



Commissioning Skills Training

What is Commissioning in
Children's Services?

Why commissioning?

“Joint planning and commissioning is a tool for Children’s Trusts – to build services around the needs of children and young people – and to deliver their outcomes most efficiently and effectively.”

Framework for joint planning and commissioning of children’s, young peoples and maternity services: DfES 2006



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What is commissioning?

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

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Procurement and contracting are...

Procurement is the process of acquiring goods, works or services from (usually) external providers/suppliers and managing these through to the end of contract.

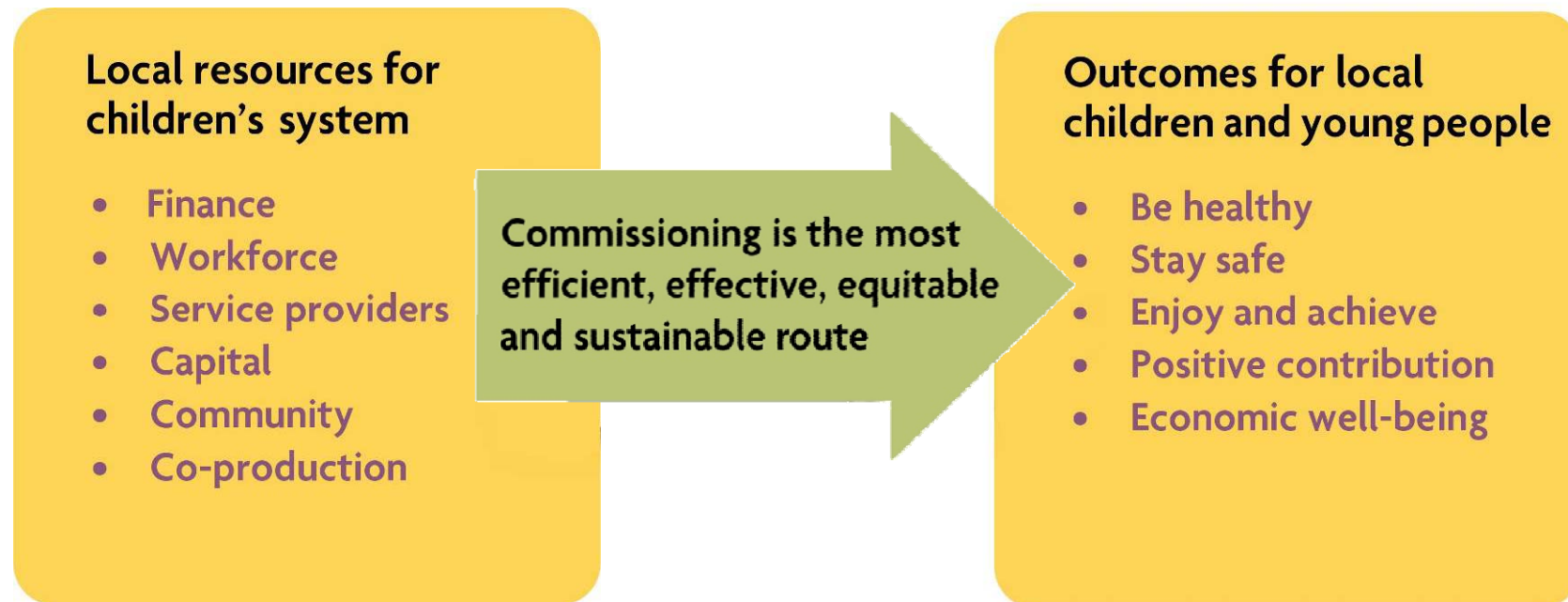
Contracting is the process of negotiating and agreeing the terms of a contract for services, and on-going management of the contract including payment and monitoring.



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Children's services system



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Multi-level commissioning

- Commissioning is practised on different levels across all Children's Trust partners.
- Different services require commissioning at different levels, depending on factors such as population, needs, service volume and price.
- Commissioners are therefore likely to undertake multi-level commissioning i.e. at a mixture of levels to suit the needs of different services and populations.



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Relationship between levels of commissioning



What do localities look like?

