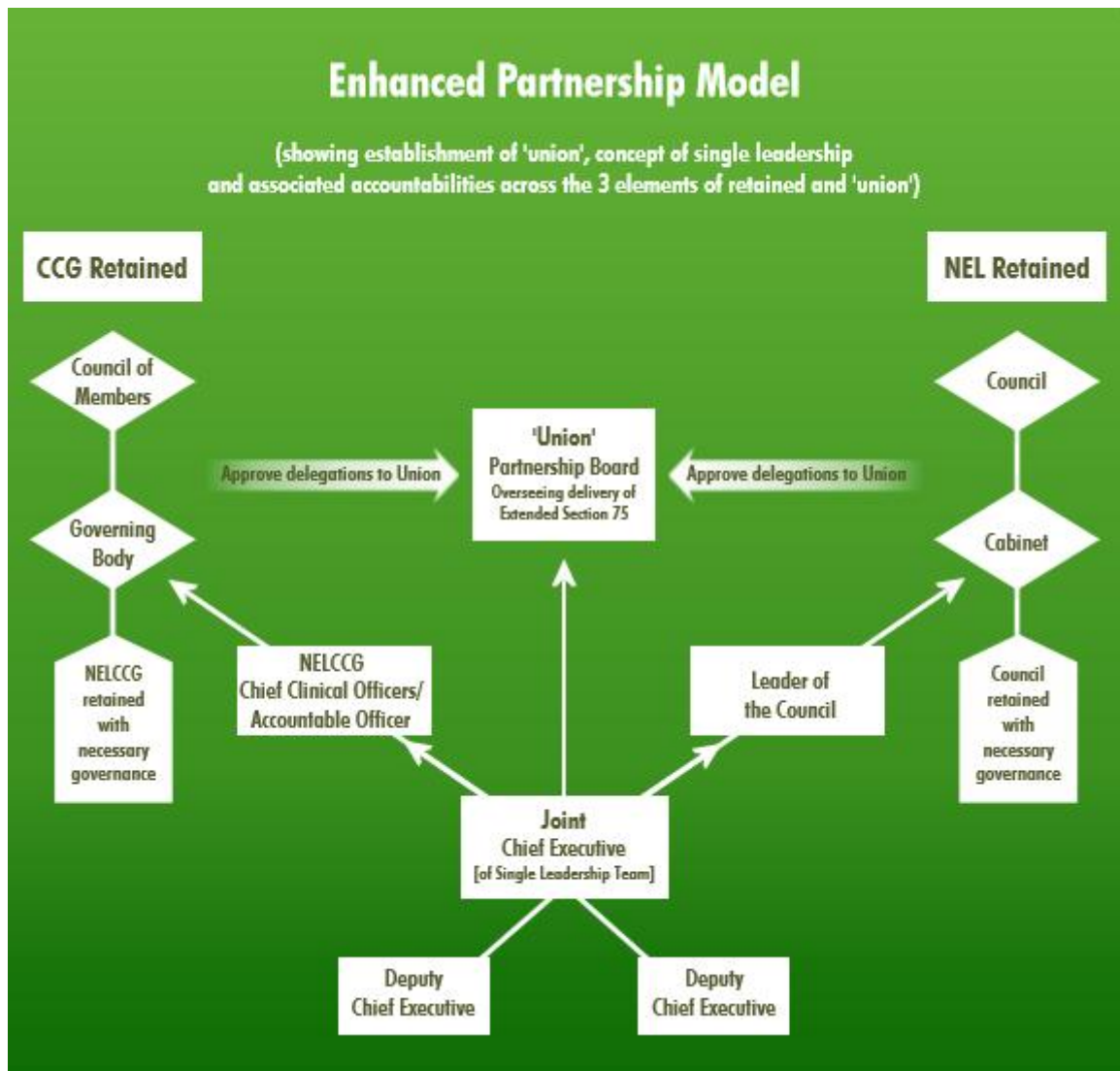


## Joint Commissioning Strategy for SEND

### North East Lincolnshire Council & North East Lincolnshire Clinical Commissioning Group

#### Background

North East Lincolnshire is at the forefront of the developing national approach to integrated services. We recognise the value of joint working and combine health and care money together to design and deliver services which address people’s need in a comprehensive way. In 2018 we are further strengthening the relationship between North East Lincolnshire Council (NELC) and the North East Lincolnshire Clinical Commissioning Group (NELCCG) by adopting a ‘union’ model and appointing a new Joint Chief Executive over both organisations.



