



**SEND LOCAL AREA**  
Written Statement of Action  
February 2019

## Introduction

This document outlines the commitment of Kingston Council, Kingston's Clinical Commissioning Group (CCG) and Achieving for Children (AfC) to address the areas of concern which were identified in Kingston's local area SEND inspection, which took place between 17-21 September 2018.

The document addresses four key areas:

- **Significant concern 1:** The overall poor quality and monitoring of Education, Health and Care plans, including contributions from health professionals
- **Significant concern 2:** The timeliness of leaders in ensuring that the annual review process and any subsequent amendments to EHC plans are consistently made in line with the SEN code of practice
- **Significant concern 3:** The strategic leadership and monitoring of the CCG's work in implementing the 2014 reforms
- **Significant concern 4:** To ensure that there is a productive and positive relationship between parents and parent representatives, including a parent carer forum.

Our written statement of action has been produced in close partnership with the CCG, AfC and Kingston Public Health so that all key partners are working together with urgency and determination to address these weaknesses. In addition, we have shared the document with our young people, and a focus group of parents and carers because we recognise the importance of co-production, shared ownership and commitment across all elements of the system.

The monitoring of the progress towards addressing the agreed significant concerns will take place in a quarterly meeting with the Department for Education (DfE) and NHS England, and feeding into this our progress will be considered through the Kingston SEND Partnership Board which will be held on the same day. Other SEN team plans, CCG work plans and internal performance systems will all measure progress and ensure strong accountability.

In addition, Kingston Public Health will be working with the CCG and AfC partners to ensure that the SEND Joint Strategic Needs Assessment recommendations are utilised and inform the commissioning intentions of all partners so that resources, provision and activity is based on an accurate assessment of the SEND population in Kingston.

Kingston's Written Statement of Action is integral to both the Local Area SEND Transformation Plan which has been written and shared with all key partners and the local health and care plan that is currently in the process of finalization. These plans will energise all partners in the SEND system to deliver real transformation for our local children, young people and their parents and carers. It also embeds the principles of the 2014 Children and Families Act.

### **The Local Area SEND Transformation plan vision for 2020 has five key components**

- Children, young people, parents and carers are listened to and **engaged**.
- **Local provision** is expanded so that children's education, health and care needs can be met locally.
- The **whole system**, with education, social care and health services at the core, works together and with families.
- Provision is high quality and delivered by well trained and supported **professionals**.
- The community is supported to meet the needs of all children and young people by embracing diversity and **inclusion**, so that all children and young people with SEND have the opportunity to play, learn and grow-up together locally.

### **Transformation addresses five key issues over the next 3 years**

1. Developing new approaches to early intervention so that children with SEND are supported to remain in mainstream schools.
2. Increasing the range & quality of local education, health and care provision for children and young with SEND.
3. Improving business insight and implementing more commercial approaches to the commissioning of SEND placements and support.
4. Engaging all stakeholders, including all parents and carers, in reforming the SEND system and changing attitudes and behaviours.
5. Promoting independence and strengthening transition for children and young people with SEND through school phases and into their adulthoods.

In terms of governance, the SEND Transformation Plan will be overseen by a Strategic SEND Partnership Board which will be chaired by the Chief Executive of Kingston Council, Ian Thomas. The governance structure below outlines both Education and CCG structures which will oversee the Written Statement of Action progress and link directly to the SEND Partnership Board and its strategic oversight so that progress is monitored frequently and effectively.

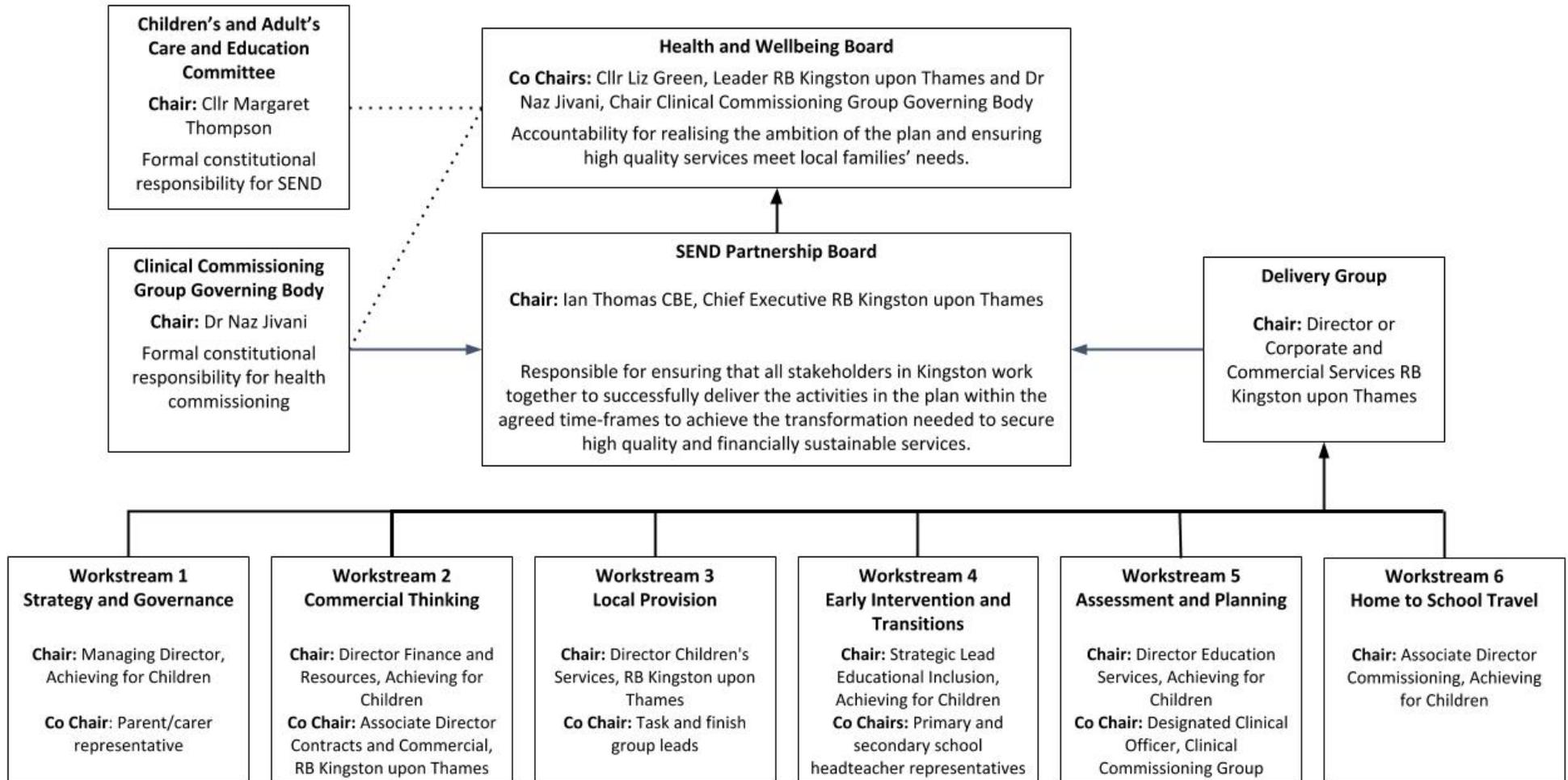
The six workstreams will deliver some of the activities which are directly linked to the action points from the SEND Local Area inspection. In particular, Workstream 1 focuses on systemic change and accountability of all partners which links directly to significant concern 3 – CCG Leadership.

