

## Manchester SEND Joint Commissioning Strategy 2020 – 2023

Working together to enable Manchester's children and young people to lead safe, happy, healthy and successful lives.

There will be continued engagement with Our Children, families, our teams, providers and our partner agencies throughout the life of this Strategy to ensure its continued relevance to meet the required outcomes.

### Introduction

Our vision for children with special educational needs and disabilities (SEND) is the same as for all children and young people. That Manchester is a great place to grow up, where children and young people are protected from harm and supported to be the best they can be. This Joint Commissioning Strategy is fundamental in helping us to achieve this vision, setting out the joint commitment of all key partners; children and their families, schools, social care, health and our delivery partners for delivering in a joined up way to improve the lives and life chances of all children and young people aged 0 - 25 with SEND.

Our aim is that all children and young people feel safe, their welfare is promoted and they are safeguarded from harm within their homes, schools and communities

Most importantly we want the views of children and young people and their parents/carers to be actively sought and their voices heard. We want services to be joined up with reduced waiting times and good information sharing in place so that families can tell their story once. We want outcomes for children and young people to be co-produced and identified.

This strategy is driven by Manchester's intent to ensure we provide the best support for all children and young people and the right support at the right time, all of the time. It is driven by the Manchester Children and Young People's Plan, Joint Strategic Needs Assessment and Manchester's Locality Plan, including and incorporating their inclusion strategies for closing inequality gaps and improving life chances. It seeks to create a shared vision across all our partners, to create a whole system approach to strengthen the service offer to meet all levels of need.

Ultimately, good joint commissioning arrangements will help to ensure that effective education, health and care provision is secured for all children and young people who have special educational needs and disabilities.

Manchester's Children and Young People's Plan - Our Manchester, Our Children - translates the Our Manchester priorities into a vision that is focused on 'building a safe, happy, healthy and successful future for children and young people;' this means:

- All children and young people grow up happy – having fun and opportunity to take part in leisure and culture activities, and having good social, emotional, and mental wellbeing. It also means all children and young people feeling that they have a voice and influence as active Manchester citizens.
- The physical and mental health of all children and young people is maximised, enabling them to lead healthy, active lives, and to have the resilience to overcome emotional and behavioural challenges.
- All children and young people have the opportunity to thrive and achieve individual success in a way that is meaningful to them. This may be in their education, or in their emotional or personal lives.

Manchester's population is growing significantly and the number of children and young people with SEND is growing in line with the population increase. In addition, earlier identification of children's needs, parents' greater readiness to ask for support for their children and staff becoming more skilled in identifying needs are contributing to a rise in numbers of children at both SEN Support and Education, Health and Care Plan (EHCP) level.

Manchester's Children and Young People's Plan sets out further how the city intends to take forward the overall ambition and approach described in Our Manchester and Our Locality Plan in relation to children and young people. This is a plan for children, not children's services. All areas of the city have a role in supporting our children and young people, not least families, focusing on outcomes that are driven by the needs of people and local communities working to make a real difference to families.

### How our joint commissioning strategy is informed

Joint Commissioning is how we collaboratively develop future-proof services across the Council, CCG, partner agencies and communities to ensure maximisation of existing resources

Children and young people told us that they want to have jobs, live independently, have friends, a social life and eventually a partner – just like any other young person.

It is vital that we understand the issues facing the local area in order to effectively support residents and commission the right services and support.

Continuing to develop our information, evidence and insight is a key area of focus for both the Council and our partner agencies.

By improving our ability to forecast and respond to the needs of the local area, we can improve planning and commissioning of our local SEND services

- 12% of children looked after in a residential home have autism
- Children with Autism as their primary need increased by 500%
- 65% of pupils with SEN are boys
- 37% of pupils with SEN eligible for FSM
- 56% of Our Children with SEN
- Pupils with communication needs higher than national average
- 75% of pupils with EHCP are boys
- 45% of pupils with EHCP are eligible for FSM
- 50% of Child in Need (Social Care) with SEN

From the population figures we know that there are 130,570 young people living in Manchester aged between 0 and 18 years. 13.5% of Manchester schools population have a SEND, with 3.8% having an EHCP. The continuing growth in numbers of children and young people with SEND is putting pressure on services and budgets in the local authority, Clinical Commissioning Groups, schools, colleges, health providers and voluntary sector organisations.

More boys than girls in Manchester schools are identified as having SEN – both at SEN Support and EHCP levels, similar to the national picture. The differential is greatest for pupils with autism, with approximately 4 boys having an autism diagnosis for every girl with autism.

