

**JOINT COMMISSIONING ARRANGEMENTS FOR  
CHILDREN AND YOUNG PEOPLE WITH  
SPECIAL EDUCATION NEEDS AND  
DISABILITIES  
2023 to 2024**

**One Bromley - London Borough of Bromley and  
NHS South East London Integrated Care Board  
(Bromley)**

**BROMLEY’S JOINT COMMISSIONING ARRANGEMENTS FOR  
CHILDREN AND YOUNG PEOPLE WITH SPECIAL EDUCATION NEEDS AND  
DISABILITIES  
2023 to 2024**

**Contents**

Introduction..... 3

One Bromley’s Priorities for Services for Children and Young People ..... 3

One Bromley’s Priorities and Vision for Children and Young People with Special Educational Needs and Disabilities ..... 4

Governance of Joint Commissioning for Children and Young People with Special Educational Needs and Disabilities ..... 5

Joint Commissioning Processes in Bromley ..... 6

Engagement and Participation of Children and Young People with Special Educational Needs and Disabilities and their Parents/ Carers ..... 7

Future Commissioning Plans for Children and Young People with Special Educational Needs and Disabilities..... 8

Appendix One: Integrated SEND services ..... 9

## Introduction

The aim of this document is to articulate how, through a commissioning approach and with effective partnership working, London Borough of Bromley (LBB) and NHS SEL Integrated Care Board (Bromley) (the 'ICB') are working together with voluntary services to provide a more joined up, proactive and personalised care for Bromley residents. This includes improving educational, health, and wellbeing outcomes for Bromley's children and young people with special educational needs and disabilities (SEND).

The document identifies joint decision-making structures and arrangements in respect of commissioning and delivery of services, with appropriate governance and oversight which ensures that partners can agree joint commitments to commissioning, designing and monitoring of services, and, together, ensure and promote the well-being of children and young people with SEND.

The terms 'special educational need' and 'disability' encompass children and young people with a broad range of needs. For some, the focus of support will be wholly educational, whilst for others they and their families will need support from a number of statutory services, and this may continue throughout their childhood and into adulthood. An individual may have special educational needs, or a disability, or both.

## One Bromley's Priorities for Services for Children and Young People

Bromley aspires to deliver outstanding services to children and young people which keep them safe, give them the right help, at the right time in their lives and which achieve positive outcomes for their journey into adulthood. We have responded with determination to the challenge to improve our service for children, supported by the strength of the partnership across agencies. The **Bromley Children and Young People's Plan 2021-2024** says:

*'The partners of the Children's Executive Board are committed to improving the life chances for all children and young people in Bromley through the joint planning, commissioning and delivery of services.'*

*As a partnership we are passionate about and remain jointly accountable for, improving outcomes and challenging the barriers children and young people face. We are seeking to address the disproportionality that is evident for some children and young people and to ensure our children and young people have the best chance to flourish.*

*In times of continuing funding pressures and increasing demand on children's services, the effective use of resources through strategic and operational collaboration is key to providing timely and appropriate help and support for all children and young people, ensuring a focus on those in particular need or facing additional challenges.*

*We recognise the importance of the combined workforce of the partnership to move us along the journey of continued improvement towards excellence. The creativity and innovation that is possible through the skills and commitment of the workforce is essential for enhancing the life chances of our children and young people.'*

Bromley's Children's Executive Board has undertaken to further develop partnership practice across agencies, to increase integration of services where it makes sense to do so, and to strengthen joint accountability for improving outcomes for local young people, especially following the impact of the COVID-19 pandemic.

The plan for 2021-2024 is focused on the following areas:

1. Targeted early intervention and good universal services,
2. Safeguarding children and adolescents,
3. Being the best corporate parent,
4. Challenging disproportionality,
5. Engaging with children, young people and families.

