

HIGHLIGHT REPORT

From:	Joint Commissioning to Southend SEND Strategic Partnership Board
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Meeting Date:	5 th July 2021

The Highlight reporting below relates to the Highest priority outcomes.

Priority Area 1 (P1) – Education, Health and Care Plans (EHCPs) – Quality Assurance		
Milestone	Completed by date	RAG
Health Assurance Task and Finish Group established and operational	Completed	
Health EHCP process and handbook agreed and implemented	31 st March 2021	
Providers have robust quality assurance process in place	15 th May 2021	
Audit and monitoring process agreed and implemented	31 st May 2021	
Agreement on common clinical recording system	30 th June 2021	
TOP RISKS & ISSUES	MITIGATION / ACTIONS TO RESOLVE	RAG
- EHCP Hub technical operability issues	- Health representation on national Liquid Logic forum to discuss technical glitches and update requirements. - Wider risks captured through full project plan. - A joint meeting has now been held with the SEN Team and Community Paediatric to work through key issues.	
- Capacity to complete additional data entry workload	- EHCP Hub development reported across wider SENDOPs action plans for progress reporting against key milestones. - Templates have been developed to provide ease of access to speed efficiency with reporting requirements.	

The newly established Health Assurance Group continues to meet, and is chaired by Dr Kate Barusya as the Designated Medical Officer. The Terms of Reference are in draft form at the moment, but will be included in a future report for information.

This group has been driving forward the development of the EHCP Health Handbook – to be utilised by frontline staff to ensure they are familiar with the EHCP processes in Southend. The EHCP Handbook has now been presented to the Southend Operational Group for feedback and approval.

A joint Audit Review has been established – this group will be responsible for auditing the completed EHCPs to ensure they have been delivered on time and the content is appropriate. Health will be

represented on this group through the DMO and providers. Any issues found will be reported back to providers for them to action.

Further work is being started on the process for children moving into the area, to ensure that they do not have to start from the beginning of the process. We are working with providers on this.

Proposed priorities and activities for next period	
Activity and outcome	By when
P1 High Quality Education Health and Care Plans Assurance Framework - Work with Education and Social Care Quality Assurance Processes to develop a Single Overarching Document - Implement feedback from SENDOPs Group in relation to the Handbook following presentation on 24 th June 2021.	October 2021 (revised date)

Priority Area 2 (P2)– Joint Commissioning of Therapies – The Balanced System

Milestone	Completed by date	RAG
Establishing and initiating a joint approach for the review of all three therapy areas across Essex and Southend	Complete	Green
Mapping, analysis and recommendations complete for all areas including education to inform new system model for Essex	Mid-April 2021.	Yellow
Recommendations for Next Steps	30 th September 2021	Green
Develop a Proposed model/framework for the implementation of the balance system for Essex	31 st January 2022	Green
Governance and commission any new models or ways of working for Essex	30 th March 2022	Green
Develop dashboard for new model or ways of working for Essex	30 th March 2022	Green
Implement new model or ways of working MSE and enter evaluation phase.	30 th September 2022	Green

TOP RISKS & ISSUES	MITIGATION / ACTIONS TO RESOLVE	RAG
- P2 Joint Commissioning of Therapies - Variation in capacity to undertake Balanced System mapping work across therapy and school provider settings due to ongoing Covid redeployments and measures to adjust provision.	- All providers are actively engaged in this work. - Wider provider staff body engagement with work is noted in wider planned actions. - Wider risks captured through full project plan.	Yellow
- Limited feedback from parents to date based upon return responses - School capacity to engage may be limited due to competing pressures – particularly due to Covid.	- Ongoing monitoring via Project Group. - Communication strategy in place. - Further promotion of key links via SSIF, Local Offer, other comms routes.	Red

The Balance System project takes a whole system approach to delivery of effective, high quality therapies. Utilising all available resources i.e. early years settings, schools, community health providers,

voluntary sector etc., the balance system aims to embed universal, targeted and specialist approaches to ensure early identification of need and the right support at the right time and in the right place.

