

## Royal Borough of Windsor and Maidenhead Local Area Written Statement of Action for Special Educational Needs and Disabilities (SEND)

### Purpose of this statement

Between 3 July 2017 and 7 July 2017, Ofsted and the Care Quality Commission (CQC) conducted a joint inspection of the Royal Borough of Windsor and Maidenhead (RBWM) local area to judge its effectiveness in implementing the special educational needs and disability (SEND) reforms set out in the Children and Families Act 2014. As a result of the findings of the inspection, Her Majesty's Chief Inspector (HMCI) determined that a Written Statement of Action (WSOA) is required to address eight areas of significant weakness in the local area's practice. RBWM and the Windsor and Maidenhead (WAM) Clinical Commissioning Group (CCG) are jointly responsible for submitting the written statement, which has been produced in conjunction with Parents and Carers in Partnership (PaCiP).

The local area is required to produce and submit a Written Statement of Action to Ofsted that explains how the local area will tackle the following areas of significant weakness:

- tardiness and delay in establishing strategies to implement the reforms effectively
- the lack of leadership capacity across local area services, such as the time given to the role of the Designated Clinical Officer (DCO)
- poor use of management information to secure a robust overview of the local area's effectiveness
- weaknesses in how leaders are held to account across the local area
- the inequality of access to services and variability of experience for children and young people who have special educational needs and/or disabilities and their families
- the wide variances in the quality of education, health and care plans caused by weaknesses in the planning and transition processes
- the lack of effective co-production with parents when designing and delivering services and when planning for their individual children's needs
- poor joint commissioning arrangements that limit leader's ability to ensure that there are adequate services to meet local area needs.

Since the inspection, the Borough's Director of Children's Services and the CCG's Director of Quality have been working with services and stakeholders to understand the actions we need to take to make improvements. These include: PaCiP; employees of RBWM and WAM CCG; schools and colleges; Schools Forum; Public Health; Berkshire Healthcare Foundation Trust (BHFT) and other health care providers.

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This is our statement of action. It sets out:

1. Our vision
2. The value of coproduction;
3. Key Themes from the inspection.
4. The framework we will use to measure our performance.
5. A summary of the outcomes we are seeking to achieve to address the weaknesses identified and the improvements we will make;

The action plan within the written statement of action will be overseen and scrutinised by a new multiagency SEND Steering Board. This will be an evolution of our existing multi agency SEND improvement group.

### **1. Our vision and principles.**

Our vision for children and young people with SEND in RBWM was discussed at length during the co-production of the SEND strategy shared with the inspection team. These principles and priorities remain and underpin the actions which support our written statement.

In RBWM we are committed to developing inclusive communities which are welcoming to all. Our vision for Special Educational Needs and Disabilities (SEND) underpins this commitment. It is:

**"To ensure that every child and young person with SEND in the borough is safe, has access to equal opportunities and is enabled to reach their full potential"**

**We are committed to securing the best possible outcomes for children and young people with SEND. We want them and their families to: feel valued; be able to participate; and be empowered to have choice and control. We will work together to give children and young people with SEND in RBWM every chance to be the best that they can be. We want them to enjoy a healthy and happy family life and to go to an educational establishment that meets their needs as near to their home as possible. This includes our strong commitment to our children in care.**

Our SEND strategy focuses on three major priorities. These priorities run alongside the written statement of action. They are:

1. work to ensure that appropriate emotional wellbeing and mental health services are available to all children and young people.
2. support early year's settings, schools and others to be fully inclusive and improve educational outcomes for children and young people with SEN and Disabilities.
3. improve educational achievement for young people post 16 and ensure effective transitions into adulthood.

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Three principles underpin our aspirations.

1. Involve children and young people and their parents and carers in all decisions about them, promoting independence and autonomy through to adulthood.
2. Enable inclusion and participation in all aspects of family, school and community life in a local and inclusive setting, making the best possible use of available resources.
3. Secure the right support at the right time for families by working in partnership with schools, health, social care and other key partners.

## **2. The value of coproduction**

We will build on our coproduction partnerships and continue to make sure that the right people are involved in delivering the improvements set out in this plan in the same way as the strategy was developed. This work will include contributions from councillors, senior leaders, partners, schools, colleges, staff, PaCiP, and young people. Improvement work will be delivered through a SEND working groups overseen by the SEND Steering Board.

As part of this commitment, we will work with PaCiP to develop the understanding of coproduction for all stakeholders and use the model when designing changes to deliver the SEND strategy. We recognise that working with our partners within PaCiP we should ensure that co-production:

- Is recognised as important, valued, planned and is adequately resourced.
- is clearly viable at all stages in the planning, delivery and monitoring of services
- clearly describes roles for children, young people and parents
- builds into the process, strong feedback mechanisms to ensure that children, young people and parents understand the impact of their participation.

### 3. Key Themes from the inspection.

We have identified/recognised a set of Themes linked directly to the areas of weakness identified by inspectors. These are provided in the table below along with a summary of the key improvements that we will make to have the greatest impact.

Theme 1: Tardiness and delay in establishing strategies to implement the reforms effectively	
What Ofsted and CQC said	Outcome we are seeking to achieve
<i>"There is too little evidence of leaders' actions resulting in improvements to the experiences and outcomes of children and young people who have special educational needs and/or disabilities and their families."</i>	Clear strategic leadership to be evident in improved "customer" experience. Strategic leadership to roll out the co-production model across all services. Evidence that the child is at the centre of our system through case studies highlighting action and impact.
Theme 2: The lack of leadership capacity across local area services, such as the time given to the role of the DCO	
What Ofsted and CQC said	Outcome we are seeking to achieve
<i>"The clinical commissioning group's designated clinical officer (DCO) is under resourced. The time allocated for the role does not reflect the Children's Disability Council guidance and so the DCO's availability to lead the strategic agenda is limited."</i>	The outcome should be the employment of a dedicated Head of Children and Families to provide additional operational and strategic support to the DCO. Leaders have a secure and robust overview of the local areas effectiveness. SEND reforms are well known by all staff involved with SEND. Improved management of SEND processes. Multiagency decision making at panel improves fairness.
Theme 3: Poor use of management information to secure a robust overview of the local area's effectiveness	
What Ofsted and CQC said	Outcome we are seeking to achieve
<i>"Leaders across education, healthcare and care do not have effective oversight of the number of children and young people who have special educational needs and/or disabilities being supported across services."</i>	Robust and accurate data, across all agencies, for all children with SEND. (With and without an EHC plan). Transparent and published data which indicates the effectiveness of different elements of the SEND system.
Theme 4: Weaknesses in how leaders are held to account across the local area	

What Ofsted and CQC said	Outcome we are seeking to achieve
<p><i>“Furthermore, a lack of robust accountability measures means that not enough is being done to tackle these inconsistencies and to hold leaders and services to account.”</i></p>	<p>Improved information will allow transparent assessment of the effectiveness of systems in the local area and clarify governance and commissioning arrangements to ensure accountability.</p> <p>Leaders and services providers demonstrate responsibility and accountability for their role in SEND improvements and are held to account for under performance</p>
<p><b>Theme 5: The inequality of access to services and variability of experience for children and young people who have special educational needs and/or disabilities and their families</b></p>	
<p>What Ofsted and CQC said</p>	
<p><i>“There is too much variability in the implementation of the reforms across the local area. Despite pockets of good practice, joint working is not consistent enough.”</i></p>	<p>Greater consistency in expectation and understanding of responsibility and accountability across all service providers, including schools. Transparency and co-production in all SEND development activities including early help as well as EHCP related activity and processes.</p> <p>Publish via the Local Offer action plans with leads that hold accountability and responsibility for delivery and embedding of the SEND reforms.</p>
<p><b>Theme 6: The wide variances in the quality of education, health and care plans caused by weaknesses in the planning and transition processes</b></p>	
<p>What Ofsted and CQC said</p>	
<p><i>“Systems and processes around the application for, and management of education, health and care (EHC) plans are not working well enough.”</i></p>	<p>All stakeholders have a good understanding of the systems and processes for EHC plans and how they will be continuously improved.</p> <p>Consistent and robust systems and processes implemented for all aspects of the EHCP processes, including preparing for adulthood.</p> <p>Improved experience for children, young people and families.</p> <p>Equitable access to resources.</p>

