

Joint Commissioning Bulletin: Personalisation, development of personal budgets and Integrated Personalised Commissioning

1. Introduction

1.1 Introduction to the Joint Commissioning Bulletin

The Council for Disabled Children regularly works with SEND Regional Leads and delegates from the regional SEND workshops on a whole series of issues relating to the SEND reforms and joint commissioning. The joint commissioning bulletins are designed to share the learning from these discussions with a broader audience.

1.2 Introduction to CDC's Accelerated Working Groups

As part of the DfE Delivering Better Outcomes Together contract, the Council for Disabled Children was commissioned to facilitate a series of national Accelerated Working Groups that brought together local commissioners, parent carers and representatives from national programmes to identify solutions to the key challenges in implementing the SEND reforms at a local level. Feedback from local areas during regional workshops, sub-regional events and bespoke consultancy support led to the following issues being prioritised for discussion in the Accelerated Working Groups:

- Systematic information and data sharing across agencies
- Personalisation, including the development of personal budgets and Integrated Personal Commissioning
- Commissioning for outcomes across services, including effective mechanisms for joint commissioning and contract management approaches
- Ensuring alignment of key change programmes relevant to the SEND reforms
- Transition to adulthood (facilitated by National Development Team for Inclusion)
- Leadership (facilitated by National Development Team for Inclusion)

2. Current challenges around personalisation

The Accelerated Working Group identified a range of challenges and issues which impact on the local delivery of promoting personalisation, the roll out of personal budgets and Integrated Personalised Commissioning. These are themed below:

1. Many of the current assessment and planning processes remain deficit based;
2. There is a lack of a multi-agency strategic approach to promoting personalisation;



3. An outcome based approach to commissioning children's services remains underdeveloped across many local areas;
4. Where local services are commissioned through block contracts, this can create additional challenges for local commissioners who want to increase choice and control through rolling out personal budgets;
5. There is a lack of understanding of the trends and issues from EHC plans to inform commissioning;
6. There can be resistance among providers to promote personalisation due to the fear that this will lead to a reduction in financial value of their own contracts;
7. The perceived complexity around establishing robust governance processes needed to manage risk and promote risk enablement at an individual level has slowed down the roll out of personal budgets to a broader group of children and young people;
8. The challenges in relation to developing robust approaches to resource allocation has also led to local areas struggling to roll out personal budgets to a broader group of children and young people.
9. In many areas the local market has not been sufficiently developed to promote increased choice and control amongst children and young people with SEND and their parent carers.

3. Increasing choice and control through a strategic approach to personalisation and the roll out of personal budgets

The Accelerated Working Group identified the following statements for senior leaders to consider when implementing a strategic approach to personalisation and the roll out of personal budgets:

1. Valuing children, young people and their parent carers as experts by experience and promoting a culture of co-production in the design, implementation and review of local strategies and workforce training and development programmes, leads to improvements in quality and experience.
2. Promoting personalisation and creativity in care and support planning doesn't necessarily need to lead to an increase in cost.
3. Promoting personalisation and the roll out of personal budgets should be regarded as an enabler and part of the solution to achieving local strategic priorities linked to the SEND reforms, Transforming Care Programme and CAMHS transformation plans.

Plan to promote personalisation and the roll out of personal budgets for 0-25 year olds with special educational needs and disabilities

One of the key products to come out of this year's Accelerated Working Group is a co-produced plan on a page to support local areas implement a strategic approach to personalisation and the roll out of personal budgets. This can be found in Appendix 1 of this document. The plan on the page has been designed in such a way to enable commissioners and service providers to view a strategic approach to promoting personalisation and the roll out of personal budgets through three different lenses:

1. People (children, young people and parent carers)
2. Workforce

3. System Leadership

The plan provides space for local areas to insert their own strategic vision for promoting personalisation and the roll out of personal budgets.

Since the values and principles that underpin personalisation are foundational to the delivery of a range of national programmes and local strategies there is space to identify the golden threads that can be included in local strategies to create a common approach. This was seen as preferable to creating a stand-alone personalisation strategy.

A series of outcome statements have been created for each of the three groups to understand what good looks like from the three different perspectives. A selection of the [I Statements](#) created by National Voices and Think Local Act Personal have been used to develop the outcome statements for the "People" section.

The Accelerated Working Group was able to draw upon local practice, key messages from national resources, regional and sub-regional workshops and training events to create the statements that are included in the "How are we delivering this?" section.

