



Appendix A

Joint Commissioning Strategy for Special Education Needs and Disability (SEND) 2018-2021

**London Borough of Sutton and
NHS Sutton Clinical Commissioning Group**

1. Background

- 1.1. The Children and Families Act 2014 included the Special Educational Needs and/or Disabilities (SEND) reforms, which places a duty on all agencies (Education, Health and Social Care) in the Local Area to work together and develop joint commissioning arrangements for children and young people with disabilities as per Section 3.9 of the SEND Code of Practice.
- 1.2. Both the London Borough of Sutton and NHS Sutton Clinical Commissioning Group (CCG) face increasing demands for services against increasing financial pressures on budgets making it more important to work closely together to eliminate duplication and improve value, whilst striving to improve quality and outcomes for Sutton families/carers and their children and young people.
- 1.3. In Sutton these joint outcomes are outlined in a number of local and regional strategic planning documents including:
 - Sutton Council's Health and Wellbeing Strategy 2016-2021
 - Sutton Council's Corporate Plan 2018-2022
 - The Sutton Plan
 - The Sutton Health and Care Plan
 - Sutton Clinical Commissioning Group's (CCG's) Operating Plan
 - Sutton's Child and Adolescent Mental Health Services (CAMHS) Transformation Plan 2015-2020
 - Sutton's Early Help Strategy 2015-2018, revised and extended to 2020
 - South-West London Sustainability & Transformation Plan five-year forward plan 2016-2021
 - Supporting pupils in schools with medical needs (2015)
 - SEND Code of Practice 2015
 - Looked After Children Strategy
 - Sutton CCG's Child and Adolescent Mental Health Services (CAMHS) Transformation Plan (October 2018)
 - Sutton Local Offer website
- 1.4. **The focus of this Joint Commissioning Strategy for SEND is to provide a commissioning approach to meet the guiding principles as agreed by Sutton CCG and Sutton Council to achieve the vision Sutton has for its children and young people with disabilities and special education needs.**
- 1.5. Both the CCG and London Borough of Sutton are currently reviewing and developing their commissioning intentions and structures for children's services. This joint strategy

aims to ensure future commissioning arrangements align to the key strategic priorities set out below and to realise seamless integrated arrangements where possible.

- 1.6. The key strategic drivers are as follows:

Commissioning for Value and Right Care

The CCG's *Commissioning for Value* approach aims to address variations in care, including identification of improvements from a data driven approach, along with the *Right Care* programme approach which gives a methodology for quality improvement of services it commissions and with the CAMHS Transformation plan which is refreshed annually. The CCG and London Borough of Sutton already work in partnership in order to provide a joint approach to assessing and meeting the needs of those individuals under our care where we can.

The Sutton Plan and commissioning approach

The Sutton Plan is the overarching area plan within which sits the SEND Joint Commissioning Strategy. Over the past year, residents, visitors and students in Sutton have spoken with local organisations including schools and colleges, the council, NHS and police to let them know what they think about the borough and what they want it to become. The Sutton Plan sets out what's great about the borough, the big issues facing us and a shared vision for the future based on the conversations held with our residents and children and young people.

Sutton Health and Care Plan

The Sutton Health and Care Plan has grown out of the multi-agency work undertaken to develop The Sutton Plan, and builds on the 3rd strategic priority of developing a coherent system of health and care that is shaped around the needs of Sutton residents. This will be delivered through eight priorities across 3 domains of Start Well, Live Well and Age Well, which address the needs of children, adults and older people respectively. There are a set of initiatives and outcomes specified for all eight priority areas, with one of the priorities focused on improving the support provided to parents of children with SEND. The Plan is underpinned by a commitment to establishing an integrated care place through:

- Joint system leadership through the Local Transformation Board reporting to the Health and Wellbeing Board
- Expansion of the Sutton Health and Care Alliance for provision of children and adult community services
- Commitment to joint commissioning between London Borough Sutton and Sutton CCG
- Implementation of Primary Care at Scale within Sutton
- Further integration between health and social care through locality working
- Undertaking Outcome Based Commissioning Reviews

- Improving digital connectivity through our South West London Connecting Your Care programme
- Expansion of the compassionate communities approach within Sutton
- Engagement as partners in Improving Healthcare Together 2020-30

Public and stakeholder engagement has been developed with a large-scale deliberative event held in November 2018, with a more recent event for all partner agencies in February 2019. In the coming months the Local Authority and the CCG will develop the existing plans to articulate our challenges across health and care and build on the Sutton Plan to describe what our partnership will do to develop a more coherent system of health and care that is shaped around the needs of Sutton residents.

- 1.7. Our emerging, shared vision for the borough, its people and its services includes the following which are very relevant to this Joint Commissioning Strategy:

A better quality of life and opportunity for all residents

- Enshrining the principle of equality of access to services for all residents and all communities across the borough.
- Promoting excellent educational opportunities and outcomes for all of the borough's children and young people.
- Empowering people to take part in the decisions that affect their lives and those of their families.
- Providing parents with access to parks, green spaces and other leisure facilities and opportunities.

