

North West London Joint Health Overview and Scrutiny Committee Supplemental Agenda

Date: Tuesday 18 November 2025

7. **Special School Nursing and Update on SEN provisions (Pages 3 - 10)**

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Report to the North West London Joint Health Overview Scrutiny Committee

18 November 2025

Report Title: Special School Nursing

Report Author: David Williams - Programme Director, Integrated Care, NHS North West London
ICS

Ross Graves – Chief Strategy and Digital Officer
Central and North West London NHS Foundation Trust

Purpose:

To provide an update on the current position of Special School Nursing provisions across North West London.

Community Core Offer Specialist School Nursing Update to NWL JHOSC November 2025

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David Williams, Programme Director, Integrated Care, NWL ICS

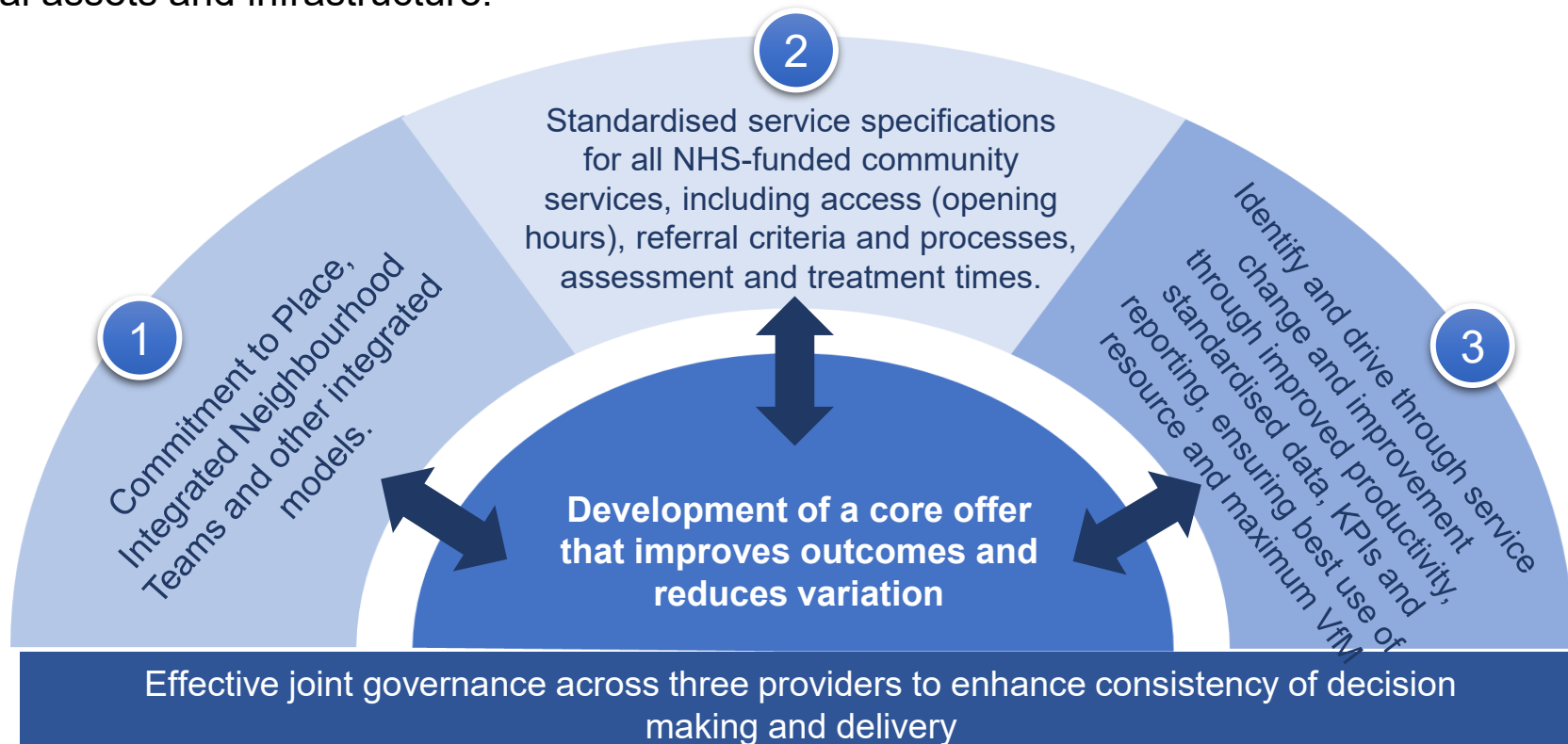
Ross Graves, Executive Director of Partnerships and Commercial Development, CNWL

Clare Miller, Deputy Director Clinical Services, West London NHS Trust.

