

Health Overview and Scrutiny Panel - Update Report for 28th February 2019

In December 2018, Norfolk HOSC received a briefing paper which included the action plan that was developed following the Independent Review of the Integrated Children's Speech and Language Therapy (SLT) service in Norfolk. The committee asked to be updated on progress of the action plan and to respond directly to a concern raised by parents of children with special educational needs and/or disability (SEND).

The commissioners have provided the following information:-

Norfolk's Integrated Children and Young People Speech and Language Therapy (SLT) Service contract (excluding Great Yarmouth and Waveney)

Presented by:

Michael Bateman - Head of Education High Needs SEND Service, Norfolk County Council (NCC)

Rebecca Hulme - Chief Nurse Great Yarmouth and Waveney CCG, Director of Children, Young People and Maternity Norfolk and Waveney

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The purpose of this paper is to;

1. Provide key messages, against the action plan to address the recommendations made by the independent review of current need and provision for children and young people with speech, language and communication needs in Norfolk.
2. Provide a response to the HOSC question why children with SEND do not have a single point of contact in place

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1 Key Messages

1.1 Additional Resource for the SLT Service

All commissioners accepted the unmet needs of Norfolk children with speech, language and communication needs (SLCN) that were identified in the Independent Review. In recognising this and pressures in the SLT service, a 30% uplift in funding has been agreed, effective from April 2019, subject to contract standing order exemption. The uplift will provide additional funding of £510,093 to support the service to meet needs of Norfolk children with SLCN.

Table 1. New funding for Integrated SLT contract in Norfolk (excluding Great Yarmouth and Waveney)

Commissioner	Baseline	30% uplift	Total
Norfolk County Council	946,377	£283,913	£1,230,290
Norwich, North Norfolk, South Norfolk and West Norfolk Clinical Commissioning Groups	753,937	£226,181	£980,118
Total	1,700,314	£510,094	£2,210,408

1.2 How will this funding be prioritised?

Discussions are continuing between commissioners and ECCH following proposals developed and submitted by the provider in January 2019. Areas identified for investment include; support for families of pre-school children with complex needs, an improved service offer for schools, additional speech and language therapy (SLT) workforce capacity and adoption of a county wide menu of screening tools.

2. Current Position

There has been a gradual reduction in the number of children and young people who receive their first appointment within 18 weeks of referral (88% in quarter one, 86% quarter two, 84% quarter three). This performance is consistent with the demands described in the Independent Review and the impact of the contract performance measures which require ECCH to prioritise the requests for education, health and care plans (EHCP) assessment and provision. The level of EHCP requests for assessment have remained higher than projected at the time of the original procurement process. ECCH and the Education High Needs SEND Service have identified that and implemented measures to ensure that all requests for assessments are appropriate. This approach has started to see a reduction of requests; and the impact of the additional investment in staff and training for schools and settings across Norfolk should result in reduced demand for specialist input by ECCH and in turn, reduce waiting times.

The drop-in service for families of pre-school children with possible SLCN remains popular. The difficulties associated with families being turned away from a small number of sessions has been carefully considered. Performance has improved (Appendix 1) as a result of modifications to the structure of the sessions and the current arrangements provide sufficient drop in capacity to meet the numbers of families attending.

The Independent Review was clear that the drop-in sessions were important for families in accessing support. The recorded outcomes of sessions indicate that not all children who attend these sessions will require SLT intervention but may require support from other services. ECCH, Cambridgeshire Community Services (providers of the Healthy Child Programme), health and local authority commissioners, the new Early Childhood and Family Service and other referrers are working to further simplify the referral process for speech and language therapy in addition to providing appropriate support to families from the wider children's workforce. The collective work to date and that planned for the next twelve months

offers assurance that service improvement will be realised during 2019/20 and children and young people will be able to access a better system of support for SLCN.

3. Norfolk SLCN Stakeholder Group

To improve outcomes for children and young people across Norfolk, we recognise that all services delivering support for SLCN must be aligned and underpinned by effective partnerships. The Norfolk SLCN stakeholder group brings together system-wide stakeholders including SENCO networks, School Associations, ECCH, Education High Needs SEND Service, Virtual School SEND, Virtual School Sensory Support, Family Voice Norfolk, Special Educational Needs and Disabilities Information Advice and Support Service (SENDIASS), Cambridgeshire Community Services NHS Trust and Public Health. The aim of the group is to establish mechanisms for stakeholders to engage; this includes parent carer networks. A draft Norfolk wide strategy (Appendix 2) has since been developed; and engagement with wider stakeholders such as schools and families will be invited during the spring.

