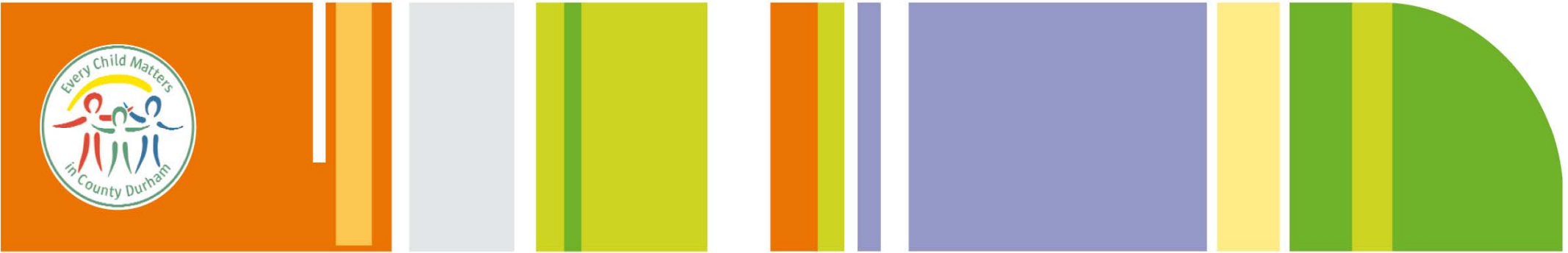


Table of Contents

Page No

1. Introduction	3
2. Our Vision	4
3. Who are we commissioning services for?	4
4. The Plan for 2009 – 11	5
5. Roles and Responsibilities	8
6. The Reporting Process	9
7. Resources and Financial Information	9
8. Risks	10
9. Monitoring the Plan	11
10. Next Steps	11

INTRODUCTION

In 2009, a review of the joint commissioning arrangements was undertaken in County Durham. This resulted in new arrangements being set up via a Joint Commissioning Board, with an emphasis on a partnership approach to commissioning. The new arrangements provide us with an exciting opportunity to move towards outcomes based commissioning that will ensure 'value for money' across all of our services.

The purpose of this commissioning plan is to provide the direction for the process set out in the strategy. The plan specifically details;

- what we will commission
- who will commission – plan assigns roles and responsibilities,
- when we will commission – plan sets out timescales and reporting protocols.

The plan is aligned to outcomes and the 11 Key Improvement Priorities that have been identified in the Children and Young People's Plan through the analysis of performance and need. The Commissioning Plan sets the direction for individual commissioning plans to be produced and ensures their delivery through a single planning process.

The first year of activity will focus on a cycle of analysis, planning and implementation that involves service improvements, design, commissioning or decommissioning. During this year, we will reshape services to meet identified priorities and to manage cost and quality for service users to meet the intended outcomes. Year 2 will involve a series of reviews to allow us to record progress and agree any required adjustments to strategies to ensure that progress is made and performance improved.

OUR VISION

Our vision for children and young people is that we want all children and young people in County Durham to be safe and healthy and to believe, achieve and succeed. This means creating the same opportunities for everyone to improve their quality of life and to make life in Durham altogether better for children and young people.

Our ambition through the commissioning process and new arrangements is to deliver this vision whilst at the same time achieving savings to ensure that all of our service users receive excellent value for money.

WHO ARE WE COMMISSIONING SERVICES FOR?

There are estimated to be 109,300 children and young people growing up in County Durham. Between 1973 and 2001 the County experienced a low birth rate which has caused associated reductions in the number of school age children; this long term trend has recently changed and we are seeing a higher number of births in the County. Over the period 2007-2012 it is expected that there will be a 5.4% reduction in the 5-15 age group but a 2.7% increase in the 0-4 age group.

The birth rate in County Durham is anticipated to hover at a figure just below population replacement level over the coming years, when compared with recent decades the cumulative effect of this increase over time may have profound implications for service delivery.

