

**Redbridge Children's
Trust Partnership Board
Joint Commissioning
Strategy 2012 - 2014**

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Foreword

The Children's Trust Partnership Board (CTPB) recognises the need to create a distinct commissioning strategy that provides strategic direction so that the services that are purchased are developed in more dynamic ways, with children and young people at the centre of provision.

The Children and Young People's (CYPP) Action Plan of 2011/12 required that we *"Further develop our integrated commissioning strategy by sharing needs assessment across the Children's Trust partnership, strengthening our use of the views of children and their parents to inform commissioning decision and developing the market for service providers, especially the voluntary and community sector"*.

In order to deliver innovative services, the CTPB brings together the organisations that work to improve the lives for children and young people, their parents and carers in Redbridge. The core purpose of our well established partnership is to continue to jointly commission services to improve the outcomes for children and young people.

We have developed **5 key priorities for action** for our joint commissioning strategy. This is to ensure that our policies and services are designed around the needs of children, young people and their families, and that they are involved in decision making at a local level.

We are committed to involving children and young people at strategic level in the commissioning, shaping and design of services. We can evidence this through the development of our Consultation and Participation Strategy.

The ongoing development of initiatives to consult with children and young people and ensure their participation has resulted in us having a valuable Children and Young People's Plan which has been positively evaluated by children and young people. This is supported by mechanisms to hear their voice and to commission and adjust service delivery appropriately. Key indicators show us that we are achieving this reasonably well but we can improve. This new commissioning strategy has been written to support the work.

Annually, we map and evaluate all commissioned projects and record both outcomes and impact ensuring that this information is posted on the borough's electronic database. We also, throughout the year, publish a calendar of commissioned activities.

We firmly believe that the effective commissioning of Children's Services across the partnership needs to have children and young people included at all stages.



Pat Reynolds
Director of Children's Services
Chair of the Children's Trust Partnership Board

1 Introduction

- 1.1 This is the second year that a joint commissioning strategy for Redbridge Children's Trust Partnership has been produced. It aims to set out the **key priorities for action**. Year on year this strategy will be further developed as we undertake more detailed assessments of our priorities and activities as part of the development of our future Children and Young People's Plan.
- 1.2 This strategy should be read alongside our existing Children and Young People's Plan 2011-2014 and the Early Intervention Strategy. This helps to describe and identify our vision and priorities for joint working to improve outcomes for children and young people in Redbridge.
- 1.3 The Children and Young People's Plan has been developed from detailed consultation from children and young people who want to live in a borough where:
- Children and young people can fulfill their dreams and achieve their full potential
 - Children and young people will develop a sense of responsibility and fairness and justice, becoming positive and informed members of their communities.

2 Commissioning: The National Context and National Drivers

- 2.1 The Children's Trust Partnership Board (CTPB) has a governance role of the totality of Children's Trust cooperation arrangements. It has a specific responsibility to develop, publish, review and revise the Children's and Young People's plan.
- 2.2 The CTPB also provides a strategy framework within which partners may commission services in a coordinated way. It will promote cooperation in all areas relating to its remit of 'giving people the skills and opportunities to make the most of their lives'. This remit includes consideration of issues relating to improving children and young people's achievement in education and activities for young people.
- 2.3 The CTPB is one of a number of strategic partnership groups that support the Redbridge Strategic Partnership in the delivery of the Sustainable Community Strategy (SCS). As a cluster group of the RSP, the CTPB has

responsibility for delivering SCS priorities and the Local Government agreement LAA targets¹ arising from these priorities.

2.4 Key functions are:

- Develop and publish a children and young people's plan (CYPP) in line with statutory guidance
- Review the progress of the CYPP and performance against targets including those objectives and targets set out in the sustainable community strategy and the local area agreement
- Publish a review of the CYPP on an annual basis
- Revise the CYPP where required

2.5 'Relevant Partners' under Section 10 of the Children Act 2004 who have a duty to cooperate to improve the well being of children and young people now include schools, FE and sixth form colleges, and Job Centre Plus.