- 1.8. **The London Borough of Sutton's Outcome Based Commissioning Review 2018-19** - This is the Council's approach to reviewing and re-commissioning services by applying a policy led approach to delivering more efficient services while at the same time continuing to build upon our joint working with partners. Five outcome-based themes for cross-service commissioning reviews were jointly identified with partners. These themes are 'Being Active', 'Making Informed Choices', 'Keeping People Safe', 'Living Well Independently' and all are underpinned by 'smarter ways of working'

- **Being Active Citizens**
"All residents live healthy lifestyles and are enabled to be economically, socially and physically active"
- **Making Informed Choices**
"Individuals, families and communities are able to access a diverse range of information, advice and guidance to make informed choices and enable them to sustain change"
- **Keeping People Safe**
"A joined up approach by all public services to ensuring that vulnerable residents are supported and kept safe"
- **Living Well Independently**
"Building on individual and community resilience and assets to help people maintain their independence for as long as possible"

- 1.9. It is expected that the SEND Joint Commissioning Strategy will ensure alignment with the Outcome Based Commissioning Review Framework including thematic outcomes being developed for children and young people.
- 1.10. **High Needs Review** - Commissioning additional services for our most vulnerable pupils is critical, and must also be financially sustainable. The Council has therefore commissioned a High Needs Review to look at ways of reducing our current reliance on high cost placements in the independent/ non-maintained special school sector as well as reviewing:
- Our current approach to funding High Needs provision in mainstream schools.
 - The way in which we fund our specialist provision (and its comparative costs).
 - The funding and organisation of our SEND support services (including Education Psychology Services).
 - The funding and commissioning of our Alternative Provision.
 - The current and future sufficiency of education placement planning
- 1.11. The review will also include Early Years and Post 16 as High Needs funding extends across all education phases. Initial findings of the review are expected to be provided in early 2019.

2. Our vision for children and young people with Special Education Needs and Disability (SEND)

- 2.1. Coming together as a local area through our SEND Implementation Group, we have reviewed the work undertaken on our SEND strategy and developed our collective Vision:

“We are collectively ambitious for our children and young people. Together we want to provide them with the best chances to achieve their best outcomes in life whatever their starting point, and prepare them effectively for adulthood.”

- 2.2. The Joint Commissioning Strategy will enable:
- informed commissioning practice to ensure a consistent approach for the commissioning of services for SEND across agencies.
 - reduced confusion and wasted resources being caused through the duplication of services across agencies.

- creation of greater efficiencies through the most effective use of resources to ensure improved outcomes whilst maximising value for money.
- children, young people and families to be placed at the heart of service planning and funding decisions.
- partners to pool resources where this can create better outcomes and facilitate greater cost efficiency through economies of scale.
- supporting commissioners and providers alike to demonstrate how they are contributing to meeting needs identified as priorities in the Plan.

2.3. We are committed to a co-production model so that we, public sector organisations, and citizens make better use of each other's assets and resources to achieve better outcomes. We want parents, carers, and children and young people to be supported to have meaningful opportunities to shape the ongoing review, evaluation and delivery of SEND processes and Local Offer. This more democratic approach will better reflect what people need from services, it should also improve the effectiveness of services and bring better value for money.

2.4. **KEY OBJECTIVES** - The table below sets out our key objectives in one column and how this will be achieved in the adjoining column.

<i>In Sutton, we are collectively ambitious for our children and young people. Together we want to provide them with the best chances to achieve the best outcomes in life whatever their starting point, and prepare them effectively for adulthood.</i>	
Objective 1 - Co-production and Effective Communication : parents/carers, families, young people, education settings, health, social care, private, voluntary and independent sector and local authority and Cognus services collaborating to resolve issues, meet needs and create a pathway to adulthood	<ul style="list-style-type: none"> ● Develop clear and coherent pathways to and through services, and communicate these effectively to the community ● Create a continuum of inclusion to meet needs effectively at the earliest point ● Support families and young people, through outcomes-based commissioning, so that they are able to make informed choices ● Work with schools and educational settings to ensure effective use of reasonable adjustments, best endeavours and the use of the 'assess, plan, do, review' approach embedded in the outcomes based commissioning model being developed by Sutton ● Strengthen our understanding and use of relevant legislation including the Children and Families Act
Objective 2 - Working to meet needs at the earliest point and reducing the likelihood of further intervention at a later point	
Objective 3 - Keeping aspirations high for all our children and young people and parents/carers	
Objective 4 - Listening to the voice of children and young people and parents/carers	
Objective 5 - Wherever possible, ensuring children, young people and young adults are supported and sustained in local settings , and within their local community	
Objective 6 - Supporting Sutton education settings	

and schools to meet the needs of all their children and young people, and ensuring that these settings consistently provide good value for money.	2014. The SEND Code of Practice 2015, The Equality Action 2010 and the Care Act 2014 throughout all services and settings, to inform our practice and to promote access to opportunity
Objective 7 - Creating a more inclusive, positive and celebratory model of disability and difference	<ul style="list-style-type: none"> Enhance and shape our views on the power of diversity, equality and social inclusion

3. What is Commissioning?

3.1. Commissioning is the process of understanding the needs of a population or group, and using available resources to meet those needs through procurement and contracting processes. Joint commissioning is where this is done in partnership between agencies to increase efficiency and enable joined up services. Commissioning can be done on a strategic level, looking at the needs of a whole population, or on an individual level where a package of education or care is put into place.

