

Herefordshire Children's Trust Commissioning Framework

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Herefordshire Children's Trust Commissioning Framework

This framework sets out the agreed approach to commissioning, procurement and contracting by the Herefordshire Children's Trust. It describes how partners within the Children's Trust will strategically commission together to achieve the priorities laid out in the Children and Young People's Plan (CYPP) to improve children's well-being.

1. VISION FOR HEREFORDSHIRE

All of our commissioning will be governed by strong partnership with clear principles focused on improving outcomes for children and young people. Herefordshire Children's Trust will:

- Focus on the needs of the child ,young person and family
- Provide outcome-focused, high-quality and evidence-based services
- Promote early intervention and prevention
- Operate open and transparent processes across all partners
- Aim for continuous improvement
- Take account of value for money in all decisions
- Use shared processes, such as lead professional arrangements and the Common Assessment Framework (CAF)
- Always work to align resources with the Children and Young People's Plan and pooling budgets where appropriate to gain greater efficiency and benefits

We use commissioning not just to retain existing services or commission new ones, but, where necessary, to decommission services which are inefficient, ineffective, inequitable or unsustainable.

This vision for children's services across Herefordshire requires an integrated approach to both commissioning and service delivery and relies upon co-operative working in determining commissioning strategy and intentions. The overall direction of travel is to promote the development of integrated services and teams at universal, targeted and specialist levels. Additionally, progress towards jointly agreed pathways of care offering a holistic approach to the needs of young people and their families is also seen as paramount to effective delivery. Integral to this approach is the roll out of the Lead Professional and the use of the Common Assessment Framework. A strong partnership will be the key foundation for these activities.

Schools are statutory partners within the Children's Trust Board as a result of the Apprenticeships, Skills, Children and Learning Act 2009. The legislation provides an opportunity for schools to be able to pool their resources with other Children's Trust partners. Schools are set to be a key part of our commissioning framework, both supporting us in designing effective local and strategic commissioning arrangements as well as potentially being partnerships and clusters that could drive commissioning at more local levels or be commissioned to work on specific issues. Schools, like the County, are diverse in their internal capacity and the wider roles they play. All schools have already had some experience via local management of schools of procurement and some have developed federative or collaborative models with other schools or partners. This will emerge over time from those already playing these roles to those beginning to work through the implications of a more commissioning approach in the County as a whole. Overall we see

schools as one of the major partners of the Children's Trust as we design a range of approaches to commission to our key priorities.

2. COMMISSIONING APPROACH FOR HEREFORDSHIRE

'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.'

Achieving Better Outcomes: Commissioning in Children's Services Commissioning Support Programme, 2009.

Commissioning is not just about procuring external services. It looks at how the resources across all partners are used to directly impact on the delivery of the outcomes for children and young people and their families. From April 2010, the Children's Trust is placed on a statutory footing, responsible for the Children and Young People's Plan and monitoring partners' contributions. Commissioning will focus on what partners can do together with individual partners responsible for implementation of activities.

Legislation and guidance underpinning this framework are:

- Statutory guidance on co-operation arrangements, including the Children's Trust Board and the Children and Young People's Plan (2010)
- The Apprenticeships, Skills, Children and Learning Act (2009)
- Child Health Strategy, Healthy Lives, Brighter Futures (2009)
- Children's Trusts: Statutory guidance on inter-agency cooperation to improve well-being of children, young people and their families (2008)
- The Children's Plan: building brighter futures (2007)
- National Health Service Act (2006)
- Children Act (2004)
- National Service Framework for Children, Young People and Maternity Services (2004)
- Every Child Matters (2003)
- United Nations Convention on the Rights of the Child (UNCRC).

3. COMMISSIONING PRIORITIES

The work programme for the Children's Trust over the next three years will include the following service areas.

Areas of focus in 2010/11

Teenage Parents	Implementation of commissioning intentions as a result of Teenage Pregnancy Prevention and Support Strategy 2010 – 2013
Substance misuse	Review of services
Counselling services	Review of services

Children with disabilities, including Aiming High Programme and transition	Review underway
Child and Adolescent Mental Health Services	Mental health procurement underway
Widening participation including post 16 educational and training provision	The 14-19 agenda requires a commissioning approach to widen participation and offer appropriate training, education and employment opportunities for young people in Herefordshire. The Local Authority (LA) has a statutory duty to commission places for young people with the Learning and Skills Council transfer into the LA (April 2010)
Parenting and Family support services	Commissioning intentions to follow the approval of the strategy
Bullying and e-safety	Key priority for Children's Trust in 10/11
Engaging and involving children, young people, parents and carers	Key priority for Children's Trust in 10/11