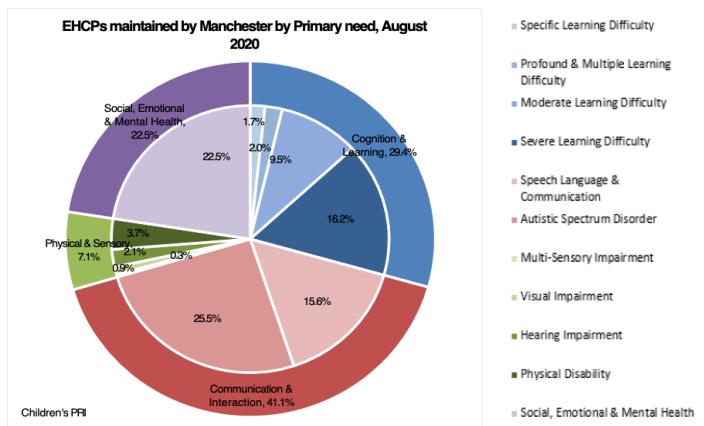
Manchester pupils with SEND are more likely to be eligible for free school meals than those with no SEND. Pupils with SEND are more likely to have poor attendance and be excluded from school.

The types of primary need that are most common in Manchester are speech, language and communication needs (SLCN) 21.2%, moderate learning difficulties (MLD) 21.1%, social, emotional and mental health needs (SEMH) 20.8% and autism (ASD) 8.6%.

We know that we find it more difficult to identify family-based care settings for disabled children.

A high proportion of children in need or children looked after have a SEN.

Disabled children are the highest users of residential homes; they tend to enter care straight into bespoke residential care within a high cost bracket and are 50% of the Residential School placements. They will also remain in placements for the longest time periods – most expected to remain in residential until independence.



## What is Joint Commissioning?

Joint commissioning is how we collaboratively develop future proof services across the Council, CCG, partner agencies and communities to ensure maximisation of existing resources

Joint Commissioning is where the assessment of need and planning of services is undertaken by two or more agencies working together, often in health and local government, and sometimes from a pooled or aligned budget. The purpose of joint commissioning for SEND is to ensure the best possible response to a child's or young person's needs, aligning and integrating the strategic needs assessment, planning and delivery of services to achieve more. This includes jointly identifying current and future needs, any gaps in provision and maximising resources and sharing intelligence across all services to both improve outcomes for children as well as help inform commissioning and planning decisions across all aspects of SEND support.

The Children and Families Act 2014 places a legal duty on local authorities and Clinical Commissioning Groups (CCGs) to secure services to meet the provision set out in individual EHC Plans. This means that CCGs and the local authority will work together to ensure the full integration of special educational needs and disabilities (SEND) provision across education, health and care, and strengthen the principles of joint planning and commissioning of services as set out in the Children and Families Act 2014.

Manchester is in a unique position nationally, with an integrated model of Health and Social Care Commissioning - Manchester Health & Care Commissioning (MHCC). This strategic model supports joint planning and arrangement in a whole care plan from referral or admission to ongoing need and support.

This will result in an increased number of commissioned services which are strategically relevant, aligned and integrated with the flexibility to meet future demand and a clear coordinated offer for Manchester children with increased use of community provision and assets.

We will demonstrate a willingness to think outside existing organisation structures, which include services with shared ownership and risk management. Strategic resources will be pooled around services to ensure value for money, reducing duplication of resources.

### Co-production Charter

Manchester Parent Carer Forum and Working Together groups have worked with the local authority and Health to develop a co-production charter. This sets out how partners should work together in a strengths-based way at every stage to achieve shared outcomes.

The charter states that we will:

- Trust each other
- Work in equal partnership from the start, valuing everyone
- Support each other to understand the approach
- Be transparent, accountable and honest
- Embed co-production in all areas of work
- Focus on strengths
- Work in the Our Manchester way
- Welcome and care.

Parents told us that they felt services need to work together more effectively and need to involve parents more in setting outcomes and targets.

Manchester's Locality Plan 'Our Healthier Manchester' sets out our vision for integrated, place-based working and commissioning in health and social care.

Manchester Parent Carer Forum carries out a survey of parents and carers of children (aged 0-25) with SEND on how effectively education, health and care services are meeting the needs of children, young people and their families. These surveys are reported to the SEND Board and feed into the Board's action plan. The next survey has been commissioned to be distributed in November 2020; in addition Parent Champions have been commissioned to capture views of parents from the facebook page and from wider engagement which will also inform commissioning.

### Our Joint Commissioning

Manchester's Children and Young People's Plan sets out further how the city intends to take forward the overall ambition and approach described in Our Manchester and Our Locality Plan in relation to children and young people. This is a plan for children, not children's services.

