

## SEND Service Improvement Action Plan – 2018 - 2019

<b>Name:</b>	SEND Service Improvement Action Plan				
<b>Duration:</b>	2018 -2019				
<b>Relevant strategies:</b>	SEND Joint Strategy 2017 – 2020				
<b>Previous version(s) of action plan /relevant plans:</b>	SEND Strategic Action Plan 2017-2018 SEND Service Action Plan 2017-2018 Special Educational Needs and/or Disabilities (SEND) Strategy 2013 – 17 Action Plan				
<b>Board responsible for monitoring action plan:</b>	SEND Programme Board				
<b>Strategic Lead:</b>	Chris Pelham (CP) Theresa Shortland (TS)				
<b>Lead Officer:</b>	Sharon Cushnie (SC)				
<b>Implementation date:</b>	July 2018	<b>Review date:</b>	July 2019	<b>Frequency of monitoring/reporting:</b>	Monthly/Quarterly SEND Programme Board, Service Improvement Board
<b>Aims:</b>	To ensure that children and young people with special educational needs and/or disabilities from birth to 25 years, have their needs identified and met early, that services are co-produced and developed with them and their families and that they are supported to achieve good and ambitious Outcome.			<b>Key</b>	<b>Blue</b> – complete, no further action <b>Green</b> – progressing as expected and on time <b>Amber</b> – problems/risks identified and delayed progress <b>Red</b> – significant issues /risks which need to be escalated

### Background

Her Majesty's Chief Inspector of Education, Children's Services and Skills gave notification on 5 March 2018 that the City of London local area was to be inspected, under section 20 of the Children Act 2004, from 12 to 16 March 2018.

The inspection provided an independent external evaluation of how well the City of London local area carries out its statutory duties in relation to children and young people with special educational needs and /or disabilities (SEND) to support their development.

Ofsted and the Care Quality Commission (CQC) published the inspection findings in an [outcome letter](#) on 18 May 2018. The letter set out the context of the inspection, the evidence gathered and the local areas strengths and areas for development in relation to:

- the effectiveness of the local area in identifying children and young people's special educational needs and/or disabilities;
- the effectiveness of the local area in meeting the needs of children and young people with special educational needs and/or disabilities;
- the effectiveness of the local are in improving Outcome for children and young people with special educational needs and/or disabilities.

This improvement action plan:

- sets out the actions to address the key areas for development identified in the outcome letter, as well as the priority areas identified in the SEND Joint Strategy 2017-2020;
- incorporates the outstanding actions from the SEND Service Action Plan 2017-and the SEND Strategic Action Plan 2017-2018

The main findings of the inspection have been set out in a summary document which aligns the strengths and areas for development to the priority areas of the SEND Joint Strategy 2017-2020.

The SEND Programme Board will monitor the progress and quality of the improvement and outcome across the local area through report by the lead professionals to the SEND Programme Board. The Service Improvement Board (SIB) and Safeguarding Sub Committee will also provide further scrutiny and challenge.

### Appendices

Appendix A – SEND Joint Strategy 2017-2020

Appendix B – Summary and Deep Dive SEF

Appendix C – Main findings of the Inspection – summary document

Appendix D – SEND Service Action Plan 2017-2018 V8 (Updated June 2018)

Appendix E – SEND Strategic Action Plan 2017-2018 V5 (Updated June 2018)

Appendix F – Governance Structure

# SEND Service Improvement Action Plan – 2018 - 2019

<b>Priority: 1</b>		<p><b>IDENTIFYING NEEDS EARLY</b></p> <p><b>Primary question from the inspection</b></p> <p>Question A: How effectively does the local area identify children and young people who have special educational needs and/or disabilities?</p> <p><b>Priority as set out in the Joint Strategy</b></p> <ul style="list-style-type: none"> <li>Helping families to know how to access services independently, making a contribution and challenge our thinking</li> <li>Equipping professionals with the skills and knowledge to recognise needs early, know what resources are available, what process to follow and provide support and advice to families from the outset</li> </ul>								
<b>Specific aim:</b>										
<b>Ref:</b>	<b>Inspection findings/Action:</b>	<b>Start:</b>	<b>End:</b>	<b>Measure/outcome:</b>	<b>Evidence</b>	<b>Lead officer/partner:</b>	<b>DLT lead:</b>	<b>Comments:</b>	<b>BRAG status:</b>	
1.1	<p><b>Inspection finding</b>  <i>One of the main areas for development is for leaders to improve the City's data collection with providers that educate City children outside of the local area. This is particularly in relation to monitoring information that relates to the SEN support group. Leaders have recognised the need to make better arrangements to collect and share information that relates to attendance, exclusions and achievement more quickly. This work is important because a very high proportion of children and young people are educated outside the local area.</i></p> <p><b>Action</b>            To improve data collection regarding attendance, exclusion and achievement from schools and settings outside of the City in relation to City resident children and young people who are at SEN support.</p>	Sept. 18	Dec. 18 (then annually)	<p><b>Measure</b>            Data sharing agreements are set up with educational settings outside of the City.</p>	SEND Data Dashboard  School Tracker	KH, MR/ Hackney Learning Trust	CP/TS			
		Sept. 18	Oct. 18 & then March 19	<p>Data sharing agreements are set up with educational settings the independent schools in the City.</p> <p>Data relating to attendance, exclusion and achievements is being captured.</p>						
		Sept. 18	Nov. 18	<p>Joint work with Hackney Learning Trust to approach the DfE regarding issues relating to the sharing of data.</p> <p>A comprehensive SEND dataset is routinely reported to the SEND Programme Board, CSMT and the SIB.</p> <p><b>Outcome</b>            More accurate data is available regarding children and young people who are on SEN Support and attending educational settings outside the City of London (CoL) as well as in the City.</p> <p>The CoL will have an accurate picture of needs and outcome of City resident children attending educational settings outside the City to inform joint commissioning of services and provision and to evaluate services.</p> <p>The CoL is able to respond to needs/arrange provision in a timely manner.</p>						