Workstream 3 which builds local provision which meets the identified needs of our children and young people with SEND must incorporate the therapeutic provision and strategies for increasing confidence for parents and carers in the Kingston Local Offer.

Workstreams 4 and 5 are inextricably linked to Significant Concerns 1 and 2 and develop SEN systems, processes and engagement with providers so that our statutory duty for the EHCP process is robust, effective and high quality.

All six workstreams will emphasise the importance of engagement and opportunities for parents, carers and children and people to actively contribute to SEND improvement across the Local Area. Whilst much of the SEND Transformation and Written Statement of Action focuses on children with EHCPs, the focus on supporting children receiving appropriate intervention, services and provision at SEN Support level will be addressed in detail through Workstream 5.

## SEND Transformation Governance Structure



In addition to the SEND Partnership Board, governance of the WSOA is also overseen through AfC and CCG internal governance mechanisms:

### Achieving for Children

Governance Mechanism	Activity	Significant Concern
Performance, Quality and Improvement Board	Monthly oversight of the written statement of action through SEN dataset and qualitative discussion across social care and health partners	1,2,3,4
AfC Senior Leadership Team	Monthly senior leadership team to focus on progress in SEN team action plan	1,2,3
AfC Workforce Board	Focus on professional development for SEN, social care and health teams	1,2
AfC Director's Board	Accountable for AfC overall performance	1,2,3,4
Parent Consortium	Termly Update	1,2,3,4

### Clinical Commissioning Group

Governance Mechanism	Activity	Significant Concern
Kingston Clinical Commissioning Group Governing Body	Accountable for the overall performance of KCCG and bi-monthly oversight of the written statement of action through SEN dataset and qualitative discussion across Social Care and Education partners	1,2,3,4
Kingston and Richmond Integrated Quality Governance Committees in Common	Monthly focus on the performance, quality and delivery of the written statement of action	1,2,3,4
Kingston and Richmond Finance Committees in Common	Responsible for approving financial resources to support the delivery of the written statement of action.	1,2,3,4
Parent Consortium	Termly update	1,2,3,4

**RAG RATING KEY**

<b>RED</b>	The action has not yet started or there is significant delay in implementation. The action must be prioritised to bring it back on track to deliver improvement.
<b>AMBER</b>	The action has started but there is some delay in implementation. The action must be monitored to ensure the required improvement is delivered.
<b>LIGHT GREEN</b>	The action is on track to be completed by the agreed date. Evidence is required to show that the improvement has been embedded and sustained.
<b>GREEN</b>	The action has been completed and there is evidence that the improvement has been embedded and sustained.

Initial RAG rating		Current Month October		Direction of travel since the previous quarter
<b>RED</b>		<b>RED</b>		
<b>AMBER</b>		<b>AMBER</b>		
<b>LIGHT GREEN</b>		<b>LIGHT GREEN</b>		
<b>DARK GREEN</b>		<b>DARK GREEN</b>		
<b>COMPLETED</b>		<b>COMPLETED</b>		
<b>TOTAL</b>		<b>TOTAL</b>		

## Written Statement of Action

**Significant Concern 1: The overall poor quality and monitoring of Education, Health and Care plans, including contributions from health professionals**

### Aim of this programme of work:

Every EHC plan will be fit for purpose and fulfil statutory requirements under the 2014 Children and Families Act

### KPIs / Targets for assessing overall success of the programme:

- 95% of new EHC plans completed by August 2019 in 20 week timescale, and all partners complete assessments in a timely manner
- All partners and teams are confident and competent in fulfilling statutory duties for EHC assessment and understand their responsibilities under the 2014 Children and Families Act
- Quality assurance processes for existing EHC plans includes education, health and social care and indicates plans are fit for purpose and accurately reflect a child / young person's needs and appropriate education, health and care provision
- Feedback from Parents and carers indicates confidence in the assessment process and the quality of final EHC plans
- Feedback from Education settings indicates confidence in the assessment process and the quality of final EHC plans

Outcome	Actions	Success measure(s)	Lead Officer	Governance Forum/Lead	Timescale	RAG Initial	Progress update January 2019
<b>All EHC Plans will be produced in partnership with Health, Education and Social Care and will be of high quality and impact positively on outcomes for children and young people with SEND.</b>	<p><u>Training and Induction of staff</u> Revisit principles of 2014 reforms across AfC, Providers and health teams - training presentation to be shared with all teams.</p> <p>Cascade learning about SEND 2014 reforms.</p> <p>Training meeting slides revisit 2014 principles.</p>	<p>1. Performance for completing EHC plans within 20 week timescale improves from 69% in November 2018 to 95% by August 2019 and is maintained at that level or higher.</p> <p>2. Health and social care advice for EHCPs is</p>	Director for Education Services/Designated Clinical Officer	<p>Workstream – Assessment and Planning</p> <p>Workstream - Engagement</p>	<p>Training completed to wider teams by 30/4/19</p> <p>Designated Clinical Officer, SEN and Social care</p>		<p>Module 1 is being written.</p> <p>Dates of delivery for Module 1 have been agreed.</p> <p>Plan for invitations to be sent w/c 29/10/18. Each module will be delivered 3 times in 3 different</p>