2.6 Statutory guidance accompanying the legislation will also be implemented. This guidance will strengthen previous guidance published in 2008 in relation to expectations around the joint commissioning of services and pooling or aligning of budgets among Children's Trust Partnership Board partners.

2.7 **Joint Commissioning and the Children's Trust Partnership Board**

2.7.1 Statutory guidance on Children's Trust Partnership Boards states that: "A Children's Trust (Strategic Partnership) 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 (Strategic Partnership) partners come together to make a reality of the duty to cooperate and drive cultural change. Commissioning is much more than contracting and procurement".

2.7.2 Joint commissioning is about harnessing the total resources available to the Children's Trust Partnership Board (ie: the whole local system, including children's services, health, schools, leisure etc) and deploying these in the best and most efficient way to improve outcomes.

2.7.3 Both the Department of Health and Department for Education commissioning framework describe a number of steps that all strategic partners need to undertake:

- **A strategic needs assessment:** including engaging with children, young people and their families and taking a sophisticated approach to the use of

¹ The LAA flows directly from the SCS. The LAA is made up of indicators drawn from the National Indicator Set (NIS, where the RSP has set performance targets, the achievement of which will result in securing rewarded funding from central government.

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 and young person's needs
- **Shaping and managing the market:** taking a strategic approach to ensuring diversity of providers within the market in order to enable services to meet diversity in need
- **Deciding on how to deliver and with whom:** identifying which organisations are well placed to deliver services through open and transparent procurement processes and ensuring that contracting arrangements and service level agreements are in place so that all parties are clear about the deliverables
- **Reviewing and challenging:** the fitness for purpose of services and providers and monitoring their impact on outcomes

2.7.4 Commissioning takes place at a number of levels as follows:

- **Strategic:** At this level we need to ensure that our approach to commissioning will deliver the outcomes set out in our Children and Young People's Plan
- **Operational:** At this level we will ensure that all partners within the Children's Trust Partnership Board are employing a common framework for the commissioning of services that maximise outcomes for children and young people
- **Individual:** We are committed to enabling individual service users to commission services in accordance with their assessed needs, expanding individual choice

2.8 Needs Assessment

2.8.1 A new Joint Strategic Needs Assessment (JSNA) was completed in 2012, and provides a comprehensive analysis of the health and well being of children, young people and adults within Redbridge, together with extensive information about the changing demography and the impact of a wide range of inequalities.

2.8.2 The review of our Children and Young People's Plan has helped us to build on this understanding of the needs of children, young people and their families, and so to influence the commissioning priorities.

2.8.3 The identified priorities are therefore ones that are both grounded in a detailed understanding of the data and ones which have been developed in partnership with children and young people – our ultimate customers.

2.9 Joint Commissioning Priorities

2.9.1 The priorities identified in the following sections are not intended to include all priorities of the partners within the Redbridge CTPB. Rather,

they are priorities where a joint approach to the commissioning of resources is likely to have an increased impact on outcomes for children, young people and their families.

2.9.2 Nevertheless, all partners working with children, young people and their families – including those who are not specifically members of the Board but who are part of the broader partnership, will want to take into account these commissioning priorities (together with the CYPP) when determining their own priorities for commissioning and services delivery. There are a number of priorities in the sections below, which begin with cross cutting issues before moving on to priorities relating to the five outcomes.

2.9.3 As a partnership, we are committed to a robust approach to self evaluation, using the Audit Commission and Commissioning Support Programmes children's trust self assessment tools and working with the Commissioning Support Programme to ensure we deliver the improved outcomes that children and young people expect and deserve.