3.2. Children and young people with SEND need services across health, social care and educational services to work together in order to achieve their full potential. Crucially, they need person-centred support to help them achieve their ambitions. The importance of this challenge is reflected in the Children and Families Act 2014, the NHS Mandate and the Five Year Forward View. The diagram below describes the stages of the commissioning process and provides more detail of the stages.

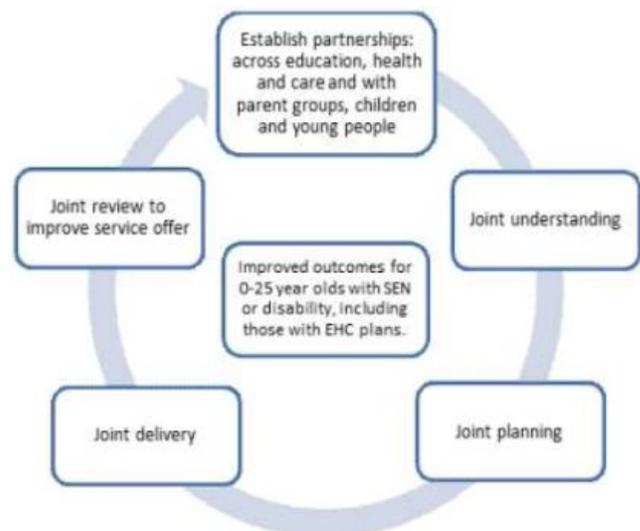


Fig 1: Commissioning Cycle (DfE SEND Code of Practice, January 2015)

3.3. What is Joint Commissioning?

- Joint understanding: needs of children and young people with SEND are identified, reviewing services that meet these needs and identify the resources available.
- Joint Planning: identify gaps in services, develop a commissioning strategy which

explains the services required and the outcomes we want to achieve with the resources we have.

- Joint delivery: services are procured and contracts put in place to deliver the services.
- Joint review: services are reviewed to see if they have met the outcomes of the specification. This includes feedback from service users and their families to help improve current service delivery and feed into future needs assessment.
- Joint planning and commissioning will lead to better integrated processes and integrated front-line delivery. This involves a step change transition that will require leadership, a strategic understanding of how outcomes in Sutton are met, and a more commercially minded approach to procurement - all focussed on the child or young person.
- Effective Commissioning is about much more than procurement and contracting, though these are key elements of the commissioning cycle. Commissioning has to define what is needed and how those needs are best met before consideration can be given to what services need to be purchased. 'The commissioner exists to act as a champion for local people- to make sure they get the right care, in the right place, at the right time' *Darzi 60th Anniversary NHS*.
- In order to facilitate successful joint planning and commissioning, the partners have an agreed definition of what Joint Commissioning is, together with an agreed language and approach.
- Sutton's definition is as follows:
 - ***Joint Commissioning is the set of linked activities by two or more agencies to assess the needs of SEND, specify the services required to meet those needs within a strategic framework, secure those services, and monitor and evaluate the outcomes.*** (developed from Woodin, J 2006, *Healthcare Commissioning and Contracting*).

4. Needs Assessment- Key Messages

- 4.1. **National picture** - Changes to eligibility under the Children and Families Act 2014 mean that the number of children and young people with an EHC Plan has increased as the age range now extends to 25 years of age if the young person remains in education or training. The implication of this is an increase in those eligible for support within existing resources. This provides an imperative to review how we are delivering and commissioning services to improve outcomes more cost effectively.
- 4.2. Children with SEND are a diverse group of children and young people with a wide range of conditions, needs and abilities. Collectively children and young people with SEND are:
- more likely than children and young people in general to experience unfavourable treatment through discrimination (intentional or unintentional), social exclusion, bullying and abuse.
 - represented in all parts of the community, but are more prevalent in lower socioeconomic areas.

