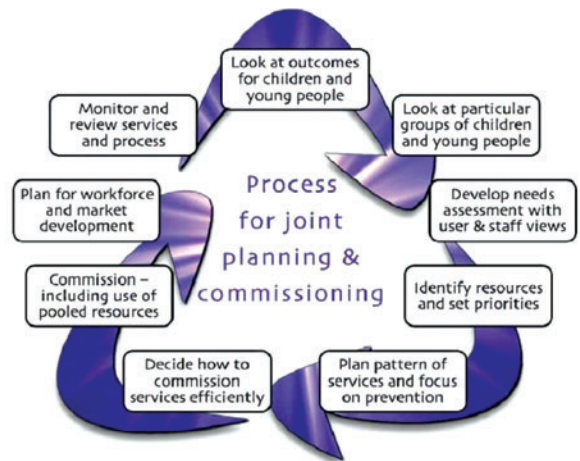




Darlington Children's Trust

Joint Commissioning Framework: Achieving Better Outcomes



| Contents | Page |
|---|-------------|
| Section A | |
| Introduction | 3 |
| What is Commissioning? | 3 |
| The Commissioning Process | 4 |
| Commissioning Principles | 8 |
| Strategies and Plans | 9 |
| Relationships between levels of commissioning | 10 |
| Section B | |
| Commissioning Mechanisms | 10 |
| Optimising Resources | 11 |
| Third Sector Support | 11 |
| Section C | |
| Governance | 12 |
| Pooled Budgets | 13 |
| Performance Management | 15 |
| Appendices | |
| Appendix 1- Darlington Children's Trust Board membership | 17 |
| Appendix 2- Structure Darlington Children's Trust | |
| Appendix 3- Governance arrangements Darlington Children's Trust | |
| Appendix 4- Remit of the Executive Group | |
| Appendix 5- Remit of the Joint Commissioning Unit | |
| Appendix 6- Remit of the Provider Forum | |
| Appendix 7- Outcomes Based Accountability Checklist | 44 |

Section A-Introduction

Across government, commissioning is seen as an important process for securing better outcomes and meeting budget pressures. Since the inception of Every Child Matters in 2003, children's services have been steadily adopting the commissioning process as a way of improving children's lives, with many making real progress.

The challenge now is to mainstream commissioning, professionalise our workforce, and ensure that services are fundamentally redesigned around children and young people. To do this requires rapidly increasing capacity and capability, but before we can do that we need to have a shared understanding of how commissioning can improve standards of delivery. This document describes Darlington Children's Trust view of good commissioning. This document is designed to help leaders, commissioners, providers and the communities involved in children's services across Darlington to develop a shared understanding of commissioning and the essential components that make it work.

What is Commissioning?

The Commissioning Support Programme has reviewed a range of definitions of commissioning and developed the following to apply to commissioning by Children's Trust partners within the framework for cooperation set out by the Children's Trust Board in the new Children and Young People's Plan (CYPP):

'Commissioning is the process for deciding how to use the total resource available for children, young people, parents and carers in order to improve outcomes in the most efficient, effective, equitable and sustainable way.'

Commissioning is about improving outcomes for children and young people:

'Effective joint planning and commissioning necessitates new partnerships, redistribution of power towards the user, strategic understanding of how all outcomes in the local area are met, and a more commercially minded approach to procurement – all focused on the child and young person.'

Commissioners are not just those with 'commissioning' in their job title, but include all those who work within the children's services system and actively contribute to the commissioning process, whether they are someone in a strategic role who helps develop a local commissioning framework, in a procurement role as a local resource holder, such as a cluster or a group of schools, or in a role shaping the strategy for the children's workforce.

The important thing is that there are lots of resources across Darlington Children's Trust partners (i.e. the whole local system of a cooperation between partners, including local authority children's services, PCTs and other health bodies, schools and colleges, youth justice agencies and others), which can be deployed in the best way possible to improve outcomes. Another way of putting it is depicted in figure 1 below.

1. The commissioning process

There are many different descriptions of the commissioning process, often reflecting specific local circumstances, with many Children's Trust partners using the nine-step framework developed by the government in 2005 and the framework published by the Department of Health in 2007. *Securing Better Health for Children and Young People Through World Class Commissioning* was published to accompany *Healthy Lives, Brighter Futures – a strategy for children and young people's health* (February 2009) and provides a useful summary of the key commissioning stages and guidance to support joint working.

At the most fundamental level, commissioning is about ensuring that services are designed around improving outcomes for children and young people. Effective joint planning and commissioning can necessitate the need for new partnerships, the redistribution of power towards the user, strategic understanding of how all outcomes in the local area are met, and a more commercially minded approach to procurement – all focused on the child and young person.

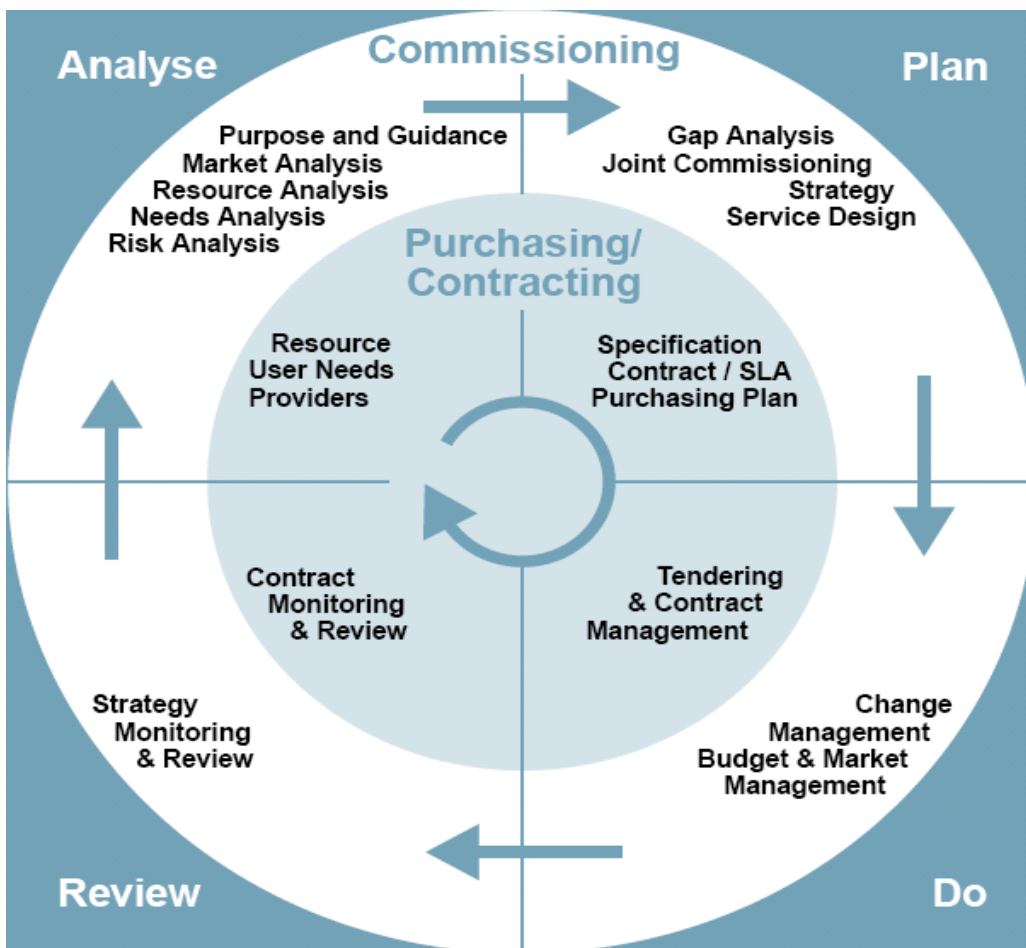


Figure 1. a graphical definition of strategic commissioning

It is important that all partners across Darlington Children's Trust have a shared vision for local commissioning.

