

Children and Young People's Trust Commissioning Plan 2009-10

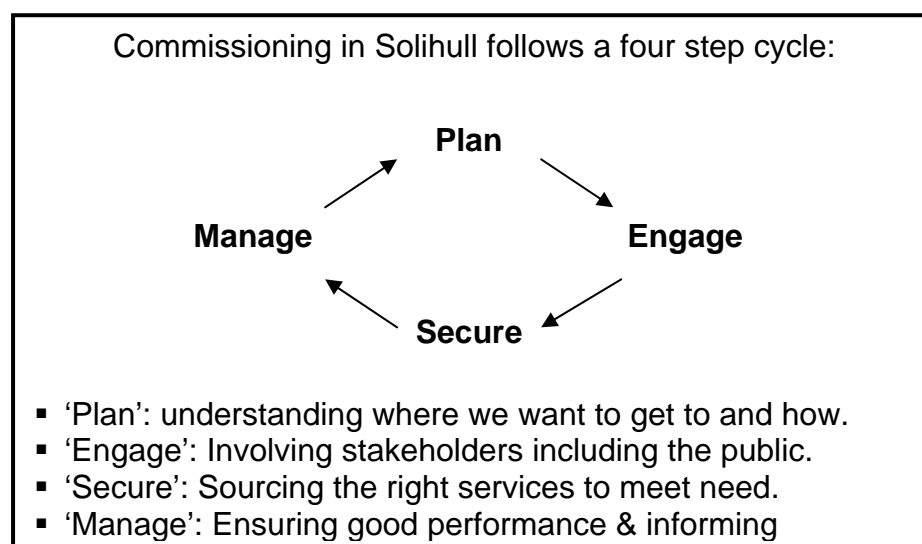
Introduction

This Commissioning Plan sets out the commissioning activity planned for April 2009 to March 2010. It describes how the Children and Young People's Trust will continue to shape current and new services to achieve the priorities in the Children and Young People's Plan.

Commissioning is about getting the right services to meet the needs of local people. The Solihull Partnership's draft Common Commissioning Framework defines commissioning as:



"Commissioning is the process of assessing needs and planning, delivering and reviewing services to get the best outcomes for the people of Solihull.

This process applies to all services, whether they are provided by the local authority, NHS, other public agencies, or by the private and voluntary sectors."



The commissioning process can be applied to whole populations, to specific groups of people with shared needs, or to individuals. Although the scale may be different, the process remains the same, following the four step cycle.

Anyone can apply the commissioning process, but success depends on a team effort because of the range of skills involved: planning, co-ordination, stakeholder engagement, service design, procurement, contract and performance management, evaluation and, above all, communication.

Who does commissioning?	
	Single expert: 'the commissioner'
	Team effort: combination of skills, shared process

The commissioning process can only work if the right people are involved, including service users, the people who work directly with them, and the range of other people who have an interest or influence. These people are called stakeholders.

The Children and Young People's Trust uses an agreed commissioning process (see Appendix 1) which reflects the Common Commissioning Framework being developed across the Solihull Partnership.

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Section 2: Review of the Commissioning Plan for 2008/9

The Trust Commissioning Team was created in April 2008 to support and drive the first Commissioning Plan which the Trust Board agreed in the same month. Much of the first year focused on developing the team and the processes they apply, and developing a wider understanding of commissioning in partnership.

During the year the Trust's commissioning process has been applied to the following:

1. Healthy Lifestyles

- Young People's Substance Misuse Services Commissioning Strategy approved by the Trust Board in January 2008. In September 2008 the Board agreed to transfer the management of the Str8Up Service to IYSS from April 2009, and to review whether this Service should go out to tender to have a new contract in place from April 2010.
- Schedule for producing a Healthy Lifestyles Strategy confirmed in March 2009.

2. Anti Bullying

- Strategy approved by the Trust Board in November 2008.
- Tenders for group work in schools invited in February 2009. Services to be operational from September 2009.

3. Things to do, Places to Go

- Strategy approved by the Trust Board in July 2008.
- Third sector provider (SOLO) secured for inclusive and specialist play tender for disabled children aged 5 to 13 in September 2008.
- Positive activities services procured for two years from Dec/Jan, 3 consortia chosen April 09 – March 11, using PAYP grant and Youth Service resource.

4. Raising Achievement for All

- Development of sub-regional 14-19 arrangements.

5. Disabled children

- Short Breaks project plan agreed by Integrated Services for Disabled Children Project Board in March 2009. Service specification drafted, intention to go out to tender in March 2009. Service to be operational by September 2009.
- DCATCH (Disabled Children Access to Childcare) Strategy agreed by Council Cabinet Member in October 2008. Local grant application process opened in December 2008, with funding allocated by multi-agency Management Group for use by March 2009. Delivery Plan for 09/10 to be agreed by Management Group in April 2009.

6. Looked After Children (including UASC)

- Reshaping Social Work Services PAD completed March 2009.
- Corporate Parenting Board and structures established.

- 7 Young Carers
 - Strategy agreed by the Trust Board in December 2008.
 - Increase in grant allocation for 2009/10 to maintain specialist support for young carers, provided by a third sector organisation (Solihull Young Carers). Longer-term arrangements to be commissioned in 2009.

- 8 Locality Management of Integrated Services / ISD
 - Creation of the Integrated Working Management Team in December 2008 and Local Area Leadership Teams in April 2009.

- 9 Support and Challenge of Early Years Services
 - SLA in place by Summer 2008.
 - Management of the Early Years development officers transferred to the Council's Quality Division in September 2008.

- 10 Information for Parents
 - Strategy agreed by the Trust Board in January 2008.
 - Family Information Service (replacing the CIS) to be launched in March 2009.

- 11 Parenting Support
 - Strategy approved by the Trust Board in August 2008.
 - CAMHS Service funded by 'Parenting experts' grant to extend parenting programme ('understanding your child's behaviour' programme, formerly Solihull Approach, and Mellow Parenting) - significant rise in families accessing parenting support.
 - Parent Engagement Co-ordinator post specified in March 2009, to be resourced from Sure Start and DCATCH grants.
 - Application for Think Family Grant in March 2009.
 - Draft Family Support Strategy by January 2009.

- 12 Integrated Youth Support Service
 - IYSS Consultation took place in the summer of 2008.
 - Management of the Connexions, Youth Service Youth Offending Team transferred to IYSS from September 2008, and Str8Up and Teenage Pregnancy and Sexual Health from 1st April 09.

- 13 Children and Young People's Workforce
 - Workforce consultation completed in December 2008.
 - Draft Workforce Strategy to Trust Board in March 2009.

Commissioning Toolkit

The Commissioning Team has developed a toolkit of resources to support the commissioning process which is available on the Trust's web pages. The toolkit supports a consistent approach to service specifications, service level agreements and contracts, and decision-making around competition and contestability. There is also in place a draft process for quality assuring our commissioning activity which will be tested during the first half of 2009/10, with a report to the Board in September 09. There has been increased use of the 'Turning the Curve' toolkit to support the engagement of stakeholders, including parents.

