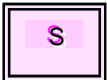


Project Title:	Cymorth Commissioning		
Senior Responsible Officer:	Neelam Bhardwaja, Corporate Manager, Opportunities		
Project Manager:	Ceri George – Joint Commissioning Officer	Project Ref No:	
Date:	June 2009	Version No:	Draft 0.3

<p>Project Description Scope of Project</p> <p>The project will manage the development of new commissioning arrangements for the Cymorth fund, which is administered by the Children and Young People’s [C&YP] Partnership. These arrangements will commission a programme of services that will support the delivery of Cardiff’s C&YP Plan 2008-2011. The new programme of services will be put in place from April 2010.</p> <p>Cymorth funding is a ring-fenced annual grant to the local authority. For Cardiff indicative funding for 2010-11 amounts to £5,309,378 following a transfer of £924,363 to the Flying Start programme. WAG Guidance (December 2008) specifies that Cymorth is to be used to fund projects which will support the delivery of the C&YP Plan, with a focus on prevention and tackling inequality. The Guidance also specifies that the fund is intended to cover central support for the work of the C&YP Partnership and for the management, monitoring and evaluation of the use of Cymorth itself.</p> <p>The fund has been managed by the C&YPP since 2002 and has funded diverse programmes of work for children and young people. However, the C&YPP recognises that the current programme reflects a historical position. Funded services need to be aligned more closely to the priorities identified in Cardiff C&YP Plan 2008-11. The C&YPP Board has agreed that the new programme requires a robust commissioning process.</p> <p>Acting on the direction of the Board, the project will develop these new arrangements and follow an agreed commissioning model in order to:</p> <ul style="list-style-type: none"> • Identify the processes and responsible groups which will bring forward a set of service proposals for the new Cymorth programme 2010-11 • Identify the processes and responsible groups for making commissioning decisions that take account of delivery against the Cymorth themes (as specified by Welsh Assembly Government [WAG] guidance) and the 21 priorities set out in the C&YP Plan • Develop detailed service specifications, focused on improving outcomes for children and young people in Cardiff, for all projects and services which will be commissioned • Set in place clear, equitable arrangements for grant making, tendering and procurement, which comply with the Cardiff Commissioning and Funding Framework, Cardiff County Council financial regulations and procurement policy and other relevant national and EU rules • Establish robust arrangements with providers for performance management and review • Ensure stakeholder involvement, including the involvement of children, young people and their families in these processes <p>The planning structures within the Children and Young People’s Partnership will provide the mechanisms for stakeholder involvement, decision-making and review.</p>			
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<p>Out of Scope</p> <ol style="list-style-type: none"> 1. Commissioning taking place using core budgets of services such as Children’s Services, Schools and Lifelong Learning and Culture, Leisure and Parks. 2. Commissioning using other WAG funding streams such as 14-19 Learning Pathways and Safer Communities Funding. 			
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Key Deliverables
<ol style="list-style-type: none"> 1. A coherent programme of services which supports Cardiff's C&YP Plan and delivers improved, measurable outcomes for children and young people in Cardiff. 2. A consultation mechanism with children, young people and their families will be developed to ensure their involvement in the commissioning process. This will build on existing systems already in place such as U-Share, Llygaid y Ddinas and the Parents Network but establish specific arrangements where necessary. 3. A Commissioning Plan will be produced with supporting documentation setting out the process for commissioning and the roles and responsibilities of planning groups and key individuals. It will also incorporate a communication plan which will set out how communication links will be maintained with stakeholders throughout the process.

Measurable Benefits
<p>Include the benefits to the customer and the Council.</p> <p>Output Measures</p> <p>Objective / Benefit: A robust commissioning process is put into place which complies with all relevant regulations and good practice.</p> <p>Measure: Monitoring of process with Cardiff County Council corporate procurement division.</p> <p>Objective / Benefit: Engagement of all relevant stakeholders in commissioning process.</p> <p>Measure: Evaluation of stakeholder involvement in the process.</p> <p>Objective / Benefit: Agencies are responsive to the need for Cymorth funded provision to meet changing needs of children, young people and families, national policy objectives and best practice.</p> <p>Measure: Proposals based on needs analysis, C&YP Plan 2008-11, WAG Guidance and identified good practice.</p> <p>Outcome Measures</p> <p>Objective / Benefit: Improved outcomes for children, young people and their families in relation to the Welsh Assembly Government's seven Core Aims for children and young people in Wales:</p> <ul style="list-style-type: none"> • Have a flying start in life; • Have a comprehensive range of education and learning opportunities; • Enjoy the best possible health and are free from abuse, victimisation and exploitation; • Have access to play, leisure, sporting and cultural activities; • Be listened to, treated with respect, and have their race and cultural identity recognised; • Have a safe home and community which supports physical and emotional wellbeing; • Not be disadvantaged by poverty. <p>Measure: Outcome measures, baselines and targets to be identified as integral part of new Cymorth programme, matched to those in the C&YP Plan.</p>