The basic stages in any commissioning process can be summarised as:

- **Understand** – understand needs, resources and priorities and agree outcomes.
- **Plan** – map and plan sustainable and diverse ways to improve outcomes.
- **Do** – undertake the appropriate option identified at the ‘plan’ stage.
- **Review** – monitor service delivery of outcomes and take remedial action if necessary.



- **Understand** – recognize local needs, resources and priorities and agree what the desired end product should be. This involves gathering the views of service users (children, young people and their families) so that services can be configured most appropriately to address those needs within available resources. (This applies to the needs assessment and consultation stages in the CYPP development, monitoring and review.)

Providers are a key source of information and insight in this phase. Their views of the needs of children, young people and families should be considered, as well as their insight into what types of services and service configuration may most appropriate in response. This should take into account – and inform – other needs assessment processes, especially the Joint Strategic Needs Assessment.

- **Plan** – map out and consider different ways of addressing the needs identified through the needs assessment above. How can they be addressed effectively, efficiently, equitably and in a sustainable way? This way optimal use can be made of available resources regardless of who invests them. Providers should be involved at this stage to add their expertise to the discussion. (This corresponds to the agreement by Darlington Children’s Trust Board partners of a joint strategy for the CYPP.)

Plans need not just be about which service to use, they can include plans for:

The workforce: what shape, skills or training might be needed? This should be informed by – and inform – the range of other workforce plans, such as the SHA workforce planning process.

- **Facilities:** what needs to be in place and where?

This may include co-location of services or resources, bringing together universal and acute services where appropriate, making use of existing community buildings or running a school competition.

- **Do-** make investment decisions based on the appropriate action identified in the ‘plan’ stage to secure delivery of the desired service(s). (Darlington Children’s Trust partners will implement the CYPP). This may be in full partnership or informal cooperation with individual partners undertaking activities aligned with the agreed plan. This investment can be in any or all of the areas of planning set out above.

- **Review-** monitor service delivery against expected outcomes and report how well it is doing against the plan. This is in effect asking – did our ‘do’ phase deliver on the ‘plan’ we put in place to deliver against what we ‘understand’ to be the needs? (Part of the review role includes considering whether the CYPP is addressing identified needs and monitoring whether Children’s Trust partners are acting in accordance with the commitments they made in the CYPP. This

corresponds with the requirement that the Children's Trust Board monitors and reviews the CYPP). The review should feed into the next phase of commissioning; it is a key source of information for the '**understand**' and '**plan**' phases.

Darlington Children's Trust Commissioners should actively seek to involve service users at each commissioning stage so that they become co-designers and co-producers of the positive outcomes which commissioning strives to achieve.

2. Commissioning principles

Darlington Children's Trust have an agreed list of principles or standards which set out at a high level the approach to commissioning across all levels of the local area. These include:

- Basing all decisions on outcomes – a focus which will be strengthened further through the Comprehensive Area Assessment
- Involving children, young people and parents in decision making
- Working with parents to explore and define their needs
- Providing early intervention services at the earliest appropriate moment
- Agreeing to narrow the gap between those falling behind and the rest
- Sustaining stable relationships between key practitioners and vulnerable children
- Using open and transparent processes that build confident partnerships
- Using commissioning not just to retain existing services or commission new ones, but, where necessary, to decommission services which are inefficient, ineffective, inequitable or unsustainable
- Making all processes lean and aiming for continuous improvement
- Using contestability and packaging of work for small providers
- Adhering to regulation and law
- Providing respective challenge for all practitioners
- Keeping details of safeguarding processes
- Taking account of value for money in all decisions

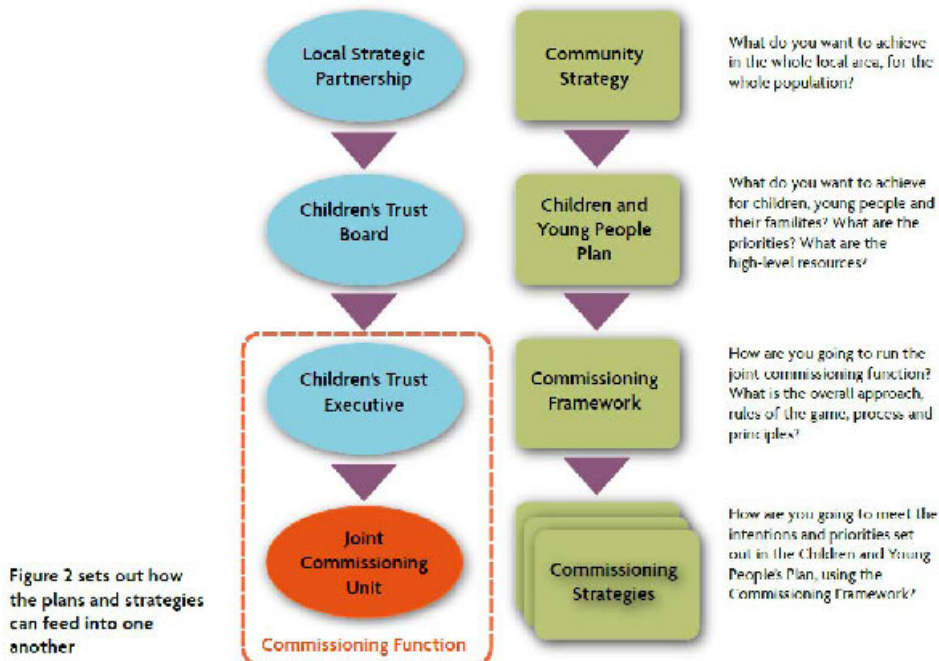
3. Strategies and plans

From April 2011 Darlington Children’s Trust will launch a new Children and Young People’s Plan and Darlington’s Joint Commissioning Framework will be further formalised through a new requirement for the Children’s Trust Board to ensure that the Children and Young People’s Plan sets out the commissioning strategic priorities for Darlington Children’s Trust and how the Children’s Trust partners will cooperate to improve outcomes for local children and young people.

Darlington Children’s Trust will publish an annual report of the Children and Young People’s Plan and this will outline our progress towards meeting the priorities established in the CYPP. The current CYPP and CYPP review can be viewed at the following link:

<http://www.darlington.gov.uk/Children/childrenstrust/CYPP/CYPP+Review+2009.htm>

Figure 2 below sets out how Darlington’s strategies such as the Sustainable Community Strategy, One Darlington: Perfectly Placed and Darlington’s Children and Young People’s Plan all feed into one another:



4. Relationships between levels of commissioning

Commissioning is practiced on different scales or 'levels' – from commissioning early years services across all Children's Trust partners to helping disabled young people decide how to spend their direct payments.

Different services require commissioning at different levels, depending on factors such as volume and price. The different levels of commissioning include:

- national
- sub-regional
- local area or strategic
- regional
- individual
- service or practice

Section B. Commissioning Process

Commissioners need to undertake a number of important activities in order to improve outcomes for children, young people and families. Successful commissioning will include:

1. Commissioning mechanisms

When it comes either to commissioning or, in some cases, de-commissioning services, there are many different mechanisms and tools to employ. These range from competition, service redesign and individual commissioning to influencing local communities. Different mechanisms will have different results and will lead to more or less efficiency, effectiveness, equitability and economic, environmental or social sustainability.

The active participation of children, young people and their families in commissioning helps to ensure that services reflect their needs. Engagement can include population surveys, individual participation, choice, involvement in decision making, and personalized budgets. Examples of these are evaluating services, appointing senior staff, and helping to decide which residential placement is best.

