

0-25 Commissioning Plan 2019-2024

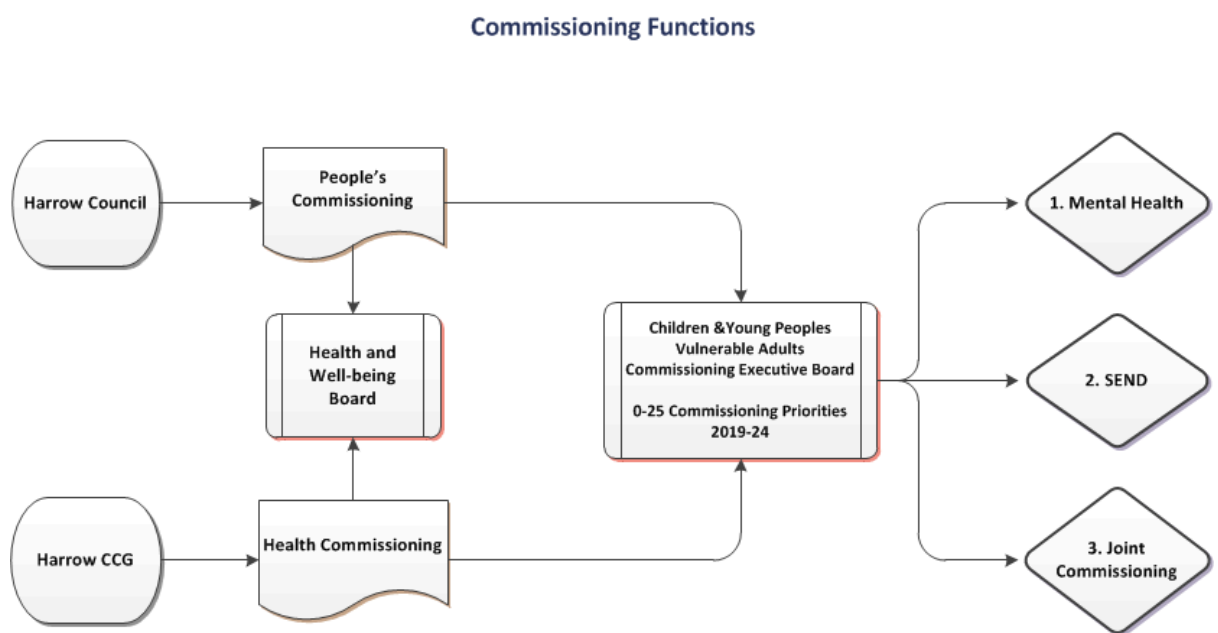
Introduction

1. In line with the Children and Families Act 2014 and SEND reforms, the local authority's role is increasing as a commissioner of services rather than a provider. Harrow commissions a range of services for vulnerable children, young people and families, including those with SEND, either as a lead commissioner, or in partnership with the Clinical Commissioning Group (CCG). In addition, the CCG commissions health services for children and young people and adults with SEND and learning disabilities.
2. This paper outlines the approach to commissioning services for vulnerable children and young people including those with special educational needs and disabilities.
3. There is a review of recent commissioning activity and the priorities over the period of the Plan are highlighted. A high level commissioning plan is presented at Annexe A.

Commissioning in Harrow

4. Harrow has established relationships with partners and key stakeholders are committed to developing and enhancing this. The local authority and Harrow CCG work collaboratively and meet on a regular basis as the Joint Executive with Corporate Director and Chief Operating Officer, the Health and Wellbeing Board and Children and Young Peoples Commissioning Executive. Representation by the local authority and CCG on related working groups and panels is established. For example, the Local Area Inspection Group, appointment of the CCG Children's Commissioner.
5. The Children and Young Peoples Executive is a partnership group chaired by the Local Authority with senior representatives from CCG, Schools and People Services. The purpose of the group is to:
 - To jointly commission services for vulnerable children and young people.
 - To underpin the vision of the Health and Wellbeing board to help 'all' in Harrow to start well and live well.
 - To explore opportunities for Commissioning Services supporting transition to adulthood.

