

# Worcestershire Joint Commissioning Strategy

Children and Young People's Special Educational Needs and Disabilities (SEND)

2021 – 2025



Herefordshire and  
Worcestershire  
Clinical Commissioning Group



worcestershire  
county council

WORCESTERSHIRE  
CHILDREN FIRST 

The Children First logo, which consists of two stylized hands, one larger and one smaller, in white and red.

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# Introduction to the Strategy

We are proud to present Worcestershire's first Joint Commissioning Strategy for children and young people with special educational needs and/or disabilities. We are working closely together to reshape provision, meet needs more effectively and make better use of our resources.

The joint commissioning strategy will provide clarity on:

- Our definition of joint commissioning
- Our joint commissioning approach, including commitment to coproduction
- Our Commitment to continuous improvement of the outcomes for children and young people with SEND
- Our Commitment to efficient and effective use of our shared resources
- Our Commitment to services that are empowering and enabling rather than dependency
- Our strategic objectives for a robust approach to jointly commissioning services
- Our joint commissioning intentions for 2021 – 2025

The strategy outlines the intentions of Herefordshire and Worcestershire Clinical Commissioning Group (HWCCG), Worcestershire County Council (WCC) and Worcestershire Children First (WCF) in jointly commissioning services for Worcestershire Children and Young People (WCYP) with Special Educational Needs and Disabilities (SEND)

- It aligns to the priorities of over-arching countywide strategies with a focus on positive outcomes for WCYP with SEND
- It has been produced by Commissioners in Children's Social Care, Education, Adult Social Care, and Health
- It delivers on the SEND Code of Practice (2014) joint commissioning arrangements

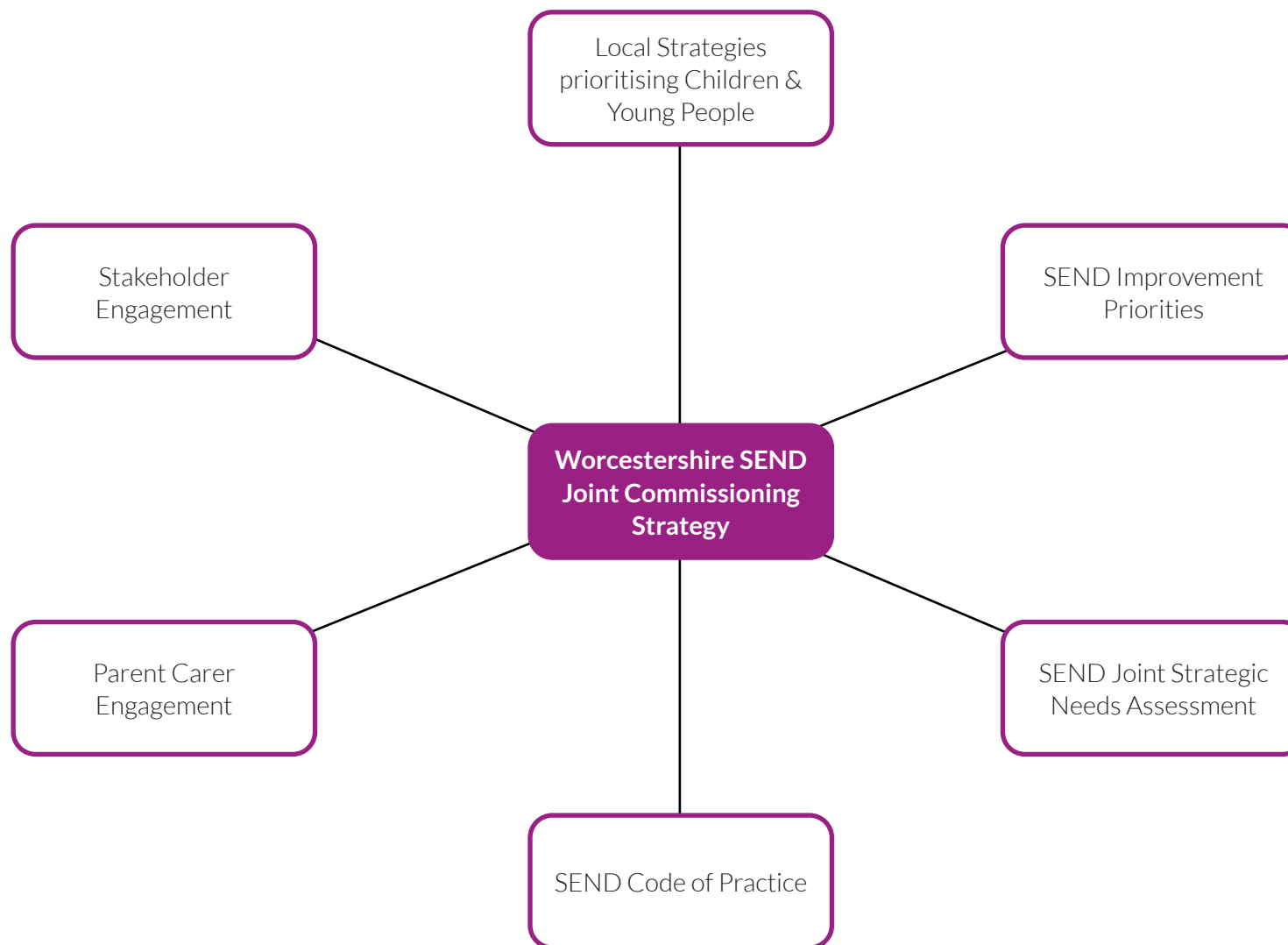
All agencies working with children, young people and families in Worcestershire have signed up to deliver the outcomes of the Children and Young People's Plan. Our Joint **Commissioning Values** are based on this collective agreement