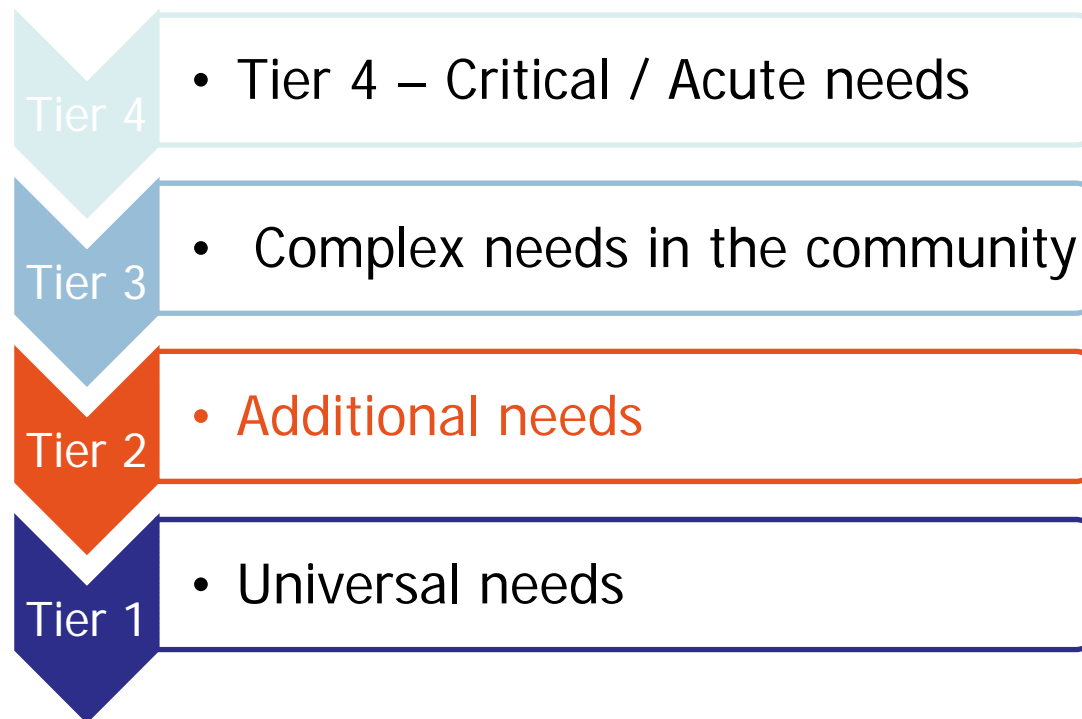
- Multi-agency local area groups
- District level or smaller
- Examples include:
 - Local area groups
 - Schools clusters
 - GP clusters
 - Early years clusters



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What kinds of services?

- Mainly tier 2 services (early intervention and prevention) in locality commissioning:



