



Integrated Youth Support Service

Commissioning Strategy

2008 - 2011

‘To commission – the art of ensuring that you have or can provide what children and young people need’: Improvement and Development Agency (IDeA)

1. Introduction

This document sets out the commissioning strategy for providing an Integrated Youth Support Service (IYSS) in Brighton & Hove. It complements the “Strategic Commissioning Framework” document previously agreed by the Children & Young People’s Trust and should be read in context of the Children and Young People’s Plan 2006-2009 (CYPP). It also takes account of the principles outlined in the Department of Health’s World Class Commissioning programme for delivering health services. Its purpose is to set out the principles and priorities for joint commissioning work and their rationale for the next three years.

2. Scope of Strategy

This strategy covers the provision of services that make up the Integrated Youth Support Service in the city. These are the services that address the five core national performance indicators found in PSA Delivery Agreement 14: Young People on the Pathway to Success. In addition, there are local performance measures in the CYPP 2006 – 2009 measuring IYSS progress towards the 5 ECM outcomes. This commissioning strategy for Brighton & Hove Youth Support Services is central to PSA 14 delivery in Brighton & Hove. The indicators are:

National Indicator	Descriptor
NI 110	Participation in positive activities
NI 111	Number of first time entrants to the Criminal Justice system
NI 112	Under 18 conception rate
NI 115	Young people’s substance misuse
NI 117	16 to 18 year olds who are not in education, training or employment (NEET)
CYPP Priority	Descriptor
Priority 3	To provide information and support on sexual health
Priority 5	To provide information, advice and support on alcohol and substance misuse
Priority 15	To improve engagement, achievement and enjoyment through out of hours learning and recreational activity
Priority 19	To reduce anti-social behaviour and youth offending
Priority 20	To provide young people with more opportunities to participate in their communities
Priority 22	To enable more young people to engage in EET

3. Context

a. National

The Youth Matters green paper published in 2005 and the subsequent Youth Matters Next Steps in 2006 demands a reshaping of current support services for young people, and requires the Local Authority to create an integrated Youth Support Service (IYSS) by 2008. 'Having a single body responsible and accountable for youth policy and the Every Child Matters outcomes in each area will enable integrated planning and commissioning of the full range of services for teenagers from universal activities through to more specialist and Targeted Youth Support. This will lead to an integrated youth support service, focused on and structured around young people's needs and involving a range of providers, including voluntary and community organisations. ' (DfES 'Youth Matters' 2005 – Para 36)

The four key elements for the new service as described in Youth Matters are:

- Empowering young people – ensuring they have access to things to do, places to go and someone to talk to and that they are engaged in shaping the services they receive.
- Making a contribution – encouraging more young people to volunteer and become involved in their communities.
- Supporting Choices – providing better information, advice and guidance to help young people make more informed choices.
- Reforming targeted support – providing better and more personalised intensive support for those young people with the greatest need.

Integrated Youth Support, in its widest sense, including the development of an Integrated Youth Support Service, needs to deliver on all of the Every Child Matters outcomes and support the implementation of 14-19 reforms; and needs to build on the best of what is currently available. This means a move towards greater integration across all agencies, in order to provide a more effective and seamless service for young people 13 – 19 (up to 25 for those with specific needs). Services should be designed and resources deployed following an in-depth analysis of the needs of young people, to enable inter-agency governance, integrated strategy, integrated processes and integrated frontline delivery.

This Commissioning strategy will ensure the fulfilment of statutory legislation and ensure the new duties on Local Authorities are met. The effective implementation of this strategy will lead to meeting the key challenges in Youth Matters through an IYSS core offer to young people in Brighton & Hove.

b. Local

Within Brighton & Hove, the Children & Young Peoples Plan 2006 – 2009 sets out both a clear vision and specific commitments for all partners in the delivery of better outcomes for children and young people. The key priority within the plan is the shift to early and earlier intervention. This strategy supports the vision of the CYPP, which states:

“Brighton & Hove should be the best place in the country for children and young people to grow up. We want to ensure all our children and young people have the best possible start in life, so that everyone has the opportunity to fulfil their potential, whatever that might be.”

It should be noted that a rewrite of the CYPP is currently underway, with a view to a new plan being implemented from April 2009. The CYPP 2009 – 2012 will contain a fresh set of priorities although an Integrated Youth Support Service will figure strongly as part of it. This strategy document is therefore part of the process for developing a new CYPP and will both influence the plan and be shaped by it, as the plan develops over the coming months. For this reason, this strategy will be reviewed on an annual basis.

The implementation of the Brighton & Hove Youth Support Services commissioning strategy fits with integrated locality working. Once services are established, IYSS providers will be engaged in integrated working with other areas of Children’s Services according to needs within the area.

