

**Local Government Association**

**Developing and sustaining effective local SEND systems**

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**Regional workshops focused on fostering effective partnership working and joint commissioning across education, health and care**

Autumn 2019



**Developing and sustaining an effective local SEND system**

**Fostering effective partnership working and joint commissioning across education, health and care**

# Context (1): Policy framework

## The Code of Practice

- ‘Local authorities and clinical commissioning groups (CCGs) **must make joint commissioning arrangements for education, health and care provision** for children and young people with SEN or disabilities.’
- ‘They should aim to provide **personalised, integrated support** that delivers **positive outcomes** for children and young people, **bringing together support across education, health and social care** from early childhood through to adult life, and improves planning for transition points such as between early years, school and college, between children’s and adult social care services, or between paediatric and adult health services.’
- ‘**Local governance arrangements** must be in place to ensure clear **accountability for commissioning services** for children and young people with SEN and disabilities from birth to the age of 25. There must be **clear decision-making structures** so that partners can agree the changes that joint commissioning will bring in the design of services.’

## The Local Area Inspection Framework

‘Inspectors will consider **how effectively the local area identifies, meets the needs of and improves the outcomes** of the wide range of different groups of children and young people who have special educational needs and/or disabilities ... The inspection will focus on **the contribution of education, social care and health services to children and young people with special educational needs and/or disabilities ...**’

## Context (2): Key messages from our previous SEND workshops

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### Strategic partnership working and joint commissioning across education, health and care

**Develop and embed strong routines and processes for making decisions and commissioning provision across key agencies.** Ensure that there are explicit processes and protocols – about decision-making and the use of resources – that are used to consider commissioning of individual packages of support and overall services.

**Ensure joint commissioning delivers betters, joined-up support by planning pathways of support for specific types of needs.** Identifying key areas of need – autism or mental health – and planning a coherent, seamless pathway of support for young people and their families.

**Put in place effective governance structures and processes to ensure strategic decisions can be taken swiftly and effectively.** Whatever the make-up of council and CCG boundaries, ensure that there is a clear partnership governance structure in place that enables partners to make joint strategic decisions swiftly and effectively.

### **The SEND System Leadership Board:**

A strong focus on the theme of strategic partnership working and joint commissioning

- Clarify and communicate the principles which should underpin all SEND commissioning and the good outcomes they are seeking to achieve for children and young people with SEND.
- Encourage improved joint working, commissioning and planning by and between education, health and social care partners.
- Identify where partners can better share data, insight, guidance, good practice and peer support to help encourage improved commissioning and planning, working to alleviate the long-term high needs budget pressures.

# The aims of today's discussion

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1

To reflect on the strengths and areas for development around partnership working and joint commissioning within their own local area

2

To hear about examples of effective practice and new ideas from other local areas

3

To help to define a set of key practical messages for developing and sustaining effective partnership working and joint commissioning

4

To contribute to shaping key findings about what is needed at local, regional and national level to strengthen partnership working and joint commissioning

# Our agenda for today's discussion

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10.00

Welcome: Introductions and aims for today

10.30

Discussion 1: Taking stock of joint commissioning and partnership working

12.00

Lunch

12.30

Discussion 2: Considering what is needed to strengthen joint commissioning and partnership working