The balance system work incorporates both Southend and Essex therapy services, a dedicated project group with full terms of reference and a workplan is in place to lead and deliver this workstream. Key milestones are monitored through respective Joint Commissioning Boards and fed up to Strategic Boards for SEND in Essex and Southend.

Phase 1 is continuing to map all therapy resources and interventions across the Southend and Essex footprint. Better Communication (consultancy lead) are continuing to work closely with all therapy providers in Essex and Southend including A Better Start Southend.

Mapping will be complete across all therapies with analysis complete and recommendations for next steps by September 2021. The Multi-school's council are involved to lead on young people's engagement. The Southend SEND Independent Forum (SSIF) and SEN Team Leader have been actively attending regular meetings for this work. A communications plan underpins the workstream.

Engagement sessions and a survey have been advertised with core sessions developed for school, Early Years and other education settings to provide feedback. Uptake at the sessions has been limited to date therefore the project team are looking at additional ways to maximise meaningful engagement. This is highlighted as a key risk in the risk section above.

Proposed priorities and activities for next period	
Activity and outcome	By when
<p>P2 Joint Commissioning of Therapies - This work is currently finalising Phase 1 – Mapping of therapy resource and interventions across Southend and Essex.</p> <p>Key milestones:</p> <ul style="list-style-type: none"> - Mapping 'As Is' - Speech & Language Therapy – All Areas - Mapping 'As Is' - Occupational & Physio Therapy North East Essex and West Essex - Parent & Family Engagement - Schools Engagement - Wider Stakeholder Engagement (incl. VCS, NDCS) - Mapping 'As Is' - Occupational & Physio Therapy – Mid and South Essex - Phase 1 Complete - Report to Joint Commissioning Group 	<p>Speech and Language Provision mapping is being finalised across all areas.</p> <p>Wider stakeholder engagement and OT/Physio mapping is currently taking place up to September 2021. Further engagement from wider therapy teams – to ensure staff have ample opportunities to participate, wider stakeholder involvement is taking place currently.</p> <p>Final report on Phase 1 findings is currently expected by July 2021 for SLT.</p> <p>Following Phase 1 recommendations and agreement of next steps Phase 2 and 3 of Joint commissioned Balanced System Framework will be completed – Costed Options (Phase 2) and Delivery of New Model (Phase 3).</p>

Priority Area 3 (P3) Multi-agency 0-19 neuro-developmental pathway.

Milestone	Completed by date	RAG
Governance & Accountability – Project Initiation - to embed a multi-agency triage of all referrals for neurodevelopmental concerns.	Complete	
Initiation & Planning - Service model and pathway is being co-produced with health, education and care colleagues together with SSIF, the Southend parent/carer forum. The group are focusing on the development of jointly agreed outcomes together with clear communications and support literature.	Mid-April 2021.	
Section 75 Agreement - formalised A full action plan has been developed to capture all of the implementation and planning work prior to delivery stage.	April 2021	
Mobilisation of staff to new service team.	July August 2021 (revised)	
Delivery – Go Live including MDT Panel processes	September 2021 (revised)	
SSIF developed family resource information pack.	31 st July 2022	
Benefits Realisation	Quarterly Reporting to Joint Commissioning Group/SSPB following go-live.	
TOP RISKS & ISSUES	MITIGATION / ACTIONS TO RESOLVE	RAG
P3 Neurodevelopment - Delay in roll out of Programme.	<ul style="list-style-type: none"> - Section 75 has now been signed off - Honorarium member of staff ready to commence working full time on the project imminently - Job evaluation for other staffing roles being finalised to allow for recruitment to get underway 	
Financial implications	<ul style="list-style-type: none"> - Funding approval in place and now held within single budget line as part of Section 75. - Section 75, project review and evaluation will be monitored via the Partnership Board. 	

Neurodevelopment and particularly Autistic Spectrum Disorder (ASD) pathways have been an ongoing challenge in SEE. Through the Southend Joint Commissioning Group, a multi-agency proposal has been developed and approved to pilot a new support pathway for children and families who are potentially embarking on the diagnostic pathway.