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	<p>Develop data sharing protocols, with the educational settings outside the City so that we can capture and evaluate outcome and more closely match services to needs and aspirations.</p> <p>To establish a Board that has a strategic overview of the SEND panel and all other education resources. The education lead to develop an Education Forum/Panel oversight group to review data and further develop actions to improve outcomes for children educated both in the City and outside of the City local area.</p>			<p>We will have established strong relationships with out borough schools and settings where City resident children and young people attend.</p>				<p>Two applications have been sent to the DfE requesting information from the National Pupil Database(NPD) on the out-borough schools where City resident children attend. This has been refused twice because the indication is that we will not be using the data for research purposes. This data cannot be used for operational purposes.</p>
1.2	<p><b>Inspection finding</b> <i>Some initiatives in the local area are relatively new, for example the network meetings for special educational needs coordinators. As a result, not all initiatives have secured a high level of impact.</i></p> <p><b>Action</b> To continue to develop the SENCo Network to include all schools and settings in the City including the independent schools, all schools in the City of London Multi Academy Trust and schools attended by City resident children and young people. Develop engagement with health colleagues in the SENCo Network.</p>	July 18	July 19	<p><b>Measure</b> SENCO meetings held three times per year, increased engagement from SENCOs and schools.</p> <p>Focus on specific areas of needs in the CoL e.g. autism, mental health and wellbeing</p> <p><b>Outcome</b> Consistency of identification of SEND and of provision at SEN Support</p> <p>Innovative collaborations across state and independent sectors</p> <p>Higher level of understanding of current SEND landscape and issues across all schools</p> <p>Consistently high quality EHC plans</p>	Agenda and minutes – SENCo Forum meetings	LH, IB-D	CP/TS	<ul style="list-style-type: none"> <li>A number of EY settings in the City attended the last SENCO Network meeting. A transition form for all children (including those with SEND) was shared.</li> <li>All EY settings have a copy of the EY SENCO handbook and are starting to use referral forms included.</li> <li>A new Primary SENCO Handbook is currently being prepared.</li> </ul>
1.3	<p><b>Inspection findings</b> <i>Leaders are aware there is a need to build on their initial work to identify any children or young people who may have a social, psychological or emotional health need, particularly for those aged 13 to 19. Their recent research has suggested that this needs to be explored further.</i></p> <p><b>Action</b> The City and Hackney CAMHS School Alliance workstream to provide training</p>	Sept. 18	July 19	<p><b>Measure</b> For Sir John Cass staff and SENCOs from the ‘Family of Schools’ and the independent schools to be trained to better identify anxieties and mental health concerns and apply a ‘tool kit’ of strategies to support them in school and/or refer on to CAMHS if needed.</p> <p>Develop a data set to establish what the current picture is. Gather more relevant data and information to develop an action plan to address the needs identified.</p>		LH/AA/KH	CP/TS	

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	<p>to Sir John Cass staff and for First Steps CAMHS professional to support them through supervision and resources.</p> <p>The Anna Freud Centre training to be rolled out to SENCOs at the SENCO network meetings through a series of information dissemination. In addition, Anna Freud professionals providing a session of training on 'Recognising Mental Health in School' and 'School based strategies to support Mental Health'.</p>			<p><b>Outcome</b> Schools, settings and partners have a higher level of understanding of mental health needs and how to respond to support these.</p> <p>Alongside the involvement of Anna Freud Centre and City and Hackney CAMHS School Alliance in Sir John Cass, Mental Health in Schools training to be rolled out to SENCOs in the 'Family of Schools' to cascade down to their staff.</p>					
1.4	<p><b>Inspection finding</b> <i>Leaders acknowledge their work to engage children and young people in co-production (a way of working where children and young people, families and those that provide the services work together to create a decision or a service which works for them all) is at an early stage of development, for example collating and analysing their feedback as part of the transition process so that any improvements made reflect their views and opinions.</i></p> <p><b>Action</b> Provide ways to ensure that the voice of children, young people and families are integral and impact on the specification, quality and delivery of services.</p>	July 2018	July 2019	<p><b>Measure</b> A SEND Participation Strategy/Plan is co-produced with children and young people</p> <p>CPCF is actively involved in all aspects of consultations for the DCCS.</p> <p>Strategy, individual plans, evaluations and quality assurance framework reviews demonstrate the voice and impact of engagement with children and families.</p> <p>The views of children and young people are collated and analysed as part of the transition process.</p> <p>Children and young people with SEND are actively encouraged to participate in the Youth Forum.</p> <p>An active Parents forum is supported, and issues, suggestions and actions arising from it are discussed and responded to at the SEND Programme Board.</p> <p>A wider parent carer network is established.</p> <p>CPCF actively engaged in the co-production of the short breaks commissioned for the City of London local area.</p> <p><b>Outcome</b> Children and young people and will be actively involved in the co-production of services, planning, evaluation and delivery of services for SEND.</p>	All Service Leads -	CP/TS			
1.5	<p><b>Inspection finding</b> <i>The designated medical officer (DMO) works across both Hackney and the City</i></p>	July 2018		<p><b>Measure</b></p>	SC/SD, JE	CP/TS	DCO recruited June 2018		