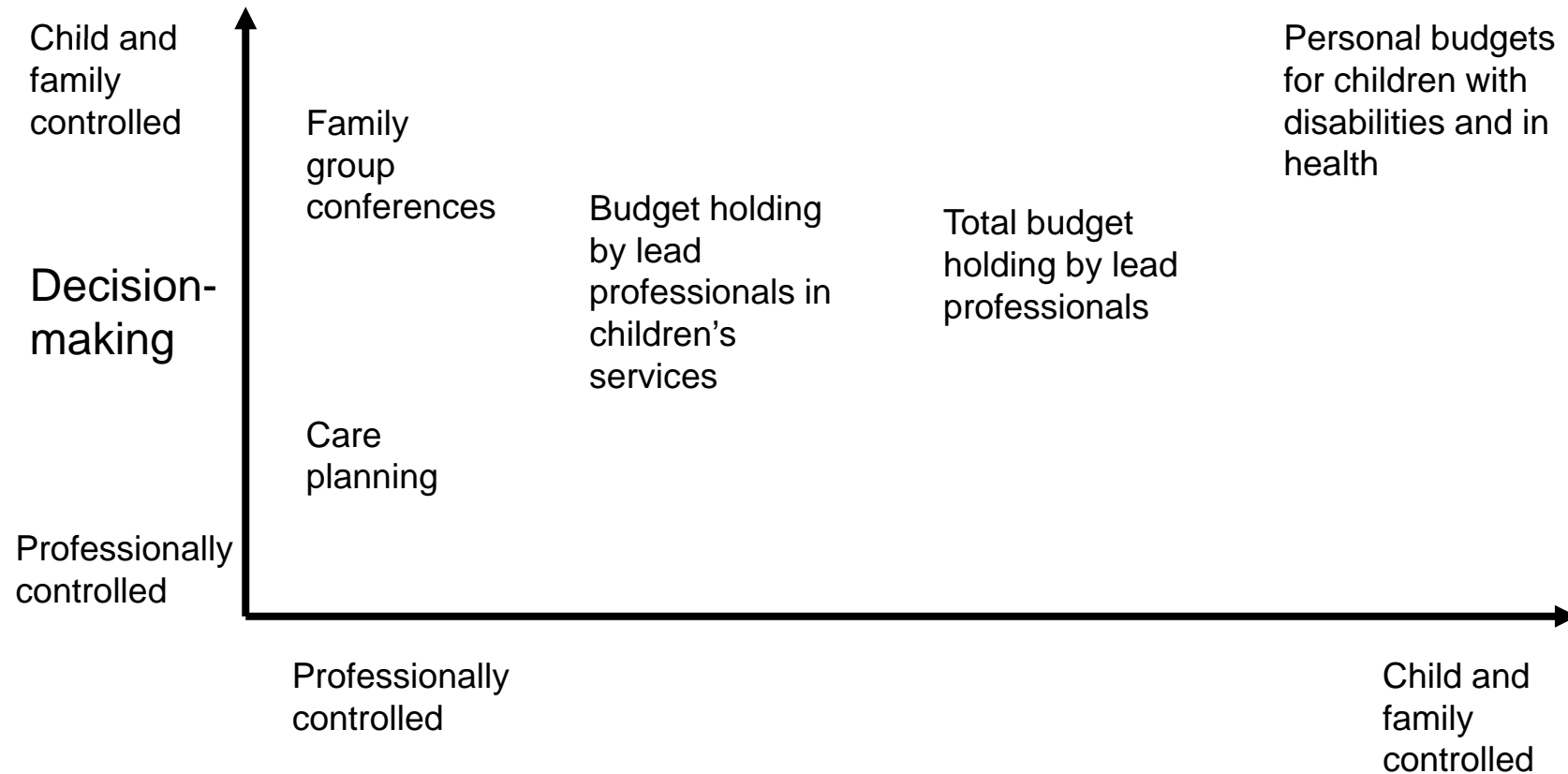
Personalisation

- Personalisation – sometimes referred to as self-directed support - means starting with the individual as a person with strengths and preferences who may have a network of support and resources.
- The underlying principle is the development of a culture and the tools to enable people to take greater control of their lives and the support they receive.
- Direct payments and individual (or personal) budgets give people who use social care the opportunity to control the resources allocated to their support:
 - An individual budget is the amount of money allocated to meet an individual's needs.
 - A Direct Payment is one way a person can choose to take money allocated to them.