6. The Group works together to deliver better outcomes and a more cost-effective service for each partner, than by working apart. The agendas cover integrated, joint and aligned commissioning as well as updates about commissioning by individual partners e.g. commissioning intentions.
7. Both the local authority and CCG have statutory priorities which are commissioned and are governed through their own structures and also reported to the Health and Wellbeing Board. The diagram below illustrates the relationship with the governance arrangements and the Commissioning Executive Board.



8. In the OFSTED Inspection report in 2016, Commissioning was recognised by Ofsted as contributing to improved outcomes for Children and Young People. Positive attributes included:
 - Health and Wellbeing Board's 'a whole life journey' approach to identifying priorities, including a number relevant to the lives of children and young people.
 - Clear and well-focused commissioning plan by the multi-agency children's commissioning group. Through this group, the local authority, including public health, works closely and effectively with the clinical commissioning group and schools to ensure that there is an appropriate range of commissioned services to meet children's needs.

- Children and young people are successfully involved in the design of service specifications and the commissioning process referencing specifically sexual health services and the recent 'Future in mind' re-commissioning of emotional well-being services. Leading to more targeted services.
- Active contract management ensures an on-going focus on the quality of services and through this, the outcomes achieved by children.
- Effective use of data and contract management is leading to the re-commissioning of services which produce better outcomes.

Looking Back

9. Across the CCG and Local Authority a range of commissioning activity has been undertaken, new services have commenced and other under review and development. The following section highlights a range of commissioning services for vulnerable children and young people including those with SEND, Children in Need and Children Looked After.

Local Authority Commissioning

10. The commissioning of the Short Breaks Framework for Children and young People aged 0 – 25 with Disabilities involved parents/carers and children and young people with SEND in the development of services and activities so that they reflected the needs, were fun and exciting whilst contributing to the outcomes within their care plans and provided support to build family resilience. This was achieved through partnership working with the parent participation group Harrow Parents Forum (HPF)
11. The Chair of HPF was also a member of the Procurement tender panel and contributed to the award of a framework contract to 8 providers providing a wide range of activities. HPF led on the development of a parent/carer group to provide anonymised feedback of the services/activities from a service users' perspective that feeds into the quarterly performance monitoring carried out by the Commissioner.
12. Parents/carers were also involved in the development of the Carers in Harrow Strategy and Action Plan 2018-2021. The voice of the parent/carer continues to be heard through representation by HPF who attend and contribute to the quarterly Strategic Action Plan group meetings.

13. The Centre for ADHD and Autism have been commissioned until March 2021 to provide weekly drop-in sessions and a range of specialist parenting courses for parents/carers of children and young people with ADHD and/or Autism to support family resilience and reduce family breakdown. During 2019-20 a review of the services and the needs of families will take place in partnership with parents/carers and HP4DC.
14. The LA has a Service Level Agreement with Shaftesbury High School (a special school) to provide Independent Travel Training. This training enables children and young people to travel independently to and from home to school/college. The skills learnt through the training enable them to continue their independence as young adults and contributes to positive mental and physical health and wellbeing.
15. Harrow commissions Family Action to fulfil our statutory responsibilities in providing Special Educational Needs and Disability Information, Advice and Guidance (SENDIAS). The service receives referrals from parents and young people requiring support around education, health and social care needs.
16. Prospects are commissioned to provide Independent Careers Information, Advice and Guidance which includes a dedicated team of Careers Advisers for young people with learning difficulties and disabilities aged 16-25. Prospects have developed a good relationships with local colleges, employers and have been successful with supported internships for young people with special educational needs.

Public Health Commissioning

17. Under the new 0-19 Health Visiting and School Nursing contract, new checks at 3.5 years have been introduced for vulnerable children. These will be rolled out to all 3.5 year olds, along with a new check for all children at 4-5 months once service redesign has been undertaken. Vision screening has been introduced for all pupils in reception from January 2019.
18. Public Health is currently refreshing the JSNA in collaboration with stakeholders and partners.

CCG Commissioning

19. Harrow CCG Commissions London North West Hospital Trust to deliver an integrated Speech and Language therapy, occupational therapy, physiotherapy, and Community Paediatric service. They also commission Central North West

London to deliver Child and Adolescent Mental Health services to meet its statutory Health requirements to support the integrated EHC needs assessment process.