4. Integrated Youth Support Services – Funding Streams

The combining of the services brings together a number of funding streams. This strategy covers the commissioning and grant awarding aspects of the following:

- Connexions grant
- Local Authority Youth Work funding
- Positive Activities
- Positive Futures
- Substance Misuse funding
- Teenage Pregnancy funding
- Youth Capital Fund
- Youth Opportunities Fund

A detailed breakdown of these funding streams and what they are funding in 2008 – 2009 is given in Appendix 2. It will continue to be a requirement that these funding streams are governed by this strategy.

In addition the following funding streams contribute to the Youth Crime Prevention aspect of IYSS services but are not directly governed by this strategy.

- Challenge and Support
- YOT Preventative Grant
- Children’s Fund

However, it is important that the IYSS Commissioning Strategy takes account of these funding streams and coordinates their contribution to IYSS services

in each of the three areas. A question for the future is whether they should be brought together under the same commissioning strategy.

5. Commissioning Priorities in Brighton & Hove and Targeted Youth Support

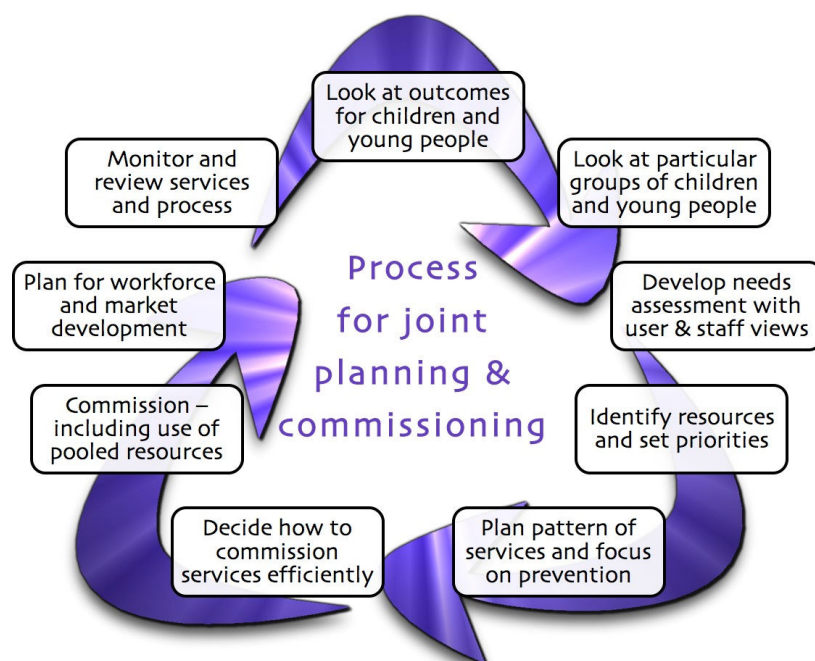
This commissioning strategy is in line with national guidance regarding the need to provide integrated support services in order to deliver better outcomes for young people within all communities, in accordance with best value principles and the best use of available resources. However, the priority for the IYSS is to focus on commissioning more targeted work across the city to support some of the more vulnerable young people and address the key performance indicators mentioned in 2 above. This development of Targeted Youth Support is a key component of the national IYSS strategy. The three main IYSS priorities areas where improvement is required are:

Priority Area	Current Performance	Target
Reducing Teenage conceptions	43.1 conceptions per 1000 females under 18 (2006)	26.4 conceptions per 1000 females under 18 (2010)
Reducing % 16-18 year olds who are NEET	9.24% (2007-08)	6.7% (2010-11)
Reducing number of first time entrants into the Youth Justice System	428 (2007 – 08)	399 (2007-08)

In order to achieve this focus on Targeted Youth Support, the strategy takes account of the CYPT policy of area-based working and the agreed resource split between the areas as laid out in the Youth and Connexions Service Specification 2006. In addition, a needs assessment / mapping exercise has been undertaken based on the PSA14 National Indicator set working to 4 digit post-code areas. This provides an excellent picture of where the targeted young people live and where best to focus resources. It allows commissioning of services to address these priority areas directly and to make a real difference to the lives of these young people.

6. Commissioning Framework

Better commissioning and market management in children’s services is at the heart of DCSF plans to improve the delivery of services and quality of outcomes for children, young people and their families. To support local areas in taking this forward, the “Joint Planning and Commissioning Framework for Children, Young People and Maternity Services” (JPCF) was published in March 2006. The framework consists of nine key steps illustrated in the triangular flowchart diagram below:



Commissioning is a process that operates within a cycle. There are nine key stages within the cycle. This cycle can be summarised as planning, doing and reviewing with a consistent focus on improving outcomes. It applies to all commissioning activity undertaken at individual, operational and strategic levels.