3 Strategic Links

3.1 The CYPP will enable us to make a key contribution to ensuring that Redbridge is a better place to live for our children and young people and their families, by following the five **Key Priorities** below:

- Enabling children to have the best start in life and tackling children and young people's problems early
- Enabling children and young people to be safe and promoting their well being
- Enabling children and young people to make good progress in education
- Enabling young people to make a successful transition to adult life
- Ensuring the children and young people of Redbridge receive high quality services

4. Children's Trust Priorities and Vision

4.1. The CTPB brings together the organisations that work to improve the lives for children and young people, their parents and carers in Redbridge. The core purpose of well established partnership is to continue to jointly commission services to improve outcomes for children and young people. Since 2005, a strategic CYPP has been produced identifying **Key priorities for action**. The government has now removed the statutory requirement for local authorities to publish a CYPP and with that, the guidance of what it must contain. Nevertheless the CTPB in Redbridge remains committed to working jointly and a brief outline of the new 2011 – 2014 plan is set out in our section **Current Key Areas of Activity – Our Priorities**.

5 Governance Arrangements

- 5.1 The CTPB is accountable to the RSP for delivering the improved outcomes for children and young people as described in the CYPP so enabling the Strategic Partnership to deliver services in line with the Children's Trust Priorities and Vision.
- 5.2 A number of strategic partnerships and groups are accountable to the Children's Trust Partnership Board for the strategic development, commissioning and/or provision of a wide range of services to children and young people that support the delivery of the priorities included within the Children and Young People's Plan. These partnership and groups include:
- The Sexual Health and Teenage Pregnancy Board
 - The 14-19 Steering Group
 - The Child and Adolescent Mental Health Partnership Board
 - The Children's Centres Advisory Board
- 5.3. There are also other partnerships that are responsible for ensuring that there are sufficient childcare and school places in the borough, as well as the Safer Communities Partnership, accountable to the RSP. It has lead responsibility for youth offending and anti social behaviour in the borough, and there are close links between it and the Children's Trust Partnership Board.
- 5.4 The Redbridge Local Safeguarding Children Board has a key role in supporting and challenging the Children's Trust Partnership Board in ensuring that all partners working with children and young people in the borough are actively promoting and safeguarding their welfare. This Joint Commissioning Strategy describes how the key priorities of the Children and Young People Plan will be delivered.
- 5.5 Those partnerships and individual organisations accountable to and which make up the partnership will be guided by this strategy when agreeing their own commissioning and service delivery priorities for the children and young people of Redbridge.

6.0 Background and Context

- 6.1 Redbridge is situated on the north east edge of London, adjacent to the London Boroughs of Waltham Forest, Newham, Havering and Barking and Dagenham.
- 6.2 **Key features around children and young people:**

- There are approximately 77,100 children aged 0-19 in Redbridge, making up 27.7% of all residents
- There are 3 part time childcare places available for every 4 children aged 3-4 years (78%)
- The highest concentrations of children are found mainly in the south of the borough
- The number of pupils on school rolls increased by 8.0% from 2008 to 2012; increasing from 46,714 to 50,441 pupils.
- The number of pupils is projected to continue to increase in Redbridge schools
- In 2010/11 there was higher pupil mobility during the school year in primary schools in the north of the Borough.
- Free school meal eligibility levels have been consistently above the national average for both primary and secondary schools.
- In January 2012, more than three quarters of pupils in Redbridge schools were from a minority ethnic background (79.8%), largely of Asian ethnicity (48.5%)
- Over half of all school pupils had English as an additional language (EAL) (primary 61.6%, secondary 53.1%) in January 2012.
- In 2011, Redbridge ranked 3rd of its statistical neighbours and above the national average for both the percentage of pupils achieving 5 or more GCSE grades A*-C including English and Mathematics. At Key Stage 2 Redbridge equalled the national average and was ranked 6th of its statistical neighbours for the proportion of pupils achieving Level 4 or above in both English and mathematics.
- Redbridge was ranked 9th of its statistical neighbours for the percentage of pupils achieving 2 or more A levels or equivalent, 96.0% in 2011.