These areas of focus are also reflected in a range of other local strategies and plans which address Bromley's vision for all the child and young people population, including:

- Bromley Health and Well Being Strategy 2019 to 2023
- SEND Strategic Vision and Priorities 2022 to 2023
- Bromley's Safeguarding Children Partnership (BSCP) Annual Plans
- Bromley Child Exploitation Strategy 2022-2025
- Bromley Mental Health and Wellbeing Strategy 2020 to 2025
- All-Age Autism Strategy for Bromley for 2022 to 2027
- South East London Five Year Forward View CYP Priorities
- South East London Strategy and Joint Forward Plan and, Developing the One Bromley 5 Year Strategy June 2023.

## One Bromley's Priorities and Vision for Children and Young People with Special Educational Needs and Disabilities

As joint commissioners, LBB and the ICB are key partners on our SEND Governance Board, which delivers the SEND priority of our Children and Young People's Plan. A shared vision for Bromley's children and young people with special educational needs and disabilities is set out in Bromley's SEND Strategic Vision and Priorities 2022-2023:

*'In Bromley, we are ambitious for all children and young people to thrive, to feel healthy and happy and maintain positive physical and mental health.'*

Our joint ambition is to have a well-planned continuum of provision that meets the needs of children and young people from birth to age 25 who have SEND, and their families.

Our underpinning ethos is to ensure that services are **localised** as much as possible, serving children and young people within their own communities, to **stretch** resources by re-alignment and coordination to ensure equity of resources across the continuum of need and to hold services **accountable** for achieving the best outcomes possible for the population of children and young people with SEND who are aged from birth to 25.

This means services across education, health and social care working closely and engaging with children and young people, their parents and carers to ensure that individual needs are met without unnecessary bureaucracy or delay. It also means a strong commitment to early intervention and prevention so that help is provided in a timely way and children and young people's needs do not increase unnecessarily.

## Governance of Joint Commissioning for Children and Young People with Special Educational Needs and Disabilities

It is critical that local partners understand accountability in order to understand the strategic leadership and responsibility, and in order to hold the system to account. This requires clear governance arrangements and commitment from all partners to operating in an integrated way, agreeing accountability across SEND commissioning. Partners must be clear about who is responsible for what, who the decision makers are, what decision making and funding powers are delegated and how they will hold each other to account in the event of a dispute.

*How does this look in Bromley?*

**The Health and Well Being Board** is a collaboration between Bromley Council and partner agencies whose role is to understand their local community's needs, agree priorities and encourage commissioners to work in a more joined up way. The outcome from this partnership is to ensure that service users experience more joined-up services from the NHS and Bromley Council.

The Board has a role in giving permissions to support the joint working at operational level between partners and external agencies.

**The SEND Governance Board** is a multi-agency forum to lead the implementation the SEND reforms in Bromley (in line with the Children and Families Act 2014, and the SEND Code of Practice) providing advice and guidance and monitoring the impact of the SEND Vision and Priorities. The SEND Board agrees, owns and promotes the SEND vision and strategy, ensuring the reforms programme is implemented successfully to benefit all children and young people who have SEND in the Bromley local area.

**The Children's Executive Board (CEB)** brings together commissioners and providers across the local network of services for children. Through the Children and Young People's Plan, the CEB oversees the action being taken across agencies to tackle local priorities and it provides a problem-solving forum to raise and address barriers to improvement by agencies working collaboratively. Partners are committed to working together to further develop partnership practice across agencies, to increase integration of services where it makes sense to do so and to strengthen joint accountability for improving outcomes for local young people. The CEB recognises that both strategic and operational collaboration is key to collective success.

**The Children and Young People's Programme Board** is a physical health focussed strategic board overseeing local CYP physical health programmes. This board reports to the CEB.

**The Children and Young People's Mental Health and Wellbeing Board** is a mental health focussed strategic board overseeing local CYP mental health and emotional wellbeing programmes. This board reports to the CEB.