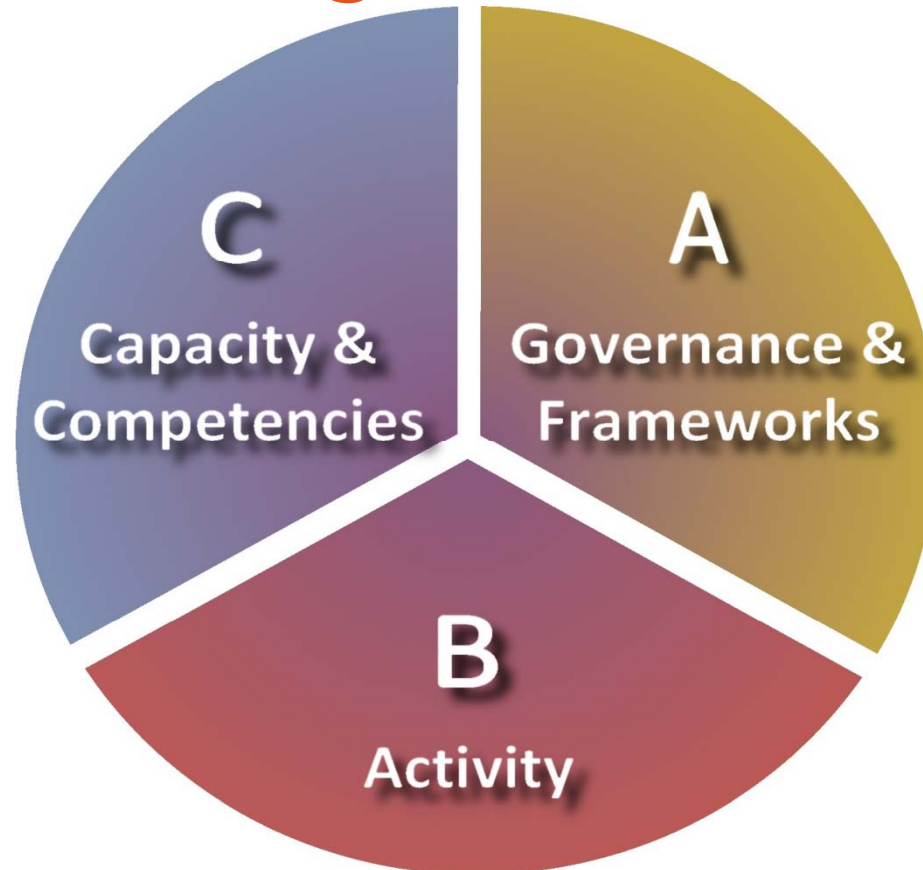


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Individual level commissioning: devolving control



What are the characteristics of effective strategic commissioning?

