Norfolk Joint Commissioning Framework for Children and Young People with SEND.

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<thead>
<tr>
<th>Version</th>
<th>Author</th>
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<td>0.1</td>
<td>Anne-Louise Schofield</td>
<td>Initial Draft</td>
<td>May 2014</td>
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<td>0.2</td>
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<td>Updates added from Commissioning Work-stream meeting 6/5/14 in blue text</td>
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<td>FINAL DRAFT for agreement</td>
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<td>FINAL DRAFT V2 for agreement – including comments from Norwich</td>
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<td>0.8</td>
<td>Anne-Louise Schofield</td>
<td>New final draft with implementation aspects changed. Track Changes accepted</td>
<td>12.11.14</td>
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<tr>
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<td>Anne-Louise Schofield</td>
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**Signatories**

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Signatory</th>
<th>Date</th>
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<tbody>
<tr>
<td>Norfolk County Council – Children’s Services</td>
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<td>Norfolk County Council – Community Services</td>
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<td>Norfolk County Council – Public Health</td>
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<td>North Norfolk Clinical Commissioning Group</td>
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<td>Great Yarmouth and Waveney Clinical Commissioning Group</td>
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<td>Norwich Clinical Commissioning Group</td>
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<td>West Norfolk Clinical Commissioning Group</td>
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<td>NHS England</td>
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Norfolk Joint Commissioning Framework for Children and Young People with SEND.

Introduction

Norfolk is committed to working collaboratively to support children and young people with Special Educational Needs and Disabilities (SEND), and their families. This document provides an overview of how the Joint Commissioning of services for children and young people with SEND in Norfolk will be developed and implemented in line with the requirements of the Children’s and Families Act 2014 (please see Appendix A). Effective Joint Commissioning will work to ensure that resources are maximised across our services to drive forward improved outcomes for children and young people (0 – 25 years of age) with SEND and their families.

Although this framework is focused on joining together the support needed for children and young people with SEND, and their families, key within this is ensuring that they are able to have their needs identified at the earliest opportunity, that they are empowered to support themselves and each other and that services are able to support families effectively before needs become escalated or reach crisis points. This framework therefore aims to work within and support Norfolk’s approach to Early Help.

What is Joint Commissioning?

The process for deciding how to use the total resources available for families in order to improve their outcomes in the most efficient, effective, equitable and sustainable way.

Within this framework Joint Commissioning means how key agencies (Education, Health and Care) will work together to identify the outcomes that matter to children and young people with SEND, and to their families and then plan, deliver and monitor the services against how the outcomes are being achieved.

Joint commissioning involves:

- Shared commitment to improve outcomes across client group.
- Joint strategy development teams producing common strategies.
- Agencies jointly designing and managing consultation and feedback activities.
- Jointly designed population needs analysis.
- Joint working groups to review market mix.
- Agencies identifying pooled budgets for particular areas, and a joint approach to decision making on budget allocation to meet common objectives.
- Use of Health Act Flexibilities.
- Multi-agency review groups ensuring robust joint arrangements for the collection and interpretation of performance information.
- Sharing of risk with market development.
- Agencies issuing joint block contracts or share contract risk.
- Standard joint contract terms that are realistic and deliverable by providers.
- Emerging hybrid roles supporting a joint strategic commissioning function across agencies.
- Clear understanding of the resources and skills required to provide support to joint strategic commissioning
- Joint appointments of commissioning staff.
Who are the Partners?

The statutory partners that are signatories to this framework are committed its implementation and improving outcomes for children and young people with SEND and their families. The Children and Families Act sets out clear requirements for each of the signatory partners.

Central to joint commissioning will be the coproduction and engagement with children, young people and their families and the framework will enable a clear relationship and seek to develop joint commissioning approaches with education providers.

Section 1.22 of the revised Code of Practice 2014 articulates the principle of joint working:

‘If children and young people with SEN or disabilities are to achieve their ambitions and the best possible educational and other outcomes, including getting a job and living as independently as possible, local education health and social care services should work together to ensure they get the right support’

Section 3 of the code sets out in detail the requirements for working together across education health and care for joint outcomes. In particular, that the joint commissioning cycle will rely on partnerships being established between education, health and social care together with parents groups, children and young people. Involvement with and feedback from schools, pre-school settings and post-16 education providers will be vital in helping to inform the commissioning cycle of ‘joint understanding, joint planning, joint delivery and joint review’. In order to jointly commission services effectively, mechanisms for harnessing the views and insights of these partners will need to be developed.