Both organisations share the vision of North East Lincolnshire as a *place*, working collaboratively to build stronger communities and a stronger economy for the benefit of all local residents.

The purpose of this document is to formalise and reinforce our approach to joint commissioning for Special Educational Needs and Disabilities (SEND) with NELC, NELCCG and other partner agencies to meet our strategic requests in line with SEND code of practice 2014 and provide value for money, drive efficiencies and ultimately improve the lives of children, young people and their families in North East Lincolnshire.

By supporting and developing joint commissioning practices services will be able to keep pace with changing need and ensure that the best possible outcomes are achieved against a set of agreed local priorities.

The Children and Families Act 2014 included SEND reforms, which place a duty on agencies to work together across education, health and care for joint outcomes. Local authorities and clinical commissioning groups must make joint commissioning arrangements for education, health and care provision for children and young people with Special Educational Needs (SEN) or disabilities (Section 26 of the Act). Our intent is to foster a joined up and holistic approach to commissioning at a strategic, operational and individual level to meet need and ensure compliance with legislation, national guidance and recognised good practice

This approach should be prioritised to ensure the best use of our shared resources aligned to actual need and provide value for money services in the face of increasing financial pressures. A long term, integrated commissioning plan, which includes robust forward planning and adopts the principles of prevention and early help, will help meet these financial pressures now and in the future.

### **What do we mean by commissioning?**

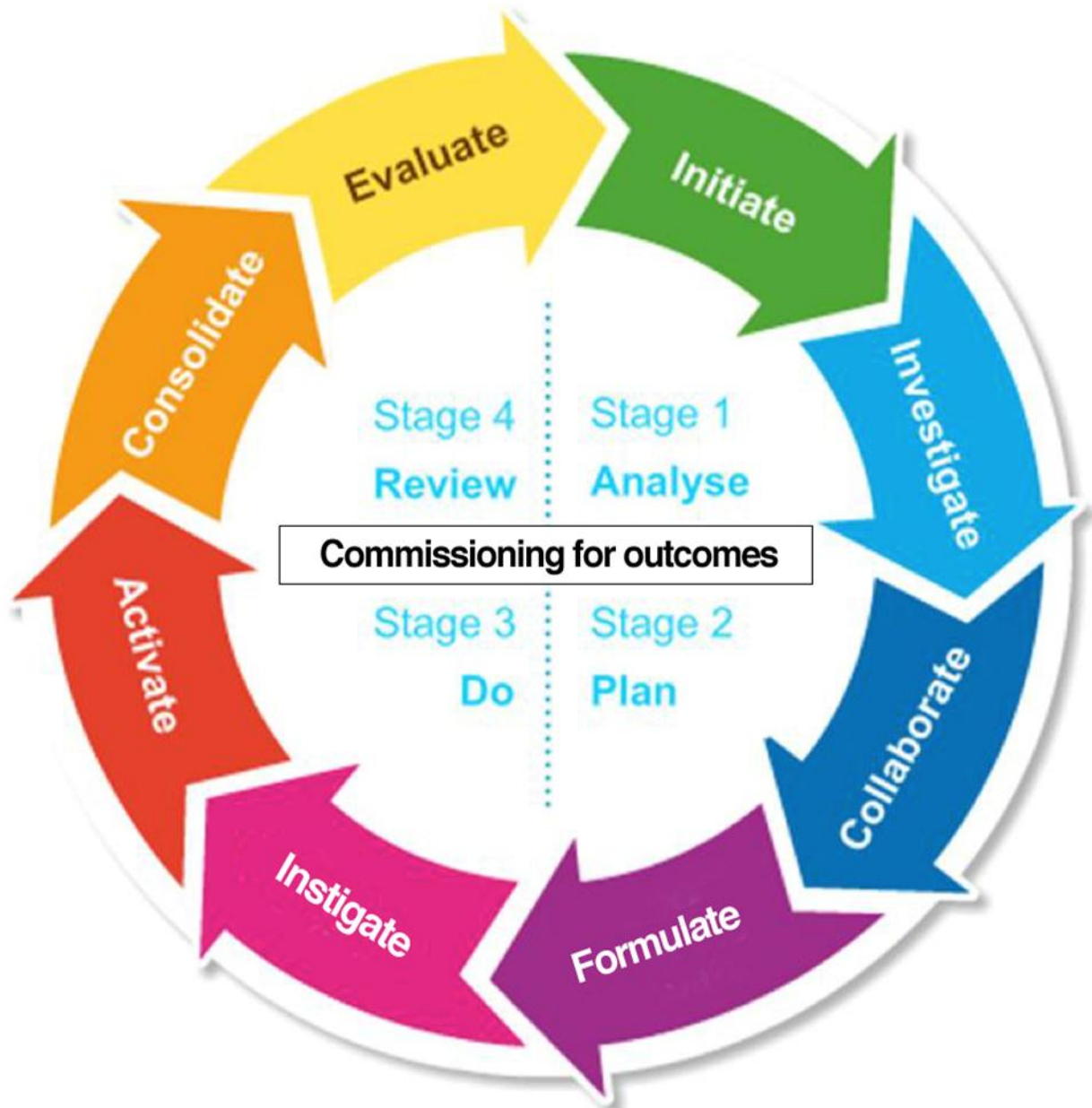
Effective commissioning is a process of planning, agreeing and monitoring services based on continual analysis of a community's needs and designing, specifying and procuring services to meet these needs, within the resources available. The National Audit Office defines successful commissioning as delivering the right outcomes at the right cost. Successful commissioning is, provision of a quality service which represents good value for money.

