



# The Trust Board

<b>Date of Meeting:</b>	<b>17<sup>th</sup> May 2010</b>	<b>Agenda Item No.</b>	<b>9</b>
<b>Title:</b>	<b>Commissioning – Change Plan</b>		
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## 1. SUMMARY

- 1.1. This report provides a summary of key findings from the Self Analysis and Planning Exercise undertaken by the Bromley Children and Young People Trust Board on 8<sup>th</sup> February 2010; and suggests a series of actions to be undertaken by the Trust Board and its relevant sub-groups in response to the findings.

## 2. RECOMMENDATIONS

- 2.1. The Bromley Children and Young People Trust Board is asked to consider and approve the recommended actions.

### 3. BACKGROUND

- 3.1. Effective commissioning across the Bromley Children and Young People Trust partnership is seen as central to the delivery of better 'joined up' services that will improve the lives of children, young people and their families in the Borough and provide value for money. Bromley's approach to commissioning, the Commissioning Strategy Framework, was endorsed by the Trust Board in July 2008.
- 3.2. A joint initiative by the Department for Children, Schools and Families and the Department of Health provides a Commissioning Support Programme for Children's Trusts (CSP). The CSP aims to help the Trust assess current commissioning practice and identify priorities for the further development of effective commissioning across the partnership.
- 3.3. The Trust Board considered a report on 21 September 2009 and agreed to hold a 'special' meeting focused on completing the CSP's *Self Analysis and Planning Exercise* (the Exercise), which will enable the Trust to draw down approximately 20 days of bespoke, tailored support as and when we require it.
- 3.4. The Trust Board agreed that this meeting would be a joint meeting with the Commissioning Strategy Group (CSG), and that the Commissioning Operational Group (COG), which consists of managers with commissioning responsibilities from the London Borough of Bromley and Bromley Primary Care Trust, should also undertake the Exercise. This would then give a strategic and an operational viewpoint of our commissioning arrangements.
- 3.5. The Exercise was undertaken by the Trust Board and the Commissioning Operational Group on the 8<sup>th</sup> and 9<sup>th</sup> of February 2010 respectively. An initial report, '*A Review of Our Commissioning Arrangements: Initial Outcomes*' was submitted to the Trust Board for information at its meeting of 22<sup>nd</sup> February 2010. This report detailed the results of the Exercise and provided feedback from the Exercise sessions. It was agreed that a Change Plan for Commissioning, based on the results of the Exercise would be submitted at the next Trust Board meeting.
- 3.6. New statutory guidance, derived from the Apprenticeship, Skills, Children and Learning Act 2009 (ASCL Act 2009), on Children's Trust Board's and Children and Young People's Plans (CYPP) was issued in early 2010. A briefing paper was passed to the Trust Board at its meeting of 22<sup>nd</sup> February.
- 3.7. The new guidance emphasises that the overriding purpose of the new CYPP is to drive forward better integrated working across services to improve outcomes for children and young people; and that the CYPP must identify the

main cross-cutting priorities of the Trust Board and set out what the Trust Board partners intend to do together to deliver them. The guidance highlights the development of integrated strategies such as strategic commissioning with, as appropriate, pooled or aligned budgets, as a key role of the Trust Board.

#### 4. OVERVIEW OF OUTCOMES FROM THE EXERCISE

4.1. The average scores for each of the 12 Standards, derived from the six working groups of the Trust Board and the Operational Group, were uniformly in the range of two or three (from a scale of 1 to 5) – meaning that we judge ourselves to either have begun to move forward in meeting the Standard or that we are making progress towards meeting the Standard. The average scores of the Operational Group were consistently lower than that of the Trust Board.