Covering 0-25 the Act makes the provision of effective transitions and the development of further joint commissioning across children and adult commissioning structures vital. Norfolk County Council have already begun to identify the potential opportunities of strengthening commissioning across internal departments – see Appendix B.

Where are we now?

There are varying levels of commissioning and Joint Commissioning currently taking place across the partners. Some services such as CAMHS are commissioned within clear joint commissioning arrangements, with pooled budgets and shared commissioning staffing between the LA and CCGs. Other services have developed within an aligned approach with each commissioning organisation contracting similar services, separately with (sometimes the same) providers but without clear joint commissioning approaches to these being in place. However currently there is no set approach in place to jointly determine needs, reach agreement on what is/is not appropriate to jointly commission and how partners will take this forward.

What are the benefits of Joint Commissioning?

Joint Commissioning enables whole systems planning and can be used to further develop and/or redesign services to deliver more personalised and integrated support and improved outcomes for children, young people and their families.

Joint Commissioning can reduce unnecessary duplication of, or barriers between provision and the development of more efficient and cost effective service provision. Through working together and putting in place joint decision-making processes, partners can use Joint Commissioning to support early identification of needs, prevention and outcome focused service delivery and work to improve the experiences of services that children, young people and their families have.
What are our SEND Joint Commissioning Vision and Principles?

The Vision
Norfolk will improve outcomes for children and young people with SEND and their families through robust and effective joint commissioning, based on single objectives, plans, actions and decisions that are developed in partnership. The vision is to further develop the commissioning of SEND services within Norfolk from a primary position of alignment to full joint commissioning, which innovates, enables change and develops integrated services around the needs of children and young people with SEND, and their families. This will be supported through the pooling of funds and the sharing of commissioning resources across commissioning partners.

The Principles
1. Services are commissioned in line with the requirements of the Children and Families Act 2014.
2. Service development and delivery will be driven by best possible outcomes and commissioned in in order to meet:
   - Identified current and future needs and gaps in provision.
   - National and local guidance and good practice.
   - Expected quality and performance standards.
   - Shared performance indicators and contract management systems across health, social care and education.
   - Robust market, management, engagement and development.
3. Joint Commissioning will:
   - Develop and support integrated approaches to service provision.
   - Work towards simplified funding streams and where it will bring added benefit bring together budgets across partners via pooled funds.
   - Ensure equity of access, so that children, young people and their families are able to access the services they need no matter where they live within Norfolk.
   - Take into account the whole needs of children, young people and their families, working towards parity of esteem between physical and mental health needs.
   - Be taken forward with children, young people and their families (co-produced).
   - Enable the development of flexible and innovative services that suit the needs of children, young people and their families and embed key working as part of core service delivery.
   - Ensure that children, young people and their families are enabled to support themselves and each other; know what services they are entitled to; understand how they are funded and know where they can go to get the help and support they need.
   - Learn from and further develop the Norfolk Local Offer.
   - Enable the implementation of personal budgets and ensure the further development of self-directed support and community capacity building.
   - Be committed to prevention, early identification and intervention.
   - Be transparent, fair and openly accountable, with all decisions based on a clear rationale for improving outcomes and linked to organisational and partnership priorities.
   - Deliver value for money - getting the most out of every pound we spend in Norfolk.
4. Effective, meaningful and appropriate consultation, engagement and involvement will be taken forward with all relevant partners, children and families, family and friends and wider communities.
What are our Joint Commissioning objectives?

- To ensure that children, and young people with SEND gain maximum life chance benefits from educational, health care and social care.
- To ensure continuity of care as young people move into adulthood.
- To enable children and young people with SEND to have as much choice and control over their lives as possible.
- To ensure that families and carers are supported to fulfil their family and caring roles effectively.
- To enable children and young people with SEND to access services that are designed around their individual needs, with fast and convenient care delivered to a consistently high standard.
- To enable children and young people with SEND to lead full and purposeful lives within their community and to develop a range of friendships, activities and relationships.
- To ensure that the work force is appropriately skilled, trained and qualified, to promote a better understanding of and meet the needs of children and young people with SEND.
- To develop and implement clear joint mechanisms to evidence value for money.
- To supporting and manage the expectations of children, young people & their families with SEND in respect of their packages of care.