Commissioning activities include:

- assessing the needs of a population
- setting priorities and developing commissioning strategies to meet those needs in line with local and national priorities
- securing sustainable solutions from providers (internal and external) to meet those needs and targets
- monitoring and evaluating outcomes
- stakeholder engagement

Successful commissioning leads to good decision making, based on evidence and a thorough understanding of need which together set a path for delivering the right

outcomes within a value for money context. It is an on-going, iterative and inclusive process of strategic activities which determine where and how best to deploy the total resources available to the organisation.



## Joint commissioning for SEND

NELC has set out 5 strategic priorities, each with a set of outcome indicators.



SEND services are likely to have an impact on some of our key indicators of success, which will include the following:

- Educational attainment rates
- Teenage pregnancy rates
- School attendance
- NEETS
- % people qualified to NVQ level 4 or above
- % of people participating in further or higher education
- Number of people who are satisfied with their care and support
- Access to online services
- Number of children showing a good level of development at age 5
- % of children who are obese
- Sexually transmitted disease rate of new diagnosis
- Youth unemployment
- Number of young people involved in criminal activity
- Number of Looked After Children
- Average earnings

By jointly commissioning services for children and young people with Special Educational Needs and/or disabilities we aim to make improvements under all of these outcomes. There are many benefits and opportunities to be gained by joint commissioning for SEND, including:

- A shared understanding of the needs of children and young people with Special Educational Needs and/or disabilities and their families
- Further development of the Joint Strategic Needs Assessment (JSNA) by feeding back information from joint commissioning activity
- The opportunity to take advantage of a wider range of external funding bids
- The opportunity to develop our provider market by publishing a commissioning statement outlining future commissioning intentions
- The opportunity to secure strong and effective partnerships with the voluntary, community and private sectors in NEL and across geographical boundaries
- Developing our approach to engaging children, young people and families in the services, including representation from them in commissioning work
- The opportunity to consider acquiring charitable status for some groups
- The chance to consider any commercial opportunities across the service
- The elimination of overlap and duplication of work
- Developing and expanding our principles of early help and support to SEND services

### Which services are included and what do we commission?

Children and young people with special educational needs and disabilities need services across health, social care and educational services to work together in order to achieve their full potential. The table below shows the range of services that are required by CYP with SEND and so need to be considered as part of our joint commissioning work.