Sources:

Mobility Report 2010/11, Research & Data

School Census Report 2012, Research & Data

Language Report 2012, Research & Data

GCSE Report 2011, Research & Data

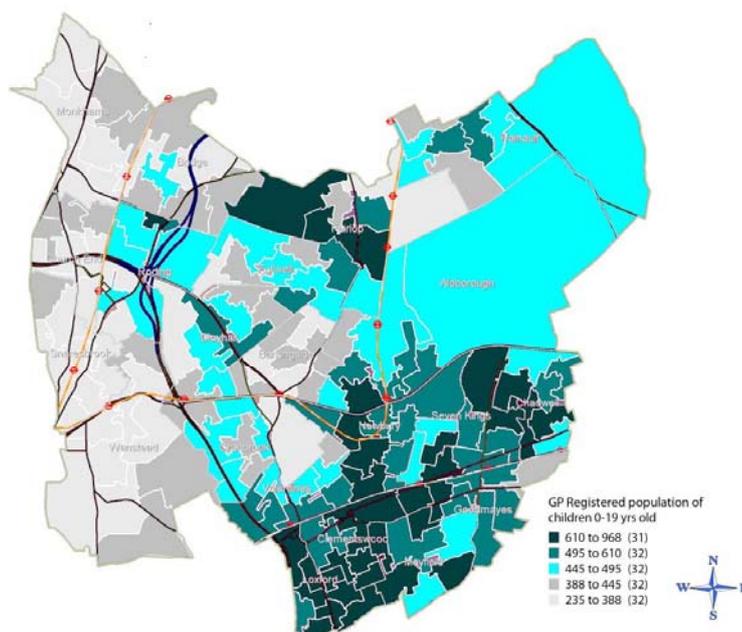
Key Stage 2 Report 2011, Research & Data

- 6.3 Ethnic diversity amongst the borough's children and young people is very high. The changing demographic profile and the increasing diversity of the population directly affect both the level and nature of need within Redbridge schools. This also highlights the importance of planning services to meet needs according to local factors.
- 6.4 Redbridge continues to have one of the youngest populations in London, with 21.3% of the population aged 0-15 years (2011 census). In mid 2009 Redbridge was ranked as the 6th youngest borough and retained this ranking in 2010. The 2011 census showed that Redbridge has the third highest proportion of 0-14 year olds in London.
- 6.5 The 2011 Census showed that Redbridge has a higher proportion of 0-4, 5-9, 10-14 and 15-19 than the London average and England and Wales averages (see table below).

6.6 2011 Census

Age	% Redbridge	Redbridge Actual	% London	London Ranking (1 st =Highest)	% Nearest neighbour ²	%England
0-4	7.8	21,700	7.2	8 th	7.3	6.2
5-9	6.8	18,900	5.9	6 th	6.1	5.6
10-14	6.7	18,600	5.6	6 th	6.0	5.8
15-19	6.4	17,900	5.8	8 th	6.2	6.3

6.7 Data from NHS Redbridge GP registers shows that at the Lower Super Output Area (LSOA) level the highest concentrations of children are mainly in the south of the borough. There were also some areas of high concentration in the Fairlop and Roding (The Orchard Estate) areas.



An LSOA is a geographic hierarchy created by the Office for National Statistics to improve the reporting of small area statistics in the UK. They are designed to be stable and of consistent size. They were built from groups of Output Areas from the 2001 Census and have a population of about 1,500 people.

6.8 Early Years and Childcare

² Nearest neighbours are groups of 16 local authorities which are most similar when compared across a range of social-economic indicators. A statistical model is used to calculate these comparator groups.

6.8.1 Access to high quality childcare in early years is central to government policy on reducing child poverty and improving outcomes in later life. In addition it is integral to Redbridge Children's Services policy developments and initiatives.

6.8.2 Redbridge has :

- 365 childminders
- 53 day nurseries
- 39 preschool play groups
- 46 school nurseries

7.0 Service Delivery

7.1 Redbridge was one of the first areas in the country to establish a Children's Trust. The Children's Trust brought together many of the services that work with children and young people under a single, integrated management structure.