An Equality Impact Assessment has been started to look at the commissioning process. This Assessment has identified the potential differential impact on small voluntary sector providers representing special interest groups. The full EIA will be completed by July 2009 and will include an action plan including mitigating actions.

Use of Resources

Services for children and young people in Solihull are funded by a range of different budgets held by different organisations, and subject to different financial process, accountabilities, priorities and pressures. These resource pressures are set to intensify with the economic downturn, which makes it more important than ever that commissioning decisions by Trust partners secure value for money and maximise investment.

The Children and Young People's Trust has used grant funding to secure services aligned to its priorities in 2008/9, for example the Children's Fund Grant supports services for young carers, anti bullying work, specialist and inclusive play for disabled children, active involvement work and counselling for young victims of crime and domestic abuse. Other grants have been used similarly, including Positive Activities grant, Sure Start Children's Centres, Parenting Support Grant, BIG Lottery/ Playbuilder grants.

There are already good examples of aligned budgets include joint funding of the Complex Needs Protocol, Youth Service Core budget aligned with PAYP grant to commission positive activities for young people, and pooled budgets for sexual health and teenage pregnancy from 2009/10 of £2.3m. Plans are also developing to look at aligning budgets to improve integration around the needs of disabled children.

Resource mapping is an important part of the commissioning cycle, and one area where we need to be more robust in 2009/10. More detailed information about use of resources and costs of individual services is vital to inform planning and to release resources for commissioning against priorities. It may also be helpful to have a more formal process for addressing resource blockages which are undermining the commissioning process. A process for resource control will be considered and proposed to the Trust Board for consideration in July 09.

Stakeholder Involvement

The active involvement of children, young people, parents and carers in all commissioning activity is still at an early stage, but in this first year there have been some notable successes such as the key role that young people have played in the procurement of positive activities; parents in the development of the Parenting Strategy and draft Family Support Strategy; and 4500 children and young people giving feedback on the Children and Young People's Plan priorities through their school councils.

However, the success of the commissioning approach depends on the appropriate involvement of the community across the commissioning process. Year two will need to see an acceleration of active involvement and arrangements have been put in place to enable this, including:

- Further development of the Parents Forum;
- Planned appointment of a Parent Engagement Co-ordinator;
- 'You said, we did' report back to schools councils in May;
- Planned Active Involvement Strategy (for children and young people) with the support of the National Youth Agency;
- Active involvement co-ordination and support procured to start in September 2009.

'Turning the Curve' workshops have proved particularly successful at generating energy and consensus across stakeholders. The most effective workshops have been those which have drawn together a sufficient number of stakeholders to bring a spread of influence and opinion. Some workshops however have been have struggled to secure the required level of participation.

Needs analysis

The second annual Review of Outcomes was published in October 2008. Over the year the challenge of drawing together needs assessments based on both evidence of best practice and local intelligence has been the subject of much discussion, including at the Trust Board. Commissioning lead officers have found it particularly difficult to produce a comprehensive review of best (local, regional, national, international) practice although this should be significantly aided in 2009 by the new Centre for Excellence in Outcomes.

The Solihull Partnership is now developing the Solihull Observatory to support information management and strategic assessments, and an Information Officer has been appointed to join the Trust Commissioning Team in April / May 2009. This new post will ensure a stronger local dimension to the Review of Outcomes for 2009, and support needs assessment in commissioning activity across this Plan.

The DCSF Children's Services Mapping was completed in March 2009 for the second year. Although capacity was limited to use the data from the previous year the quality of the data improves each year and the strengthened arrangements for information management described above should make this an increasingly valuable source for commissioning intelligence.

The Family Services Directory will also provide valuable information about the services in the borough that support children, young people and families, including their target groups and the area of the borough they cover. This information will also enable gaps in service provision to be identified.

Summary: Key learning from 2008/9

- More rigorous application of resource mapping and negotiation processes is needed.
- Importance of accelerating active involvement of children, young people, parents and carers.
- Need to review learning from, and strengthen the application of the 'Turning the Curve' approach.
- Commissioning lead officers need greater support with needs assessment.

Section 3: Looking forward to 2009/10

The Commissioning Team

The core Commissioning Team for 2009/10 will consist of the following:

- Ben Lewing, Change for Children Programme Manager
- Teresa Scragg, Trust Commissioning Manager
- Carole Da Costa, Parenting Commissioner and lead Early Years Commissioning Manager
- Helen Jackson, Commissioning Officer
- Janice Price, Commissioning Officer
- Julie Hackett, Commissioning Officer
- Jackie Tongue, Finance and Monitoring Officer
- Information Officer (appointed, to start in April / May 2009)

The role of this Team is to apply the commissioning process, and to support other strategic lead officers to apply the commissioning process. The Commissioning Team has not been designed to take lead responsibility for all commissioning activity against the Children and Young People's Plan.

Commissioning Standards

The Solihull Partnership's Common Commissioning Framework (draft) identifies 10 commissioning standards which will drive the application of commissioning by the Children and Young People's Trust.

1. Positive about diversity

The commissioning process depends on a good understanding of diverse community and their needs. All commissioning strategies will be informed by an equality impact assessment and commissioned services will be required to evidence how they ensure that equality and diversity is central to their provision.

2. Focus on outcomes and needs

Our Children and Young People's Plan is about improving outcomes for all children and young people in Solihull and closing the gap in outcomes for those who do the least well. We will do this by:

- Investing in robust needs assessment, and making extensive use of the support available through C4EO;
- Continuing to build our Trust performance scorecard around outcomes;
- Agreeing contracts with service providers which reinforce outcomes, and use feedback from service users to monitor the difference services are making, with a requirement that children, young people and families have contributed to evaluation activities to establish the impact on outcomes. The Commissioning Team is developing a new approach based on the Outcomes Based Accountability model which will be introduced in 2009/10.

- Developing mechanisms to gather and use information from Common Assessment Framework and Solihull Child & Family Support Model processes to identify needs and gaps in service provision by September 09.

3. Safeguarding vulnerable people

Safeguarding and promoting the welfare of children and young people is a shared responsibility of everyone involved with the Children and Young People's Trust. All commissioned services are required to evidence compliance with the standards and procedures agreed by the Children and Young People's Trust Board and the Local Safeguarding Children Board for safeguarding and promoting the welfare of children and young people, including safe recruitment.

4. Public involvement

2009/10 will be a big year for public involvement, driven by the Solihull Partnership's Neighbourhoods Project and delivered at every level of the Children and Young People's Trust:

- New Local Area Leadership Teams will co-ordinate and strengthen local arrangements for engaging local people in the integrated working agenda.
- The Neighbourhoods Project will establish overarching arrangements for engaging local people and their elected representatives.
- The incoming Parent Engagement Co-ordinator will support the growth of the Parents Forum and the development of parent councils in schools.
- The Active Involvement Strategy (children and young people) will be published in September 2009 and driven forward by a new commissioning service.
- The Trust Team and Integrated Working Management Team will seek to grow the relationship with schools councils, established through consultation on the priorities in the Children and Young People's Plan in the Autumn Term 2008.
- 'Turning the Curve' workshops will routinely involve children, young people and parents. A review of the learning so far will be produced by May 09 to inform the Neighbourhood Project pilots and wider use of the toolkit across the Partnership.
- Equality Impact Assessments on all commissioning activity will explore differential impact on different groups of children, young people and families, and put in place actions to mitigate for this where required.
- The Trust Active Involvement Standards will continue to be part of contract requirements for commissioned services.

