



West Cheshire
Children's Trust

West Cheshire Children's Trust Joint

Commissioning Framework

2017 – 2019

Refresh 2019

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Table of Contents

Introduction	2
Background.....	3
National Guidance	8
Cheshire West and Chester's approach to commissioning	12
Current position	15
Cheshire West and Chester's Local Safeguarding Children Partnership	15
Principles.....	16
Governance.....	17
Monitoring and Review	17
Priority areas for joint commissioning in 2019-21	18
Arrangements for the participation, engagement and methodology of consultation of service users, their carers and family and other stakeholders	27
Cheshire West and Chester's Health and Wellbeing Board organisation and structure	30

1. INTRODUCTION

“In West Cheshire we will work together to support families to keep children happy, healthy and safe.”

This framework is intended to provide support to those who work to improve services for children, young people, and their families across Cheshire West and Chester. It is relevant to commissioners, providers, service users, and others who need to understand the commissioning process.

This framework sets out the shared vision for Cheshire West and Chester’s Children’s Trust so that common principles can be incorporated into the commissioning process and a common language is used to help all partners understand the commissioning process. It also defines what is meant by commissioning and sets out the ‘ground rules’ and steps required to decide how best to deploy resources. The shared vision links in with Working Together 2018 statutory guidance which places an expectation on all agencies to work together to safeguard and promote the welfare of children.

The framework must be read alongside the following: NHS West Cheshire Clinical Commissioning Group’s ‘Our Five-Year Strategy: Delivering The West Cheshire Way’ 2014/19; NHS Vale Royal Clinical Commissioning Groups Connecting Care Strategy 2014-2019; Joint Cheshire Clinical Commissioning Group’s Operational Plan for 2019/20; Cheshire West and Chester’s Early Help Strategy; A Letter to Our Young People: The 2018/19 Local Transformation Plan Refresh; and Cheshire West and Chester’s Children and Young People’s Plan (CYPP) which, following detailed consultation with children and young people, sets out the vision and priorities for joint working to improve outcomes for children and young people in Cheshire West and Chester.

The framework sets out the context for the joint commissioning of children and young people’s services in Cheshire West and Chester. By commissioning we mean the approach that is used to agree local needs and to design and deliver services that will provide good outcomes for children and young people and meet the priorities set out in the CYPP.

As well as responding to locally identified needs and priorities, commissioning in Cheshire West and Chester is also largely shaped by national policy and guidance. Such guidance consistently identifies a number of key themes, which includes:

- ***A focus on outcomes;***
- ***Prevention and early intervention;***
- ***Collaborations, joint working and responsibility;***
- ***Engagement of the wider community; and***
- ***An important role for the voluntary sector***

The objective of this framework is to make the best use of resources in the statutory, voluntary, and private sectors to ensure the best outcomes for children, young people and their families across Cheshire West and Chester. The framework takes an overarching view to adopting and embedding the process of commissioning within the context of Cheshire West and Chester’s Children’s Trust whilst the detail for implementation will sit within the specific

commissioning action plans which will be developed for each priority.

2. BACKGROUND

The latest population estimates⁽¹⁾ inform us that there are 338,000 people living in Cheshire West and Chester. Breaking down this population by age shows that there are:

- 42,000 children and young people between the ages of 0-10
- 25,300 young people between the ages of 11-17
- 199,200 young people and adults between the ages of 18-64
- 71,500 adults who are 65+

There are cohorts of vulnerable children and young people where particular attention is needed. For example in Cheshire West and Chester:

- The number of Children in Care (CiC) was 496, a rate of 75 per 10,000 children aged under 18, of these:
 - 108 were aged 0-4 (22%)
 - 107 were aged 5-9 (22%)
 - 204 were aged 10-15 (41%)
 - 77 were aged 16+ (16%)

There were 292 children in care placed within the borough (59%) and 204 (41%) placed out of borough⁽²⁾

- There were 208 young people aged 16-21 with care leaver status⁽³⁾
- 215 children were on a Child Protection Plan (CP); 32 per 10,000 0-18 year olds⁽⁴⁾. There were 2,295 children in need, a rate of 341.1 per 10,000 0-18 year olds. The most common reason for being in need was abuse or neglect⁽⁵⁾
- There are an estimated 6,630 young people aged under 25 with a disability⁽⁶⁾
- 7% of 0-25 year olds had a special educational need (6,785) with 1.7% (1,664) having a high level of need requiring an Education, Health and Care Plan (EHCP)⁽⁷⁾
- 5.7% of 16-18 year olds were not in education, employment or training (NEET)⁽⁸⁾

¹ 2017 mid year estimates of population, Office for National Statistics licensed under the Open Government Licence v3.0

² Looked after children at March 2018,

³ Care leavers, 2017/18, Insight and Intelligence, Cheshire West and Chester Council

⁴ Children who are subject of a child protection plan, 2018, Statistics: Children in Need, Department for Education

⁵ Children in Need, 2018, Statistics: Children in Need, Department for Education

⁶ Disability prevalence for under 25s taken from the Family Resources Survey (2014/15) applied to Mid-Year Population Estimates 2017

⁷ Special Educational Needs in 0-25 year olds, EHCP/Statement from local data set at January 2018, SEN Support from School Census data January 2018, Insight and Intelligence, Cheshire West and Chester Council

⁸ Proportion of NEET or whose activity is not known at year end using averages of July, August and September 2018 data, Integrated Early Support Team, CCIS and National CCIS, 2018, Cheshire West and Chester Council

Early Years Foundation Stage⁹

Early Years Foundation 2017/2018	% achieved a good level of development	% achieved expected level in communication and language
Cheshire West and Chester: all pupils	71.8%	83.5%
England: all pupils	71.5%	82.4%
Cheshire West and Chester: Pupils eligible for free school meals	53%	68%
Cheshire West and Chester: Pupils with a EHCP/ Statement of special educational needs	7%	10%
Cheshire West and Chester: Pupils accessing SEN support for a special educational need	31%	43%

Key Stage 2¹⁰

2018	% achieving the expected standard in reading, writing and math's
Cheshire West and Chester	64%
England	64%
Cheshire West and Chester: Pupils eligible for free school meals	39%
Cheshire West and Chester: Pupils with a EHCP/ Statement of special educational needs	6%
Cheshire West and Chester: Pupils accessing SEN support for a special educational need	24%

Key Stage 4¹¹

2018	Average Attainment 8 score per pupil	Progress 8
Cheshire West and Chester	46.4	-0.11
England	44.5	NA
Cheshire West and Chester: Pupils eligible for free school meals	30.9	-0.86
Cheshire West and Chester: Pupils with a EHCP/ Statement of special educational needs	11.8	-1.44
Cheshire West and Chester: Pupils accessing SEN support for a special educational need	32.6	-0.39

⁹ Early Years Foundation Stage, 2017/2018, Department for Education

¹⁰ Statistics Key Stage 2, 2017/2018, Department for Education; communication data from Insight and Intelligence, Cheshire West and Chester Council

¹¹ Statistics Key Stage 4, 2017/2018, Department for Education

2016	Good Level of Development %	Communication and Language %
Cheshire West and Chester	71	85
England	69	82
FSM gap	24	14
SEN gap	68	78

SEN gap (pupils with a Statement compared to those with No SEN Provision)

Key Stage 2

2016	Reading/Writing/Math's % reaching expected standard
Cheshire West and Chester	53
England	53
FSM gap	25
SEN gap	56

Key Stage 4

2016	Attainment 8 score
%	
Cheshire West and Chester	51.3
England	48.5
FSM gap	17.1
SEN gap	37.8

These demographics highlight the importance of understanding the changing needs of our population and the requirement for some specialist, targeted services as well as a good early support offer.