NHS County Durham currently commissions services for children and young people up to the age of 18 years. However, for the purpose of this plan, young people are defined as:

- aged 0 – 19
- aged 20 and over if they are leaving care
- aged up to 25 with learning difficulties.

This reflects the definition as used within the Children and Young People's Plan.

THE PLAN 2009 - 2011

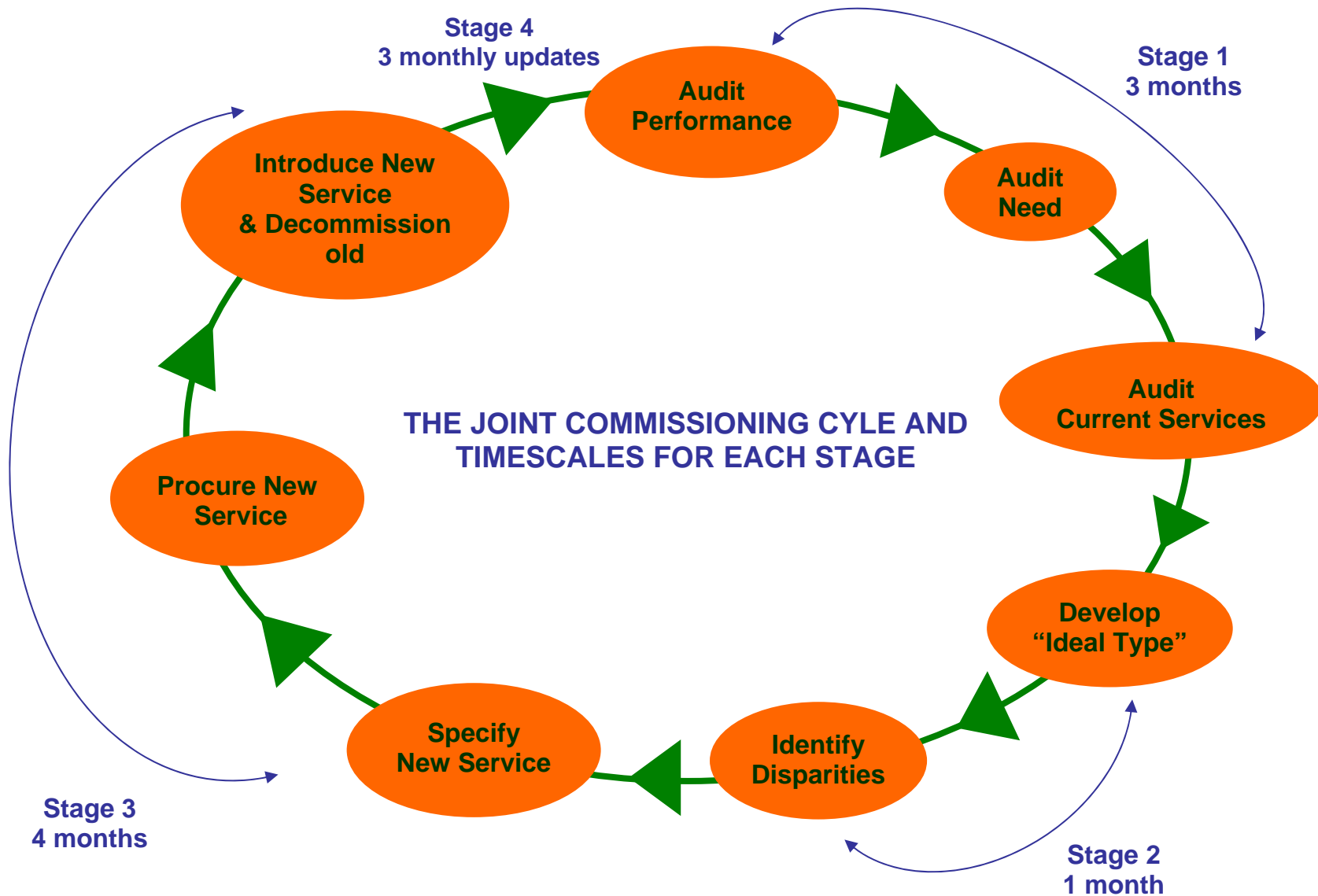
Our commissioning priorities for the next two years are to:

- Reduce Childhood Obesity
- Reduce Teenage Conceptions
- Reduce the misuse of alcohol and drugs
- Improve children and young people's emotional well-being
- Reduce youth crime
- Support families and carers, particularly those that are vulnerable or have complex needs
- Safeguard the welfare of children and young people
- Raise aspirations and helping everyone to achieve
- Improve places to go and things to do
- Help children and young people to feel valued and respected
- Engage children and young people to actively engage in education, training or employment.

Our strategy sets out our approach to joint commissioning and we will follow the commissioning cycle to improve services for each of our commissioning intentions.

The schedule of commissioning will commence over the next 6 months using a staged approach, with high priority KIPs like Teenage Conception and Childhood Obesity taking precedence due to current performance levels.

In order to ensure that we achieve our plan we have broken down our joint commissioning cycle into 4 key stages and allocated a specific time limit for each stage to be completed. Each stage and timescale is outlined in the following diagram.



PROGRAMME OF JOINT COMMISSIONING

ECM Outcome: Be Healthy					Lead Commissioner: Anthony Prudhoe										
Key Improvement Priority	CM	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN
Reduce Childhood Obesity	SHL	§		®	®				®			®			®
Reduce Teenage Pregnancy	BC	§		®	®				®			®			®
Reduce misuse of alcohol and drugs	ME		§		®	®				®			®		
Improve Emotional Well-being	LR			§		®	®				®			®	
ECM Outcome: Staying Safe					Lead Commissioner: Gail Hopper										
	CM	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN
Reduce Youth Crime	PMG					§		®	®				®		
Support to families and complex needs	BA/PmG	§		®	®				®			®			
Safeguarding	PmG		§		®	®				®			®		
ECM Outcome: Enjoy and Achieve					Lead Commissioner: David Ford / Maureen Clare										
	CM	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN
Raise Aspirations and Achievement	BA						§		®	®				®	
Places to go and things to do	BC	§		®	®				®			®			®
ECM OUTCOME: Positive Contribution					Lead Commissioner: Amanda Johnson										
	CM	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN
Value and Respect	RN			§		®	®				®			®	
ECM Outcome: Economic Wellbeing					Lead Commissioner: Andy Palmer										
	CM	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN
NEETS	BA			§		®	®				®			®	

Key

Scoping the project – §

Report to JCB - ®

Stage 1 = 3 months

Stage 3 = 4 months

Stage 2 = 1 month

Stage 4 = 3 monthly updates

ROLES AND RESPONSIBILITIES

The Lead Commissioners

The Lead Commissioners will provide leadership, direction and support to the Commissioning Managers for each commissioning priority. They will not be responsible for the line management of the Commissioning Managers as arrangements are already in place. The Lead Commissioner will be responsible for reporting to the JCB and ensuring that activity of the Commissioning Managers is supported including removing barriers where necessary. The Lead Commissioners are:

- Anthony Prudhoe – Be Healthy
- Gail Hopper – Stay Safe
- Dave Ford and Maureen Clare - Enjoy and Achieve
- Amanda Johnson - Positive Contribution
- Andy Palmer - Economic Wellbeing

The Commissioning Managers

A Commissioning Manager will be aligned to each priority and is responsible for executing the processes outlined as part of the commissioning framework. During 2009 – 2011 the Commissioning Managers are as follows:

Name	Commissioning Priorities
Barbara Convery	Places to go and Things to do, Teenage Pregnancy
Paul McGinnety	Safeguarding, Youth Crime, Support to families with children with complex needs
Bridget Atkins	NEETS, Raise Aspirations and Achievement, support to families
Lorrae Rose	Emotional Wellbeing
Sue Hoare Leather	Obesity
Mandy English	Alcohol and Drugs
Riana Nelson	Respect

THE REPORTING PROCESS

The Joint Commissioning Board identified 4 critical stages when decisions need to be made. At each of these 4 stages in the commissioning cycle a report will be produced by the Commissioning Manager for the JCB and this will be presented by the Lead Commissioner. Timescales showing when the various reports will be required by the JCB over the next year are given in the plan (p7) by the symbol ®. The types of reports that will be presented at these stages are detailed as follows.

