



# **Newcastle Children's Services Commissioning Framework**

January 2008



# **Contents**

## **1. Overview**

## **2. Introduction**

Who has been involved?  
What is Commissioning?  
Newcastle Children and Young People's Strategic Partnership  
Contracted Out Services and Functions

## **3. Commissioning Principles**

## **4. Why have a Commissioning Framework?**

National Perspective  
Regional Perspective  
Local Perspective in Newcastle  
Mutual Expectations from Commissioning  
Quality Assurance

## **5. Newcastle Children's Services Commissioning**

Definition  
Framework for Commissioning Activity  
Commissioning Model  
Commissioning Model Stages

## **6. Approach to Commissioning**

Children's Trust Arrangements  
Strategic Commissioning  
Regional Commissioning  
Local Commissioning  
Individual Commissioning  
The Role of Lead Commissioners

## **7. Governance of Commissioning**

Commissioning Partnerships

## **8. Useful Weblinks**

# 1. Overview

The Newcastle Children and Young People's Strategic Partnership is working to improve outcomes for children, young people, families and carers. This involves trying to ensure that the right services are available to the right people at the right time to help all children and young people to achieve their full potential.

Services are currently provided by a number of different agencies and partnerships, and the variety of approaches taken can create confusion for providers, those seeking funding and those receiving services.

Successful commissioning is critical to the effectiveness of service provision and improving outcomes, because it places the primary focus on the needs and aspirations of children, young people, families and carers, unclouded by other considerations.

This Commissioning Framework has been agreed by the Newcastle Children and Young People's Strategic Partnership Executive for use by all partner agencies in the public, private and third sectors, and seeks to clarify the commissioning process by:

- defining commissioning
- establishing a set of common commissioning principles
- setting out a model of commissioning for Newcastle

The Commissioning Framework is being piloted in 2008-09 by all partners involved in commissioning activity. Commissioners are expected to follow the commissioning model outlined in the framework, and incorporate the commissioning process into relevant action plans.

An interim review of the implementation of the framework will be carried out in September 2008, and a full review in December 2008.

## 2. Introduction

This framework establishes an agreed approach to the way the Newcastle Children and Young People's Strategic Partnership will commission outcome-focused services with stakeholders. The Partnership expects that the framework will be adopted by all agencies who work with children, young people, families and carers in Newcastle under the Newcastle Children's Trust Arrangements Governance Agreement.

The framework has been created by, and for, those partners involved in the commissioning of Children's Services in Newcastle, in the spirit of the duty to cooperate.

The framework does not propose to pool budgets, but seeks to support the agreed mechanisms being developed within Newcastle through the Local Area Agreement. Some strategic alignment of resources may be necessary in support of improved outcomes and the delivery of the Newcastle Plan for Children and Young People.

### Who has been involved?

This framework has been developed through the Commissioning Strategy Board, a multi-agency project board of the Children's Services Transforming Outcomes Programme, which reports to the Newcastle Children and Young People's Strategic Partnership. The group has sought the views of all partners about the approach that it should take.

### What is Commissioning?

Commissioning has many definitions and approaches, and for some partners the term is not used, for others it is a well established approach. The framework establishes a shared approach to the definition agreed for Newcastle and a shared set of principles. The Children and Young People's Strategic Partnership have agreed the following definition:

Commissioning is about enhancing the quality of life for children, young people, families and carers. In Newcastle commissioning is an iterative collaborative process which can be defined as:

- assessing needs and determining desired outcomes
- setting priorities
- determining how the desired outcomes can be achieved
- identifying and allocating resources
- monitoring and quality assuring implementation and service delivery
- evaluating impact and learning from the process

Better commissioning in Children's Services is one of the key drivers for improving the delivery of services and the quality of outcomes for children, young people, families and carers in Newcastle. A strategic understanding of how all of the outcomes in a local area are met, and a focus on involving children, young people, families and carers in this analysis, can provide a more effective use of partners' resources.

Traditionally commissioning has supported and/or sustained existing services, focusing the future on what we do now. As a result of this, current services have tended to be the driver of how a child's needs are assessed and met. This framework seeks to ensure that, at the heart of all commissioning, is assessing needs and determining the desired outcomes within the Newcastle Plan for Children and Young People.

Joint commissioning is the process whereby partners who have responsibility for specifying, securing and monitoring services work together to make joint decisions about the needs of the population, and how they should be met.

Procurement and contracting are specific aspects of the wider commissioning process, that focus on activities associated with the purchasing of services, from initial advertising and selection of provider through to the establishment and negotiation of contract documentation.

Grant funding is detailed in the Compact Funding Code of Practice, and may be awarded by the Local Authority to Third Sector organisations to support the provision of outcome-focused services to meet identified needs.

Decommissioning is the process of planning and managing a reduction in service activity, or ending a contract in line with commissioning objectives.

## **Newcastle Children and Young People's Strategic Partnership**

The Newcastle Children and Young People's Strategic Partnership is a multi-agency body that identifies priorities, monitors performance and directs resources in line with the agreed vision and objectives within the Newcastle Plan for Children and Young People. This Partnership is a delivery Partnership of the overarching Newcastle Local Strategic Partnership.