NHS England's Integrated Personal Commissioning Programme has published a series of resources for local areas to use support the delivery of a new multi-agency strategic approach to personalisation and the roll out of personal budgets, personal health budgets and integrated budgets. These include:
[Interactive IPC operating model](#)
[Integrated Personal Commissioning and personal health budgets Finance and Commissioning Handbook](#)
[Co-production for personal health budgets and Integrated Personal Commissioning – A summary guide](#)



4. Promoting personalisation and the roll out of personal budgets – learning from local areas

The other key set of products to come out of all of the Accelerated Working Groups are a set of case studies that celebrate innovative practice. Included below is an example of how a local area can implement a strategic approach to personalisation and the roll out of personal budgets.

Best practice case study: Personalisation and Individual Budgets in Portsmouth

What was the challenge? Faced with rigid and unfocussed statutory services in Portsmouth, many young people or their carers were opting to receive payments directly instead. However, direct payments were not accompanied by any market development or person centred planning. As a result, young people were often using direct payments to buy services that, despite offering more flexibility, were often failing to support independence or deliver outcomes.

How did we address it? We believed that, with the right support, individual budgets should offer a personalised, flexible approach, and should support the achievement of longer term outcomes. We've introduced a named worker for every young person by integrating our occupational therapy, speech and language therapy, nursing and social work teams, in process that took over 18 months. Young people work with their named worker to agree a set of outcomes they want to work towards and how their allocated budget can support these. Outcomes-focussed assessment and support planning formats and processes support this approach.

Over the course of 18 months we restructured inflexible in-house services and used the funding freed up by this to support independent services that deliver in the Preparing for Adulthood outcome areas. Young people have greater freedom to move between services and to move their money with them. We're working collaboratively with providers including health and independence services, social enterprises and others, such as local art projects, to support young people to find the right support. All services must evidence how young people will be supported to play a role in the community and must include carers and the people who use their services in their governance arrangements.

The next step will be to move to a dynamic purchasing system to allow more flexibility when contracting services, whilst ensuring that the focus on outcomes is preserved by involving stakeholders in evaluation processes and in ensuring that support plans are specific to outcomes.

What was the impact/outcomes of implementing the change? Whilst this project is in its early stages and has not yet been evaluated, the short-term outcomes look positive. Young people report feeling more confident and independent and for those with the most complex needs there are early signs that their reliance on other services has dropped. Parents and family carers have also shared positive feedback about the new services. We are looking into effective ways to capture the longer-term outcomes of this project, which we expect to include increased confidence, independence and better outcomes for young people.

5. Useful references and websites

References

- Council for Disabled Children (2017) [Joint Commissioning Bulletin: Promoting personalisation and access to personal budgets](#)
- Council for Disabled Children (2017) [Joint Commissioning Bulletin: Applying an outcome based approach to commissioning](#)
- Council for Disabled Children (2017) [What is integrated personal commissioning and where has it come from?](#)
- NHS England (2017) [IT requirements for personalised care](#)
- National Voices & Think Local Act Personal (2015) [My Life, My Support, My Choice – a narrative for person centred co-ordinated care and support for children and young people with complex lives](#)
- Local Government Association (2014) [Personalisation](#)
- Lazarus C. Miller C. & Smyth J. (2014) [How to commission for personalisation: A guide for commissioners and others in children and young people's services, Kids](#)

Websites

- NHS England's Integrated Personal Commissioning programme: <https://www.england.nhs.uk/ipc/>
- Think Local Act Personal: <https://www.thinklocalactpersonal.org.uk/>
- Kids, Making It Personal 2 and Making It Personal 3 resources: <https://www.kids.org.uk/mip2>