Theme 7: The lack of effective co-production with parents when designing and delivering services and when planning for their individual children's needs	
What Ofsted and CQC said	
<i>"Co-production at a strategic level is not as well established as it should be, considering that the reforms were introduced in 2014."</i>	Parent / Carers/ young people feel better informed and that their child young person's needs / experiences are shaping services and they are receiving the appropriate services to meet their needs and the development of new approaches.
Theme 8: Poor joint commissioning arrangements that limit leaders' ability to ensure that there are adequate services to meet local area needs.	
What Ofsted and CQC said	
<i>"Joint commissioning is under-developed..... This means that in a period of declining budgets, opportunities to pool resources to tackle areas of need in the local area are under-utilised."</i>	To have evidence of a robust system of joint commissioning and procurement which improves the effectiveness of services available, identifies gaps and plans future strategies to support children and young people with SEND.

#### 4. How will we manage performance?

We have adopted an “outcomes based accountability” structure to manage performance. Full training will be offered to contributors. For each of the areas for development we will be asking three questions. The SEND Steering Group will review progress and update the following table as part of the published report. The initial version is populated with questions that have been proposed during the development of this statement.

How much did we do?	How well did we do it?
<ul style="list-style-type: none"> <li>● Number of case audits completed</li> <li>● Number of conversions from statements to EHCP</li>   <li>● Number of professionals completing training (by type)</li> <li>● Number of children placed out of borough</li> <li>● Number of places available in SEN Resource Provision</li> <li>● Number of places available in RBWM Special Schools for children with complex SEND</li> <li>● Attendance at commissioning and decision making meetings</li> <li>● Number of inclusion self-evaluation frameworks completed</li> </ul>	<ul style="list-style-type: none"> <li>● % of new EHCP completed within statutory timescales</li> <li>● Quality of assessments and plans (case audits report)               <ul style="list-style-type: none"> <li>○ Outcomes focused</li> <li>○ Personalised</li> <li>○ Voice of child</li> </ul> </li> <li>● Customer experience survey</li> <li>● Waiting times for specialist services</li> <li>● Training evaluation</li> <li>● Satisfaction of educational settings on quality of support offered</li> </ul>
<b>Is anyone better off as a result?</b>	
<ul style="list-style-type: none"> <li>● % children and young people meeting goal based outcomes (measured at review) in their Education Health and Care plans</li> <li>● Key Stage 2 attainment</li> <li>● Educational progress of children with SEND</li> <li>● Pupil absence rates of children with SEND</li> <li>● Pupil exclusion rates of children with SEND</li> </ul>	

We recognise that some outcome measures are achieved over months and in some cases, years. We will therefore choose the best measures available to inform our progress reporting.

Glossary of Terms	
AfC	Achieving for Children
BCF	Better Care Fund - Health and Social Care joint funding
BHFT	Berkshire Healthcare Foundation Trust
CCG	Clinical Commissioning Group
Co-production	The process of practitioners, families and young people working together to develop plans and services which uses the unique perspectives of all to develop a service which meets the need of the service user
CQC	Care Quality Commission
CYP	Children and Young People
CYPDS	Children and Young People Disability Service
DCO	Designated Clinical Officer
DCS	Director of Children's Services
OfSTED	Office for Standards in Education, Children's Services and Skills
PaCiP	Parents and Carers in Partnership
PfA	Preparing for Adulthood
SENCO	Special Educational Needs Co-ordinator
SEND	Special Education Needs and Disabilities
<b>Multi Agency Description</b>	
This is a dynamic group process with parents/carers and professionals who work together to plan and transform services for disabled children and those with special education needs. Multi-agency means Council and AFC staff, CCG and health providers, school, college, and nursery staff as well as parent and carer representatives from PaCiP.	



**5. A summary of the outcomes we are seeking to achieve to address the identified weaknesses.**

<b>Theme 1: Tardiness and delay in establishing strategies to implement the reforms effectively</b>	<b>Progress (BRAG)</b>
<p>General outcomes:</p> <ul style="list-style-type: none"> <li>• Leaders across the local area are embracing accountability and responsibility for the implementation of the SEND reforms.</li> <li>• Regular publication of progress in implementing the reforms on the Local Offer.</li> <li>• A strategic direction for meeting the needs of all children and young people with SEND.</li> </ul>	<p>Blue: completed and embedded  Green: on track, no delivery concerns  Amber: on track, minor delivery concerns  Red: little progress major delivery concerns.  White: not started</p>
<p>Theme owner: Director of Children’s Services</p>	

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
<b>Theme 1: Tardiness and delay in establishing strategies to implement the reforms effectively</b>						
<b>Ofsted Main Finding 1.1</b>	<b>Leaders across the local area are not implementing the reforms required by legislation in a timely manner.</b>					
a. Accountability structure in place	Establish a high level SEND Steering Board made up of local authority, Health, Schools, and Parents that will hold all agencies to account for the delivery of the Action Plan and direct the outcomes of the resulting work stream groups. The Steering Board will report in to the Health and Well Being Board.	N/A	DCS and CCG Lead	November 2017	Steering Board established and meeting monthly  Health and Wellbeing Board agreed as overall governance.	Blue
b. Clear communication from the SEND Steering Board to all partners and services users	Communicate termly on the progress of the action plan, including via the Local Offer which addresses the issues within the WSOA	N/A	Chair of the SEND Steering Board	Termly, beginning December 2017	All relevant documentation is published on the Local Offer and refreshed at least monthly. This includes: <ul style="list-style-type: none"> <li>• Latest version of the WSOA</li> <li>• All termly chair's reports</li> <li>• Minutes of SEND Board meeting</li> <li>• Terms of Reference of the board</li> <li>• Other relevant documents. For example, those presented at the Inclusion Summit on 19 April 2018</li> </ul> All stakeholders share the above information within their networks to ensure the information reaches the wider audience.	Green
c. A SEND Working Group model in place with capacity and responsibility to deliver key aspects of the action plan and wider reforms	Establish a local leader's Working Group to support the area-wide commitment to drive through SEND improvements	N/A	DCS	Beginning in December 2017.	There is an established working group that meets monthly to update the action plan and to provide exceptions reports to the board.  The board works to an agreed timeline for updates. The working group has agreed four specific workstreams to drive delivery of the action plan. In addition to the workstreams, there is an	Green