20. Harrow CCG commission both universal preventative, targeted and specialist health services for children and young people with SEND, from early identification, throughout their school and college years and into the transition to adulthood.
21. The CCG commissions a range of services for SEND including; Children and Young People's Continuing Care, Children's Community Nursing team and a Wheelchair Service.
22. Harrow CAMHS has a Learning Disability Team, the team uses functional assessments of behaviour and follows a Positive Behaviour Support (PBS) framework focusing on proactive strategies to manage behaviour and enhance quality of life. Assessment and intervention is conducted across settings, often involving mostly community work, observing and working with children and young people in home, school and respite settings. Their PBS interventions involve working with the individual, family, school and often respite providers and social care, in addition to specialist health providers such as GOSH.
23. A range of services are commissioned for adults including young adults via the voluntary sector and local community services including the following:
 - Attention Deficit Hyperactivity Disorder (ADHD) (Harrow Health Limited Community Services Contract) The service provides assessment and diagnosis of ADHD in adults Overall the service responds to: transition of young people with ADHD into adult services where appropriate, assessment, diagnosis and management of adults referred by GP's provision of consultation, training and advice to general practitioners in Harrow
 - Harrow Mind Harrow Mental Health Information Line, Stepping Stones addresses health inequalities for people excluded by mental illness or cultural factors from engaging in physical activity, HUG ensures the meaningful involvement of users with serious mental health problems in planning, development, standards and evaluation of mental health services in Harrow.
 - Harrow Mind - Health Advocacy Project Harrow Mencap increase health professionals' awareness of people with learning disabilities to improve access and experience of health care for people with learning disabilities and their carers

- Harrow Carers; Positive Psychology sessions delivered through Clinical Psychologist (ACP). Groups and Psychological Education Sessions
- Kids Can Achieve (KCA), in partnership with the Centre for ADHD and Autism (CAAS) Behavioural management and support, Behavioural management and support to newly diagnosed adults with ADHD, Work with adults for a time limited period offering support and advice on living with an ADHD diagnosis, Work with families and carers of adults diagnosed with ADHD, Work with Harrow Health to reduce the current waiting list, Work innovatively to find solutions to problems, Support individuals to provide peers support.
- Mental Health and Learning Disability Services (MH) The Advocacy Service addresses inequalities and supports people to have their needs met significantly including mental and physical health needs.

24. All commissioned providers work in partnership with children, young people and their families in their assessment of a child or young person's needs and are guided by their views, wishes and feelings.

Joint Commissioning

25. Harrow Council and Harrow Clinical Commissioning Group (CCG) have established a strong foundation to develop joint commissioning across children's services and including services for children and young people with SEND.
26. The Harrow local authority and Harrow CCG collaborate to fulfil their duties for SEND. For example, the CCG is a member of the Tripartite Panel for residential placements. The CCG and LA signed an umbrella section 75 agreement in 2016. This provides a framework for joint commissioning and a clear funding mechanism for local authority and school contributions. This is important for future commissioning particularly where schools are buying services from the provider of the joint commissioned service.
27. Through the Government's 'Future in Mind' programme, the LA and CCG have jointly commissioning Harrow Horizons, a mental health and wellbeing service which combines the LA's statutory function for services for vulnerable children. An expression of interest was submitted for a Trail Blazer as part of the government's continued priority for young people's mental health.
28. The service for CLA Health assessments which includes the identification of the needs for those children with SEND is jointly commissioned. In addition there is joint work to implement the dynamic risk register for children and young people and the A&E pathway for children and young people with LD presenting to A&E.

29. Speech, Language and Communication services, which are jointly commissioned by the LA and CCG, are currently being reviewed in line with the whole system review to ensure that universal and targeted services are robust in supporting low level speech and language needs to improve early identification and reduce the needs escalating. HPF have been an integral partner in this process to ensure that the voice of the parents/carers and children and young people are heard and considered.