Public Health

With Public Health located in the local authority, an important opportunity exists to really improve and protect the health of local residents, by reducing health inequalities and helping people to Start Well, Live Well, and Age Well. Our fully integrated public health function in local government at both strategic and delivery levels offers exciting opportunities to make every contact count for health and wellbeing.

Public Health commissions services and programmes to improve the health of all Cheshire West residents. The elements of services described here are relevant to all children and young people in our borough.

- The Integrated Wellbeing Service run by Brio's Cheshire Change Hub includes an evidence-based, stop smoking offer to all young people aged 13-18 years. This offer meets the National Institute of Health and Care Excellence (NICE) and Public Health England (PHE) guidance and best practice.
- The Sexual Health Service offers sexual health and contraceptive services to our residents regardless of age. Services include:
 - Free online chlamydia screening postal kits for 16-24 year olds
 - Free condom distribution service
 - All methods of reversible contraception including implants and Intra Uterine Devices (coils)
 - Emergency contraception and pregnancy testing
 - Testing and treatment for all sexually transmitted infections
- The Substance Misuse Service offers support to those with drug and alcohol problems for all residents of any age in Cheshire West and Chester. This includes:
 - Group workshops and 1:1 counselling
 - Recovery worker and peer mentor support
 - Substitute prescribing
 - Parenting workshops
 - Families and carers group support
 - Employment and housing support
 - Dedicated young people's support
 - Needle exchange

A range of Research and Intelligence activities underpin all Public Health services and programmes. This ensures interventions and services reflect the needs and priorities of our residents and allow us to identify gaps in service delivery, by examining data from partner organisations and the community.

NHS England is responsible for commissioning primary care and dental health services across the local authority areas. Under the Section 7a agreement, the public health services commissioned by the NHSE Area Team include:

- Vaccinations and immunisations (including new-born vaccinations, seasonal flu and the HPV vaccine)
- Screening programmes including the 6-8 week check and the new-born screening programmes)
- Child Health Information Services (This is the local system for holding the clinical care records of all children in Cheshire West and Chester. The service contains information about an individual child's public health interventions, particularly screening; immunisations; and outcomes of the 0 to 5 healthy child programme (including the mandated review points); and where relevant, information for use in the safeguarding of children.) Child Health Information Services has three components:
 - a child health records department (CHRD) – staff and estate
 - an IT system - the Child Health Information Service System (CHISS)
 - the personal child health record (PCHR), otherwise known as the Red Book

Integrated 0-19yrs (up to 25yrs SEND) 'Starting Well Service'

On 1st January 2018 the Local Authority embarked on an exciting and innovative new venture to establish a fully integrated 0-19yrs 'Starting Well Service'. This encompasses: 0- 5yrs Healthy Child Programme; Family Nurse Partnership; 5-19yrs Healthy Child Programme; Children's Centre services (commissioned for the first time); volunteer service; and oral health promotion. The Immunisations and Vaccinations schedule will continue to be commissioned by NHS England but will be delivered within this contract. Cheshire and Wirral Partnership NHS Trust is the sole Provider of this Service. Speech and language development will continue to be delivered by the Service (via Children's Centres for early support at a universal and targeted level), with this service offer detailed in the Speech and Language Therapy service specification. Bookstart, early literacy service, is commissioned separately by the Council but is intrinsically linked to the Starting Well Service through the core offer pathway (as defined by Ofsted).

Clinical Commissioning Groups

Cheshire West and Chester currently has two Clinical Commissioning Groups (CCG), NHS West Cheshire CCG and NHS Vale Royal CCG. Both organisations have responsibility for commissioning local child and adolescent mental healthcare (CAMHS), physical healthcare and maternity services from local hospitals, community trusts and the voluntary sector for the population of the borough. CCGs also commission urgent and emergency care. At a sub-regional level, the CCGs may work together with other CCGs and local authorities to increase the effectiveness of the commissioning of public health and health services for priority groups over a larger geographical area, such as Children in Care and disabled children.

In October 2014, NHS England published the Five Year Forward View, which described how the NHS needs to change by 2020 to ensure sustainability within the ever changing needs of the population. The Five Year Forward View describes the need for historical health systems to

transform into place based systems of care. These care systems require provider and commissioning organisations to come together to deliver health outcomes within a shared system of financial balance. Both CCGs have responded to this requirement by working together in partnership from a commissioning perspective with Cheshire West and Chester Council and with key providers to develop Cheshire West's health and care economy into a place based Integrated Care Partnership.

The CCGs have also committed to working in collaboration with the remaining clinical commissioning groups across Cheshire; South Cheshire and Eastern Cheshire; with a view to working more strategically as well as reducing duplication, variation and inequalities across the wider County and across the two local authority boundaries. A single Accountable Officer has been appointed, together with a single Senior Executive Team, who took up their posts from 1st June 2019. This is with a view to potentially merging to form a single Cheshire Clinical Commissioning Group from 2020/2021.

The CCGs are working together on a single Operational Plan for 2019/20, which describes how our operational activities will support the 'must do' priorities, as described within the Five Year Forward View and the recently published NHS Long Term Plan, the latter of which sets out ambitions for ensuring the NHS is fit for the future and covers a ten year period.

The CCGs are represented on the local Health and Wellbeing Board and support the borough wide Health and Well Being Strategy, which impacts upon the establishment of joint priorities and commitments for action.

Whilst Children's Trusts are no longer a statutory consideration, local commitment from all stakeholders has ensured the continued existence and operation of a Children's Trust Executive to oversee and direct an integrated way of working to improve the outcomes of children, young people and their families.

3. NATIONAL GUIDANCE

A range of legislation is in place and it is clear that the Government expects the local authority role for children's services to be primarily focused on vulnerable children, young people and their families, with an emphasis on early help.

A whole scale review into how local authorities and other agencies work together to safeguard children and young people was led by Professor Eileen Munro. This review of how well child protection services are working nationally highlighted the importance of the duty to co-operate by partners and working together to ensure sufficient provision of local early help services.

A Child Protection Inspection framework has been developed, based on the principles of Munro's Review. This will involve Ofsted inspectors talking directly to children and their families, shadowing social workers and observing multi-agency working. During the unannounced inspection, Ofsted will work with frontline social workers and managers to view case files and scrutinise the support provided for a child. A more all-encompassing focus will also see Inspectors evaluating Early Help systems and support for children, young people and

families, before problems escalate, become critical and lead to more formal child protection processes.

Working Together 2018 has reviewed the statutory guidance for all agencies working with the child and the family; to reinforce the expectation of agencies working together effectively to safeguard and promote the welfare of the child. There is a renewed focus on partnership working and ensuring a child centered approach to safeguarding. The Children Act 2004 is considered, as amended by the Children and Social Work Act 2017, which strengthens this already established relationship between agencies by placing new duties on key partners; notably the police, clinical commissioning groups and the local authority – who are provided with a duty to ensure arrangements to work together, alongside other partners locally, to safeguard and promote the welfare of all children in their area are clear.

Educational reforms have led to greater school autonomy, with the creation of Academy and Free Schools and a drive for a new qualification, the English Baccalaureate to define standards for young people. Working with schools, colleges and employers, local authorities are now responsible for promoting participation in education, employment or training for all 16 and 17 year olds. Reforms to the system of support for children with special educational needs (SEN) – Since 2014 SEN statements and separate learning difficulty assessments for older children have been replaced with a single birth to 25 assessment process and an education, health and care plan. Parents with such plans have the right to a personal budget for their child's support. Councils and health services jointly plan and commission the services that children, young people and families with SEN or disabilities need.

