

Case Study - Outcome Based Commissioning: Stockport

Stockport is moving towards an outcomes based commissioning approach, which will be at the centre of decision making and measuring impact.

As well as supporting the development of a number of key strategies and resources, the journey towards outcomes based commissioning has strengthened relationships across Stockport, and given senior leaders a better understanding of families' experiences, needs and hopes for the future.

What was the challenge?

[Stockport's SEND Local Area inspection](#) in 2018 identified five key areas of improvement across programmes and services for children and young people with SEND.

It became clear that an outcomes-based approach, with co-production at its heart, would improve understanding of families' lived experiences and how well the services they accessed in Stockport were supporting progress towards positive outcomes.

The key areas of improvement identified in the SEND inspection were:

- Developing an effective approach to jointly planning commissioned services
- Improving, effectively assessing and meeting social care needs
- Meaningfully and effectively co-producing services and resources
- Developing a shared understanding among local leaders of local need and outcomes in EHC Plans
- Assessing the effectiveness of the local system in achieving improved outcomes for CYP

How did we address it?

Understanding our population

The first priority was to 'listen and understand', in order to get a clear picture of the lived experience of families living with SEND in Stockport, which was achieved by:

- A series of listening events, involving over 400 families
- The development of 10 in-depth family case studies, led by Parents in Partnership (PIPS)/ [Parents And Carers Together Stockport \(PACTS\)](#)

These were then used in the development of a refreshed [Joint Strategic Needs Assessment](#), to provide a baseline of the population which is built on both quantitative and qualitative data.

Co-Production

Building on more than 1000 comments gathered from the family listening events and input from professionals, the Co-Production Task and Finish Group [developed a graphic illustrating](#):

- What really matters to families
- How do we change?
- The benefits of 'doing what matters'.

The Task and Finish Group also developed a [Co-Production Charter](#) and Co-Production Strategy, with the involvement of children and young people.

SEND Improvement Board

The establishment of a SEND Improvement Board, bringing together leaders across education, health and social care, as well as parent carers, was a core element in developing ownership, providing governance and driving improvement at the strategic level.

The five key priorities of the Board are:

- Co-Production
- Joint Commissioning
- Inclusion
- Outcomes
- Workforce

The SEND Improvement Board also drove the co-production of the [Joint Commissioning Strategy](#), which is a key enabler for commissioning for the outcomes that most matter to families in Stockport. These are in turn informed by good knowledge of the population, as outlined above.

Developing the Outcomes Framework and Statements (Support from CDC)

CDC has currently delivered two multi-agency workshops, including parent carers, on the development of the Outcomes Framework and Statements in Stockport.

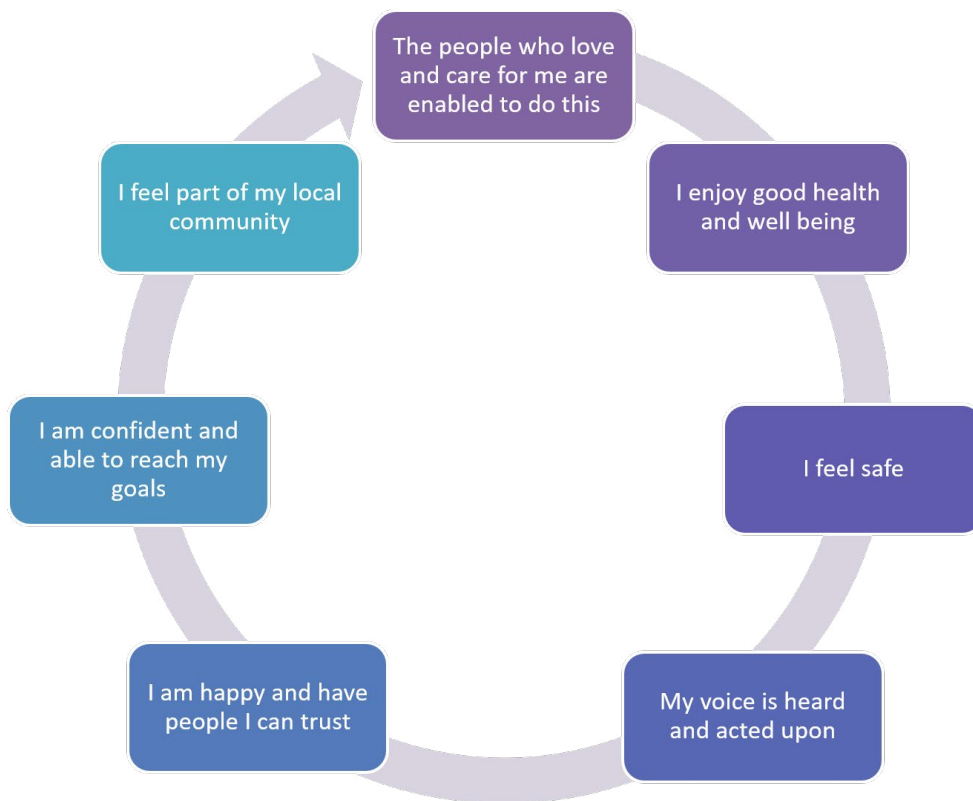
1. Sharing best practice from across the country, developing the draft statements and holding initial conversations on data and impact measurement.
2. Further exploration of data and impact measurement, and action planning for next steps, with a focus on qualitative data.