Key Stakeholders / Links with Other Projects
<p>Legislation and Statutory Guidance includes the following:</p> <ul style="list-style-type: none"> • The UN Convention on the Rights of the Child 1989 • The Children Act 2004, and supplementary guidance: <ul style="list-style-type: none"> ○ Stronger Partnerships for Better Outcomes ○ Shared Planning for Better Outcomes ○ Local Participation Strategies for Children and Young People • The Learning and Skills Act 2000 • The Carers and Disabled Children Act 2000 • The Disability Discrimination Act 1995 • The Care Standards Act 2000 • Health and Social Care (Community Health and Standards) Act 2003 • The Education Act 1996 (as amended in 2002) • The Leaving Care Act 2000 • Human Rights Act 1998 • The Local Government Act 1999 (driver for continuous improvement)

- The Race Relations (Amendment) Act 2000
- Data Protection Act 1998

- Wales a Better Country 2003
- A Framework for Partnership 2002
- Children and Young People Rights to Action 2004
- Making the Connections: Delivering Better Services for Wales 2004
- Safeguarding Children : Working Together for Positive Outcomes 2004
- Special Educational Needs Code of Practice for Wales 2002
- Towards a Stable Life and Brighter Future
- The Framework for Assessment of Children in Need and their Families
- The All Wales Child Protection Procedures 2008
- Everybody’s Business: Child and Adolescent Mental Health Strategy 2001
- The Laming Enquiry Report 2003
- The Clywch Report
- We are on the way: A policy Agenda to Transform the Lives of Disabled Children and Young People, 2008

Key Links

Local strategies and projects:

- Cardiff Participation Strategy (in development)
- Cardiff Family Support Strategy
- Cardiff Disabled Children and Young People Strategy (in development)
- Autism Strategy (in development)
- Early Childhood Strategy (in development)
- Play Strategy
- Action on Child Poverty Project
- Health, Social Care and Wellbeing Strategy
- Safer Capital Interim Commissioning Strategy 2009-12
- Cardiff Commissioning and Funding Framework

Key Stakeholders

Service users and their families:

- Children and young people
- Parents’ Network
- Other service users not represented on the umbrella organisations above

Managers and operational staff from the following organisations:

- Cardiff County Council, including
 - Children’s Services
 - Schools and Lifelong Learning Services
 - Culture Leisure and Parks
 - Cardiff Children and Young People’s Partnership Central Unit for Partnership Support [CUPS]
- Cardiff Local Health Board
- Cardiff and Vale NHS Trust
- Abertawe Bro-Morgannwg University NHS Trust
- The National Public Health Service
- Careers Wales Cardiff and Vale of Glamorgan
- South Wales Police
- Youth Offending Service
- Representatives of the Voluntary Sector
- Voluntary Action Cardiff and Cardiff Children, Young People and Families Network

Resources	
Area	Resource Description
<p>Estimated Funding (include savings & gains)</p> <ul style="list-style-type: none"> • Capital • Revenue • External Funding <p>Include any requirements set by funding providers</p>	<p>Funding for the management and delivery of the project will be identified from the Cymorth grant for 2009-10. This already includes central costs of 549,599.72 which cover:</p> <ul style="list-style-type: none"> • Salary of the Joint Commissioning Officer (who is the project manager) • Managerial, policy and administrative support from the Central Unit for Partnership Support • Advice and support for the activities of Core Groups from Lead Support Officers <p>Funding has also been allocated to support the involvement of children and young people, parents (through the Parents' Network) and members of the voluntary sector.</p> <p>Additional costs will be identified when the detailed project plan is developed and may include general project officer support or expert procurement and/or legal advice. Some funding has already been identified to meet these costs and if any further funding is needed in addition to this, it will be prioritised from slippage within the current programme.</p>
<p>Key Milestones & Deadlines</p>	<p>July 2009 Agreement of Project Mandate, Project Brief and decision-making process by Children and Young People's Partnership Board;</p>
	<p>July 2009 – April 2010 See Gantt Chart for further detail</p>
	<p>April 2010 Arrangements for commencement of new Cymorth Programme in place</p>
<p>Project Team (give details of project team members)</p>	<p>Joint Commissioning Officer (Project Manager) Operational Manager, Children and Young People's Partnership Business Manager, Children and Young People's Partnership Policy and Practice Officer, Children and Young People's Partnership Lead Support Officers for C&YPP Core Groups:</p> <ul style="list-style-type: none"> • Purposeful Learning • Health, Wellbeing and Social Care • Nurturing Families and Communities • Participation and Involvement • Play, Leisure and Culture <p>Senior Procurement Officer, Corporate Procurement Services</p> <p>A member of the CUPS Team may also be appointed as Project Officer.</p>
<p>Training Requirements List specific / essential training requirements</p>	<p>Procurement training</p>