# The Strategic Drivers



# The Evidence Base

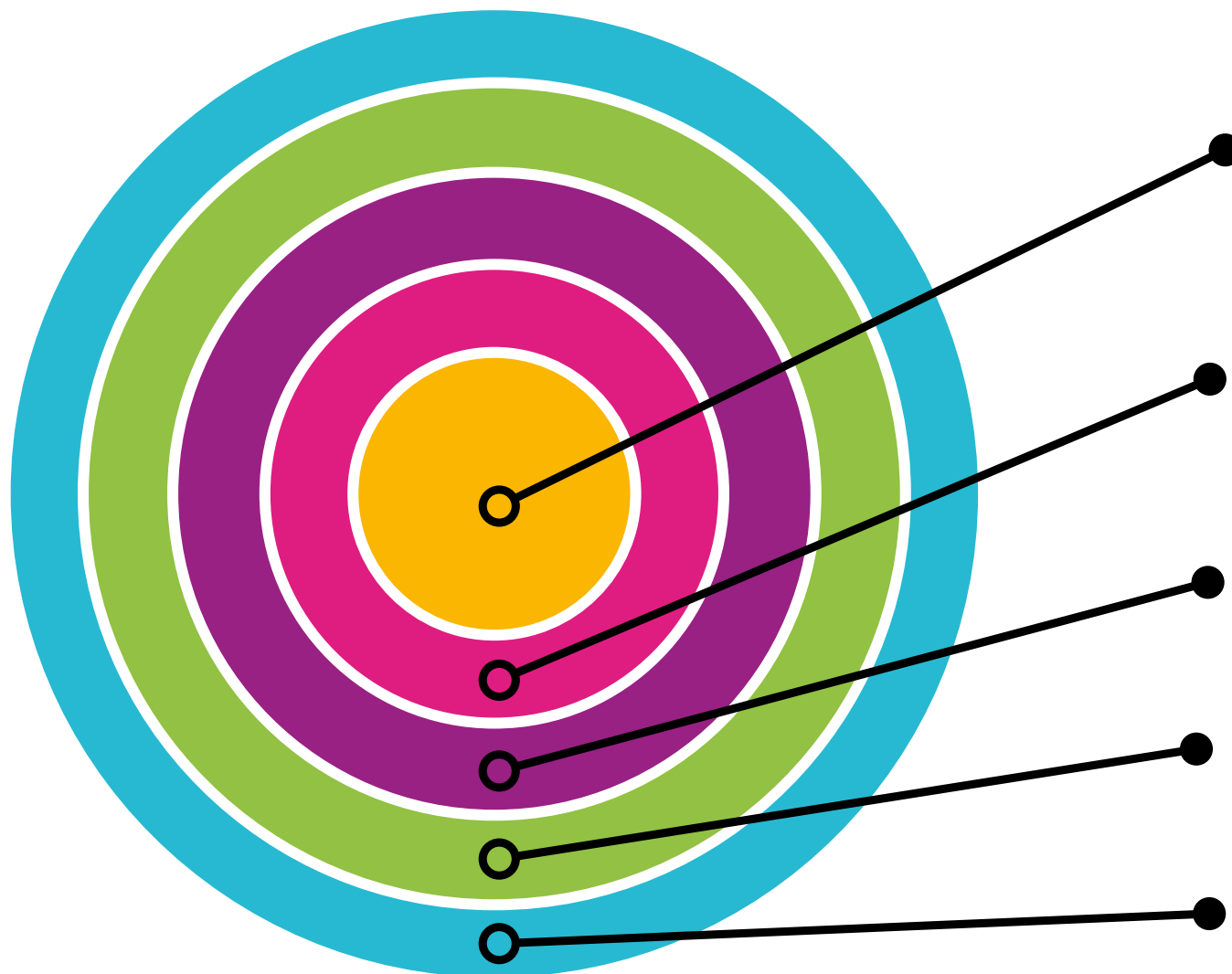


# What do we know about SEND in Worcestershire?

- The overall rate of children with SEND in Worcestershire is higher (15.9%) compared to England (14.9%)
- Worcestershire has a significantly higher rate of premature births compared to England and our nearest neighbours
- Worcestershire has a higher percentage of children with speech and language communication needs compared to England and our nearest neighbours
- The number of 2-4 year olds with SEND in Worcestershire is higher than England and our neighbouring top 3 CIPFA areas
- The level of SEND is higher in primary school children in Worcestershire compared to the national average
- Worcestershire has lower rates of primary school children with Autism and this is significantly lower than the England average
- Worcestershire has a lower percentage of children with social, emotional and mental health needs when compared to England and our nearest neighbours
- In Worcestershire, children with an Education, Health and Care Plan (EHCP) or statement of SEN support have lower levels of educational attainment when compared to the England average at all key stages
- In Worcestershire, children and young people with SEND, between the ages of 16-24 are more likely to be engaged in education and training in comparison to the West Midlands and England BUT at ages 20-24, a higher proportion of children are not in education, employment or training (NEET) when compared to the West Midlands and England
- Adults with a disability in employment is higher than the National level.

Source: WCC SEND JSNA November 2020 (unpublished)

# Why is joint commissioning important?



To have a relentless inter-agency focus on outcomes for children and young people making the best use of Worcestershire resources

To deliver on our respective statutory duties for Children and Young People meeting the legal requirements of the Children and Families Act (2014)

To meet the strategic objectives and priorities of our respective sectors

Efficient use of limited resources to maximise impact on outcomes

Improved CYP & Parent Carers Experience of services



**For the purpose of this strategy, commissioning is the process for deciding how to use the total resources available in Worcestershire (finance, workforce and community assets), to improve outcomes in the most efficient and effective way for children and young people with Special Educational Needs and Disabilities**

**Need**

**Process**

**Outcomes**



# The Commissioning Cycle

The corporate commissioning cycle used by Worcestershire Commissioners, is presented below:

## Evaluate

Assess the needs and determine the desired outcomes. Consider Demand Management. Research and engage with the market.

## Source

Manage the process of engaging the provider(s) in line with the recommended delivery model.



## Design

Explore alternative delivery and procurement models and recommend appropriate models to meet needs. This may involve further co-production with providers.

## Review

Contract and supplier management. Monitor performance. Proactively manage and collaborate with the provider to achieve high performance and identify savings.