The JPCF states that it aims to “help local planners and commissioners to design a unified system in each local area which will create a clear picture of what children and young people need, will make the best use of resources, and will join up services so they provide better outcomes than on their own”. It is recognised by the DCSF that implementing the framework may take several years and commissioners along the way will face a number of challenges.

7. Terminology

It is important that all partners are clear when using the terminology in respect of commissioning. This strategy uses the following definitions for the processes associated with providing integrated services for young people:

- Commissioning is not just about purchasing services; it is the strategic process of identifying need, current provision, available resources and priorities. Commissioning involves a number of processes, such as:
 - Assessing the needs of children, young people and their families / carers;
 - Developing robust joint contracting and tendering arrangements;
 - Identifying and agreeing priorities;
 - Determining how services can be developed to meet the needs, and who is best placed to deliver them;
 - Agreeing which services do not meet the needs;
 - Efficient and effective allocation of resources;
 - Monitoring implementation and delivery;
 - Evaluation of impact;

- Continually reviewing and learning from the process.
- Procurement is the purchasing of services specified and drawing up the contract for what needs to be done. (Please refer to the *Brighton & Hove City Council Corporate Procurement Strategy 2008 – 2011*)
- Tendering is the process of informing people that these contracts are on offer
- Contracting is the process of agreeing and choosing the service provider.

8. Definition of Commissioning

There are varied definitions and approaches to commissioning across children's services in Brighton & Hove; for some services the term is not used, and for others it is a well-established approach. The development of this strategy is part of the process of building a shared language and common understanding. The following are some commonly accepted definitions:

- 'Developing an overall picture of children's needs within an area and developing provision through public, private, voluntary and community providers to respond to those needs'¹
- 'The strategic activity of assessing needs, resources and current services, and developing a strategy to make best use of available resources to meet identified needs.'²
- 'The process of assessing needs, allocating resources, defining priorities and choices and determining how they are best delivered, monitoring implementation and delivery, evaluating impact and learning from the process.'³

9. Models of Commissioning

Four models are generally identified:

- Single agency commissioning – where individual agencies commission separately. This can be for services in the same organisation or from an external provider.
- Collaborative commissioning – where two or more agencies coordinate their services and contribute resources, not generally financial resources.
- Joint commissioning – where two or more agencies agree to use their separate resources including funding and take joint responsibility for implementation and outcomes.
- Integrated commissioning - where two or more agencies pool resources, human and/or financial to achieve a shared outcome. It is a more radical approach than joint commissioning and generally requires the establishment of integrated teams and working processes.

¹ Green Paper, Every Child Matters

² Guidelines for professionals involved in the commissioning of services for children, young people and their families – Joint Commissioning Unit, CFE

³ Commissioning Framework good practice guide ECM website

As a tool for the CYPT, integrated commissioning is the preferred model, as each ECM outcome requires the combined efforts of at least two children's services. Brighton & Hove CYPT is working towards an integrated model of commissioning for children's services together with the development of integrated teams, working in localities to improve outcomes for children and young people.

10. Levels of Commissioning

Commissioning takes place at strategic, operational and individual levels. Managing the relationship between these levels is key to improving outcomes for children and young people.

- Strategic commissioning – sets the vision in terms of outcomes and establishes standards for service development and continuous improvement. The CYPP is the overarching strategic plan for Brighton & Hove to improve services for all young people in the city. This document forms the strategic basis for commissioning IYSS services to meet the priorities of the CYPP.
- Operational commissioning – operates at a more local, area-based level ensuring that services are developed and improved within strategic parameters and are responsive to local needs. Within the IYSS in Brighton & Hove, operational commissioning must take account of the percentage resource split (by area and level of intervention) agreed after the strategic review of Youth and Connexions Services, published in June 2006 and set out in the Youth and Connexions Service Specification, December 2006 (see Appendix 2).
- Individual commissioning – specific arrangements for small groups or individual children who require particular attention generally beyond the arrangements provided through universal services, in particular BME, LGBT, and disabled young people who are often excluded from universal service provision.

The more that commissioning is delegated to localities the more need there is for an agreed framework that clearly sets out standards for all working with children and young people.