Partners are bound by the Children's Act 2004 in a duty to cooperate either as a named partner in the legislation, or as a local relevant partner. The Partnership arrangement is regulated by the Newcastle Children's Trust Arrangements Governance Agreement. The freedoms and flexibilities contained within the Local Area Agreement may provide opportunities for the work of the Partnership.

## **Contracted Out / Commissioned Services and Functions**

Where Local Authority functions or services for children, young people, families and carers are currently contracted out to, or commissioned from another organisation, the Executive Director of Children's Services maintains responsibility for accountability and managing performance.

The Head of Commissioning (Children and Families) NHS North of Tyne is responsible for accountability and performance management of services commissioned by NHS North of Tyne.

When future services are contracted out or commissioned, it is essential that the contract documentation contains clear review procedures and defines accountability structures. Contracts, service level agreements, service specifications and partnership agreements are important components of the commissioning process. They must include monitoring arrangements relating to the quality of service provided, as well as the activity. A process to evaluate impact on key standards, such as the National Service Framework for Children, Young People and Maternity Services must also be included.

Monitoring and evaluation data must be made available to the Children and Young People's Strategic Partnership Executive and will be required for inclusion in strategic assessments and external inspections.

### 3. Commissioning Principles

Commissioning is most effective in achieving best outcomes when partners work to a set of common principles.

Successful commissioning is underpinned by the following over-arching principle:

**Joint planning and commissioning is at the heart of improving outcomes for children, young people, families and carers; it takes account of diversity and ensures equality.**

An additional ten principles are listed below:

1. Put the needs of children, young people, families and carers first, and ensure that they are engaged and consulted
2. Ensure that there is a strategic approach to the safeguarding of children and young people
3. Provide leadership for commissioning at the highest level in the system
4. Provide early intervention and preventative services as soon as possible
5. Work in partnership with stakeholders, adhering to the Compact between Government and the Third Sector, and provide timely information to maximise service delivery
6. Ensure that commissioning staff and agencies have clarity of accountability and access to up-to-date knowledge, experience and expertise in the planning and delivery of services
7. Look beyond the immediate circumstances of children, young people, families and carers, and develop a knowledge and understanding of their long-term needs and aspirations
8. Continuously evaluate current and developing services, and ensure that they represent best practice, as outlined in national guidance, and have a clear impact on outcomes
9. Spend money wisely to secure effective and efficient services, decommissioning and redesigning services where necessary
10. Use open and transparent processes, which include opportunities for scrutiny and challenge, and build confident, trusting partnerships that have the needs of children and young people at heart

## 4. Why have a Commissioning Framework?

A commissioning framework establishes a common language and approach to help all stakeholders to understand the commissioning process. It is intended to provide support to those who work to improve services for children, young people, families and carers. The framework incorporates common principles and steps required to decide how best to deploy resources strategically and tactically in order to achieve objectives, making best use of the strengths of the public, private and third sectors.

### National Perspective

The requirement to develop an integrated approach to commissioning has been identified at a national level.

Every Child Matters Next Steps (2004, DfES, para 2.20) states:

*“The primary purpose of a Children’s Trust is to secure integrated commissioning leading to more integrated service delivery and better outcomes for children and young people. Children’s Trusts will be formed through the pooling of budgets and resources across the Local Education Authority, children’s social services, Connexions, certain health services, and where agreed locally, Youth Offending Teams. An agreement under Section 31 of the Health Act 1999 or the new budget pooling power in the Children Bill is needed to formalise and strengthen involvement in the partnership, with appropriate governance arrangements.”*

The National Service Framework for Children, Young People and Maternity Services – Key Issues for Primary Care (2004, DH, page 5, para 2) states:

*“Children’s Trusts, which encompass health, education and social care, will provide strategic leadership, commission services and raise standards of health for all children and young people.”*

Central government set out national policy and expectations for Children’s Services commissioning within the “Joint Planning and Commissioning Framework for Children, Young People and Maternity Services” (March 2006), which identified the following process:



## **Regional / Sub-Regional Perspective**

Some complex and acute needs are often most effectively met when Children's Trusts work together. Commissioning managers need to consider joint commissioning with regional and sub-regional partners for low incidence, high care needs groups of children and young people. Regional arrangements, for example the NHS North East Commissioning Team for Mental Health and Learning Disabilities, can create the necessary forums to bring appropriate partners together.

## **Local Perspective in Newcastle**

There is significant investment in Children's Services by a range of agencies in the public, private and third sectors in Newcastle.

There is currently a variety of approaches to commissioning across agencies with different expectations of service providers. A broad range of commissioning activity is carried out in all sectors and by a number of partnerships. Statutory specialist services usually have established systems for commissioning, whereas national research suggests that universal and preventative commissioning is less well established.

All Children's Services partners are subject to resource limits which may intensify over the next few years with expected constraints on public expenditure. It is important, therefore, that commissioning decisions by Children's Trust partners are taken within an accountable framework, which is designed to address the needs of children, young people, families and carers, is transparent, and secures maximum value for money.

The use of Programme Budget Marginal Analysis (PBMA) is an example of a process currently being piloted to review/compare the costs and benefits of existing Child and Adolescent Mental Health Services (CAMHS), as well as new services that could or should be provided. PBMA is a framework that can be used by decision-makers to explicitly organise information about services (both benefits and costs) and aid the comparison of the alternative uses of limited health care resources. Key to the success of PBMA is the involvement of front line staff and stakeholders, particularly in identifying new or existing services requiring more resources or redesign, and where resources can be released through efficiency of services and reduction of other services to fund the identified investments.