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
					<p>overarching commitment to ensuring co-production and effective communication is a shared vision.</p> <p>PaCiP will provide a monthly report to the working group.</p>	
<b>Ofsted Main Finding 1.2</b>	<b>Though late in the day, leaders are consulting on a new SEND strategy which details how they intend to work together to implement the reforms.</b>					
a. Publication of a 2017 - 2020 SEND Strategy	Complete the consultation on the SEND Strategy	<b>WS 1</b>	<b>Service Leader CYPDS</b>	February 2018	SEND Strategy has been co produced with all interested stakeholders during the specific nine week period in 2017. Further refinements were made up until the end of December 2017.	Green
	Launch SEND Strategy alongside the Inclusion Charter	<b>WS 1</b>	<b>Service Leader CYPDS</b>	April 2018	The strategy was launched at the Inclusion Summit on 19 April 2018 and is available on the Local Offer.	Green
	Publish the SEND Strategy	<b>WS 1</b>	<b>Service Leader CYPDS</b>	<del>March 2018</del> April 2018	SEND strategy is published on the Local Offer.	Blue
b. Publication of a 2017-2020 SEND Strategy implementation plan which details actions that need to be taken in order to achieve the priorities in the strategy.	<p>Co-produce an implementation plan, overseen by the SEND Steering Board and led by the SEND Working Group.</p> <p>Launch alongside the Inclusion Charter.</p>	<b>WS 1</b>	<b>Service Leader CYPDS, SEND Working Group</b>	<del>February 2018</del> April 2018	Following the launch of the strategy at the Inclusion Summit on 19 April 2018 dates have been set for mid-May to co-produce the implementation plan with a wide range of stakeholders.	Green
c. A well communicated strategy, known to all stakeholders.	Launch an annual "Inclusion Summit" which is open to all so that clear progress can be demonstrated in implementing the reforms.	<b>WS 1</b>	<b>Service Leader CYPDS, PACIP, DCO</b>	April 2018	A very successful event was held on 19 April 2018, attended by around 180 participants from all sectors and stakeholder interest groups. These included parents, schools, community services and health.	Blue

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
d. Understanding and commitment to inclusion from all providers of education (a major principle underpinning the strategy).	<p>Develop an "Inclusion Charter" so every child and their family understand the commitments that all parts of the system have made to help them succeed</p> <p>50% of schools signed up to support the Charter before the inclusion summit.</p> <p>80% of schools signed up to support the Charter by the end of the current school year.</p>	WS 2	DCS	<p><del>March 2018</del></p> <p>April 2018</p> <p>July 2018</p>	Inclusion Charter was launched at the Inclusion Summit on 19th April 2018 and an interactive activity was led by PaCiP to gain participants views on the co-produced charter content to date. These will be taken into account before publishing the final version.	Green
<b>Ofsted Main Finding 1.3</b>	<b>Nor have local area leaders fully understood the depth of concern felt among their parents. Leaders have not recognised the limited progress in improving the experience and outcomes for children and young people who have special educational needs and/or disabilities which results from their slow and piecemeal implementation of the reforms.</b>					
a. Effective partnership working	Strengthen and develop the work with PaCiP as a group to represent views of parents to shape services	<p>WS 1</p> <p>WS 2</p> <p>WS 3</p> <p>WS 4</p>	PACIP, Service Leader CYPDS, DCO	Ongoing	PaCiP integral to the development of this action plan. Increased membership and further interest to undertake the co-production training. 6 weekly meetings between PaCiP and CYPDS agreed.	Green
	Quarterly meetings between PaCiP committee with DCS and CCG lead officers to ensure feedback loop in addition to individual work items.	N/A	DCO, Service Leader CYPDS, PACIP	Feb 2018	Initial meeting between PaCiP, DCS and CCG was held in December 2017. 6 weekly meetings between PaCiP and CYPDS agreed. East Berkshire meetings by the CCG, PaCiP, BHFT and LAs in place for setting strategy and collaborative working.	Amber
b. Improved partnerships and shared responsibility and accountability	<p>Review current feedback systems for young people and their families and identify gaps.</p> <p><i>Note: This action is specifically in relation to the EHC assessment process</i></p>	WS 3	SEND Business Manager, Service Leader CYPDS, PACIP, DCO	<p><del>March 2018</del></p> <p>End of June 2018</p>	There are now regular feedback points during new EHC assessment process for young people and their families, coupled with a more in-depth feedback at end of process. This information will be used to inform any further refinements to the process.	Green

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
	Co-produce system changes so there is increased transparency of all elements of service delivery.	<b>WS 3</b>	<b>SEND Business Manager,</b> Service Leader CYPDS, PACIP,DCO	September 2018		White
	Routine monitoring of feedback by the East Berkshire SEND group to inform future system wide changes	<b>WS 3</b>	<b>DCO</b>	April 2018	Parent/Carer feedback is a regular agenda item for the East Berkshire SEND meeting to provide feedback directly from the parent reps to the group attendees for wide dissemination of new activities and areas where support is required. Local and national SEND initiatives are also disseminated and discussed.	Green
	Work with schools and other educational settings to ensure that the graduated approach to SEND best practice is known across the borough.	<b>WS 4</b>	<b>SEND Business Manager,</b> Service Leader, CYPDS, PACIP,DCO	Feb 2018	Graduated response booklet documentation is on the Local Offer.  All SENCOs invited to a workshop to look at best practice in clusters including implementing the Graduated Response.	Green
c. Improved profile of SEND in all aspects of youth council work. Active promotion of information and understanding of SEND.	Ensure that children with SEND are included on the local youth council (Kickback) to ensure this group are represented in the voice of the child work across the borough	<b>WS 3</b>	<b>Service Leader CYPDS</b>	<del>March 2018</del> April 2018	Two young people with SEND are members of Kickback and are supported to be active participants.	Blue
d. Clear communication to all partners and service users on progress in implementing the reforms.	Increase focus on the Local Offer ensuring this is up to date and includes a regular SEND newsfeed based on the half- termly Chair's Report	<b>WS 1</b>	<b>Service Leader CYPDS,</b> PACIP,DCO	January 2018	Local Offer is updated on a regular basis with key documentation in relation to the WSOA.	Blue

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
<b>Theme 2: The lack of leadership capacity across local area services, such as the time given to the role of the DCO</b>						
<b>Ofsted Main Finding 2.1</b>	<b>The clinical commissioning group's designated clinical officer (DCO) is under resourced. The time allocated for the role does not reflect the Children's Disability Council guidance and so the DCO's availability to lead the strategic agenda is limited.</b>					
a. DCO has capacity to fulfil the role as indicated in the CDC guidance	<p>Agree with the CCG the reasonable capacity for the DCO to lead and manage the strategic agenda under the CDC guidance. Flexibility of the role to be agreed to:</p> <p>Raise the profile of SEND locally with GPs and health care staff.</p> <p>Identify gaps in current provision, and support the development of business cases and option appraisals</p> <p>DCO to develop and distribute across the health economy a biannual newsletter on SEND.</p>	<b>WS1</b>	<b>DCO, CCG</b>	December 2018	Capacity of DCO has been reviewed and additional capacity has been agreed by the CCG. The DCO now has additional capacity to fulfil the CDC guidance.	<b>Green</b>
b. Clear communication to all Health staff on progress in implementing the SEND reforms.	DCO to forward all relevant policy updates to health colleagues within the RBWM health economy, in a timely manner	<b>N/A</b>	<b>DCO</b>	December 2017	DCO is a member of SEND Steering Board.	<b>Green</b>
	Key stakeholders ( to include relevant health services) to attend the East Berkshire SEND meeting is a conduit to ensure communication of SEND updates and reforms to all agencies; each member of the group have a responsibility to ensure relevant information is disseminated across their agencies and to parents including Local events and Local Offer updates.	<b>N/A</b>	<b>DCO</b>	September 2018	Chair's report as part of the RBWM Health and Well Being Board February 2018.	
	The SEND Chair's Report communicated to all stakeholders	<b>N/A</b>	<b>SEND Steering Board chair</b>	January 2018		
	SEND update session on the GP education programme	<b>N/A</b>	<b>DCO</b>	April 2018		