13.45

Next steps and close: Key take-away messages from the day

**How local areas are developing partnership working and joint commissioning across education, health and care**

**St Helens**





# SEND Tribes



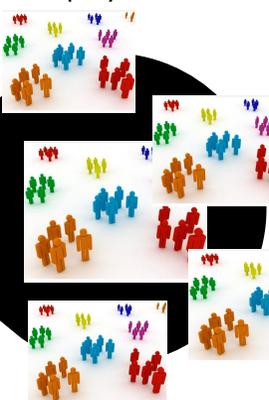
Social Care  
Tribe



Health Tribe



Training and  
Employment Tribe



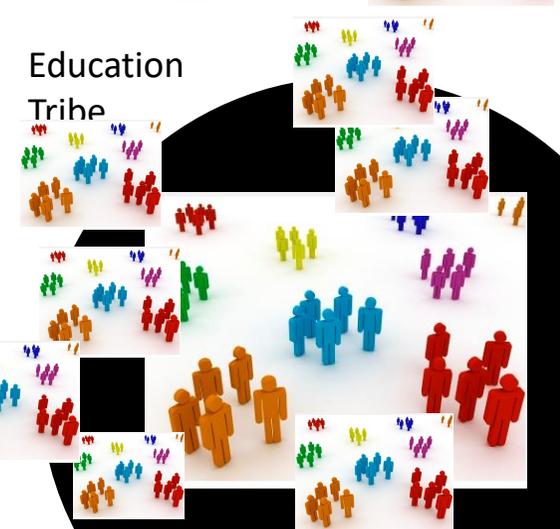
Post 16 Tribe



Parent Carer Tribe



Education  
Tribe



# THE 5 STAGES OF TRIBAL CULTURE

## RELATIONSHIP TO PEOPLE

## BEHAVIOR

## % OF ORGS

**Team**

STAGE 5

**"LIFE IS GREAT"**

**Innocent Wonderment**

**2%**

the language revolves around infinite potential and how the group is going to make history - not to beat a competitor, but because doing so will make a global impact. this group is in competition with what's possible, not with another tribe

**Stable Partnership**

STAGE 4

**"WE'RE GREAT"**

**Tribal Pride**

**22%**

people are fully themselves, & everyone seems happy, inspired, & genuine; the culture emphasizes shared core values and interdependent strategies; a 'we're great' tribe always has an adversary, & the bigger the foe, the more powerful the tribe

**Personal Domination**

STAGE 3

**"I'M GREAT (AND YOU'RE NOT)"**

**Lone Warrior**

**49%**

knowledge is power, so people hoard it; they have to win, and winning is personal; the mood is one of wanting help and support, yet being continually disappointed that others "don't have their ambition or skill"

**Separate**

STAGE 2

**"\*MY\* LIFE SUCKS"**

**Apathetic Victim**

**25%**

people are passively antagonistic; seen it all before and watched it fail; quietly sarcastic and resigned; judging, yet never interested enough to spark any passion