All areas of the city have a role in supporting our children and young people, not least families, focusing on outcomes that are driven by the needs of people and local communities working to make a real difference to families.

Our commissioning approach is to bring about behavioural change - achieving positive outcomes that build resilience, increase independence and reduce reliance on services. We aim to commission services in a different way - using available funding for priority statutory services and to stimulate new activity that complements services to improve choice, quality and value for money.

There are many vital commissioning alliances and partnerships in the city; local authority, Clinical Commissioning Group (CCG), police, probation, education providers, voluntary groups/bodies, health providers and Manchester Local Care Organisation (MLCO): these are all important in delivering effective services.

Partner organisations within Manchester are working to the principles and spirit of the "Our Manchester" programme, which focuses on an asset-based approach.

Throughout the pandemic co-production and strategic work with parents and carers has strengthened and the learning from this period will inform our future partnership.

One key learning has been that virtual strategic meetings have enabled more parents to engage and participate ensuring a more representative voice. MPCF have attended virtual SEND Boards, been involved in the anxiety pathway, advised on risk assessments and letters to parents, worked with community health on their new referral pathway and are currently feeding into a review of the SEND Joint Strategic Needs Assessment and personal budgets policy.

## Our Aim

Good practice, joint commissioning for SEND should lead to a number of positive outcomes for children and young people with SEND and their families, as well as improved outcomes for commissioners and providers. These are summarised and form the SEND Board's priority actions:

- Parents'/carers' and children's/young people's views impact on strategic decisions.
- Excellent local offer, understood and accessible to all leading to improved life outcomes.
- Integrated, transparent pathway allows parents/carers and young people to access services across education, health and care.
- Young people with SEND have needs met through excellent education, health and care services, jointly commissioned where appropriate.
- Preparing for Adulthood (PfA) is embedded in Manchester from the earliest years.
- Improved outcomes and standards across education and training.
- A highly skilled workforce across all stakeholders improves outcomes for children and young people.

## Shared decision making

Multi agency panels have improved the decision making and joint funding of services for children with regard to:

- Short Breaks
- Education Health and Care Plans
- Highest levels of need

These are reviewed and the learning and information gathered to inform commissioning intentions.

Social care, health and education partners have developed a dynamic support database to help forecast what provision will be needed in the future. This database will support our joint commissioning within Manchester and the sub-region for children and young people with the highest level of need.

## Our Joint Commissioning Priorities

The SEND Joint Commissioning Strategy is underpinned by Our Commissioning Principles, our behaviours and our practice Standards which are at the heart of how we will develop services. The Principles are about developing our ‘business as usual’ approach based on good practice.

This approach will transform the existing services and market to ensure we are efficient and effective and that our children are safe. Our Strategy is about doing the right thing, but by working to these principles we will ensure that we are achieving budget efficiencies.

The SEND Board is responsible for evaluating the implementation of the Commissioning Priorities and identifying key areas for development. These actions will be captured within the SEND Action Plan. The Board has agreed the following commissioning priorities and oversees the plan which partners are working together to deliver:

- Parents'/carers' and children's/young people's views impact on strategic decisions.
- The learning from coproduction implemented into all commissioning activity
- Improved use of EHCP as the commissioning plan
- Excellent local offer, understood and accessible to all leading to improved life outcomes.
- We are confident that all families current short break offer is meeting assessed needs and aligned to outcomes in EHC plans.
- Gaps in services and key themes are captured and inform commissioning.
- An improved universal offer for short breaks reducing the dependency on targeted and specialist services.
- There is a robust offer of specialist services for shortbreaks.

- Integrated, transparent pathway allows parents/carers and young people to access services across education, health and care.
- City wide social communication pathway
- Improved specialist equipment pathway
- Ensure our cross authority agreements are in place to support families moving between GM authorities

Young people with SEND have needs met through excellent education, health and care services, jointly commissioned where appropriate.

- ITHRIVE Model of Care Implemented City Wide; cohesive Mental Health offer available for Manchester children.
- Significant numbers of children with a speech and language or communication need are identified and have pathways easy to use including access to SALT

Preparing for Adulthood (PfA) is embedded in Manchester from the earliest years.

- Improved transition planning with timely outcomes
- Further opportunities for education, employment and training.

Improved reading outcomes for all

- Improved access to speech communication and language interventions focussed on early reading and reading for pleasure.

A highly skilled workforce across all stakeholders improves outcomes for children and young people.

- All practitioners working with families with SEND are confident and understand the SEND local offer and statutory requirements to meet the identified needs.