Relationships with providers are also important. While the principles which inform relationships needs to be consistent, open and fairly applied to all providers, how

the process is managed in practice may vary depending on needs, amount of leverage, the market and the cost and risk of services.

2. Optimising resources

The children's services system has a number of inputs of resources, such as money, other forms of capital, information technology, workforces, markets and providers, parents, communities and influence.

To promote efficiency, it is regarded as essential for commissioners to optimize the resources in the system, through, for example:

- supporting parents to improve outcomes for their own children through co-production
- making best use of community provision and volunteers
- ensuring that facilities are in the right place, the right condition and that their use is maximised
- pooling resources
- developing and managing a specific market
- designing the right balance between workforce skills, capacity and people's location

Darlington's Children's Trust commissioning process should improve outcomes for children and young people and generate value for money.

THIRD SECTOR SUPPORT

In order to provide choice for parents and young people and reflect the diversity of needs in the Borough we want to enable a diversity of providers to thrive in Darlington.

We recognise the strength of the third sector and their ability to deliver accessible services. We understand the contribution that many third sector agencies make to sustainable communities and social capital. We will therefore:

- support third sector infrastructure bodies and develop skills and capacity
- involve representatives of the third sector across the Children's Trust arrangements

- ensure that locally managed third sector agencies can compete for work which we have decided to procure externally
- when appropriate we will encourage third sector agencies to work together in collaborative groups to compete for work
- promote the Darlington Compact with the Voluntary, Community and Public Sectors to provide a greater focus and emphasis on commissioning and involve the sector in its' development
- Follow and implement the IDeA's 'A Better Return', the strategy for commissioning of public sector services by the third sector, and its eight principles of good commissioning.
- Specifically working towards the Darlington Compact's code of practice for The Resources and Procurement Code, which sets out both the public and third sectors commitments to collaborative commissioning and procurement to maximizing outcomes for children and young people in Darlington.

Section C- Governance

Good commissioning requires good governance: clear direction, resourcing, accountability and delegation. The new statutory Children's Trust Board has a governance responsibility for the totality of the cooperation arrangements to improve children's well-being, including commissioning from pooled or aligned budgets. Each Board must include a representative of the local authority and each of its statutory 'relevant partners' (excluding the Strategic Health Authority). It should also include other partners, including ones from the third sector, as appropriate, to reflect local circumstances. Membership of Darlington Children's Trust is outlined in appendix 1.

Darlington Children's Trust Board does not create new lines of accountability; each partner remains accountable for commissioning in relation to that part of the CYPP for which it is responsible. The Children's Trust Board as a whole is responsible for preparing, publishing and reviewing the CYPP and for monitoring and publishing an annual report on the extent to which the partners have acted in accordance with the plan.

Darlington Children's Trust Board

The lead member of Children and Young People is the chair of the Children's Trust Board and the Vice Chair is the Director of Public Health. Darlington's Children's Trust structure was reviewed in July 2009 and appendix 2 outlines the structure adopted by the Children's Trust Board in September 2009.

It is important that Darlington Children's Trust Board has clear governance arrangements that cover roles and responsibilities, governance, membership objectives, frequency of meetings and how decisions will be taken. Appendix 3 outlines Darlington Children's Trust current governance arrangements.

Darlington Children's Trust Executive Group

Many Children's Trust Boards are setting up executive groups to govern and manage the performance of commissioning function across all partners. The role of the executive group is to decide how to achieve the priorities and outcomes that are set out in the CYPP. Darlington Children's Trust adopted the model of an executive group in September 2009. The Executive group undertakes the following tasks:

- Managing the agendas and business of the Children's Trust Board meetings
- Ensures appropriate membership of the Children's Trust Board and all Children's Trust sub groups
- Encourages partners to commit to attendance at Children's Trust Board and Children's Trust Executive group
- Develops all aspects of the Children's Trust and associated groups
- Strategically identifies the Commissioning Priorities for Children's Trust
- Co-ordinates commissioning work on behalf of the Children's Trust and instructs the Joint Commissioning Unit to action these
- Oversees the business of the Provider Forum on behalf of the Children's Trust Board
- Acts on instructions given by the Children's Trust Board
- Directs and monitors the work of Task and Finish Groups and Standing Groups
- Monitors and ensure the adequate resourcing of the Children's Trust CYPP commissioning priorities
- Oversees the delivery and the development of the Children's and Young People Plan

More information about the membership and the remit of the Executive group is outlined in appendix 4.

The Chair of the Executive group is the lead member of Children and Young People and the Vice Chair is the Director of Public Health.

Darlington Children's Trust Joint Commissioning Unit

Darlington's Children's Trust Joint Commissioning Unit is chaired by Darlington's Children's Trust Commissioning Champion. The Joint Commissioning Unit is the operational commissioning arm for Darlington Children's Trust. The JCU undertakes the following:

- Develop all aspects of the Children's Trust commissioning arrangements
- Coordinate operational commissioning activity on behalf of the Children's Trust

- Act on instructions given by the Children’s Trust Board and Children’s Trust Executive Group
- Direct and monitor the work of any Children’s Trust Commissioning Groups
- Monitor and ensure the adequate resourcing of the Children’s Trust

The membership and more information about the remit of the JCU is outlined in appendix 5.

Darlington Children’s Trust Provider Forum

Darlington’s Children’s Trust Provider Forum is chaired by Darlington’s Children’s Trust strategic lead for developing Early Intervention and Prevention Services for Darlington Children’s Trust. The Provider Forum for Darlington Children’s Trust undertakes the following:

- Receive instructions from the Children’s Trust Board and Executive Group
- Carry out work and make decisions, as instructed by the Children’s Trust Board and Executive Group
- Work with the Children’s Trust Standing Groups and Task and Finish Groups to ensure the successful implementation and performance of CYPP work
- Regularly review the Task and Finish Groups
- Encourage members to ensure that appropriate information is cascaded within partner agencies
- Report regularly to the Children’s Trust Board and the Executive Group
- Drive forward the implementation of the Integration Children’s Services on behalf of the Children’s Trust
- Will highlight Children’s Trust operational issues to both the Children’s Trust Board and Children’s Trust Executive Group

The membership and more information about the remit of the Provider Forum is outlined in appendix 6.

Pooled budgets

Increasingly, pooled budgets can underpin commissioning, for example, through an agreement underpinned by the power in section 10 of the Children Act 2004 or section 75 of the National Health Service Act 2006.

Pooled budgets can offer a number of benefits, including:

- Underpinning partnership arrangements with a clear legal agreement.
- Encouraging organisations to focus on shared outcomes and identify more efficient ways of working.
- Encouraging innovative and user-focused service design.

- Reducing the transaction costs, overheads, bureaucracy and delay involved in accessing a number of separate funding streams – particularly helpful for children and young people with multiple needs.

Darlington Children's Trust is committed to exploring opportunities to pool and align budgets across the partnership to drive forward the commissioning functions of Darlington Children's Trust.

Performance Management

Darlington Children's Trust will measure the success of the Joint Commissioning Framework using the Outcome Based Accountability (OBA) framework. An example of a checklist for an OBA framework is available in appendix 7. A set of local performance indicators will need to be embedded into all contracts with providers and quarterly performance and budget reports will need to be submitted from providers to the lead commissioner.

The Joint Commissioning Unit will need support from Darlington Children's Trust Data and Performance group to ensure it can drive forward its commissioning functions. Further performance management guidance will be issued in any future operational commissioning documentation that the Joint Commissioning Unit will develop.