In between the two workshops, in recognition that children and young people's

perspectives often differ from adults', Stockport established and consulted with the [SEND Young Ambassadors](#) children and young people's group, asking them:

- Which of the draft statements were important to them
- What do the statements mean to them as individuals
- How they would like to phrase the outcomes statements

This resulted in a number of changes to better reflect the outcomes valued by children and young people, resulting in the following statements, which they chose to represent in a circle:



Enablers and challenges

Stockport have identified a number of enablers which have driven this work:

- Motivated individuals across the piece who are working in partnership together.
- The involvement of children, young people and families, including parent representatives on 34 SEND workstreams.
- The establishment of the SEND Board as an accountability mechanism.

- The refresh of the JSNA to give a clear understanding of need and experience, rather than just diagnosis.
- Support from CDC in facilitating the workshops and sharing best practice.

There are nevertheless a number of challenges, which Stockport is still working to overcome:

- The individual nature of the outcomes; different children and young people will experience the broad outcomes in different ways and will have different ideas of what 'achievement' looks like.
 - This requires robust qualitative data collection mechanisms, which are not yet in place.
- How best to making use of daily conversations and informal feedback with professionals and families.

What are the next steps for Stockport?

With some further support from CDC, Stockport has a number of activities planned to progress this work further:

- Review the results of the universal survey on the outcomes, as a first step to expanding them beyond the SEND population to all children and young people.
- Develop a survey or similar data collection mechanism for families to reflect on how well the services their child accesses are supporting them to achieve the outcomes.
- Align the key metrics in the new performance data dashboard with the outcomes.
- Learn from the [Camden Alliance model](#) to embed the outcomes into contracting and reporting mechanisms.
- Develop a Workforce Development Strategy around the outcomes.
- Identify how the [Entitlement Framework](#) interacts with and supports the outcomes.

What was the impact/ outcomes of implementing the change?

The move to an outcomes based approach to commissioning has had a positive impact for Stockport at many levels, including improving communication and trust between partners, and changing attitudes towards the purpose of service delivery. Some key successes are as follows:

- The development of a Joint Commissioning Strategy with the outcomes at its heart.

- A shift in attitudes to considering the whole pathway of care, rather than individual services and processes.
- The shared recognition that it is not access to services or pathways which is of overall importance, but what these enable children, young people and families to achieve.
- Embedding co-production.

"The journey [developing the outcomes framework] is in itself impactful, it has brought us together as partners across education, health and care and with our families to gain this joint shared understanding of what is really important to our families."

Gillian Miller, Acting Director of Commissioning, Stockport CCH

Useful resources:

- [DBOT Webinar #1: Overview and learning, with a focus on JSNAs](#)
- [DBOT Webinar #2: Overview and learning, with a focus on Outcome-Based Commissioning](#)
- [Joint strategic needs assessments - Analysis summary and good practice](#)