The Children and Families Act 2014, is a far reaching piece of child welfare legislation, which builds upon the Children Act 1989 principles that together seek to ensure:

- Child's welfare is paramount
- Greater protection to vulnerable children,
- A new system to help children with special educational needs and disabilities,
- Better support for children whose parents are separating

The Act underpins wider reforms for adoption, looked after children, special educational needs and family justice. The main provisions within the Act include:

- Adoption and Virtual School Head (VSH)
- Family Justice System
- Special Educational Needs (SEN)
- Childcare
- Office of the Children's Commissioner (OCC)
- Shared Parental Leave and Flexible Working

The Government supports the need for agencies to work together to provide help efficiently and effectively but have removed the requirement for local authorities to set up a Children's Trust Board. Many areas including Cheshire West and Chester Council have continued these boards

to ensure partners commit to working together to jointly plan and commission services effectively.

Guidance published by DCSF in April 2008 stated that:

“A Children’s Trust is, in part, a commissioning partnership, commissioning from self-determining providers. Joint planning and 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. Commissioning is much more than contracting and procurement. Changes to the legislation mean that schools will become duty to co-operate partners later in 2009.”

- Since such an approach was adopted by Cheshire West and Chester, a number of pieces of legislation and guidance have been introduced which underpin and inform both this commissioning framework and the wider work of the Trust:
 - Statutory guidance on co-operation arrangements, including the Children’s Trust Board and Children and Young People’s Plan (2010).
 - The Apprenticeships, Skills, Children and Learning Act (2009)
 - Children Act (2004)
 - United Nations Convention on the Rights of the Child (UNCRC)
 - Health and Social Care Act (2012)
 - Education Act (2011)
 - The Munro Review of Child Protection: A Final Report, A Child Centred System DFE (2011)
 - Fair Society, Healthy Lives: The Marmot Review (2010)
 - Early Intervention: The Next Steps :An Independent Report to Her Majesty’s Government Graham Allen MP HM Government (2011)
 - Children and Families Act 2014

On a **strategic level** the Trust wants to ensure that its approach to commissioning secures the outcomes set out in the Children and Young People’s Plan.

On an **operational level** the Trust wants to ensure that partners are using a common framework for commissioning services which maximises outcomes for children and young people.

On a **locality basis** the Trust wants to make sure that where possible and where appropriate it commissions services to meet local needs and priorities.

The Trust recognises that commissioning takes place on a number of levels – strategic, operational and individual, and on a county-wide, area and district basis and that there are a number of different frameworks that try to capture the nature of commissioning. All tend to describe a cyclical process of activities reflecting four key stages:

- Understand & Analyse - population needs assessment and resource identification
- Plan - aligning resources to meet needs; filling gaps between needs and services
- Do - developing or purchasing services

- Review - monitoring performance and evaluating outcomes.

This is summarised succinctly in the following diagram



The generic cycle of 'understand, plan, do, review', correlates with the processes of needs assessment and strategic planning, shaping and managing the market, and improving performance, monitoring and evaluating (with each stage informed by the previous one). The commissioning cycle for all strategic partners therefore encompasses:

- A strategic needs assessment – engaging with children and families, understanding their needs and taking a sophisticated approach to the use of data.
- Planning and service design – identifying what services need to be put in place to promote preventative solutions, and how to develop holistic services which can address the totality of each child's needs
- Deciding on how to deliver and with whom– identifying which organisations are well placed to deliver services and contracting, or putting service level agreements in place so that all parties are clear about deliverables
- Reviewing and challenging the fitness for purpose of services and providers and monitoring their impact on outcomes

These are mapped in HM Government's Joint Planning and Commissioning framework which is

illustrated below.



In order to be very clear from the outset the Trust has defined above what commissioning is, however it also needs to define the following components of the commissioning process in order to avoid confusion.

Joint commissioning – is the process whereby partners who have responsibility for specifying, securing and monitoring services work together to make joint decisions about the needs of their population, and how they should be met – this can sometimes mean sub regional commissioning

Procurement – is the process of provider sourcing and selection.

Contracting - refers to the establishment, negotiation and agreement of the contract documentation on which the service is to be supplied.

Tendering – is the process of informing suppliers that specified services are to be bid for.

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

4. CHESHIRE WEST and CHESTER'S APPROACH TO COMMISSIONING

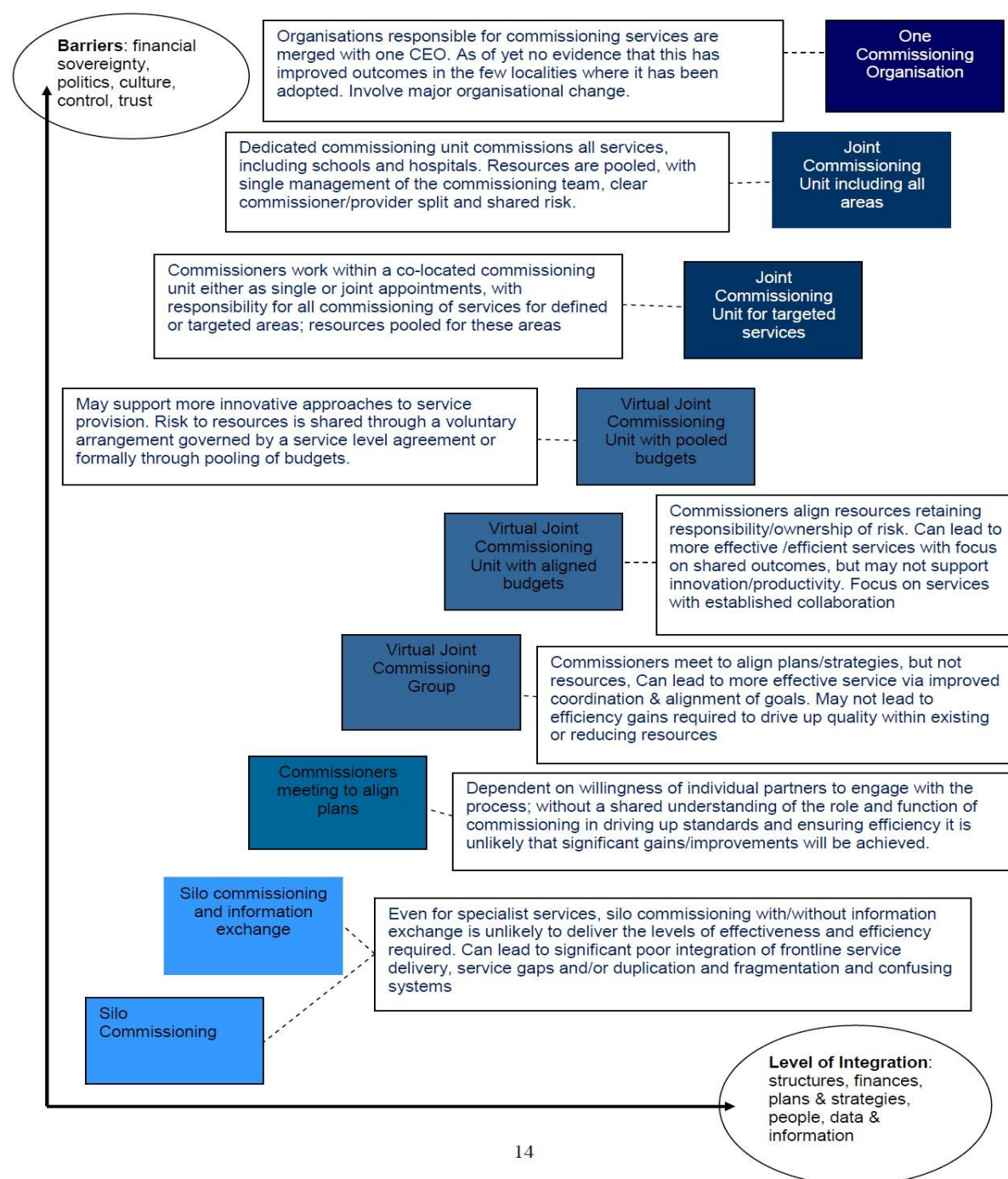
‘Commissioning is the process for deciding how to use the total resource available for children, young people, parents and carers in order to improve outcomes in the most efficient, effective, equitable and sustainable way.’