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
C. DCO to be fully engaged in the strategic development of all SEND initiatives across the borough.	DCO to be part of the SEND Steering Board and an active member of the SEND Working Group.	N/A	DCO	December 2017	DCO a member of both the Board and the Working Group	Green
	DCO to develop multi-agency thematic reviews of EHCPs to undertake deep dive audits three times a year: initial assessments, review assessments and transition processes to drive up quality of plans across East Berkshire. Any themes, learning and improvement actions arising will be reported to the DCO and commissioner, to the East Berkshire SEND group and to the RBWM SEND Steering Board.	WS 3	DCO	December 2017	First audit day took place 16 <sup>th</sup> March 2018.	Green
	Multiagency audit programme in place and monitored by East Berks SEND group	WS 3	DCO	April 2018	First audit day took place 16 <sup>th</sup> March 2018; follow up was held on 20 <sup>th</sup> April 2018. The report is due out by end of April 2018.	Green
d. Clear communication to all partners and service users on progress in implementing the reforms.	Oversee content of the Local Offer; ensure all Health references are accurate and up- to-date.	WS 1	BHFT / DCO	December 2017	Local offer now captures all health information.	Amber
	Monitor data / trends in SEND referrals via the SEND Coordinator	WS 1	BHFT / DCO	April 2018	Update Feb 2018: Data set agreed data collection to commence April 2018.	Green
<b>Ofsted Main Finding 2.2</b>	<b>Key challenges, such as changes to the leadership structure at the Royal Borough of Windsor and Maidenhead (RBWM), and continued turnover of administrative staff, have limited the capacity to drive through the reforms</b>					
a. Shared responsibility for the implementation of the SEND reforms. This will enhance the leadership capacity across the area.	Work with educational settings to explain the leadership requirements of the graduated approach to SEND to Headteachers and Governors at the local Education Leadership Forum (ELF) on 23 January 2018.	WS 4	DCS	January 2018	Presentation given at ELF	Green
					The SEND Working Group of schools met on 9 <sup>th</sup> March and agreed to proceed with task and finish groups.	Green

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
b. Shared leadership, responsibility and accountability for early identification and delivering outcomes through the SEND Strategy	Co-produce the SEND Strategy and implementation plan as set out in 1.2a and 1.2b.	WS 1	SEND Steering Board -Chair	April 2018	Current SENCO group within the Borough will expand its reach to all schools to support with co-production.	Green
c. Staff in educational settings have the appropriate skills and abilities to identify and have meet the needs of CYP with SEND	Develop the use of educational networks and experience to share good practice to develop SEND capacity across the area.  Graduated approach is evidenced in 80% of new EHCP requests put forward by schools by the end of the academic year.	WS 3 WS 4	Service Leader CYPDS	July 2018	Educational networks identified and engaged.  The Better Care Fund (Health and Social Care monies) will provide support for resource to lead on this approach.	Amber
d. Increased Case Officer	The Children and Young People Disability Service (CYPDS) will add capacity with two Case Officer roles focused on the more challenging cases, either new or existing to ensure their effective resolution without impact on other cases.	WS 3	Service Leader CYPDS	April 2018	The Better Care Fund (Health and Social Care monies) have agreed £150k per year for three years. Work underway to develop posts to complete work required  CYPDS will now have one post .Early activity on complex cases is currently underway by an interim worker	Green
<b>Ofsted Main Finding 2.3</b>	<b>There is too little evidence of leaders' actions resulting in improvements to the experiences and outcomes of children and young people who have special educational needs and/or disabilities and their families.</b>					



Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
a. Clarity for service users on where to go to access appropriate services and resources for Emotional Health and Wellbeing and CAMHS. This will help to reduce waiting times for SEMH support.	Create an Emotional Health and Wellbeing plan that seamlessly links to the CAMHS transformation strategy.	WS1	CCG Director of Strategy	September 2018	Children's Health and wellbeing board is established and is now called Joint Commissioning Board and EH&W plan will sit within this: the proposal to create an East Berkshire health and wellbeing plan will be presented to the Health and wellbeing board March 29 <sup>th</sup> 2018. There is in existence a CAMHS East Berkshire Transformation plan which is refreshed annually and a summary of activity is widely disseminated to key stakeholders for onward communication.	Amber
	The online resource and single point of access will be accessible via the local offer.	WS1	BHFT	January 2018	The BHFT online resource offers information to parents, carers and professional on services available that are provided by BHFT, advice on how to support a child and also when to refer and access to the online referral form.  The online resource was launched in October 2017 <a href="http://www.cypf.berkshirehealthcare.nhs.uk">www.cypf.berkshirehealthcare.nhs.uk</a>	Amber
	CCG will fund an additional 50 Autism Assessments for CYP on the waiting list across East Berkshire	N/A	CCG	January 2018	CCG have agreed to fund additional 50 autism assessments	Blue
	BHFT will undertake an additional 50 Autism Assessments for CYP on the waiting list	N/A	BHFT	September 2018	BHFT have received funding agreement In process of recruiting for additional resources to undertake the assessments	Amber
	CCG will work with BHFT to look at the demand and capacity of the Autism Assessment service and plan an appropriate model	N/A	CCG BHFT	January 2018	Business case for new model has been agreed by CCG E.Berks Autism group working together are meeting regularly chaired by BHFT to help inform future model.	Blue

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
	The CCG will commence the business planning process of commissioning new pathway and service for an ageless autism service to be coproduced, with an options appraisal of the new pathway and service to be presented in September 2018.	N/A	CCG	January 2018	Business model agreed by CCG will now go to LAS for further discussion to then allow business planning.	Green
b. Improved experience of young people with SEND. For those with EHCP's Ensure annual reviews are focused, timely and update outcomes appropriately. In particular ensure those who are in Y9 and above have a well planned, meaningful transition into adulthood to equip them for the future.	The Inclusion Charter will set out clear expectations for all as described in 4.1a.	WS 2	Service Leader CYPDS, PaCiP	April 2018	<b>New SEND Business Manager took up post on January 3<sup>rd</sup> 2018.</b>	Amber
	Regular annual training for all education providers to ensure that CYP have individually focused annual reviews, leading to increased satisfaction measures	WS 3	Service Leader CYPDS, PaCiP			Amber
	Introduce specific 18-25 "Preparing for adulthood" pathway (PfA) with activity from Y9.	WS 1				Amber
	BHFT to adapt forms on RiO, (health data management system) to capture information on transition discussions undertaken with service users from the age of 14. This will ensure that the views of the young people are captured and that this can be monitored.	N/A	BHFT	April 2018	Ready, Steady Forms have been set up on RIO for use by children's services. Further work being undertaken to fully embed use of forms	Green
	BHFT will be auditing young person's experiences of transition will be undertaken in quarter 4.	N/A	BHFT	July 2018	Audit in progress	White

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
c. Clarity for parents and carers on what is available for pre-school children with SEND.	Early Years Area SENCO model and Inclusion Support Funding to ensure children's needs are captured as early as possible to be established	WS 2	Service Leader Education Leadership	September 2017	Early Years Virtual SEND team, including Area SENCO established along with £160k fund from the early years block.  Initial training to early years providers has been delivered.	Green

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
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**Theme 3: Poor use of management information to secure a robust overview of the local area's effectiveness**