Key Risks

Including Health & Safety, Financial etc

Risk Description	Mitigating Actions
<p>Poorer outcomes for children and young people because services are not delivered consistently. This may occur for a number of different reasons, including the following:</p> <ul style="list-style-type: none"> • Staff in current services leave because of uncertain future – possible threat to current provision (2009-10) because of inability to reappoint within this financial year and possible difficulty of re-appointing even if provider successful in bid for new provision 2010-11 (there will be a gap in agreement between notice to end contract in November 2009 and agreement of new contracts in 2010). • New projects need longer lead-in time than planned, leading to <12 months' service delivery in 2010-11, especially if delays in agreement of contracts for any reason. 	<ul style="list-style-type: none"> • Good communication with providers and clarity about processes. • Risk matrix used to identify services which are crucial to the delivery of the C&YP Plan and special attention given to support and minimise loss of service, possibly to include: <ul style="list-style-type: none"> ○ phased approach identifying and tackling those areas which are not yet delivering against the priorities first and putting crucial areas of work are maintained until suitable arrangements can be made ○ preferred provider route for special cases • Mitigating actions as below to try to keep contract agreement on track.
<p>Inadequate stakeholder involvement, particularly involvement of children, young people and parents, which may arise because:</p> <ul style="list-style-type: none"> • There is a lack of capacity to support their involvement • This element is not prioritised because of pressures on timescales 	<ul style="list-style-type: none"> • Use of existing mechanisms such as U-Share, Parents' Network and VAC Children and Young People's Network. • Additional capacity bought in to support lead officers for these groups. • Clear commitment from the Partnership to this element of the process as set out in values statements in the Delivery Plan.
<p>Delay in planning, decision-making and procurement processes which put pressure on subsequent timescales. This may arise because of:</p> <ul style="list-style-type: none"> • Lack of clarity about process needed • Unavailability of key people to undertake planning work required (especially during holiday periods) • Lack of capacity (e.g. of LSOs) to support planning and decision-making processes within groups or to gather information needed and support administrative arrangements for additional meetings etc. • Tendering and procurement process needs approval from Executive Business Meeting before it can start because total project worth >£5m. • Need to comply with EU timescales for tendering and procurement. • Lack of capacity within corporate procurement to support level of activity needed. • Lack of capacity within legal department to support level of activity needed. • Logistics of organising simultaneous procurement processes for potentially up to 70-90 lots, with assessment meetings and interviews needed for all. • Unavailability of enough people, including service users and partners who have knowledge of provision to be assessed but are independent, to take part in evaluation, assessment and interview processes. • Lack of capacity within CUPS team to support process. 	<ul style="list-style-type: none"> • Clear decision-making at relevant C&YPP meetings. • Preparation of clear documentation to support process and good communication, both written and face to face. • Partners prioritise involvement in the process. • Additional LSO capacity negotiated. • Corporate support to manage process with EBM, if needed. • Discretionary compliance with EU timescales where only good practice rather than a requirement (depending on cost assigned to individual lot). • Procurement of specialist consultant to assist with procurement processes – tender process for this would need to be carried out as soon as possible. • Agreement with Legal Department that external legal advice should be used. • Partners who are able to make decisions prioritise involvement in the process. • Project officer role identified within CUPS Team to support the process. • Sufficient funding identified within current Cymorth budget to enable purchase of additional capacity. • Phased approach, ensuring that the areas which are not yet delivering against the priorities are tackled first and critical services are maintained until suitable arrangements can be made.

<p>Providers' relationship with C&YP Partnership is threatened because of negative experience of commissioning process:</p> <ul style="list-style-type: none"> • Key partners lose staff and service delivery capacity • Some providers experience pressure because of demands of tendering and procurement processes • Inequality in capacity among providers might put some at a disadvantage 	<ul style="list-style-type: none"> • Staff loss is minimised in critical projects through identification using risk matrix and phased approach or use of preferred provider route. • Training and support provided for providers who identify that they have a need for it.
<p>Negative response within communities as a result of services coming to an end or experiencing difficulties in maintaining provision.</p>	<ul style="list-style-type: none"> • Adequate stakeholder involvement and good communication, resulting in understanding of the basis for difficult decisions. • Risk assessment for all current projects to assess risk if they are not delivered (recommended by WLGA as good practice).

How does the project fit in with the Council's commitment to Sustainable Development?

The project design will aim to achieve efficient use of resources – staff, capital, transport and energy.

How does this project fit in with the Council's commitment to Equality?

One of the main purposes of the Cymorth fund, as expressed in the Guidance from WAG, is to address inequality. The fund will be used to help tackled the barriers that prevent some children and young people from reaching their full potential and it will aim to ensure that everyone has equal access to services according to assessed need, regardless of their race, ethnic origin, language, gender, disability, age, sexuality, marital status, nationality, religions or non religious belief, family background or any other individual characteristic which may limit a person's opportunities in life. The development process will aim to engage a full range of stakeholders.

Agreement to Proceed to Next Stage

<p>Approved by Senior Responsible Officer – Minute Number:</p>		<p>Date of Meeting</p>	
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