Developing a core offer for community services – Provider Collaborative Approach

A Core Offer for community services is a key contributor to improving outcomes and reducing variation for the NWL ICS. Community Providers, through the collaborative have committed to **developing a consistent core offer for “any place”** to reduce unwarranted variation and drive service consistency across North West London. Within this, providers will **shape the future role of Place**, considering how our services are part of and enable Integrated Neighbourhood Teams. Providers will work together to **drive efficient, high-quality care through improved productivity**, including making the best use of our digital and physical assets and infrastructure.

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All NHS-funded adults' and children's services are in scope of the core offer

9 adults' services and 2 children's services are in the tranche 1 services

- 21 Adults' services in scope:**
1. Urgent Community Response
 2. Community P2 Beds
 3. Discharge to Assess
 4. Short-term Rehab
 5. Community Nursing
 6. Complex Case Management / Frailty
 7. Care Home / National Care Home In Reach
 8. Falls
 9. Heart Failure,
 10. Cardiac Rehab
 11. Pulmonary Rehab
 12. Respiratory
 13. Tissue Viability/Leg Ulcer
 14. Neuro Rehab
 15. Stroke ESD
 16. Diabetes
 17. Nutrition and Dietetics / Weight Management
 18. MSK
 19. Bladder and Bowel
 20. Speech and Language Therapy
 21. Podiatry
- 9 Children's services in scope:**
1. Community Paediatrics
 2. Occupational Therapy
 3. Physiotherapy
 4. Speech and Language Therapy
 5. Audiology
 6. Bladder and Bowel
 7. Community Children's Nursing Service, Specialist Paediatrics Nursing within CCNS
 8. Special Schools Nursing Service
 9. Children Looked After (CLA)

Represents **100%** of NHS funded core offer services within CLCH, CNWL and WLT

Core offer services have been prioritised using the following criteria:

Our Prioritisation Criteria	
1	Impact on equality of access or high health inequalities
2	Services "at risk" of closure due to funding and/or access to resources.
3	Clinical impact e.g. poor patient outcomes or excessive waiting lists.
4	Strategic fit with the NWL/national expectation of community services.
5	System impact e.g. will it reduce acute demand and care for patients closer to home?
6	Deliverability at Place e.g. is this a priority service for Integrated Neighbourhood Teams?
7	Areas of inefficiency due to multiple providers and/or opaque pathways.
8	Impact on patient experience e.g. are patients having difficulties navigating the system and accessing the right service first time.
9	Historically key underfunded areas i.e. where current spend is not correlated to need.

Brent Place are leading on the development of a core complex/frail offer. We are engaging with this work stream to enable the community core offer element to align with this service and to that population in care homes.

Prioritised Services for Tranche 1a – from April 2025

Adults' Services:

1. Community P2 beds for Rehabilitation
2. Urgent Community Response
3. Community Nursing for patients who are housebound
4. Podiatry

Children's services:

1. Special Schools Nursing
2. Children Looked After

Prioritised Services for Tranche 1b – from Q2/Q3 2025/26

1. Integrated neuro rehab and stroke
2. Discharge to assess

Prioritised Services for Tranche 1c – from Q3/4 2025/26

1. Bladder and Bowel (all ages)
2. Tissue Viability/leg ulcer
3. Short-term Rehab

We have allocated Senior Responsible Officers, Clinical Responsible Officers and project managers to each service to take this work forward working across the three Trusts and eight NWL Boroughs

We will have prioritised Neuro-Developmental Services for children, alongside the Mental Health Core Offer work.

Represents approximately **50%** of contacts in the core offer services within CLCH, CNWL and WLT

Review Process

Collective review of the clinical model of each service historically commissioned across 8 NWL boroughs

Core model proposal agreed at high level for each service

Subject specific work stream informed by subject matter experts to progress from high level outline to full specification

Review of best practice to further inform model

Engagement with stakeholders including local authorities, primary care, acute trusts, plus other partners as appropriate to each service to inform model

Impact analysis on service users and stakeholders/partners to inform model and implementation plan

Gap analysis by each borough of current to proposed model to identify scale of change

Demand and capacity review for each borough to identify:

- Productivity opportunities

- Investment or resource reduction position per borough

Sign-off by Collaborative Chief Operating, Medical & Nursing Officers and NWL Clinical Advisory Group

Implementation/mobilisation plans and timeframes agreed with partners

Special School Nursing

SRO	Clare Miller, WLT
CRO	Clare Miller, WLT
PM	Joe Robertshaw, CNWL

Summary of changes and boroughs affected:

- Service specification outlines shared care/ delegation model in line with national guidance in Children and Families Act 2014, with delegation of tasks to healthcare assistants and school staff.
- All boroughs will be affected to some extent, most significantly in Ealing where large proportion of work could be moved to school staff

Workstream update October 25:

- An updated specification has been developed based on NHSE feedback (with agreement that this now aligns with national guidance) and whole day workshop for service leads on 4th June.
- Further work is needed on risk management and task allocation – to be fed into specification amendments; to be finalised by December 2025.
- Updated spec to be shared with Directors of Children's Services; final approval from CMO/CNOs.
- Borough meetings underway to validate the model and understand feasibility; half of NWL boroughs are already mobilising the model.
- Resource implications to be identified in November 2025.