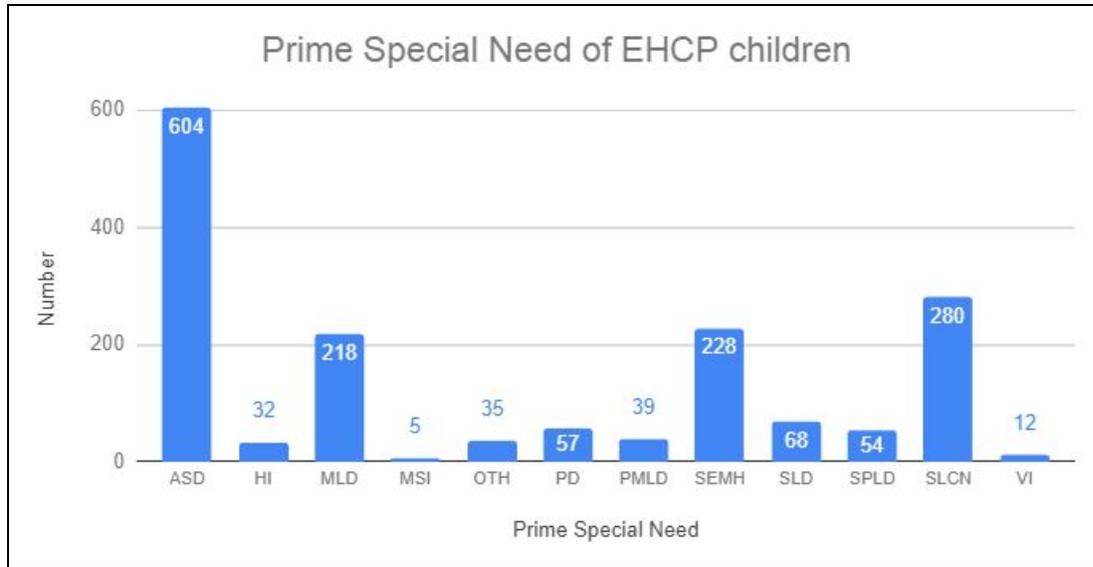
- significantly overrepresented amongst children who are Looked After or on Child Protection Plans.
 - less likely to experience positive outcomes when they become adults in terms of physical and mental health, independence, training/employment, community participation and social relationships.
 - more likely to be long term service users of specialist and intensive education and care services.
 - more likely to require considerable involvement with health services.
 - more likely to receive a diagnosis of autism which could be partially due to increased awareness of autism and earlier identification.
- 4.3. In February 2017 the Council for Disabled Children estimated that **over the ten years from 2004 the number of children and young people with complex or life-limiting conditions has increased by over 50% from 49,300 to 73,000**. This has particular relevance for those children and young people who are eligible for Children's Continuing Care. This cohort has extremely complex needs and requires robust joint planning for health, education and social care services.
- 4.4. **The Local Picture** - In 2018, the Greater London Authority estimated our Sutton population aged 0 to 25 years to be 65,100. Using housing-led projection estimates, this population has been projected to increase to 67,000 by 2021 (an increase of 1,900), rising to 68,400 by 2025 (an increase of 3,300). This increase in population is likely to have an impact on our planning for services and provision for children with SEND and we are working on understanding future demand and impact on services.
- 4.5. Employment rates of both adults with mental health problems and learning disabilities are low in the Borough. In order to improve these rates in the future we need to work on developing the education and employment preparation for children and young people ('Preparing for Adulthood') through schemes such as apprenticeships.
- 4.6. Over the last 5 years, the number of EHC Plans in the Borough has increased by about 46.3%. In 2018, 2.5% of the resident age 0-25 population had an EHCP, rising to 4.4% of the statutory school aged population.
- 4.7. As 2014 saw an increase in the age range for children with EHC Plans, it is to be expected that the number of children with EHC Plans has increased. Other relevant factors are increases in the number of pupils in the school system in general terms, in identification of SEND such as Autistic Spectrum Disorder (ASD) and parental concerns about provision available in mainstream schools (see 'Our journey so far').
- 4.8. As of May 2018, the 1,632 children and young people with an EHC Plans who were the responsibility of the London Borough of Sutton were based at the following settings:

- Nearly a quarter (24%) attended mainstream schools
- Just over a fifth (22%) attended resourced provision within mainstream schools
- Nearly one in ten (9%) attended LA maintained special schools
- Approximately one in seven (16%) attended special free schools or academies
- Nearly one in ten (9%) attended non-maintained or independent special schools
- Approximately one in seven (15%) were in further education or other post 16 institutions.