4.2. The Standards where we feel we are the strongest are:

Standard		Average Score (out of 5)
S.5	We really <b>understand the needs</b> of our children, young people and families in our area	3.3
S.8	Our <b>commissioners work effectively together</b> to secure improved services and outcomes	3.3
S.12	We have a <b>culture of continuous learning and improvement</b> involving all commissioners, providers and stakeholders	3.3

4.3. The Standards which have the lowest average score are:

Standard		Average Score (out of 5)
S.3	We have <b>the right governance</b>	2.3
S.4	<b>Partners and stakeholders</b> , including children, young people and families, <b>understand</b> and support the approach we take to commissioning	2.7
S.10	Our <b>leaders understand commissioning and work together to deliver change</b> through best commissioning practice across the Children’s Trust	2.7

4.4. Key themes that emerged during the discussion sessions were the need to:

- improve the communication of the purpose, role and composition of the Trust Board;
- celebrate the successes and achievements made by the Trust Board;
- improve the awareness of the Children and Young People’s Plan;

- reduce the number of the strategic priorities for the partnership within the Children and Young People's Plan;
- provide more opportunities for the Trust Board to look at issues together in group sessions;
- improve the understanding of the governance arrangement of the Trust Board across Trust Partners, especially at an operational level, and the understanding of how the Trust relates to each partner's own decision making procedures;
- explore the Standards further by focusing on a particular service area.

## 5. STRATEGIC COMMISSIONING CHANGE PLAN

- 5.1. The Exercise demonstrates that our commissioning arrangements need strengthening across all the Standards. A top level action plan, *the Strategic Commissioning Change Plan*, with recommended actions to take against each of the twelve Standards, is presented in *Appendix A*. Detailed action plans to deliver *the Strategic Commissioning Change Plan* will be developed as appropriate, subject to agreement from the Trust Board.
- 5.2. Suggestions for directing tailored support from the Commissioning Support Programme are included in the plan. Detailed arrangements, including the finalisation of the number of consultancy days applied to each agreed area, is to be finalised in discussion with the Commissioning Support Programme, subject to broad agreement from the Trust Board of the areas to be targeted.
- 5.3. The Trust Board is asked to consider and approve or amend the recommendations in the Strategic Commissioning Change Plan.

## STRATEGIC COMMISSIONING CHANGE PLAN

	Commissioning Standard	S.A. Score	Current Status	Recommended Actions	Commissioning Support Programme
1.	We are clear and agreed about the outcomes improvements we need to achieve for children, young people and families in our area	3.2	<p>The Children and Young People Plan 2009 – 2011 is currently in place, identifying priorities related to each of the Five Outcomes.</p> <p>A new plan for 2011 – 2014 to be in place by April 2011, meeting the requirement of the ASCL Act 2009.</p>	<p><b>Action: Trust Board main cross-cutting priorities identified through CYPP Project Plan.</b></p> <p>The Planning &amp; Partnerships Group, a sub-group of the Trust, supported by the LBB Strategy &amp; Performance Team, has prepared a project plan for the CYPP 2011-2014. Actions relating to this Standard will form part of the implementation plan for the CYPP.</p> <p>The plan will include meetings of the Trust Board, organised around group sessions, which will focus on agreement of the main cross-cutting priorities and outcome improvements of the CYPP 2011 - 2014, informed by the Trust Board Needs Analysis.</p> <p>The intent, based on feedback from the Exercise, is to reduce the number of agreed priorities from the 32 in the current plan</p>	It is recommended that Commissioning Support Programme support is focused on facilitating a group session (or sessions) for the agreement of key priorities and outcome improvements for the new CYPP, with two days of support estimated.

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	Commissioning Standard	S.A. Score	Current Status	Recommended Actions	Commissioning Support Programme
2.	We have robust, up-to-date commissioning arrangements which allow us to improve outcomes for children, young people and families	2.9	<p>The Trust Board has an agreed Commissioning Framework which includes the document 'Commissioning Aims, Principles and Processes' which sets out the agreed approach to commissioning across the Trust.</p> <p>The Commissioning Strategy Group is set up as a sub-group of the Trust, to lead on the development of commissioning arrangements for the Trust.</p>	<p><b>Action: Service Specific/Priority Specific Commissioning Strategies developed based on agreed cross-cutting priorities.</b></p> <p>The Bromley Strategic Commissioning Framework to be progressed further through the development of Service Specific Commissioning Strategies, based on the main cross-cutting priorities agreed by the Trust Board.</p> <p>The relevant sub-group of the Trust Board will lead on the development of each agreed Service Specific Commissioning Strategy, monitored by the Commissioning Strategy Group, with each Strategy to be presented to the Trust Board in due course.</p> <p>An agreed template for the Commissioning Strategy will be presented to the Trust Board for approval, together with an information briefing on current Trust commissioning arrangements.</p>	<p>It is recommended that Commissioning Support Programme support is focused on facilitating the development of Commissioning Strategies for each of the agreed main cross-cutting priorities.</p> <p>It is estimated that four days of consultancy support could be utilised to facilitate two workshops. The workshops will be aimed at project teams, made up of relevant officers from relevant Trust Partners, responsible for the development and implementation of agreed Commissioning Strategies.</p> <p>The workshops will deliver learning and best practice in the development of Commissioning Strategies, focusing on areas such as:</p> <ul style="list-style-type: none"> <li>• Needs Analysis;</li> <li>• Resource mapping</li> </ul>