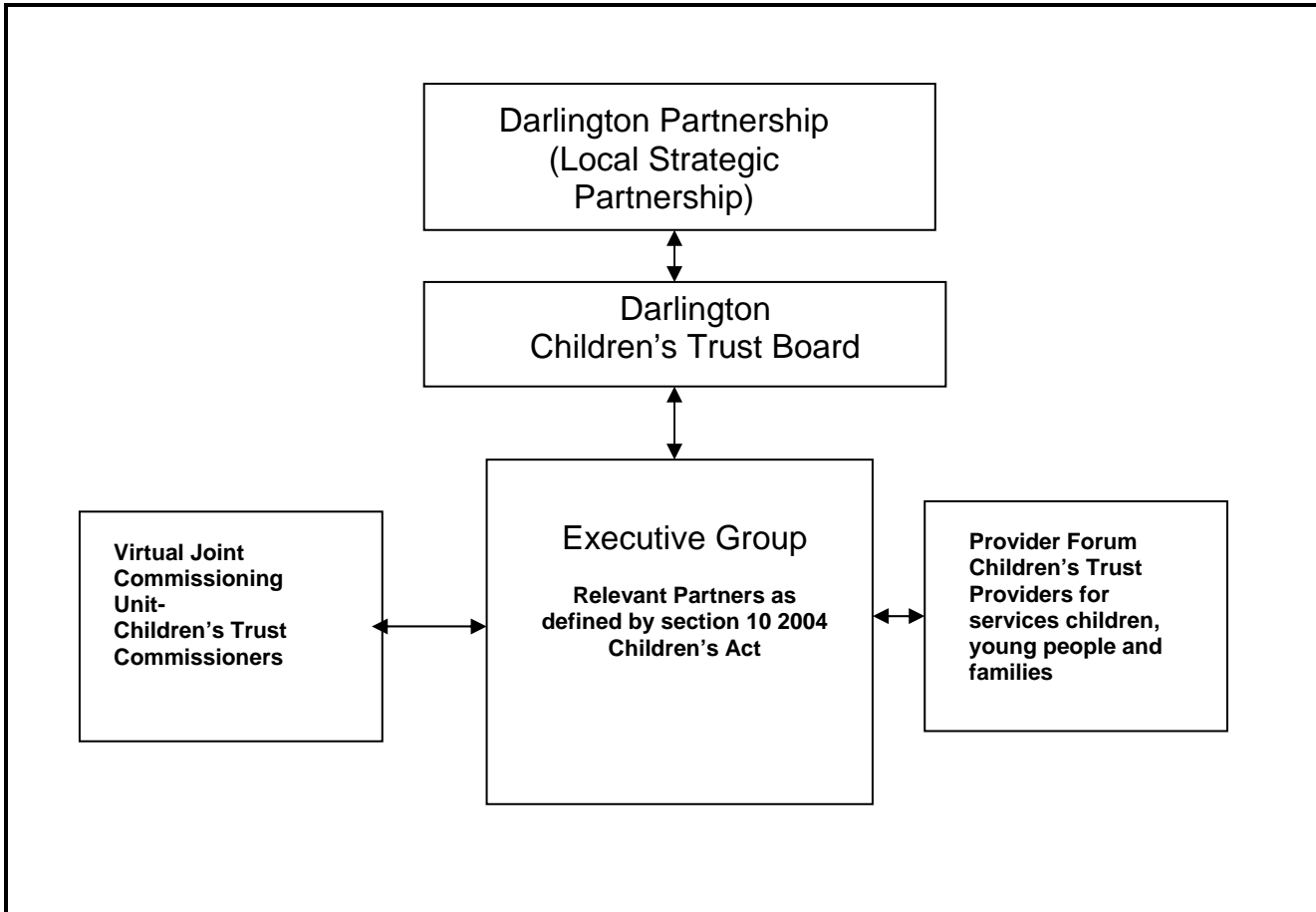
Appendix 1

Children's Trust Board (A themed group of Darlington Partnership) Membership (March 2010)

| | Name | Organisation | Representing | Status |
|----|---|--|--|--------------------------|
| 1 | CLr Cyndi Hughes (Chair) | Darlington Borough Council | Children's Services | Board member |
| 2 | Deputy Chief Constable Michael Barton | Durham Constabulary | Police | Board member |
| 3 | Mervyn Bell | Youth Service | Youth Service | Officer in Attendance |
| 4 | Nick Blackburn or Bob Mellard | Heathfield Primary School Dodmire Junior School | Primary Schools | Board member |
| 5 | Mel Brown | Darlington Borough Council | Children's Trust | Officer in attendance |
| 6 | Ada Burns | Darlington Borough Council | Darlington Borough Council | Board member |
| 7 | Hazel Willoughby | National Probation Service - Durham | Probation | Board member |
| 8 | Jenni Cooke | Darlington Borough Council | Safeguarding | Board member |
| 9 | Sam Cramond | North East Strategic Health Authority | Strategic Health Authority | Board member |
| 10 | Miriam Davidson (Vice Chair) | Public Health Co Durham & Darlington | Public Health Co Durham & Darlington | Board member |
| 11 | Chris Davis | Tees, Esk and Wear Valleys NHS Trust | Tees, Esk and Wear Valleys NHS Trust (Mental Health) | Board member |
| 12 | Joanne Evans | Darlington PCT | GPs (Practice Based Commissioning) | Board member |
| 13 | Tim Fisher | Queen Elizabeth Sixth Form College | Further Education Colleges | Board member |
| 14 | Mike Fryer | Governor | Association of Governors | Board member |
| 15 | Karen Grundy | eVOLution | Voluntary sector | Board member |
| 16 | Debbie Bunford | Co Durham and Darlington NHS Foundation Trust | Co Durham and Darlington NHS Foundation Trust (Acute hospitals) | Board member |
| 17 | Kate Martin | Darlington Borough Council/Health | YOS & Community Safety Partnership | Board member |
| 18 | Julian Kenshole | Darlington Borough Council | Children's Services | Officer in Attendance |

| | Name | Organisation | Representing | Status |
|----|------------------------|--|---------------------------------------|-----------------------|
| 19 | Kathryn Larkin-Bramley | Durham Police Authority | Members Police Authority | Board member |
| 20 | Jo McKeown | Job Centre Plus | Job Centre Plus | Board member |
| 21 | Pauline Mitchell | Darlington Borough Council | Adult Services | Board member |
| 22 | Tim Grant | Principal and Chief Executive of Darlington College | Further Education Colleges | Board member |
| 23 | Murray Rose | Darlington Borough Council | Children's Services | Board member |
| 24 | Seth Pearson | Darlington Local Strategic Partnership | Darlington Partnership | Board member |
| 25 | Dela Smith | Education Village | Special Schools | Board member |
| 26 | Wade Tovey | University of Teesside | Higher Education | Board member |
| 27 | Kath Vasey | Darlington PCT | Community Health Providers | Board member |
| 28 | Gill Walker | Darlington Borough Council | Children's Services | Board member |
| 29 | Lucy Wheatley | Darlington PCT / Darlington Borough Council | Joint Health Commissioner | Officer in Attendance |
| 30 | Paul Richardson | Darlington Borough Council | 16-19 Provision | Board member |
| 31 | Gary Huntington | Deputy Lead Policy Authority Member | Durham Police Authority | Board member |
| 32 | Anthony Prudhoe | NHS Commissioning (CAMHS, Maternity & Children & Young People) | NHS County Durham | Board member |
| 33 | Pat Armstrong | Branksome Science College | Secondary Schools Pupil Referral Unit | Board member |

Appendix 2: Darlington Children's Trust Structure



Darlington Children's Trust Board Governance Arrangements

Adopted by the Children's Trust Board on the 7th December 2007 and amended 21st September 2009.