Ofsted Main Finding 3.1	A lack of robust accountability measures means that not enough is being done to tackle these inconsistencies and to hold leaders and services to account.					
a. Accountability structure in place	The SEND Steering Board accountability and governance structure is communicated and regularly reports on progress, including to parents via the Chair's Report.	N/A	DCS and CCG lead	By the time this plan is published.	The SEND Steering Board has been established and the governance arrangements have been confirmed.	Blue
b. Understanding and commitment to inclusion from all providers of education. (a major principle underpinning the strategy).	Develop an "Inclusion Charter" so every child and their family understand the commitments that all parts of the system have made to help them succeed.	WS 2	Service Leader laPS, Service Leader CYPDS, PaCiP	March 2018	Inclusion Charter was launched at the Inclusion Summit on 19th April 2018 and an interactive activity was led by PaCiP to gain participants views on the co-produced charter content to date. These will be taken into account before publishing the final version.	Green
c. Improved partnerships and greater collective accountability for SEND educational inclusion.	Establish an inclusion quality mark for schools and colleges to allow parents and young people to compare different approaches to inclusion.	WS 2	Service Leader laPS, DCS	September 2018	The funding has been established but resources are yet to be identified.	Green
d. Comprehensive communication of the SEND strategy and "buy in" from all stakeholders.	Launch an annual "Inclusion Summit" which is open to all so that clear progress can be demonstrated in implementing the reforms.	WS 1	Service Leader CYPDS, PACIP, DCO		A very successful event was held on 19 April 2018, attended by around 180 participants from all sectors and stakeholder interest groups. These included parents, schools, community services and health.	Blue
Ofsted Main Finding 3.2	However, leaders have not recognised that the data masks inequalities in the assessment, provision and outcomes for pupils who have special educational needs and/or disabilities across the local area					

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
a. Identification of those children with SEND whose difficulties have not been identified.	<p>Establish a comprehensive participant satisfaction and feedback survey at key stages to obtain an understanding of whether some children and young people's SEND remains unmet.</p> <p><i>Note: WS 2 is working on improvements to practice around identification of additional needs and strategies to support children and young people</i></p>	WS 2	SEND Business Manager, Service Leader for CYPDS/ DCO	<p><del>April 2018</del></p> <p>May 2018</p>	<p>There are now embedded regular feedback points during new EHC assessment process.</p> <p>Please note further comment under action.</p>	Blue
b. That no CYP drop between services with their needs remaining unmet as a result of poor information sharing.	Update data systems to ensure that children and young people with SEND are clearly identifiable to other appropriate services and professionals.	WS 1	Service Leader CYPDS	December 2017	The Local Authority data management system, PARIS is working on adding an alert flag to the top of a CYP file if the individual has an EHC plan. This work is within the workplan for PARIS changes but as yet no clear implementation date.	Red
c. Regular accurate data reports commissioned to inform managers of outcomes of SEND CYP, at individual, school and borough wide.	<p>Create a regular specific data set for measuring the outcomes in SEND (Include Healthy Child programme).</p> <p>Review health data routinely at East Berkshire SEND group.</p>	WS 1	DCO, Service Leader CYPDS	April 2018	<p>There is a data set in place that has school level population data. The first annual Trend Report was produced and shared at the Inclusion Summit on 19 April 2018.</p> <p>The CCG Commissioning Support Unit is charged with producing an agreed suite of health data for ongoing trend analysis across the local area in addition to the need to provide bespoke information for the next annual Trend Report in April 2019.</p>	Red
d. Annual 3 year trend datasets to inform leaders on SEND inclusion, assessments and services accessed. (school level)	Develop an Annual Trends report that shows inclusion rates, assessment and plan generation rates, service usage statistics and feedback from young people and their families in order to demonstrate progress	WS 1	DCS / CCG, Service Leader for CYPDS, DCO	March 2018	There is a data set in place that has school level population data. The first annual Trend Report was produced and shared at the Inclusion Summit on 19 April 2018.	Amber

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
<b>Ofsted Main Finding 3.3</b>	<b>This means that in a period of declining budgets, opportunities to pool resources to tackle areas of need in the local area are under-utilised</b>					
a. An annual SEND multiagency needs assessment to inform joint commissioning decisions	Develop an Annual Trends report so that commissioners can make improved budget and service planning decisions for young people.	<b>WS 1</b>	<b>DCS / CCG,</b> Service Leader CYPDS / DCO	March 2018 and annually.	The first annual Trend Report was produced and shared at the Inclusion Summit on 19 April 2018.  A recommended specification will be produced in preparation for the next annual Trend Report.	Amber
b. Gaps Identified in locally organised SEND provision and support offered to schools to creatively meet needs	Support cluster groups of schools to bridge gaps of provision in their area through training and signposting	<b>WS 4</b>	<b>Service Leader Education Leadership,</b> Service Leader CYPDS / DCO	<del>From March 2018</del> September 2018	Working Group has identified areas of focus including Nurture facilities at Primary age and review of resource provision.	White

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
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**Theme 4: Weaknesses in how leaders are held to account across the local area**

<b>Ofsted Main Finding 4.1</b>	<b>A lack of robust accountability measures means that not enough is being done to tackle these inconsistencies and to hold leaders and services to account. Inequalities in the quality of identification, assessment and meeting the needs of children and young people who have special educational needs and/or disabilities therefore remain.</b>					
a. Accountability for inclusion through specificity of roles and responsibilities.	Clarity of roles and responsibilities of those involved with young people with SEND in the area are set out in the Inclusion Charter along with the area-wide measures that demonstrate progress for young people.  <i>Note: Steering Board to be asked to amend the wording above to say 'Local Offer' instead of 'Inclusion Charter'.</i>	<b>WS 2</b>	<b>Service Leader laPS, Service Leader for CYPDS / DCO</b>	March 2018		Red
b. Improved partnerships and greater collective accountability for SEND educational inclusion.	Develop an Inclusion Quality Mark for schools.	<b>WS 2</b>	<b>Service Leader laPS, DCS</b>	<del>March 2018</del> September 2018	The draft Inclusion Charter was launched at the Inclusion Summit on 19 April 2018 and once final and published work will begin on an appropriate Quality Mark for schools.	Amber
c. DCO to be fully engaged in the strategic development of all SEND initiatives across the borough.	DCO to lead the setting up of a multi-agency EHC audit group	<b>WS3</b>	<b>DCO</b>	January 2018	Multi agency Special Educational Needs & Disabilities (SEND) EHCP Assurance Audit Group has been set up and the first audit has taken place.	Green
d. Consistency across educational settings in the quality of identification and assessment of SEND.	Refresh the EHCP application process and publish an operational handbook outlining the standard process for all assessments. This will include signposting for support services for young people and families, in addition to PaCiP and the independent advice service.	<b>WS 3</b>	<b>SEND Business Manager, Service Leader CYPDS</b>	<del>January 2018</del> June 2018	Current EHC application process has been reviewed and refreshed in line with statutory duties  The handbook is on track for completion after full consultation by June 2018.	Amber