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	<p>of London. A lack of time for the DMO role has meant that their work for children from the City focuses on operational priorities. For example, the DMO is unable to attend the SEND programme board meetings. The children's programme board manager attends these meetings and feeds back to the DMO.</p> <p><b>Action</b> To build capacity by recruiting a Designated Clinical Officer (DCO)</p>	and ongoing		<p>To engage with neighbouring CCGs where the issue of City residents with GPs based out of area. To include Tower Hamlets and Islington.</p> <p><b>Outcome</b> A DCO is recruited</p> <p>The DMO or DCO attends SEND Programme Board so that her expertise is immediately heard when strategic issues are being discussed.</p>				DCO and DMO attended SEND Programme Board June 2018. DCO to attend future meetings.
1.6	<p><b>Actions from SEND Service Action Plan/SEND Strategic Action Plan 2017-2018</b></p> <p>Develop practitioner pages on the Local Offer</p>	Sept.18	July 19	<p><b>Measure</b> Promote the use and awareness of the practitioners' pages</p> <p>Liaison with providers regarding content</p> <p><b>Outcome</b> Practitioners are better informed and able to access information via the Local Offer.</p> <p>As well as accessing information, practitioners are also signposting families to information on the Local Offer</p>		To be advised	CP/TS	Review of the FYI website in progress. This has implications for the development of the practitioners site.
1.7	<p><b>Action from SEND Service Action Plan 2017-2018</b></p> <p>Increase the representation on the Parent Carer Forum</p> <p><u>CPCF to advise</u></p>	July 18	July 2019 and ongoing	<p><b>Measure</b> Promote to families at Sir John Cass's Primary School and those at SEN Support</p> <p>Promote within the SENCo Network - support from the SENCo Network to engage parents whose children attend schools outside of the City</p> <p><b>Outcome</b> <u>CPCF to advise</u></p>	Minutes of meetings	SC/CPCF	CP/TS	
1.8	Embed SEND training in People's Directorate Workforce Development Plan.	Mar 18	Dec. 2018 and ongoing	<p><b>Measure</b> Increased attendance at training provided and feedback of better understanding of roles, processes and responsibilities.</p> <p>Comms used to promote training and outcome from the SEND work.</p> <p>SENCO Handbook is developed</p>		SC, LH/ZD	CP/TS	Early Years SENCo Handbook published February 2018. Primary and secondary handbooks to be published in autumn 2018.

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				<p><b>Outcome</b> Staff understand their responsibilities in relation to the special educational needs and disability reforms. They understand how services are delivered locally to meet the needs of children and young people with SEND, thresholds and the process for developing education, health and care plans.</p> <p>Consistency of identification of SEND and of provision at SEN Support.</p> <p>Improved workforce skills and knowledge</p>				
1.9	Review the effective functioning of the Targeted Education Resources Panel (TERP) and Transition Panel	Sept. 18	July 19	<p><b>Measure</b> Terms of Reference (ToR) for SEND panel and strategic panel developed</p> <p>Revised ToR implemented from autumn term 2018 Review initial phase in April 2019 and address any initial operational and procedural issues.</p> <p>Evaluate the effectiveness of the new structure in the summer term 2019.</p> <p><b>Outcome</b> SEND Panel and strategic panel operational from autumn term 2018</p> <p>All partners (Education, Health and Social Care), are involved in decision making</p> <p>Decision- making for 0-25 years is more robust, consistent, and transparent and accountability is clear</p>	Terms of Reference	SC	CP/TS	
1.10	Ensure an appropriate number of Early Help referrals from health partners	Oct 17	Sept 18	<p><b>Measure</b> Early Help to attend GP link meetings</p> <p><b>Outcome</b> Evidence of improved joint working and early support for those children and young people with health/SEND</p>		SA, JH	CP/TS	The Early Help Worker regularly attends the Neaman Practice GP link meeting.
1.11	To develop a systematic, comprehensive Children’s Centre offer (Revised Summary SEF – February 2018)	July 18	July 19	<p><b>Measure</b> Families with children with SEND have access to information, advice and childcare that meets their needs. Families with children with SEND can access stay and play/rhyme time/ story time sessions at Sir John Cass and City Libraries.</p>		IB-D	CP, TS	