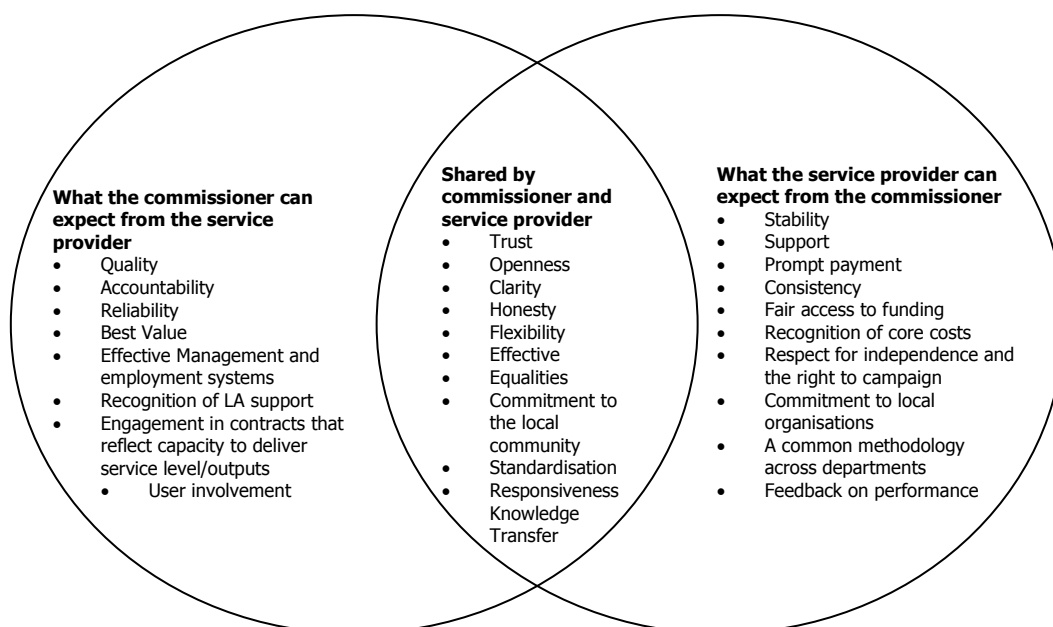
11. Commissioning Principles

This strategy is based on the following principles for commissioning:

- Outcomes Focused. The plan is not to deliver the services envisaged but the outcomes required and desired, as identified through joint needs assessment. Understanding that commissioning is not a technical activity but rather a way of thinking and acting to ensure the design and delivery of services is focused on outcomes.
- Maximising partnership working. Recognition that a single partner agency cannot achieve this alone, it needs involvement from all CYPT partners, including the Third Sector.

- Consultation and participation at the heart of plan. Integral belief that consultation with, and the participation of children, young people and their families / carers is key to understanding what works and to understand needs. There is an expectation that any analysis of needs and gathering of user views is presumed to be a critical building block to developing a responsive commissioning strategy and to drive continuous improvement.
- Best value, but in relation to outcomes based accountability. Acceptance that the constraints of finite resources must be taken into account. Culture of outcomes based accountability needs to be at the heart of reporting.

The following model, adapted from Tower Hamlets Commissioning Principles and Framework document, provides a useful summary of the mutual expectations of both commissioner and service provider.



In addition to the generic principles outlined above, the CYPT as commissioner also requires compliance with specific models of integrated service delivery from providers, especially when delivering targeted youth support to more vulnerable individuals. Examples could include:

- Compliance with agreed policies and procedures across the CYPT in order to deliver Team around the Child (TAC) via CAF, robust data recording on the Aspire database and informed information sharing.
- More 'assertive' interventions with young women at risk of unplanned conception by discussing their sexual health and accompanying them to specialist services as required

12. Governance

An Integrated Youth Support Service (IYSS) requires a move towards one governance and management structure for the whole service to enable effective joined up strategy, planning and commissioning of services, and achieve economies of scale. The delivery of IYSS in Brighton & Hove will be by a mix of public and non-statutory services, for example the Third Sector working within formal arrangements governed by the CYPT. Brighton & Hove CYPT is the strategic lead with accountability for ensuring the IYSS core outcomes for young people are achieved and improved upon. The wide range of expertise and resources partner organisations can contribute to achieving these outcomes are very important. Organisations commissioned to deliver any of the services will have to support and actively help achieve the vision and mission as stated in the Brighton & Hove Children & Young People's Plan.

A Commissioning Group has been established as a subgroup of the Youth and Connexions Service (YCS) Board. This board in turn reports to the Children and Young People's Trust Board. The Commissioning Subgroup (CSG) meets quarterly, at least ten days before the Youth and Connexions Service Board. It is chaired by the Commissioning Manager for Youth and Connexions. Minutes of the group's meetings are tabled as a standing item at the YCS Board. Terms of Reference for the group are attached at Appendix 3.