1 What are governance arrangements?

- 1.1 They are a description of how we do business. They ensure that we focus on our key aims that everyone has a say and that no one can influence the partnership for their own ends. In short, these arrangements set out rules which set out how things must be done.
- 1.2 The purpose of these arrangements is to enable the agencies involved to work together 'with a view to improving the well-being of children and young people in Darlington'. This purpose is set out in s10 Children Act 2004.
- 1.3 These arrangements also form part of the Governance arrangements of the Darlington Local Strategic Partnership. The Children's Trust Board includes a line of accountability to Darlington's Local Strategic Partnership.

2 Name

- 2.1 The name of the Board is the Darlington Children's Trust Board.
- 2.2 Changes to the name of the partnership can be agreed by a meeting of the Trust Board in accordance with clause 17 below.

3 Membership

- 3.1 The Board is made up of members of key partner agencies who have been identified as being significant in taking forward the Board's shared vision and agenda. These are:
 - o Darlington Borough Council
 - o Darlington Primary Care Trust
 - o Darlington Local Strategic Partnership
 - o eVOLution

- County Durham and Darlington Acute Hospital Trust
- University of Teesside
- Durham Constabulary
- Primary Schools Head Teacher Group
- Secondary Schools Head Teacher Group
- Further Education Colleges
- General Practitioners Group
- Learning and Skills Council
- North East Strategic Health Authority
- National Probation Service – County Durham
- Tees, Esk and Wear Valleys NHS Trust
- Durham Business Education Partnership
- Darlington Crime and Disorder Reduction Partnership
- Durham Police Authority
- Job Centre Plus

4 The Vision of the Board

- 4.1 The Board shares a long-term vision for children, young people and their families in the Borough of Darlington. This vision has been approved not only by the Board and by planning forums reporting to the Board, but extends through the cultures of all partner agencies represented on the Board. This vision is detailed in **Annex 1** of this document.
- 4.2 Changes to the vision can be agreed at a meeting of the Trust Board in accordance with clause 17 below.

5 The Role of the Board

- 5.1 Members of the Board have formed the partnership under Part 2 Children Act 2004. The partnership exists to improve the well-being of children and young people in the authority's area, including:
- (a) physical and mental health and emotional well-being;
 - (b) protection from harm and neglect;
 - (c) education, training and recreation;
 - (d) the contribution made by them to society;
 - (e) social and economic well-being
- 5.2 The Board's role is to commission, monitor and evaluate identified services for children and young people in the Borough of Darlington and to undertake such other duties as the Board may from time to time agree.

- 5.3 The Board shall oversee the development of Darlington Children's Trust and take into account in exercising its functions the following statement of principles:
- 5.3.1 Board members agree that they are entering into partnership arrangements and will participate in developing the work of the Board on the basis of mutual trust.
 - 5.3.2 Board members shall adopt a policy of mutual openness about information and intentions of individual organisations relevant to the remit of the Board.
 - 5.3.3 Members acknowledge that the establishment of the Board provides a strategic forum for coordinating planning and interventions for the benefit of children, young people and their families present or resident in the geographic area serviced by Borough of Darlington council boundaries.
 - 5.3.4 Board members recognise that in the operation of the Board's work, each will need to take account of any particular challenges faced by individual partners.
 - 5.3.5 Board members recognise that in exercising its functions, the Board shall have regard to the policies and guidance which apply to each of the individual partners.
 - 5.3.6 Board members shall adhere to and develop their work based on the vision statement approved by the Board.
 - 5.3.7 Where decisions of the Board require ratification by other bodies the relevant Board member shall seek such ratification in advance of any meeting of the Board or promptly following Boards recommendations.
- 5.4 The Board shall exercise its functions so as to secure the provision of high quality integrated services for children, young people and their families.

6 Principal Functions of the Board

- 6.1 The Board acts as a symbol of the complex multi-agency arrangements for partnership, integration and collaboration across all children and young people's services across all sectors in the borough within our Children's Trust arrangement. Strategically, the Board will enhance the coordination of children and young people's planning activity, identifying priorities for intervention and clarifying accountability. These priorities will be explicitly

stated in an overarching strategic document – the Children and Young People’s Plan for the Borough.

- 6.2 The Board will take the lead on the development of the Children and Young People’s Plan. Under s17 Children Act 2004 the Children’s Services authority, Darlington Borough Council, has ultimate responsibility for the approval and publication of the plan.
- 6.3 The Board will work with the Local Strategic Partnership to develop and agree the Children and Young People’s Block of the Local Area Agreement, identifying opportunities and challenges for the children and young people’s agenda in the overarching Strategic Plan for the borough.
- 6.4 To agree to, and oversee the use of any Health Act Flexibilities with respect to Children’s Services between NHS bodies and the Local Authority within the geographic area of the Borough of Darlington.
- 6.5 The Board also has a stewardship function in monitoring the progress of projects promoted by the Board that contribute to the integration of health and social care services for children and young people. The Board recognises that there is a wide range of options regarding different models of integration and will base commissioning decisions on clear evidence that proposed changes will result in improved outcomes for children and young people.
- 6.6 To commission directly or through partners any services for children and young people identified within the schedule of services.
- 6.7 To prepare proposals for managing the financial aspects of any pooled budgets for consideration by the Board.
- 6.8 Within the context of the Children and Young People’s Plan, approve and monitor an annual work plan for the Board and subsequent plan for the Children’s Trust staffing.
- 6.9 The Board seeks to be inclusive in its operation but recognises that not all partners are in a position to carry full contractual obligations and any ensuing financial risks. This should not detract from their full contribution to the Board’s developing agenda but recognises the specific liabilities and financial responsibilities which remain with the Borough of Darlington and the Darlington Primary Care Trust.

7 Representation on the Board

- 7.1 Board membership should remain flexible to encompass effectively its developing agenda and organisational requirements arising from new legislation. At this stage the Board has the following core membership:

| Organisation | Position |
|--|---|
| Darlington Borough Council | Cabinet Member – Children’s Services |
| Darlington Borough Council | Chief Executive |
| Darlington Borough Council | Director Children’s Services |
| Darlington Borough Council | Assistant Director, Children’s Services (2) |
| Darlington Borough Council (representing Darlington Crime and Disorder Reduction Partnership) | Safer Communities Co-ordinator |
| Darlington PCT | Director of Public Health for Darlington |
| General Practitioners Group | General Practitioner |
| Tees, Esk and Wear Valleys NHS Trust | General Manager, CAHMS |
| County Durham and Darlington Acute Hospital Trust | Director of Nursing |
| North East Strategic Health Authority | North East Child and Maternity Advisor |
| Durham Constabulary | Chief Inspector |
| Durham Police Authority | Lead Member for Children and Young People |
| National Probation Service – County Durham | Assistant Director |
| eVOLution | Executive Director |
| Job Centre Plus | Partnership Manager |
| Secondary Head Teacher’s Group | Head Teacher |

| Organisation | Position |
|---|--|
| Primary Head Teacher's Group | Head Teacher |
| Queen Elizabeth Sixth Form College (representing Further Education) | Principal |
| University of Teesside (representing Higher Education) | Deputy Vice-Chancellor |
| Learning and Skills Council | Partnership Director, Darlington |
| Durham Business Education Partnership | Education Business Partnership Manager |
| Darlington Local Strategic Partnership | Chief Executive |

7.2 Membership shall be formally reviewed by the Board annually, although the Board's membership can be amended at any stage with the agreement of existing Board members. Partner organisations can substitute for their named Board members with the prior agreement of the Chair. The Board will encourage the involvement of users of services in the work of the Board and has established a Partnership Group sub-group to enable this to happen.

7.3 The composition of the Board should be dynamic and inclusive of key partners. Representation should be at a level of seniority to further the work of the Board. Within this context discretion is left to individual partners to nominate their named representative(s) to the Board.

7.4 In order to ensure that the Board is informed by best practice and a sound evidence base, partner agencies can invite additional members with relevant expert knowledge to contribute to the meeting with the prior agreement of the Chair.