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

Commissioning in Cheshire West and Chester is about assessing need, prioritising resources, reviewing and developing services to improve outcomes for children and young people and their families.

Cheshire West and Chester partners continue to work closely together to integrate the support on which children and their families rely across education, health and social care. This requires services to work together with the family to agree a straightforward, single plan that reflects the family's ambitions for their child from early years to adulthood.

The below diagram highlights the various levels of integrated commissioning in order that organisations can understand where they are now and where they aspire to be.



New Ways of Working

New Ways of Working is a transformational approach to strengthening culture and practice in a common and consistent way across the workforce within Cheshire West and Chester to streamline practice and systems. It is invested and supported by all partners working with children, families and adults. It aligns with how we want to progress forward in our approach to commissioning through integrating our approach to practice and systems across the partnership. This way of working is underpinned by 'Think Family' and spans the continuum of need.

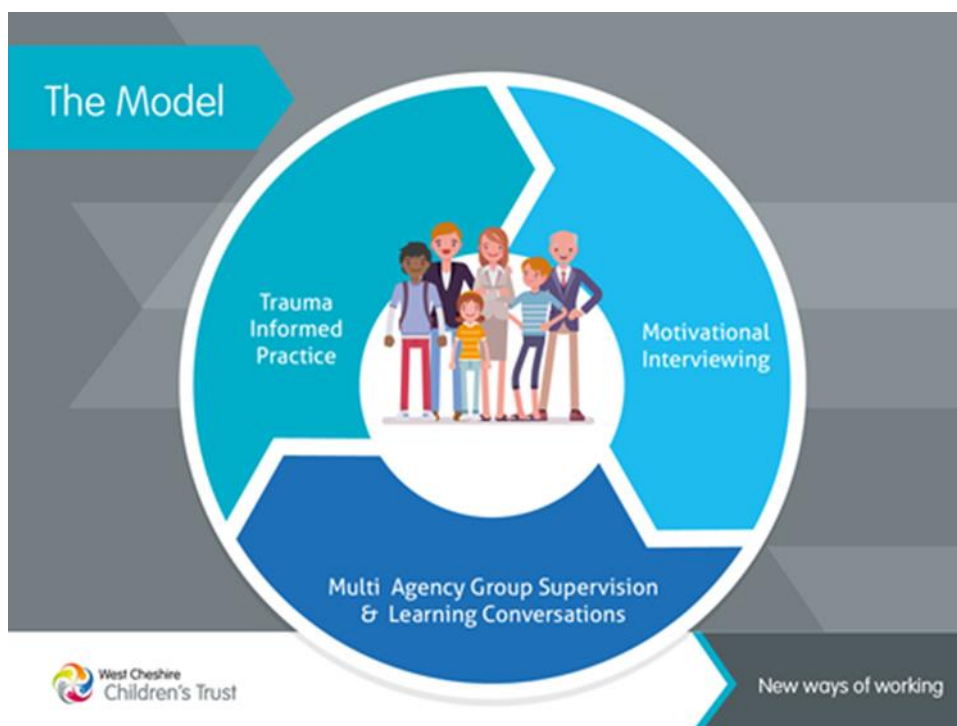
It builds upon the partnership's core values and principles of:

- A 'Whole Service' approach across the partnership to meeting need
- A strong preventative approach at all levels of need
- Preventing children and young people becoming vulnerable and needs escalating
- Ensuring sustainable solutions within families which improve resilience, emotional health and wellbeing
- Improving overall outcomes for children and families

In order to practice in a common and consistent way 'New Ways of Working' is built upon a shared model and approach to practice drawing on:

- Motivational Interviewing;
- Trauma Informed Practice;
- Two framework of Learning, reflection and problem solving:
- Multi-Agency Group Supervision and Learning Conversations

The diagram below illustrates this model:



Through this we are seeking to enable the whole workforce to have a shared language, shared

skilled set and understanding of assessment, need, risk and vulnerability. We want to enable and empower the workforce to think differently, practice consistency and build a workforce that has a shared understanding of success and outcomes for every child.

5. CURRENT POSITION

As a Partnership we recognise that in order to jointly commission to meet individual need we don't necessarily have to become one commissioning organisation. Our Joint Strategic Commissioning Framework provides the structure to enable us to effectively commission services together. The Framework outlines how partner agencies will jointly plan and commission services for children, young people and their families. It provides the strategic overview for taking forward a set of existing and developing joint commissioning strategies (for example: the Joint Commissioning Strategy for SEND; the Joint Commissioning Strategy for Children and Young People's Speech and language Therapy Service 2018-2020; and A Letter to Our Young People: The 2018/19 Local Transformation Plan Refresh) and identifies the key joint commissioning priorities.

During 2019 – 2021 work will focus on developing and implementing the Joint Commissioning Framework together with identifying opportunities for collaboration. This is via a range of methods including: improved partnership arrangements; pooling budgets; and formal joint commissioning arrangements where appropriate. The first phase of this work identifies four priorities: Speech and Language Therapy; Special Educational Needs and Disabilities; Young Carers; and the Neurodevelopmental pathway.

6. Cheshire West and Chester Safeguarding Childrens Partnership

The Children and Social Work Act (2017) set out the provisions which will replace Local Safeguarding Children Boards (LSCBs) with new flexible working arrangements. The Act places new duties on 'three Safeguarding Partners', namely the Local Authority, Police and Clinical Commissioning Groups to work together, and with other partners locally (known as Relevant Agencies), to safeguard and promote the welfare of all children in their area.

The requirements of the new safeguarding arrangements, as set out in Working Together 2018, have underpinned the establishment of our [local arrangements in Cheshire West and Chester](https://www.cheshirewestlscb.org.uk/).
[<https://www.cheshirewestlscb.org.uk/>]

Our shared vision as a safeguarding partnership

In Cheshire West and Chester the partnership is committed to achieving the best possible outcomes for children and families. We recognise that to do this we must share a collective vision in respect of what we are seeking to achieve and work together to deliver that vision. Our partnership is agreed that:

“We seek to ensure that every child and young person in Cheshire West and Chester grows up in a safe environment that enables them to achieve their full potential”.

To achieve this vision, the three safeguarding partners will work collaboratively with the relevant agencies to ensure that:

1. The rights and interests of children are at the heart of our arrangements and kept in focus as we go about our work
2. The Partnership holds each other each other to account for their safeguarding work, which includes their responsibility for effective multi-agency working.
3. Children are safeguarded by having in place policies, procedures, safe working practices and suitable, trained staff and volunteers;

Our Priorities

The Safeguarding Childrens Partnership have agreed some shared priorities for the first year of our new partnership arrangements. These include:

- Priority 1 – A focus on children and young people with complex needs including those who go missing from home or care; missing from education; and those at risk of exploitation – led by the Police.
- Priority 2 – Ensuring a Think Family response to children and families where substance misuse, domestic abuse, learning disability and mental health problems are a feature of the family environment – led by Children’s Social Care.
- Priority 3 – Responding effectively to children and young people who experience poor emotional wellbeing or mental health problems – led by the CCG.