Areas of focus for 2011-2013

- Looked after children
- Young People not in Education, Employment and Training (NEET)
- Extended Services
- Early Years and Children's Centres
- Schools e.g. Transport, disadvantage subsidy, educational attainment
- Locality services
- Safeguarding
- Positive activities / targeted youth support
- Information provision

3. GOVERNANCE AND ACCOUNTABILITY

Herefordshire Partnership (also known as the Local Strategic Partnership) was established in 2000 and comprises public, private, community and voluntary organisations committed to making a difference in the quality of life for people who live and work in the County. The Children's Trust operates as one of six policy and delivery groups of the Local Strategic Partnership in working towards its vision of

'Herefordshire being a place where people, organisations and businesses, working together within an outstanding natural environment, will bring about sustainable prosperity and well being for all'.

Herefordshire operates a Public Service arrangement with a single chief executive across both the Herefordshire Council and Herefordshire Primary Care Trust, known as Herefordshire Public Services (HPS). This exists to provide high quality seamless services, develop services that are efficient and demonstrate value for money and to retain decision-making on public services within Herefordshire. There is both a local authority Cabinet and PCT Board in operation that provide the governance arrangements for the arrangements, as they remain separate legal organisations. During 2010-2011, the Children's Trust will look to strengthen partnership arrangements through a section 10 of the Children's Act agreement. This will support the governance of the Children's Trust to jointly plan, purchase, design and integrate all local public services around the needs of individual customers and patients. The work of the Children's Trust extends beyond public services to include third sector and the active engagement by children and young people.

“A strong integrated governing board is the cornerstone of a Children's Trust. It should include representatives of all key partners at senior level, determined to drive whole-system change through clear leadership and effective action, and have appropriate arrangements in place to ensure the voices of children, young people, parents and front line workers are heard.”

Children's Trusts: Statutory guidance on inter-agency cooperation to improve well-being of children, young people and their families 2008

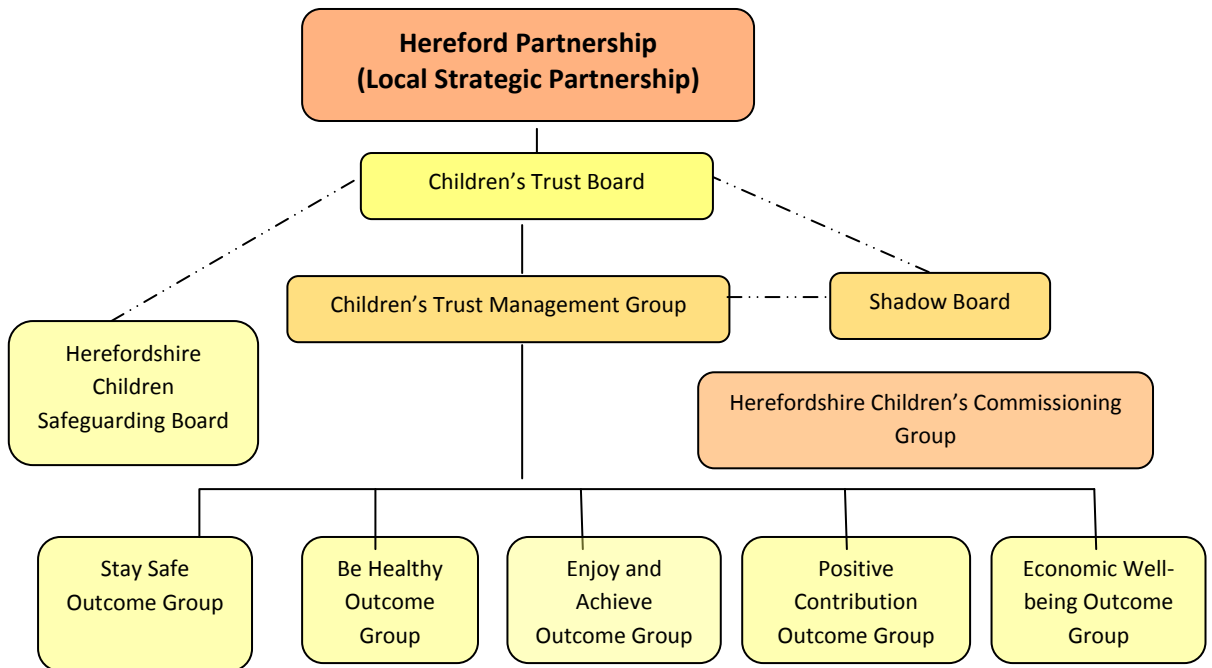
Herefordshire established its Children's Trust in response to the requirements in Every Child Matters (2004) and has reviewed its Terms of Reference in line with latest guidance. The Children's Trust Board has reviewed its membership and its structure to execute its duty to prepare and monitor the Children and Young People's Plan. The Children and Young People's Plan will be used to inform all commissioning strategies and activities and outcomes sought are based on a clear understanding of local need. The Children's Trust Board has responsibility for developing and agreeing the Children and Young People's Plan (CYPP). The Board is responsible for setting the strategic direction and ensuring the Commissioning cycle is followed through. The Children's Trust provides a strategic framework within which partners may agree to commission services together with integrated, shared, pooled or aligned resources.