# Levels of Commissioning

In local authorities commissioning takes place at three levels:

- Strategic
- Operational
- Individual

## Strategic

This is the development and implementation of over-arching commissioning intentions for populations. An example would be the strategic intention to commission provision to support parent carers and their children (with disabilities) to have access to respite services

## Operational

This is the aggregation of a set of similar needs into contracted portfolio or service areas. Using the strategic intention above, an example would be the commissioning of Worcestershire short breaks for children and young people with disabilities.

## Individual – ‘micro commissioning’

This refers to the brokerage of an individual service tailored to meet a particular need. Commissioning at this level will set in place specific arrangements for individuals or small groups of people requiring particular attention (generally beyond the arrangements of universal services). An example in WCF is the commissioning of one-to-one respite placements to meet children and young people’s health and care needs.

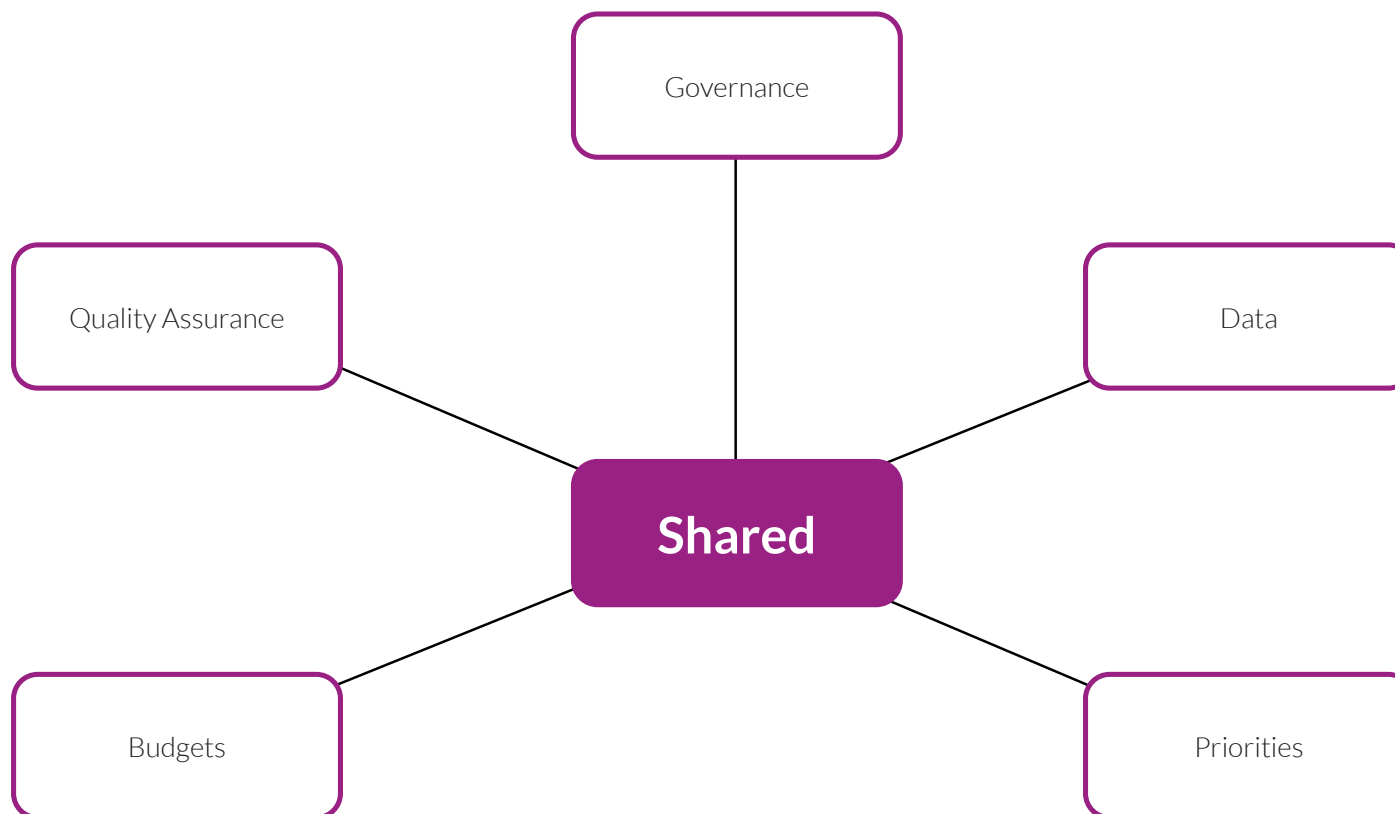
Individual commissioning can also be the commissioning of an individual service to meet an identified need. For example, the commissioning of a ‘direct payment’ service for parents of children with disabilities, who would prefer to fund their own respite provision instead of accessing the Worcestershire offer.