We can add the link to the Business Plan when it is there

The Joint Commissioning Framework will ensure the expectations set out by the Safeguarding Childrens Partnership are met through multi-agency working and, where most effective, joint commissioning; and the inclusion of safeguarding standards in all contacts for services to children and their families.

7. PRINCIPLES

The aims of the Partnership are to ensure that each of the following principles of commissioning that has been agreed by all partners, including, Children’s Trust partners, are put into place:

- We will ensure that positive outcomes for children and young people are at the heart of the strategic planning and commissioning process;
- We will ensure that children, young people, families and carers actively participate in our decisions about commissioning services at all stages of the commissioning cycle;
- We will consult all relevant organisations, in advance of commissioning new services or undertaking de-commissioning/reshaping services;
- We will ensure that decisions are based on a robust needs assessment;
- We will undertake effective market testing to identify and understand the contribution of all providers to deliver positive outcomes for children and young people;
- We will direct resources to meet our priorities, particularly in areas of significant need, and especially in relation to vulnerable groups and gaps in provision;
- We will ensure that tendering and procurement processes are transparent and fair;

- We will promote sustainability with our providers to enable longer term planning;
- We will use feedback from children, young people, families and partners to encourage innovation in the commissioning process and to achieve best practice;
- We will monitor, evaluate and review our services rigorously and proportionately to ensure high quality outcomes and to reflect changes in demographic trends;
- We will de-commission existing services where they do not deliver value for money or positive outcomes for children and young people and work together to avoid duplication;
- We will keep informed about the changing national direction over time for all agencies within Children's Trust and implement this against local need;
- We will consider opportunities for sub-regional commissioning where appropriate, and look to bid for national funding individually and in conjunction with other local authorities and partners;
- We will ensure that Safeguarding is embedded throughout the commissioning framework from the utilisation of safeguarding expertise in the development of service specifications through to the contracting processes by having safeguarding standards in all our commissioned/contracted services.

8. GOVERNANCE

Whilst Children's Trusts are no longer a statutory obligation, local commitment from all Stakeholders has ensured the continued existence and operation of a local strategic partnership to oversee and direct an integrated way of working to improve the outcomes of children, young people and their families.

"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

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 Executive has responsibility for developing and agreeing the Children and Young People's Plan (CYPP). The Executive 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 governance structure of the Health and Wellbeing Board and the position of the Children's Trust can be seen in Appendix A.

9. MONITORING AND REVIEW

The Children's Trust Executive will receive a triannual review of each of the commissioning priorities and is working towards the provision of a consistent performance monitoring

framework.

Overall, commissioning priorities are those which are needed to improve outcomes for children and young people and are fully informed by the views of children, young people and their families. The focus of the Cheshire West and Chester commissioning framework is to ensure that commissioning is coherent and effective and can deliver cost effective services that promote good outcomes for children, young people and their families.

10. PRIORITY AREAS FOR JOINT COMMISSIONING IN 2019-21

Whilst the Trust commits and aspires to larger whole system approaches in the long term, this framework has identified a number of joint commissioning priorities. These are aligned to the strategic outcomes below.

The Children's Trust strategic outcomes for 2015 – 2019 are:

- a. **Emotional Health and Wellbeing** – To promote and improve the emotional health and wellbeing of children, young people and their families.
- b. **Children in Care and Care leavers** – To support our Children in Care and Care leavers to enable them to achieve their full potential
- c. **Special Educational Needs and Disabilities (SEND)** – The needs of children and young people with Special Education Needs and disabilities are met.
- d. **Prevention** – Intervening in a joined up way at the earliest possible stage to prevent problems escalating with children, young people and their families.
- e. **Early Years Closing the Gap** – To promote the development of children in Early Years so that the gap in outcomes between vulnerable children and their peers is closed.

These strategic outcomes are currently being reviewed from 2020 onwards and will inform any future refresh of this framework.

Emotional Health and Wellbeing

The government Mental Health Strategy (DOH 2011); recognises the importance of early intervention to prevent serious mental health issues developing amongst children and young people. Future in Mind (March 2015) sets out Department of Health and NHS England's vision to promote, protect and improve our children and young people's mental health and wellbeing. The comprehensive CAMHS agenda has been well documented since the development of Every Child Matters (DFE 2004).

The Children's Trust recognises the importance of emotional and mental health and wellbeing and is working with the elected members to ensure improvements are achieved.

The main objective is to help improve the emotional and mental health of local children and young people. To achieve this aim, it is vital that the emotional health and wellbeing of children is made "everyone's business". Promoting resilience, prevention and early intervention is key.

We are working to provide better access to psychological therapy and improving the care of

the most vulnerable – including looked after children, adopted children and those with learning difficulties. Improvements will also be made to the care of pregnant women and women who have just had a baby. There is known to be a strong link between a parent's mental health and that of their children.

To help us achieve these objectives, both Clinical Commissioning Groups and Cheshire West and Chester Council are committed to listening to the views of children, young people and their families.

The purpose of the commissioning priority is to jointly review the current children and young people's emotional health and well-being provision across the borough to improve access and outcomes for vulnerable children and young people.

We will;

- Develop and implement an Joint Strategic Needs Assessment (JSNA)
- Promote resilience, prevention and early intervention
- Improve access to effective support and remove the tiers system
- Ensure emotional health and wellbeing support is available and easily accessible to our most vulnerable children and young people
- Improve accountability and transparency and ensure all partners are working towards the same outcomes in an integrated way
- Develop the workforce and equip them with the skills to support children and young people with emotional health and wellbeing issues
- Work collaboratively with our partners to deliver the Local Transformation Plan.

To achieve these we will;

- Enhance workforce skills and knowledge including consultation and liaison teams helping staff working with those with highly complex needs, including mental health difficulties
- Develop provision through the Children and Young People's Mental Health Transformation Plan refresh 2018-19 by improving access and removing the tier system, by adopting the THRIVE model (Future in Mind)
- Support vulnerable groups through specialist services to provide advice and consultation on concerns about Mental health
- Monitor access and referrals into CAMHS on a quarterly basis through the creation of a new dashboard
- Remain committed to the development of a Mental Health Service that means children and young people receive the right service at the right time, regardless of which agency is first contacted.
- Identifying all available mental health and emotional wellbeing services so schools, GP's and other services know how to sign post to alternative services.
- Ensure that there is regular scheduled EHWB Partnership and Sub group meetings
- Maintain our commitment to deliver 123 Magic training to parents through their own schools and accept referrals from other schools for a minimum of 2 courses each

year.

- Continue to evaluate the Early Bird + training course in partnership with Hinderton School.
- Map all services to understand what skills are currently available across the footprint
- Continually evaluate the Youth Connect 5 train the trainer programme
- Ensure an external evaluation of the YC5 programme by a Higher Education institute.
- Embed a continuous workforce development plan for the Starting Well Service that encompasses emotional health and wellbeing, including an EHWP Champion for the service to ensure this remains a key priority – including perinatal mental health.
- Evaluate the targeted Emotional Health and Wellbeing service to support children and young people receiving support from Early Help and Prevention that do not meet the CAMHS threshold.
- Commission a universal emotional health and wellbeing service to support children and young people that do not meet CAMHS threshold.

Children in Care and Care Leavers

It is widely recognised that looked after children have the poorest outcomes and are one of the most vulnerable cohorts within society today. Children who have been placed in care are at much higher risk of developing emotional and mental health problems than the average. The outcomes for children in care on a range of indicators are poor. The numbers of children in care represent a small proportion of the children in families with suboptimal care. Children in care are also widely recognised to have poorer educational outcomes and other health problems.

This priority will assist in informing future commissioning priorities as well as looking to confirm co-ordination between services. The priority will offer oversight into potential collaborative commissioning approaches involving other neighboring local authorities or by regional and sub-regional commissioning processes. Please refer to the Appendix for an update on collaborative working.