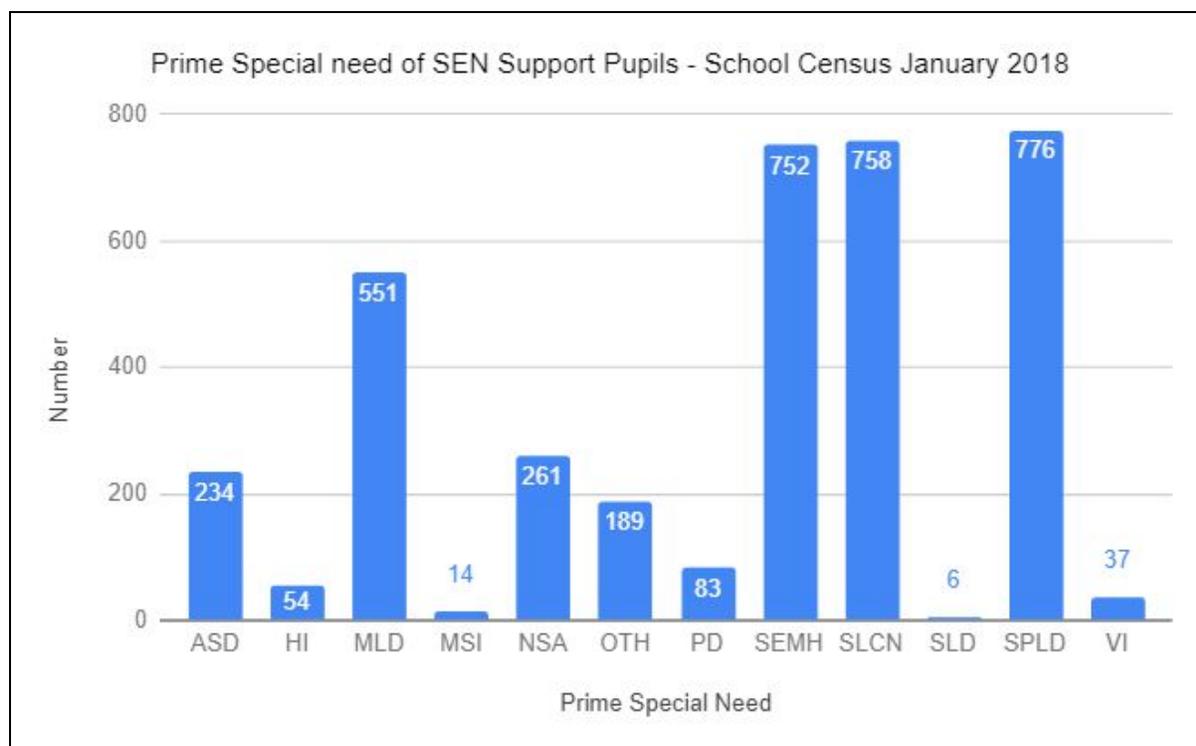
4.9. In September 2018:

- There were 1,260 children and young people attending Sutton schools with an EHC Plan: these are a mixture of children living in Sutton and those placed in Sutton schools by other boroughs,
- A further 3,686 Sutton pupils were receiving SEN Support (*Summer Term Census 2018*).
- Of those Sutton children and young people with an EHC Plan, Table 1 shows that the largest primary need was Autism (ASD) followed by Speech, Language and Communication Need (SLCN).
- Table 2 shows that among Sutton pupils with a SEN need (SEN Support) the primary needs were specific learning difficulties (SPLD), followed closely by Speech, Language and Communication Need (SLCN) and Social and emotional mental health (SEMH).

Table 1: Primary need of children and young people with an EHC Plan



Source - SEN Team - Cognus

Table 2: Primary need of children and young people with SEN Support in schools

Source: School Census January 2018 - Main Education setting only

4.10. Acronyms for the primary needs among pupils with an EHC Plan are as follows:

ASD = Autistic Spectrum Disorder
 MLD = Moderate Learning Difficulty
 SLD = Severe Learning Difficulty
 SEMH = Social, Emotional and Mental Health
 SLCN = Speech, Language and Communication Needs
 SPLD = Specific Learning Difficulty
 PMLD = Profound and Multiple Learning Difficulty
 NSA = SEN support but no specialist assessment of type of need
 OTH = Other difficulty
 PD = Physical Disability
 HI = Hearing Impairment
 VI = Visual Impairment

5. Schools

- 5.1. The London Borough of Sutton has provided over 4000 additional mainstream primary school places in the Borough since 2008 through the expansion of 22 of the Borough's 40 primary schools. This increased capacity has provided sufficient primary school places to date and there is now evidence that primary demand has started to plateau, and in some areas of the Borough to reduce.
- 5.2. With the increase in primary demand, demand for secondary school places is increasing, with 2500 additional secondary school places delivered since 2015 involving the expansion of 10 of our 14 secondary schools and the opening of a new secondary school on the former Sutton Hospital site (Harris Academy Sutton).
- 5.3. We expect secondary school places demand to continue to increase until 2024 with the Government having approved a further secondary school to be opened in the Borough. Following the opening of Harris Academy Sutton, the government have approved a further secondary school to be opened on the Rosehill site (subject to planning permission).
- 5.4. As the demand for mainstream school places has increased, so too has demand for specialist provision. This increase has been proportionally greater than the increase in demand in the mainstream sector. Additional specialist capacity has been created at special schools in the Borough through the expansion of Sherwood Park with an additional 72 places created in September 2015 for Specific Learning Difficulty, Autistic Spectrum Disorder and Profound and multiple Learning Difficulty pupils.
- 5.5. Further capacity is in the pipeline through the expansion of Carew Academy as part of the Government's Free Schools Programme for ASD/learning difficulties and complex needs thereby increasing the capacity of the school from 195 in 2018/19 to 247 places in 2020/21. In addition, 56 additional ASD places are proposed as part of the creation of a new secondary school at Rosehill from 2021.

6. Who does what

- 6.1. Table 3 below lists the key commissioner agencies; Local Authority, Clinical Commissioning Group and Schools in terms of the services they are responsible for commissioning. This does not include parents as commissioners where they may hold a personal budget.
- 6.2. The picture is complex as some services may be commissioned by more than one agency as the 'Shared Responsibility' column highlights. This is useful in helping to provide a broad framework for developing our joint commissioning arrangements and

understanding.

