

HIGHLIGHT REPORT – FOR INFORMATION

Meeting:	Joint Commissioning Group (JCG) held 18th January 2022
Report by:	Caroline McCarron, Assistant Alliance Director (Interim), Southend and Castle Point and Rochford CCG/Alliance Ross Gerrie, Commissioning Manager, Southend and Castle Point and Rochford CCG/Alliance
Meeting Date:	For Southend SEND Partnership Board – 1st March 2022

Highlights of the Southend SEND Partnership Joint Commissioning meeting held on 18th January 2022;

Accelerator Progress Plan

The Accelerator Progress Plan (APP) tracker was presented. Plans are in place to create a single document which will contain the actions from the strategy action plan, peer review action plan and APP using filters to drill down to the relevant actions for this group whilst maintaining a full overview. Updates were provided to the group in relation to key areas of progress. It was noted that Neurodevelopment parent pack was expected to be completed and in circulation within the next two to three weeks.

LGA Peer Review

The draft Local Government Association (LGA) Peer Review Action Plan was shared with the Joint Commissioning Group and actions were highlighted to the Joint Commissioning Group where it was felt actions fell to the JCG for accountability and responsibility. A discussion was had regarding each action and agreements were made with regards to which ones will be followed up by the Joint Commissioning Group.

Joint Commissioning Road Map

The roadmap was brought back to Joint Commissioning Group following the peer review due to recommendations around the roadmap which were considered including clear timelines on the map and the strengthening of outcomes associated with the roadmap. It was noted the current map was very populated for the years past and the same level of detail is needed going forward. A discussion was had with regard to the layout and format of the roadmap going forward and actions were noted in respect of branding and colour coding and how best to articulate the plan going forward as an interactive tool. Revisions to the road map will be made accordingly and the refresh of this work will align to the key deliverables sighted within the strategy action plan, peer review action plan and APP to take this work forward.

SEND Virtual Spend

A simplified spend allocation document was presented to attendees. The next steps noted were to:

- Gain assurance that Joint Commissioning Group membership shared spend is understood
- Provide clarity of high needs block/other funding and what we can spend funds on
- Identify alignment of resources to Specialist, Targeted and Universal provision
- Develop clarity of needs and priorities against the SEND strategy to ensure future needs, gap provision and maximisation of resources
- Align commissioning and planning decisions across all aspects of SEND.
- To share High Needs Block guidance with the group.

Lighthouse Service Transfer

The community paediatric service based at The Lighthouse Child Development Centre in Southend provides services to support the care and development of children and young people with a range of clinical needs affecting their development, including cerebral palsy, genetic disorders, neuromuscular conditions and neuro-disabilities including ADHD and Autism.

As noted in previous papers the current provider has informed Southend and Castle Point and Rochford Clinical Commissioning Groups that they are no longer in a position to provide community paediatric services and have formally served notice. The Lighthouse Steering Group have successfully worked through the technical elements required (i.e. activity, costs, specification) to facilitate an approach to potential providers and subsequent award.

Joint Commissioning Group received a further briefing update on the transfer of the Lighthouse Centre services for the provision of community paediatric services, occupational therapy services and physiotherapy services. The official transfer date identified is the 1st March 2022 from Mid and South Essex Foundation Trust to EPUT. A programme group continues to meet on a weekly basis to monitor and track the service and staffing transfer mobilisation. Acute paediatric service provision and audiology services will not be affected by the transfer. Communications are currently in development and will be cascaded to all key stakeholders. A service transformation programme will begin once the service has transferred. Since the Joint Commissioning Group Meeting held on 18th January the Lighthouse service transfer report has been presented to Southend’s Joint Health Overview and Scrutiny Committee for approval and this was approved.

Emotional Wellbeing and Mental Health Service (CAMHS) Re-Procurement

The procurement process for the Children and Young People’s Emotional Wellbeing and Mental Health Services (EWMHS) contract has now been finalised. The preferred provider has been selected and the contract award is in train with a scheduled launch date of 1st April 2022. Full details of the award and mobilisation process will be communicated to stakeholders.

Continuing Care

The Group were notified of the funding and appointment of a Transitions Lead for Childrens Continuing Care.

Health Inequalities

The Joint Commissioning Group noted the formation of the South East Essex Health Inequalities Group and confirmed that ASD, ADHD, neurodevelopment conditions have been flagged as relevant health inequalities.

The current focus is on three key projects:

Priority Area 1 (P1) – Education, Health and Care Plans (EHCPs) – Quality Assurance

Meetings for this workstream/EHCP Hub meeting to discuss any issues with the current IT system required to be postponed for the respective meetings due to take place on 6th January/12th January 2022. A partnership assurance and audit process is still in development stages. The intention is that this process would be used as an ongoing validation tool through the panel process in order to provide case assurance and identification of key trends and capturing of met and unmet needs.