**The Integrated Commissioning Board (ICB)** is a forum for developing joint strategies and initiatives where joint commissioning decisions are made between the ICB and LBB. The ICB agrees an annual work plan which identifies opportunities for joint commissioning. The ICB is led jointly by the Chief Executive Officer from Bromley Council and the Managing Director of Bromley ICB, demonstrating the importance and significance that both organisations attach to the work of this Board.

*Integrated Roles and Responsibilities*

The commissioning functions across the Council and Bromley ICB are led by the shared role of Joint Directors for integrated commissioning.

The role of Designated Clinical Officer (DCO) is now permanently established within Bromley ICB to work on developing understating of SEND across Bromley Council and Bromley ICB to ensure consistency across the organisations. Staff resources at both strategic and operational levels within Bromley Council and Bromley ICB are increasingly well sighted on SEND developments. They are able to bring their sector specific expertise, knowledge and perspective to inform integrated planning and decision making which is maximising those resources.

A number of posts have been created which recognise the value and efficiency of working in partnership to deliver Bromley's SEND vision, namely:

- SEND Project Manager, serving the SEND Governance Board.
- Local Offer Support Officer, a joint appointment to lead an editorial group for the Local Offer.
- Joint Directors for integrated commissioning (covering both the LBB and ICB function) with a range of integrated commissioner posts across both organisations.

## Joint Commissioning Processes in Bromley

Commissioning is defined as a cycle of planning and delivery, working with children, young people and their families to understand and identify needs, specifying what services are required and procuring services to meet these needs. Jointly agreeing on commissioning priorities does not always require joint funding.

Joint commissioning provides a strategic approach to planning and delivering services in a holistic, joined up way across services, and is a means for the different partners who commission education, health and care provision to deliver positive outcomes for children & young people within a SEND context. This works best when there is a system that embeds these principles into everyday practice, not relying only on pooled budgets or resources, but on a shared commitment and values.

It requires local partners to identify outcomes that matter to children and young people and their families and then, working in partnership, plan deliver and monitor services against those outcomes. It should involve families and providers in decisions about provision, enabling services to ensure that commissioning is more responsive to local needs on an on-going basis, thus effectively meeting the needs of a local population, whilst offering personalised and integrated support.

### *How does this look in Bromley?*

The SEND Governance Board retains primary oversight for the initial phase of commissioning service developments. Key partners/partnerships are identified at the Board. These partnerships begin to inform the process to enable a joint understanding of desired objectives and outcomes.

Jointly agreed priorities are then owned and delivered by the commissioners within the local authority and the ICB. These priorities are overseen and taken forward by the Integrated Commissioning Board which may include agreement on funding arrangements.

This enables joint planning to commence, including the engagement of stakeholders who are not formally within the partnership e.g., individual services users, staff within statutory and other services who have an interest in the specific service under development. A number of methodologies may be used for this process, including surveys and focus groups. This process introduces some reflection to ensure that the service is properly designed to improve outcomes for those for whom it is intended.

A formal specification (design) is produced, including detail on responsibility for oversight and including service user oversight, and will also include performance indicators, where relevant, which ensure that the desired outcomes are being achieved. Service delivery can then commence.

The process is cyclical in that learning from the joint planning and delivery forms part of a joint review and the partnership will reconvene if outcomes have not been achieved.

### *Identifying need in Bromley*

Bromley protocols allow data to be shared between the Local Authority and the ICB, enabling a holistic view of the needs of the SEND population. Bromley Council, with local partners including Bromley ICB, is responsible for creating the Joint Strategic Needs Assessment to analyse the local population and its needs. In 2022, a refreshed JSNA was produced which focused solely on children and young people (0 – 18).

Bromley's multi-agency EHC needs assessment process provides rigour, consistency and transparency of decision making and which informs understanding of need and planning, commissioning, and reviewing of provision.