## Mutual Expectations from Commissioning

(adapted from Tower Hamlets Commissioning Framework and Principles)

What the commissioner should expect from the service provider	Shared by commissioner and service provider	What the service provider should expect from the commissioner
<ul style="list-style-type: none"> <li>• Quality</li> <li>• Accountability</li> <li>• Reliability</li> <li>• Value for Money</li> <li>• Effective management and employment systems</li> <li>• Recognition of Local Authority support</li> <li>• Engagement in contracts that reflect capacity to delivery service level/outputs</li> <li>• User involvement</li> <li>• Expected outcomes achieved</li> </ul>	<ul style="list-style-type: none"> <li>• Trust</li> <li>• Openness</li> <li>• Transparency</li> <li>• Clarity</li> <li>• Honesty</li> <li>• Flexibility</li> <li>• Effectiveness</li> <li>• Equalities</li> <li>• Commitment to the local community</li> <li>• Standardisation</li> <li>• Knowledge transfer</li> <li>• Desire to achieve improved outcomes for children, young people, families and carers</li> </ul>	<ul style="list-style-type: none"> <li>• Stability</li> <li>• Support</li> <li>• Prompt payment</li> <li>• Consistency</li> <li>• Fair access to funding</li> <li>• Recognition</li> <li>• Respect for independence and the right to campaign</li> <li>• Commitment to local organisations</li> <li>• A common methodology across departments</li> <li>• Feedback on performance</li> <li>• Clear specification about expected outcomes</li> </ul>

## Quality Assurance

There are a number of quality assurance frameworks and awards that some organisations already possess or are working towards achieving, which may demonstrate the provider's approach to the delivery of quality services. Some quality standards are listed below:

- Charter Mark
- European Foundation for Quality Management (EFQM) Excellence Model
- Investors in People
- ISO 9000
- Practical Quality Assurance System for Small Organisations (PQASSO)
- Quality First
- Your Welcome

## 5. Newcastle Children's Services Commissioning

### Definition

**Commissioning is about enhancing the quality of life for children, young people, families and carers.**

In Newcastle, commissioning is an iterative collaborative process which can be defined as:

- assessing needs and determining desired outcomes
- setting priorities
- determining how the desired outcomes can be achieved
- identifying and allocating resources
- monitoring and quality assuring implementation and service delivery
- evaluating impact and learning from the process

### Framework for Commissioning Activity

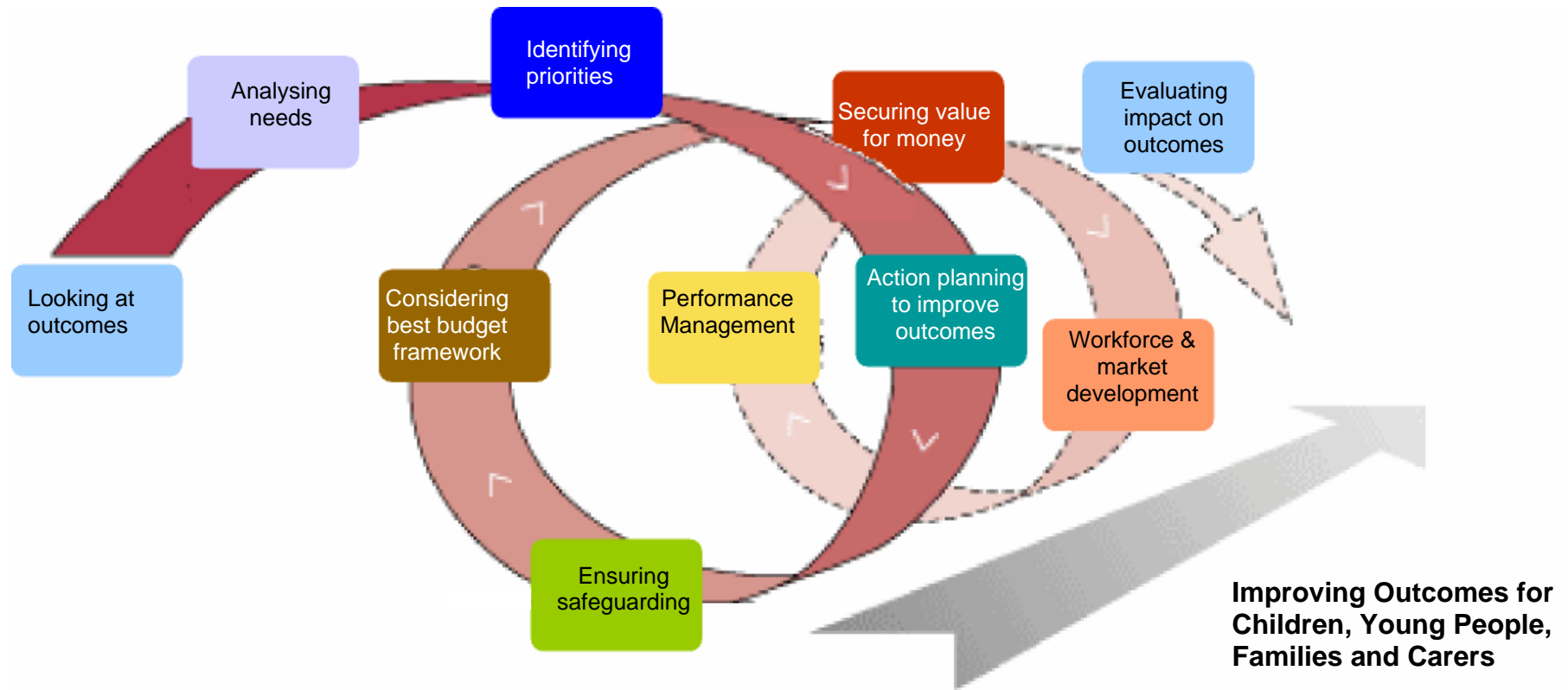
This section sets out a framework which Children's Trust partners agree should govern all commissioning activity. The framework requires a number of activities to be undertaken, in the order set out below:

- looking at outcomes
- analysing
  - the needs of children, young people, families and carers
  - the current provision and resources
- identifying priorities
- action planning to improve outcomes
  - considering commissioning new services
  - considering commissioning redesigned services
  - considering the decommissioning of services no longer able to improve outcomes or meet identified priorities
  - identifying how better integration of services might improve outcomes as experienced by users
  - focusing on prevention and early intervention
- ensuring appropriate safeguarding of children, young people, families and carers
- considering the best budget framework for managing and commissioning services effectively, including the advantages of budget alignment
- securing value for money
- workforce and market development
- performance management
- evaluating the impact of commissioning activity on outcomes for children, young people, families and carers

Various emerging commissioning models have been reviewed, alongside national guidance, in order to inform the development of this framework for Newcastle.

# Commissioning Model

(Adapted from East Midlands Regional Framework to Support Commissioning)



## **Commissioning Model Stages**

### **Looking at outcomes**

It is essential to review the pattern and trends of outcomes for children, young people, families and carers, benchmarking against relevant national and local comparators. This will include:

- understanding local needs
- gathering and analysing good quality data
- establishing baselines and benchmarking

### **Analysing the needs of children, young people, families and carers**

Having collected data from a variety of sources, for example, focus groups and Common Assessment Framework (CAF), it is important to gather the views of children, young people, families and carers, local communities, and other stakeholders, and use this to achieve an understanding of their perspectives of needs.

This intelligence gathering is crucial for the engagement of stakeholders in the commissioning process. It is important to:

- ensure that the needs analysis looks at the overall needs of the client group, not just existing service users
- identify existing services and resources
- consider future population and prevalence of need
- ensure that patterns of demand are compared over time
- take account of the needs of different localities
- achieve a balance between the quantitative and qualitative information

It is necessary to ensure that we communicate effectively with all stakeholders, and manage expectations about why we are gathering this information, and what will happen with it.

### **Identifying priorities**

The analysis of need will identify the vulnerable groups who are likely to require additional support. This analysis, and the priorities arising from it, will inform the Newcastle Plan for Children and Young People, which will be reviewed on an annual basis.

The key priorities will also reflect:

- the outcome of the Annual Performance Assessment
- the priorities conversation between the Department for Children Schools and Families (DCSF) and Newcastle City Council
- other internal/external reviews
- consultation with children, young people, families and carers to allow them to identify additional priorities

## **Action planning to improve outcomes**

Action planning to establish a pattern of services to improve outcomes will involve:

- identifying what resources are available
- considering commissioning new services
- considering commissioning redesigned services
- considering the decommissioning of services no longer able to improve outcomes or meet identified priorities
- identifying how better integration might improve services, as experienced by users
- focusing on early intervention and prevention
- including services provided by the Local Authority, NHS and Third Sector

It is important that all of the children's workforce, through their service planning processes, can trace their contribution to improving outcomes for children, young people, families and carers.

## **Safeguarding children, young people, families and carers**

Safeguarding and promoting the welfare of children is a shared responsibility of everyone working with children, young people, families and carers, and is a high priority for all Newcastle agencies.

All services, whether directly provided, or commissioned from other agencies and organisations, must comply fully with the standards and procedures developed by Newcastle Children's Safeguarding Standards Unit and the Local Safeguarding Children Board.

## **Considering the best budget framework for managing and commissioning services effectively**

Establishing the best budget framework to support the management and commissioning of integrated services will include:

- determining the best model of commissioning , for example, multi-agency, single agency, citywide, locality level
- promoting alignment of budgets, between and within services, and where this is done, ensuring that there are robust and legally binding agreements to secure delivery of plans

The Children and Young People's Strategic Partnership Executive is committed to involving children and young people in decision-making. The U Decide participatory budgeting process in Newcastle is an example of involving children and young people in making decisions about budgets and resources.

## **Securing value for money**

Services must be procured in line with best value principles, organisational procurement standards, European Union guidance and Compact arrangements.

Contracts should be based on improving outcomes, and longer term reviewable contracts should be the norm, to enable providers to invest in services, innovative methods of

delivery and sustainability. Full costs of service delivery should be examined to ensure efficient use of resources.