**Alienated**

STAGE 1

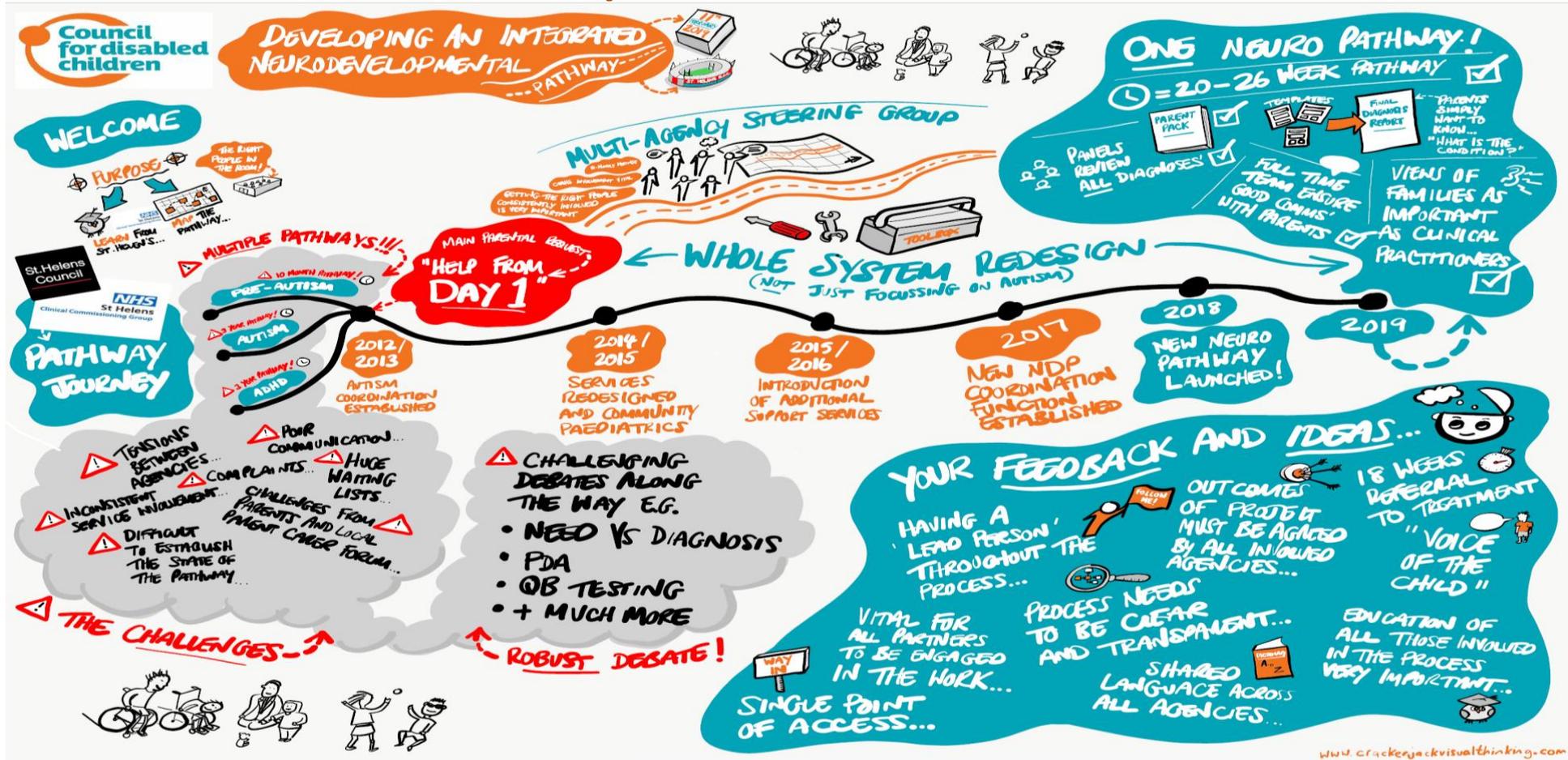
**"<ALL> LIFE SUCKS"**

**Undermining**

**2%**

people are despairingly hostile, banding together to get ahead in a violent and unfair world

# St Helens : Journey of the Neuro Tribe



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# Your local area's journey to develop and embed EHC partnership working and joint commissioning

Thinking about how your local area has been and is developing strong partnership working and joint commissioning across education, health and care services, which of the following broad descriptors best captures where you are currently?

## “Starting”

The local area is just beginning to put in place some of the strategies, arrangements and processes to begin to consider commissioning support services jointly.

## “Developing”

The local area has put in place a small number of joint commissioning projects, although it may be too early to learn lessons and see demonstrable impact.

## “Maturing”

The local area has successfully implemented a number of joint commissioning activities. There are positive signs of impact, and growing confidence in and commitment to strategic partnership working and joint commissioning.

## “Embedding”

Services are planned and delivered in an integrated, seamless fashion. Jointly commissioned services demonstrate strong impact and value for money. Strategic partnership working and joint commissioning are “business-as-usual” for the local area.

## Questions to discuss on tables

- What is your rationale for where you think your local area is on this journey?
- What are the three top activities related to joint commissioning on which you are working currently?
- What do you consider to be the top three strengths of your approach to joint commissioning?
- What are your top three areas for development around strengthening joint commissioning?