3.1 Strengthening partnership working

The review highlighted the importance of improving communication and engagement with children, young people and their families. The SLT project working group, established in September 2018, began by sharing outcomes of the review via the Local Offer website and SEND e-newsletters and organised an initial meeting with SENSational families. Family Voice are represented on this and the stakeholder group to help us engage with those with lived experiences and a communications strategy has been developed. The working group has published further guidance for schools to outline what support can and should be offered to children and young people before they are referred for specialist services and we will be engaging with multiple parent carer networks in the spring. An important piece of work that is underway is a mapping exercise of all partners and services who offer support with Speech, Language and Communication Needs (SLCN). This will enable better partnership working and raise the profile of the importance of speech and language communication in Norfolk.

The stakeholder group is also aware of SLCN developments that are being led by partners. This includes the Norfolk Health Visitor SLCN pilot for health visitor training with a target cohort for those who don't access formal educational settings and the innovative work of the Community Champions; an early support service with an emphasis on SLCN, working with a contained target cohort within the catchment of the Norwich Opportunity Area (NOA). The working group was able to work together to support a bid to the Education Endowment Fund for a targeted programme of Etklan Training across Norfolk schools.

Due to the size of the action plan, it has been split into sections across multiple pages. The plan was last updated on the 15th February 2019.

Recommendation	Actions	Timeframe / Deadline	Status as of Dec18	Status at Feb19	Narrative
R1.1	Develop a SLCN strategy	Sep-19	Draft plan Dec 18	Complete	Arrangements are being made to share and receive feedback on the draft strategy with a focussed group of stakeholders, including groups representing families.
R2	Develop Stakeholder Communication and Engagement Plan with current / proposed contract to reboot / bring system back on board and include meaningful involvement in redesign.	Nov-18	On track	On track	Decision approved for a 30% uplift in funding of £510,093. Progressing as expected.
R2	Issue communication outlining the outcome of review / next steps to stakeholders involved in independent review	Dec-18	On track	Complete	The outcomes of the review have been published on the Local Offer with a targeted communications issued via direct emails and e-Newsletters. Further work will continue in the spring through stakeholder engagement.
R2	Establish a SLCN stakeholder group with system-wide representation	Sep-18	Complete	Complete	A key piece of work is re-engaging with schools to review the system offer for SLCN. Representatives for schools have been identified who will attend stakeholder meetings and we expect to attend school forums and networks throughout 2019 to further build confidence and partnership working.
R2	Remodelling of complex and special school offer within existing resources	Jan-19	On track	On track	Progressing as expected, with additional outreach resource utilised by ECCH to bolster support at complex needs schools .
		(start of Spring Term)			Wider review of whole range of services as part of review / redesign and VSSS is part of the review. This work has not started yet but will be considered as part of the Transformation work agreed by Members.
R2	Map demand and capacity with ECCH to review resource and identify gaps	Oct-18	Complete	Complete	A stakeholder workshop was held in January 2019 to review proposals to address the gaps across the system. These proposals included specific tools and resources for schools and additional and specialist support for families. An implementation plan for April 2019 has been agreed.
R2	Develop single point of contact for groups of schools and settings	Mar-19	On track	On track	<p>The mechanism for a single point of contact is in place for the core speech and language therapy service provided by ECCH. The East Coast Community Access Team (ECCA) are available Monday to Friday 7am-8pm with additional information on the Norfolk Local Offer website.</p> <p>A single point of contact (SPOC) for SEND would encompass multiple services for children and young people across health, education and social care and any work to review this request formally sits outside of the speech and language service. The Norfolk SLCN stakeholder group have commenced a system-wide piece of work to understand whether a single point of contact for SEND is feasible within existing resources. This work will look at how better access to information and advice might resolve challenges for parents seeking progress with support for their child.</p>
R2	Review how services are provided to schools	Sep-18	On track	On track	Progressing as expected. A key outcome of the review included extra resource within our additional and targeted provision, e.g. schools. This work continues and will be part of the wider review of whole range of services as part of the Transformation work