Report 1 – Detail findings from analysis of need, performance and services.

Report 2 – An options appraisal in terms of outcomes and VFM and preferred procurement route.

Report 3 – Update the JCB on the progress made re: procurement and commissioning/decommissioning of services.

Report 4 – Quarterly update reports based on the monitoring and evaluation of service outcomes.

RESOURCES AND FINANCIAL INFORMATION

There are considerable financial implications arising from the development of joint commissioning. In the medium to long term, more effective and efficient commissioning of services could make resources available for re-allocation or potential savings.

In terms of resources, the Commissioning Managers have provided the capacity to carry out the work of the Joint Commissioning Board.

It is our intention to map resources to enable a strategic overview in line with the intention to deploy resources on preventative approaches.

RISKS

There are a number of risks connected with the move towards joint commissioning and these have been identified by the Joint Commissioning Board as follows:

RISK	DESCRIPTION	MITIGATION
Cultural Change	This plan is part of a cultural change in the way we jointly commission across the Children's Trust as a whole. The change needs to ensure a full understanding and ownership.	The Joint Commissioning Board gave its full commitment to the Annual Commissioning Plan on 10 November 2009 to lead and drive the cultural change across services. A culture of openness and challenge will be promoted.
Current Arrangements	The proposed way of commissioning is not fully supported through current arrangements and existing commissioning structures.	The Lead Commissioner will produce a transition plan that will facilitate the move from 'old to new'. Any areas where the proposed way of commissioning is not being supported will be escalated to the board for resolution.
Capacity	Trying to do too much at once and not achieving anything. This plan only focuses on activity in relation to the 11 Key Improvement Priorities and there is a vast amount of commissioning that is taking place beyond this. The Joint	The commissioning plan has been produced using a staged approach and all priorities have been shared to ensure that progress can be made within timescales.

	Commissioning Board will need to develop an overview of all activity.	Working knowledge of other commissioning activity beyond this plan will be shared within the JCB to inform planning relating to the Annual Commissioning Plan
Scepticism in process	Commissioning as a concept is relatively new to public sector partners and providers and can be viewed with some scepticism. Time will need to be invested in developing understanding of and confidence in the processes.	The process is aimed at achieving outcomes and driving improvement. Targeted work will be undertaken within Year 1 to engage with relevant stakeholders. In year 2, evidence of improving outcomes and efficiency will challenge scepticism.

Due to the current economic climate, it is likely that there will be budget restraints which may constrain the way we commission. The JCB accepts this risk and will remain aware of this when making key decisions. However, the commissioning process offers an opportunity to ensure that we get value for money and remove any duplication or inefficiencies from our services. This will become increasingly important during a poor economic climate.

MONITORING THE JOINT COMMISSIONING PLAN

A comprehensive review of this plan will be carried out in 2010. This will summarise the commissioning intentions developed for each Key Improvement Priority and the progress that has been made in achieving best outcomes.

Decision and reporting points within the Plan will provide opportunities for monitoring on the delivery of the commissioning stages for individual Key Improvement Priorities. A 6 monthly monitoring report will inform the Joint Commissioning Board of the overall progress, barriers and risks related to the delivery of the Commissioning plan.

NEXT STEPS

The next Children and Young People's Plan will be produced in 2011. A new joint commissioning plan will be produced in 2011 to underpin the delivery of any new emerging priorities. The new plan will contain a detailed strategic analysis of data, information and finance for all children and young people in County Durham.

For further information on the full commissioning process please refer to the Joint Commissioning Strategy and JSNA 2008/9.