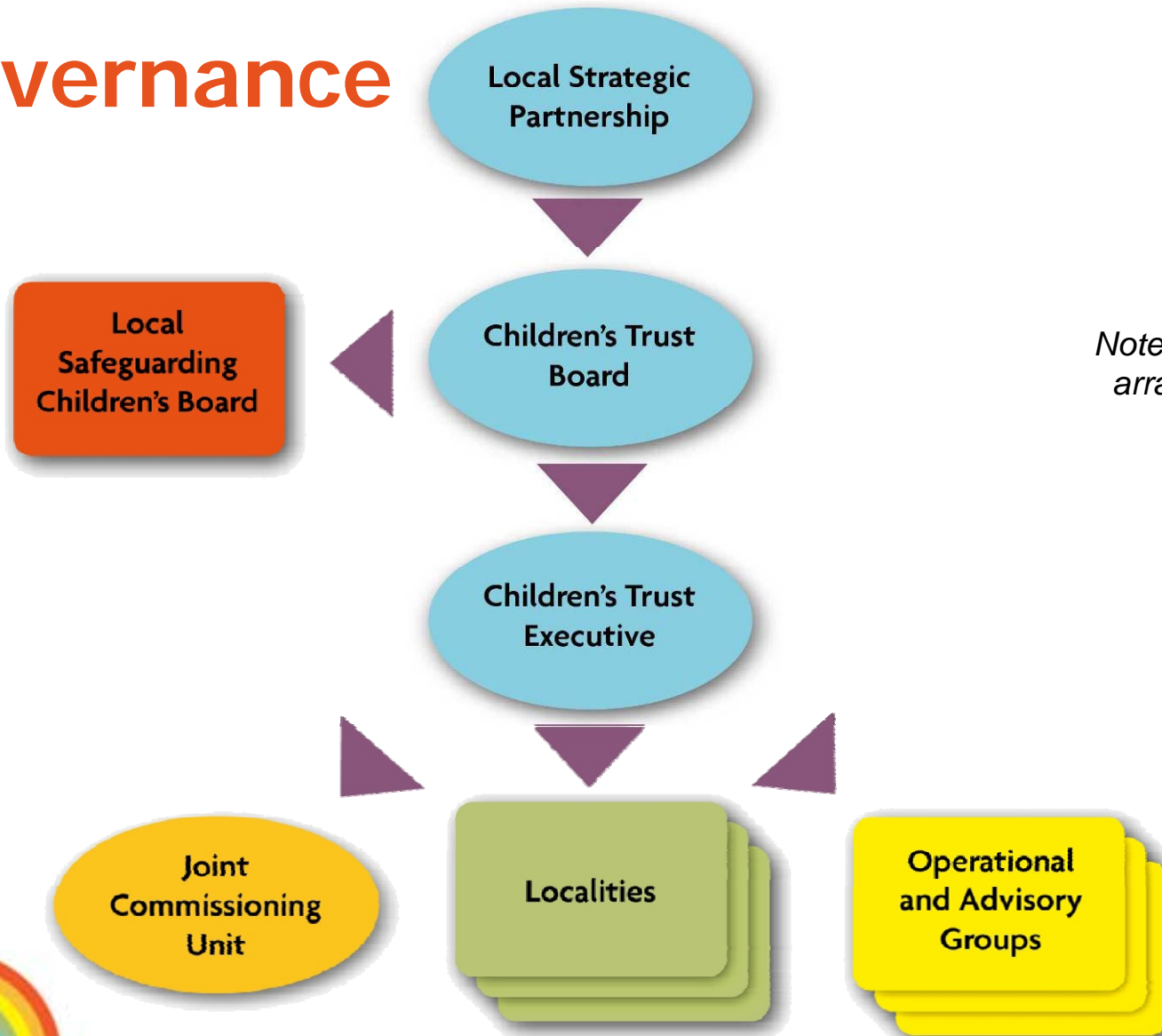


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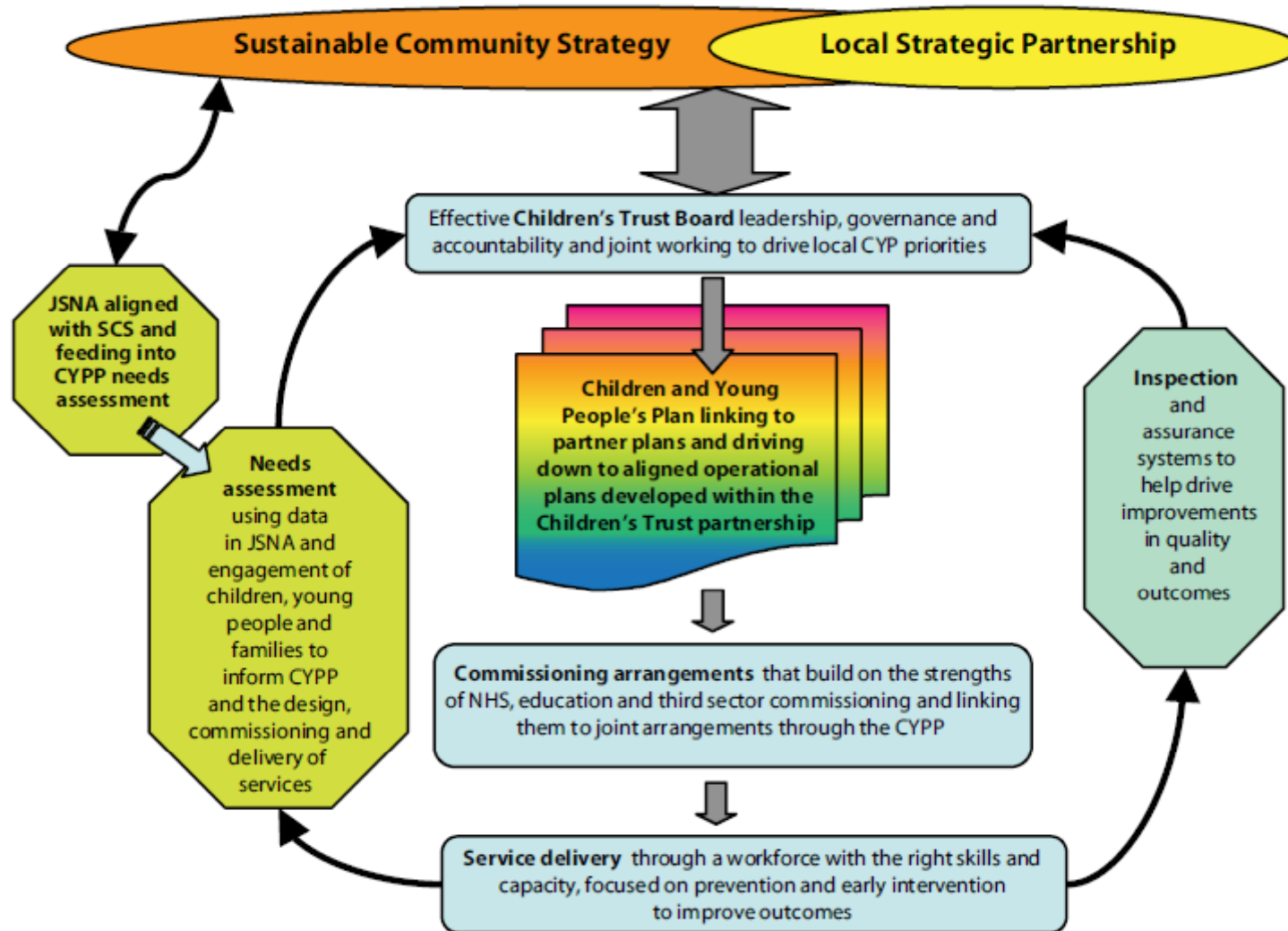
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Governance