5. Local intelligence

Local people give local service providers feedback about their wants and needs all the time. Feeding this local intelligence into our commissioning process will make service design and delivery more responsive to local need. It will also avoid the frustrating duplication caused when we ask local people for information which they have already given to us.

Local Area Leadership Teams will explore and establish mechanisms for collecting local intelligence and feeding this into the commissioning process.

6. Quality and choice

Delivering high quality services depends on sourcing the best service providers regardless of sector and being open to change and innovation. We believe a mixed economy of service providers is better for our customers because it enables choice and competition and reduces risk.

- We will apply rigorous criteria for deciding whether to seek service providers through a competitive tender process
- We will encourage service providers to take account of their role in delivering social and economic outcomes, and invest in their capacity to do so;
- We will share risks, and support each other to mitigate for these;
- We will evaluate 'whole life' costs when using a competitive tendering process;
- We will carry out Sustainability Impact Assessments and seek to minimise damage to the environment;
- We will use evidence of what works to inform service design and co-ordinate Solihull's relationship with C4EO through the Trust Commissioning Team;
- We will use the experience of service users to measure both service quality and the effectiveness of commissioning in securing the right services.
- We will pilot a draft process for quality assuring our commissioning activity during the first half of 2009/10, with a report to the Trust Board in September 09.
- Involving providers and potential providers as stakeholders in developing innovative ideas and new models of delivery to improve outcomes is a key element of market management, and needs further development during 2009/10. A Market Development Plan will be drafted during the second quarter of 2009 and published for consultation in the autumn.

7. Value for money

Resources for public services must be deployed to get the best return for the investment, and the most sustainable solutions are often those with limited cost. To ensure good husbandry of our resources we will:

- Pool resources where this reduces duplication;
- Quantify full service costs including management costs;
- Work across sectors to maximise opportunities to secure external resources;
- Support providers to reduce waste in their processes.

A process for resource control will be considered and proposed to the Trust Board for consideration in July 09.

8. Stability

Sustainable change depends on long term planning. We will support this by:

- Working towards 3 year funding arrangements where this represents best value;
- Publishing commissioning plans to allow service providers to develop to meet our requirements.

9. Fairness and transparency

Good partnership is founded on trust and dialogue. Our commissioning approach will be most effective if we are fair and transparent, and so build trust and confidence. To enable this we will:

- Secure wide stakeholder involvement in the commissioning process & partnership decision-making;
- Design and apply contracting processes in a way which enables the broadest range of bidders;
- Record decisions and ensure transparent reporting;
- Provide feedback to unsuccessful bidders for funding.

10. Supporting people to change

Services for children and young people in Solihull are changing, particularly to provide local and integrated support for children, young people and their families. In many cases this requires a new, or evolved, set of skills for leaders, managers, practitioners and volunteers in all services, including commissioned services.

The Children and Young People's Trust is due to publish a Workforce Strategy early in 2009/10 and this will drive workforce planning, recruitment, retention and workforce development across the whole workforce for children and young people.

Contract monitoring will be proportionate to the size and cost of the service being delivered and to the outcomes to be achieved, in order not to overburden smaller providers.

Commissioning Support Programme

The Government has established the Commissioning Support Programme, sponsored by the Department of Children, Schools and Families and the Department of Health. The Programme will work with Children's Trusts to transform the commissioning of services for children, young people and families, and thus improve outcomes. The aim is to support commissioners in all areas of children's services, including those working to the world class commissioning competencies.

There is a national and local component to the programme, including national and regional conferences, communities of practice, self analysis and planning tools and bespoke change consultancy support, all of which will be available over the next two years.

As a first step in Solihull we will use the self analysis tool between April and June 2009 to identify areas of strength and weakness and maximise the support available to improve commissioning practice, with a change plan agreed by the Trust Board in July 09.

Centre for Excellence in Outcomes (C4EO)

The Centre for Excellence and Outcomes in Children and Young People's Services (C4EO) is a new organisation which identifies and coordinates local, regional and national evidence of 'what works', to create a single and comprehensive picture of effective practice in delivering children's services. Using this information, C4EO offers support to local authorities and their Children's Trust partners, working with them to improve outcomes for children, young people and their families.

It focuses its work on seven national themes identified in Every Child Matters. These are: Early Years; Disability; Vulnerable Children (particularly children in care); Child Poverty; Parents, Carers and Families; Youth; and Schools and Communities.

C4EO provides the following services:

- **Knowledge reviews** and interactive web-based '**progress maps**' for the three priorities in each of the seven themes, which provide accessible up-to-date quality assured evidence of current and emerging good practice.
- **Regional knowledge workshops** and **progression events**, along with other events to support participants in understanding what works and achieving change.
- **Online 'Communities of Practice'** for sharing experience and expertise on specific themes and issues.
- Groups of **sector specialists** to provide advice on specific skills and specialist areas.

- **Tailored support** - a 'quid pro quo' brokering service, enabling local authorities to swap specialists in priority areas where they excel for those who can improve a weaker aspect of their work.

Solihull's relationship with C4EO will be co-ordinated by the Trust Commissioning Team.

Children and Young People's Plan 2010 – 2012

Solihull's current Children and Young People's Plan runs to 2010. The Children and Young People's Trust will publish a new three year Plan in 2010 and will consult widely in the development of this Plan during 2009/10.

Provisional milestones for the development of the new Children and Young People's Plan are:

- May – August 2009: Stakeholder consultations and Plan review
- September 2009: Outcomes review published
- 10th September: Trust Board, priorities discussion
- October: Assembly
- 5th November: Trust Board, draft plan
- November - January: Consultation on draft plan
- February 2010: Trust Board, Plan sign-off
- March 2010: Partner agency sign-off of Plan
- April 2010: Trust Assembly, Plan launch

Section 4: Commissioning Programme for 2009/10

This section outlines the activity which makes up the commissioning portfolio for 2009/10:

Priority 1: Healthy Lifestyles

1. Healthy Lifestyles Strategy
2. Substance Misuse

Priority 2: Anti Bullying and Personal Safety

3. Anti-Bullying
4. Personal Safety Strategy
 - o Young Runaways
 - o E-safety

Priority 3: Things to do, Places to Go

5. Play
6. Positive Activities

Priority 4: Raising Achievement for All

7. 14-19 Education

Priority 5: An Equal Chance

Disabled Children

8. Short Breaks
9. Integrated services for disabled children

Children who are looked after, including Separated Children

10. Reshaping social work services
11. Corporate Parenting

12. Young Carers Strategy

Priority 6: Integrated Working

13. Parenting Support
14. Family Support
15. Targeted Youth Support
16. Local Area Commissioning
17. Mental Health and Well being (CAMHS)
18. Early Years Services
19. Phase 3 Children's Centres & Extended Services
20. Active Involvement of Children and Young People
21. Active Involvement of Parents and Carers