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				<p><b>Outcome</b> Strategic review board in place by July 2018</p> <p>All City parents (including those who have children with SEND) are consulted on the services they need by November 2018</p> <p>A new Children’s Centre Service is in place, offering a holistic approach to family support across the City of London. Families with children with SEND feel welcome and supported by children’s centre services across the City (including at Sir John Cass Child and Family Centre and City Libraries)</p>						
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<b>Priority: 2</b>	<p><b>EFFECTIVELY ASSESSING AND MEETING NEEDS</b></p> <p><b>Primary question from the inspection</b></p> <p>Question B: How effectively does the local area assess and meet the needs of children and young people who have special educational needs and/or disabilities?</p> <p><b>Priority as set out in the Joint Strategy</b></p> <ul style="list-style-type: none"> <li>• Timely, skilful and multi-disciplinary assessments of need leading to ambitious and meaningful plans</li> <li>• Gathering benchmarking data across all schools and settings to compare the educational and other Outcome for children and young people with SEND</li> </ul>									
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Specific aim:										
Ref:	Inspection findings/Action:	Start:	End:	Measure/outcome:	Evidence	Lead officer/partner:	DLT lead:	Comments:	BRAG status:	
2.1	<p><b>Inspection finding</b> <i>Although there are examples of co-production being used to develop provision, more still needs to be done. This includes ensuring that leaders make more effective use of the views of children and young people. Also, the PCF is not yet a fully productive partner in deepening and developing the co-production of provision across the local area.</i></p> <p><b>Action</b> Provide ways to ensure that the voice of children, young people and families are integral and impact on the specification, quality and delivery of</p>	July 18	July 19	<p><b>Measure</b> Strategy, individual plans, evaluations and quality assurance framework reviews demonstrate the voice and impact of engagement with children and families.</p> <p>An active Parents forum is supported, and issues, suggestions and actions arising from it are discussed and responded to at the SEND Board.</p> <p>A memorandum of understanding (MOU) to be agreed between the CPCF and agencies.</p> <p>Parents are represented on the SEND Board</p> <p>Establish a wider parent forum</p> <p>Plan a conference with the wider parent forum</p>	<p>Strategies and service plans</p> <p>Minutes of SEND Programme Board</p> <p>Children and young people and parent/carer surveys</p>	SC, All Service Leads/CPCF	CP/TS			

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	services. (SEND Strategic Action Plan 2017-18)  Include Prospects work with Youth Programme Board			<p><b>Outcome</b> Children, young people and their families are actively involved in the co-production of services, the planning, evaluation and delivery of services for those with SEND.</p> <p>There is a high level of satisfaction from children and young people and their families about how their needs are being met/the services provided</p>	Evidenced in strategies/policies  CPCF to advise  Feedback following conference			
2.2	<p><b>Inspection finding</b> <i>Leaders know that there is a need to continue to improve the local offer through including more activities within the local area and broadening the range of short breaks that are available.</i></p> <p><i>Parents and carers have requested a review of the availability of library provision, which currently closes at 4.00pm on weekdays.</i></p> <p><b>Action</b> Develop the Local Offer to include more activities in the local area  Publish Short Breaks guidance including process map and timescales on the Local Offer  To further develop the parent area of the Local Offer</p>	July 2018	July 2019	<p><b>Measure</b> Short breaks strategy is updated to include sufficiency of short break placements  Wider range of youth and play activities are available  New Short Breaks provision available for City Parents.</p> <p><b>Outcome</b> Families report that they access a wider range of activities in the local area.</p>	Local Offer includes a wider range of short breaks activities	FYI Manager/MP, SA, JH		<p>In response to needs of the community, weekday library opening times have been extended to 5.30pm (May 2018)</p> <p>The placement sufficiency section of the Short Breaks Strategy has been drafted.</p> <p>A new Youth and Play offer for summer activities was launched, including provision for SEND</p> <p>Joint tender with Hackney for Short breaks provision has been approved. Tendering process due to begin end of August 2018.</p>
2.3	<p><b>Inspection finding</b> <i>Although health professionals provide a thorough and comprehensive report to the EHC planning process, they are not routinely providing comments on the draft EHC plan. Some practitioners, such as speech and language therapists, receive the draft plans but other professionals, such as the CAMHS team, do not. Health professionals are not challenging how their reports are being interpreted into</i></p>	July 18	July 19 and ongoing	<p><b>Measure</b> Audit by DMO of EHC Plans for children and young people in the City  Health professionals are represented at EHC planning meetings and their view on draft EHXC plans re sought  Health outcomes and provision to be included in EHC plans  DCO to be represented at SEND panels  EHC plans signed off by Health</p>	EHC plans	SC/Health	CP/TS	Reported to SEND Programme Board June 2018



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	<p><i>the final EHC plan.</i></p> <p><i>The targets that health professionals set for children and young people are not always included in EHC plans in their entirety. This means that families and professionals are unable to focus on the very specific Outcome that have been identified, for example in relation to speech and language therapy, physiotherapy and occupational therapy.</i></p> <p><b>Action</b> Review of the functioning of health process in the EHC needs assessment process</p>			<p><b>Outcome</b> Health outcomes and provision fully included in EHC plan Families and professionals are able to focus on the specific outcomes that have been identified.</p>				
2.4	<p><b>Inspection finding</b> Although the SENDIASS is meeting parents' needs, leaders are aware of the need to enhance their evaluation of the service, for example making clear to parents how their needs will be met should they need to contact their SENDIASS caseworker during holiday periods or when their caseworker is not available.</p> <p><b>Action</b> Undertake an evaluation of the SENDIASS Service and how this can best meet the needs of City resident children and young people</p>	July 2018	July 2019 and ongoing	<p><b>Measure</b> Annual Outcome Evaluation conducted with service users, with a report to the SEND Programme Board Regular wider consultation with parent, carers and young people</p> <p><b>Outcome</b> Parents, carers and young people have timely access to the SENDIASS service, including during holiday periods and there are no delays to the service being accessed and issued being resolved.</p>	Annual Evaluation Report	SC/Tower Hamlets SENDIASS	CP/TS	<p>Government funding has been secured (July 2018) following a joint application with Tower Hamlets SENDIASS.</p> <p>This funding will allow for a dedicated City of London support worker to work with City families, the development of coproduction models, increased parent participation through the City of London parent/carer forum, and to undertake systematic quality and impact assessments.</p>
2.5	<p><b>Inspection finding</b> <i>Some parents expressed some dissatisfaction with the timeliness of follow-up to concerns. However, this was not commonplace among the views expressed by the wide range of parents spoken to during the inspection.</i></p> <p><b>Action</b> Establish ways to measure parent/carer satisfaction and dissatisfaction.</p>	Sept. 18	Dec.18	<p><b>Measure</b> Satisfaction surveys undertaken following EHC needs assessments. Practitioners signpost parents and carers to the appropriate service.</p> <p><b>Outcome</b> Communication with parents and carers is clear, prompt and timely. Parents and carers report that professionals keep them well informed.</p>		SC	CP/TS	