# EHC partnership working and joint commissioning: A potential self-evaluation framework

		Strongly agree	Agree	Disagree	Strongly disagree	Cannot say
1. Strategic leadership and governance	There is <u>strong commitment</u> from leaders across EHC services to a <u>shared strategic vision</u> for supporting young people with SEND.	○	○	○	○	◐
	<u>Strategic governance arrangements</u> foster swift and effective decision-making about support for young people with SEND.	○	○	○	○	◐
	Leaders use <u>data and intelligence</u> from across agencies effectively to plan and commission services that reflect local needs.	○	○	○	○	◐
2. Deciding on support	Established multi-agency processes enable professionals jointly to identify, decide upon and fund support for <u>individual young people</u> .	○	○	○	○	◐
	Leaders and commissioners from key agencies work strategically to <u>plan, commission and fund</u> local SEND services jointly.	○	○	○	○	◐
3. Pathways of support	<u>Person-centred pathways of SEND support</u> draw together support from across different agencies in a seamless and integrated manner.	○	○	○	○	◐
	The <u>local offer</u> sets out all agencies' contributions to the overall offer of support for young people with SEND.	○	○	○	○	◐
4. Having an impact	Young people can access the support that they need <u>equitably and effectively</u> from across education, health and/or care services.	○	○	○	○	◐
	Local joint commissioning activities have had a demonstrable effect on <u>improving outcomes</u> for young people with SEND.	○	○	○	○	◐

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**How local areas are developing partnership working and joint commissioning across education, health and care**

**Warrington**

# Developing and sustaining effective practice in partnership working and joint commissioning within local SEND systems

15 October 2019



**WARRINGTON**  
Borough Council

# About Warrington...

- 62,400 children and young people aged up to 25 years
- 32,114 school pupils in Warrington
- 3,901 pupils with special educational needs in our schools
- 1,203 pupils in schools with an EHC Plan
- 1,562 EHC Plans maintained: MLD 378, ASD 356, SLC 245
- 320 children with an EHC Plan are in transition to adult social care
- 195 Out of Area Placements: ASD 65, SEMH 64
- 39 children in care have an EHC Plan