Membership of CSG is intended to ensure representation of all agencies with responsibility for funding and delivery of integrated services for young people in Brighton & Hove. In addition, representatives from the voluntary sector and other relevant departments within BHCC are involved. Currently, it comprises representation from:

- Area-based Commissioning
- Community Safety Team
- Learning and Skills Council
- Teenage Pregnancy and Substance Misuse Commissioning
- Youth & Connexions Service
- Community and Voluntary Sector Forum
- Housing Services
- Learning Partnership
- Voluntary Sector and External Funding Unit
- Learning Disability Services
- Youth Offending Team

It is recognised that there is a potential challenge in ensuring a robust commissioner / provider split within this group. There are some members who serve both functions and others who are employed by a provider but attend in their capacity as a representative of another organisation. The Terms of Reference for the group recognise this and require representatives to declare any conflicts of interest. However, more needs to be done to ensure we have the required checks and balances in place.

13. Process

The CSG operates as follows:

- CSG meetings are timed to coincide with major commissioning and funding decisions and with Youth and Connexions Board meetings. The meetings have the following functions:
 1. To inform the group of commissioning and funding opportunities available and to agree a way forward
 2. To scrutinise and ratify subsequent decisions made and to make recommendations to the YCS Board
 3. To be informed of performance monitoring issues and be prepared to recommend the decommissioning of services if providers are not performing to the required standards.
- Budget holders responsible for the funding streams outlined in 4 above bring information about commissioning opportunities and activities to the group. The group makes recommendations on the way forward to be presented to the Youth and Connexions Service Board. These commissioning opportunities run from small grants of money available under the Youth Opportunities Fund to major contracts such as the Connexions IAG contract that went out to tender in February 2008.
- The range of commissioning methodology covered by the group runs from competitive tendering of contracts, through use of preferred supplier status to small grant allocation. This is in line with corporate procurement policies and contract standing orders.
- The LSC and Learning Partnership representatives also bring information about external funding opportunities such as ESF to the group to ensure that all sectors are aware of them and that any approaches fit with the strategic IYSS aims in Brighton & Hove.
- The two CVS representatives ensure that the needs of the sector and the principles of the Compact (see below) are taken into account. They also report back to the CVS Forum on any information on potential funding opportunities, as well as the rationale for decisions taken and recommendations made.
- Area-based commissioners ensure that decisions taken do not contradict local approaches to commissioning other CYPT services, including CAMHS and parenting support.
- Representatives from other council services which sit outside IYSS (Community Safety, Housing, External Funding) advise the group and ensure that decisions and recommendations sit well within the wider strategic context of BHCC.

14. Market Management and Third Sector Development

This strategy recognises the importance of the Community and Voluntary Sector in providing IYSS services for young people in Brighton & Hove. It aims to do this within the framework of a 'market management' approach which has the following objectives:

- To ensure that all the services required in Brighton & Hove are available in or near Brighton & Hove, delivered consistently to the standard required.

- To grow and develop the number of available providers in order to ensure choice and value for money.
- To ensure a “fair playing field” upon which in-house, private and third sector providers can compete.
- To develop the third sector market in the context of the Brighton & Hove “Compact”. Market management and development will take various forms including the use of regular provider forums, and “soft market testing” i.e. discussion with providers about the potential for developing service provision in the light of our needs.

The Brighton & Hove Compact sets out a framework to support partnership working. This sets out the aims, shared values, responsibilities and expectations of both the CYPT as commissioner and the Community and Voluntary Sector as providers. It enables greater understanding of the current and future opportunities and pressures affecting the market and how to get the best from this context for young people and the sector.

15. Public services and the Third Sector’s ‘added value’

The distinctive qualities of the Community and Voluntary Sector – sometimes referred to as its ‘added value’ or, the ‘additionality’ of the sector - are assets that the CYPT is keen to ‘capture’ and use in its delivery of services to young people. The Third Sector has a particular role in helping bring service users into a closer relationship with public services. This involves not just looking at the sector’s role as potential service providers – which will of course help increase market choice – but also thinking about the much wider role it can play, for example by helping to identify gaps in service provision, feeding in local perspectives on service re-design or re-provision, as well as offering innovative solutions on service delivery. The third sector’s reach into local communities means that it is able to create ‘social capital’ through building and maintaining relationships and bridges within and across communities, access individuals and communities who are particularly disadvantaged and which traditional services often have difficulty reaching. Added value that the sector brings to service delivery includes the ability to:

- Advocate on behalf of actual or potential service users
- Offer specialist ‘niche’ expertise in areas where the public or private sector tends not to operate
- Involve service users, for example as deliverers of services or in governance
- Be independent
- Be flexible and innovative in delivery and mode of operation
- Work across a range of public sector organisations
- Act as a critical friend to public sector partners
- Deliver value over and above that commissioned through the parallel provision of other services which give added benefit to service users