		1. Needs Assessment	2. Resource Mapping	3. 'What Works'	4. Prioritisation	5. Strategy Development	6. Market Management	7. Service Design	8. Purchasing	9. Support & Challenge	10. Evaluation
1.	Healthy Lifestyles Strategy	●									
2.	Substance Misuse						●				
3.	Anti-Bullying						●				
4.	Personal Safety Strategy			●							
5.	Play							●			
6.	Positive Activities							●			
7.	14-19 Education					●					
8.	Short Breaks							●			
9.	Integrated services for disabled children	●									
10.	Reshaping social work						●				
11.	Corporate Parenting				●						
12.	Young Carers Strategy						●				
13.	Parenting Support						●				
14.	Family Support				●						
15.	Targeted Youth Support						●				
16.	Local Area Commissioning	●									
17.	Mental Health & Well being	●									
18.	Early Years Services								●		
19.	Phase 3 Children's Centres & Extended Services					●					
20.	Active Involvement: CYP	●							●		
21.	Active Involvement: Parents						●				

1. Healthy Lifestyles Strategy

Commissioning Lead	Ian Mather / Helen Kelly
Commissioning Stage	5. Strategy Development
Key Stakeholders	Health Lifestyles Stakeholder Forum
Outcomes	More children and young people regularly eat fruit and vegetables, and take exercise; more babies are breast-fed.
Indicators	<ul style="list-style-type: none"> • Prevalence of breast feeding at 6-8 weeks from birth (NI 53) • Obesity among primary age children in Reception year (NI 55) • Obesity among primary age children in year 6 (NI 56)
Resources	<p>Care Trust Core 'Choosing Health' Budget LAA – Breastfeeding - £79k Big Lottery Funding – MEND Programme</p> <p>A more sophisticated programme budgeting process will be applied initially for high priority of obesity.</p>
Current Position	<ul style="list-style-type: none"> • High priority established of obesity • Reviewing current services and resources dedicated to obesity priority • Applying programme budgeting scoping
Schedule	<p>June: 'Turning the Curve' Workshop</p> <p>July: Strategy to Trust Board</p>

2. Substance Misuse Services

Commissioning Lead	Janice Price
Commissioning Stage	7 Service Design 8 Purchasing 9 Support and challenge
Key Stakeholders	<ul style="list-style-type: none"> • Safer Communities Strategic Group • Expert Group for Young Person's Substance Misuse Strategy • Head of IYSS
Outcomes	Children and Young People choose not to take illegal drugs
Indicators	Reduce the proportion of young people frequently using illicit drugs, alcohol or volatile substances (NI 115)
Resources	<ul style="list-style-type: none"> • Area Based Grant (previously YPSM Grant) £105,720 • Pooled Treatment Budget (Care Trust) £64,842, includes NTA identified allocation of £51,627 and locally agreed contribution of £13,215 • Hidden Harm Bid to Children in Need – £279,300 (response due April 2009)
Current Position	<ul style="list-style-type: none"> • Delivery plan for 2009/10 agreed by partners in Feb 2009 and due to be signed off by GOWM • Specialist Services to be managed within IYSS from April 2009 • SLA's in place with Stra8Up for the delivery of specialist services and with Quality Division for substance misuse education in schools • Tight Theatre Production – delivering alcohol education through drama in parks and open spaces • Alcohol Theatre Project – delivering alcohol education to all year 9 pupils in Solihull • Str8 Up operating at capacity. Waiting list introduced in December 08.
Schedule	<p>Working Group on Hidden Harm set up April 09</p> <p>Consultation with young people to inform continued development of services - July 09</p> <p>Needs analysis data to reflect needs in 3 localities – Dec 09</p> <p>Commissioning of specialist substance misuse services – new contract in place by April 2010</p>

3. Anti Bullying

Commissioning Lead	Teresa Scragg /Mo Bham
Commissioning Stage	8 Purchasing 9 Support and challenge
Key Stakeholders	Priority Champion- Ann Habens Mo Bham – Principal Educational Psychologist Anti Bullying Practitioner Group Anti Bullying Behaviour Alliance - Young People's Group
Outcomes	<ul style="list-style-type: none"> • Children and young people are safe from crime and anti social behaviour in and out of school • Children and young people are safe in the home
Indicators	% of children who have experienced bullying (NI 69)
Resources	Core Budget in ECS Children's Fund Grant
Current Position	<ul style="list-style-type: none"> • Anti Bullying Strategy and Action Plan in place • SLA's in place for Counselling for Young Victims of Crime and Anti Bullying Group work in Schools • E –Safety Strategy in development • Stronger links needed with work of Safer Communities • Young Runaways emerging as an issue
Schedule	<ul style="list-style-type: none"> • Review of Anti bullying Strategy and Monitoring of Action Plan – May 2009 • New contract for Anti Bullying and Personal Safety Group Work and Peer Support- September 09

4. Personal Safety Strategy

Commissioning Lead	Teresa Scragg
Commissioning Stage	4 Prioritisation
Key Stakeholders	Ann Habens- Priority Champion
Outcomes	Children and young people feel safe from crime and anti social behaviour in and out of school
Indicators	N1 71 Children and Young People who have run away from home /care overnight NI 34 Domestic Violence
Resources	tba
Current Position	<ul style="list-style-type: none"> • Personal safety is an priority within the CYP but has not yet been fully integrated with the work of the Safer Communities Strategic Group • E-Safety Strategy in development • New requirements to comply with National Indicator 71 on Young Runaways – Self Assessment undertaken, further scoping required • Commissioned service with Barnados to deliver counselling to young victims of crime
Schedule	<ul style="list-style-type: none"> • Scoping of the Personal Safety Strategy with Key Stakeholders April 09 • Personal Safety Strategy in draft for consultation by October 2009 • Personal Safety Strategy approved by the Trust Board 5th November 2009

5. Play

Commissioning Lead	Helen Jackson
Commissioning Stage	8 Purchasing 9 Support and challenge 10 Evaluation
Key Stakeholders	Things to do Places to go Strategy Group
Outcomes	<ul style="list-style-type: none"> Children achieve personal and social development and enjoy recreation
Indicators	<ul style="list-style-type: none"> Children and Young People's satisfaction with parks and play areas (NI 199 from 2009/10 Tell us 4 survey) % Increase in open access play opportunities
Resources	<ul style="list-style-type: none"> BIG Lottery Grant- Play (Year 2-3 - £430K over three years) Children's Fund grant – Specialist and Inclusive Play 75k in 2009/10 DCSF Playbuilder Grant (2009/10 £390,608 capital, 19,483 revenue. 2010/11 capital £440,296
Current Position	<ul style="list-style-type: none"> 6 new play areas redeveloped with Playbuilder Funding Year 2 of Big Lottery funded Adventure Playground in Meriden Park New contract for Specialist and Inclusive Play from April 2009
Schedule	<ul style="list-style-type: none"> 8 new play areas developed by March 2010 Sustainability Plan for BIG Lottery play services by July 2010 Quarterly Monitoring and Half Yearly Review End of Year Review