Outcome	Actions	Success measure(s)	Lead Officer	Governance Forum/Lead	Timescale	RAG Initial	Progress update January 2019
	<p>Evaluate increased knowledge, confidence and competence in post- briefing evaluation survey.</p> <p>Write and lead training on process, specificity, and writing high quality EHCPs for schools, health partners and social care - led by Educational Psychology Service, Designated Clinical Officer, Social Care and SEN Leaders.</p> <p>SEN team to work in partnership with health and social care colleagues to support confidence of all staff in understanding how to complete their EHCP contributions.</p> <p>EHCP Training programme written for all new case officers and health professionals based on skills audit and self-evaluation.</p> <p>EHCP training programme delivered to</p> <ul style="list-style-type: none"> <li>● School SENCOs</li> <li>● Therapists</li> <li>● SEN team</li> <li>● Social care professionals</li> <li>● Health professionals</li> </ul>	<p>provided within the 6 week timescale – 95% by September 2019 and maintained at that higher level.</p> <p>3. Increased parental confidence in EHCPs measured through feedback gained after final plan agreed:</p> <ul style="list-style-type: none"> <li>● % who felt that they were fully engaged in the assessment and writing of the plan</li> <li>● % who felt that the plan accurately reflected their child’s education, health and social care need</li> <li>● % who felt that the plan would help their child make progress towards the outcomes.</li> </ul> <p>4. Feedback from education setting is gained after final plan agreed by:</p> <ul style="list-style-type: none"> <li>● % who felt that the plan accurately reflected the child/young person’s needs.</li> <li>● % who felt that the plan would make significant improvement to the children/young person’s</li> </ul>	<p>SEN Leaders, the Principal Educational Psychologist &amp; Director for Education Services</p> <p>Designated Clinical Officer</p>		to complete more detailed training by 30/6/19		<p>venues. These will then be evaluated and inform modules 2, 3 &amp; 4.</p> <p>Date agreed for training input to Disabled Children’s Team.</p> <p>Director for Education Services has drafted first of series of briefings for all AfC staff, first to be sent following publication of SEND Inspection Report This will be shared with public Health and CCG for broader circulation.</p>

Outcome	Actions	Success measure(s)	Lead Officer	Governance Forum/Lead	Timescale	RAG Initial	Progress update January 2019
	<p>Education Psychology Service to write and complete 'specificity' training and deliver to all SENCOs, SEN, Educational Psychology Service and Therapists.</p> <p>Social care to agree content and roll out to all teams.</p>	<p>access to teaching, learning and progress.</p> <ul style="list-style-type: none"> <li>• % who felt that the provisions in the plan would succeed in ensuring that the child / young person reached the outcome set out in the plan.</li> <li>• % of young people who report that the EHC assessment process has been positive and they are happy with the final plan</li> </ul> <p>5. % of AfC, and Health colleagues identify increased confidence and competence in their role and contribution to the EHC process.</p>	AfC Intelligence team & AfC Workforce development – impact of training Designated Clinical Officer				
	<p>Create strong induction programme for all new EHC coordinators.</p> <p>Embed induction skills audit and link to fortnightly training Lead fortnightly mandatory SEN team training.</p> <p>Social Care to include SEN training in all staff induction SEN training for 'care' assessment contributions for all</p>	<p>Induction skills audit in place Induction programme in place. Feedback from new appointments collected and used to inform future training 90% attendance at on-going fortnightly training. Competence and confidence scales in SEN team increase by 30%.</p> <p>Health Induction programme in place. Health providers</p>	Director for Education Services & AD SEND AD Workforce Development		January 2019 – Self-evaluation finalised and shared		<p>Initial planning meeting with Workforce Development.</p> <p>Meetings planned with Health providers from January 2019.</p>

Outcome	Actions	Success measure(s)	Lead Officer	Governance Forum/Lead	Timescale	RAG Initial	Progress update January 2019
	<p>Child Protection, Referral and Assessment, CP, Independent Reviews, Leaving Care and Permanency teams.</p> <p>Develop an induction module for all health commissioned providers of SEND services.</p>	<p>training records show all new staff in relevant posts have received induction training</p> <p>Social care managers initial training for 'care' assessment completed.</p>	KCCG Designated Medical Officer/ Designated Clinical Officer		April 2019		Social care managers training discussed and agreed at leadership team meeting – 14/1/19.
	<p>Add capacity to SEN team to fulfil quality assurance activity through senior leaders, and to implement effective data system through Business Support team.</p>	<p>SEN structure revised and agreed with SLT and shared with team.</p> <p>New roles appointed in Business Support.</p> <p>Synergy database training completed and implemented with Intelligence team.</p> <p>SEN staff feel confident and competent in using Synergy database. All Synergy workflows support SEN activity.</p>	Director for Education Services & AD SEND		<p>May 2019</p> <p>February 2019</p> <p>Synergy deadline May 19</p> <p>Feb 19</p> <p>July 19</p>		<p>New posts appointed.</p> <p>Meeting with Systems agreed to January 2019 all team revisit Synergy basic training, followed by floor walking and individual support</p> <p>Business Systems Analyst / EHC Coordinator Assistants Team Leader.</p> <p>School input from schools and SEN team – triaged Years 5, 9 &amp; 12 completed by December 2018.</p>
	<p>AfC Specialist school nurses to undertake training on using the Client information system – Care Notes to ensure care notes are regularly updated and uploaded.</p>	<p>Children and young people's health needs are identified in Care Notes and then reflected in the EHCP so their health needs are met.</p> <p>Audit indicates that 95% of care plans completed within timescale and are of good quality.</p>	Associate Director of Health, AfC	<p>K&amp;R Integrated Quality Governance Committees in Common</p> <p>AfC PQI Board</p>	<p>February 2019</p> <p>June 2019</p>		Your Healthcare providing training programme to all health staff in Integrated Service for Children with Disabilities.