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					<p>and market development;</p> <ul style="list-style-type: none"> <li>• Outcome based commissioning;</li> <li>• Procurement practice;</li> <li>• Monitoring and evaluation.</li> </ul> <p>The second workshop will revisit the learning delivered in the initial workshop but will focus on monitoring progress to date and agreeing further actions to finalise each Commissioning Strategy.</p>

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	Commissioning Standard	S.A. Score	Current Status	Recommended Actions	Commissioning Support Programme
3.	We have the right governance	2.3	<p>The Trust Board is set up with appropriate governance arrangements in line with current guidance.</p> <p>The Trust Board has a number of sub-groups to the Board.</p>	<p><b>Action: Update governance arrangements in line with ASCL Act 2009 and review Trust sub-groups and reporting arrangements.</b></p> <p>The current governance arrangements and membership of the Trust Board are updated, in line with the ASCL Act 2009, and reviewed by the Board to identify areas of concern or uncertainty with the current governance arrangements, with an action plan put in place based on the outcomes of the review.</p> <p>The current sub-group arrangement of the Trust Board is reviewed with the sub-group structure revised, as appropriate, to match the agreed cross-cutting priorities of the Board. A lead member or adviser of the Trust Board is identified for each agreed sub-group, responsible for updating the Trust Board on the activity of each sub-group.</p>	

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4.	Partners and stakeholders, including children, young people and families, understand and support the approach we take to commissioning	2.7	<p>All Trust Board activity available on Bromley website.</p> <p>Active Involvement Strategy.</p> <p>Commissioning Reference Forum in place, with attendance from officers from across the Trust partners, together with providers and other stakeholders.</p>	<p><b>Action: Parent and stakeholder input and consultation to be mandatory element of Commissioning Strategies. Internal and external Trust Board communication process to be reviewed.</b></p> <p>Commissioning Reference Forum agendas to include updates on Trust Board activity and progress reports on Commissioning Strategy developments.</p> <p>Commissioning Strategy template to include the requirement of parent/children/stakeholder consultation as part of the Needs Analysis stage, monitored by the Commissioning Strategy Group and Trust Board.</p> <p>Current communication arrangements for Trust Board activities to be evaluated, including the use of websites and other media for external and internal communication.</p> <p>Regular briefing paper on Trust Board activity to be produced as standing items on internal management briefings across the Trust.</p>	

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	Commissioning Standard	S.A. Score	Current Status	Recommended Actions	Commissioning Support Programme
5.	We really understand the needs of our children, young people and families in our area	3.3	Needs Analysis sub-group in place preparing supporting Needs Analysis for 2011 – 2014 CYPP.	<p><b>Action: Needs Analysis resource developed for Trust Board partners.</b></p> <p>Findings from Needs Analysis group to be presented to the Trust Board to inform the workshop session focused on agreeing main cross-cutting priorities.</p> <p>Needs Analysis sub-group to continue, developing a shared needs data resource across Trust Board Partners, and reporting regularly to Trust Board, advising on updates to the existing Needs Analysis.</p> <p>Needs Analysis sub-group to support development of each Commissioning Strategy with advice and guidance given on the detailed Needs Analysis that underpins each Strategy.</p>	
6.	We invest wisely and influence the market effectively to improve outcomes for children, young people and their families	3.2	<p>Contract Database developed and reviewed within London Borough of Bromley.</p> <p>Bromley Children and Families Voluntary Sector Forum in place acting is main contact with Voluntary Sector providers.</p>	<p><b>Action: Resource mapping across the Trust Board.</b></p> <p>A Resource Mapping exercise is conducted across all Trust Board partners, linked to agreed Service Specific Commissioning Strategies, to set baseline for current investment of resources against each of the agreed cross-cutting priorities.</p>	It is recommended that Commissioning Support Programme support is focused on facilitating the development of a project plan for resource mapping across the Trust as part of a Commissioning Strategy, with an estimated two days of support.