## **Engagement and Participation of Children and Young People with Special Educational Needs and Disabilities and their Parents/ Carers**

The SEND Code of Practice: 0 to 25 years provides statutory guidance relating to Part 3 of the Children and Families Act (2014). The Code says:

- Parents and carers must know what services they can reasonably expect to be provided.
- Children, young people and their parents and carers must be fully involved in decisions about their support and what they want to achieve.

Commissioners and their partners must involve children, young people and their families in planning, commissioning and evaluating the services they need. The views of children and young people with SEND should be a key performance indicator within all relevant external contracts. As part of contractual commitments providers must demonstrate their commitment to effective service users participation.

### *How does this look in Bromley?*

The shared commitment of the LBB and the ICB to engage service users stems from our organisational values. Bromley ICB's work is shaped by three core values, including to *"listen to local people to maximise and improve our organisation and services"*. LBB's Education, Care and Health Services values say *"We listen to our users. We understand their experiences. We build effective working relationships with them and their carers. This is at the heart of what we do."*

As commissioners, we ensure that feedback from service users is reflected in all relevant contracting by adding specific clauses within contract documentation which require proactive

engagement and participation of service users. This is also reflected in the key contract performance indicators.

In Bromley the engagement of children, young people and parent carers is promoted through strategic boards and by senior leaders across the local authority and partner organisations. The User Voice Framework was introduced in 2018 and continues to be embedded across all services.

The Children's Executive Board has committed to involving children, young people and their families in a meaningful way. In the Children and Young People's Plan 2021 to 2024 they agreed to the following five key promises:

- Promise 1 - You will be able to influence how we support you.
- Promise 2 - You will be able to influence our processes and systems.
- Promise 3 - You will be able to influence 'Bromley the place'.
- Promise 4 - We will involve and engage with your support network.
- Promise 5 - We will build our own skills and improve our learning.

Since then, the partnership has published evidence of engagement with children, young people and their families and outcomes through annual "You Said, We Did" reports. We know that the involvement of the Living in Care Council and the Change for Care Leavers Forum in the strategic boards, and in working closely with members and senior leaders, is crucial in ensuring the right priorities are identified and responses to feedback are scrutinised. We want this engagement to be meaningful, so when we engage children and young people, we do it in a way that its appropriate to them.

## **Future Commissioning Plans for Children and Young People with Special Educational Needs and Disabilities**

Bromley ICB and Bromley Council share a joint vision and commitment to develop effective, joined up commissioning arrangements to better meet the needs of children and young people with SEND. In a constrained financial environment, by adopting a common vision and common approach, Bromley can enable more to be done within the resources available.

Both Bromley Council and Bromley ICB recognise that there is more to do to ensure that the ambitions of their joint vision are completely fulfilled, and these have been articulated in the SEND Strategic Priorities 2022 to 2023 document.

In September 2021 the SEND Governance Board agreed to create a local area accountability framework that supports good practice in achieving effective outcomes for children and young people with SEND. Progress has been made on this commitment and in September 2023 the SEND Governance Board committed to co-producing this framework further to ensure it:

- Articulates the shared vision, commitment, and accountability.
- Supports the governance and accountability of the SEND partnerships through strengthening the data dashboard.
- Supports the commissioning of services through qualitative data.

In addition, specific service action plans, which examine improvements in regard to quality, access, and sustainability for physical and mental health for children and young people with SEND have been developed for priority areas including, but limited to, therapies, CAMHs, and autism diagnosis pathways.



## Appendix One: Integrated SEND services

SERVICE	CONTRACTING	NOTES
Adoption	Bromley Healthcare Community Contract	Medical Advisor for Adoption
ASD pathways and support	Diagnosis: Bromley Healthcare Community Contract community paediatricians and, Oxleas CAMHS  Pre and post diagnostic support: Bromley Mencap Parental support: Social Care Early Help Service	Strategy and improvement planning in progress
Audiology	Tier 2: BHC audiology service  Tier 3: St Georges	Working in close partnership with Griffins Hearing Impaired Provision at Darrick Wood Schools
Children's Dietetics	Bromley Healthcare Community Contract	Clinics in children and family centres  Training package for schools
Children Looked After	Bromley Healthcare Community Contract	CLA team including: <ul style="list-style-type: none"> <li>• CLA Designated Nurse</li> <li>• CLA Designated Doctor</li> </ul>
Community Paediatrics	Bromley Healthcare Community Contract	Report provision for all EHCP assessments.