Recommendation	Actions	Timeframe / Deadline	Status as of Dec18	Status at Feb19	Narrative
R2	Issue advice to schools on how to support children with SLCN in a graduated approach, with process for support and including clarification on the EHCP SLT assessment referral process.	Sep-18	Complete	Complete	No additional narrative required
R3	Brief Chief Officers re Review Findings and options appraisal paper for decision over resource envelope	Dec-18	Complete	Complete	No additional narrative required
R3	Options paper to CHIG, Joint Strategic Commissioning Committee (JSCC) Suffolk County Council (SCC), NCC to determine scope for additional resource and confirmation on whether redesign either within existing resource envelope or with additional funds	From Nov-18	Complete	Complete	No additional narrative required
R4	Mapping of other funding streams to explore opportunities to pool resources or align outcomes for service delivery to support a balanced system model	Jun-19	On track	On track	The original timeframe was not realistic for this piece of work due to the complexity of funding within the SLCN system. With potential contractual implications, further work and time is needed to understand the commissioning landscape and any impact of aligning or pooling resources. Some elements are within the SLT contract area and some outside and part of the wider system.
R4	Clarification / engagement work with schools on expectations for children at SEN Support / use of delegated funding	Dec-18	On track	Complete	This action is now considered out of scope as this work is taken forward by SEN colleagues through the published SEN Support Guidance for schools (October 2018)
R4	Clarification of enhanced offer as part of core contract for schools	Sep-18	Complete	Complete	No additional narrative required
R4	Mapping of SLCN services across the system to identify the total resource available to the system	Apr-19	Expected Dec 18	On track	The timeline has been revised. A mapping exercise is active and likely to continue throughout spring 2019 to ensure we capture all services providing support in speech, language and communication across Norfolk.
R5	NCC decision over re-use of delegated and 'top-up' funding to support targeted SLT interventions in schools and settings and upskill of workforce programme	Dec-18	On track	On track	Additional advice will be provided to schools on how targeted SLT interventions in schools can be delivered. Will be part of the wider review of whole range of services as part of the Transformation work
R5	Review existing KPIs for current contract delivery to include outcome measures, qualitative data and current output focus	Nov-18	Complete	Complete	Work is planned over spring 2019 to implement these changes for the next financial year

Recommendation	Actions	Timeframe / Deadline	Status as of Dec18	Status at Feb19	Narrative
R6	Develop system KPIs as part of the strategy e.g. joint outcomes framework for SLCN population and success measures	Jan-19	On track	On track	Progressing as expected and being led by the Norfolk SLCN stakeholder group. The aim of this work is to embed shared outcomes for multiple commissioned services to ensure that across Norfolk, we are using the same measurements to monitor the quality of services for children and young people. This work is ambitious and will require collaboration over an extensive period of time. The first step is to identify a targeted number of commissioned services that provide SLC support and work with commissioners to implement consistent qualitative and quantitative outcomes. This work has commenced. Further to this, a joint SEN commissioned framework between education, health and social care is being designed and led by Norfolk County Council strategic commissioning team.
R7	Commissioners will communicate with stakeholders to embed learning and understanding of the service	Oct-18	On track	On track	Progressing as expected. This work commenced in October 2018 with the formation of the Norfolk SLCN stakeholder group and continues.
R8	Review referral routes/process to maximise efficiency and improve routes into service	Oct-18	Complete	Complete	No additional narrative required
R8	Review drop-in model to determine any service changes	Oct-18	Expected Jan 19	On track	This work is linked to the outcomes of the new early childhood and family service. ECCH are committed to working with Norfolk County Council to determine how the drop-in model will evolve in the future in light of new service model for early years.
R8	Review of telephone triage and the flow from triage into service / signposting to determine continuation, amendment or redirection of resource elsewhere	Oct-18	Expected Dec 18	Complete	ECCH have reviewed telephone triage and will to continue to monitor how this resource will be managed in the future. It is expected that the wider-system work will have a positive impact on demand for ECCH's services.
R8	Implement Link Therapist model across Norfolk in line with recommendations (links A9)	Mar-19	On track	On track	Link Therapists progressing as expected and forms part of the ECCH's proposals of the funding uplift
R9	SLT School interventions guidance on expectations for school implementation prior to EHCP needs assessment confirmed as part of School SEN Support Guidance and expectations around use of notional SEN funding.	Nov-18	Complete	Complete	No additional narrative required
R10	Review of ring-fenced provision for Virtual School Sensory Support and consideration of tapering down / upskilling of VSSS workforce for some activity	Dec-18	On track	In Progress	This work will be part of the wider review of whole range of services. This work has not started yet but will be considered as part of the Transformation work agreed by Members to continue.
R10	Explore targeted use of key stage 1/2 SLCN outreach teacher to support training of universal school workforce in delivery specialist / targeted interventions in school.	Dec-18	On track	On track	Progressing with developing working model and identifying caseload