7.2 Services now within the Children's Trust include:

- Children with disabilities social work team
- Education welfare services
- Child protection and assessment services
- Services to vulnerable children and young people
- Services to children living away from home, including children looked after, care leavers and children placed for adoption

7.3 Within the Children's Trust services are organised as follows:

- Two Children Resources Centres
- Child Protection and Assessment Team Need to add the Early Intervention service
- Special Educational Needs and Disability Service
- Children Living Away from Home Services
- Commissioning, Quality and Finance

7.4 Service to Young People within the Children's Service cluster functions as an integrated youth support services (IYSS). It is made up of the following areas:

- Connexions Service
- Youth Service
- Youth Offending and Targeted Prevention Service
- Youth Persons Substance Misuse Team
- Music Service
- Drama Centre
- Behaviour Support Services

7.5 The Children's Resource Centres have the lead role in coordinating the delivery of services to children, young people and their families living in the community.

7.6 Services to vulnerable young people are currently being coordinated by TYM panels (Targeted Youth Meeting) lead b the Integrated Youth Support Service.

- 7.7 Specialist Practitioner for Education Other Than At School (EOTAS) is a health post providing a service for pupils who are no longer educated in a mainstream school. Young people new to YOS are referred by their key workers for an initial health assessment and once they are aware of the service they can also self refer to discuss any health concerns. Following attendance at the YOS drop in session, the nurse will liaise with relevant agencies as necessary.
- 7.8 Health Services in Redbridge were commissioned by NHS North East London and the City (NEL&C) - a partnership of local primary care trusts. Provider Children's Health Services delivered through Redbridge Children's Trust transferred to North East London Foundation Trust (NELFT) on 1 June 2012. NEL&C retained commissioning responsibilities for these services as well as other specialist child health services, maternity services, acute provision and for CAMHS. The extended Section 31 agreement in place ceased on 31 May 2012, although a smaller section 75 agreement with NEL &C may be negotiated later in the year. .

8.0 New Priority – Troubled Families Initiative

- 8.1 In December 2012 the Prime Minister David Cameron and Communities Secretary Eric Pickles announced the 'Troubled Families Initiative'. Making £448 million available in a new cross government drive to turn around the lives of 120,000 of some of the country's most troubled families by the end of this parliament.
- 8.2 Of these 120,00 troubled families it is estimated that 550 reside in the London Borough of Redbridge. These families have been identified using research which highlights the proportion of families who experience at least two of the following characteristics:
- Young people involved in crime and families involved in anti social behaviour
 - No one in the family is working
 - Households effected by truancy or exclusion from school
 - Living in poor overcrowded housing
 - Households which have an adult on DWP out of work and on benefits
 - Mother has mental health problems
 - At least one parent has a longstanding illness, disability or infirmity
 - A low income
 - An inability to afford a number of food, clothing items
- 8.3 The Troubled Families funding will be based on an up front attachment fee and PbR (payment by results) of up to 40%. Some early success criteria have been identified.

- Adults into work
 - Children into school
 - Reduction in cutting crime and ASB
 - Cutting costs, saving money
- 8.4 There has been a very pragmatic and systemic approach to identifying the 550 troubled families, employing an interim Troubled Families Coordinator and securing resources from the Corporate and Performance Team.
- 8.5 Various service areas have now come together and the London Borough of Redbridge is currently identifying the 216 families that will be worked with in the first year through partnership with both internal and external providers. The aim is to change patterns of behaviour amongst these families and turn their lives around.
- 8.6 Service areas within the Children's Trust have contributed the base data using their system 'Protocol'. This data has been used as the initial foundation for identifying the 550 troubled Families in Redbridge.
- 8.7 In addition specific service areas have been targeted that have a clear link to one or more of the nine characteristics, and/or one of the desired outcomes. Data these services have provided have been overlaid with the data from the Children's trust. For example, Redbridge Homes may have told us about a family who have applied for a transfer due to overcrowding. This family could also be known to Adult Social Care because Dad has a disability, and does not Work. Redbridge as Mum has approached them at a job fair. In addition one child may be known to Education Welfare Service and another to the Youth Offending Service, and so on.
- 8.8 Services have cooperated and met tight deadlines, at what is a very demanding time of year. All have been able to appreciate the benefits that would come from working with these families in a coordinated approach, where intelligence is being shared in order to target support and secure a change in behaviour and patterns within a family.
- 8.9 A Troubled Families coordinator is now in place and will pull together a multi agency working group whose focus will be on collaborative working. Action plans for the year 1 cohort will be one of the first tasks.