We will;

- Keep families supported to avoid Children going into Care
- Ensure all Children in care have equitable access to appropriate health interventions
- Improve young people's experience of adoption services
- Ensure the Emotional Health and Wellbeing needs of our Children in care are being met
- Raise the educational attainment of Children in Care and close the gap between them and their peers
- Ensure all care leavers are ready for Adulthood and employment

To achieve these we will;

- Scale-up the Edge of Care Team to include 9 – 15 year olds who are section 20 and

targeted family support for 0 – 8 years olds who are on the edge of care or new entrants into the care system.

- Commission a Targeted Family Support Service with a priority of 0 – 8's who are on the edge of care or new entrants into the care system. A service was commissioned however it was de-commissioned following a mutual decision by both Cheshire West and Chester and the Provider to end the contract. The service has been de-commissioned and is now delivered by Cheshire West and Chester. (see above)
- Strengthen processes for escalating cases where Children are not having their health needs met in a timely and equitable way. Work with Health colleagues to ensure Children placed out of borough are prioritised alongside those who already live there.
- Strengthen engagement with children and young people to seek their views by working with focus groups
- Ensure robust mental health assessments are offered over the length of permanence planning to enable quick identification of mental health need and provide appropriate and adequate response.
- Develop a feedback questionnaire as an online facility
- Develop a Children in care and care leavers data set
- Develop and embed a process whereby young people preparing to leave care are supported to access their own and their family medical history
- Ensure work undertaken by the Adoption Team is embedded in the new Regional Adoption Agency
- Monitor waiting times and evaluate outcomes for children and young people/carers who have used the service
- Obtain annual feedback from Social workers and Panel members about the effectiveness of Panels
- Provide targeted interventions through the Pupil Premium plus funding
- Ensure Care leavers have access to appropriate further education, training and support needed to meet their individual needs
- Establish a clear framework/scheme for care leavers to access apprenticeships.
- Ensure care leavers can secure appropriate accommodation. For Futures provides group accommodation for Care Leavers and Floating support for Care Leavers living in dispersed properties. Cheshire West and Chester is working with For Futures to develop the number and type of dispersed properties; and plan ahead of the transition point in conjunction with the care leaver
- Ensure care leavers receive the necessary independence preparation work and professional support, benefits and financial support they are entitled to

Special Educational Needs and Disabilities (SEND)

The Children and Families Act 2014 sets out expectations that impact greatly upon children and young people: these are welcome changes as they help to ensure the statutory process is more seamless and family focused. In practice this means always ensuring the voice of the child / young person is central to the planning that supports their education, care and health.

The Local Authority is responsible for publishing the Local Offer; this provides a comprehensive guide of all services covering health, local authority and the third sector for children and young people with SEND. It also includes important information for parents

on personal budgets and a statement on joint commissioning arrangements locally.

We want all young people with special educational needs and disabilities to have access to a range of provision and support across the borough that will meet their educational needs and provide good opportunities for them to progress.

We believe that every child or young person should have their needs met, as far as possible, in their local community, in local early year's setting, schools and Further education Colleges.

We will;

- Improve the quality of provision for learners with SEND
- Ensure early identification of SEN and high quality intervention to meet those needs
- Further develop the effective transition between education phases including preparing for adult pathways
- Ensure engagement and co-production with children, young people, parents and carers

To achieve these we will;

- Co-produce a 0-25 Inclusion Framework to identify the range of needs experienced by children and young people and the available provision to meet those needs which will be published on the local offer. This will help with transition planning for young people at each educational stage.
- Embed the early year's pathway on the Local Offer and clarify the Early Years Specialist Support services available.
- Improve inclusion in mainstream schools through a formal process of consultation as a part of the SEND high needs review. This will enable us to formulate an implementation plan in Autumn 2019 to identify how this can be achieved which will include training opportunities, review of provision and working with mainstream and specialist provisions to support transition.
- Introduce an electronic 'Hub' system to manage the Education Health and Care Assessment process to improve consistency, clarity and information sharing throughout the process for parents, young people and educational settings.
- Further develop the SEND Joint Commissioning Strategy and implement actions
- Renew joint commissioning with Health of Speech and Language support. Jointly commission Speech and Language Therapy services across Cheshire West, providing a single Service Specification for both Providers to ensure equity of service across the Borough
- Work with the specialist sector to strengthen lead role in developing SEND improvements
- Improve information management systems to inform impact of services and outcomes of children and young people
- Work across Education, Health and Social Care to support early identification of SEN so coordinated effective interventions are made
- Ensure Early Help and Prevention (EHP) staff support children with SEND through

multi-agency working with a range of professionals and undertake holistic Team Around the Family (TAF) assessments with all families that have multiple and complex needs

- Further develop clear guidance around options and person centred planning from Year 9 reviews onwards
- Ensure clear information and guidance is available to parents and families to support transition from primary to secondary schools
- Ensure that as part of the targeted intervention the Early Years Workers liaise with settings and other professionals to establish the child's starting points. The learning summary and next steps are then shared with the relevant professionals to support future plans.
- Continue the programme to develop high quality post 16 provision for learners with SEND
- Renew and refresh the guidance on SEN support
- Further develop the Local Offer to include a review feedback mechanism to support the development and co-production of the Offer
- Further develop the implementation of personal budgets
- Enable parents to explore flexible alternative travel arrangements
- Review provision for disagreement resolution and mediation service and refresh information so that all stakeholders are clear on most appropriate routes to resolve disagreements
- Continue to seek regular improvement of services through regular consultation, feedback and engagement.
- Ensure a coordinated and holistic approach to support traditionally marginalized families.

Prevention

Joining up at the earliest possible stage to tackle problems emerging for children, young people and families, or with a population most at risk of developing problems is a process and may occur at any point in a child, young person or vulnerable adult's life. An effective prevention and early intervention process can avoid escalation of problems that people face and can improve their life chances.

All Partners across West Cheshire are committed to supporting an effective Prevention strategy.

We will;

- Ensure a clear understanding and application of the continuum of need is demonstrated by all practitioners across the Children's workforce.
- Ensure all stakeholders embed the consistent and explicit use of the SCP toolkit by their workforce as part of the assessment of need process with all families across the borough.
- Ensure all stakeholders promote and actively encourage the use of TAF assessments for families experiencing difficulties at Partnership plus on the

continuum of need.

- Ensure all families with complex needs within partnership plus are referred to Early Help and Prevention through iART.
- Gain a clear understanding of needs and demands across the Borough through consultation with residents and partners along with local JSNA data and intelligence to inform need and demand.
- Improve outcomes and life chances through further reforms to front line delivery to achieve a more holistic approach to the health and wellbeing of children and their families.
- Reduce the amount of hospital admissions (0-5) due to unintentional injuries.
- Ensure a consistent approach to prevention across the Children's workforce.
- Support Parents to become resilient, confident and independent.

To achieve this we will

- Heavily promote the use of TAF assessments for families with 2 or more unmet needs.
- The independent Safeguarding team will undertake an annual audit to analyse the application of the continuum of need and report to the Children's Trust.
- All agencies will ensure their workforce have a sound understanding of the continuum of need and to provide evidence of this.
- Ensure all agencies and commissioners commit to the consistent use of TAF Request that all agencies submit quarterly data about the use of the SCP toolkit.

Continue to monitor the percentage of contacts and referrals into iART that are supported by one or more of the tool kits, to be reported on quarterly to the trust and SCP.