Outcome	Actions	Success measure(s)	Lead Officer	Governance Forum/Lead	Timescale	RAG Initial	Progress update January 2019
		Specialist School nursing staff are competent and capable to upload information on Care Notes.					
	AfC to employ a Healthcare/Administration Assistant to upload backlog of Care Plans held by specialist school nurses.	100% of Child and young people's care plans uploaded on the Care Notes system.	Associate Director of Health	K&R Integrated Quality Governance Committees in Common.	June 2019		Healthcare/admin Assistant employed and Backlog care plans currently being uploaded
<b>Quality assurance processes are embedded and used to drive service improvement</b>	<p>Review and further develop quality assurance overarching framework which will enable all partners to evaluate statutory duties and the impact of EHC assessment on children and young people's outcomes.</p> <p>Designated Clinical Officer role established to provide strategic health leadership of SEND agenda. A key task will be to ensure that the health contribution is included in all new plans. Designated Clinical Officer to work with Director for Education Services to agree content and roll out following evaluation from quality assurance process and next steps, using wide group of health professionals based on issues</p>	<p>Current quality assurance model updated and in place in partnership with Health and Social care.</p> <p>50% audited plans containing health information of the required standard set out in the quality assurance framework by June 2019 and 70% by September 2019.</p> <p>95% of audited plans containing social care information of the required standard by September 2019.</p> <p>New staff structure in place across AfC and KCCG so that quality assurance process is embedded.</p>	<p>KCCG Director of Quality</p> <p>Designated Clinical Officer</p> <p>Associate Director for Referral and Assessment</p> <p>Director for Education Services</p>		<p>2019</p> <p>Once appointed – April 2019</p> <p>Ongoing and once quality assurance agreed in March 2019</p>		<p>Programme of quality assurance agreed across SEN and school seconded staff.</p> <p>Initial discussions held with the Council for Disabled Children and agreed that local area will receive the support in developing its approach to quality assurance.</p>

Outcome	Actions	Success measure(s)	Lead Officer	Governance Forum/Lead	Timescale	RAG Initial	Progress update January 2019
	identified in quality assurance process.	Findings from quality assurance feed into fortnightly staff training and ongoing CPD.					
	Local Area quality assurance of existing EHCPs	Monthly reports highlighting key lessons/areas for improvement for managers, the Health SEND Panel, Performance Quality and Innovation Board and SEND Transformation Board. KCCG Executive Management Team and Integrated Governance Committee.	Designated Medical Officer Designated Clinical Officer  Director of Children's Social Care  Head of SEN Service	CCG Executive Management Team.  AfC SLT and PQI Performance Board  K&R Integrated Quality Governance Committees in Common			
	Ensure implementation of the revised process to obtain health (AfC Therapies, HV and SN) input into EHCPs.	Health advice is provided in a timely manner that achieves the 6 week timescale.	Designated Medical Officer	K&R Integrated Quality Governance Committees in Common.			The revised process for obtaining advice was developed in November 2018. The revised questionnaire was implemented from December 2018. The revised health form is now included as part of the EHCP application process as well as incorporated into the annual review form

## Significant concern 2: The timeliness of leaders in ensuring that the annual review process and any subsequent amendments to EHC plans are consistently made in line with the SEN code of practice

### Aim of this programme of work:

Annual reviews and subsequent amendments for EHC plans will be completed effectively and in line with the statutory duties of the 2014 Children and Families Act

### KPIs / Targets for assessing overall success of the programme:

- Annual reviews completed in required timescale
- All partners understand their responsibilities for the annual review process and are confident and competent to complete the process
- Subsequent amendments made and final, revised EHC plans are completed within timescale
- The annual review process is used to evaluate the impact of the EHC plan on children and young people's progress towards agreed outcomes

Outcome	Actions	Success measure(s)	Lead Officer	Governance Forum/lead	Timescale	RAG Initial	Progress update January 2019
<b>Annual reviews and subsequent amendments are completed within statutory timescale</b>	Synergy upgraded to support overview of annual review process, numbers and dates. Use this to triage all annual reviews and establish model for prioritising to include independent and out of borough schools.	Data will provide intelligence to enhance effectiveness and timeliness of annual reviews.	Director for Education Services	Head of Intelligence, AfC SEND Partnership Board	Spring term 2019		
	Initial priority for years 5, 9 and 11 to be completed by Annual Review officers and KS2/3 Transition Teacher.  Expand to other year group using same process of triage and then activity Y7, 8	All annual reviews completed and Plans amended for Y5/9/12.  All annual reviews have been completed and where appropriate EHC Plans amended within statutory timescale	Director for Education Services & AD SEND	SEND dataset PQI Board	Triaged by January 2019  Actions completed by March 2019		Triage completed, all plans have been RAG rated and actions now prioritized

Outcome	Actions	Success measure(s)	Lead Officer	Governance Forum/lead	Timescale	RAG Initial	Progress update January 2019
	Y2, 3 Y4, 11	By September 75% By January 2010 – 95%					
	Develop and lead annual review training for school SENCOs, SEN Team and health / social care partners.  Evaluate impact on confidence and competence of school colleagues.	Annual review training programme agreed and in place.  Training specifically for Colleges to focus on how we capture the voice of young people  Ensure school's training and guidance identifies 'good practice' in capturing children and young people's views as part of the annual review process  Summer 2019 evaluation identify increased confidence and voice of children and young people is more evident.	SEN Team, Educational Psychology Team Associate Director for SEND	Workforce Board – Workstream Process	Programme to run from November 2018 - June 2019		Training session 1 completed November 2018