2. Provide a response to the HOSC question why children with SEND do not have a single point of contact in place

Currently, a single point of contact for services for children with SEND sits outside of the remit of the integrated speech and language therapy (SLT) service provided by East Coast Community Healthcare (ECCH). Within ECCH SLT service, parents and professionals can contact the East Coast Community Access (ECCA) team, for queries, advice and information on referrals and further information is available on the Norfolk Local Offer website.

It is understood that families feel there isn't a named contact or professional who can navigate the system on their behalf to check they are getting the right support and answer any queries or concerns that may arise.

For some children in Norfolk with very complex needs, families are offered a key worker service, provided by Norfolk Community Health & Care (NCHC) and this individual may provide a range of support from domiciliary care to coordinating packages of care across health and social care. This is a bespoke service provided for our most vulnerable children and young people.

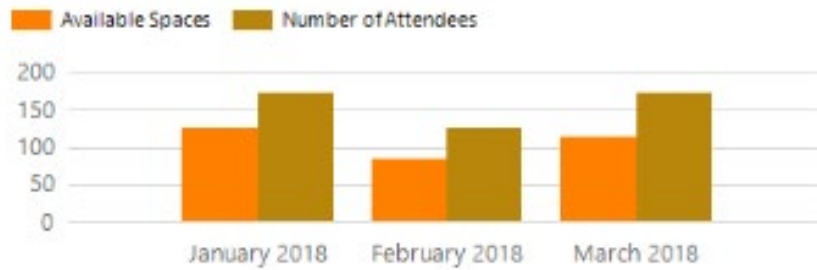
The Norfolk Stakeholder group for SLCN is keen to revisit the need for such a service/function in Norfolk and will be working with partners to ensure that simplified access to services is prioritised.

An initial meeting, with a focussed group of agencies supporting families, is planned for the spring. It is proposed that following this scoping exercise, a wider series of engagement exercises with families take place.

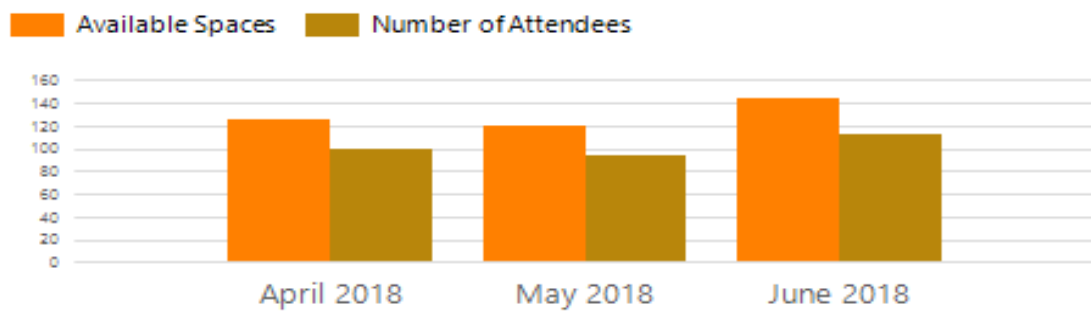
Appendix 1

Provision and take-up of spaces at Drop-in sessions (over 12 months)

