

Appendix 3

Principles to underpin the Cheshire East approach to Joint Commissioning

The following commissioning principles are central to addressing the case for change:

- We will be outcomes focused
- We will pay more attention to inequality as 'Infant mortality, obesity, childhood accidents and teenage pregnancy all affect more children and young people from disadvantaged backgrounds.
- We will make the connections between poor health outcomes for children who have a disability, who are looked after or are in the criminal justice system and their social and economic potential.
- We will make sure children, young people and their families get their voices heard throughout the health, education and social care systems.
- We will embed preventative approaches with early help as central to our joined up working to prevent needs escalating and contribute to demand management.
- We will improve our collection of data to better understand need and develop consistent approaches across our partner organisations – using data and information sharing protocols

The above principles will be achieved by a focus on the following;

Putting the needs of the user first

- ✓ Joint arrangements will reflect the needs and aspirations of all service users.
- ✓ Service users will be actively involved at the earliest opportunity and where appropriate, assist with service reviews and commissioning decisions.
- ✓ An inclusive approach demands a transparent commissioning process which will promote and value the contribution of all stakeholders.
- ✓ Engagement of users necessitates an understanding of their needs and preferences and aspirations. This should not be limited to present users but should embrace potential future service users and their carers.

Led from the highest level

- ✓ Joint Commissioning is a priority that will be overseen by elected members and senior officers of both organisations.
- ✓ Joint Commissioning activities in each organisation will be coordinated and scrutinised to ensure the policies and strategies are developed and implemented as planned.

Working in partnership

- ✓ Joint Commissioning between the LA and WCCG will be based upon a commitment to partnership working with allied agencies including Police, Voluntary sector and Schools.
- ✓ The focus of working together will be to produce better outcomes for children and families.

Ensuring Commissioners have the right skills

- ✓ Arrangements will ensure that an appropriate level of skills, expertise and capacity for commissioning is available to support commissioners.
- ✓ There must be a commitment to the development of commissioning competencies across the wider workforce with work taking place both internally and with partners.

Working constructively with providers

- ✓ The arrangements to develop and implement commissioning strategies should be as open and transparent as possible and designed to build and maintain good long-term relationships with providers.
- ✓ There should be a commitment to working in partnership with a broad range of stakeholders including all provider organisations.
- ✓ Adopting an open minded approach to all potential providers that can meet the key criteria.
- ✓ To encourage and support the growth of local providers particularly those from the voluntary, community and faith sector

Developing a long-term view

- ✓ A longer term commissioning plan will be developed, based on population need and knowledge of the market.
- ✓ All commissioned services must develop approaches to ensuring that they meet relevant strategic objectives for each priority taking a longer term view of potential needs and changes.
- ✓ The joint commissioning approach should increase choice for users and ensure greater responsiveness to needs.
- ✓ Any growth in, or changes to, approaches to commissioning will be planned in response to assessment of need, gaps in supply and clear prioritising.
- ✓ Commissioning will be based upon a mapping of existing services against forecasts of future demand in terms of capacity and quality as well as type of service.

Continuous evaluation and development

- ✓ Commissioners will commit to the principle of continuous improvement and monitor the quality and performance of services against nationally and joint locally determined targets.
- ✓ Arrangements will ensure that contracts are managed effectively, monitored regularly and reviewed to inform future joint commissioning.
- ✓ There will be an agreed set of performance indicators for different areas to monitor the progress in achieving outcomes and these indicators.
- ✓ There will be an agreement on sharing key information.
- ✓ There will be a regular and structured joint review of opportunities for regional commissioning and achieving economies of scale.

Investing money wisely

- ✓ Best value principles and assessment of affordability will be applied to all joint commissioning including work with providers to achieve outcome improvements and efficiency savings when the contract has been established
- ✓ The Joint Commissioning process will encourage a collaborative culture so that providers will work together effectively to achieve sustainable improvement in outcomes.
- ✓ Services that are not delivering the required outcomes or quality should be decommissioned.
- ✓ An assessment of risk and unintended consequences will be undertaken jointly when decommissioning is planned.