Local Authority	CCG	NHS England
<ul style="list-style-type: none"> <li>• Teenage conception, sexual health, drug and alcohol, breastfeeding, obesity, smoking cessation</li> <li>• Healthy child programme (0-19)</li> <li>• Family support</li> <li>• Special educational needs</li> <li>• Complex and continuing care</li> <li>• Young carers</li> <li>• Domestic abuse services</li> <li>• Safeguarding and protection</li> <li>• Speech and Language Therapy Services</li> <li>• Mental health and emotional wellbeing services for children</li> </ul>	<ul style="list-style-type: none"> <li>• Maternity</li> <li>• Paediatric outpatient services</li> <li>• Children's Community nursing services</li> <li>• Children's Community Phlebotomy Services</li> <li>• Children's Development centre</li> <li>• Acute in-patient services</li> <li>• Palliative and end of life care</li> <li>• Equipment and wheelchair services</li> <li>• Continence</li> <li>• Community nursing</li> <li>• Safeguarding</li> <li>• Allied Health services               <ul style="list-style-type: none"> <li>○ Continence service</li> <li>○ Speech and language therapy</li> <li>○ Occupational therapy</li> <li>○ Physiotherapy</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• National immunisation programme</li> <li>• National screening programme</li> <li>• Specialist Neonatal services</li> </ul>

<p>and young people (including specialist CAMHs)</p> <ul style="list-style-type: none"> <li>• Autism outreach service</li> <li>• Physical disability outreach service</li> <li>• Education team for hearing and vision</li> <li>• SENDIASS</li> <li>• Specialist Schools</li> <li>• Specialist Placements for Social Care</li> <li>• Respite/Short Break Care Placements</li> </ul>	<ul style="list-style-type: none"> <li>○ Dietician</li> <li>○ Audiology</li> <li>○ Orthotics</li> <li>• Specialist Nurse services             <ul style="list-style-type: none"> <li>○ Children’s endocrinology</li> <li>○ Epilepsy</li> <li>○ Diabetes</li> <li>○ Respiratory,</li> <li>○ Oncology</li> </ul> </li> </ul>	
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**How will we identify need?**

To ensure that we commission appropriate and effective SEND services that help us achieve our priority outcomes we must have a thorough understanding of the needs of children, young people and their families in NEL. We will develop and improve our methods to understand local need by:

- Ensuring consistent practice in identifying assessing and meeting the needs of children and young people who have SEND or disabilities including at points of transition.
- Relevant aggregate datasets and qualitative data to understand the needs and assets of children and young people who have SEND or disabilities and their families, working closely with relevant agencies as required i.e. Public Health.
- Regular feedback processes in place to gather views from children, young people and families on Education , Health and Care plans, personal budgets and the Local Offer
- Horizon scanning to understand future need and prepare for change
- Undertaking a high needs strategic review

As part of the Joint Commissioning process we will develop a long term timeline to include data and population analysis, commissioned services across NELC and NELCCG, priorities for SEND, gap analysis and areas of duplication.

We will listen to what our service users and partners tell us and undertake to engage them in building a comprehensive picture of need across NEL.

**Communication and engagement**

Co-production will be one of our core principles for joint commissioning. This way of working values all participants, building on their strengths, developing networks of mutual support and establishing relationships of trust and shared responsibility.

To build a comprehensive picture of place and ensure we are meeting the needs and demands of our service users and wider communities we will:

- Support and engage with the third sector community
- Undertake consultation and co-production work with service users and partners
- Create participation groups and panels
- Hold regular SEND awareness events
- Collaboration with parent forum
- Hold regular meetings with schools, academies and academy trusts
- Establish community engagement groups
- Regular portfolio holder briefings and scrutiny sessions

### **What have we done so far?**

The current North East Lincolnshire (NEL) CAMH service rated by CQC as Outstanding is based on a four-tiered model which is now over 20 years old. With transformational aspirations laid down in Future In Mind and the Five Year Forward View for Mental Health it was necessary to redesign our local model with an increased focus on prevention and early help, to ensure CYP receive the right support, at the right time before concerns escalate. As the current contract was up for renewal the local authority and CCG jointly embraced the opportunity to review and refresh our current model of care.

From the 1st April 2018 the new service will re-design how children and young people access mental health and emotional wellbeing support across the borough, utilising the methodology and principles of the Thrive framework.