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	To ensure that written correspondence is responded to within the City of London's Customer Service Standards timescale (10 working days).			Parents, carers and young people report that services are responsive to their concerns/needs					
2.6	<p><b>Actions from SEND Service Action Plan/SEND Strategic Action Plan 2017-2018</b></p> <p>Implement a quality assessment process for EHC plans and annual reviews</p>	Sep 18	July 19	<p><b>Measure</b> Quality assurance framework is in place</p> <p>Independent review (Aid hour)</p> <p><b>Outcome</b> All EHC plans include SMART Outcome which have been developed with children, young people and their parents/carers.</p> <p>Consistently high quality EHC plans.</p> <p>Outcomes from EHC plans inform the JSNA and joint commissioning EHC provision value for money.</p> <p>Aspirational outcomes are agreed with parent, carers, children and young people.</p>		SC/LH	CP/TS		
2.7	Strengthen relationships with Tower Hamlets CCG to ensure clear pathways for City of London children and young people with SEND registered with a Tower Hamlets GP	July 18	July 19	<p><b>Measure</b> A strategic approach at a senior level is developed to strengthen the relationship with Tower Hamlets CCG</p> <p>Joint training and work with professionals in Tower Hamlets services is undertaken to build relationships and develop understanding of City of London needs and pathways</p> <p><b>Outcome</b> Clear pathways for City of London children and young people with SEND who are registered with Tower Hamlets GPs</p> <p>Agreement for single City and Hackney DMO to have health oversight of cases to ensure equity of provision</p>		EW SD/JE	CP/TS		Green?
2.8	Identify or develop a tool with which to evaluate/measure Outcome from EHC plans to link to and inform joint commissioning of services and the monitoring of contracts (Revised Summary SEF – February 2018).	July 18	July 19	<p><b>Measure</b> Outcome measures are developed and implemented to measure and report education, health, wellbeing and social care impacts</p> <p>Outcomes for education, health and social care and being effectively monitored and scrutinised and reported to the SEND Programme Board</p> <p><b>Outcome</b> Outcome data is informing commissioning and strategic planning, oversight and scrutiny</p>	EHC plans	SC, LH	CP/TS		

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				Outcomes from EHC plans inform the JSNA and joint commissioning EHC provision value for money.					
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<b>Priority: 3</b>	<p><b>PROTECTING CHILDREN FROM HARM, SUPPORTING INDEPENDENCE</b></p> <ul style="list-style-type: none"> <li>• Training our children and young people how to respond to a risk to their safety</li> <li>• Ensuring all young people have sexual health training</li> <li>• Making sure education health and care plans provide suitable challenges and opportunities to take appropriate risks</li> <li>• Assuring ourselves of the safety of the school (and other) environments where our children and young people are placed</li> </ul> <p><i>Inspection findings</i></p> <p>Professionals and leaders have a clear understanding of the risks facing children and young people who have SEN and/or disabilities. The sharing of information and monitoring of individual pupils means that additional social care support and interventions are in place to help young people to manage any identified risks.</p>								
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**Specific aim:**

3.1	<p><b>Actions from SEND Service Action Plan/SEND Strategic Action Plan 2017-2018</b></p> <p>Ensure newly commissioned youth and play services support CYP with SEND to access their community.</p>	Sept 2017	July 19 and ongoing	<p><b>Measure</b> Monitor SEND children and young people accessing services.</p> <p>Get feedback and evaluate the services with young people with SEND</p> <p><b>Outcome</b> The Core Specification for Children’s and Young People ensures inclusive provision for SEND</p> <p>All monitoring for DCCS Children’s and young people’s commissioned services includes reporting on SEND</p>		MP	CP	Continued monitoring and review of services to ensure that they are supporting children and young people with SEND to access the community.
3.2	<p>Ensure that all commissioned and recommended services are quality assured in terms of safer recruitment, DBS checks, appropriately qualified staff and safeguarding procedures are in place.</p>	July 2018	July 2019 and ongoing	<p><b>Measure</b> Quality Assurance measures demonstrates that appropriate safeguarding procedures are in place</p> <p>Processes are in place to ensure that the voice of the child or young person is heard</p> <p><b>Outcome</b> Children and young people report that they feel safe and that they know what to do if they are worried about their safety</p>		PD		
3.3	<p>Raise profile of sexual and relational health service to be provided by newly commissioned youth service to young people and families.</p>	Jan 2018	July 2018	<p>Early help and Education workers to have information on the new service and to share it.</p> <p>Numbers of referrals to youth services increase.</p>		SA JH	CP	