What is our SEND Joint Commissioning Framework?

The Joint Commissioning Framework outlined in the next page has been develop using a typical commissioning cycle across four key steps of understand, plan, do review. For each of these steps the framework explains what partners will do to joint commissioning services for children and young people with SEND and their families.
We will:

Jointly monitor service delivery against expected outcomes and report on how well it is doing, using this to improve the local offer and delivery.

Review and monitor workforce developments and the implementation of key working within provider services.

Use evidence from the LO as part of or joint approach to reviewing the effectiveness of services provided.

Develop a shared monitoring and performance management framework, which monitors outcomes achieved including those within EHCP’s.

Work with children, young people and their families to enable them to review services with Commissioners. Capturing learning from existing work and developing future processes.

We will:

Co-develop a resource allocation system which provides transparency and equity in terms of decisions about the allocation of personal budgets.

Publish commissioning decisions – provide transparent reasoning’s for decisions made.

Procure/re-shape services - make investment decisions.

Ensure that workforce needs are effectively planning into joint commissioning plans and that clear developments are made to embed key working within provider services.

Enable children, young people and their families to have control and choice relating to the care and services they receive.

We will:

Use quantitative and qualitative needs analysis to identify current and future needs and unmet needs of children and young with SEND and their families and understand what is important to children, young people and their families.

Develop ways of gathering more informative commissioning intelligence across partners and from EHCP’s, actively sharing information and working to fill in information gaps.

Use the Local Offer (LO) to map all provision (including that provided in schools and colleges) within the local system. Find out how it is used and the outcomes it achieves. Identify gaps in provision and understand the impacts of these across the system.

Work out the real cost of in-house and externally commissioned services and the outcomes they achieve, assessing their effectiveness and value for money.

Understand the development needs of the workforce.

We will:

Agree the ‘must do’ outcomes we expect providers to deliver. And how they will contribute to the identified outcome indicators

Explore how different procurement techniques might be used to improve efficiencies, ensure user involvement and improve outcomes. Ensuring the most effective and proportionate approaches are taken to meet the desired outcomes.

Co-produce services with children, young people and their families.

Develop a clear strategy for the provider market and publish future joint commissioning intentions.

Co-produce a strategy, which includes a commitment to the provision of personal budgets, personalisation, co-production and self-directed support.

Plan the timings of procurement activity across partners and ensure effective risk identification and risk management systems are developed and embedded in future service planning.

We will:

Children, Young People and Families with SEND

Understand

Plan

Do

Review

Overarching SEND Joint Commissioning Framework
How will we implement the Framework?

Implementation will require a phased approach to move from the current position, which is a mixture of single, aligned and joint commissioning approaches to more formal, planned and fully coordinated joint commissioning covering the whole of the needs for children and young people with SEND and their families.

There is also a strong ambition to develop robust joint commissioning approaches for the provision of children and young people’s services between CCG’s and the local authority, the implementation of the SEND Joint Commissioning Framework will be taken forward as part of this. The aim is for the phased approach to implementation of the Framework that will be completed over the next two years.

The initial focus will be further developing joint commissioning arrangements between the local authority, Norfolk CCGs and NHS England. However consideration will be given to how this can be extended to work with schools to understand their potential role and contribution to joint commissioning arrangements.

Key to the Framework’s success will be ensuring effective understanding and ownership of it. To help build this, 4 focused versions of the framework will be produced by early 2015, each one explaining the framework from the view point of the following groups:

- Children and Young People.
- Parents and Carers.
- Providers.
- Educational Establishments (Schools and Colleges).
Appendix A: Children’s and Families Act 2014 SEND Joint Commissioning Arrangements

(1) A local authority in England and its partner clinical commissioning groups must make arrangements (joint commissioning arrangements) about the EHC provision to be secured for children and young people for whom the authority is responsible who have special educational needs.

(2) In this Part EHC provision means.

(a) special educational provision;
(b) health provision;
(c) social care provision.

(3) Joint commissioning arrangements must include arrangements for considering and agreeing.

(a) the EHC provision reasonably required by the special educational needs of the children and young people concerned;
(b) what EHC provision is to be secured;
(c) by whom EHC provision is to be secured;
(d) procedures for ensuring that disputes between the parties to the joint commissioning arrangements are resolved as quickly as possible.