The Children's Trust Management Group translates the CYPP into a series of actions and activities, ensuring that these outcomes are delivered efficiently and effectively through a system of performance management. This group comprises the chairs of each of the five Every Child Matters outcome groups and operates on behalf of the Children's Trust Board to maintain and rationalise, where appropriate, commissioning activity across the Trust, ensuring standards and financial governance.

Each outcome group's work, governed by the Commissioning Framework, reports and makes recommendations to the Children's Trust Management group for referral to the Children's Trust Board for final scrutiny and decision making. Outcome groups will have an overview of service areas that have an input/impact to their section of the CYPP. They may directly commission work eg through use of Area Based Grant. It will be their role to consider how other partners resources should align or be pooled to help achieve certain activities or services.

See diagram below for the Children's Trust governance structure.

DIAGRAM A: Children's Trust Governance Structure



Herefordshire Children's Commissioning Group considers wider commissioning intentions around the CYPP. The group will lead the operational commissioning for specific groups of vulnerable children e.g. complex needs. This group will support the commissioning of individual packages of care/education/health for children and young people (locally known previously as the Joint Agency Meeting or Complex Needs Solutions Group). The governance and accountability for this group is covered in a locally agreed section 75 arrangement and will report to the Children's Trust Management Group. Terms of Reference and membership will be agreed and appended to this framework.

To inform the work of the Herefordshire Children's Commissioning Group, a Commissioning Officer's group will meet to monitor contracts, review or re-tender, share information about performance and direction against the Children and Young People's Plan (CYPP). This group will draw on a number of staff across partners that commission services but will include as a minimum staff from the Children's Trust office, the Integrated Commissioning directorate (including those commissioning adults services), the Performance Team, Legal, Procurement and Resources. This group is jointly chaired by the Head of Children's Trust Development and the Integrated Commissioning Service Improvement Manager and reports to the Herefordshire Children's Commissioning Group. This group will function as a virtual commissioning unit for the Children's Trust.

For every service area there will be an identified lead, commissioner and host outcome group.

The Lead will:

- Act as champion for that service area

- Be accountable for delivery of the outcomes expected
- Report to the host outcome group and provide regular performance reports

The Commissioner will:

- Be a member of the Joint Commissioning Unit (across the Children’s Trust Office and Integrated Commissioning Directorate)
- Work with the outcome group to specify the commissioning intentions and contractual aspects to ensure delivery of the CYPP
- Undertake research, needs assessments and develop strategies
- Undertake service reviews, decommission and re-commission as appropriate
- Identify areas for service improvement and policy implementation

The Host Outcome Group will:

- Have oversight of the service area and scrutinise performance
- Support development of strategies and supporting commissioning arrangements
- Ensure partners resources to a particular service area are identified and either aligned or recommend pooling

There may be occasion that whilst the outcome group should have oversight of an area, a lead officer has the accountability of decision making and reporting to another agency eg Regional or National Government agency. This is particularly true of grant funding. In these cases it should be clearly stated that the outcome group is endorsing a particular approach rather than having the final approval or decision.

Unless the service area is part of the section 75 agreement between the local authority and NHS, the responsibility for the expenditure of the resources and lines of accountability will remain unchanged for the relevant Children’s Trust partner. However, if a section 10 agreement is agreed by the Children’s Trust Board this allows for all the “relevant partners” noted in the legislation, to have the ability to pool funding with each other. (see section 7)

4. THE COMMISSIONING MODEL

The commissioning model for Herefordshire is based upon four key performance management elements – understand, plan, do and review, assuming all four elements are sequential and of equal importance i.e. commissioners and contractors should spend equal time, energy and attention on all four elements. The model demonstrates the link between the four elements of the commissioning cycle, showing how the one links with the previous and next. This requires an effective understanding of local need and implies credible and reliable data to be used to inform the commissioning process. Diagram B below demonstrates the four components of the commissioning cycle. It then details what this means for each area within Herefordshire, including giving the key contact should a partner require further information or support.