Table 3: Who is the responsible commissioner by service including services with shared responsibility

Clinical Commissioning Group	Shared Responsibility	Local Authority	School and college-based commissioning
<ul style="list-style-type: none"> - Community paediatricians - Community children's nursing services - Early support key working - Physiotherapy - Clinical psychology - Audiology - Dietetics - Wheelchair service - Looked after children health teams - Safeguarding liaison service - Local hospital services - Specialist tertiary hospitals - Specialist treatment services - Specialist health placements - Specialist health equipment - Improving access to psychological therapies (IAPT) services - Children's continuing care packages - Paediatric nurses - Short breaks service - Overnight short breaks service 	<ul style="list-style-type: none"> - Speech and language therapy - Occupational therapy - Community equipment - CAMHS and emotional wellbeing services - Specialist placements - Specialist equipment - A single point of assessment - Care and support for adults with disabilities 	<ul style="list-style-type: none"> - Health visiting - School nursing - Sexual health services - Special educational needs and learning disabilities (SEND) service - SEND and post 16 service - Looked after children (LAC) services - Adult and Child protection and safeguarding services - Domestic abuse services - Family support and early help - Family hubs - Early years and childcare sufficiency - Drug and alcohol services - Obesity and smoking cessation programmes - Portage service - School nursing - Mediation - A range of one to one and group based short breaks services for Children With Disabilities including overnight short breaks. 	<p>Schools are expected to use their notional SEN budget to meet the additional needs of the child/young person over and above universal services provided. Any additional funding over and above what schools spend may then be requested of Local Authority and/or Clinical Commissioning Group</p> <p>An example of universal services is <i>Quality First Teaching</i>. Examples of services that can be commissioned by schools from their notional SEN budget are OT/SLT/Educational Psychology.</p> <p>Schools provide evidence to LA in terms of what they commission from their notional budgets in terms of services to support pupils with disabilities and special education needs</p>

7. Focus for Joint Commissioning

- 7.1. Commissioning in Sutton for Children and Young People with SEND is provided by a range of agencies. Sutton Council, NHS Sutton Clinical Commissioning Group as well as Schools and Colleges all commission for their populations along with notional and individual personal budget arrangements in existence. Families are now commissioning directly on their own behalf through personal budgets across health and social care.
- 7.2. The Council currently spends approximately £40.3m on education and social care services for children and young people with SEND. This includes speech and language and occupational health therapies, special schools and alternative provision.
- 7.3. Additionally Sutton Clinical Commissioning Group commission a number of services which sit within block contracts for this group of children and young people including commissioning of individual care packages for those with complex health/medical needs.
- 7.4. Sutton will continue to deliver services that meet the principles outlined through an integrated commissioning approach which encapsulates the following actions:
 - develop integrated working for resource allocation that provides fairness and parity.
 - monitor, evaluate and review what we do with families, children and young people to develop better services which deliver improved outcomes.
 - ensure that we have contracts in place with all providers which deliver value through the use financial benchmarking data.
 - ensuring better value and quality services being delivered through commissioning.
 - work with neighbouring boroughs, where appropriate, in the planning and commissioning of services.
 - listen to to voices of children, young people, families and carers to ensure they are at the heart of the commissioning process.
 - continue to enhance co-production with Sutton parents, carers and young people in the delivery of the objectives set out in the Joint Commissioning Strategy action plan.
 - jointly review existing arrangements for the commissioning of services such as equipment including portability when moving from one borough to another.
 - jointly review health services including therapies and emotional and mental health services to children/young people 0-25 years.
 - continuously reviewing the Local Offer to include transition to adult services including the following areas; Adult short breaks (which includes domiciliary and non-domiciliary care), emotional and mental health services and identify gaps in

services from children to adult provision.

- review Community Assets to unlock the positive capabilities within communities that can be used to promote inclusion. Including statutory services, voluntary and community sector organisations, private sector organisations, support groups, social networks, individuals, buildings and community spaces as well as individuals.
- review education and training other than that delivered within educational/learning institutions including work placements, apprenticeships and employment opportunities.

8. What we have done so far...

- Child and parental engagement has informed our approach with extensive engagement undertaken to ensure the voice of the child/young person and their families/carers are at the heart of our commissioning process.
- Developed joint funding of placements for children with SEND across London Borough of Sutton and Sutton Clinical Commissioning Group including joint funding of placements for Looked After Children (LAC) with SEND.
- Aligned budgets for equipment in which LA and Clinical Commissioning Group jointly fund provision for children and young people.
- LA and CCG jointly commission emotional and mental health provision for children and young people
- Joint funding of placements for children with SEND who have Health needs.
- LA and CCG jointly commission targeted CAMHS services and the single point of access to the service
- LA and CCG jointly invest in the Neurodevelopmental Service pathway for assessment and diagnosis of neurodevelopmental issues and problems.
- Asset mapping for children with disabilities and SEND

9. What we need to do from now until 2021

- 9.1. The Council and the NHS are both facing financial pressures which mean that we need to improve the efficiency of how we commission services.
- 9.2. Changes to the funding arrangements for the High Needs Block of the Dedicated Schools Grant places further pressure on Council budgets which are already overspending. This coupled with increased age range introduced by the SEND reforms creates additional challenges for the system in terms of increased demand.
- 9.3. In order to address these challenges, we are working ever more closely together to

ensure integrated planning and commissioning between Sutton Council and Sutton NHS Clinical Commissioning Group. It also means modernising models of care to ensure that quality is maintained and where necessary improved.