6. Positive Activities

Commissioning Lead	Helen Jackson/ Alan Michell
Commissioning Stage	8 Purchasing
Key Stakeholders	IYSS Things to do Places to go Strategy Group
Outcomes	Young people achieve personal and social development and enjoy recreation
Indicators	<ul style="list-style-type: none"> More participation in positive activities (NI 110)
Resources	<ul style="list-style-type: none"> Positive Activities for Young People PAYP (£232k in 2009/10 and £301K in 10/11 Core budget- Youth Service £100 (over 2 years)
Current Position	<ul style="list-style-type: none"> Service specification for Positive Activities for young people issued and evaluated during January 2009 including by young people.
Schedule	<ul style="list-style-type: none"> New Contracts for PA Programme – 3 consortia procured for 2009/10 Quarterly Monitoring and Half Yearly Review

7. 14-19 Education

Commissioning Lead	Philip Moss
Commissioning Stage	5 Strategy development 6 Market management
Key Stakeholders	14- 19 Strategic Partnership
Outcomes	All young people achieve to the best of their abilities and continue in learning until they are at least 18
Indicators	<ul style="list-style-type: none"> • % of young people achieving 5A* -C at GCSE or equivalent, including English and Maths • % of young people achieving Level 2 by 19 • % of young people achieving Level 3 by 19 • % of young people achieving an apprenticeship • % of 17 year olds participating in education and work based learning • Reduction in the proportion of young people who are NEET
Resources	Tbc
Current Position	<ul style="list-style-type: none"> • 14-19 Prospectus in place • 14-19 Strategy in place to raise levels of participation, retention and achievement in the 14-19 Phase, and maximise choice for learners at a local level through effective provider collaboration • 14-19 Education Plan in draft - 6 key areas for development including Achievement for All; Collaborative Curriculum Planning and Delivery; Teaching and Learning; Information, Advice and Guidance; Workforce Development and Resources and Facilities
Schedule	<ul style="list-style-type: none"> • Stakeholder Commissioning Conversations- September 09 • Lead for 19-19 Education transfers to Local Authority April 2010 • Implementation of the 14-19 Education Plan

8. Short Breaks for Disabled Children

Commissioning Lead	Helen Jackson
Commissioning Stage	8 Purchasing 9 Support and challenge
Key Stakeholders	Short Breaks Project Group Project Group, Integrated Services for Disabled Children (Project Executive Robin Miller)
Outcomes	Disabled children and young people engage in and enjoy short breaks
Indicators	Number of disabled children and young people using short breaks Satisfaction rate of children, young people and parents/carers
Resources	<ul style="list-style-type: none"> Core budgets- Care Trust (still to be identified)and Council Aiming High – new resources to improve outcomes for disabled children and children with complex health needs -£200,000 for 2009/10
Current Position	<ul style="list-style-type: none"> Stakeholder involvement in identify needs for transforming short breaks inc consultation with cyp, parents and potential providers Links established with other strands of work to support the core offer including childcare for disabled children (DCATCH) and Information Project
Schedule	<ul style="list-style-type: none"> Service specification issued to identify preferred suppliers to deliver short breaks over next 4 years – By April 2009 Plan and deliver more day breaks in school holidays – July 09 Contracts in place from Sept 2009

9. Integrated Services for Disabled Children

Commissioning Lead	Helen Jackson
Commissioning Stage	1 Needs assessment 2 Resource mapping 3 'What works' 4 Prioritisation 5 Strategy development
Key Stakeholders	Robin Miller Project Group, Integrated Services for Disabled Children
Outcomes	Children and young people who are disabled have an equal chance to achieve the 5 ECM outcomes
Indicators	Parents experience of services for disabled children and the core offer (NI 54)
Resources	Core Budgets
Current Position	<ul style="list-style-type: none"> External review of integration of current services underway
Schedule	<ul style="list-style-type: none"> Work Plan agreed - July 09

10. Reshaping Social Work Services

Commissioning Lead	Julie Hackett / Michelle Whiting/ Jane Wilton
Commissioning Stage	7 Service Design
Key Stakeholders	<ul style="list-style-type: none"> • Children's Social Work Workforce
Outcomes	<ul style="list-style-type: none"> • To improve outcomes for children and young people in care, care leavers and those on the edge of care as set out by the Care Matters White Paper. • Individual children and young people and their families are referred to the right service at the right time for them.
Indicators	
Resources	Within the existing budget.
Current Position	<ul style="list-style-type: none"> • A step change is needed to improve outcomes for children in care and care leavers as set out in the Care Matters White Paper and the Children and Young Persons Act 2008. • Children's Social Work Services in Solihull are good as judged by the July 2008 Joint Area Review. • Local drive to develop a model for children's social work in Solihull that supports and enables the workforce to deliver services that will lead to improved outcomes for Solihull's children in need, children in care and care leavers without losing the good and innovative work that is already taking place. • Consultation with Children's Social Work workforce ongoing • Aim-to reshape Children's Social Work service:- • Establish a dedicated service for children and young people in care, with a focus on improving outcomes for this vulnerable group of children and young people. • To develop new transfer points for when cases move to the social work team or services that can provide the most appropriate specialist, targeted or universal support, based on evidence and best practice. • Agreed remit for an intensive support service and a contact service, with family support services becoming embedded within the locality fieldwork teams.
Schedule	<ul style="list-style-type: none"> • Project authorisation Document - Approved February 2009 • Process Redesign Stage – April 2009 • Integrated Working Programme Board to approve redesign – June 2009.

11. Corporate Parenting and Advocacy

Commissioning Lead	Yvonne Byrne /Janice Price
Commissioning Stage	4 Prioritisation 5 Strategy development 6 Market management 7 Service Design 8 Purchasing
Key Stakeholders	Children and young people in care, care leavers and those on the edge of care. Corporate Parents. (All officers and members within the council have corporate parenting responsibilities albeit at different levels depending on their role.) Partner agencies. Advocacy Steering Group
Outcomes	Children and Young People in Care and Care leavers <ul style="list-style-type: none"> • Feel cared about and loved • 'have a say' in everything to do with their care • Can keep in contact with people who are important to them. • Have the help and support to achieve what they want out of life. • Are respected & supported. <p>Children and young people in care or leaving care, including UASC and Children in Need are supported to participate effectively in decisions that affect their lives</p>
Indicators	% of children and young people who are satisfied that they have the advocacy support they need
Resources	Care Matters Grant £38, 000 for Advocacy Service 2009/10
Current Position	<ul style="list-style-type: none"> • Corporate Parenting Structure agreed and in place. • Children in Care Council (Get it Sorted!) established. • Worked with Looked after Children and Young People to agree a promise to all looked after children and young people that Corporate parents will work hard to keep • Workstreams set up to take a lead in ensuring that the promise to looked after children and young people is fulfilled. • Corporate parenting strategy and performance monitoring framework being developed. • Service currently delivered via SLA with NSPCC, to ensure children and young people are able to request and access advocacy for Statutory Reviews, dealing with complaints, accessing records, and individual issues, in line with National Advocacy Standards
Schedule	<ul style="list-style-type: none"> • Corporate Parenting update report to the Children and Young People's Trust Board June 2009 • Service Specification for Advocacy prepared with stakeholders – June 2009 • Tender process for Advocacy Service completed - September 09 • New contract in place for Advocacy Service - April 2010