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
e. Robust accountability measures to assist staff in meeting the needs of children and young people who have special educational needs and/or disabilities.	Develop an Annual Trends report that shows inclusion rates, assessment and plan generation rates, service usage statistics and feedback from young people and their families in order to demonstrate progress.	WS 1	DCS / CCG, Service Leader CYPDS	March 2018	There is a data set in place that has school level population data. The first annual Trend Report was produced and shared at the Inclusion Summit on 19 April 2018.	Amber
<b>Ofsted Main Finding 4.2</b>	<b>Leaders have not recognised the limited progress in improving the experience and outcomes for children and young people who have special educational needs and/or disabilities which results from their slow and piecemeal implementation of the reforms.</b>					
a. Improved pace of implementation of SEND reforms.	The SEND Steering Board will hold partners to account and guide the work of the working party to ensure corrective action is planned.	N/A	DCS/ CCG lead	December 2017	The SEND Steering Board membership is established	Green
b. Comprehensive communication on the progress in improving the experience and outcomes for children and young people who have special educational needs and/or disabilities.	The regular Chair's report from the SEND Steering Board will be communicated widely, including on the Local Offer. Regular reports will also be given to the Well Being Board as per the governance structure.	N/A	DCS/ CCG lead	April 2018	Report circulated Board members for dissemination Circulated to HWB	Green
c. Clear progress can be demonstrated in implementing the reforms.	The annual Inclusion Summit will provide a public forum to reflect on progress, share next actions and provide an opportunity to make connections.	WS 1	Service Leader CYPDS/ DCO	April 2018	The Inclusion Summit is booked for April 19 <sup>th</sup> 2018.	Green
d. Improved experience and outcomes for children and young people.	Develop a comprehensive participant satisfaction and feedback survey at key stages to ensure children, young people and their family's views are heard by leaders and managers  <i>Note: This action is across a wide range of service areas.</i>	WS 3	SEND Business Manager, Service Leader CYPDS/DCO/ PaCiP	<del>January 2018</del> June 2018	A number of services already use feedback and a standardised approach; based on Health sector "friends and family" question is being developed.  This has been identified as theme by working group for one of the work streams around participation.	Amber



Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
<b>Theme 5: The inequality of access to services and variability of experience for children and young people who have special educational needs and/or disabilities and their families</b>						
<b>Ofsted Main Finding 5.1</b>	<b>Inequalities in the quality of identification, assessment and meeting the needs of children and young people who have special educational needs and/or disabilities therefore remain.</b>					
a. Understanding and commitment to inclusion from all providers of education (a major principle underpinning the strategy).	Develop an Inclusion Charter so every child and their family understand the commitments that all parts of the system have made to help them succeed.	<b>WS 2</b>	<b>Service Leader IaPS, Service Leader CYPDS, PaCiP</b>	March 2018	Inclusion Charter was launched at the Inclusion Summit on 19th April 2018 and an interactive activity was led by PaCiP to gain participants views on the co-produced charter content to date. These will be taken into account before publishing the final version.	Green
b. Transparency and equality in the early identification and education systems for Children and young people with SEND.	Establish an inclusion quality mark for schools and colleges to allow parents and young people to compare different approaches to inclusion and encourage the improvement of services amongst schools and colleges	<b>WS 2</b>	<b>Service Leader IaPS, DCS</b>	<del>March 2018</del> September 2018	The draft Inclusion Charter was launched at the Inclusion Summit on 19 April 2018 and once final and published work will begin on an appropriate Quality Mark for schools.	White
c. Comprehensive specialist advice and support in place to educational settings.	Employ a SEND specialist to help schools develop their practice and support the achievement of the inclusion quality mark.	<b>WS 2</b>	<b>Service Leader Education Leadership, DCS</b>	April 2018	The Better Care Fund (Health and Social Care monies) have agreed £150k per year for three years. Work underway to develop posts to complete work required.  Schools group on 9 <sup>th</sup> March discussed remit of new posts.	Amber
	Schools have access to and prioritise attendance at appropriate training and support to ensure accurate early identification of young people with SEND.	<b>WS 4</b>	<b>Service Leader Education Leadership</b>	<del>April 2018</del> May 2018	School have access to a wide range of training and development opportunities which are published on a regular basis. The recent schools questionnaire highlighted additional needs and support and therefore the training on offer will be revised to meet those needs.	Amber

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
<b>Ofsted Main Finding 5.2</b>	<b>Some school leaders make very good use of local area resources to follow up concerns about children and young people's development. However, other schools take a much less proactive approach. Where this is the case, too many children and young people are not properly assessed, their needs not appropriately identified and then not met well enough</b>					
a. Staff in educational settings use local area resources to develop appropriate skills and abilities to identify and meet the needs of CYP with SEND.	Develop the use of existing educational networks and practitioner experience to share good practice and knowledge of resources in order to develop SEND capacity across the area, with 80% of schools signed up to the Inclusion Charter by July 2018.	<b>WS 2</b>	<b>Service Leader Education Leadership</b>	July 2018	SENCo network to include all schools and link to Better Care Funding. HTs included in the task and finishgroups	Amber
	SENCo Network meeting dates and agenda to be led by action plan development.			December 2017		
	Specialist advisor to be recruited to galvanise the network and engage with schools.	<b>WS4</b>		April 2018	Amber	
b. Consistency of practice and specialist knowledge for those involved with children and young people with SEND.	Published information and strategies improve consistency and knowledge for those involved with children and young people with SEND.	<b>WS 1</b>	<b>Service Leader CYPDS / DCO</b>	January 2018	The education leadership team data sharing platform can be extended to support this need. Development of communication strategy to primary care via newsletters and education events of any relevant information and national strategy.	Amber
c. Good use of local area resources.	The Local Offer provides accurate information for voluntary groups that can support young people with SEND. Where possible these groups are provided with non- financial support to enable better reach to young people	<b>WS 1</b>	<b>Service Leader CYPDS / DCO</b>	March 2018	CYPDS have added capacity for the management of the local offer to complete the actions. Updates have been made. Plan in place to remodel the Local Offer	Amber
d. Robust accountability measures to assist staff in meeting the needs of children and young people who have special educational needs and/or disabilities.	Develop an Annual Trends report that shows inclusion rates, assessment and plan generation rates, service usage statistics and feedback from young people and their families in order to demonstrate progress.	<b>WS 1</b>	<b>DSC / CCG, Service Leader, CYPDS / DCO</b>	April 2018	School level population data shared and first Annual report planned for the Inclusion Summit.	Amber

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
e. Investment and commitment from the schools in RBWM.	The Schools Forum will be asked to support a proposal to provide additional resources to those schools with the highest levels of children with EHCPs in the main school	WS 4	DCS	January 2018	Forum agreed a 0.5% transfer of funds from the schools block to the High Needs Block for 2018/2019.  Proposal shared with School working group.	Blue

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
<b>Theme 6: The wide variances in the quality of education, health and care plans caused by weaknesses in the planning and transition processes</b>						
<b>Ofsted Main Finding 6.1</b>	<b>Systems and processes around the application for, and management of education, health and care (EHC) plans are not working well enough.</b>					
a. Explicit systems and processes for the application and managing EHC plans.	The EHCP process handbook will be refreshed following a review of the processes. It will include: a communication standard, specific timescales and case escalation procedures.	<b>WS 3</b>	<b>SEND Business Manager, Service Leader CYPDS</b>	<del>January 18</del> <del>May 2018</del> June 2018	Handbook to be completed by the end of June 2018.	Amber
	The handbook will be a resource co-produced with families and young people to ensure it is suitable for a wide range of audiences. The handbook will be on the Local Offer, given out to families by schools or other services when an application for assessment is made, promoted by the Information, Advice and Support Service.	<b>WS 3</b>	<b>SEND Business Manager</b>	<del>May 2018</del> June 2018	New SEND Business Manager is leading this work to be completed by the end of June 2018.	Amber
	BHFT will develop a single point of access for Local authorities to send EHCP requests by the end of Q1 2018/19. To ensure that All services contacted will provide a response to the request including one demonstrating no health needs as appropriate.	<b>N/A</b>	<b>BHFT Service leader</b>	July 2018	All new EHCP requests where LA do not know of services provided are sent to CYPF hub as single point of access. LA continues to send requests directly to named services if they are aware of provision.	Green
b. Transparency in decision making.	Consistent feedback during the assessment will be given to all services, social care and specialist health teams, schools and parents who have involvement with a child which gives transparency in peer moderated, decision making following an EHC request for assessment.	<b>WS 3</b>	<b>SEND Business Manager, Service Leader CYPDS</b>	March 2018	Current EHC decision making processes have been reviewed and refreshed	Blue
	This will include timescales for panel decision making, assessment process and final decision making timelines.	<b>WS 3</b>			Current EHC application process has been reviewed and refreshed in line with statutory duties. To support assessment timescales new requests are taken to panel the week after receipt.	Green