# Warrington's Operating Context...



Warrington Clinical Commissioning Group



Child Development Centre



North West  
Boroughs Healthcare  
NHS Foundation Trust



Bridgewater  
Healthcare at the heart  
of your community

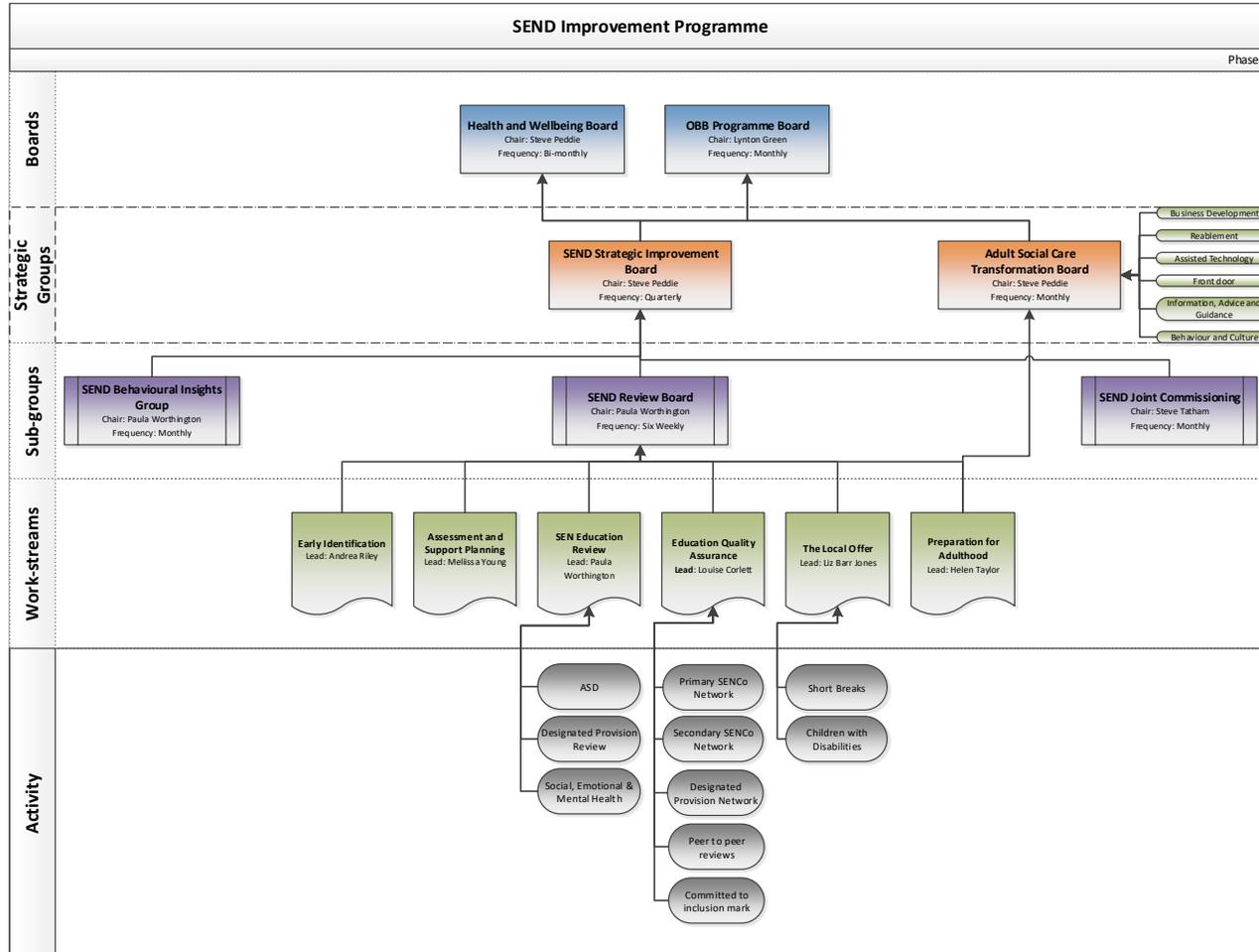


Warrington  
Speak Up  
Advocacy Hub



WARRINGTON  
Borough Council

# Governance Arrangements



# Our Vision

For children and young people with special educational needs and/or disabilities to...

- Do their best at nursery, school and college
- Find employment
- Lead happy and fulfilled lives
- Have greater control over the support they receive
- Feel valued.



# Joint commissioning arrangements

- WBC & WCCG Commissioning Prospectus has SEND as Phase 1 Priority and is reflected in 'Warrington Together' priorities
- WBC & WCCG Joint Commissioning Strategy & Plan for C&YP inclusive of SEND
- Jointly funded Service Development Manager post for SEND to further integrate SEND provision across Warrington.
- Bespoke joint commissioning ensure that effective support is provided for children and young people with the most complex needs – continuing care and continuing health care.
- Challenging Behaviour Pathway.
- Future in Mind.
- Advanced solutions.
- New Neuro development pathway.





# Reflections

- Recognise 'Culture' is as important as 'Strategy & Plans'
- Adopt an experiential approach – use families experiences to understand what's not working and drive improvements.
- Improve mechanisms around information sharing to identify emerging needs and trends.
- What does your JSNA tell you? Are there opportunities to develop integrated arrangements to address the gaps in services.
- Keep in touch – identify opportunities to have regular conversations about the key challenges.
- Senior buy in to integration.
- Cognitive and experiential diversity ensures real world approach.



# What is needed to strengthen EHC partnership working and joint commissioning in local areas?

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## Level

## What is needed to strengthen partnership working and joint commissioning?

### Local level

What can be done within local areas?

What are the most important practical actions that local areas can take to strengthen joint commissioning and partnership working?

### Regional level

What support is needed at regional level?

What can be done at regional level to foster effective joint commissioning and partnership working?

### National level

What is required from national policymakers?

What are the changes that could be made at national level that would help to create the conditions for effective joint commissioning and partnership working?

... Are there any other barriers and how could these be overcome?

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## In your local area teams ...

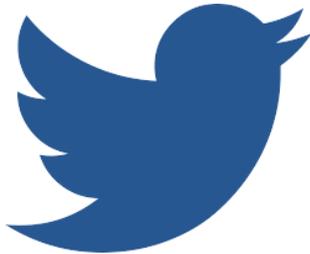
- **What are the key messages you will be taking away from today's workshop?**
- **What are the 1-2 key practical actions you want to undertake after today's discussion?**

## Keeping in touch after today

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[www.isospartnership.com](http://www.isospartnership.com)



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