16. The Office of the Third Sector's Eight Principles of Good Commissioning

One of the ways in which this strategy will measure its success is to test how far its activities help the Office of the Third Sector's 'Eight Principles of Good Commissioning' to become embedded. The Office of the Third Sector has been working with government departments, and the wider public sector, in seeking to harness the added value of the sector in the commissioning process. A range of policy publications, including the key Partnership in Public Services: An Action Plan for Third Sector Involvement provides advice, best practice and guidance. A critical strand of work within the Action Plan is The National Programme for Third Sector Commissioning (being taken forward by IDeA). Underpinning the Programme are eight Commissioning Principles and the expectation is that these principles will be embedded in the commissioning frameworks and strategies of public partners. The Eight Principles of Good Commissioning are:

1. Understanding the needs of users and other communities by ensuring that, alongside other consultees, you engage with third sector organisations as advocates to access their specialist knowledge;
2. Consulting potential provider organisations, including those from the third sector and local experts, well in advance of commissioning new services, working with them to set priority outcomes for that service;
3. Putting outcomes for users at the heart of the strategic planning process;
4. Mapping the fullest practical range of providers with a view to understanding the contribution they could make to delivering those outcomes;
5. Considering investing in the capacity of the provider base, particularly those working with hard to reach groups;
6. Ensuring that contracting processes are transparent and fair, facilitating the involvement of the broadest range of suppliers, including considering sub-contracting and consortia building, where appropriate;
7. Ensuring long-term contracts and risk sharing, wherever appropriate, as ways of achieving efficiency and effectiveness; and
8. Seeking feedback from service users, communities and providers in order to review the effectiveness of the commissioning process in meeting local needs.

17. Involvement of Young People

Young people are involved in the IYSS commissioning decisions taken across the CYPT. The funding streams of the Youth Opportunities Fund and Youth Capital Fund carry the requirement that young people are active in the application and decision making process. Young people are also involved in the major procurement exercises. For example, young people sat on the evaluation panel for the commissioning of Connexions IAG services earlier in the year. The benchmark used for young people's participation work is the "Hear by Right" standard. This has been adopted by the CYPT to assess the

level of young people's participation in all elements of the CYPT's work and to plan to increase it.

18. Equality of Opportunity

The CYPT will require all those working with children and young people to aim for equality of outcome and to ensure that services meet the needs of diverse communities and individuals. Through this integrated commissioning framework the CYPT will require providers to collect and record information on the CCIS database (Aspire) about how groups of children and young people are doing so that resources can be targeted at groups in order to close gaps in outcomes and ensure equality of access to services.

19. Workforce Development

There will be close links with the workforce development programme, so as to ensure that the supply of suitably trained and qualified practitioners matches the profile required. Many of the internal CYPT training courses and other development opportunities are open to partners outside the council who are delivering services to young people. This includes CVS and private sector contractors. In order to access these opportunities, commissioned providers will be required to sign up to agreed CYPT policies and procedures as part of the contracting approach. This will ensure a coherent, truly integrated service being offered to young people.

20. Links with Procurement

There will be close links with procurement and contracting colleagues within the CYPT and other bodies so as to ensure that all services are contracted in accordance with local standing orders and procurement regulations. This strategy takes full account of the recently produced *Brighton & Hove City Council Corporate Procurement Strategy 2008 – 2011*.

21. Securing Value for Money and Contestability

The Local Government Information Unit defines contestability as being "the process of considering different supplier options, rather than just considering changing the management, method or processes of the existing supplier". Promoting a mixed market in the delivery of public services is a key component of the government's public service reform agenda. Ensuring commissioners, users, and funders of public services get the best Value for Money (VFM) from a mixed pool of providers is crucial to service improvement and sustainability. This strategy supports the need to work to the principle of contestability in terms of widening the market to create more suppliers of IYSS services.

The corporate procurement strategy lists a number of principles that should be applied in order to secure VFM. These are as follows:

- Cost effectiveness without compromising quality

- Competition should be sought
- Required rather than desired outputs
- Added value through innovation and creativity
- Accountability and transparency
- All viable sourcing options shall be considered
- Transactions should be streamlined to ensure efficient use of resources
- Administrative processes kept to a minimum to avoid bureaucracy
- Continuous improvement and learning from experience through ongoing 'relationship management'
- Focus on improving services for the future rather than maintaining services of the past.

Proof of good value for money is in concluding that the services received were worth the price paid. For services for children and young people this will be increasingly measured by the outcomes achieved in relation to the budgets committed.