- Liaise with the SCP to establish what mechanisms can be put in place to induct all new staff on the use of these assessment tools.
- Ensure a commitment from all partners that any training on the toolkit use is embedded into organisations induction processes.
- Request that all Commissioners include the toolkit training within their specifications.
- Gain feedback from SCP on use of referral tools following Section 11 Audits.
- Retain the current level of TAF advisors across the borough.
- Look at alternative solutions to T Volution so that there is improved access to eTAF for all non PSN users.
- Pilot a multi-agency TAF audit process with partners for TAFs outside of EHP.
- Continue to deliver basic and advance TAF training.
- Continue to strengthen a more integrated approach such as other agencies accessing Liquid Logic.
- Support workforces to push forward multi-agency decision making.
- Gain a clearer understanding of the reason for hospital admissions in the 0-5yrs and develop actions in response.

- Undertake an audit of children's workforce training across the borough and agree a core training offer linked to early help and prevention.
- Produce a parenting offer for the borough detailing the offers available from each partner agency.
- Ensure commitment from each partner to adhere to the parenting offer.
- Roll out a training and support programme to embed the parenting offer.
- Embed New Ways of Working across Cheshire West and Chester.

Closing the Gap (Early years)

A good early year's education is the cornerstone of improving social mobility. These key years are the opportunity to make sure that all children develop the strong cognitive, social and emotional foundations on which future success is built.

We will;

- Ensure all children are able to achieve their goals and aspirations
- Ensure under performance in early years is eradicated
- Improve levels of school readiness
- Maintain access to 2 year old funded provision
- Maintain take up of 3 and 4 year old funded places
- Ensure a greater engagement with TAF process across the Partnership
- Improve Oral health and reduce hospital admissions for teeth extractions
- Reduce hospital admissions 0-5 due to unintentional injuries
- Improve breastfeeding rates
- Reduce rates of smoking during pregnancy and support households to be Smokefree
- Reduce rates of smoking in children aged 13-18 years
- Reduce the number of children who are overweight or obese
- Reduce the number of children who are overweight or obese
- Direct resources effectively at locality level based on locality data
- Reduce health inequalities and improve access and service in deprived areas

To achieve this we will;

- Work with an identified group of settings and schools where EYFSP data has highlighted a wide gender and FSM gap than that of CW&C, to improve early identification, self-regulation and academic resilience of all children 0-5, increase practitioner knowledge and understanding of the importance of wellbeing as a contributing factor to closing the gap, and ensure strong foundations on which future success is built, through a targeted 4 year project implemented by the Early Years Team
- Deliver half termly Leaders, Managers, and Owners briefings to early year's providers, by the Early Years Team, with a focus on safeguarding, compliance, teaching and learning, to provide professional development and ensure clarity regarding current EYFS practice and statutory duties.

- Ensure the Early Years Team implements Provider Causing Concern Protocol (PCC) with early years providers that are causing concern or have been inspected by Ofsted and received a judgement of requires improvement (RI)/ inadequate (I), to improve the quality and outcomes for children
- Implement targeted monitoring visits with schools that have been judged by Ofsted in their last inspection as RI/I in EYFS to improve quality and outcomes for children
- Ensure that children who are not meeting their age related expectations are referred to the appropriate professional if necessary
- Ensure that the Early Years Team is targeted in its work with early years providers and schools
- Work with early years providers to raise the profile of TAF through coproduction with TAF advisors and the Early Years Team
- Support schools with onsite settings through targeted visits by the Early Years Team, and promoting the setting up of locality hubs to impact on tracking progress and accuracy of judgements of children's age related expectations and also to support transition and school readiness
- Complete school readiness/ EYFSP moderation visits with a targeted group of early years providers and schools by the Early Years Team, in summer term, to ensure accurate assessment and tracking of all children in EYFS
- Complete school readiness/ EYFSP agreement trialing briefings with early years providers and schools by the Early Years Team, twice a year to ensure accurate assessment and tracking of all children in EYFS
- Ensure the Early Years Team is targeting schools with EYFSP data lower than CW&C
- Ensure a consistent understanding of school readiness in CW&C through coproduction with education, starting well, early help and prevention and social care, through the Early Years Strategy and School Readiness task and Finish Group
- Implement the 'Helicopter Technique' to story- telling with early year's providers and schools through briefings, to improve outcomes in communication and language and literacy.
- Complete priority monitoring visits through targeted work by the Early Years Team to early years providers with 10+ 2 yr funded/ Early Years Pupil Premium children, to ensure funding is allocated for the individual child and is supporting improving outcomes for the children.
- Increase rate of accurate assessments
- Ensure the School readiness leaflet links to the Early Years workers QA framework
- Continue to encourage schools to work in partnership with the PVI sector to provide a flexible, blended childcare offer across 51 weeks of the year.
- Continue to carry out Early years funding contract, Compliance Audits to ensure providers are using a robust model of business planning to enable sufficient supply of 2, 3, 4 yr old places
- Ensure there are Good and Outstanding places to respond to demand for childcare places
- Review, improve and vary approaches to encourage families to access their free entitlement
- Review the capacity of the childcare market in relation to the new 30 hr offer and monitor impact on current take up figures
- Continue to support early years providers with referrals

- Evaluate the impact of the integrated 2 – 2.5yr review for targeted families across Cheshire West and Chester - bringing together the assessments of education and health
- Ensure all providers and health are sharing assessments to inform next steps with children
- Ensure all settings know who their Starting Well Team is
- Complete a programme of workforce development on Oral health for Early years staff
- Evaluate the Oral Health programme for U2yrs via the Starting Well Service
- Carry out Give up Loving Pop (GULP) campaigns and training to encourage healthy drinks and reduce consumption of sugary drinks
- Strategy group Eat Well be Active framework to take forward initiatives to improve child obesity rates
- Work towards and maintain UNICEF Baby Friendly Initiative
- Adopt and embed BabyClear best practice principles within all areas of work
- Ensure a smokefree policy is in place.
- Create smokefree environments at all workplaces and sites of operation
- Encourage staff across the Local Authority and NHS Services to stop smoking
- Continue to develop and strengthen community, health and early education childcare partnerships
- Hold joint management meetings to challenge and secure engagement from families involved with CSC/MARAC
- A single integrated 0-19yrs Starting Well Service that facilitates an ethos of knowledge exchange and upskilling the workforce around early identification and prevention
- Build on the referrals to the Gateway Domestic abuse recovery programme and sustain this achievement.

11. ARRANGEMENTS FOR THE PARTICIPATION, ENGAGEMENT AND METHODOLOGY OF CONSULTATION OF SERVICE USERS, THEIR CARERS AND FAMILIES AND OTHER STAKEHOLDERS

- giving children and young persons' views and perspectives weight in decision making

“Children, young people and families working collaboratively with professionals, will mean policies, services and provision will be more relevant, more effective and more sustainable”.

Lansdown, G. (2011) Global: A Framework for Monitoring and Evaluating Children's Participation. A preparatory draft for piloting by Save the Children, together with UNICEF, Plan and World Vision.

Actively involving children and young people in service design, delivery and review is at the heart of this commissioning framework. Those children and young people who use services, and the families and carers that support them are best placed to provide informed opinion about how well services are performing, how effective they are and how they could be improved to better meet local need and changing landscape.

The views of the public are an important factor in deciding the overall themes and direction of any strategy. This framework prioritises the importance of meaningful service user engagement and it is the role of the commissioning body to ensure that commissioned services actively consult with and involve their service users on a day-to-day basis to improve and enhance service delivery. The Children's Trust Executive sees itself, through the Children and Young People's Plan, this framework and the actions of all partners, as providing clear leadership and a focus for all local activity.

However, this focus can only be achieved if the design, planning and implementation of services and facilities remain in touch with the people and communities that they represent and serve. This framework aims to create an environment in which everyone can get involved in making things happen.