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<b>Specific aim:</b>									
3.4	Early Help, education service and Children’s Social Care to refer any young person who is vulnerable around unsafe relationships to the Vulnerable Adolescent’s Forum (with parental consent).	Sept 2017	July 2018	Vulnerable Adolescent’s Forum (multi-disciplinary) minutes to evidence young people with SEN support needs are being considered. Audits to show Early Help and Children’s Social Care are referring cases to the forum, and Outcome measured using either the CIN/CP review process or the distance travelled tool.		RG SA JH	CP		
3.5	Type of short breaks offered considers opportunities for risk taking and independence training.	Sept 2017	July 2019 and ongoing	Early Help case audit shows short breaks include an element of risk taking opportunity.		SA, JH	CP	Independence and travel training has been now considered within Short Breaks planning for summer 2018	

<b>Priority: 4</b>		<p><b>PROMOTING INCLUSION</b></p> <ul style="list-style-type: none"> <li>• Working with all major stakeholders within the City of London to actively remove barriers to participation, including physical barriers, informational, communicational or attitudinal</li> <li>• Supporting families creatively with short breaks that increase children and young people’s opportunities</li> <li>• Mystery shopping venues and building a reliable information bank of accessible activities</li> <li>• Creating a queue-jumping pass for families who cannot wait in line for long</li> <li>• Developing a working group for improving playground design</li> </ul>							
<b>Specific aim:</b>									
Ref:	Action:	Start:	End:	Measure/outcome:	Evidence	Lead officer/partner:	DLT lead:	Comments:	BRAG status:
4.1	<p><b>Actions from SEND Service Action Plan/SEND Strategic Action Plan 2017-2018</b></p> <p>Ensure that integrated commissioning arrangements reflect and meet the needs of City of London children and young people with SEND</p>	Sept. 2017	July 2019 and ongoing	<p><b>Measure</b></p> <p>The City of London is represented on the Children and Young People Workstream and any relevant sub-groups that emerge</p> <p>City of London needs are well understood, and strategic needs assessments and wellbeing strategies are aligned across the system</p>		EW TS	CP	<p>Integrated Commissioning arrangements across health, social care and public in City and Hackney began in April 2017.</p> <p>Key City officers engaged including Head of E&amp;EY.</p>	

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				<p>There is specific consideration of City of London needs within the workstream</p> <p>Value is added to the services already provided to City of London children and young people with SEND in any transformation projects</p> <p>City of London Children, young people and their families are actively involved in the co-production of services, planning, evaluation and delivery of services for SEND that are considered through integrated commissioning</p> <p>Outcome measures are developed and implemented for services commissioned through integrated commissioning in order to measure and report education, health, wellbeing and social care impacts</p> <p><b>Outcome</b> The quality of provision and outcomes for children and young people are improved as a result of the local authority and health making best use of resources through joint commissioning services.</p>				<p>CYPM workstream to propose opportunities for aligned budgets</p> <p>Workstream priority to have oversight of the health elements of the SEND offer and targeted joint work as appropriate. Need to ensure City relevance.</p> <p>There is a London ADASS Peer Review of integrated commissioning in City of London in September 2018.</p>
4.2	Ensure the City's needs are met in any future joint commissioning (including through attending the Integrated Joint Commissioning Group, coordinated by Hackney Learning Trust)	Sept 17	July 2019 and ongoing	<p><b>Measure</b> The City of London representation on this work stream.</p> <p><b>Outcome</b> City of London children and young people have access to a range of services to meet their needs.</p>	MP	CP/TS		
4.3	Ensure all CoL specifications take into account the needs of children and young people with SEND	Sept 2017	July 2019 and ongoing	<p><b>Measure</b> SEND provision included within Core Specification for Children and Young People.</p> <p>Work with Open Spaces to ensure SEND is considered within future provision.</p> <p><b>Outcome</b> City families report that services meet the needs of their children and young people.</p>	MP/CPCF	CP		

<b>Priority: 5</b>		<p><b>CREATING SMOOTH TRANSITIONS BETWEEN STAGES AND SERVICES</b></p> <ul style="list-style-type: none"> <li>• Preparing for change with each of our children and young people at key stages</li> <li>• Ensuring all the pieces are in place before asking a child or young person to make a transition</li> <li>• Preparation for adulthood for all vulnerable children and young people</li> <li>• Undergoing formal transition assessments in preparation for adult care services</li> </ul>
<b>Specific aim:</b>		

## SEND Service Improvement Action Plan – 2018 - 2019

Ref:	Action:	Start:	End:	Measure/outcome:	Evidence	Lead officer/partner:	DLT lead:	Comments:	BRAG status:
5.5	<p><b>Actions from SEND Service Action Plan/SEND Strategic Action Plan 2017-2018</b></p> <p>Identify the City of London strategic lead for post 19 developments.</p>	Sept 2017	Sept 18	Post 19 lead to establish a plan to develop pathways and a range of service to support transition in to adulthood post 19.		IT	CP		
5.6	Put broad scope plans in place for post 16 and post 19 progressions with exit pathways so that when young people are transitioning to adulthood their access to training and employment is facilitated.	Sept 2017	Sept 18	Plan developed for 16- 19 pathways and support networks.		IT JA (Information, Advice and Guidance)	CP		