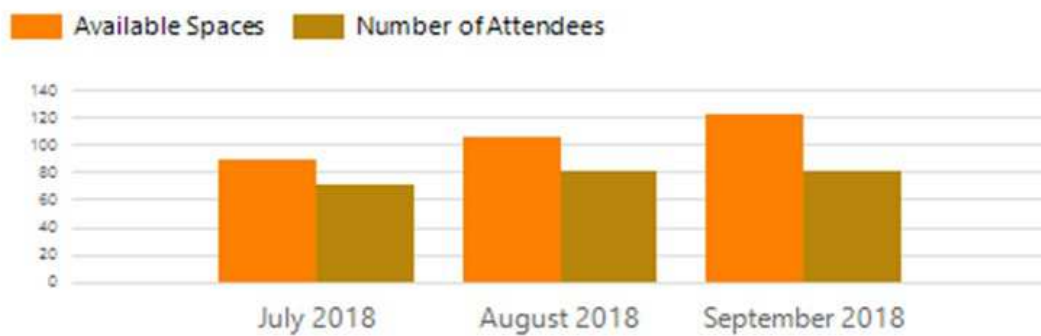
Quarter 4 2017/18



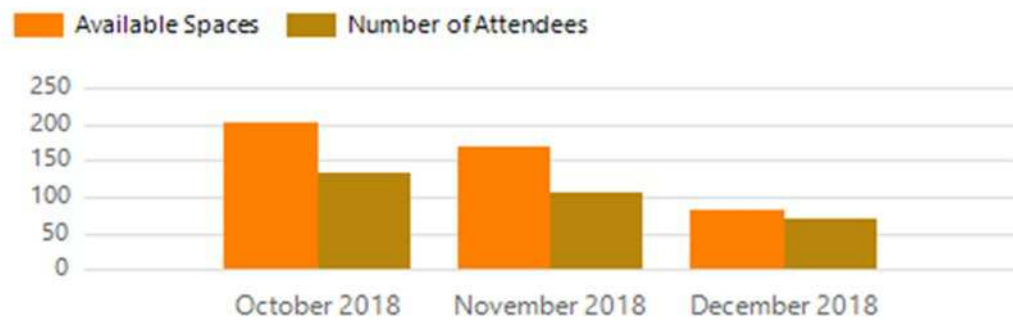
Quarter 1 2018/19



Quarter 2 2018/19



Quarter 3 2018-19



Appendix 2

Norfolk plan on a page for SLCN 2018/19

Scope and Purpose					
The ability to communicate is an essential life skill for all children and young people and underpins a child's social, emotional and educational development. Working together, we will; ensure that all children and young people receive good, effective and equitable support, promote the role of parents and carers and communicative partners and achieve better outcomes for children and young people.					
Expected Outcomes					
<ul style="list-style-type: none">Children and young people will spend time in communication friendly environments supported by an infrastructure that makes it easier for those with a targeted level of need to understand and express themselvesSetting and school staff will be supported to be confident and competent to deliver targeted interventions and educational support for their pupilsParents of children with an identified SLCN receive additional support to ensure confidence in their role as key communication partnersChildren and young people will understand the importance of communications in everyday lifeTimely, impactful interventions at every stage					
Goals					
To enable stakeholders across Norfolk to plan and deliver a fair and sustainable system of services to identify and support those with speech, language and communication needs.					
Priorities for action					
Workforce Training and development	Enabling parents to be communicative partners for their child	Working in partnership with schools and educational settings	More children with Specialist SLCN have their needs met as part of multi-agency professional packages of support	Reduce the gap in services commissioned for children with SLCN	Work to ensure CYP, parents and stakeholders understand the importance of communication as an essential life skill
Targets					
Increase in drop in Session / targeted training for parents	Increase in impactful training sessions For schools And settings	SLCN services will be measured by shared outcomes	Reduction in waiting times	Evidence of increased parental confidence	Greater equality of sustainable provision in universal, targeted and specialist provision of SLCN services
Guiding Principles					
By working together towards the same aims with shared accountability and responsibility; we are more likely to achieve better outcomes for CYP		System wide change can only be achieved through co-production and delivery of needs led and impactful services	We are all champions of communication and will promote the importance of developing core speech, language and communication skills		With access to information, advice and support, those who interact with a child most are best placed to facilitate learning and support to enable that child to thrive.
References					
Balanced System® Bercow (Ten years on) Independent Review of Speech, Language and Communication Provision in Norfolk 2018					