Outcome	Actions	Success measure(s)	Lead Officer	Governance Forum/lead	Timescale	RAG Initial	Progress update January 2019
	Establish evaluation model for annual reviews to assess impact of provision on children and young people's outcomes.	<p>Evaluation indicates increased confidence, knowledge of annual review process.</p> <p>Of those randomly audited 80% of plans meet the standards set out in the quality assurance framework for reviews.</p> <p>Quality assurance sample identifies impact on outcomes for children and young people and review the health and social care provision made for the child or young person and its effectiveness in ensuring good progress towards outcomes.</p> <p>Amend AR1 form so that it captures the voice of young people</p>	AfC and CQC to agree model for evaluating impact and checking statutory process.	SLT AfC PQI Board	February 2019		
	Produce feedback model for 'post annual review' to gather views of children, young people and parents and education settings.	<p>Feedback model in place</p> <p>70% positive feedback from parents who feel that they have been fully and engaged and listened to Education settings giving feedback state that the review has been helpful in ensuring access to learning and that is has impacted positively on pupil outcomes.</p> <p>Feedback identifies how effectively we have captured the voice of children and young people</p>	<p>SEN Team</p> <p>Participation team with schools and colleges</p>	RBK Transformation Board	September 2019		

Outcome	Actions	Success measure(s)	Lead Officer	Governance Forum/lead	Timescale	RAG Initial	Progress update January 2019
	Evaluate impact of 2 new annual review officer roles and use to inform potential growth bid for additional posts.	Number of annual reviews attended impact measures.		RBK Transformation Board	October 2019 January 2020		System devised to assess numbers attended and impact
	Improve the timeliness and quality of health advice for the Annual Review process.	95% of audited annual reviews demonstrate health advice has been reviewed, amended and updated as appropriate in line with the SEN Code Of Practice.	Designated Clinical Officer	K&R Integrated Quality Governance Committees in Common.	January 2020		

## Significant Concern 3 - The strategic leadership and monitoring of the CCG's work in implementing the 2014 reforms

### Aim of this programme of work:

To ensure the CCG effectively discharges its responsibilities under the Children and Family Act and demonstrates its contribution to improving outcomes for children and young people with SEND

### KPIs / Targets for assessing overall success of the programme:

- Improvements in the quality health information of the health sections of EHCPs (see KPI for the EHCP section of the WSoA)
- Reductions in waiting times for therapy services
- Increases in the number of children and young people accessing therapy services through a reduced threshold
- Feedback from stakeholders on the accessibility and timeliness of health support
- Increased use of personal health budgets
- Compliance with the NICE neurodevelopmental pathway and a reduction in waiting times for diagnostic services
- Improved access to equipment

### Significant Concern 3 - The strategic leadership and monitoring of the CCG's work in implementing the 2014 reforms

Outcome	Actions	Success measure(s)	Lead Officer	Governance Forum	Timescale	RAG Initial	Progress update
<b>There will be effective strategic leadership and oversight of the health implementation and ongoing delivery of the SEND reforms by the CCG Governing Body</b>	Agree and appoint the Governing Body SEND Executive to be accountable for the SEND reforms	CCG SEND Executive appointed and ensures regular bi-monthly reports are provided to the KCCG Governing Body on progress of compliance with SEND Statutory responsibilities	KCCG Managing Director	KCCG Governing Body  RBK Transformation Board	January 20 19  Bi-monthly thereafter		Role specification in the process of being finalised.
	KCCG Governing Body to agree a formal statement of commitment to improving outcomes for children and young people with SEND	Formal statement agreed and used to drive SEND service improvement and delivery	KCCG Managing Director	KCCG Governing Body	January 2019		The formal statement of commitment to improving outcomes for children and young people with SEND was agreed at the January 2019 KCCG

Outcome	Actions	Success measure(s)	Lead Officer	Governance Forum	Timescale	RAG Initial	Progress update
							Governing Body meeting
	KCCG Governing Body to agree internal governance arrangements to ensure strategic oversight and operational delivery of SEND reforms	Governance framework established evidencing standing SEND agenda item with the governance committee structure	KCCG Managing Director	KCCG Governing Body	March 2019		
	The Kingston CCG to receive regular progress reports on the SEND Written Statement of Action, the SEND Transformation programme and KCCG health specific SEND progress reports	<p>Agreed SEND partnership framework for monitoring delivery of the SEND WSoA and for oversight of service delivery</p> <ul style="list-style-type: none"> <li>• CCG performance review framework/dashboard based on balanced score card developed</li> <li>• Agreed improvement in partnership trajectories for the provision of Health advice, annual reviews and EHCPs completed within the 6 week timescale by June 2019</li> <li>• Evidence from feedback from quality assurance audits have led to service improvements by September 2019</li> <li>• Increased parental confidence in EHCPs needs assessment and annual review processes by September 2019</li> </ul>	KCCG Managing Director	<p>RBK Transformation Board KCCG Governing Body</p> <p>K&amp;R Integrated Quality Governance Committees in Common.</p>	March 2019 Bi-monthly thereafter		<p>January 2019 KCCG Governing Body received SEND report on progress with drafting the WSoA. First progress update report will be discussed at March KCCG Governing Body meet</p>

Outcome	Actions	Success measure(s)	Lead Officer	Governance Forum	Timescale	RAG Initial	Progress update
		<ul style="list-style-type: none"> <li>Improvement in the knowledge and skills of health professionals about delivering the SEND reforms and service offers</li> <li>Improved access to therapy services by April 2020</li> <li>Examples of positive engagement activity with parent/carers and children and young people</li> </ul>					
	Arrange a KCCG Governing Body seminar on the SEND reforms	CCG Governing body members attending the seminar report improved understanding of their SEND strategic leadership responsibilities	Director of Commissioning, KCCG	KCCG Governing Body	March 2019		Provisional date for seminar agreed
	CCG SEND Annual Report to be received by KCCG Governing Body	CCG SEND Annual Report produced and evidences short improvements in delivering the SEND agenda	CCG SEND Executive Governing Body/Designated Clinical Officer	KCCG Governing Body	July 2019		Annual report format in the process of being finalised
<b>Improved quality, effectiveness and performance of SEND Health services that ensure local and national performance targets are met</b>	Increase the number of weekly Designated Medical Officer sessions from one to two	Increased capacity to fulfil DMO SEND strategic responsibilities	Director of Quality KCCG	K&R Integrated Quality Governance Committees in Common.	January 2019		Funding approved for increase in Designated Medical Officer sessions at December 2018 K&R Finance Committees in Common. Designated Medical Officer providing increased sessions from January 2019
	DMO to undertake joint working with the Designated Clinical officer	Oversight and quality assurance evidences health services input into EHCPs and annual reviews are of good quality	Director of Quality				