Engagement and the Voice of Children, Young People and their Families and Other Stakeholders

30. The local authority, including CCG where appropriate, engages with its partners including the regularly through the following channels:
- SENCO Forum
 - Clerks and Governors Termly Forum
 - Headteachers and Directors Meeting
 - Harrow Parents Forum
 - Harrow Education Partnership Board
 - Young Harrow Foundation
31. Consultation and engagement with these forums has recently been used to gather comments and suggestions to inform the development of the Expression of Interest for a special free school, the SEND Strategy priorities, the Additional Resourced Mainstream Schools (ARMS) model, the expansion of Woodlands. There will be representation from a range of partners in the delivery of the SEND Strategic Priorities.

Looking Forward 2019-2024

32. The context for all public sector services will continue to be challenging with increases in demand, greater complexity and financial pressures. It is therefore imperative that there is a focus on ensuring value for money, efficient services and collaboration across all system partners to improve outcomes, avoid duplication and provide early intervention.
33. The education, health and social landscape will evolve and change over the period of the Plan. There will be new free schools and academies making provision for SEN potentially in Harrow but also neighbouring Boroughs. The NHS Five year vision will be progressed through the North West London STP

and the drive on integration with health and social care. A shared priority will be commissioning to support the implementation of the SEND Strategy 2019-2024.

34. Over the period of the 2019-2024 the joint commissioning priorities are:

I. Joint Commissioning

Continue to develop collaboration and integration with the CCG, Council and partners to ensure the best outcomes are achieved.

II. Mental Health

Planning sustainable services for children and young people following the end of the Harrow Horizons service and the opportunities of the NHS Trailblazer programme. Redesigning the local offer which develops a seamless pathway into different services taking into account varying level of need.

III. SEND and Learning Disabilities

Services to ensure health pathways offer seamless provision and system wide approach to across universal settings to specialist services.

35. The table at Annexe A sets out the details of the 0-25 Commissioning Plan 2019-2024.

Work stream/Service Provided	Service Provider	Childs Age Range	Category (CLA, SEND, MH)	Strategy	Contract Period	Future Commissioning Intention	Team
Local Authority Commissioning							
Careers, Information, Advice & Guidance	Prospects	16-19 up to 25 with SEN	CLA, SEND,	SEND Strategy 2019-24	March 2021	Review, redesign service for April 2021 start	People Services Commissioning
Special Educational Needs and Disabilities Information, Advice and Support	Family Action	0-25	SEND	SEND Strategy 2019-24	June 2023	Review service with Health	People Services Commissioning
Support for Parents of Children with ADHD and/or Autism – Resilient Families	The Centre for ADHD and Autism	0-25	SEND	SEND Strategy 2019-24	March 2020	Under review	People Services Commissioning
Short Breaks for Children and Young People Aged 0 – 25 with Disabilities	Framework Providers: Harrow Mencap, KCA, KIDS, CF Support Services, DARE, Norwood, Sense, Surecare	0-25	SEND, CLA, CIN	SEND Strategy 2019 - 24		Under Review	People Services Commissioning
Independent Travel Training	Shaftesbury High School	0-25	SEND		July 2019	Under review	People Services Commissioning
0-19 Health Visiting and School Nursing Service	Central North West London Hospital Trust	0-19	Universal		July 2018 - 2025	New Service – review in 2 years (2021)	Public Health Commissioning
Children & Young Peoples Advocacy	Community Solutions	0-25 with SEN	CLA, SEND	CLA Core Offer	April 2018 - 2023	Statutory service – continue commissioning	People Services Commissioning