As outlined in the corporate procurement strategy, in order to demonstrate VFM the following shall become established procurement practice within the commissioning of IYSS services:

- The inclusion of Performance Indicators and service level agreements within council contracts.
- Risk management to play a pivotal role in the contracting process.
- Contract management and benchmarking procedures.
- Investment in training and technology to enable positive results.
- Challenging the status quo through open and honest dialogue with partners and providers alike, as well as with young people and other stakeholders.
- Service and cost breakdowns must be secured to ensure probity and transparency

22. Performance Management

The need for commissioning and the resulting procurement activity to be undertaken within a performance management framework is critical to achieving success and continuous improvement and to ensuring that resources are targeted effectively. There is a range of performance management and monitoring systems in place for Children and Young People's Services in Brighton & Hove. However, the IYSS recognises that it has to do more to do to ensure that we measure value for money across all services. In terms of this strategy, this will require the development of a standardised performance management framework for all IYSS services, to include systematic and explicit benchmarking in relation to costs and outcomes for commissioned services. This will involve the setting of clear targets and the use of the Aspire MI system to monitor performance and measure impact.

23. Outcomes Framework

All contracts will include a cycle of monitoring and review so as to ensure the delivery of outcome-based performance targets, as shown in the following table:

	QUANTITATIVE	QUALITATIVE
OUTPUT or EFFORT	e.g. contacts with young people	e.g. process measures such as waiting times, or assessment timescales
OUTCOME or EFFECT	e.g. PSA 14 indicators, CYPP priority outcomes measures, young people gaining accredited outcomes	e.g. young person feedback

This approach will dovetail with work already undertaken within the CYPT to develop Result Based Accountability (RBA)³ as a means of measuring and improving performance. The approach uses performance measures by asking seven questions:

1. Who are our customers?
2. How can we measure if our customers are better off?
3. How can we measure if we are delivering services well?
4. How are we doing on the most important of these measures?
5. Who are the partners that have a role to play in doing better?
6. What works to do better, including no-cost and low cost ideas?
7. What do we propose to do?

24. Planned Focus of Commissioning Work

Commissioning of services over the next three years will build on current work that has proved to be making a difference, targeting areas most in need. This can be measured by progress against the key performance indicators. Although there are still challenges to meet some of the targets, progress is being made in many areas. The following table shows the key areas of focus for IYSS commissioning. They have been chosen on the basis that they are significant levers for improving outcomes.

Priority Action	Current Focus of Commissioning work in 2008	Planned Focus of Commissioning work 2009 - 2011
Targeted Youth Support	<ul style="list-style-type: none"> • Strengthened targeted work in 3 CYPT areas and developed a TYS service model / care pathway 	Improve outcomes through: <ul style="list-style-type: none"> • Consolidating work of integrated teams and hubs to ensure they offer the services to young

³ Friedman, 2005, 'Trying Hard is Not Good Enough..' How to produce measurable improvements for customers and communities. A methodology to evaluate impact on outcomes, using Results Based Accountability (RBA) is set out in the 'Turning the Curve Toolkit' published under the auspices of the Every Child matters programme.

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Priority Action	Current Focus of Commissioning work in 2008	Planned Focus of Commissioning work 2009 - 2011
	<ul style="list-style-type: none"> • Developed a model that has sign-up from the Community Safety Team, Police and CYPT. • Established network of area-based Hubs and Satellites offering services to young people in their locality • Formation of Integrated Teams • Invested in IYSS database – Aspire • Improving overall performance 	<ul style="list-style-type: none"> • people that are appropriate and accessible • Reviewing usage and effectiveness of hubs and satellites • Outcome-focused performance management monitored via Aspire • Consider decommissioning and recommissioning services if required outcomes not achieved
Reducing 16-18 NEET	<ul style="list-style-type: none"> • Commissioned new IAG provider – Prospects – to deliver universal NEET Prevention and post-16 NEET Intervention Information, Advice and Guidance (IAG) • Funded specialist PA to work with YP with housing issues • Work with Allsorts to support LGBT young people • Worked with LSC and Family Learning Team to set up specialist provision for young mothers • Teenage Pregnancy Reintegration Officer now part of EWS team • Supported successful ESF and Entry to Learning bids to work specifically with NEETs 	<ul style="list-style-type: none"> • Outcome-focused performance management monitored via Aspire • Review small contracts currently with City College and CVS providers to ensure NEET focus • Review in-house provision of intensive PA support • Revisit teenage pregnancy specialist PA specification to further support NEET • Review housing and LGBT work in light of budget constraints • Support work with CVS and other partners on ESF and Entry to Learning programmes.
Reducing Teenage Conceptions	<ul style="list-style-type: none"> • Provision of 3 TYS Teenage Pregnancy Workers as part of Hub-based integrated teams • Increased Contraceptive and Sexual Health (CASH) facilities • Recruited specialist Health Visitor and Early years Visitor posts • Implemented Termination pathway • Currently reviewing workforce development issues via focus groups • Working with Sussex University to investigate the Information, Motivation and Behaviour 	<ul style="list-style-type: none"> • This is a key CYPT priority and PCT Vital Signs indicator • Evaluate and implement workforce development issues from focus groups • Rolling out CASH more widely – schools, colleges, WBL providers • Building on targeted interventions with YP at risk • In partnership with Sussex University implementing findings of IMB research and evaluating effectiveness of interventions.