- 9.4. A **Joint Commissioning Action Plan** (in Appendix 1) has been developed which is the operational plan for realising our joint commissioning intentions. The action plan will be refreshed annually to ensure that we are achieving what we set out to achieve and give us the opportunity to add new actions as work progresses.
- 9.5. The key areas of focus applied to the outcomes of the SEND Strategy are:
- **Objective 1** - Co-production and Effective Communication: parents/carers, families, young people, education settings, health, social care, private, voluntary and independent sector and local authority and Cognus services collaborating to resolve issues, meet needs and create a pathway to adulthood.
 - **Objective 2** - Working to meet needs at the earliest point and reducing the likelihood of further intervention at a later point.
 - **Objective 3** - Keeping aspirations high for all our children and young people and parents/carers.
 - **Objective 4** - Listening to the voice of children and young people and parents/carers
 - **Objective 5** - Wherever possible, ensuring children, young people and young adults are supported and sustained in local settings, and within their local community.
 - **Objective 6** - Supporting Sutton education settings and schools to meet the needs of all their children and young people, and ensuring that these settings consistently provide good value for money.
 - **Objective 7** - Creating a more inclusive, positive and celebratory model of disability and difference.
- 9.6. The action plan sets out very high level actions against the seven objectives with time frames specified (as specific dates or described as ongoing). Key post holders are identified across the partnership (including the Local Authority, Clinical Commissioning Group, Sutton Parents and Carers Forum and Cognus Ltd) who are key stakeholders to the development of these actions.
- 9.7. The implementation of the Strategy (and the action plan) will be led by the Council's Commissioning Unit and overseen by the Integrated Commissioning Board (which covers the Council and CCG). The Children and Family Act (CFA) Executive Board will maintain oversight of progress against the action plan via a Bi monthly report. This board is co-chaired by strategic leaders from the Local Authority and Clinical Commissioning Group.

10. Appendices

Appendix One

Sutton Joint Commissioning Strategy Action Plan 2018 -2021

NOTE: All the objectives set out in the Action Plan will be co-produced with Sutton Parents and Carers to ensure their needs are being listened to and met.

Objective 1 - Co-production and Effective Communication: parents/carers, families, young people, education settings, health, social care, private, voluntary and independent sector and local authority and Cognus services collaborating to resolve issues, meet needs and create a pathway to adulthood. To do this we will:

ACTIONS (these will be developed into granular level SMARTer Actions)		TIMEFRAME and STAKEHOLDERS
1.1	<p>Embed a continuous cycle to co produce and enhance the development of the Local Offer for parents, carers children and young people so it is family friendly, easy to use and understand and meets the needs of our families and children (our customers). This involves refreshing the published Local Offer in conjunction with Sutton Parent Forum and Sutton Clinical Commissioning Group.</p> <p>The Local Offer will better articulate care pathways for children and young people with health needs impacting on education, those with medical needs only and provide information on how to obtain assessments including for additional support such as equipment.</p>	<p>Ongoing</p> <p>Sutton Parents & Carers Forum, Commissioning Lead - Making Informed Choices, commissioning Manager Making Informed Choices, Lead Children's Commissioner, CCG Children's Commissioning Lead, Head of Service Advice & Support (Cognus)</p>
1.2	Support schools to ensure that their School Information Report is on the Local Offer pages	<p>Ongoing</p> <p>Head of Service Advice & Support (Cognus)</p>
1.3	Support the voluntary and community sector to provide up to date information on the Local Offer website about services they provide to Sutton families and children and young people	<p>Ongoing</p> <p>Community Action Sutton, CCG Children's Commissioning Lead, Policy and Project Manager (partnerships)</p>
1.4	Address concerns, complaints and feedback provided and	December 2018

	show how this is being responded to in terms of <i>You Said, We Did</i> approach	Head of Service Advice & Support (Cognus)
1.5	Commissioners to support service providers from the voluntary and community sector as well as schools and education settings to meet need in the best way possible. This includes market management and facilitation.	Ongoing CCG Children's Commissioning Lead, Lead Children's Commissioner
1.6	Wider review of Children's Service Offer including contract review across the Local Authority and Clinical Commissioning Group	Commencing April 2019 CCG Children's Commissioning Lead, Lead Children's Commissioner
Objective 2 - Working to meet needs at the earliest point and reducing the likelihood of further intervention at a later point. To do this we will		
ACTIONS (these will be developed into granular level SMARTer Actions)		TIMEFRAME and STAKEHOLDERS
2.1	Ensure that Early Intervention is given at right time and right place by right person. We will do this by undertaking a joint review across the LA and CCG of health including emotional and mental health provision and pathways, identifying what is commissioned, who is the responsible commissioner and developing more joined up working across commissioners to meet need. Part of this scope will include communication and equipment.	March 2019 SEN Head of Service, CCG Children's Commissioning Lead, Lead Children's Commissioner
2.2	Enable early identification of need (whether children and young people would require an EHC Plan or SEN support)	April 2019 Head of Service Advice & Support (Cognus), CCG Children's Commissioning Lead
2.3	Provide outreach to education settings, so that they are able to support pupils with SEND.	April 2019 Head of Service Advice & Support (Cognus), CCG Children's Commissioning Lead