8 Office Holders

8.1 The Chair and Vice Chair of the Board will be nominated by Darlington Borough Council and the Darlington Primary Care Trust and will alternate.

8.2 The role of the Chairperson is:

- i) To determine the content of agenda for Board meetings;
- ii) To manage the transaction of business at Board meetings;

- iii) To ensure that all Board members have an opportunity to participate in debates at Board meetings;
- iv) To ensure that clear decisions are made and that decisions are minuted and communicated
- v) To act as spokesperson for the Trust, show leadership and to promote co-operation between the agencies
- vi) To act on behalf of the Trust where timescales dictate and where the view of the Children's Trust Board is required. In these situations, the Chairperson should seek as many views of members as is possible.

9 Leaving the Board

- 9.1 A person shall cease to be a member of the Board if s/he resigns or the relevant partner agency notifies the Board of the removal or change of representative.

10 Interests of Members of the Board

- 10.1 Members of the Board must not take part in a decision or seek to influence a decision in which they have a relevant interest.
- 10.2 They have a relevant interest if their personal well-being or financial position, or that of any relative or friend of theirs, may be affected by the decision.
- 10.3 A member may also have a relevant interest if they are members of a group or body who will benefit from a contract, grant or other financial relationship with the partnership or another member of the partnership as a result of a decision of the partnership.
- 10.4 If a decision is made in which they have a relevant interest, they should leave the room and not take part in any discussion.
- 10.5 In spearheading and driving the quest for improved outcomes for children and young people, the Board members are themselves committed to working together based on a set of rights/responsibilities explicitly stated in Annex 1 of this constitution.

11 Public Access to Information/Data Protection/FOI

- 11.1 Board meetings shall be open to the public unless there are items for discussion which are exempt within the meaning of Schedule 12A Local Government Act 1972. Some information may have to be included and discussed in a confidential session of the Board in accordance with the procedures and protocols promoted by the provisions of the Data Protection Act 1998. Confidential documents will be clearly marked 'Confidential'.

- 11.2 The Board will take the lead on the development of the Children and Young People's Plan. Darlington Borough Council will arrange for the publication of the Plan and for copies of it to be made widely available through the internet, libraries and local service delivery points. The plan will be reviewed annually for the information of all Board members, other stakeholders and the general public.
- 11.3 Each member is responsible for information held by that member in relation to any response to a request for information under the Freedom of Information Act 2000. Information held on behalf of the Board for the purposes of the conduct of partnership business is held by Darlington Borough Council. Information provided to the Board by other members will be caught by the Freedom of Information Act whether or not the providing member is caught by the Act.
- 11.4 For the purposes of the Data Protection Act 1998 the notification of Darlington Borough Council is sufficient to cover the activities and information held by the Board.
- 11.5 Access to partnership records will be available to audit services within Darlington Borough Council at any time.

12 Processes

- 12.1 The Board will not exceed its powers and will comply with any relevant obligations imposed by its members. Members will seek to achieve consensus through discussion, and the Chairperson of the Board will ensure that this is achieved wherever possible. In any case where consensus cannot be achieved, decisions will be made by a simple majority of members in attendance with each member having one vote. A two-thirds majority is required for any proposals to alter or amend the Constitution. In the event of an equality of votes, the Chairperson will have a second or casting vote.
- 12.2 The Chair and Vice Chair will be chosen annually at a meeting of the Board.
- 12.3 The Board will be quorate when Darlington Borough Council, Darlington Primary Care Trust and at least three other members from other organisations are present.
- 12.4 Administration of the Board shall be managed by Darlington Borough Council, who shall ensure that meetings of the Board are held:
- i) Every two months and no fewer than four times per year

- ii) On such other occasions as the Chairperson of the Board may determine
- iii) Within ten working days of receipt of a written request for a meeting from at least four members of the Board

- 12.5 Agenda papers will be prepared by Darlington Borough Council. Any Member may request that an item be placed on the agenda. No item will be discussed and decided upon in the absence of written information sufficient to enable a decision to be made, and an opportunity for consideration of the that information. Agenda papers are public documents and distributed at least five working days before each meeting. Meetings shall be minuted and these will be distributed to all members and approved at the next available meeting.
- 12.6 Other than the election of a chairman and vice chairman and approval of minutes, any item requiring a decision shall be the subject of a report to the Board setting the relevant information and other factors necessary of the matter to be properly considered.
- 12.7 A decision will be made when a member of the Board has clearly set out a proposed decision and every member of the Board has had an opportunity to make representations about the proposal at least once.
- 12.8 If another member suggests that the proposal under discussion should be altered (rather than approved or rejected) then consideration will then be given as to whether there is agreement to the alteration of the proposal. This consideration will need to be considered before a decision is made on the original proposal.
- 12.9 Members should not speak at the same time as each other, and the ruling of the Chairperson on any points of procedure and the governance arrangement shall be conclusive.

13 Decisions

- 13.1 Decisions will be made having regard to these governance arrangements and guidance issued by the Secretary of State under the Children Act 2004 (or any other relevant legislation).
- 13.2 The Children and Young People's Plan will be the over arching strategic document which sets out the policy framework for the Trust. The Board will not make any decision which is inconsistent with the Children and Young People's Plan. Any changes to the Plan must be agreed by the Trust, subject to any relevant consultation, and decided by Darlington Borough Council.

13.3 All other strategies and policies agreed by the Trust can be varied by the Board at any time provided that reasons are provided for the departure from agreed policy.

14 Commissioning and Procurement

14.1 Where it is decided to procure goods, works or services under these governance arrangements, the person or body who decides to do so shall nominate one of the members (with agreement) to undertake the procurement on behalf of the Trust.

14.2 Every procurement exercise shall comply with:

- i) European Procurement rules
- ii) Relevant policies and strategies
- iii) These governance arrangements
- iv) The procurement rules and procedures of the relevant member

14.3 All contracts entered into will contain clear review procedures to ensure accountability under the contract for the efficiency and effectiveness of the services under the contract. The Contractor will be required to provide such monitoring and improvement information as may be specified.

14.4 All contracts will include procedures for the termination and review of contract term, and will be subject to a further procurement process as detailed within the contract.

14.5 The Board has a commitment to achieve best value for the people of Darlington and is committed to continuous improvement and obtaining value for money. It will ensure this through rigorous performance assessment within a framework for improvement.

15 External Review

15.1 The Board will receive reports on the arrangements for and outcomes of any major internal or external reviews of children's services in the Borough e.g. Commission for Health Improvement, Healthcare Commission, Commission for Social Care Improvement, Audit Commission, National Patient Safety Agency, Charity Commission, Adult Learning Inspectorate.

15.2 The Board will receive audited accounts of any pooled budgets.

16 Finance and Performance Reporting

16.1 The Board will receive reports on the financial position of any pooled budget at meetings of the Board.

- 16.2 The Board will receive updated performance results against a set of indicators approved by the Board on an annual basis.
- 16.3 Any outstanding serious untoward incidents arising from partnership working in connection with children's services will be reported to each meeting of the Board.
- 16.4 All finance and budget matters will still be formally accounted for and reported through the home organisations, ie those which raised the revenue or received the grant.

17 Alterations to these Governance Arrangements

- 17.1 Subject to the following provisions of this clause, these Governance Arrangements and annexes may be altered by a resolution passed by not less than two thirds of the members present and voting at a meeting of the Board. The notice of the meeting must include notice of the resolution, setting out the terms of the alteration proposed.
- 17.2 No amendment may be made to these Governance Arrangements which would conflict with any legislation, regulations or standing orders of Darlington Borough Council or Darlington PCT.
- 17.3 These Governance Arrangements were adopted on the date mentioned above by the Board. The arrangements will be reviewed and where agreed updated on an at least annual basis.