12. Young Carers

Commissioning Lead	Teresa Scragg/Janice Price
Commissioning Stage	7 Service Design 8 Purchasing
Key Stakeholders	Young Carers Strategy Group Head of IYSS
Outcomes	Young carers are protected from inappropriate caring and have the support they need to learn, develop and thrive, to enjoy positive childhoods and achieve against all the ECM outcomes
Indicators	Increase in support for Young Carers Young Carers satisfaction with Service Effectiveness
Resources	£30, 000 Carers Grant 2009/10 £16,000 Children's Fund Grant 2009/10
Current Position	<ul style="list-style-type: none"> • Young Carers Strategy agreed with Stakeholders, and approved by CYP Trust Board Dec 08 • SLA in place with Solihull Young Carers to deliver specialist services for Young Carers • Work in development on a Protocol between adult and children's Services to improve integration and whole family approaches • Young Carers involved in consulting with other young carers to inform needs assessment
Schedule	<ul style="list-style-type: none"> • Briefings on young carers for key stakeholders April -June 2009 • Development of identification tool/checklist for young carers – April 09 • Establishment of working group to explore good practice in identifying and supporting young carers in schools – September 09 • Follow up Audit of Services to young carers to monitor raised awareness of needs - Feb 2010 • Procurement of specialist support for young carers from 2010

13. Parenting Support

Commissioning Lead	Carole Da Costa
Commissioning Stage	6 Market management 7 Service Design 8 Purchasing
Key Stakeholders	Parenting Support Strategy Group
Outcomes	Parents are supported to support their children
Indicators	Parental confidence, empowerment and parenting skills
Resources	Core Budgets Sure Start and Extended Services Grants DCSF Think Family Grant (Formerly Parenting Grant)
Current Position	<ul style="list-style-type: none"> • Parenting Strategy agreed by the Trust Board in June 2008 • Task and Finish groups established to implement the Action Plan
Schedule	<ul style="list-style-type: none"> • Final Report of Parenting Strategy Task and Finish Groups Oct 09 • Revised Implementation Plan for Parenting Strategy Dec 09

14. Family Support

Commissioning Lead	Carole Da Costa
Commissioning Stage	4 Prioritisation 5 Strategy development
Key Stakeholders	Multi agency working group
Outcomes	Every family will get the support they want and need
Indicators	<ul style="list-style-type: none"> • tba
Resources	<ul style="list-style-type: none"> • Core budgets within Social Care • Core budgets with Education and Children's Services • Sure Start Grant 250k • Extended Services Grant - tbc • Think Family £90k • Parenting Early Intervention Programme (PEIP) £143k 2009/10
Current Position	<ul style="list-style-type: none"> • Turning the Curve workshops with key stakeholders, including parents • Family Support Strategy at final draft stage
Schedule	<ul style="list-style-type: none"> • Individual meetings with team leaders involved in delivering family support services arranged to secure their commitment to the strategy -April 09 • Family Support Strategy launched – Autumn 09 • Implementation of Strategy through workstreams • New services commissioned to deliver Tier 2 support to families at risk (PEIP) – September 09

15. Targeted Youth Support

Commissioning Lead	Alan Michell
Commissioning Stage	6 Market management 7 Service Design 8 Purchasing
Key Stakeholders	Stakeholder group inc YIPS, YISP+, YOS , Teenage Pregnancy Co-ordinator and Connexions
Outcomes	Vulnerable young people have a more coherent referral pathway to services
Indicators	<ul style="list-style-type: none"> • Reduction in persistent pupil absence • Reduction in substance misuse • Reduction in youth offending • Reduction in under 18 conception rate • Reduction in % of 16-18yr olds not in education, employment and training • Improved attainment
Resources	IYSS Service Core budget Children's Fund Grant- approx £122,000 Youth Justice Board Grant NS Fusion funded Project Solihull Community Housing ASB activity
Current Position	<ul style="list-style-type: none"> • Effective practice across a range of services for targeted youth support, but consultation for IYSS showed the need to embed good practice and ensure coherence across the range of services • Turning the Curve event in January and February with key stakeholders to identify potential redesign options, aligned to integrated working agenda
Schedule	<ul style="list-style-type: none"> • New arrangements for aligned Youth Support agreed-April 2009 • New arrangements for Targeted Youth Support in place by September 2009

16. Local Area Commissioning

Commissioning Lead	Ben Lewing
Commissioning Stage	1 Needs Assessment 2 Resource mapping 3 'What works' 4 Prioritisation 5 Strategy development
Key Stakeholders	IWMT Local Area Leadership Teams
Outcomes	tbc
Indicators	tbc
Resources	tbc
Current Position	<ul style="list-style-type: none"> Local Area commissioning arrangements to be developed in 09/10
Schedule	<ul style="list-style-type: none"> September: Local Area needs assessment completed. April 2010: Local Area commissioning plan in place

17. Child and Adolescent Mental Health (CAMHS)

Commissioning Lead	Helen Kelly
Commissioning Stage	1 Needs Assessment 2 Resource mapping 3 'What works' 4 Prioritisation 5 Strategy development
Key Stakeholders	CAHMS Strategy Group
Outcomes	Children and young people are mentally and emotionally healthy
Indicators	% of children and young people who say they are happy with their lives
Resources	CAMHS Grant
Current Position	<ul style="list-style-type: none"> CAHMS Needs Assessment 2005 and CAMHS Strategy 1999-2009- due to be refreshed National CAMHS Review published 2008 Current performance within the CAMHS service – April- December 2007, 100% of all non acute assessments were started within timescales Solihull CAMHS Review with SHA – 31st March 2009 Service Specification for CAHMS in development
Schedule	<p>Revised CAMHS Strategy in place – timescales to be confirmed in April 09</p> <p>Plan for Targeted Mental Health in Schools in place by March 2010– funding for Solihull for 2010/11</p>

18. Early Years Services

Commissioning Lead	Carole Da Costa
Commissioning Stage	9 Support and challenge 10 Evaluation
Key Stakeholders	Quality Division – Early Years Team All settings
Outcomes	Children are ready for school
Indicators	Early Years Foundation State attained (NI 72) Achievement Gap at Early Years Foundation Stage 9NI 92)
Resources	Sure Start Grant
Current Position	<ul style="list-style-type: none"> • SLA with Quality Division in place to provide support and challenge to early years settings in all sectors • DCATCH delivery in train
Schedule	<ul style="list-style-type: none"> • Quarterly Reports on Outcomes and Half Yearly Reviews • Year 2 DCATCH Project Plan agreed in May.2009 • End of Year Review of Support and Challenge of Early Years Services– March 2010