# Delivering the Strategy

Worcestershire Local Authority and the Herefordshire and Worcestershire Clinical Commissioning Group are working closely together to deliver Worcestershire's SEND improvement priorities. The impact of COVID-19 and the ever changing and challenging financial environment exemplifies the need for us to improve our joint commissioning approach. This is especially in the case of developing SEND services so there is a seamless transition to adulthood.

An outcome of this strategy will be a robust strategic and operational approach to commissioning and contract management – a co-produced framework, developed through the Joint Commissioning Group to deliver our commissioning principles.

The commissioning objectives for 2021-23 will be centred around the development of plans and guidance to improve joint commissioning practice AND the commissioning intentions will prioritise the gaps in provision for children and young people with SEND



# Joint commissioning in Worcestershire

The Integrated Commissioning Executive Officers Group (ICEOG) has responsibility for ensuring the effectiveness, safety and improved experience of services commissioned under the Section 75 (S75) agreement between Worcestershire County Council (WCC) and Herefordshire and Worcestershire Clinical Commissioning Group (HWCCG).

Health, Education, Social Care and Public Health Commissioners play a key role in ensuring ICEOG priorities are delivered for Worcestershire's children and young people. This is managed and monitored through the Children and Young People Joint Commissioning Group reporting into ICEOG.

These groups are responsible for;

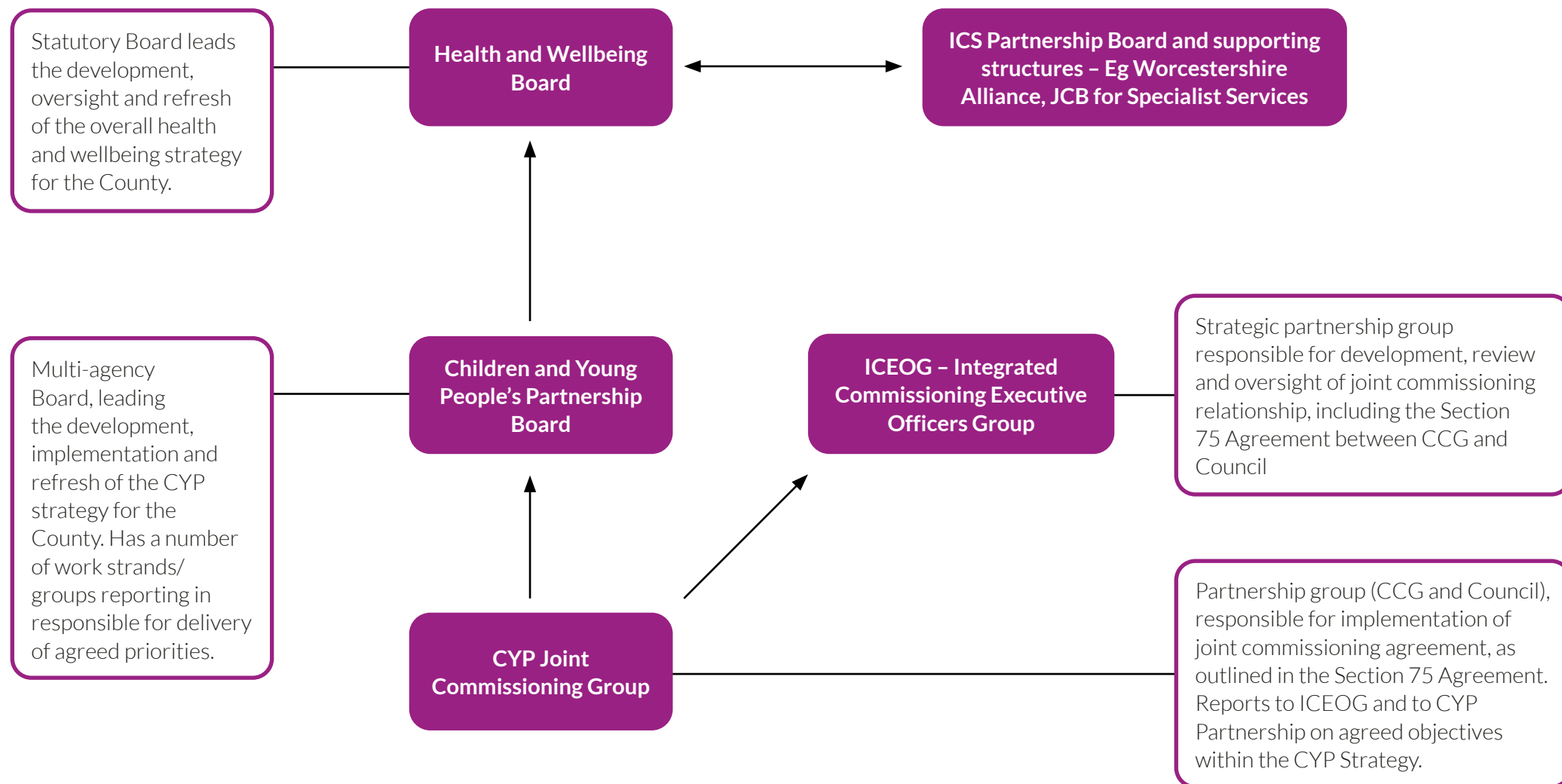
- Prioritising spend based on need whilst maximising value for money
- Delivering to agreed shared outcomes for CYP and their families
- Achieving continuous improvement at all levels of commissioning
- Oversight of performance for the jointly commissioned portfolios