18 Confidentiality and Media Protocol

- 18.1 Only the Chair (or in the chair's absence, the Vice-chair) can authorise a statement made on behalf of the Children's Trust. Where the statement makes reference to a Children's Trust partner organisation, it must be agreed by that partner in advance of the statement being released.
- 18.2 The Children's Trust Board can declare information to be confidential via discussions in a meeting. Any breach of confidentiality would be enforced through individual partners.
- 18.3 Minutes of the meetings of the Children's Trust Board although produced by Darlington Borough Council will make it clear that the minutes do not express the views of Darlington Borough Council.

19 Risk Management and Insurance

- 19.1 Insurance for individual partners is covered by individual partner organisation's insurance. The Children's Trust itself does not have insurance (Darlington Partnership does).

20 Assets of the Partnership

20.1 The Children's Trust will not hold any assets. Any accommodation and other assets needed by the staff working for the Children's Trust will be provided by and held by relevant partners.

21 Employment of Staff and use of Volunteers (including CRB checks)

21.1 Some employees working on Children's Trust business will be jointly funded by more than one partner, for example DBC and the PCT. Each organisation is to be responsible for the staff it employs. The Children's Trust will not be an employer in its own right.

21.2 Members of the Children's Trust Board are not required to undertake a CRB by reason of being part of the Children's Trust Board. They will be expected to comply with the requirements of their home organisation.

21.3 Employees working within the Partnership are bound by the policies and procedures of their employing organisation e.g. codes of conduct, anti fraud and corruption, information governance.

22 Exit Strategy

22.1 The Children's Trust is established under statute, legislative change will be required to end the Trust. Assets and staff affected by the changes will be disaggregated in accordance with any relevant legislation.

23 Frequency of Meetings

23.1 The Children's Trust Board will meet 6 times a year.

Darlington Children's Trust Board OUR SHARED VISION

Darlington's children are its future. We want to help children achieve their potential and enjoy life as active participating citizens free from poverty, ignorance, neglect, crime, harm, abuse and distress. This is part of the wider vision of the Borough Council and its partner agencies who are committed to:

Improving the outcomes and maximising life chances of all children and young people in Darlington by delivering effective, high quality, integrated services.

We share a long-term vision across all partners to make Darlington a place where:

- Children, young people and their families live in safe, secure communities, empowered to have the skills and knowledge to be protected from abuse, harassment, exploitation and neglect;
- Families develop the confidence and capability to love, protect and care for their members;
- The needs of the most vulnerable and socially excluded children and families are met in a timely and effective way;
- Families know how and where to get assistance when they need it;
- We develop services so that children and families can get help promptly to solve difficulties when they first arise;
- We develop trusting, flexible and innovative partnerships between statutory, voluntary and independent sectors
- We share information, methods and responsibilities, for example, for managing risk or assessing the impact of services;
- We enhance multi-disciplinary and cross-organisational working by acknowledging the range of skills, experience and expertise of individual workers, as well as valuing the contribution of different professional groups;
- We involve children, young people, their families and communities in the development of preventative services
- Priority is placed on improved outcomes for children and young people rather than single agency or existing organisational structures

To achieve such a vision is a major challenge and progress will only be possible through a real and genuine commitment from all partners. In spearheading and driving this quest the Trust Board itself are committed to working together based on the following set of rights/responsibilities.

| Rights | Responsibilities |
|--|--|
| Members should receive information that helps them to fulfil their role and make informed decisions. | Members should ensure that they are fully informed and share information with other partners and with their communities/customers. |
| Matters of a commercial or personal confidential nature must remain as such. | Confidential, commercial or personal information must not be divulged. |
| Members should be consulted on issues which affect planning of services for vulnerable children. | Members should consult their partner agencies and their communities/customers. |
| Members may expect expert support from other members. | Members must contribute their expertise to fellow members where required/appropriate. |
| Members represent the views of their organisation and their customers on matters affecting planning for vulnerable children. | Members obtain, reflect on and communicate the views of their organisation and customers. |
| All members are treated as equal, respected and valued. | All members treat each other as equal, with respect and value. |
| Deadlines, milestones and critical path processes, with adequate notice wherever possible, must be communicated to members. | Members have the duty to meet deadlines, milestones and critical paths and, where this may prove problematic, to advise the Board accordingly. |
| Members receive papers and agendas in advance. | Members prepare fully by reading papers in advance and contributing fully to the agenda setting. |
| Members ensure their agencies play an active role in contributing to task and sub-group activity. | Nominations for representation on task and sub-group work is welcomed and utilised. |

Appendix 4

Children's Trust Executive Group Remit Statement

The Children's Trust Executive Group is a small working group comprising the following members:

- Director, Children's Services, Darlington Borough Council
- NHS Commissioning Associate Director
- Executive Director, Darlington CVS
- Lead Cabinet Member Children & Young People
- Local Partnership Manager, Job Centre Plus
- Child & Mental Health Advisor, Strategic Health Authority
- Associate Director, Darlington PCT (Community Health Providers)
- Locality Director of Public Health, County Durham & Darlington Public Health
- Deputy Chief Constable, Durham Constabulary
- Divisional Manager, Foundation Trust
- General Manager Tier 3 CAMHS Services, Tees, Esk and Wear Valleys NHS Trust Mental Health
- Director of Offender Management, National Probation Service
- Children's Trust Partnership Manager
- School Representatives, Head Teacher
- College and Further Education representative, Principal
- Head of Safer Darlington, YOS & Community Safety Partnership representative

The Executive Group adopts the same governance arrangements that have been implemented for the Children's Trust Board. On an annual basis a Chair and Vice Chair will be nominated for the Children's Trust Executive Group.

The Executive Group undertakes the following tasks:

- Managing the agendas and business of the Children's Trust Board meetings
- Ensures appropriate membership of the Children's Trust Board and all Children's Trust sub groups
- Encourages partners to commit to attendance at Children's Trust Board and Children's Trust Executive group
- Develops all aspects of the Children's Trust and associated groups
- Strategically identifies the Commissioning Priorities for Children's Trust
- Co-ordinates commissioning work on behalf of the Children's Trust and instructs the Joint Commissioning Unit to action these
- Oversees the business of the Provider Forum on behalf of the Children's Trust Board

- Acts on instructions given by the Children's Trust Board
- Directs and monitors the work of Task and Finish Groups and Standing Groups
- Monitors and ensure the adequate resourcing of the Children's Trust CYPP commissioning priorities
- Oversees the delivery and the development of the Children's and Young People Plan

The Executive Group operates to the following standards:

- Expects that better performance is at the heart of everything the Children's Trust does
- Ensures the full and active participation of everyone who has an interest in improving children's lives (and especially children, young people, parents and carers)
- Only has meetings when they are needed
- Members commit to attend meetings
- Members are prepared and briefed for meetings, and are informed to make decisions
- Members declare relevant personal and professional interest
- Develops and maintains shared, easily understood language
- Develops meeting agendas to ensure that effective commissioning decision are taken
- Uses a standard format for reports, which are brief
- Members ensure papers are prepared and distributed five days before meetings
- Produces clear, easily understood reports of discussion and decisions making it clear why decision are made and particular actions taken
- Has clear expressed expectation of those who provide services to children and families
- Treats everyone who attends and reports to meeting with respect, challenging and supporting appropriately
- Informs all those who present to the meeting of decisions and further action that may be needed

Role of Chair and Decision making Processes

Item 8.2 of the governance arrangements of Darlington Children's Trust outline the role of the Chairperson as:

To determine the content of agenda for the meetings;

- vi) To manage the transaction of business at the meetings;
- vii) To ensure that all members have an opportunity to participate in debates at meetings;
- viii) To ensure that clear decisions are made and that decisions are recorded and communicated.