Note – governance arrangements are different in all local areas

Local strategic planning cycle



Children and Young People's Plan

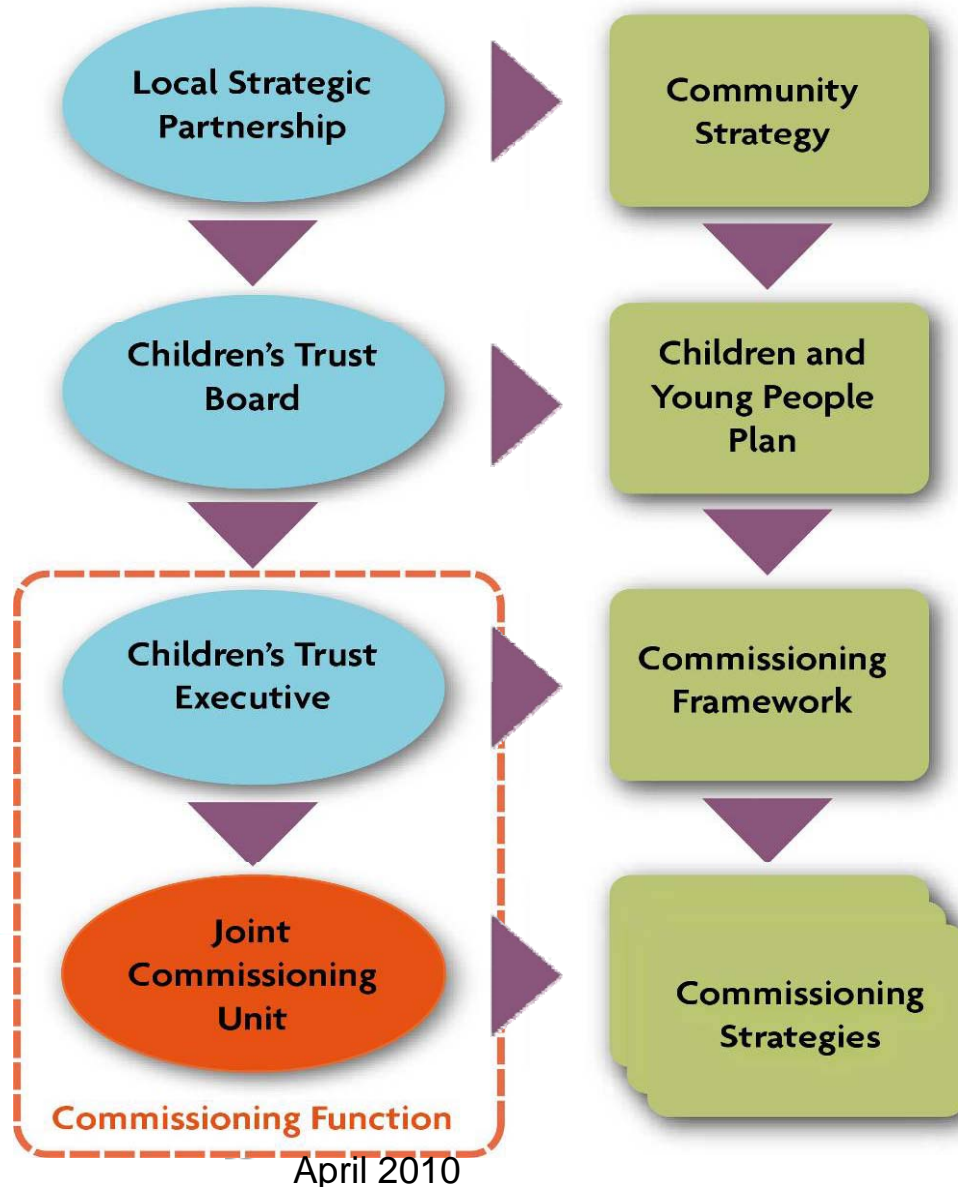
- The Children and Young People's Plan (CYPP) is the agreed joint strategy of partners in the Children's Trust on how they will co-operate to improve children's well-being.
- The CYPP is the master plan for commissioners – it informs all commissioning strategies.
- Although the scope of the new CYPP includes all services that affect children and young people's well-being, it is not necessary or desirable for the Plan to include a list of everything each of the partners do.



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Strategies and plans



What do you want to achieve in the whole local area, for the whole population?

What do you want to achieve for Children, Young People and their Families? What are the priorities? What are the high-level resources?

How are you going to run the commissioning function? What is the overall approach, rules of the game, process and principles?