Outcome	Actions	Success measure(s)	Lead Officer	Governance Forum	Timescale	RAG Initial	Progress update
	Establish regular meeting between CCG SEND Executive lead, Designated Clinical Officer, Designated Medical Officer and Lead Children's Health Commissioner	KCCG has strategic/operational assurance and oversight of the implementation of the SEND reforms			April 2019		
	Implementing a Peer Support Programme that includes <ul style="list-style-type: none"> <li>Joint working between Kingston and Richmond Designated Medical Officers</li> <li>South West London Peer support network</li> <li>Access to the Council for Disabled Children's on line network</li> <li>Participation in the Designated Medical Officer/Designated Clinical Officer London Forum</li> </ul>	Four Peer reviews completed with South West London CCGs	Designated Clinical Officer		October 2020		
	Support the training and development of the Designated Medical Officer and Designated Clinical Officer	Training and development needs of the Designated Medical Officer and Designated Clinical identified as part of the annual appraisal cycle	Director of Quality		May 2019		
	Appoint a Designated Clinical Officer (DCO) 1wte post to provide overarching leadership across both Kingston and Richmond CCGs to ensure delivery of the SEND reforms	Substantive DCO in place reporting to the Director of Quality to ensure strategic and operational implementation of the SEND reforms 0-25 years.	Director of Quality	K&R Integrated Quality Governance Committees in Common	April 2019		Funding approved for 1.0wte DCO to work across Kingston and Richmond CCGs at Dec 18 K&R Finance Committees in Common. Agreed DCO to report to the Director of Quality.

Outcome	Actions	Success measure(s)	Lead Officer	Governance Forum	Timescale	RAG Initial	Progress update
							Job Description completed. Recruitment Commenced.
	DCO to lead the quality assurance of the health contribution of all new plans and annual reviews	Oversight and quality assurance evidences health services input into EHCPs and annual reviews are of good quality 50% audited plans containing health information of the required standard set out in the quality assurance framework by June 2019 and 70% by September 2019	Director of Quality Designated Clinical Officer		September 2019		
		Increased parental confidence in EHCPs measured through feedback gained after final plan agreed: %ge who felt that the plan accurately reflected their child's health care needs					
		Feedback from key health professionals gained after final plan agreed by <ul style="list-style-type: none"> <li>%ge who felt that the plan accurately reflected the child/young person's health needs</li> <li>%ge who felt that the health provisions in the plan would succeed in ensuring that the child / young person reached the outcome set out in the plan</li> </ul>	Designated Clinical Officer				
	Develop tracking systems to ensure consistent monitoring and delivery of health advice for the EHC Needs	<ul style="list-style-type: none"> <li>Health advice for EHCPs is provided within the 6 week timescale – 95% by September</li> </ul>	Designated Clinical Officer		June 2019		

Outcome	Actions	Success measure(s)	Lead Officer	Governance Forum	Timescale	RAG Initial	Progress update
	assessment and annual review processes	<p>2019 and maintained at that higher level.</p> <ul style="list-style-type: none"> <li>Health advice is provided for annual reviews within statutory timescales</li> </ul>					
	Undertake tracking, analysis and monitoring of children and young people on SEN Support	<ul style="list-style-type: none"> <li>Evidence of plans to address the needs and outcomes of CYP on SEN support</li> <li>Recommendations from analysis of SEN support plans informs KCCG SEND 2020/21 Commissioning intentions</li> </ul>	Designated Clinical Officer/Lead Children's Health Commissioner		September 2019		
	Undertake regular audits of health professionals' knowledge, confidence and competence on implementing the SEND reforms	%ge of Health colleagues identify increased confidence and competence in their role and contribution to the EHC process	Designated Clinical Officer		Programme of audits to commence from June 2019		
	Provide advice and support to professionals across Health, Education, Social care, parents and carers	<p>% of schools, education, health, social care, professionals including parents and carers expressing positive feedback about the support provided by the Designated Medical Officer and Designated Clinical Officer</p> <p>By July 2019 - 50%</p> <p>By December 2019 - 75%</p> <p>By March 2020 - 95%</p>	Designated Clinical Officer/Designated Medical Officer		From January 2019		Designated Medical Officer is now able to provide advice to professionals following increase in sessions
	Undertake a co-designed review of the health transition pathway to adult health services with parents / carers and young people	Health transition pathway reviewed and improvement recommendations identified and implemented	Designated Clinical Officer		November 2019		

Outcome	Actions	Success measure(s)	Lead Officer	Governance Forum	Timescale	RAG Initial	Progress update
		% stepped improvement of young people, parents and carers reporting a positive experience of transition to adult health services to be based on an agreed partnership baseline					
	Establish a SWL Designated Medical Officer/Designated Clinical Officer network to develop peer review, provide benchmarking opportunities and share good practice	<p>Benchmarking data informs service improvement supported by operational plan.</p> <p>Local benchmarking is informed by strategies, information and support from the London DCO/DMO forum</p> <p>Peer Challenge reviews are used to inform learning and improve local decision making.</p>	<p>Director of Quality</p> <p>Designated Clinical Officer</p> <p>Designated Medical Officer/ Designated Clinical Officer</p>	K&R Integrated Quality Governance Committees in Common	<p>July 2019</p> <p>October 2020</p>		. First meeting of the benchmarking network being planned for June 2019
	Refresh the Council for Disabled Children SEND self-evaluation Audit tool	Risk areas identified for the CCG and co-designed improvement plan developed with parents/carers	Director of Quality Designated Clinical officer	K&R Integrated Quality Governance Committees in Common	January 2020		Previous CDC audit currently being reviewed
<b>Health commissioned services demonstrate improved outcomes for children, young people with SEND and compliance</b>	Utilise the Joint Strategic Needs Assessment to ensure that data informs commissioning and service specifications	JSNA informs the 2020/21 Commissioning intentions for SEND service	Consultant in Public Health/Director of Commissioning	K&R Integrated Quality Governance Committees in Common K&R Finance Committees in Common	January to March 2019		A refresh of the Kingston SEND JSNA was published in 2018