- ix) To act as spokesperson for the Trust, show leadership and to promote co-operation between the agencies.
- x) To act on behalf of the Trust where timescales dictate and where the view of the Children's Trust is required. In these situations, the Chairperson should seek as many views of members as is possible.

Occasionally the Chair may need to make a decision on behalf of the Children's Trust. As indicated above in point **vi** the Chairperson will seek as many views as possible from the Executive group but the Chair will reach a decision based on the consensus of these views.

The Chair of the Children's Trust Executive Group, Vice Chair of the Children's Trust Executive Group and the Children's Trust Partnership Manager will be accountable for any decisions that may need to be made between Executive Group meetings.

Appendix 5

Children's Trust Joint Commissioning Unit

Remit Statement

The Children's Trust Joint Commissioning Unit is a working group and the membership of the group is outlined below:

- Director, Children's Services, Darlington Borough Council
- NHS Commissioning Associate Director
- Assistant Director, Children & Families, Darlington Borough Council
- Local Partnership Manager, Job Centre Plus
- Chief Inspector, Durham Constabulary
- Children's Trust Partnership Manager
- Primary School Representative, Head Teacher
- Secondary School Representative, Deputy Head Teacher
- Development and Commissioning Manager 0-11
- Development and Commissioning Manager 12-19
- Partnership Advisor, Darlington Borough Council (previously LSC)
- Chair Practise Based Commissioner Children's Champion
- College and Further Education representative, Principal
- DAAT Children and Young People Lead
- Commissioning and Contracts Manager, Darlington Borough Council
- Joint Health Commissioner
- CAMHS Joint Commissioning Manager
- Maternity Matters and Teenage Pregnancy Joint Commissioning Manager
- Childhood Obesity Commissioner
- 14-19 Partnership Manager

The Joint Commissioning Unit will undertake the following tasks:

- Managing the agendas and business of the Data & Performance Group meetings
- Ensures appropriate membership of the Children's Trust Joint Commissioning Unit
- Encourages partners to commit to attend Joint Commissioning Unit meetings
- Develop all aspects of the Children's Trust commissioning arrangements
- Coordinate operational commissioning work on behalf of the Children's Trust
- Act on instructions given by the Children's Trust Board and Children's Trust Executive Group

- Direct and monitor the work of any Children's Trust Commissioning Groups
- Monitor and ensure the adequate resourcing of the Children's Trust

The Children's Trust Joint Commissioning Unit operates to the following standards:

- Expects that better performance is at the heart of everything the Children's Trust does
- Ensures the full and active participation of everyone who has an interest in improving children's lives (and especially children, young people, parents and carers)
- Only has meetings when they are needed
- Members commit to attend meetings
- Members are prepared and briefed for meetings, and are informed to make decisions
- Members declare relevant personal and professional interest
- Develops and maintains shared, easily understood language
- Develops meeting agendas to ensure that effective commissioning decision are taken
- Uses a standard format for reports, which are brief
- Members ensure papers are prepared and distributed five days before meetings
- Produces clear, easily understood reports of discussion and decisions making it clear why decision are made and particular actions taken
- Has clear expressed expectation of those who provide services to children and families
- Treats everyone who attends and reports to meeting with respect, challenging and supporting appropriately
- Informs all those who present to meeting of decision and further action that is needed

Appendix 6

Darlington Children's Trust Provider Forum

Remit Statement, March 2010

The Children's Trust Provider Forum is a sub-group of the Children's Trust Executive Group. It has a broad membership of operational managers working across the Children's Trust driving forward the actions embodied within the Children and Young People's Plan. Membership is inclusive; if a member of a partner agency wishes to join the group, they would be welcome.

The Provider Forum meets 6 times a year after each Children's Trust Board meeting. The group will undertake the following tasks:

- Receive instructions from the Children's Trust Board and Executive Group
- Carry out work and make decisions, as instructed by the Children's Trust Board and Executive Group
- Work with the Children's Trust Standing Groups and Task and Finish Groups to ensure the successful implementation and performance of CYPP work
- Regularly review the Task and Finish Groups
- Encourage members to ensure that appropriate information is cascaded within partner agencies
- Report regularly to the Children's Trust Board and the Executive Group
- Drive forward the implementation of the Integration Children's Services on behalf of the Children's Trust
- Will highlight Children's Trust operational issues to both the Children's Trust Board and Children's Trust Executive Group
- Members will nominate representatives to substitute at meetings when they are unable to attend

The Provider Forum is chaired by the Assistant Director (Partnerships), Children's Services, Darlington Borough Council. The Children's Trust Partnership Manager Chairs the meeting in the absence of Assistant Director (Partnerships).

Role of Chair

Item 8.2 of the governance arrangements of Darlington Children's Trust outline the role of the Chairperson as:

To determine the content of agenda for the meetings;

- xi) To manage the transaction of business at the meetings;

- xii) To ensure that all members have an opportunity to participate in debates at meetings;
- xiii) To ensure that clear decisions are made and that decisions are recorded and communicated.
- xiv) To act as spokesperson for the Children's Trust Provider Forum, show leadership and to promote co-operation between the agencies.
- xv) To act on behalf of the Children's Trust Provider Forum where timescales dictate and where the view of the Children's Trust Provider Forum is required. In these situations, the Chairperson should seek as many views of members as is possible.

The Chair of the Children's Trust Provider Forum and the Children's Trust Partnership Manager will be accountable for any decisions that may need to be made between Provider Forum or Executive Group meetings

The Chair of the Children's Trust Provider Forum will feedback to both Executive Group and the Children's Trust Board about the work programme of the Provider Forum.

The Provider Forum operates to the following standards:

- Expects that better performance is at the heart of everything the Children's Trust does
- Ensures the full and active participation of everyone who has an interest in improving children's lives (and especially children, young people, parents and carers)
- Only has meetings when they are needed
- Members commit to attend meetings
- Members are prepared and briefed for meetings, and are informed to make decisions
- Members declare relevant personal and professional interest
- Develops and maintains shared, easily understood language
- Develops meeting agendas to ensure that effective commissioning decision are taken
- Uses a standard format for reports, which are brief
- Members ensure papers are prepared and distributed five days before meetings
- Produces clear, easily understood reports of discussion and decisions making it clear why decision are made and particular actions taken
- Has clear expressed expectation of those who provide services to children and families
- Treats everyone who attends and reports to meeting with respect, challenging and supporting appropriately

- Informs all those who present to the meeting of decisions and further action that may be needed

Appendix 7

Outcomes Based Commissioning Framework-checklist

Below is a checklist for developing an outcomes based commissioning framework:

1. Identify key customer focused outcomes for the service(s) to be commissioned – consult with users and providers
2. Develop a clear implementation strategy
3. Develop a definition of joint commissioning that allows pooled resources (the 1% contributions from partners)
4. Align work with developing outcomes based budgeting-what budget will it take to get the desired outcomes?
5. Train and develop staff (including providers and procurement) on using the 4 performance measurement quadrants and underlying principles
6. Develop outcomes focused commissioning relationships through provider networks etc. You will be commissioning against new ways of working and thinking but it will be the quality of relationships and trust that will support delivery ('hearts and minds')
7. Work with procurement to support them moving away from output to outcome measurement. Identify what needs to change in the way contracts are designed?
8. Identify who are the local 'champions' who can support you with the work? Are there regional or national support networks? What about starting a local Action Learning Set?
9. In terms of contract monitoring use a performance based Report Card that shows simple trend lines to demonstrate impact. Also encouraging anecdotal stories.
10. Strategically align commissioning work to the local Children and Young People's Plan priorities. Demonstrate how outcomes for service users are contributing to improving outcomes across a larger geographical population.