## **Workforce and market development**

In line with the Children's Workforce Strategy (DfES 2005), a local Workforce Strategy is in place which provides the framework for workforce development. Newcastle Children's Services Workforce strategy is for all staff (including volunteers) working in services for children, young people, families and carers in Newcastle (across the public, private and third sectors). It will continue to be informed by three key drivers:

- national priorities for children's workforce reform and development
- implementation of the Newcastle Plan for Children and Young People
- local priorities and planning arising from needs analysis and locality planning

Plans to address the training and development needs of commissioners and planners will be incorporated into the Workforce Strategy (in line with the Championing Children Framework) to support effective commissioning in Newcastle. Commissioners will need to invest in pro-active engagement of purchasers and providers to manage and develop the necessary skills and services, and maximise influence on market development.

The Children's Trust will help shape the workforce and Children's Services markets to ensure efficiency, effectiveness, integration and sustainability of service provision, linked to the ongoing review, implementation and development of Newcastle Children's Services Workforce Strategy.

## **Performance management**

All Children's Trust partners are committed to the maintenance of effective performance management of services or contracts, including:

- setting clear objectives and targets
- setting out detailed service standards in contracts
- monitoring progress against objectives and targets on a regular basis
- implementing appropriate quality assurance processes
- taking effective action where targets are not being met

The Newcastle Plan for Children and Young People is the overarching strategy that is central to the planning, commissioning and performance management framework. Multi-agency "Improving Outcome" plans are developed for priorities identified through the analysis of need and consultation processes. The commissioning decisions of the Local Authority and the NHS North of Tyne Local Delivery Plan (LDP) will reflect the identified priorities. Children and family health services form one component of the LDP.

## **Evaluating the impact of commissioning activity on outcomes for children, young people, families and carers**

An evaluation of the impact on outcomes will involve monitoring quantitative data and carrying out qualitative research. Children, young people, families and carers will be encouraged to contribute to a range of evaluation activities to establish the impact of services. For example, the Newcastle Special Needs Network has worked in partnership with the Parent's Forum for Children with Disabilities to address issues within the

allocation and booking system for a short break service; parents and carers are involved in the evaluation of service delivery in Children's Centres; young people assist in evaluating projects for Investing in Children (IiC) membership, and assessing the experiences young people have as users of services (through mystery shopping, interviews and on-site visits) to determine eligibility for the Youth Voice Code of Conduct award.

Where services are not having sufficient positive impact on outcomes, Children's Trust partners will review with all stakeholders whether resources should be used in different ways to meet the needs of children, young people, families and carers.

Within the performance management framework for Children's Services there are a range of mechanisms in place for monitoring and review. These include:

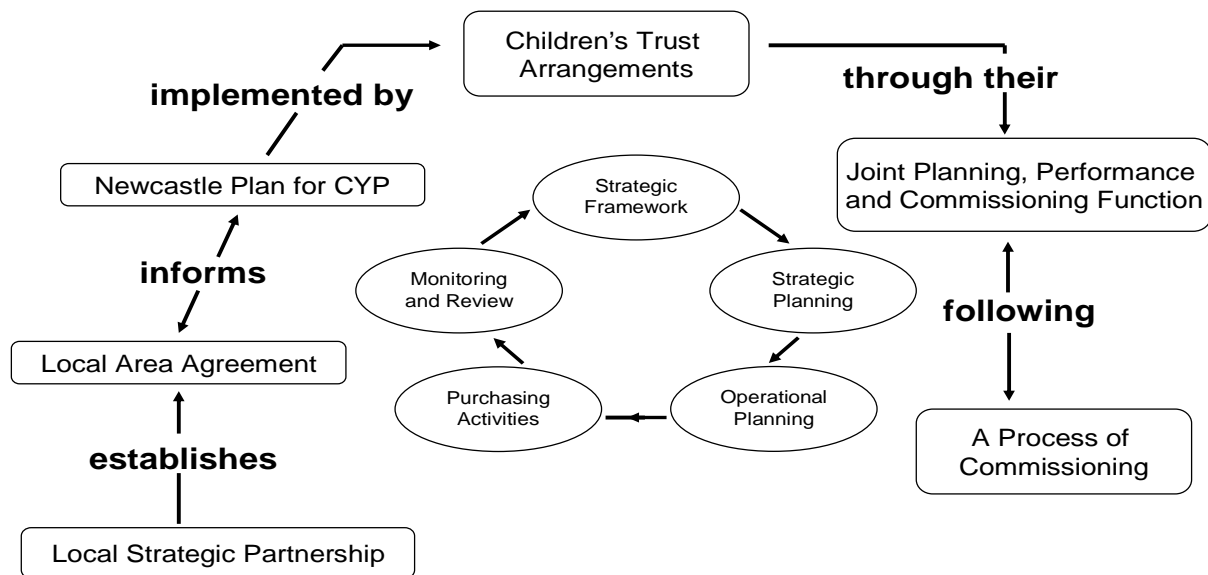
- quarterly monitoring of performance indicators in the Children and Young People's scorecard through Newcastle City Council (including officer groups, scrutiny and executive) and Newcastle Children and Young People's Strategic Partnership Executive
- quarterly monitoring of the Local Area Agreement targets through Newcastle City Council and Newcastle Children and Young People's Strategic Partnership Executive
- ongoing monitoring and twice yearly reporting of Improving Outcome plans through the Children and Young People's Strategic Partnership Executive, linked to the progress review of the Newcastle Plan for Children and Young People
- formal annual review of the Newcastle Plan for Children and Young People (including consultation) and self assessment as part of the Annual Performance Assessment process
- creation of inspection action plans with regular monitoring in response to external inspections and audit processes for all partner agencies
- monitoring and review of the NHS North of Tyne Local Delivery Plan, which identifies the key priorities for action over a three year period
- monthly monitoring of contracts with all NHS Provider Trusts, including the PCT (Primary Care Trust) Directorate of Community Services, by NHS North of Tyne
- performance monitoring mechanisms built into Service Level Agreements (single or joint)

The performance management framework is continuing to be improved through the Newcastle Children's Services Transforming Outcomes Programme, including ongoing updating and refinement of data management processes and the development of electronic systems to effectively capture, report and share this information with a range of audiences.