DIAGRAM B

The UNDERSTAND stage recognises 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.) This should take into account – and inform – other needs assessment processes, especially the Joint Strategic Needs Assessment (JSNA)

Key documents

- JSNA
- Local Surveys
- CYPP
- Performance Digest

Key contacts

- CYPD Performance Team
- Public Health Directorate

The REVIEW stage monitors 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. The review should feed into the next phase of commissioning; it is a key source of information for the ‘understand’ and ‘plan’ phases.

Key documents

- Contract monitoring policy
- Performance management
- Service users evaluations
- Service Reviews

Key contacts

- Integrated Commissioning Directorate,
- CYPD Contracts Officers & Performance Team

The PLAN stage maps out and consider different ways of addressing the needs identified through the needs assessment in the ‘understand’ stage. Best use needs to be made of the resources available to ensure needs are addressed effectively and efficiently. Service providers and children, young people, families and carers should be consulted. Plans need not just be about what service to use, they can include plans for:

- The workforce: what shape, skills or training might be needed?
- Facilities: what needs to be in place and where?

Key documents

- Herefordshire Children’s Trust commissioning strategies and plans, e.g. Workforce Strategy

Key contacts

- Integrated Commissioning Directorate,
- Workforce Strategy manager



to address the needs, the DO stage looks at procuring/commissioning the services to make it happen. This may be in full partnership or informal cooperation with individual partners undertaking activities aligned within the agreed plan.

Key documents

Working Document: Herefordshire Commissioning Framework Management and procurement strategies

Key contacts

- Integrated Commissioning Directorate
- CYPD Contracts Officer

Commissioning Intentions

We will set out commissioning intentions for all our key improvement priorities to tackle inequality and gaps in service to address unmet need. This will include relevant research and best practice information that is used to inform the commissioning intentions, ensuring the commissioning strategies are able to focus on improved outcomes. This will be the basis for our strategic commissioning activity.

All commissioning plans must be firmly based on an accurate assessment of need and aspiration. The Joint Strategic Needs Assessment (JSNA) is a key document to inform and be informed by the Children and Young People's Plan. This evidence based document helps identify priority areas for commissioning across many agencies and supports joint commissioning. See Diagram in Appendix A. Regular service mapping of current provision will ensure that the Children's Trust is aware of what services are provided in the county.

Shaping and Supporting the Market

The Children's Trust has a role to work with the providers to increase capacity and to bring in new services that meet the needs outlined in the CYPP.

Where possible, competition is actively encouraged. The choice of procurement options (e.g. frameworks, block contracts, service level agreements, grants, etc.) help to optimise the efficiency of the market and, subsequently, the service to the consumer. The procurement plans used will be determined by the lead or host partner for the area being commissioned.

Herefordshire works closely with its providers to ensure they are efficient and effective. Herefordshire Compact http://www.herefordshire.gov.uk/docs/LC_DOCUMENT_080201.pdf sets out the shared principles and commitments to action that underpin the relationship between third sector (i.e. voluntary, community and not for profit organisations) and the public sector bodies in Herefordshire as they work to serve and represent the interests of local people and communities.

The Alliance, Herefordshire, offers a register of approved providers who have gone through accreditation to offer a register of third sector providers of health and social care services and works together with these providers and public service agencies to ensure:

- A genuinely joint strategic planning and commissioning process, that is transparent, fair and accountable;
- Voluntary, community and non profit organisations are fit for purpose and add value as service providers; and
- Smoother working relationships between statutory agencies and the sector, based on complementary roles, enhanced understanding and mutual respect.

This allows market information, gleaned from needs analysis or data collection to be shared with the providers, allowing them to respond to this need.

Procurement

At all times, procurement must be undertaken in line with Herefordshire's Public Services contract standing orders. These will guide the commissioners to use the correct model such as tendering, or quotes, or approved/preferred provider lists.

Commissioners should also refer to the Herefordshire Council and NHS procurement guidelines for comprehensive user-friendly guidance on procurement matters. Herefordshire's procurement guidelines and contract standing orders have been developed in accordance with UK and EU procurement law, and are based on the following core principles:

- A free market – competition without discrimination
- Best value
- Fair and transparent decision-making

For more information, please see:

http://www.herefordshire.gov.uk/docs/Business/Procurement_Strategy_2009.pdf

Safeguarding of children and young people must be of prime consideration. All procured services will be expected to meet the Herefordshire Safeguarding Children Board policies and procedures.