Appendix 1

Plan to promote personalisation and the roll out of personal budgets for 0-25 year olds with special educational needs and disabilities		
Strategic vision to promote personalisation and the roll out of personal budgets.	To be agreed locally	
Golden thread that runs through local strategies.	To be agreed locally	
Outcome statements		
People ¹	Workforce	System Leadership
<ul style="list-style-type: none"> I am supported to feel confident and develop my own dreams and goals. I receive information as and when I need it in a format that enables me to make informed decisions. My choice, control and independence develop over time. I am supported to build my skills and confidence at every stage. I am supported to make progress with my studies and get the fullest education possible in a way that does not limit my later options. I have choice about my care and have flexibility to decide when I have support and how much. I have autonomy & control over my care and support. My family works better and we are more resilient. 	<ul style="list-style-type: none"> I have time to build relationships with children, young people aged 0-25 with SEND and their parents/carers, colleagues and be creative. I am clear about my roles and responsibilities in relation to support planning and those of other professionals. I have clear and accessible systems and processes to enable me to deliver high quality support planning. I am confident about information sharing. I have a <i>can do</i> attitude to making the system work. I am able to apply a locally agreed approach to resource allocation to identify an indicative budget and final personal budget. 	<ul style="list-style-type: none"> A clear strategic vision for promoting personalisation and the roll out of personal budgets places the child/young person and family at the heart of what we do and promotes choice and control. Enabling children, young people, their parents/ carers and professionals to co-design the strategic approach to promoting personalisation and support planning improves efficiency, reduces duplication and supports cultural change. An effective approach to workforce training, action learning, audit and evaluation helps to provide clarity and a robust approach to support planning and offering personal budgets. A joint commissioning framework provides clarity to the market and increased choice.

How are we delivering this?

<ul style="list-style-type: none"> • A graduated approach to personalised assessment and support is in place that focuses on improving outcomes for the child/young person and family. • The SEND Local Offer provides clear information on what personalisation is, what children, young people and their parents/carers can expect from professionals and how they can access a personal budget. There is clarity on what a personal budget can be used for. • There is a strategic commitment to focus on aspirations and the PfA outcomes at all key stages in a child/young person's life. • Support plans are co-produced with children, young people and their parents/carers as equal partners and reflect their needs and preferences. • There are a range of options to support children/young people and their parents/carers develop their support plans and manage their personal budget. 	<ul style="list-style-type: none"> • The workforce has access to training, advice and support in delivering personalised care that is appropriate to their role and setting. • There is a multi-agency personalised care delivery framework with easy access to resources and locally agreed tools. • Digital technology is seen as an enabler to promoting personalisation and support planning. • The SEND local offer is up to date and is communicated effectively across all partner organisations to raise awareness of the range of services (both commissioned and non-commissioned) that are available within a local area. • Clear and transparent systems and processes are in place to approve/review personal budgets and resolve disputes. 	<ul style="list-style-type: none"> • A Senior Reporting Officer is identified and the associated governance processes agreed to enable the strategic vision to be implemented across the system. • There is a co-produced values statement and set of principles on delivering personalisation and support planning that can be applied to all services. • The graduated approach embraces a "one plan" approach to meeting the assessed needs of a child/young person and their family. • The system champions a culture of learning, mentoring, peer support, audit and evaluation. • There is a shared responsibility for managing risk and promoting risk enablement. • The joint commissioning framework provides opportunities to work collaboratively across agencies on a strategic approach to market development, releasing funding from block contracts, delivery of the brokerage, management, finance, monitoring and review functions of a personal budget.
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1. Based on the I Statements for children with complex lives. National Voices & Think Local Act Personal (2015) My Life, My Support, My Choice – a narrative for person centred co-ordinated care and support for children and young people with complex lives. National Voices & Think Local Act Personal.



About the Council for Disabled Children

The Council for Disabled Children (CDC) is the umbrella body for the disabled children's sector in England, with links to the other UK nations. CDC works to influence national policy that impacts upon disabled children and children with Special Educational Needs (SEN) and their families. The CDC Council is made up of a variety of professional, voluntary and statutory organisations, including disabled young people and parent representatives. CDC's broad based membership and extensive networks of contacts provide a unique overview of current issues. It also enables us to promote collaborative and partnership working among organisations.

CDC hosts the following networks and projects:

- IASS Network
- Independent Support
- Making Ourselves Heard
- Special Educational Consortium

About NEL Healthcare Consulting

NEL Healthcare Consulting is a consultancy by and for the NHS. As committed NHS professionals, we understand our clients' needs well and we share your mission of improving patient wellbeing, increasing access to safe and effective care, and demonstrating value for money.

Our clients range from CCGs, local authorities and STPs to NHS England, specialised commissioners, voluntary sector organisations, mental health trusts and providers. Our consultants are experts in delivering, supporting and advising complex programmes with different partners and stakeholders across multiple organisations.

Our consultants' expertise includes strategic service review and service reconfiguration planning and delivery, option appraisal, business case development, activity and capacity modelling, impact assessment, management of independent review panel processes and implementation planning and delivery.

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