How are you going to meet the intentions and priorities set out in the Children and Young People's Plan, using the Commissioning Framework?

Commissioning framework

- Definition and scope of commissioning, including locality arrangements
- Commissioning process
- Commissioning principles or standards
- Toolkits for commissioning activities



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Exercise

Look at the example commissioning frameworks:

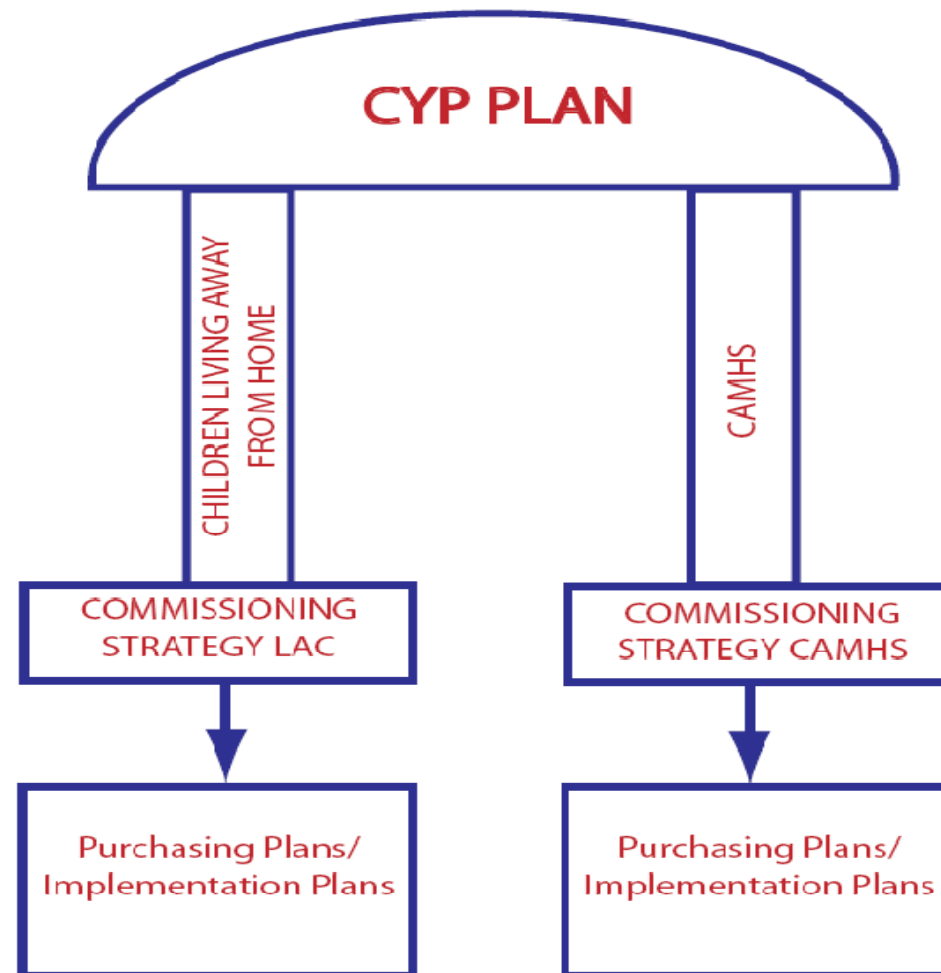
- Does your Trust have a similar framework?
- If so, how consistently is it implemented across the Trust to improve commissioning activities?
- Which elements from the other frameworks would you recommend for use in your own Trust?



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Implementing the CYPP through commissioning strategies



CYPP and commissioning strategies/plans

CYPP	Commissioning Strategy
All children	Sub populations
All agencies	Purchasers
Long term direction	Changes in service configuration
Key priorities	Where resources will be targeted
Partnership commitment to change	How services will be secured
Outline	Explicit links to contracts, SLA and service plans

Commissioning strategy design

- Evidence-informed analysis:
 - National guidance/evidence
 - Needs analysis
 - Market/service mapping
 - Cost and quality analysis
- Consensus building and change management:
 - Commissioning agencies
 - Providers and professionals
 - Service users and carers



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Exercise

- In groups share your experience of commissioning in practice.
- Describe one example each of what you would consider good evidence- informed commissioning, and the impact on outcomes for children.
- Describe one example each of what you would consider poor evidence – informed commissioning and the impact on outcomes for children.