Service reviews

This commissioning activity will provide the opportunity to directly assess what services locally are most effective in meeting locality needs. Contract monitoring and review processes will assess how effective services are in delivering agreed outcomes through the provision and delivery of required services. The type of service review will depend on the systems used by the organisation undertaking the review although all Children's Trust partners will assess provision against the priorities in the Children and Young People's Plan.

Levels of commissioning

Commissioning is undertaken on a number of levels.

- Individual commissioning – specifying and obtaining services to meet the needs of an individual and/or young person
- Local commissioning – specifying and obtaining a range of services to meet needs of a population of children and young people and describing how services will be organised at county and local levels to meet those needs.
- Strategic commissioning – programme of commissioning activity designed to achieve the priority outcomes of the Children's Trust, including needs analysis, consultation, strategy development, resource allocation, procurement, monitoring and review.
- Regional commissioning – Regional commissioning is when two or more local authorities commission services together.

The diagram in Appendix A shows how commissioning strategies and intentions flow from the CYPP.

6. INVOLVING CHILDREN, YOUNG PEOPLE, PARENTS AND CARERS IN COMMISSIONING

A key priority of the Children's Trust is ensuring the views of service users i.e. children, young people and their families, are taken into account when developing and commissioning services. An Engagement and Involvement Strategy is currently being drafted which will provide a framework for staff to work in.

Herefordshire also has a Shadow Board of the Children's Trust. This is a consultative group of young people aged between 11 and 19 years of age, drawn from across the county and with differing backgrounds.

An agreed, common approach to commissioning in Herefordshire seeks to involve service users (and, where appropriate, service providers) at each commissioning stage so that they become co-designers and co-producers of the positive outcomes which commissioning strives to achieve.

Throughout the commissioning cycle (see Diagram B) children, young people, parent and carer's views need to be considered; from informing the needs assessment, planning services, supporting procurement exercises to reviewing performance. For example, establishing young people and parent panels for evaluating tenders, should be considered. Schools have significant but different roles to play at different parts of the commissioning cycle. Their local and strategic knowledge of need and outcomes should feature as part of driving robust needs analysis with other partners. They are often also effective agencies for generating community and young people's involvement in specific commissioning issues.

Schools may also act as partners or lead partners for delivery or commissioning at more local levels and can build on both effective collaborations, school business manager pilots/commissioning experience and their local leadership.

7. SECTION 10 PARTNERSHIP AGREEMENT, RISKS AND CONFLICTS OF INTEREST

During 2010, the Children's Trust will explore the need for a formal partnership agreement to be put in place. This will essentially bind partners together in delivering the CYPP and, therefore, will include details of commissioning arrangements between partners. This will help to align priorities and to improve outcomes by integrating commissioning.

In making arrangements under section 10 of the Children Act 2004, a children's services authority in England must have regard to the importance of parents and other persons caring for children in improving the well-being of children. The statutory relevant partners of a children's services authority in England must co-operate with the authority in the making of arrangements. This applies to Primary Care Trust, Strategic Health Authority, Youth Offending Team, Police, Probation, maintained schools, further education and sixth form colleges, non-maintained special schools, academies and Job Centre Plus.

“Pooling budgets opens up the prospect of innovative approaches about how better outcomes might be achieved, encouraging thinking that is independent of any traditions, vested interests, ways of working and constraints on the spending of funds that might have existed in the past. It is an important lever in the integration of commissioning strategies, decision-making processes and front-line service provision to secure better outcomes for children and young people.”

DCSF www.everychildmatters.gov.uk/strategy/planningandcommissioning/jointfunding/

Generally partners will retain their responsibilities for their own resources and agree to align these with the priorities of the CYPP. When partners agree to fund a service together by pooling budgets then more formal arrangements will need to be put in place. The main considerations would be partners accepting risk in proportion to their investment; this could include any potential overspends on services.

Pooling of budgets helps to secure:

- Clearly defined purposes
- Senior commitment to change the way children’s services are commissioned and delivered, including management protocols
- Quicker and more efficient decision making
- Sustainability of long-term planning
- Dialogue and agreement about service design between partners
- Financial accountability and audit procedures.