Escalations to ICB

- Change in offer to meet national guidance – delegation model differs from current offer in some boroughs (significantly Ealing).

Milestones	Timeline /RAG	Progress and mitigation
Undertake demand and capacity mapping.	July - Nov 2025	Sussex complexity tool and CLCH staffing skill mix tool to be used in addition to RCN guidance and clinical skills.
Agree outcome measures and KPIs.	July 2025	First draft formulated, to be finalised spec signed off
Engage key stakeholders on proposed changes e.g. staff, partner agencies, patients, carers, public.	July – Oct 2025	Stakeholder mapping completed, one round of consultation with DCOs with second round booked ; ICB BCYP Board and Integrated Care Board in Nov
Review SSN workforce capacity/ skill mix and agree further resource requirements per boroughs	Sept- Nov 2025	CLCH staffing skill mix tool to be used.
Agree competency and training approach for school staff under new model.	Sept –Nov 2025	
Finalise service delivery model and timeline to achieve core offer.	Dec 2025	

Risk	RAG	Mitigation
Some schools may resist the proposed change which requires school staff JDs to include delegated health tasks		Creating delegation risk assessment and clear documentation for training and competency sign-off to increase confidence in the new model.
Challenges in meeting needs for future special school expansion and increase in children with SEN and HCP needs in mainstream schools		Through demand and capacity work to identify staff mix and numbers for a pupil quota to inform current and future staffing
CLCH & Sussex Tools taken longer than planned due to competing priorities within the services and the formula of the CLCH Tool had to be adjusted		Have maintained communication to stakeholders, including via NWL ICB SSN meeting it will impact on timeline to deliver sharing of documentation & transition plan
2016 CHC Framework and packages may not be sufficient to cover in school and home support sufficiently, leading to inconsistencies in care allocation, including impact on 1:1 in schools		Having to consider alternative support needs in response to CHC outcomes but it does put pressure on other aspects of the system.
ICB and education commissioners cannot agree		

Special Schools Engagement Work Plan

Priority	Description	Action	How?	Deliverable	When?
Designated Clinical Officers for SEND	Engage their clinical expertise into the service design and skill mix and delegation requirement for delivering of the proposed specification and its component 4 levels	DCO's to attend SSN session 1. To share the specification and 4 levels to input into the final draft ahead of wider stakeholder engagement and 2 to review the capacity and demand analysis and assess the skills required	Through a clinical meeting Draft specification has been shared with DCOs, comments are being received	Outputs to be reported to the ICB Clinical Effectiveness Group, Community Collaborative Clinical Board and NWL Clinical Advisory Group for clinical endorsement	End October '25
Directors of Childrens Services and Local Authorities – e.g. 	Engage their expertise into the demand and capacity analysis, enabling them to provide local insight into their own borough needs and understand the variation across NWL, and implications for main stream schools. Engage their input into the roll out of the proposed specification in their borough	ICB Director of Clinical Programmes (DoCP) to link with DCS in Westminster to plan LA engagement Asst Director CYP and SSN SRO bring in learning from boroughs where new model is already working and where agreements have been reached with school unions in Ealing DoCP to bring in learning from NHSE/national	Borough Directors meet with their respective DCS and LA teams as per the outlined agreement with Sarah Newman Follow up NWL wide meeting between central ICB team/ Community Collaborative Programme team and the LA to compare demand and capacity analysis across NWL and to agree engagement and implementation plan for roll out of specification	Local insights added to the respective demand and capacity analysis for each borough Implementation plan informed by borough, school union and national insights	September – November 2025
Special Schools	Engage their lived experience into the challenges and issues with respect to the proposed specification and the operational delivery of the four levels outlined in the specification	Borough Directors alongside DCOs respective community provider and LA colleagues meet with special schools, parent and carer forums and if possible YP forum	Workshop style meetings with follow up with individual schools as necessary	Agreement on implementation plan of new specification and delivery of levels	October – November 2025
All partners and stakeholders including JHOSC	Contribute to the NWL ICB special schools needs assessment document	Borough Directors with their respective boroughs and the ICB CYP and health equity team engage partners in informing health needs assessment document	Through surveys, interviews workshops Initial briefing to JHOSC November 2025	Needs assessment informed by stakeholders Report to be shared at ICB Strategic Commissioning Committee	September to November 2025

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