The Trust wants to foster active participation by as many people and agencies as possible and ensure that all commissioning activity can seek to find ways to make itself more accountable to communities through events, panels, area forums and open and transparent decision making processes.

A number of steps define this approach to participation and engagement:

Customer focus - services and processes have to be designed around the needs of the people who actually use them. At the same time users need to have an appropriate role in specifying the services that are delivered.

Participation & engagement – partners will create specific and purposeful opportunities for people to give their views on what is needed and how it should be delivered. We will work together towards an embedded culture of participation where people are actively involved in decision-making, service specification and design and every stage of the process. We will work in partnership with the following to ensure true and wide engagement:

- a. Children in Care Council
- b. Cheshire West and Chester Young People's Senate, which includes the UK Youth Parliament Representatives for CWaC
- c. School Councils
- d. Youth Service members' committee e.g. Amplify (young people working with staff in the running of the club/project)
- e. School's Champions Group for Commissioning (representatives of children from all special schools' and a mainstream primary school)
- f. Cheshire West Parent Carer Forum (parents participate in reforms around Special Educational Needs – co-producing new policy/recommendations on policy)
- g. CCG Patient and Professional Senate

Communication - letting people know what is happening, how they can get involved and encouraging dialogue between partners and local communities is vital. Various media and methods will be used in appropriate and sensitive ways to build and maintain the communication effort.

Community empowerment is about members of a community feeling able to achieve their own goals, with some measure of control over the processes and strategies to attain these. It is a process whereby communities are encouraged to become increasingly self-reliant in improving their neighbourhoods and livelihoods. It is a cyclical, participatory process where local people co-operate in formal or informal groups to share their knowledge and experiences and to achieve common objectives. It is a process rather than a blueprint, and one that underpins this commissioning framework.

The importance of children and family voice has been recognised by the Children's Trust and the capturing, recording and responding to local need will be a central element of all commissioned activity through the regular collection of feedback and case studies.

This framework sets out a number of changes and a different approach to working; either together or through our own practice. The biggest change is ensuring the voice of the child is central to all that we do; this is an ongoing process with key questions that should always be checked in line with the commissioning cycle:

Understand:

- What are young people's / families' views, wishes, feelings on this?
- Is there anything they are not telling me, if so why not?
- What does good practice look like elsewhere?
- What have I learnt to date, how has this informed my practice?

Plan:

- Are meetings person-centred?
- Is what I am doing accessible to all?
- Future focused what do I need to think about?
- Who else needs to be involved?

Do:

- Sense check – are the views of children, young people and families still central to my activity?
- Have things changed, are children still involved in my work?
- Have I updated all stakeholders?

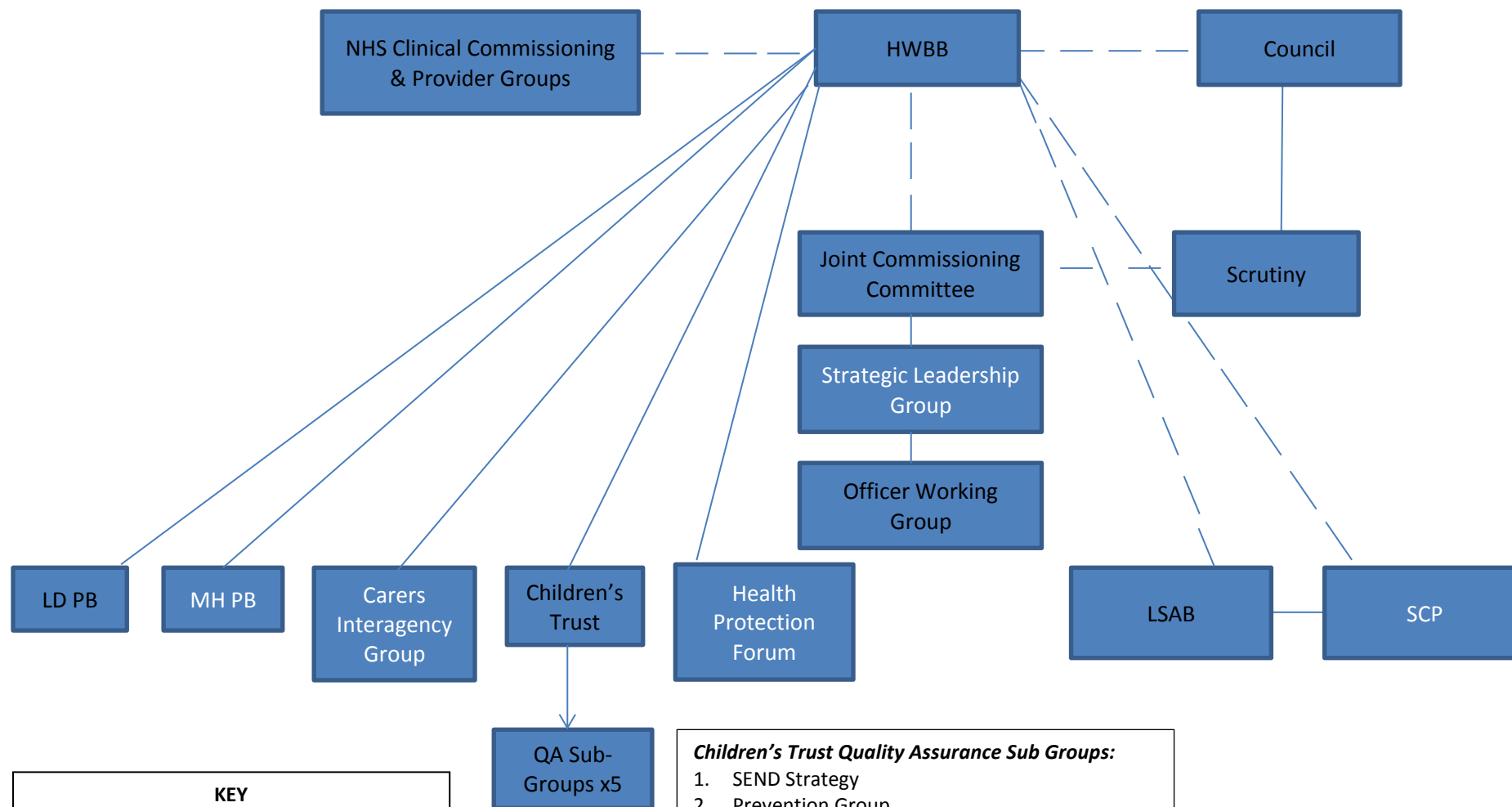
Review:

- What do children, young people and families think?
- How have I involved them in the evaluation process?
- What would I do differently next time?
- How can I share my learning and experiences with others?

In all areas of work stream this approach is paramount, policy can dictate what work we must undertake however a shift in individual practice is the biggest change required to ensure improved outcomes for all children, young people and families.

Please note: This structure is currently being reviewed and will be refreshed for the new Joint Commissioning Framework Plan from autumn 2019

Cheshire West and Chester Health and Wellbeing Board Organisation and Structure



KEY

HWBB – Health & Wellbeing Board
 LD PB – Learning Disability Partnership Board
 MH PB – Mental Health Partnership Board
 QA – Quality Assurance
 LSAB – Local Safeguarding Adults Board
 SCP – Safeguarding Children's Partnership

Children's Trust Quality Assurance Sub Groups:

1. SEND Strategy
2. Prevention Group
3. Early Years (closing the gap)
4. Children in Care / Care Leavers
5. EHWP Partnership

**all of the above are currently in operation and each have an action plan in place. All led by a Director. All responsible for overseeing the strategic outcomes within the CYP Plan and reported to the CTE*

PAP/LN July 2017