This strategy refers to the work we are currently doing to strengthen our approach to joint commissioning. A product of this strategy will be a revised 2021-25

- SEND Joint Commissioning Plan
- SEND Joint Finance Plan

This will be approved following the agreed lines of accountability within the governance framework.


# Worcestershire Joint Commissioning Governance



Future joint commissioning arrangements will improve the integration of education, health and social care provision for the wellbeing of Worcestershire’s children and young people with special educational needs and/or disabilities. They will also improve the quality of special educational provision. Worcestershire’s Joint Commissioning Group will be accountable for monitoring the progress of and subsequently evidencing the statutory joint commissioning arrangements (SEND Code of Practice 2014, Chapter 3). The arrangements are under review and are in the process of being strengthened within several multi-agency transformational programmes of work:

<b>SEND Code of Practice (2014) Joint Commissioning Arrangements</b>	SEND Improvement Programme	All Age Disability Programme	CYP Joint Commissioning Group	High Level Needs Project	Umbrella Pathway Improvement Group	Autism Partnership Board
Publication of an annual joint strategic needs assessment	★		★			
Securing the provision required of EHCP’s	★	★	★	★		
Consideration of universal services	★	★				★
Agreeing Personal Budgets	★	★	★			
Effective complaints procedure	★		★			
Procedures for resolving CCG and LA disagreements	★		★			
Commissioning decisions informed by children and parents	★	★	★	★	★	★
Co-operation with children and adult’s social care	★	★	★			
Effective transitions to adulthood	★	★	★			★
Working together to reduce out of area placements	★	★		★		
Co-ordinating advice and information provided by Education, Health and Care partners to SEND pupils	★	★				
Prevention and early identification	★	★	★		★	★
Better access to services	★	★	★	★	★	★
Effective partnership working	★	★	★	★	★	★

**Strategic priorities requiring a commissioning approach will be supported by an agreed set of principles and operational standards. This will ensure consistency across organisations in the implementation of the joint commissioning agreement.**



Strategic commitment to transformation or change (ICEOG)

Commissioning principles to ensure informed decision making (JCG)

Standards informing the way commissioners deliver in WCC, WCF and HWCCG



# Our Joint Commissioning Principles

Becoming an expert joint commissioning function is a longitudinal aim requiring a cultural change and some new ways of working internally, with each other as partners and with our providers.