Outcome	Actions	Success measure(s)	Lead Officer	Governance Forum	Timescale	RAG Initial	Progress update
<b>with reforms</b>	Establish regular SEND Provider Forum led by the DCO to ensure SEND reforms are fully embedded in all health SEND provider services	<p>Provider Forum established with 100% representation from SEND providers resulting in driving service improvement</p> <p>95% of provider health inputs into EHCP's are quality assured prior to receipt by the SEN team</p> <p>% parent/carers and children report that SEND services responsive to meeting needs of CYP with SEND</p> <p>Effective CCG oversight of SEND services.</p>	Designated Clinical Officer	K&R Integrated Quality Governance Committees in Common	From May 2019		
	Review CCG SEND commissioned service specifications and provider contracts to ensure internal quality assurance processes and pathway in place to meet statutory requirements of EHC needs assessments	<p>Named SEND leads identified in all SEND provider contracts</p> <p>100% SEND Provider contracts include a EHCP quality assurance pathway</p> <p>100% SEND provider contracts to include SEND KPIs including the provision of monthly tracking information of EHCP requests</p>	<p>Director of Commissioning</p> <p>Children's Lead Commissioner</p>	K&R Integrated Quality Governance Committees in Common	April 2019		<p>Timetable of service specifications developed and programme of service specification reviews due to commence</p> <p>Designated Medical Officer draft service specification completed</p>
	Review and update the joint commissioning arrangements for SEND Section 75 Agreement with the Royal Borough of Kingston Upon Thames	<ul style="list-style-type: none"> <li>Section 75 updated and includes documented agreement of the SEND Joint commissioning agreements including Service Specifications</li> </ul>	Director of Commissioning	K&R Integrated Quality Governance Committees in	January to March 2019		

Outcome	Actions	Success measure(s)	Lead Officer	Governance Forum	Timescale	RAG Initial	Progress update
		<ul style="list-style-type: none"> <li>Service monitoring provides assurance and evidence of improved outcomes</li> <li>SEND providers are held to account through quarterly contract monitoring meetings</li> </ul>		Common			
<b>Commissioning budgets are used more effectively to improve service access and reduce waiting times thereby improving user experience</b>	Consider the findings from the Children's therapy services review (SALT, Occupational Therapy and Physiotherapy) across Health and Education to inform the CCGs and Councils' commissioning of SEND therapy services	Children's therapy services plan developed and agreed by all partners to inform 2020/21 commissioning intentions	Director of Commissioning/AfC	K&R Integrated Quality Governance Committees in Common. K&R Finance Committees in Common	September 2019		A meeting took place between the CCG Managing Director, AFC CE and Director of Children Services to discuss and agree next steps regarding
	SEND Transformation Commissioning workstream to establish project to: <ul style="list-style-type: none"> <li>Consider the findings of review of therapy services</li> <li>Undertake review of best practice service models</li> <li>Complete demand and capacity modelling</li> <li>Therapy thresholds</li> <li>Reviewed and refresh where appropriate</li> <li>Co-design service improvement and required outcomes with parent/carers, Children and young people</li> <li>Business Case developed</li> <li>Approval of Business Case by KCCG and Kingston Council</li> <li>Commission re-design services</li> </ul>	A new therapies service offer agreed by September 2019  Planned reduction in existing waiting times for therapy services in line with agreed trajectory following agreed outcomes of service review		RBK Transformation Board			

Outcome	Actions	Success measure(s)	Lead Officer	Governance Forum	Timescale	RAG Initial	Progress update
	<ul style="list-style-type: none"> <li>Additional therapists recruited to support waiting</li> <li>Waiting times monitored at contract monitoring meetings</li> </ul>						
	Co-design and co-deliver a workshop to review and improve the 0-5 neuro-development pathway with parents, carers, children, and key professionals	<p>75% of attendees at the co-design workshop report positive engagement and involvement</p> <p>NICE compliant pathway in place by January 2020</p> <ul style="list-style-type: none"> <li>Assessment and diagnostic waiting time is reduced in line with the agreed trajectory</li> <li>75% families report that they are able to access pre and post diagnostic information and support at the right time</li> <li>X% increase in families reporting satisfaction with the revised neuro-development pathway</li> <li>Revised Service specification developed and implemented by April 2020</li> </ul>	Director of Commissioning	K&R Integrated Quality Governance Committees in Common	March 2019		Fast track assessment process developed by DMO
	Improve the uptake of personal health budgets (PHB)	% increase in the numbers of personal health budgets agreed for families in receipt of Continuing Health Care packages	Director of Quality Designated Clinical Officer	K&R Integrated Quality Governance Committees in Common	March 2020		Currently implementing actions to increase uptake of PHBs
<b>Primary Care is responsive to the needs of children and young people</b>	Discuss outcomes of the SEND Inspection at Council of Members meeting in February 2019	Primary care GPs are aware of the CCG SEND strategic leadership responsibilities	Lead Children's Health Commissioner	KCCG Governing Body	February 2019		

Outcome	Actions	Success measure(s)	Lead Officer	Governance Forum	Timescale	RAG Initial	Progress update
<b>with SEND</b>	Organise CCG Council of Members seminar/learning events on SEND reforms to include clarification of roles and responsibilities	Feedback reports evidence GPs understanding of SEND responsibilities	KCCG Managing Director	KCCG Governing Body	April 2019		
	Organise quarterly primary care feedback on SEND issues through CCG communication channels	Feedback reports evidence GPs understanding and implementation of SEND responsibilities	Director of Primary Care	KCCG Governing Body	April, July, October 2019, January 2020 ongoing		
	Undertake mapping survey of Kingston GPs to collate primary care SEND issues	80% response rate to mapping exercise from GP practices to inform commissioning of SEND services	Director of Primary Care/ CCG SEND Executive Governing Body	K&R Integrated Quality Governance Committees in Common	May 2019		

**Significant Concern 4: To ensure that there is a productive and positive relationship between parents and parent representatives, including a parent carer forum.**