19. Phase 3 Children's Centres and Extended Services

Commissioning Lead	Carole Da Costa
Commissioning Stage	5 Strategy development 6 Market management 7 Service Design 8 Purchasing 9 Support and challenge
Key Stakeholders	Integrated Working Programme Board
Outcomes	Children, young people and families have access to integrated universal services
Indicators	Core offer in place Satisfaction levels with service users
Resources	Sure Start Grant Extended Schools Grant
Current Position	Performance managing Phase 1 and 2 Children's Centre Developing Phase 3 Children's Centres
Schedule	<ul style="list-style-type: none"> • Agree and develop capital build programme for phase 3 centres July 09 • Performance manage phases 1 and 2 contract with Action for Children - Quarterly • Agree operational management and staffing structures for Children's Centres and Extended Services Dec 09 • Develop sustainable revenue model for Children's Centres and Extended Services Dec 09

20. Active Involvement of Children and young People

Commissioning Lead	Ben Lewing
Commissioning Stage	<ol style="list-style-type: none"> 1 Needs Assessment 2 Resource mapping 3 'What works' 4 Prioritisation 5 Strategy development 8 Purchasing 9 Support and challenge
Key Stakeholders	AIM Group
Outcomes	Children and young people make a positive contribution and are involved in decision making
Indicators	<ul style="list-style-type: none"> • Number of children and young people significantly involved in a decision-making group • Satisfaction rates for children and young people participating in decision-making groups • Number of children and young people engaged in decision-making groups receiving an accredited outcome • TellUs survey measures
Resources	<ul style="list-style-type: none"> • Core Budgets to be confirmed as part of resource mapping stage • Children's Fund Grant • Short Breaks Grant
Current Position	<ul style="list-style-type: none"> • Active Involvement Management Group and multi-agency Active Involvement Team in place. • Active Involvement Standards agreed and in use to inform commissioning process. • Borough rated strong for active involvement, with ambitions to achieve a consistent standard of excellence across all services.
Schedule	<ul style="list-style-type: none"> • April / May: Map & plan • July 30th: Active Involvement Assembly, using turning the curve methodology for children, young people and adults. • September 10th: Trust Board agree Active Involvement Strategy. • New contract in place from September 2009 for Active Involvement with children 5-13 and disabled young people, to include a coordination role across the age range.

21. Active Involvement of Parents

Commissioning Lead	Carol Andrew
Commissioning Stage	6 Market management 7 Service Design 8 Purchasing
Key Stakeholders	Parenting Strategy Group Parents Forum
Outcomes	Parents and Carers are involved in decision making
Indicators	tba
Resources	Core Budgets Sure Start Grant (-DCATCH)
Current Position	<ul style="list-style-type: none"> • Parents are currently involved in a variety of groups and services but this is not yet mapped • DCATCH funding used to appoint Parent Champions to feed information into Parents Forum group • Some parent forums in place – Children’s Centre Parents User Groups, Dads Groups • First meeting of Parents Forum April 1st 09
Schedule	<ul style="list-style-type: none"> • Parent Engagement Co-ordinator appointed - July 09 • Newsletter for parents established and published quarterly- from July 09 - • Map Opportunities for parental volunteering – October 09

Appendix 1 Solihull Commissioning Process

Plan Understanding where we are now, where we want to get to and how	1. Needs Assessment	<ul style="list-style-type: none"> Assessment of local people's needs and current outcomes, drawing together performance data, local intelligence and the views of local people. The Solihull Observatory establishes a common format for information collection, and stores and shares outcomes information from across partner organisations. The assessments are validated by local people (Solihull Partnership's localised commissioning arrangements).
	2. Resource mapping	<ul style="list-style-type: none"> Assessment of how all relevant resources are currently used to meet local needs, identifying gaps and overlaps. The Solihull Observatory stores and shares resource information from across partner organisations.
	3. 'What works'	<ul style="list-style-type: none"> Review of local, national and international evidence of what works. The Solihull Observatory stores and shares information about 'what works'.
Engage Involving key stakeholders	4. Prioritisation	<ul style="list-style-type: none"> Agreement about shared goals by organisational or partnership governance function.
	5. Strategy development	<ul style="list-style-type: none"> Production of annual commissioning plan, focused on outcomes for service users. Wide stakeholder involvement in identifying solutions to address priorities and being clear about what is no longer required to make available capacity for new solutions. Consideration of low cost and no cost options which are often more sustainable. Production of strategy drawing together evidence, priorities and solutions, taking account of differential impact.
Secure Sourcing the right services to meet need	6. Market management	<ul style="list-style-type: none"> Working with current & potential service providers to enable them to develop to meet local requirements. Investing in longer term relationships where this builds local capacity and choice.
	7. Service Design	<ul style="list-style-type: none"> Decision on how need is best met: "make or buy". Developing outcome focused specifications for new services which use best practice in service delivery. Redesign existing service processes to better meet local needs, designing out waste.
	8. Purchasing	<ul style="list-style-type: none"> Negotiate and agree contracts and formal agreements for new services with service providers. 'Right sourcing' services, selecting services providers on their ability to deliver outcomes and value for money.
Manage Ensuring good performance	9. Support and challenge	<ul style="list-style-type: none"> Monitor and performance manage contracts and formal agreements. Provide learning and development opportunities to help service providers develop their skills and knowledge.
	10. Evaluation	<ul style="list-style-type: none"> Collect learning and customer feedback within the Solihull Observatory. Evaluate success in improving outcomes and informing planning.

Appendix 2 Commissioning Plan- Schedule 2009/10

April 2009	Action/ Milestones	Lead
▪ Substance Misuse	Working Group on Hidden Harm set up	Janice Price
▪ Personal Safety Strategy	Scoping of Personal Safety Strategy with Key Stakeholders	Teresa Scragg
▪ Positive Activities	New Contracts for PAYP Activity Programme and Specialist & Inclusive Play from April 2009	Helen Jackson
▪ Short Breaks for Disabled Children	Service specification issued to identify preferred suppliers to deliver short breaks over next 4 years	Helen Jackson
▪ Reshaping Social Work Services	Process Redesign Stage	Julie Hackett/ Michelle Whiting/ Jane Wilton
▪ Family Support	Individual meetings with team leaders involved in delivering family support services arranged to secure their commitment to the strategy	Carole da Costa
▪ Young Carers	Briefings for key stakeholders April – June 2009 Development of identification tool/checklist for young carers – April 2009	Teresa Scragg/ Janice Price
▪ Child and adolescent Mental Health (CAMHS)	Agree timescales for revised CAMHS Strategy	Helen Kelly
▪ Active Involvement of Children and Young People	Map and plan	Ben Lewing

May 2009	Action/ Milestones	Lead
▪ Anti Bullying	Review of Anti Bullying Strategy and Monitoring of Action Plan – 7 th May 2009 Trust Board	Teresa Scragg/ Mo Bham
▪ Turning the Curve Toolkit	Review of progress published	Teresa Scragg
▪ Children and Young People 's Plan 2010-12	Stakeholder consultations May- August 2009	Ben Lewing
▪ Early Years	Year 2 DCATCH Project Plan agreed	Carole Da Costa
▪ Healthy Lifestyles Strategy	'Turning the Curve' Workshop	Ian Mather /Helen Kelly