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	Commissioning Standard	S.A. Score	Current Status	Recommended Actions	Commissioning Support Programme
7.	We monitor the impact and manage the performance of services in order to improve outcomes	3.2	Regular Performance Management briefings at Trust Board meetings.	<p><b>Action: Further monitoring of Trust sub-groups.</b></p> <p>Performance Management briefings to continue together with regular reports from each sub-group to be presented to the Trust Board.</p> <p>Briefing paper on outcome based commissioning to be presented to Trust Board, informed by Commissioning Support Programme consultancy support on an agreed Service Specific area, with proposals for development of best practice to be applied across all Commissioning.</p>	
8.	Our commissioners work effectively together to secure improved services and outcomes	3.3	<p>Commissioning Strategy Group in place with multi-agency representation from across Trust partners.</p> <p>Sub-groups of the Trust, together with numerous working groups, include multi-agency representation.</p>	<p><b>Action: Joint Commissioning policy and processes to be agreed by Trust Board.</b></p> <p>Commissioning Strategy Group to lead on development of joint commissioning processes including arrangements for pooled or aligned budgets, with proposals to be presented to the Trust Board.</p> <p>Proposals for specific joint commissioning arrangements, or the alignment of funding, to be identified through the development of Service Specific Commissioning Strategies.</p>	It is recommended that Commissioning Support Programme support is focused on facilitating the development of proposed processes for joint commissioning, informed by best practice nationally, with an estimated two days of support.

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	Commissioning Standard	S.A. Score	Current Status	Recommended Actions	Commissioning Support Programme
9.	We successfully secure major service reconfiguration and change to improve outcomes through commissioning	3.1		<p><b>Action: Regular reporting on implementation of Commissioning Strategies, with annual report on Trust Board achievements.</b></p> <p>Evidence to support the achievement of this Standard is predicated upon the development and implementation of agreed Commissioning Strategies, which may involve major service reconfiguration.</p> <p>Therefore it is recommended that progress on the development and implementation of Service Specific Commissioning Strategies are presented to the Trust Board on a regular basis (to be agreed) and monitored through the sub-groups and Commissioning Strategy Group.</p> <p>Reflecting feedback from the Exercise on the need to recognise the achievements of the Trust Board, a paper is to be presented to the Trust Board annually, outlining the key actions and achievements of the Trust Board for the previous year, for communication and dissemination across partner organisations and stakeholders.</p>	

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10.	Our leaders understand commissioning and work together to deliver change through best commissioning practice across the Children's Trust	2.7	Commissioning Operational Group in place attended by commissioners across LBB CYP and PCT.  Commissioning Reference Forum in place.	<b>Action: Deliver ongoing commissioning training across partner organisations.</b>  The Commissioning Support Programme has developed a suite of training modules for commissioning, linked to the Commissioning Standards. It is proposed that ongoing commissioning training is delivered via the Commissioning Operational Group and the Commissioning Reference Forum, using the training modules, tailored around key commissioning themes.	It is recommended that Commissioning Support Programme support is arranged to facilitate initial delivery of the training modules, in a 'train the trainer' approach, with an estimated two days of support.
11.	We have the right people with the skills, knowledge and expertise to deliver change and improve outcomes through commissioning	3.0			
12.	We have a culture of continuous learning and improvement involving all commissioners, providers and stakeholders	3.3			

The Change plan outlines an estimated twelve days of consultancy support from the Commissioning Support Programme. The exact number of consultancy days available and the number of days focused on each suggested area of activity will be confirmed following detailed planning discussions with the Commissioning Support Programme.