The Provider 'Lincolnshire Partnership NHS Foundation Trust' (LPFT) will embed the THRIVE model to commission a goal-focused, patient-centred, whole-system approach to supporting children and young people with mental health and emotional wellbeing issues. The service will be designed to fit around the needs of children and young people locally consider all of their SEMH needs. LPFT will be the champion across the system, utilising other services to form part of the wider local offer through the use of a whole system collaborative approach and evidence from the needs assessment will support this new model of care.

LPFT will be expected to deliver on our vision and outcomes, aligning with FIM, FYFV and the 0-19 transformation programme being undertaken by North East Lincolnshire Council, which encapsulates the SEND offer.

The current NELC speech and language service put in place 1st April 2018 works side by side with the larger NELCCG speech and language service. This provision was reviewed and re-commissioned working in partnership with NELCCG. The NELC and NELCCG services are due move to a fully joint commissioning and managed arrangement over the lifetime of the new NELC contract. The NELC service is an Early Prevention and Intervention service based in Family Hubs and with some support to schools. The NELCCG service is based in clinics in the hospital, some home based provision and through hubs in schools and is for children with more complex and long term speech and language needs. The joint approach to the local offer for Speech and Language services, will include joint web and information approaches. This combined commissioning approach between NELC

and NELCCG also provides opportunities to improve communications for customers, and maximise digital options.

The Access Pathway has been developed in partnership with North East Lincolnshire Council (NELC), North East Lincolnshire Clinical Commissioning Group (NELCCG), North East Lincolnshire Parents Participation Forum (NELPPF), GP's, North East Lincolnshire Clinical Commissioning Group Community Reps, Child and Adult Mental Health Services (CAMHS), Paediatrics & Speech and Language Services, Barnardo's, Lincolnshire Partnership Foundation Trust (LPFT) and North Lincolnshire and Goole NHS Foundation Trust (NLAG). It is intended to support those children and young people aged birth to 19 years inclusive where their broader needs around communication and interaction, cognition and learning & social, emotional and mental health difficulties need support at the earliest opportunity. The pathway is aimed to improve the identification, assessment and support to children to achieve their optimal outcomes and work towards responding to their future needs in the most timely and coordinated manner. It provides a multi-modal social model of care which considers a holistic approach rather than a single agency working in isolation.

SEND Executive Board established with specific sub groups,

- Early Years SEND Strategy Group (6 times per year)
- 5 -16 SEND Strategy Group (6 times per year)
- Post 16 FE SEND Strategy Group (Termly)
- SEN Engagement and Participation Strategy Group (Termly)
- SEN Newsletter Editorial Group (Quarterly)
- Local Offer working group (Annually and as required)
- SENAG - SEN Advisory Group (Weekly)

Self-Evaluation Form and associated action plan is monitored by SEND executive Board.

### **What do we need to do to build on this?**

A joint commissioning group comprised of key staff from NELC and NELCCG has been established and an action plan will be developed to look at commissioning work across SEND.

The group will produce a long term, joint commissioning programme that will:

- Use comprehensive data and robust analysis, as described above, to determine current, future and unmet need
- identify and align budgets where possible
- establish shared processes (including robust data and info sharing agreements)
- establish shared contract monitoring and performance management frameworks
- identify risks and opportunities and how to manage these
- regularly review and monitor effectiveness against outcomes
- create a 'calendar' of future commissioning work including forward planning
- decide upon a joint strategy for handling client feedback



- review governance arrangements when necessary

### **How will we judge success?**

As stated above the joint commissioning programme will undertake to regularly review and monitor effectiveness against outcomes. To do this we will:

- Continue to review and promote the Local Offer to ensure it is accessible to parents, carers and practitioners in NEL
- Seek the 'voice' of the children, young people and families using the services
- Encourage and consider feedback, complaints and compliments from service users and partners and seek further information when required
- Evaluate the services commissioned, assessing their impact on individuals, partners and communities and understanding how they measure up against our outcomes framework
- Use peer reviews
- Consider service audits and their recommendations
- LA SEND Inspection outcome

### **Governance and decision making**

Roles and responsibilities for joint commissioning will be clearly defined across NELC and NELCCG and terms of reference will be established. Robust financial management arrangements and contract monitoring processes will also be agreed upon and put in place.

The SEND joint commissioning group will report directly to the Children's Partnership Board.