## 6. Approach to Commissioning

### Children's Trust Arrangements

(Adapted from East Midlands Regional Framework to Support Commissioning)



### Strategic Commissioning

The strategic commissioning of Children's Services needs to link with the planning frameworks of the Local Authority, the NHS and the Third Sector. It should build on, and enhance the concept of universal inclusive services. To ensure coherence in planning, it is proposed that strategic commissioning will be led through the Children and Young People's Strategic Partnership in line with the NHS North of Tyne Local Delivery Plan, the Sustainable Community Strategy and Local Area Agreement.

The Children and Young People's Strategic Partnership Executive will be accountable for the designation and delivery of strategic priorities published in the Newcastle Plan for Children and Young People by appropriate partnerships or agencies. NHS North of Tyne will be accountable for the designation and delivery of strategic priorities published in the Local Delivery Plan.

To ensure effective accountability between partners, the Children and Young People's Strategic Partnership Executive will refer matters requiring an Executive decision to the partner accountable bodies for decision. All commissioned services will also have an accountability framework established to ensure that the Local Authority and the NHS or other accountable bodies, such as Safe Newcastle, Teenage Pregnancy Board are aware of all responsibilities.

A number of lead commissioners of services already exist; they have specialist knowledge of a specific area of work, and it is vital that they make appropriate decisions in relation to

strategic commissioning. To ensure this, the Children's Trust arrangement agencies and appropriate partnerships that have a lead commissioning role will work together to provide an overall view of commissioning and decommissioning intentions to meet the strategic priorities.

## **National, Regional and Sub-Regional Commissioning**

Regional commissioning includes commissioning services for individual children requiring services outside of Newcastle, and services for larger groups, where services are not provided at a locality level.

Commissioning services for individual young people from providers outside the area can be completed by the Local Authority or NHS North of Tyne alone; or together using the Section 31 Agreement for young people with high care needs; or by aligning budgets (for example, for children with life limiting conditions).

Examples of social care services jointly commissioned with other regional Local Authorities include an Independent Fostering Support Service from Fostering Network, the Sahara Project relating to recruitment of Black Minority Ethnic (BME) Foster Carers and Adopters, and an Advocacy Service from National Youth Advocacy Service (NYAS) with South Tyneside. In addition, the preferred provider list for Fostering Placements is shared with Gateshead and Northumberland.

Health services may be commissioned for the region by specialist commissioners working on behalf of Primary Care Organisations, for example, NORSCORE, NHS North East Commissioning Team for Mental Health and Learning Disabilities. Services for children may be commissioned from local NHS Trusts, who provide regional and national services, as well as local ones. For example, Newcastle upon Tyne Hospital NHS Trust and Northumberland, Tyne and Wear NHS Trust both provide regional and supra regional services (for example, Head Injury Unit and Forensic Unit). It is important to note that whilst services may be located in or near to Newcastle, they are commissioned regionally.

NHS North of Tyne works closely with other health commissioners in the region to assess the need for, and commission, services for low incidence conditions. They seek to look for opportunities to commission services collaboratively to ensure equity of service provision.

Newcastle Local Authority, NHS North of Tyne and partners in Northumberland are exploring options for commissioning autism services together with North Tyneside.

The Learning and Skills Council (LSC) North East is responsible for commissioning (including planning and funding) high quality education and training for young people in the region other than those in universities. The vision of the LSC is that, by 2010, young people in the North East have knowledge and skills matching the best in the world, and are part of a truly competitive workforce. The LSC commissions training with various organisations across the region, including Newcastle City Council, to deliver a range of learning opportunities for young people in order to improve skills.

## **Local Commissioning**

This encompasses a range of commissioning activities that are linked to the strategic priorities of the Newcastle Plan for Children and Young People, and are responsive to local needs.

Local commissioning takes place at a number of levels, led by different agencies and partnerships and through a variety of structures. For example:

- Locality Partnerships with regard to funding for early intervention and prevention
- Local 14-19 Board about the allocation of 14-19 provision
- Newcastle Local Strategic Partnership relative to Working Neighbourhoods Fund
- Local Authority and partners in relation to Area Based Grant
- schools and school clusters with regard to additional welfare and guidance services
- GP clusters with regard to primary and secondary health care
- schools with regard to an aspect of their provision
- Adults and Children's Services in relation to families with multiple and complex problems

Locality Partnerships and other commissioning partnerships will ensure that locality based analysis and prioritisation reflects the views of children, young people, families and carers, and the local community, including schools. This activity will inform planning for a pattern of service delivery which promotes early intervention and prevention, and partnerships will make recommendations to the Children and Young People's Strategic Partnership Executive. Locality Partnerships will contribute to the development of the workforce, gather intelligence on local provision, and contribute to the performance monitoring and review of services, and the re-shaping of services where identified.