(4) Joint commissioning arrangements about securing EHC provision must in particular include arrangements for.

(a) securing EHC needs assessments;
(b) securing the EHC provision set out in EHC plans;
(c) agreeing personal budgets under section 26.

(5) Joint commissioning arrangements may also include other provision.

(6) The parties to joint commissioning arrangements must.

(a) have regard to them in the exercise of their functions, and
(b) keep them under review.

(7) Section 116B of the Local Government and Public Involvement in Health Act 2007 (duty to have regard to assessment of relevant needs and joint Health and Wellbeing Strategy) applies in relation to functions exercisable under this section.

(8) A partner clinical commissioning group, in relation to a local authority, is a clinical commissioning group whose area coincides with, or falls wholly or partly within, the authority’s area.
Appendix B: Working with Norfolk adult commissioners

As young people change and grow up some things in their life will change. For young people with additional needs this change is known as Transition.

Transition means change and it is the word used to describe planning a young person’s future (when they leave school) and also preparing for their adult life.

In considering our commissioning responsibilities as part of the Children’s and families Act 2014 it is essential that colleagues from adult services are part of the solution to ensure that future commissioning activity recognises:

- That the inclusion of good and effective transitional arrangements is a key aspect to facilitating a seamless process between services, including planning for transition:
  - Preparing to meet their needs and aspirations
  - Developing knowledge and skills for adulthood
  - Making choices about the future
- There are similarities in the types of services which are commissioned by both children and adults services (i.e. Speech & Language). Although the needs may vary slightly this does indicate that there are some services that could be commissioned jointly across by Children’s and Adult services – This will be managed on a service by service basis.
- Some service providers currently deliver services to both children and adults. This evidences that there is potential to achieve seamless provision for children, young people and their families, and secure provision that offers good value for money through jointly commissioning across Children’s and Adult Services – This will be managed on a service by service basis.

Commissioning for adults in Norfolk is already integrated in terms of structure and brings together Integrated Commissioning leads who have a mixture of backgrounds including: health, social care and housing-related support services for adults of all ages. For more information about Integrated Commissioning in Norfolk for adults click here.

In summary, there is potential to develop a more joined-up approach between adult’s and children’s commissioning, either for some areas of areas of service/need, and for particular providers of services.
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<tr>
<th>Term</th>
<th>Meaning</th>
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<tr>
<td>CAMHS</td>
<td>Child and Adolescent Mental Health Services</td>
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<tr>
<td>CCG</td>
<td>Clinical Commissioning Groups</td>
</tr>
<tr>
<td></td>
<td>Clinical Commissioning Groups are groups of GPs responsible for designing local health services in England. They commission and care services.</td>
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<tr>
<td>KW</td>
<td>Key Working</td>
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<td>The overall aim of key working is to ensure the provision of holistic care and support to meet the individual needs of the child or young person and their family. EVERY child, young person and family who would benefit from key working support should get access to it.</td>
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<tr>
<td>EHCP</td>
<td>Education Health and Care Plan</td>
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<td>A document that sets out what support children and young people with Special Educational Needs should get to help them learn. They will replace Statements of SEN and Learning Difficulty Assessments</td>
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<tr>
<td>JSNA</td>
<td>Joint Strategic Needs Assessment</td>
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<td>Local authorities and local health services are required to undertake Joint Strategic Needs Assessments of health and well-being. This is a continuous process of assessment designed to inform decisions made about service commissioning. The core aim is to improve public health and reduce inequalities. <a href="https://www.norfolkinsight.org.uk">Norfolks JSNA can be found at</a></td>
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<tr>
<td>LA</td>
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<tr>
<td></td>
<td>The local government responsible for managing services in your area – Norfolk County Council.</td>
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<tr>
<td>LO</td>
<td>Local Offer</td>
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<td>One place that brings together information about all the support and services for children and young people with Special Educational Needs and Disabilities. In Norfolk this is <a href="http://www.norfolk.gov.uk/SEND">www.norfolk.gov.uk/SEND</a>.</td>
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<td>Special Educational Needs</td>
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<td>A child or young person has special educational needs (SEN) if they need extra support because they find it harder to learn than the majority of other children or young people of the same age.</td>
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<td>Special Educational Needs and Disabilities</td>
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