All partners will have to declare any interest whether personal, financial or service-related to any subject under consideration. This will include all partner representatives or substitutes who are members of the groups highlighted in the structure – Diagram A. This is also explicitly mentioned in the terms of reference of these groups, which are reviewed annually. Consideration should be given to splitting agendas so that providers only attend an element of the meeting. Resolution of any disputes will be by referral to the next level of the Children’s Trust structure.

8. SECTION 75 PARTNERSHIP AGREEMENT

Herefordshire Public Services (Herefordshire Council and NHS Herefordshire) agreed a partnership agreement under the provision of a section 75 partnership agreement. The aim of the partnership agreement is to enable partners to join together to design and deliver services around the needs of service users without concern about the boundaries of their organisations.

In 2009/2010, a partnership agreement was put in place for children with complex needs to improve the Every Child Matters Outcomes for children and young people, and reduce inequalities through the creation of a joint resource across both agencies that is flexible and can be targeted at agreed priorities. Under this provision, there is an agreed pooled fund for children with complex needs and agreement that the Children’s Trust Board has the responsibility for strategic commissioning under this arrangement.

The Children’s Joint Commissioning Group will oversee the section 75 agreement; monitor overall performance and address issues that arise through the management of the funds by the relevant commissioner. The reporting of finance and activity will go to the Children’s Trust Board and to the Children and Young People’s Scrutiny Committee and to the PCT Strategy and Policy group.

9. RESOURCES

Herefordshire utilises a number of different techniques for optimising resources. These include:

- Mapping spend across services e.g. using Total Place.
- Regional and sub-regional commissioning
- Aligning budgets between partners
- Opportunities for revenue generation
- Cost modelling and identifying waste.

In all cases, consideration needs to be given to ensure there is sufficient commissioning capacity within the workforce, including people to undertake this role and time to manage this effectively.

Area Based Grant (ABG)

This funding is managed at a county wide level by Herefordshire Partnership, the Local Strategic Partnership and commissioned through its six supporting Policy and Delivery Groups to meet the priorities and targets laid out in the Local Area Agreement (LAA). The Children's Trust acts as one of these Policy and Delivery Groups and, therefore, must have in place procedures for dealing with ABG within a financial year. The procedures in place for the financial year 2010/2011 are found in Appendix C.

10. REVIEWING AND MONITORING OF THE FRAMEWORK

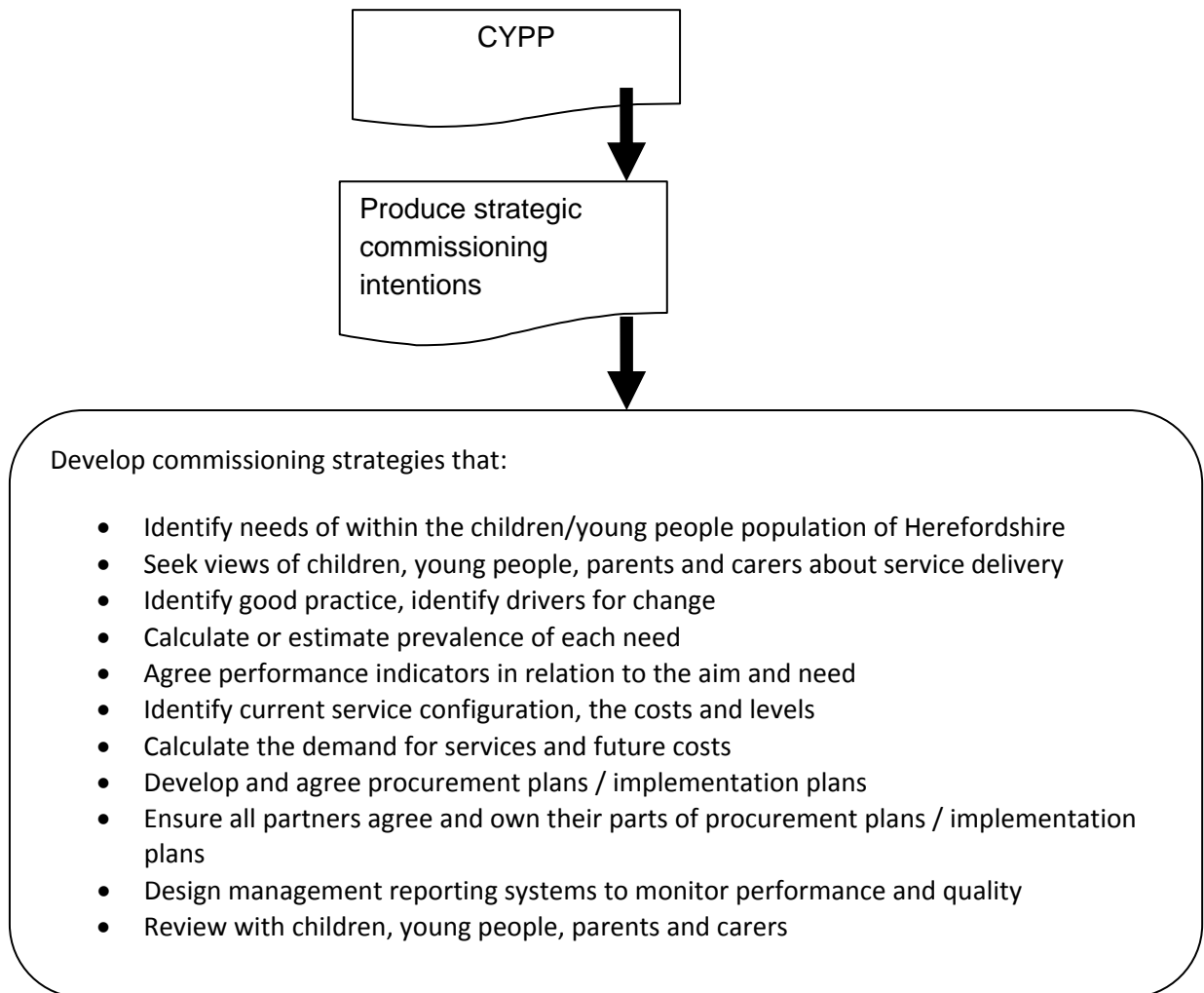
This framework will be reviewed annually but is intended to be a working document which can be amended as necessary at any time.