## Our Joint Commissioning in Practice

There are several services, processes and workforce-development jointly commissioned:

### **12% of Children Looked after placed in residential homes have autism**

The Virtual Mental Health Team for Our Children with Disabilities is a newly commissioned service within the CAMHS LAC team who are piloting the provision of a service for Manchester children and young people up to the age of 18 years who have severe learning disabilities and/or autism and who are placed outside of Manchester in foster care or residential homes. This is a really exciting development that brings together a range of professionals to support this vulnerable population.

### **Pupils with communication needs higher than national average**

Driven by the wish from many children, young people and their parents and carers to 'tell their story once', we are working jointly as commissioners, providers and

parents and carers to develop personal profiles, which we call About Me and More About Me profiles.

The aim is for every child or young person in Manchester (and ultimately adults) to have the opportunity to create an About Me profile – giving individuals and services an understanding of the child or young person's likes, interests and how they like to be supported.

We anticipate this to result in improved experience and outcomes for children and young people and their parents and Carers. A specification for a digital solution, which is the preferred option for the majority of parent/carers and professionals has been developed.

### **MCC has highest prevalence of mental health difficulties in GM**

MHCC, MFT CAMHS and key stakeholders have designed a 'THRIVE' model of care that will be implemented across Manchester localities, in line with the LCO configuration, to ensure the all Mental Health and Emotional and Wellbeing services are available to Children and Young People in a wrap-around provision model. This will ensure a 'single point of access and minimise blockages in accessing the right service at the right time for all Children and Young People across the city.

### **The number of diagnosed Children with Autism as their primary need increased significantly**

There has been a significant increase in the number of Manchester children being referred for social communication assessment and the numbers receiving an Autism diagnosis. It is thought that greater numbers of children being referred (including those with severe learning difficulties) and earlier diagnosis have contributed to this increase.

Manchester will expand the successful Social Communication pathway pilot (currently in the south) to the whole of the city as well as a new school nurse and occupational therapist (assigned to LCO) to deliver a robust integrated CAMHS offer.

### **Young people have needs met through excellent education, health and care services.**

Informed by comprehensive needs mapping and predictive modelling NHS Manchester CCG and Manchester City Council have worked in partnership to develop the proposal that a Children's home is remodelled to meet the needs of young people affected by autism and or learning difficulties through a community outreach and short breaks service. The refurbishment and specialisation of this facility will allow for a more efficient use of current resources and value for money.

Manchester City Council (MCC) and Manchester CCG have successfully bid for and secured NHSE Capital funding to adapt and transform the property to meet the proposed service model. Once refurbished the service will provide outreach and short term support as part of a pathway to support children and young people to stay with or move back to their family environments (parents or foster care) as well as providing close family support.

## Governance

The SEND reforms are being embedded in Manchester through multi-agency working and a strong partnership approach from the outset with Manchester City Council, CCG, LCO, parents/carers, young people, schools, colleges and settings.

There has been strong governance through the SEND Board, chaired by the Director of Education, which has senior representation from a range of partners and services including the Designated Clinical Officer for health; Strategic Lead for Children's social care; headteacher; parent representative from Manchester Parent Carer Forum, MLCO, and Adult Services manager.

This board reports to the Children's Board; and also through progress reports to the Children and Young People Scrutiny Committee and the Health and Wellbeing Scrutiny Committee. These arrangements have ensured that there is effective strategic leadership of the SEND agenda and robust scrutiny and challenge of multi-agency working and joint commissioning arrangements.

Manchester's SEND Board is responsible for evaluating progress, identifying key areas for development and overseeing improvements. The Board also serves as the children and young people's workstream of the Our Manchester Disability Plan (OMDP) Board.

## Related Strategies and Plans

- The Our Manchester Strategy 2015, reviewed annually
- Our Manchester, Our Children – Manchester's Children's and Young People's Plan Manchester City Council's Corporate Plan
- Greater Manchester Children and Young People's Plan 2019-2022
- Manchester locality plan - <https://healthiermanchester.org/how-health-and-care-services-will-change/making-it-work/manchesters-locality-plan/>
- Manchester's Population Health Plan 2018-2027
- The Greater Manchester i-THRIVE (GM i-THRIVE) and Manchester THRIVE programmes 2020
- Manchester NEET Reduction Plan 2017- 2020
- Manchester Work and Skills Strategy 2015-2020
- Manchester's Early Help Strategy – 2018 -2021
- Delivering Differently: Manchester's Domestic Violence and Abuse Strategy 2016-2020
- Manchester Safeguarding Children's Board – Neglect Strategy for Children, Young People and Families 2017 – 2019
- Manchester Family Poverty Strategy 2017-2022
- Manchester's Young Carers' Strategy 2017 - 2019
- Manchester's Accessibility Strategy 2017 - 2019