## **Individual Commissioning**

The commissioning of education, health or social care provision for individual children is complex and subject to different statutory and regulatory frameworks.

Coherence in commissioning for individual children and their families is vital to ensure that there is no duplication or gaps in service provision. For example, the High Care Needs Panel ensures that resources are aligned for children with complex needs.

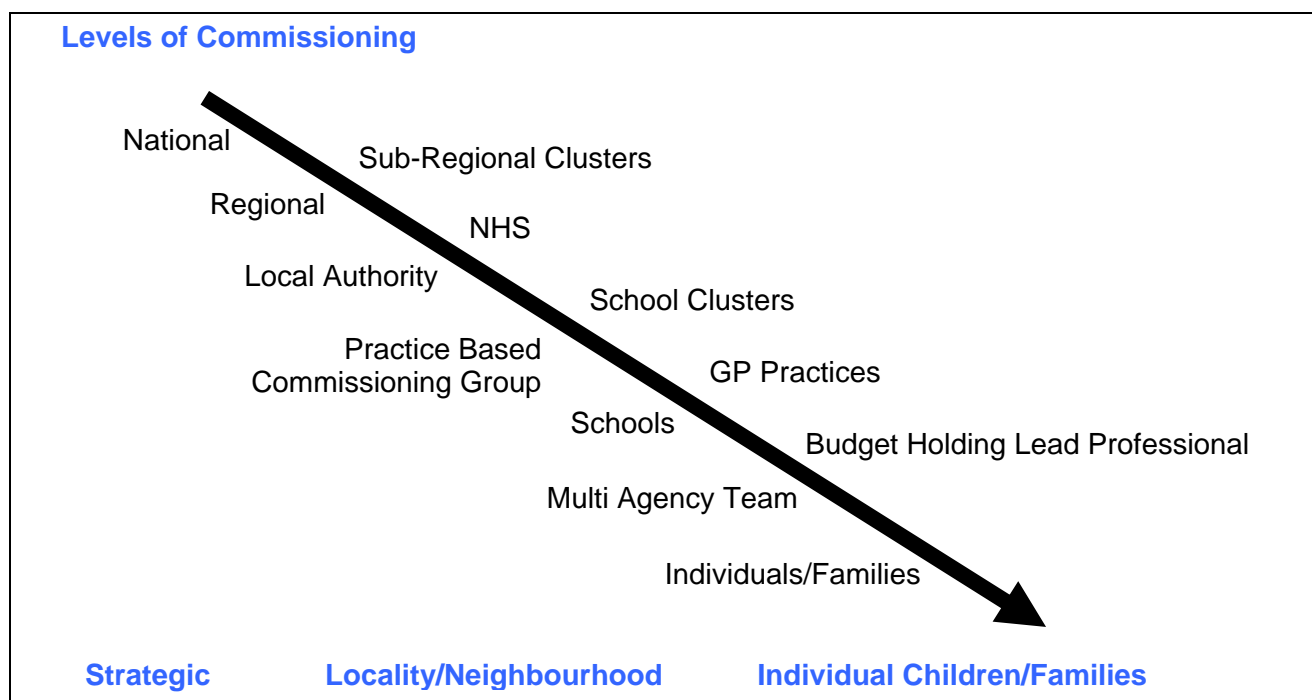
Commissioning at this level may be done by the individual, a family carer, an independent broker, a service manager or a combination of these. The budget holding lead professional will be able to commission services on behalf of children and young people and the whole family.

It is the Government's intention that at the individual level, service users and carers themselves should increasingly assume the lead role in commissioning services to meet their own individual needs and aspirations. The Government is currently piloting Individual Budgets for Disabled Children; the pilot will consider how best to promote principles behind individual budgets, of greater choice and involvement in decision-making by disabled young people and their families.

Information on need from common assessments will inform local and individual level commissioning processes.

## Levels of Commissioning

The levels of commissioning are inter-related.



(Adapted from Knowsley Children and Young People's Service Commissioning Framework)

## The Role of Lead Commissioners

Lead commissioners will bring together information from Commissioning Groups and Locality Partnerships to inform an overall commissioning plan on behalf of the Children and Young People's Strategic Partnership. Lead commissioners will have responsibility to:

- ensure commissioning is within the framework of the Local Area Agreement and its outcomes
- agree lead commissioner roles for appropriate services areas and groups including maternity services
- ensure best use and allocation of existing resources
- co-ordinate the securing, deployment and optimum use of resources available
- make recommendations to the Children and Young People's Strategic Partnership and Locality Partnerships on strategic commissioning where appropriate
- identify opportunities for aligning and pooling budgets
- maintain and rationalise, where appropriate, commissioning activity
- establish and support common commissioning functions at strategic and local operational levels
- ensure that individual commissioning groups monitor the performance and management of any aligned and pooled budget arrangements for children, young people, families and carers
- ensure that individual commissioning groups monitor contract compliance and the effectiveness of commissioned services against outcomes
- ensure that individual commissioning groups involve all stakeholders including children and young people in their commissioning processes
- ensure commissioning intelligence is available and applied

## **7. Governance of Commissioning**

The governance of commissioning is set out in the Children's Trust arrangements, which are detailed in the Governance Agreement.