Objective 3 - Keeping aspirations high for all our children and young people and parents/carers. To do this we will		
ACTIONS (these will be developed into granular level SMARTer Actions)		TIMEFRAME and STAKEHOLDERS
3.1	Ensure that outcomes for children and young people with SEND are realistic, so that they can achieve to the best of their potential	Ongoing SEN Head of Service, CCG Children's Commissioning Lead, Lead Children's Commissioner
3.2	Help children and young people with SEND to thrive and prepare for adulthood by ensuring that they, to the best of their potential, are ready for work, leave well independently, are included in society and stay healthy.	Ongoing Head of All Age Disabilities, SEN Head of Service, CCG Children's Commissioning Lead, Head of Commissioning
Objective 4 - Listening to the voice of children and young people and parents/carers. To do this we will		
ACTIONS (these will be developed into granular level SMARTer Actions)		TIMEFRAME and STAKEHOLDERS
4.1	Provide engagement events - to ensure voice of CYP is at the heart of everything we do as evidenced in wishes/feelings and voice of the child in EHC Plans, SEN Support plans, ensuring services undertake regular feedback with service users and demonstrate how that feedback has been responded to.	Ongoing Sutton Parents & Carers Forum, SEN Head of Service, Head of Service Advice & Support (Cognus), CCG Children's Commissioning Lead, Lead Children's Commissioner
4.2	Ensure that the right processes are in place for responding to complaints, feedback within statutory timeframes	April 2019 Services Director (Cognus), AD-People Services Directorate (Children's Social Care & Safeguarding), AD-People Services Directorate (Adult Social Care & Safeguarding), AD-Education & SEND
4.3	Support commissioned services to enable feedback to be obtained from children, young people, parents and carers.	Ongoing Sutton Parents & Carers Forum, Advocacy for All,

		CCG Children's Commissioning Lead, Lead Children's Commissioner
4.4	Develop new joint commissioning arrangements across the LA and CCG for mediation offered to families especially when appeals are made by families in relation to education/ social care and health aspects of Education, Health & Care Plans	March 2019 CCG Children's Commissioning Lead, Lead Children's Commissioner
Objective 5 - Wherever possible, ensuring children, young people and young adults are supported and sustained in local settings , and within their local community . To do this we will		
ACTIONS (these will be developed into granular level SMARTer Actions)		TIMEFRAME and STAKEHOLDERS
5.1	Ensure that more children and young people are able to be educated locally in Sutton, by developing provision in the Local Offer. This will be informed by the High Needs Block Review.	September 2020 AD Education & SEND
5.2	Support Sutton schools to continue to be inclusive by providing a core offer for outreach, and supporting schools to develop an Inclusion Charter	April 2019 Head of Service Advice & Support (Cognus),
Objective 6 - Supporting Sutton education settings and schools to meet the needs of all their children and young people, and ensuring that these settings consistently provide good value for money. To do this we will		
ACTIONS (these will be developed into granular level SMARTer Actions)		TIMEFRAME and STAKEHOLDERS
6.1	Co-produce and enhance the development of the Local Offer for parents, carers children and young people so it is family friendly, easy to use and understand and meets the needs of our families and children (our customers)	April 2019 Sutton Parents and Carers Forum AD Education & SEND, Head of Service Advice & Support (Cognus), CCG Children's Commissioning Lead, Commissioning Lead - Making Informed Choices.
6.2	Support pupils in schools with medical conditions and ensure that commissioning responsibilities are clearly understood and undertaken.	April 2019 Head of Service Advice & Support

		(Cognus), CCG Children's Commissioning Lead
6.3	Reduce reliance on Non Independent and Maintained provision thought improving the Local Offer.	Ongoing AD Education and SEND CCG Children's Commissioning Lead, Lead Children's Commissioner Sutton Parents and Carers Forum
Objective 7 - Creating a more inclusive, positive and celebratory model of disability and difference. To do this we will		
ACTIONS (these will be developed into granular level SMARTer Actions)		TIMEFRAME and STAKEHOLDERS
7.1	Co-produce services with young people and their families/carers	Ongoing Sutton Parents & Carers Forum, Head of Service Advice & Support (Cognus), CCG Children's Commissioning Lead, Lead Children's Commissioner
7.2	Provide opportunities to celebrate disability, difference and achievement	Ongoing Sutton Parents & Carers Forum, Head of Service Advice & Support (Cognus), CCG Children's Commissioning Lead, Lead Children's Commissioner
7.3	Review Joint Commissioning Arrangements across the Local Authority and Clinical Commissioning Group. A Children's Services Review will be undertaken to scope out the work.	Starts in April 2019 CCG Children's Commissioning Lead, Director of Public Health

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