Independent Visitors Service	Change, Grow, Live	8-25 with SEN	CLA	CLA Core Offer	April 2019-2020	Statutory service – continue commissioning	People Services Commissioning
Early Years Education delivered within LA Children Centres	4 separate Pre-School Providers	0-5	SEND	Early Support Offer	September 2019 - 2026	New Commission	People Services Commissioning
Harrow Young People’s Substance Misuse Service	Compass	under 18 and 18 - 24 (based on assessment/need)	Substance Misuse	Harrow Substance Misuse Strategy 2015-2020	October 2015 – March 2020	Two year direct award	Public Health Commissioning
Harrow integrated Sexual & Reproductive Health Service	London North West Hospitals NHS Trust	Age-wide Service including YP clinics and YP Outreach Service	Sexual & Reproductive Health	Harrow Sexual Health Strategy 2015-2020	August 2017 – July 2022	Option to extend until 2026	Public Health Commissioning
Joint Commissioning (LA and CCG)							
Emotional, Mental Health support	Barnardos – Harrow Horizons	8-18 up to 25 with SEN	MH inc CLA, SEND,	Future in Mind Local Transformation Plan 2015 - 2020	April 2017 - 2020	Extend to allow re-design of mental health offer	People Services & CCG Commissioning
SALT	London North West Hospital NHS Trust (LNWHT)	0-25	SEND, SEN	SEND Strategy 2019-2024		Under Review	People Services & CCG Commissioning
CLA Health assessments	CNWL	0-21 Up to 25	CLA	CLA Core Offer	June 2019-2025	Integrated with 0-19 Service	People Services & CCG

		with SEN					Commissioning
YOT CAMHS Worker - Emotional, Mental Health support	CNWL	8-18 Up to 25 with SEN	MH	Future in Mind Local Transformation Plan 2015 - 2020		Statutory Service – continue Commissioning	People Services & CCG Commissioning
Health Commissioning							
Specialist CAMH - Emotional, Mental Health support	CNWL	0-18 Up to 25 with SEN	MH, CLA, SEND	Future in Mind Local Transformation Plan 2015 - 2020	March 2020	Intention to be on going	CCG
Physiotherapy	London North West Hospital NHS Trust (LNWHT)	0-18	SEND and other health issues	Universal, Targeted, specialist services	March 2020	Intention to be on going	CCG
Occupational therapy	London North West Hospital NHS Trust (LNWHT)	0-18	SEND and other health issues	Universal, Targeted, specialist services	March 2020	Intention to be on going	CCG
Community Nursing	London North West Hospital NHS Trust (LNWHT)	0-18 Mainstream Education 0-19 Special Schools	SEND and other health issues	Universal, Targeted, specialist services	March 2020	Intention to be on going	CCG
Continuing Healthcare	CCG	0-18	SEND and complex care	Universal, Targeted, specialist	March 2020	Intention to be on going	CCG

				services			
Ophthalmology	Moorfields	0-18	SEND and other health issues	Universal, Targeted, specialist services	March 2020	Intention to be on going	CCG
Community Paediatricians	London North West Hospital NHS Trust (LNWHT)	0-18	SEND and other health issues	Universal, Targeted, specialist services	March 2020	Intention to be on going	CCG
CAMHS mental Health social worker	CNWL	8-18	MH, CLA, SEND	Future in Mind Local Transformation Plan 2015 - 2020	March 2020	Intention to be on going	CCG
Eating Disorders	CNWL	0-18	MH, CLA, SEND	Future in Mind Local Transformation Plan 2015 - 2020	March 2020	Intention to be on going	NWL CCG
Crisis Response	CNWL	0-18	MH, CLA, SEND	Future in Mind Local Transformation Plan 2015 - 2020	March 2020	Intention to be on going	NWL CCG
Digital support and online counselling	KOOTH	16-18	MH, SEND	Future in Mind Local Transformation Plan 2015 - 2020	June 2018-June2019	Intention to extend contract to cover 11-25 year olds	CCG

Transition Pathway							
Crisis pathway for young people with ASD	Multi agency	0-25	SEND -LD and ASD	LD & ASD Strategy 2016-2020	No contract [Pathway]	Not applicable Pathway review	Cross cutting LA/CCG
Harrow is Home	Care Providers	18 plus	LD and ASD including TCP Cohort	National Transforming Care program for people with LD and autism	Spot contract with a view of block contracting	Consideration for commissioning under a DPS or a local framework of Care Providers	Specialist LD Team
Transitional services 19-25. Preparing YP for adulthood	WLA/Prospects, Shaw Trust, LNWHT,	19-25	SEND -LD and ASD	LD & ASD Strategy 2016-2020	WLA contracts	Seek apprenticeships, traineeship and employment opportunities	Specialist LD Team and