The Executive Director of Children's Services, working closely with the Lead Member for Children's Services and other strategic partners, is accountable for the Children's Services provided or commissioned. The Children and Young People's Strategic Partnership Executive and other commissioning partnerships will provide advice to the Executive Director of Children's Services on the commissioning function.

A range of partnerships have a role in commissioning, but oversight is provided by the Children and Young People's Strategic Partnership Executive.

## Commissioning Partnerships

(identified in the Children's Trust Governance Agreement)

Partnership Name	Commissioning Lead Contact
Children and Young People's Strategic Partnership	Catherine Fitt / Carol Hambling
Local Children Safeguarding Board	Sue Kirkley
Youth Offending Board	Rod Stapley
Citywide Integrated Services Steering Group	Ruth Rogan
Early Childhood Services	Helen Woods-Waters
Locality Partnership East	Jayne Moules
Locality Partnership Central 1	Janette Brown
Locality Partnership Central 2	Janette Brown
Locality Partnership North and West 1	Jamie Spence
Locality Partnership North and West 2	Jamie Spence
Local Education Partnership (LEP)	Ray Steele
Teenage Pregnancy and Parenthood Partnership Board	Linda Mason
Schools Forum	Barbara Redhead / Helen Warriner
14-19 Learning Partnership	Melanie Bear
Newcastle Education Improvement Partnership	Ray Steele / Karen Bower
Child & Adolescent Mental Health Services (CAMHS) Partnership	Aileen Fitzgerald / Andy Roberts
Child Health Commissioning Group	Aileen Fitzgerald
CwD and Special Needs Partnership	Pat Thompson/Jean Langley
School Behaviour and Attendance Partnership	Linda Mason
Low Incidence Commissioning Group	Pat Thompson
Multi-Agency Looked After Children Partnership	Karen Simmons
High Care Needs Partnership	Pat Thompson
DnA Young People's Commissioning Group	Di Robertson
Play Partnership	Una MacDermott
Maternity Partnership	Aileen Fitzgerald
Hidden Harm	Di Robertson
Domestic Violence Partnership	Sue Kirkley
Parent Advisory Group	Sue Miller
Diocesan Education Board (RC & C of E)	Robin Harvey
Children's Regional Commissioning Group	Karen Simmons
Learning and Skills Council	Alan Wallace

## 8. Useful Weblinks

Every Child Matters: Joint Planning and Commissioning Guidance  
[www.everychildmatters.gov.uk/strategy/planningandcommissioning](http://www.everychildmatters.gov.uk/strategy/planningandcommissioning)

The Newcastle Plan for Children and Young People  
[www.newcastle.gov.uk/wwwfileroot/socialservices/children/TheNewcastlePlanforChildrenandYoungPeople.pdf](http://www.newcastle.gov.uk/wwwfileroot/socialservices/children/TheNewcastlePlanforChildrenandYoungPeople.pdf)

One Year On: The Newcastle Plan for Children and Young People  
[www.newcastle.gov.uk/wwwfileroot/microsites/childrensservices/mcs\\_NPCYP\\_Review\\_Draftv3.pdf](http://www.newcastle.gov.uk/wwwfileroot/microsites/childrensservices/mcs_NPCYP_Review_Draftv3.pdf)

Newcastle Children's Services (access to a wide range of relevant strategies)  
[www.newcastle.gov.uk/core.nsf/a/mcs\\_home](http://www.newcastle.gov.uk/core.nsf/a/mcs_home)

Newcastle Children's Trust Arrangements Governance Agreement  
[www.newcastle.gov.uk/wwwfileroot/microsites/childrensservices/mcs\\_Governance\\_Agreement.pdf](http://www.newcastle.gov.uk/wwwfileroot/microsites/childrensservices/mcs_Governance_Agreement.pdf)

Local Safeguarding Children Board  
[www.newcastle.gov.uk/lscb](http://www.newcastle.gov.uk/lscb)

Newcastle City Council Procurement Policy  
[www.newcastle.gov.uk/core.nsf/a/citybuyprocpol](http://www.newcastle.gov.uk/core.nsf/a/citybuyprocpol)

Newcastle City Council Financial Regulations  
[www.newcastle.gov.uk/wwwfileroot/cityservice/procurement/PartFinancialRegulations.pdf](http://www.newcastle.gov.uk/wwwfileroot/cityservice/procurement/PartFinancialRegulations.pdf)

Voluntary Sector Compact Arrangements  
[www.newcastle.gov.uk/core.nsf/a/volorggrants](http://www.newcastle.gov.uk/core.nsf/a/volorggrants)

Newcastle Local Area Agreement  
[www.newcastle.gov.uk/wwwfileroot/microsites/childrensservices/mcs\\_LAA\\_published.pdf](http://www.newcastle.gov.uk/wwwfileroot/microsites/childrensservices/mcs_LAA_published.pdf)

Newcastle Local Strategic Partnership  
[www.newcastlepartnership.org.uk](http://www.newcastlepartnership.org.uk)

Performance Hub (Quality Assurance)  
[www.performancehub.org.uk/page.asp?id=46](http://www.performancehub.org.uk/page.asp?id=46)

Newcastle NHS Primary Care Trust  
<http://www.newcastlepct.nhs.uk/about.asp>