9.0 Current Key Areas of Activity – Our Priorities

9.1 This section describes our priorities and explains the importance in improving outcomes for children and young people to enable them to achieve their full potential.

Priority No: 01 **Enabling children to have the best start in life and tackling children and young peoples' problems early:**

9.2 It is important that all children have the best possible start in life, especially children at risk of multiple disadvantages. We will work together to focus on those children and young people whose needs are not being adequately met and enable good access to targeted provision to prevent their problems from escalating.

9.3 **Universal services will work to:**

- Ensure mothers have access to early antenatal and post natal care including screening for post natal depression and support with breastfeeding to help children have a good start in life
- Ensure the provision of early help to families where there is adult mental ill health, alcohol or substance misuse, domestic violence or where there are other significant issues impairing the development or well-being of children
- Increase the access to mainstream services that is available for children and young people with disabilities and their families
- Provide early intervention work for children and young people with disabilities or where there are emerging behavioural or sleep problems
- Increase the uptake of immunisation of children and young people in order that ill health is prevented
- Promote healthy eating and exercise to help reduce obesity in children and young people
- Inform all young people of the harmful effects of substance misuse, alcohol abuse and smoking to reduce their use
- Strengthen teenage pregnancy and sexual health promotion strategies in order that teenage conception rates are reduced; increase access points for Chlamydia screening and information so that the number of young people diagnosed with Chlamydia and other sexually transmitted infections is reduced

9.4 **Targeted and specialist services will work to:**

- Offer pre conception advice to young people from communities where evidence indicates that recessive genetic disorders and first cousin marriages are common in order to reduce infant mortality and congenital disabilities

- Support children and young people where there is parental mental health problems, substance misuse or domestic violence issues so that these children and young people have a happy and secure upbringing
- Support families where parental disability could impact on the development and well being of their children in order that these children are not disadvantaged
- Support teenage parents, parents in temporary accommodation, single parents, parents with a large number of children in the family and families where there is domestic violence in order that these children are not disadvantaged
- Support children and young people with mental health problems, long term health needs or disabilities to achieve their potential
- Support the parents of children and young people in need and in low income or workless families so that their children are not disadvantaged

Priority No: 02 Enabling Children and Young People to be safe and promoting their well being

9.5 It is important that all children live in a stable and supportive family setting, in a safe environment with access to excellent universal services to ensure that they are safe from harm and able to lead fulfilling and rewarding lives. We will ensure that our services work closely together in order to provide comprehensive and accessible safeguarding provision as well as services which facilitate and nurture the development of the lives of children and young people.

9.6 Universal services will work to:

- Educate children, young people and families about the mental and physical harm caused by the various types of bullying, including cyber bullying, to protect children and young people from the damage that bullying causes
- Provide advice to all children, young people and their families on safety in the home and in the outdoor environment including on the roads, railways and near water in order to reduce accidents and hospital treatment
- Provide advice to the parents of children and young people who are privately tutored to alert them to the risks that can arise in order that they make safe choices

9.7 Targeted specialist services will work to:

- Support families and their children and young people where the children and young people have experienced harm or who are at risk of harm to remove or to minimise further occurrences so that they are kept safe
- Support and advise families where accidents are more likely to occur,

such as in temporary accommodation, in order that children are kept safe

- Ensure that Children Looked After are placed in appropriate settings, where their educational and personal development is maximised and, where possible, where they can remain within their natural communities, in order to provide stability to enhance their life opportunities
- Ensure that Children Looked After are placed for adoption/special guardianship at the earliest opportunity, where appropriate, so that they can achieve their potential in a happy and secure family
- Implement care pathways for children with disabilities, special educational and complex needs in order that they receive the appropriate help and support from social care and health services to ensure that their social psychological and physical needs are properly met