Priority Area 1 (P1) – Education, Health and Care Plans (EHCPs) – Quality Assurance

Milestone	Due date	RAG	Revised date	due RAG
Health EHCP process agreed	31/03/2021	Green	N/a	
Health EHCP process implemented	31/03/2021	Red	31/01/2022	Green

Health EHCP handbook published	31/03/2021		31/01/2022	
Social Care & Education EHCP process agreed and implemented	31/03/2021		31/12/2021	
Health Providers have robust quality assurance process in place	15/05/2021		31/03/2021	
Quality assurance audit and monitoring process agreed and implemented	31/05/2021		31/02/2022	
TOR for Quality Assurance Audit Group agreed and reporting template adopted	30 th October 2021		30/11/2021	

TOP RISKS & ISSUES	MITIGATION / ACTIONS TO RESOLVE	RAG
- EHCP Hub is still providing some technical operability issues to resolve to support ease of use and efficient upload by providers.	- Southend stakeholder meeting scheduled to discuss collectively and identify blocks and challenges and potential solutions - Health representation on national Liquid Logic forum to discuss technical glitches and update requirements. - Wider risks captured through full project plan.	
- Capacity to complete additional data entry workload	- EHCP Hub development reported across wider SENDOPs action plans for progress reporting against key milestones.	
- Non-compliance of statutory timescale to provide necessary information within 6 weeks	- List of outstanding contributions circulated to DMO weekly - Mandatory SEND performance requirements captured as part of due diligence process for Lighthouse transfer and Joint Data Dashboard Implementation of escalation routes to ensure delivery within time scales - Community providers have developed and implemented a template for professionals to complete to align with information requirements.	

Proposed priorities and activities for next period

Activity and outcome	By when
<ul style="list-style-type: none"> Meeting with key individuals to review the overarching quality assurance quality assurance process for EHCPs to ensure a common understanding, finalize TOR etc. Hub review meeting to identify what is working well and any challenges to functionality or access, clarify what cannot be easily overcome and seek potential solutions. EHCP Handbook to be finalised and designed 	<ul style="list-style-type: none"> 31st January 2022 - Joint meeting taking place on 12th January 2022 31st March 2022 (Originally October 31st, 2021) 31st January 2022 (Originally 31st March 2021)

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

Joint Commissioning of Therapies – The Balanced System

A number of actions regarding the Balanced System was ongoing. The next stage is to provide the recommendations for case for change to be taken to both Essex and Southend respective Joint Commissioning Groups. The recommendations will be taken to Essex JCG on 28th February and Southend JCG on 15th March 2022 respectively. Discussion was had with regard to the pace and scale

of this project and engagement levels from families. As noted in previous reports Southend Joint Commissioning Group / SSP will need to reach a decision as to whether continue to work to the Essex wide timescales and scale for this work or develop alternative options where smaller scale advanced progress can be made on a Southend footprint.

The proposed next steps are currently being developed and will be presented back to both the Essex and Southend Joint Commissioning Groups. The proposed steps likely to be included are:

- Development of outcomes based specification based on the Balanced System outcomes framework including impact focused KPIs
- Development of a system plan to implement the Balanced System® that involves operational system partners (schools, settings, wider health, education and social care colleagues) and parent, carer and young people representatives in the operational design and implementation
- Establishment of initial workstreams for transformation with the therapies in the first instance to explore in more detail the opportunities and challenges
- Establishment of a cross system operational design group to co-design the detail of the delivery based on the needs profile (so focusing on equity of outcome which will necessitate differentiation of provision to follow need)
- Development of workforce plan including exploration of graduate apprenticeship opportunities with University of Essex to increase the pipeline of therapists

Milestone	Due date	RAG	Revised due date	RAG
Mapping SLT, OT, PT for providers, commissioning, schools and families	31/08/2021	Red	30/10/2021	Green
Analysis and recommendations complete for all areas including education to inform new system model	30/11/2021	Yellow	30/11/2021	Yellow
Develop a Proposed model/framework for the implementation of the balance system for Essex	31/01/2022	Green	31/01/2022	Green
Develop the business case with clear outcomes for families in Essex	01/03/2022	Green	01/03/2022	Green
Governance, procurement and commissioning of any new models or ways of working for Essex	30/06/2022	Green	30/06/2022	Green
Develop performance and analysis dashboard	30/06/2022	Green	30/06/2022	Green
Go live	01/09/2022	Green	01/09/2022	Green
TOP RISKS & ISSUES	MITIGATION / ACTIONS TO RESOLVE			RAG
<ul style="list-style-type: none"> - Slippage in time scales for completion of actions and achievement of milestones - Variation in capacity to undertake Balanced System mapping work across therapy and school provider settings due to ongoing Covid redeployments/reset and measures to adjust provision. 	<ul style="list-style-type: none"> - All providers are actively engaged in this work. - Wider risks captured through full project plan. - Specific input from A Better Start Southend recognised in mapping work undertaken. - CCG commissioning lead for the project attended the Southend Joint Commissioning Group on 30th November to discuss the project in further detail and take feedback from Southend JCG. 			Yellow