<b>Priority: 6</b>	<p><b>IMPROVING LONG-TERM OUTOMES AND CREATING AN AREA WIDE IMPACT</b></p> <p><b>Primary question from the inspection</b></p> <p><b>Question C: How effectively does the local area improve Outcome for children and young people who have special educational needs and/or disabilities?</b></p> <p><b>Priority as set out in the Joint Strategy</b></p> <ul style="list-style-type: none"> <li>• Securing excellent long-term life Outcome through challenge, support and opportunity</li> <li>• Monitoring and accounting for Outcome; using performance data to measure impact and inform re-commissioning</li> </ul>								
<b>Specific aim:</b>									
Ref:	Action:	Start:	End:	Measure/outcome:	Evidence	Lead officer/partner:	DLT lead:	Comments:	RAG status:
6.1	<p><b>Inspection finding</b></p> <p><i>Parents are dissatisfied with the - service from general practitioners (GPs) in the City. Parents felt that their GPs were not always supportive when they asked for help, advice and/or referrals to specialist services. The local area has not ensured that enough parents are aware of the fact that they can self-refer for access to specialist services.</i></p> <p><b>Action</b></p> <p>Steps are taken to ensure staff within GP services understand the SEND reforms</p>	June 2018	Dec. 2018	<p><b>Measure</b></p> <p>The GP service is made aware of the views of parents and young people and are supported to address these.</p> <p><b>Outcome</b></p> <p>Parents and young people are aware of the pathways to access specialist health services</p> <p>Staff within GP services have an understand the SEND reforms and their responsibilities in relation to this. They understand how services are delivered locally to meet the needs of children and young people with SEND, thresholds, and the process for developing EHC plans.</p>		SD/CPCF, DCO	CP	SD has met with the Practice Manager and GP at the Neaman (June 2018) to address the issues raised during the SEND inspection and a further meeting is planned for September to include representatives for the CPCF and the DCO to discuss this further.	



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	and their responsibilities in relation to this.							
6.2	<p><b>Inspection findings</b>  <i>Health professionals, providers and families stated that, in some cases, access to health services was unclear. Families living in certain postcodes in the City who access GP services not associated with the NHS City &amp; Hackney Clinical Commissioning Group found the pathways confusing and at times transfer between health services was necessary. This means that children and young people may experience disruption to the care that they are receiving.</i></p> <p><b>Action</b>  Steps are taken to ensure that health professionals, providers and families have clarity regarding health pathways for City of London residents.</p>	Sept. 18	July 19	<p><b>Measure</b>  A clear referral guide is made available to professionals and families.</p> <p><b>Outcome</b>  Children and young people are signposted to the appropriate health services, relevant to their postcodes and so do not experience disruption to the care they are receiving because of postcode issues.</p>		SD/JE	CP	SD/JE to report to the SEND Programme Board in December 18 on referral pathways and work/planned work with primary care.
6.3	<p><b>Inspection findings</b>  <i>The DMO is currently in the process of collating information to undertake an audit of the quality of medical assessments being used in EHC plans, but this is still in its infancy. This means that the DMO has no oversight of the quality of the health input into the EHC plans of children and young people who are not</i></p>	Sept. 18	Jan.19	<p><b>Measure</b>  Audit by DMO of EHC Plans includes children and young people registered with GP practices outside of the City.</p> <p>EHC plans are amended to reflect recommendations of the review</p> <p><b>Outcome</b>  The DMO has oversight of the quality of the health input into the EHC plans of children and young people who are not registered with a City and Hackney practice and can influence improvement.</p>		SC/JE		Reported to SEND Programme Board June 2018

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	<i>registered with a City and Hackney practice and cannot influence any improvement.</i>								
6.4	<p><b>Inspection findings</b>  <i>Leaders have prioritised improving pathways into employment for adults with learning difficulties. The local offer is currently being improved to include more information about preparing for employment and signposting possible pathways.</i></p> <p><b>Action</b>            The Local Offer is improved to include more information about preparing for employment and signposting possible pathways.</p>	Sept. 18	July 19	<p><b>Measure</b></p> <p><b>Outcome</b>            Young people are able to access a wide range of information about preparing for adulthood, employment and training.</p>		FYI Manager	CP		
6.5	<p><b>Inspection findings</b>  <i>There is currently no use of personal budgets in the local area beyond direct payments for short breaks and the offer of personal health budgets for children and young people eligible for continuing care.</i></p> <p><b>Action</b>            Promote the use of/option of personal budget with parents and carers and</p>	Sept. 18	Dec. 18 and ongoing	<p><b>Measure</b>            The option of personal budget is discussed with families at EHC planning meetings and at annual review meetings.</p> <p>“Easy read” version of the Personal Budget policy is available on the Local Offer</p> <p><b>Outcome</b>            Parents and young people report that they have more choice and control about the provision and how they access this.</p>		SC	CP		