Priority No: 03 **Enabling Children and Young People to make good progress in education**

9.8 Children and young people are entitled to high quality education and to be given the opportunity to achieve their full potential academically, socially, physically and emotionally. Where it is needed children and young people should receive additional support to help them to do this.

9.9 **Universal services will work to:**

- Ensure access to high quality child care/early years education in order that children have a good foundation for their future development
- Ensure access to sufficient school places and the numbers of childcare, nursery settings and schools judged as good or outstanding by Ofsted in order that all children and young people make good progress and achieve high levels of attainment
- Promote high levels of attendance in education by children and young people in order that they make good progress
- Support all providers to offer courses to meet the needs of young people who will be staying on in education or training as a result of the increased participation age so that they acquire the qualifications to enable them to progress directly into employment or through to further or higher education

9.10 **Targeted and specialist services will work to:**

- Implement school to school support and challenge through the Redbridge Networked Learning Communities, to improve the quality of teaching and leadership to maximise the outcomes and opportunities for children and young people
- Close the gap in attainment of disadvantaged groups and their peers including children and young people entitled to free school meals;

- underachieving ethnic minority groups; special educational needs or disability; children looked after in order to improve their life chances
Support children who are young carers in their education in order that they fulfil their potential

Priority No: 04 Enabling young people to make a successful transition to adult life

9.11 A successful transition into adult life depends upon young people being equipped with the right personal, social and educational skills which should, ultimately enable them to achieve gainful employment and make a positive contribution to society. Where it is needed young people should receive additional support to help them to achieve this transition.

9.12 Universal services will work to:

- Further develop projects to engage young people in positive activities which support their personal development and help them to become responsible citizens
- Increase the participation of young people in volunteering so that they make a contribution to the wider community and develop into responsible members of society
- Support Youth Councils to represent children and young people across the Borough so that their views help to shape the Redbridge community
- Involve children and young people in evaluating the services they use and consult them on the design and delivery of services that will be commissioned for them

9.13 Targeted and specialist services will work to:

- Ensure appropriate advice and guidance is given to children and young people involved in substance misuse in order that they receive support to enable them to lead healthy lives
- Ensure that young people with disabilities receive early targeted support services and that young people aged 16-19 who are at risk of disengaging from education, employment or training receive effective support to prevent them from becoming unemployed
- Ensure that children and young people who are at risk of involvement in crime or anti social behaviour; teenage pregnancy; exclusion from school are supported to act responsibly and lead positive lives
- Build resilience in children, young people and families vulnerable to becoming involved in violent extremism

Priority No: 05 Ensuring the children and young people of Redbridge receive high quality services

9.14 The Children's Trust Partnership Board will work to ensure that high quality services are commissioned for our children and young people. Where services are directly provided we will ensure that robust quality assurance processes are in place and will secure continuous service

improvement. We will support partners to work together, sharing best practice, to achieve improved outcomes for children and young people and developing the children's workforce across the Partnership.

9.15 **We will work to:**

- Further develop our integrated commissioning strategy by sharing need assessment across the partnership, strengthening our use of the views of children and their parents to inform commissioning decisions and developing the market for service providers, especially the voluntary and community sector
- Improve the quality and efficiency of commissioned services by increasing the use of collaborative commissioning and joint procurement with neighbouring authorities to achieve better value for money
- Develop a learning culture across Children's Services and our partners where we learn from and contribute to best practice and enhance the skills of the Redbridge children's workforce
- Review the Council's Children's Services performance management framework to secure continuous improvement of service quality and outcomes for children and young people
- Collect and use feedback from children and young people to inform their care and organisational learning