<ul style="list-style-type: none"> - School capacity to engage may be limited due to competing pressures – particularly due to Covid. 	<ul style="list-style-type: none"> - Ongoing monitoring via Project Group. - Communication strategy in place. 			
<ul style="list-style-type: none"> - Current demand on services to achieve service transformation to move from current 'as is' model to balanced system approach. 	<ul style="list-style-type: none"> - Key factors have been identified through the mapping stage and will be presented within the report to 			
Proposed priorities and activities for next period				
Activity and outcome		By when		
<ul style="list-style-type: none"> • Phase 2 of the project will be to develop an options appraisal of future strategic delivery options including short, medium and long-term options. Governance Paper brought back to Southend and Essex respective Joint Commissioning Groups for decision based upon finalised recommendations from the mapping work so far. 		February / March 2022.		
Priority Area 3 (P3) Multi-agency 0-19 neuro-developmental pathway.				
Milestone	Due date	RAG	Revised due date	RAG
Governance & Accountability – Project Initiation - to embed a multi-agency triage of all referrals for neurodevelopmental concerns.	Complete		n/a	
Initiation & Planning - Service model, outcomes and pathway co-production.	Mid-April 2021.		30/08/2021	
Section 75 Agreement – formalised.	30 th April 2021 (Signed off July 2021)		31/07/2021	
Mobilisation of staff to new service team.	April-May 2021		08/11/2021	
Soft launch – complete	October 2021		November 2021	
Full Go Live – full diversion of all cases through to Neu Approach Pathway from referral source	Formal Launch pre-Christmas 2021		January 2022 – Now March due to capacity and caseload review	
SSIF developed family resource information pack.	31 st July 2022		Finalised	
Benefits Realisation	Quarterly Reporting to Joint Commissioning Group/SSPB From February 2022)			
TOP RISKS & ISSUES	MITIGATION / ACTIONS TO RESOLVE		RAG	
P3 Neurodevelopment - Delay in roll out of Programme to wider Go Live stage.	<ul style="list-style-type: none"> - Recruitment now completed – full complement of staff (Family Support workers & Team Leader) now in place. - Soft launch has started. 			

	<ul style="list-style-type: none"> - Cases identified through the early help team are receiving support, advice and sign-posting - Information Sharing Agreement (the My Care IG framework) approved by Caldicott Guardians to ensure mechanism for information sharing is in place prior to comprehensive review of existing waiting lists. 	
<ul style="list-style-type: none"> - Effective support for the high number of families on the existing waiting list for the Lighthouse service whilst also launching/ opening the pathway to new referrals 	<ul style="list-style-type: none"> - Comprehensive review will take place the Lighthouse caseload following the My Care Information Sharing Agreement sign-off to identify caseload numbers and waiting times. 	

The soft launch of the pathway is continuing and to date 86 referrals have been identified for referral. Case officers within Early Help are actively supporting referrals and both of the substantive team members are holding a full caseload whilst developing the service with the wider team. The working group are continuing to meet to review the impact of case interventions, to agree finalisation of communications for a formal launch and review capacity requirements based upon the levels of need the team are identifying through the pathway. The full formal launch was postponed in order to ensure a staged approach is achieved, to assess capacity in line with cases already held within the community paediatric system prior to wider formal launch to direct referral routes. The Joint Commissioning Group have requested a formal evaluation framework is developed for the service which will be brought to future Joint Commissioning Group for approval.

The neurodevelopment family guide has been finalised the guide is now ready for publication.

The ADHD diagnostic testing using QB Test methodology and mobilisation has been factored into the due diligence process for the transfer of the service to EPUT. This is expected in May 2022 or sooner if possible. Staffing solutions to support the pathway are currently being developed and aligned to the Lighthouse transformation work.

ASD diagnostic assessments continue to be outsourced and waiting times for assessment continue to be sustained. Work on the joint data set and 2021-22 total assessment demand is currently being finalised will enable greater oversight of long term commissioning requirements.

All backlog cases have been transferred for assessment for the children under 5 awaiting assessment by 31st March 2021 and have either already been assessed or are in the process of doing so. Historical over 5s backlogs for ASD assessments have now been appointed and seen and therefore all new cases identified as requiring ASD assessment are transferred directly to the Central Referral Support service to case transfer to an assessment provider. There are no over 5s cases currently awaiting case allocation for assessment as all current assessments are with providers for appointment schedu.

Recommendations / Discussion / Decisions required from Joint Commissioning Group

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