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	young people who have an EHC plan or who are undergoing an EHC needs assessment.								
6.6	<p><b>Inspection findings</b>  <i>Leaders have created a 'data digest' of information that relates to children and young people who have SEN and/or disabilities. They review the digest regularly and use it to report to the SEND programme board. Although the digest includes a lot of valuable information, it does not fully reflect the Outcome being achieved by those who are on SEN support. Leaders acknowledge the need to consider how best to account for the broad Outcome of this group of children and young people.</i></p> <p><b>Action</b>                      The data digest is further developed to include data relating to outcomes of children and young people who are at SEN support and attending schools and settings outside of the City.</p>	July 18	July 19 and ongoing	<p><b>Measure</b>                      A comprehensive SEND dataset is routinely reported to the SEND Board, CSMT and the SIB</p> <p><b>Outcome</b>                      Performance analysis and reporting enables strategic planning, oversight and scrutiny.</p>		MR	CP		
6.7	<p><b>Actions from SEND Service Action Plan/SEND Strategic Action Plan 2017-2018</b></p> <p>Develop links with available resources for employment and training support.</p>	July 2018	July 2019	<p><b>Outcome</b>                      Increased employability and employment levels</p> <p><b>Measure</b>                      Quality Assurance demonstrates employment being considered                      Number of people in paid employment.                      Outcome Measurement Tool</p>		IT/MP	CP	Accessing and engaging in work, training, education or volunteering is one of the National Eligibility Criteria under the Care Act. This is a mandatory section ASC FACE Assessment tool used for Transitions	

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	<p>Ensure Action pathways in place to work towards increased employability and raising employment levels.</p>			<p>ASCOF local reporting</p>				<p>and all subsequent needs assessments. Where this is assessed as a need it will automatically be brought forward to the FACE Support plan and the Support plan review completed a minimum of annually.</p> <p>Available Resources include:</p> <ul style="list-style-type: none"> <li>• CoL Adult Education and Apprenticeships</li> <li>• Tower Project – Employment Support currently with Commissioning to agree spot purchase contract</li> <li>• ASC Employment project</li> </ul> <p>Included in Youth and Play Services Contract specification outputs and KPIs</p> <p></p> <p>Final draft Addendum - youth services.pdf</p>
<p>6.8</p>	<p>Identify people at an early stage in their childhood to plan for adulthood. Adults team to allocate a case worker at 16+ to work jointly with transition planning.</p>			<p><b>Outcome</b> A smooth transfer to an adult environment where young adults move from child-centred to adult-orientated health and social care systems as distinct from a single chronological event</p> <p><b>Measure</b> Quality assurance from Case recording demonstrates ASC involvement from 16+ Quality Assurance of Transition forum recording</p>		<p>IT</p>	<p>CP</p>	<p>Transitions forum in place to identify people in planning for adulthood– see protocol.</p> <p></p> <p>150914_EW_TransitionsProtocol.doc</p> <p>ASC senior Social worker named person for transitions and attending forum.</p>

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									Named ASC Qualified Social Worker to work jointly on transitions planning.
6.9	Develop information pack for adulthood, including directory of support available and useful advice.	July 2018	July 2019	<b>Outcome</b> Accessible information available for young people, their parents/carers to support them in planning for adulthood  <b>Measure</b> Printable website directory in place to include easy read versions.		IT	CP	No specific guide for adulthood currently in place. However, Community Active Guide printed and available.	
6.10	Ensure that every adult and Young person is encouraged to have an annual health check including dental and oral care.	July 2018	July 2019 and ongoing	<b>Outcome</b> Improvements in health Outcome for young people and carers  <b>Measure</b> Quality Assurance of evidence Outcome measurement tool regarding health Outcome		IT	CP	Mandatory Check/prompt to be built into adults annual review form.  Youth and Play services spec as in 6.2 Above.  Discuss with commissioning around clauses in contracts for adults providers Update: 11/09/18 –Meeting with Commissioning.  Raise with Local GP surgeries	
6.11	Ensure that a clear process is in place to signpost to carer support networks. Identify options for emotional and practical support for individuals, including peer support networks and advocacy.	Sept 2017	April 2018	<b>Outcome</b> All carers are aware of their status of carers and their right to assessment Support networks are in place to meet needs of carers  <b>Measure</b> Quality assurance around offers of and completion of carers assessments, support plans and support plan reviews Universal support services in place for carers and included in directory of services		IT	CP	Carers of 16+ young people identified at transitions Forum  Carers of 16+ young people identified at transitions Forum  Carers Strategy in place. Refresh planned for Jan 2019  Carers Assessment and support plans include how individually identified needs are met	

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								<p>Carer directory of support available on Website</p> <p>Carer Advocacy provision in place.</p> <p>Peer support networks available:</p> <ul style="list-style-type: none"> <li>• SEND Parents Group and Forum</li> <li>• ASC commissioned Carers Support Group offer to all carers.</li> </ul>	
6.12	Develop an Outcome based tool to use with the person to identify and track their progress on their identified Outcome.	Sept 2017	March 2018	<p><b>Outcome</b> Implementation of evidence-based tool for both supporting and measuring change</p> <p><b>Measure</b> Quality assurance of case recording on MOSAIC Outcome tool is in place for each person and updated at each review.</p>		IT	CP	<p>Outcome star functionality explored as part of MOSAIC upgrade but significant cost of building and maintaining license. FACE overview assessment implemented in system with recorded Outcome pulled through to support plans and revisited each review. FACE is also being used for Transition assessments.</p>	
6.13	Explore the 'Shared Lives' approach in anticipation of YP's supported independence	Sept2017	Dec 2017	<p><b>Measure</b> Clear information on any available access to shared lives pathways.</p> <p><b>Outcome</b> Increased choice of supported independence for YP</p>		IT	CP	<p>Shared Lives scoping project looking at viability of either a scheme being set up in the City or partnership with a neighbouring scheme. To be Completed by end September 2018.</p>	