To measure our progress, it is important to understand what good commissioning looks like so we can develop a quality assurance framework for our own contribution to effective SEND provision

Challenge will be 'a golden thread' within Worcestershire's Joint Commissioning Governance Model

These ten principles will provide the basis on which healthy dialogue and challenge can exist amongst commissioners and stakeholders. They are the strategic framework for holding us to account on how we have or will commission services. As commissioners, we will:

1. Take an outcome-based approach
2. Understand the needs and priorities of Worcestershire's children and young people now and in the future
3. Ensure that we obtain best value
4. Ensure we consider 'social value' in our commissioning decisions
5. Endeavour to co-produce at every stage of the commissioning cycle
6. Ensure that commissioning takes place at the most appropriate level (strategic, operational, individual)
7. Support market developments and build capacity of our local third sector to ensure there is a mixed economy of providers for tendering opportunities
8. Actively pursue joint commissioning opportunities with public service bodies, when it is in the best interest of children and young people and our strategic priorities
9. Utilise the commissioning process to challenge existing and review alternative service delivery models which will result in, in-house or externally procured provision
10. Empower the commissioning team to be highly motivated, well respected specialists, delivering an excellent service

# Joint Strategic Commissioning Objectives

The following strategic objectives will be supported by an action plan and toolkit, which will be governed by the Worcestershire Children and Young People's Joint Commissioning Group (CYPJCG)

**We will define how  
we will work together**

**We will ensure we are jointly  
commissioning outcome  
focused, cost effective services**

**We will implement  
a robust quality  
assurance framework**

# Strategic Commissioning Intentions 2021-2022

Thematic area	Strategic Commissioning Intentions 2021-2022
<b>Respite Care for Children and Young People with Disabilities</b>	<ul style="list-style-type: none"> <li>■ Recommissioning of respite and domiciliary care for 0–25-year-olds inclusive of a review of the capacity to meet health needs and a seamless transition to adult services</li> </ul>
<b>Alternative Provision for Vulnerable Learners</b>	<ul style="list-style-type: none"> <li>■ Services within a multi-disciplinary education pathway to meet the needs of children and young people struggling to engage or attend school because of health needs</li> <li>■ A virtual learning/home tuition framework to deliver curriculum key stages 1-4, for children unable to physically attend an education setting</li> </ul>
<b>Support for Young Carers and Young Adult Carers</b>	<ul style="list-style-type: none"> <li>■ Commissioning of an all age service to support young carers, young adult carers and adult carers</li> </ul>
<b>Autism Spectrum Disorder (ASD)</b>	<ul style="list-style-type: none"> <li>■ Redesign of the ASD pathway including provision of support to children, young people and their families.</li> <li>■ Joint oversight of the Umbrella Pathway to maximise benefit of further investment from the CCG</li> <li>■ Review and recommissioning of Mainstream Autism Bases</li> </ul>
<b>SEND Education Placements for individual children</b>	<ul style="list-style-type: none"> <li>■ Redesign of the process used to commission education placements for children and young people with an EHCP</li> <li>■ Commissioning of the Paediatric Occupational Therapy service to undertake SEND tribunal work.</li> </ul>
<b>Therapeutic services</b>	<ul style="list-style-type: none"> <li>■ Development of outcome-based provision for Paediatric Therapies to meet population needs incl Speech and Language Therapy</li> <li>■ Review of the purchasing of therapeutic equipment for the home and school, inclusive of storage and servicing in education settings</li> </ul>
<b>School Nursing</b>	<ul style="list-style-type: none"> <li>■ Review of the Special School Nursing service model to achieve the best outcomes for children and young people with complex needs</li> </ul>
<b>Integrated Community Equipment</b>	<ul style="list-style-type: none"> <li>■ Review of the storage and servicing to support schools</li> </ul>



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