To assess the impact of the framework a performance management system needs to be put in place. This framework is currently untested. It has been compiled by being developed alongside the Teenage Pregnancy Prevention and Support Strategy. Over 2010/11 the success of the Teenage Pregnancy strategy and how this framework is used will be monitored as to the potential performance indicators that could be used. These could include savings realised or increased service user satisfaction as well as increased commissioning efficiency.

APPENDICES

APPENDIX A

A diagram to show how commissioning strategies and intentions flow from the Children and Young People Plan



APPENDIX B

The Local Strategic Planning Cycle



APPENDIX C

Herefordshire Children's Trust Area Based Grant (ABG) Allocations 2010/11

Process for allocating and approval of 94%

For 2010/11 the Herefordshire Partnership have agreed to fund the Children's Trust 94% of 10/11 grants with a children and young people focus. The table attached shows the details of these grants, along with the allocations made in 09/10 and proposals for 10/11.

Recommendations / rationale for allocations

- Allocations to existing activities are funded at the lower of the 09/10 allocations or the 94% 10/11 allocation. This is the general rule however there are some exceptions to this outlined below
- Connexions should be allocated the full 100% grant ie £1,394,246 as the grant has significantly reduced anyway from 09/10 levels
- The targeted family support services should be allocated the £337,006 as this is currently under a tender exercise. Previously the Children's Fund, the Positive Contribution Outcome Group recommended these services were re-tendered. There is a pick up needed of staff previously funded via Children's Fund which did not form part of the tender; this supports the CAF team and Locality Services Project Management amounting to £106,000
- Where 08/09 actual spend and 09/10 spend is below the funding allocated the suggested allocation is at the actual expenditure level eg child death review
- Children's social care workforce needs to continue to support the training and development of social workers.
- To support the engagement and involvement of young people in decision making and the government drive for participatory budgeting, an amount has been earmarked for the Shadow Board to

Approval Process

As per the Terms of Reference the Children's Trust Board approves the overall allocation of funding to activities for the year. The Children's Trust Management Group will then manage this in year including any underspends that arise.

Timescales

7 January	Management Group approval of allocations
27 January	Children's Trust Board approval of allocations
5 February	Notification to activities of funding available
July 2010	Agreement of additional activities to be funded if underspends are declared in year
31 July 2010	Quarterly returns agreed and submitted to HP

31 October 2010	Quarterly returns agreed and submitted to HP
30 January 2011	Quarterly returns agreed and submitted to HP
30 April 2011	Quarterly returns agreed and submitted to HP

Managing Underspends 2010

ABG should be used to commission activity which supports the Children's Trust in meeting its priorities in the LAA and Children and Young People's Plan. The following process should be used from April 2010 to ensure funding is used to the best purpose.