**Aim of this programme of work:**

**To develop effective and proactive partnerships with parents, parent representatives and a Parent Carer Forum that facilitates effective engagement and co-production in the implementation and embedding of the SEND reforms.**

**KPIs / Targets for assessing overall success of the programme:**

- Feedback on EHCP and EHC reviews (which overlap with the success measures in sections 1&2 of the WSoA e.g. % of parents who were satisfied with their level of engagement in preparing the EHCPs and feel their views were taken into account)
- Feedback from parents of children and young people receiving SEND support e.g. % parents who were satisfied with level of engagement in preparing the APDR cycle and felt their views were taken into account
- Feedback on the quality of service provision (which overlap with success measures in section 3 on health services)
- % of parents who feel the information, support and advice they receive helps them to participate in the assessment of their child's need and the planning of provision to meet these needs
- Number of service developments and processes each year that have been co-produced with parents
- Number of service improvements that have been made as a result of parental feedback and suggestions each year
- Number of parents from under-represented groups who give feedback and are engaged in the development of services

Outcome	Actions	Success Measure(s)	Lead Officer	Timescale	RAG Initial	Progress update
<b>There will be a productive and positive relationship between the local authority and CCG and parents/ carers and parents representatives, including a parent/ carer forum</b>	Positively engage with parents and their representatives to scope and develop a local model which facilitates effective engagement in co-production and developments.	Feedback from parents and their representatives will be mostly positive, with examples of good co-production and engagement activities.	Lead Children's Health Commissioner and Director for Education Services	February 2019		Initial meeting booked with 'Contact A Family' for November 2018
	Set up 'drop in' sessions for parents and carers to meet senior leaders.	% of parents of children and young people receiving SEND support are satisfied with their level of engagement in the ADPR cycle.	AfC Business Support	March 2019		
	Develop wider models to seek views of parents and carers through a variety of activities			From February 2019		

Outcome	Actions	Success Measure(s)	Lead Officer	Timescale	RAG Initial	Progress update
	<p>which includes a parent panel, ongoing feedback, and a parent carer forum.</p> <p>Develop effective and proactive partnership with SENDIASS through monthly meetings, use of quarterly feedback to inform service improvement.</p> <p>Establish consistent approach and model for collecting regular feedback across all partners for all parental engagement activities e.g. transition meetings, coffee mornings.</p> <p>Identify specific projects and commissioning activities where parents/ PCF contributions will be sought</p>	<p>% of parents who feel the information, support and advice they receive helps them to participate in the assessment of their child's needs and the planning of provision to meet these needs.</p> <p>Co-production will result in 8 activities across the year which are examples of services and activities developing to meet the needs of children and young people.</p> <p>80% of parents attending drop-in sessions report that they have been positive and informative.</p> <p>Number of parents from under-represented groups e.g. Tamil and Korean who give feedback and are engaged in the development of services.</p>	<p>SENDIASS SEN Service Manager</p> <p>SEN Leaders/KCCG</p>	<p>April 2019</p> <p>Evaluation ongoing – review improvement January 2020</p>		<p>Specific projects and commissioning activities where parents/ PCF contributions will be sought identified as:</p> <ul style="list-style-type: none"> <li>➤ Therapies model</li> <li>➤ Annual Review feedback form</li> <li>➤ New Free Schools</li> <li>➤ 16-25 local provision</li> <li>➤ ASD strategy</li> </ul>
<p><b>The local offer will provide an accurate and up to date description of the available health services that include clear referral and access information.</b></p>	<p>Review and refresh the health information on the local offer website</p> <p>Work with Public Health to include health visiting and school nursing</p>	<p>Stakeholder reference group established including parents/carers/CYP</p> <p>Increased 'hits' to the health section of the Local Offer pre and post improvements</p>	<p>Lead Childrens Health Commissioner KCCG Patient and Public Engagement Team</p>	<p>April to May 2019</p>		<p>Terms of Reference and membership of the group yet to be established.</p>

Outcome	Actions	Success Measure(s)	Lead Officer	Timescale	RAG Initial	Progress update
	<p>Develop a model for parental engagement and co-production that applies for Policy and service development e.g. service reviews and design, commissioning.</p> <p>Individual levels for parents about EHC process and review and transition activities</p> <p>Enhance opportunities for participation e.g. drop-in sessions,</p>	Increased attendance and activity – 75% of SEN and commissioning activity involves parents	<p>AD SEND SEN Service Manager</p> <p>Lead Childrens Health Commissioner KCCG Patient and Public Engagement Team</p>	April 2019		<b>Initial meeting with parents took place in January 2019</b>
<b>Increased opportunities for parents and carers to participate and give feedback on provision to inform future activity and development of services</b>	<p>SEN evaluate and update current models of seeking feedback and enhance opportunities for parents to give feedback on quality of services they receive</p> <ul style="list-style-type: none"> <li>• Post initial EHCP assessment</li> <li>• Transition meetings and information sessions</li> <li>• Early intervention activity e.g. SCIP, Earlybird</li> <li>• SEN support – school to support consultation at Parent’s Evening</li> <li>• Specific activities to engage under-represented groups – use children’s centres and education settings, NHS SWL Grass roots engagement programme</li> </ul>	80% of parents attending SEN meetings feedback that it has been informative and helpful Number of families from under-represented groups who give feedback and are engaged in the development of the Service	<p>SEN Manager Director of Education Services Participation team</p> <p>KCCG Patient and Public Engagement Team</p>	September 2019		
<b>Establish a new Parent Carer Forum for Kingston</b>	<ul style="list-style-type: none"> <li>• Work with Contact to explore all local options for new Parent Carer Forum</li> <li>• Contact to lead local drop in sessions to gauge interest</li> </ul>	New Parent Carer Forum established with clear terms of reference and working protocol which works alongside Parent	Contact A Family AfC KCCG	June 2019		

Outcome	Actions	Success Measure(s)	Lead Officer	Timescale	RAG Initial	Progress update
	<ul style="list-style-type: none"> <li>• Set up Parent Consortium in first instance to work alongside the SEND Partnership Board</li> <li>• Work with Education Settings to identify new families who could be interested and keen to be involved</li> </ul>	Consortium and other engagement activity				