The proposal is to embed a multi-agency triage of all referrals for neurodevelopmental concerns. Through a combination of subject specialists (Consultants, therapists, School Nurses, Social Workers & Family Support Workers) all referrals will be triaged to identify the appropriate pathway to meet the needs of the child and family. This may be directly to an Early Help support pathway, directly to therapy support, directly to a consultant pathway, or a combination of the above. Through the referral process and with the help of the Family Support workers all the relevant information will be collated from the family, school and relevant health services at the outset. This will allow informed opinions at the triage stage and critically considerably speed up the pathway/journey.

A Task and Finish Group is in place to develop this single approach to co-ordination and support for children aged 5+. The service model has been coproduced with health, education and care colleagues together with SSIF, the Southend parent/carer forum. The group are focusing on the development of jointly agreed outcomes together with clear communications and support literature.

Joint funding for this initiative has been developed and signed off through a formalised Section 75 agreement. A full action plan has been developed to capture all of the implementation and planning work prior to delivery stage. Implementation go live for the service is due in September 2021 following staff recruitment. Key milestones are monitored through Joint Commissioning Board and fed up to Strategic Boards for SEND in Southend.

Proposed priorities and activities for next period	
Activity and outcome	By when
<p>P3</p> <ul style="list-style-type: none"> - Finalise communications plan - Finalise touch points with key interdependencies – i.e. A Better Start, VCS services, Schools, Local System Delivery Partners - Ongoing Co-production of proposed new model literature and branding with SSIF – complemented by comprehensive guide for neurodevelopment currently being finalised by July - Service Feedback Form to capture voice of the child - Recruit to staff roles in place - Finalisation of model specification(s) and Key Performance Indicators - Develop Standard Operating Procedure and Multi-Disciplinary Terms of Reference and Service Level Agreement. - Go Live - Further Communications to schools/Local Offer 	<ul style="list-style-type: none"> - August 2021 - August 2021 - Ongoing via Project Team (fortnightly meetings in place) - July 2021 - July-August 2021 - July 2021 - July 2021 - September 2021 - September 2021

Wider Joint Commissioning Priorities - Transforming Care / Learning Disability Healy Equalities Agenda

Work is underway through the pan-Essex Learning Disabilities Equalities programme (formerly Transforming Care programme) to develop transformation plans for children at risk of admission to assessment and treatment units (ATUs) with behaviour that challenges and/or autism/learning disability. Options have been defined to enhance an extended outreach/intensive home treatment services to prevent ATU admission and A&E attendance wherever possible which will be presented at the relevant boards in coming weeks for discussion.

The programme has developed a proposal to pilot an Intensive ‘Outreach Support Team’ with expertise in autism, this Essex wide team will have two main functions:

- To provide therapeutic intensive support to the cohort of 30-40 C&YP with autism identified as being at risk of admission, with the aim of avoiding admission where possible. Or if the young person is admitted, to support the discharge planning process.
- To support mainstream services (schools, EWMHS, social care etc.) to enable individuals to step down from the enhanced service when risks have reduced. The team will provide specialist risk assessment and management which is critical in holding risk safely without defaulting to an in-patient admission as well as specialism in sensory processing, a

common complaint from families this is lacking from existing services and provision of psychological therapies that are adapted for people with autism.

- Funding for the pilot has been secured through national grant funding and a provider has been identified to pilot the service. Initial governance arrangements for this service have now been complete and a project implementation group is being set up to develop the service.

Commissioning Forward Plan

A draft Forward Plan for future joint commissioning priorities was presented to the June Joint Commissioning Group. The plan focuses on key priorities identified through the SEND Summit, Self-Evaluation, wider consultations, data needs analysis undertaken to date to formulate an outline plan for the next phase of developing joint commissioning priorities. This work will align with the SEND Strategy currently being developed.

1. Recommendations / Discussion / Decisions required from Southend SEND Strategic Partnership Board

- To note the content of the report and support key requirements of each of these workstreams as required.
- Southend SEND Strategic Partnership Board are requested to ensure wider workforce buy-in to each of the key areas of delivery as they develop.