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Priority Action	Current Focus of Commissioning work in 2008	Planned Focus of Commissioning work 2009 - 2011
	<p>approach to working with young people</p> <ul style="list-style-type: none"> • In joint partnership with Housing, submitting a Child Poverty bid to improve outcomes for homeless young mothers. 	
Youth Crime Prevention	<ul style="list-style-type: none"> • Integration of 3 Integrated Team Leaders with Youth Crime Prevention backgrounds • Integration of 7 Youth Crime Prevention workers into Hub-based integrated teams • Rolling out staff development opportunities to introduce restorative justice pilot project 	<ul style="list-style-type: none"> • Develop and deliver truly integrated programmes for young people as part of the hub-based teams. • Continue with restorative justice pilot and evaluate effectiveness • Consider commissioning a coordination role for the restorative justice pilot
Substance Misuse	<ul style="list-style-type: none"> • Undertaken under-19 needs assessment to inform treatment plan. • Moved to National Treatment Agency performance structure and treatment planning process • Ruok? service specification conforms to NTA guidance • Currently revising youth alcohol strategy • Recruited to new Tier 3 alcohol support post 	<ul style="list-style-type: none"> • Improve services to young people who misuse substances • Commission MIND to write and implement service user involvement strategy • Consider contestability issues around treatment service contract next March • Investigate extent to which city-wide provision meets area-based needs
Core Youth Work / Positive Activities	<ul style="list-style-type: none"> • Submitted Myplace bid to develop 67 Centre in Moulsecoomb • Submitted CYPT V bid and worked with CVS partners on their V bid. • Revisited core youth work delivery plans and SLAs with CVS partners 	<ul style="list-style-type: none"> • Revisit and develop service specification for core youth work to ensure it reflects key IYSS priorities • Develop tighter and clearer SLAs with CVS to reflect IYSS key priorities and which are subject to outcome based monitoring
YOF / YCF	<ul style="list-style-type: none"> • Involved young people in a developing a good model of decision making and monitoring delivery, including prioritisation of funding. 	<ul style="list-style-type: none"> • Further develop model to allow decisions on proportion of funding to which areas of service
Pooling Funding Streams	<ul style="list-style-type: none"> • Agreement on pooling funding streams and projects to enable a robust cross city approach to 	<ul style="list-style-type: none"> • Continue to develop pooled funding approach • Evaluate effectiveness of

Brighton & Hove Integrated Youth Support Service – Commissioning Strategy

Priority Action	Current Focus of Commissioning work in 2008	Planned Focus of Commissioning work 2009 - 2011
	supporting young people	pooled funding

25. Implementing the Strategy – Next Steps

An action plan will be drawn up by the Commissioning Sub Group and recommendations made to the Youth and Connexions Service Board to allow this strategy to be taken forward. It is proposed that key actions to be addressed include:

- To draw up detailed operational commissioning plans which sit beneath this strategy for specific areas of work within the IYSS. This will include detailed plans for each CYPT area.
- To consult and review the terms of reference for the Youth and Connexions Service Board to investigate whether it should become the Integrated Youth Support Service Board.
- To review the current Commissioning Subgroup Terms of Reference to ascertain whether we have in place the required ‘checks and balances’ between commissioner and provider.
- To review and revise the current performance management framework to develop a standardised model for all IYSS services falling within this strategy.
- To ensure that this revised performance management framework enables the cultural shift from the present ‘partnering’ approach with soft outcomes and generic targets to a more ‘commissioned’ approach with specific, measurable indicators which reflect the outcomes framework described in 23 above.
- To investigate the feasibility of combining existing commissioning groups to look at wider funding streams such as youth crime prevention.
- To investigate whether we have the correct model and mix of commissioned providers and preferred suppliers, including in-house suppliers, to address the needs of young people in Brighton & Hove and achieve value for money. This to be done within the requirements of contestability and the context of the Brighton & Hove Corporate Procurement Policy.
- In the longer term, to investigate how this IYSS Commissioning Strategy links to and dovetails with other commissioning strategies for services for young people e.g. CAMHS.

26. Review of the Strategy

The Youth and Connexions Board will oversee the delivery of the IYSS Commissioning Strategy through the Commissioning Subgroup. The strategy will be reviewed annually with a report back to the Board each April.