June 2009	Action/ Milestones	Lead
▪ Reshaping Social Work Services	Integrated Working Programme Board to approve redesign – June 2009	Julie Hackett/ Michelle Whiting/ Jane Wilton
▪ Corporate Parenting	Update report to the Children and Young People's Trust Board – June 2009	Yvonne Byrne
▪ Commissioning Support Programme	Discussion of Self Analysis responses at 18 th June Board	Ben Lewing/Teresa Scragg

July 2009	Action/ Milestones	Lead
<ul style="list-style-type: none"> ▪ Integrated Services for Disabled Children 	Integrated Services for Disabled Children-Work Plan agreed	Helen Jackson
<ul style="list-style-type: none"> ▪ Equality Impact Assessment 	Assessment completed and report published	Teresa Scragg
<ul style="list-style-type: none"> ▪ Commissioning Support Programme 	Change Plan agreed by the Board 30 th July	Ben Lewing/ Teresa Scragg
<ul style="list-style-type: none"> ▪ Substance Misuse 	Consultation with young people to inform continued development of services	Janice Price
<ul style="list-style-type: none"> ▪ Short Breaks for Disabled Children 	Deliver more day breaks for school holidays	Helen Jackson
<ul style="list-style-type: none"> ▪ Phase 3 Children's Centres and Extended Services 	Agree and develop capital build programme for phase 3 centres July 09 Quarterly Performance Management with Action for Children	Carole Da Costa
<ul style="list-style-type: none"> ▪ Active Involvement of Children and Young People 	Active Involvement Assembly using Turning the Curve toolkit with children, young people and Board -30 th July 2009	Ben Lewing
<ul style="list-style-type: none"> ▪ Healthy Lifestyles Strategy 	Strategy to Trust Board – 30 th July 2009	Ian Mather/ Helen Kelly
<ul style="list-style-type: none"> ▪ Active Involvement of Parents and Carers 	Parent Engagement Co-ordinator appointed Newsletter for parents established and published quarterly- from July 09-	Carol Andrew
<ul style="list-style-type: none"> ▪ Use of Resources 	Process for resource control	Ben Lewing/Teresa Scragg

September 2009	Action/ Milestones	Lead
▪ Anti Bullying	New contract for Anti Bullying and Personal Safety Group Work and Peer Support – September 2009	Teresa Scragg
▪ Short Breaks for Disabled Children	Framework agreement in place	Helen Jackson
▪ Young Carers	Establishment of working group to explore good practice in identifying and supporting young carers in schools	Teresa Scragg/ Janice Price
▪ Active Involvement of Children and Young People	Trust Board agree Active Involvement Strategy 10 th September New contract in place from September 2009 for Active involvement with children 5-13 and disabled young people, to include a coordination role across the age range.	Ben Lewing
▪ Family Support	New services commissioned to deliver Tier 2 support to families at risk (PEIP)	Carole Da Costa
▪ Outcomes Review	2009 Review of Outcomes Published	Teresa Scragg
▪ Review of process to quality assure commissioning activity	Report to the Trust Board 10 th September 2009	Teresa Scragg
▪ Local Area Commissioning	Local Area Needs Assessment Completed	Ben Lewing
▪ Common Assessment Framework	Mechanism in place to gather information from CAF processes to identify needs and gaps	Andy Killeen

October 2009	Action/ Milestones	Lead
▪ Personal Safety Strategy	Personal Safety Strategy in draft for consultation	Teresa Scragg

October 2009	Action/ Milestones	Lead
<ul style="list-style-type: none"> ▪ Parenting Support 	Final report of Task and Finish groups	Carole da Costa
<ul style="list-style-type: none"> ▪ Family Support 	Family Support Strategy launched – Autumn 2009	Carole da Costa
<ul style="list-style-type: none"> ▪ Phase 3 Children’s Centres and Extended Services 	Quarterly Performance Management with Action for Children	Carole da Costa
<ul style="list-style-type: none"> ▪ Market Development 	Market Development Plan out for consultation	Teresa Scragg
<ul style="list-style-type: none"> ▪ Children and Young People ‘s Plan 2010-12 	Assembly Event	Ben Lewing

November 2009	Action/ Milestones	Lead
<ul style="list-style-type: none"> • Children and Young People ‘s Plan 2010-12 	Consultation on draft Plan- November to January	Ben Lewing
<ul style="list-style-type: none"> • Personal Safety 	Personal Safety Strategy approved by the Trust Board 5 th November 2009	Teresa Scragg

December 2009	Action/ Milestones	Lead
<ul style="list-style-type: none"> ▪ Substance Misuse ▪ 	Needs Analysis data to reflect needs in 3 localities	Janice Price
<ul style="list-style-type: none"> ▪ Parenting Support ▪ 	Revised Implementation Plan	Carole da Costa
<ul style="list-style-type: none"> ▪ Phase 3 Children’s Centres and Extended Services 	<p>Agree operational management and staffing structures for Children’s Centres and Extended Services</p> <p>Develop sustainable revenue model for Children’s Centres and Extended Services</p>	Carole Da Costa

January 2010	Action/ Milestones	Lead
<ul style="list-style-type: none"> ▪ Phase 3 Children's Centres and Extended Services 	Quarterly Performance Management with Action for Children	Carole Da Costa

February 2010	Action/ Milestones	Lead
<ul style="list-style-type: none"> ▪ Young Carers 	Follow up Audit of Services to monitor raised awareness of needs	Teresa Scragg/ Janice Price
<ul style="list-style-type: none"> ▪ Children and Young People 's Plan 2010-12 	Trust Board sign off Plan	Ben Lewing

March 2010	Action/ Milestones	Lead
<ul style="list-style-type: none"> ▪ Play 	8 new play areas developed by March 2010	Helen Jackson
<ul style="list-style-type: none"> ▪ Early Years 	End of Year Review	Carole da Costa
<ul style="list-style-type: none"> ▪ Children and Young People 's Plan 2010-12 	Partner agencies sign off Plan	Ben Lewing

April 2010	Action/ Milestones	Lead
<ul style="list-style-type: none"> ▪ Substance Misuse 	Commissioning of specialist substance misuse services – new contract in place by April 2010.	Janice Price
<ul style="list-style-type: none"> ▪ Local Area Commissioning 	Local; Area Commissioning Plan in place	Ben Lewing
<ul style="list-style-type: none"> ▪ Phase 3 Children's Centres and Extended Services 	Quarterly Performance Management with Action for Children	Carole Da Costa
<ul style="list-style-type: none"> ▪ Young Carers 	Procurement of specialist support - new contract from 2010	Teresa Scragg/ Janice Price

April 2010	Action/ Milestones	Lead
<ul style="list-style-type: none"> ▪ Child and Adolescent Mental Health (CAMHS) 	Plan for Target Mental Health in Schools in place by 2010	Helen Kelly
<ul style="list-style-type: none"> ▪ Play 	Sustainability Plan for BIG Lottery play services	Helen Jackson
<ul style="list-style-type: none"> ▪ Children and Young People 's Plan 2010-12 	Trust Assembly- Plan launched	Ben Lewing