		Designated doctors & nurses for: <ul style="list-style-type: none"> <li>• Safeguarding</li> <li>• MASH</li> <li>• Child Death processes.</li> </ul>
Continuing Care	Bromley Healthcare Community Contract	School support for children with medical needs.  Offer of joint personal budgets with LBB Social Care when child eligible.
CYP Eating Disorder Service	South London and Maudsley	Inc. Eating Disorders Early Intervention
Family Nurse Partnership	Public Health contract	
Electively Home Educated	Public Health contract	
Health Needs Child Specific Funding in Schools (HNCSFS)	Ad hoc joint funding	
Health Support in schools	Section 75 joint funding	Includes identification & support for Child Sexual Exploitation within safeguarding function
Health Visiting Service	Public Health contract	Integrates with community therapies  Specialist SEND practitioner in post with sole focus to support children with SEND
Hospital at Home	Bromley Healthcare Community Contract	Provides hospital care closer to home – would include children with SEND
Learning Disability (Adult)	Oxleas	Bromley Community Learning Disability Team
Mental Health (children and young people)	Emotional health and wellbeing – Bromley Y  CAMHs – Oxleas  Mental Health App - Kooth	Providing a range of services and support in the community and schools New iSPA launched for improved access
Mental Health First Aid in Schools	Bromley Y	
Nursing Support in Schools	Public Health contract	Supporting schools to ensure good processes

		for those with health needs in mainstream schools
Occupational Therapy	Bromley Healthcare Community Contract	Paediatric OT Providing OT support in community and schools, assessment for equipment & adaptations Under-going service improvements following agreement of new service specification
'Open Objects' portal	LBB contract	Electronic recording system, providing clear information on the achievement of outcomes in EHC Plans
Out of Borough monitoring	Multi-agency working	
Paediatric Liaison	Bromley Healthcare Community Contract	Liaison between community nursing & hospitals
Parent Carer Forum	Joint arrangements for co-production	Under development
Personalised Budgets	Jointly arranged across Continuing Care & Social Care &/or Education	Case management led by LBB Education
Personalised Pathways	Bromley Healthcare Community Contract	Individual case management and support led by LBB Education
Physiotherapy	Bromley Healthcare Community Contract Physiotherapy in schools and community	Under-going service improvements following agreement of new service specification
Placements (Children Looked After)	Joint funding contribution from ICB where individual needs assessed as requiring 'health' element	
Safeguarding	Joint working arrangements	
School Nursing Service	Public Health contract	Provides school nursing support to all schools in Bromley as a Universal offer
SEN Transport	Continuing Care if child requires medical support on school transport	
Short Breaks	Bromley Healthcare Community Contract - Hollybank	Inc. Emergency Bed Service

	Joint arrangement	
Specialist Children's Community Nursing Team	Bromley Healthcare Community Contract	Inc. CYP Bladder and Bowel Service (CYPB&B) Inc. Special Schools Nursing Team (SSNT)
Specialist Child & Adolescent Mental Health Service	NHS England (Tier 4 provision)	
Speech & Language Service (SLT)	Bromley Healthcare Community Contract	Improvement plan in progress as services moves to a tiered approach
Substance Misuse	Public Health contract	
Thrive MH Nurse	Joint funded	
Vision screening	Public Health contract	
Wheelchair services	Bromley Healthcare Community Contract	All age
Youth offending service	Bromley Healthcare Community Contract  CAMHs, Oxleas	Health support

Complaints	LBB & CCG Joint policy	
------------	------------------------	--