- Lead officers for ABG activities will be required (as part of their notification of funding) to declare potential underspends to the Head of Children's Trust Development at the earliest opportunity. These in turn will be notified to the Children's Trust Management Group
- Quarterly monitoring returns with accurate forecasting will be required from all lead officers within 10 working days of the quarter end. Summary reports will be presented to outcome groups who will performance manage those activities assigned to the group.
- The Children's Trust Management Group will manage any underspends and approve where funding should be re-allocated.
- Outcome groups should prepare a priority ranking/listing of additional / new activities that should be considered if an underspend arises. There must be a clear link with the LAA and CYPP thereby achieving overarching Children's Trust priorities. These will be presented and prioritised by the Children's Trust Management Group by July 2010.
- If underspends are declared, the priority list will be used to allocate funding, with the Children's Trust commissioning activity to support the priority area.
- Detailed forecasting at the end of September 2010 (Quarter 2) will be a requirement of all lead officers
- A general bidding exercise will not be undertaken.

APPENDIX D
TERMS OF REFERENCE
CHILDREN'S TRUST BOARD, CHILDREN'S TRUST MANAGEMENT GROUP and OUTCOME GROUPS

Purpose:

- The vehicle for shaping and improving children's services in the county
- Drives continuous improvement in outcomes for children and young people
- Plans and commissions services
- Manages performance and delivery

Operating Principles:

- All strategic commissioning decisions, particularly those involving more than one agency, will be made through the Children's Trust
- Partners will align individual plans to the Children and Young People's Plan
- Partners will align, and where appropriate, pool budgets to enable joint commissioning of services
- The involvement and engagement of children, young people and their families will be a consistent part of the Children's Trust work
- Partners will work together to actively manage risk
- The voice of service providers will be considered in planning and commissioning decisions
- Performance will be actively managed and challenged
- Equality and diversity will be a consistent consideration across the Children's Trust
- Partners will act in accordance with any frameworks agreed by the Children's Trust e.g. performance, communications, commissioning

Children's Trust Board

For more detail please see:

http://www.herefordshire.gov.uk/community_and_living/young_people/41518.asp

Children's Trust Management Group

For more detail please see:

http://www.herefordshire.gov.uk/community_and_living/young_people/41516.asp

Outcome groups

For more detail please see:

http://www.herefordshire.gov.uk/community_and_living/young_people/41500.asp

APPENDIX E

GLOSSARY OF COMMISSIONING TERMS

Definitions

There is often confusion when people use terms as different services attach different meanings to words; therefore we have agreed the following definitions within the Trust:

Children's Trust	<p>"A Children's Trust is, in part, a commissioning partnership, commissioning services for children young people and their families. Strategic commissioning is a key means by which the Children's Trust partners come together to make a reality of the duty to co-operate and drive cultural change."</p> <p><i>Children's Trusts: Statutory guidance on inter-agency cooperation to improve well-being of children, young people and their families 2008</i></p>
Commissioning	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.
Contract	A mutual, legally abiding agreement enforceable by law.
Contracting	Putting the purchase of services into a legally binding agreement.
Decommissioning	The process of planning and managing a reduction in service activity or terminating a contract in line with commissioning objectives.
eProcurement	The use of electronic tools and systems to increase efficiency and reduce costs during each stage of the purchasing process.
In-house services	A service provided directly by one of the Trust partners.
Independent sector	All non-statutory organisations, including Private Sector and Third Sector companies and organisations.
Integrated Commissioning	See 'Joint Commissioning'
Joint Commissioning	The process in which at least two partners act together to co-ordinate the commissioning of services, taking joint responsibility for the translation of strategy into services. This is also often referred to as 'integrated commissioning'.
Procurement	The specific activity that selects providers, purchases services and manages contracts from the independent sector and in-house providers.
Private Sector	All profit-making companies.
Purchasing	The process of securing or buying services.
Re-commissioning	The process of planning and managing a change in service activity in line with commissioning objectives.
Section 10	Section 10 in the Children Act 2004 provides the statutory basis for the Children's Trust duty to cooperate in the making of

	arrangements to improve well-being and have a power to pool resources and share resources.
Section 75	Section 75 under the National Health Services Act 2006 provides a statutory basis for pooling resources between health bodies and health related local authority services, functions can be delegated and resources and management structures integrated.
Statutory Sector	Organisations in existence due to requirements within an Act of Parliament or other legislative body.
Targeted Services	Services that are targeted to support a particular group of people or individual person.
Third Sector	All non-profit making organisations (which are non-Statutory) that have a desire to ensure a lasting social, environmental or cultural effect rather than to make a profit.
Universal Services	Services provided for the whole community.