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
	The handbook will be on the Local Offer, given out to families by schools or other services when an application for assessment is made, promoted by the Information, Advice and Support Service.	<b>WS 1</b>			Handbook to be completed by the end of June 2018.	Amber
c. The active use of feedback to improve systems and processes	Service users will be able to provide feedback at each stage of the process and after every engagement with the service through a simple text-based survey.  <i>Note: The working group has charged WS 3 with revisiting what method parents would prefer to provide such regular feedback. Initial view is that a text based survey is not a popular option. It is proposed that the above text is changed to say 'a robust survey method'</i>	<b>WS 3</b>	<b>SEND Business Manager,</b> Service Leader CYPDS	March 2018	There are now embedded regular feedback points during new EHC assessment process.  See note under action in relation to text-based surveys.	Red
d. Investment to make the management of SEND CYP with complex issues more personal.	CYPDS will have added capacity with two Case Officers focused on the more complex cases, either new or existing to ensure their effective resolution without impact on other cases.  These specialist Officers will be able to work closely with families in a person centred way to seek resolution of differences.	<b>WS 3</b>	<b>Service Leader CYPDS</b>	April 2018	CYPDS will now have one post .Early activity on complex cases is currently underway by an interim worker. Now completed and in post.	Blue
e. Early identification and assessment of SEND.	Review the SEND support, advice and enhanced provision for pre-school settings, including effective use of the new Early Years Area SENCO model and Inclusion Support. Funding to ensure children's needs are captured as early as possible. Progress to be reported to the Schools Forum in May 2017.	<b>WS 2</b>	<b>Service Leader Education Leadership</b>	December 2017	Early Years Virtual SEND team, including Area SENCO established along with £160k fund from the early years block.  Initial training to early years providers has been delivered.	Green

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
<b>Ofsted Main Finding 6.2</b>	<b>Despite recent improvement in the proportion of new plans completed in the statutory 20-week timescale, the quality of EHC plans and the process for administering them is too variable.</b>					
a. Multi agency quality monitoring of EHC plans in place.	CCG and BHFT to agree a regular quality reporting schedule for children with SEND to expand on quantitative data presently reported. This data will enable early analysis of upward/ downward trends to inform commissioning cycles. Any themes, learning and improvement actions arising will be reported to the DCO and commissioner, to the East Berkshire SEND group and to RBWM SEND Steering Board	<b>WS3</b>	<b>DCO, Service Leader CYPDS</b>	December 2017	The quality schedule for BHFT has been agreed. The first audit took place on 16 March 2018	Blue
	Additionally, multi-agency thematic reviews of EHCPs will be developed to undertake deep dive audits three times a year: initial assessments, review assessments and transition processes to drive up quality of plans across East Berkshire. Any themes, learning and improvement actions arising will be reported to the DCO and commissioner, to the East Berkshire SEND group and to the RBWM Steering Board	<b>WS 3</b>	<b>DCO, Service Leader CYPDS</b>	April 2018 <del>September 2018</del> <del>December 2018</del>	The quality schedule for BHFT has been agreed. The first audit took place on 16 March 2018	Blue
b. The active use of feedback to improve systems and processes.	Young people and families will be able to provide specific feedback on their plans and annual reviews in an easy to access text based system.	<b>WS 3</b>	<b>SEND Business Manager, Service Leader CYPDS</b>	<del>March 2018</del> June 2018	A text based format will be considered by WS 3 as information gathered would suggest parents are not all in favour of this model.	Red
c. Transparency in decision making.	The decision making panels will continue to be multiagency with increased clarity and accountability to simplify and accelerate the processes. This will lead to robust decision making in a timely way to continue to meet the 20 week statutory timescale.  Routine monitoring of the timescale is by LA performance management systems.	<b>WS 3</b>	<b>SEND Business Manager, Service Leader CYPDS/ DCO</b>	December 2017	The two EHC decision making panels have representatives from the key agencies. Panel A for new assessments and issuing a plan, schools are members. Panel B is for assigning financial resource. New plans and Statement Transfers are completed in 20 weeks.	Blue

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
d. Transparency with actions taken as a result of feedback.	The East Berkshire SEND group will review the outcome of routine audits of plans as well as the multi agency audit programme led by health to scrutinise the quality of new plans. Overall findings will be included in summary reports which will be published on the local offer.	WS3	DCO	March 2018	Cycle of audits are booked in and feedback will go via the East Berks SEND group.	Green
<b>Ofsted Main Finding 6.3</b>	<b>Many EHC plans include too little contribution from health and social care services. As a consequence, the intended outcomes within weaker plans are focused entirely on educational achievement, and so do not support children and young people to achieve better health and social care outcomes.</b>					
a. Awareness of the importance of all dimensions of the EHC plan, especially in relation to children in the care of the local authority.	Develop an "Inclusion Charter" so every child and their family understand the commitments that all parts of the system have made to help them succeed.	WS 2	Service Leader laPS, Service Leader CYPDS, PaCiP	March 2018	Inclusion Charter was launched at the Inclusion Summit on 19th April 2018 and an interactive activity was led by PaCiP to gain participants views on the co-produced charter content to date. These will be taken into account before publishing the final version.	Green
b. Multi agency quality monitoring of EHC plans in place.	CCG and BHFT to agree a regular quality reporting schedule for children with SEND to expand on quantitative data presently reported. This will include data on number of EHCP requests, response times from BHFT, timely submissions of EHCP returns and BHFT single agency dip sampling of quality of the health outcomes for children with EHCPs.	WS 1	Service Leader CYPDS /DCO/BHFT	January 2018	The quality schedule for BHFT has been agreed and finalised January 2018.  The reporting schedule will commence April 2018.	Blue
	Multi-agency thematic reviews of EHCPs will be developed to undertake deep dive audits three times a year.	WS3	DCO	<del>March 2018</del> <del>July 2018</del>  October 2018	Multagency agreement has been reached. And audit programme implemented.	Green
	Any themes, learning and improvement actions arising will be reported to the DCO and commissioner, to the East Berkshire SEND group and to RBWM SEND Steering Board	WS3	DCO	May 2018 Ongoing	First audit has been completed; report to the East Berkshire SEND meeting May 2018	Green

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
c. Greater freedom of choice in the support that CYP with SEND can access.	Increase the number of young people accessing personal budgets and direct payments with an “EHC personal budgets” policy.	WS 3	Service Leader CYPDS / DCO	April 2018	Currently 67 families have Direct payments for aspects of their EHC plan.  There are only two families who receive a personal budget for aspects of their education but this is similar to the national position.	Green



Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
<b>Theme 7: The lack of effective co-production with parents when designing and delivering services and when planning for their individual children's needs</b>						
<b>Ofsted Main Finding 7.1</b>	<b>Co-production at a strategic level is not as well established as it should be, considering that the reforms were introduced in 2014</b>					
a. Co-production embedded.	Work with PaCiP to develop the shared understanding of co- production values and techniques so that all services can engage effectively for young people by:	N/A	Service Leader CYPDS / DCO / PaCiP Chair	March 2018	PaCiP members are regularly invited to co-production and participation workshops. To date 24 parents / carers have completed the training.	Green
	i. We will commission Contact to lead a workshop for all stakeholders on co-production during the spring.			April 2018	The Inclusion Summit was held on 19 April 2018. There were several opportunities to reinforce co-production.	Green
	ii. The Inclusion Summit will be used as a vehicle to reinforce our co-production principles.			July 2018	The SEND Steering Board are attending a co-production workshop on 03 May 2018. The workstream leads include parents/carers in all areas of work in relation to the action plan and wider projects/activities.	Amber
iii. All development activities on this action plan will include parent/carer representation.						
<b>Ofsted Main Finding 7.2</b>	<b>The re-launch of the Parents and Carers in Partnership (PaCiP) is very recent and is yet to have an impact.</b>					
a. PaCiP supported to develop reach and breadth of parental representation.	Strengthen and develop the use of PaCiP as a group to represent views of parents to shape services.  PaCiP will focus on widening their membership to include families with differing needs and at different point in their SEND journey so that we can be sure that all needs are represented.  Steering Board to receive termly reports on PaCiP database with ambition to reach 120 fully signed up members, who are willing to participate and get involved in the forum's activities during this action plan.	N/A	PaCiP, Service Leader CYPDS, IAS DCO	October 2018	PaCip are actively involved in an increasingly large percentage of the actions within this plan.  Events to date have enabled them to widen their reach and engage with more families .  PaCiP's plan for 2018/19 sets out how they aim to reach underrepresented groups and offer them the chance to be involved in the forum.	Green

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
					The working group receive regular reports from PaCiP and these are an integral part of the reporting to the Board on the overall progress of the action plan.	
b. Use the Local Offer to spread knowledge and coverage of PaCiP.	The Local Offer will contain a regular feed from the PaCiP facebook page to keep families informed and to encourage feedback.  <i>Note: the Local Offer will contain to regular PaCip report rather than a direct feed from Facebook.</i>	N/A	Service Leader CYPDS, PaCiP, IAS DCO	Ongoing	PaCiP's reports to the Steering Board are on the Local Offer as they give detailed information about activity and take up of membership.	Green
	PaCiP will report back to Steering Board on facebook usage statistics on a quarterly basis.				Parents and carers use social media to keep informed of PaCiP matters. This is demonstrated from the quarterly reports submitted.	Green
c. Raise profile of co-production and PaCiP.	Ensure high profile engagement with PaCiP at the Inclusion Summit and promote their involvement at all stages in the journey of a young person. PaCiP to be core members of the East Berkshire SEND meeting to ensure active participation in developing strategies and decision making, including those leading to joint commissioning opportunities.	N/A	DCO, Service Leader, CYPDS, PaCiP, IAS	March 2018	The Inclusion Summit was held on 19 April 2018 and PaCiP were an integral part of all aspects of the event. PaCiP are members of the East Berkshire SEND meeting.	Green
<b>Ofsted Main Finding 7.3</b>	<b>Plans are in place to improve co-production, but currently parents in the local area have little faith that this will lead to an improved situation.</b>					

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
a. Use and promote the local Offer.	<p>The Local Offer will contain a regular feed from the PaCiP facebook page to keep families informed and to encourage feedback.</p> <p><i>Note: the Local Offer will contain to regular PaCip report rather than a direct feed from Facebook.</i></p> <p>PaCiP will report back to Steering Board on usage statistics on a quarterly basis.</p>	N/A	Service Leader CYPDS / PaCiP	April 2018	<p>The working group receive regular reports from PaCiP and these are an integral part of the reporting to the Board on the overall progress of the action plan. These are published on the Local Offer.</p> <p>Parents and carers use social media to keep informed of PaCiP matters. This is demonstrated from the quarterly reports submitted.</p>	Green
b. Shared outcome information.	<p>A Communication Strategy that will provide regular feedback to CYP and their families on how their co-production has led to improved outcomes.</p> <p>This will include regular event for dissemination, live updates on the Local Offer, PaCiP website and social media.</p>	WS 1	DCS / CCG	March 2018	<p>The Local Offer, PaCiP's website and social media are used to inform families of all developments which have been co-produced.</p> <p>Following the Inclusion Summit held on 19 April 2018, the draft Communication Strategy will be refreshed and published along side the EHC handbook documentation timeline of June 2018.</p>	Green
c. Co-produce the Inclusion Summit.	<p>Hold the first Annual Inclusion Summit so that parents/ carers, schools, voluntary organisations and partners come together to reinforce the commitment to inclusion within the borough.</p>	WS 1	Service Leader CYPDS	March 2018	<p>The Inclusion Summit was held on 19 April 2018.</p> <p>The Inclusion Charter was launched at the Inclusion Summit and an interactive activity was led by PaCiP to gain participants views on the co-produced charter content to date. These will be taken into account before publishing the final version.</p>	Green
d. Ensure co-production is present in the development of individual plans for children and young people.	<p>The EHCP process handbook will include specific details of the co-production process and how to understand it. Feedback process will allow for immediate feedback on the effectiveness of co-production in each of the three areas: Education, Health and Care.</p>	WS 3	SEND Business Manager, Service Leader CYPDS	<p><del>January 2018</del></p> <p>April 2018</p> <p>June 2018</p>	<p>Parents and carers were involved in a coproduction exercise on 18 January 2018 around what they would like to see in the new EHCP handbook.</p>	Amber

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
<b>Theme 8: Poor joint commissioning arrangements that limit leaders' ability to ensure that there are adequate services to meet local area needs.</b>						
<b>Ofsted Main Finding 8.1</b>	<b>Joint commissioning is under-developed. This means that in a period of declining budgets, opportunities to pool resources to tackle areas of need in the local area are under-utilised.</b>					
a. SEND strategy and implementation plan in place.	Complete the consultation on the SEND strategy, developing the working group to design and reshape services in line with the priorities with schools. Schools Forum support the joint commissioning of new services which will improve inclusion	<b>WS 1</b>	<b>Service Leader CYPDS / CCG Lead</b>	April 2018	The December Schools Forum agreed a 0.5% transfer of funds from the schools block to the High Needs Block for 2018/2019. The SEND Working Group of schools was set up but no decisions on how to spend the money to innovate have been decided.	Green
b. Comprehensive needs assessment.	Develop an Annual Trends report which includes feedback from young people and their families in order to ensure service planning decisions are influenced by the young people they impact on.	<b>WS 1</b>	<b>DCS/ CCG</b>	March 2018		Amber
c. Systems are in place to ensure collaborative planning and commissioning.	To develop the CAMHs transformation group into the East Berkshire children's commissioning group to ensure that SEND needs are included within the remit of the group.	<b>N/A</b>	<b>CCG/DCS</b>	March 2018	The new multiagency children's health and wellbeing board which will replace the Children's transforming board has had first meeting and is now going to be call Joint Commissioning Board CYP Health and Wellbeing The board will be identifying opportunities for collaborative commissioning across children's health and well being services.	Green
	To review existing Speech and Language Therapy services across east Berkshire with the aim to commission a single service.	<b>WS 1</b>	<b>CCG/DCS</b>	December 2018	Children's commissioning group meeting in January 2017, joint commissioning of a single pathway of Speech and Language services an agenda item.	Amber

Required outcome	Action	Work Stream	Lead	Date of delivery	Progress Headlines	BRAG
	To write a business case for joint funding to the Better Care Fund to secure additional SEND capacity.	N/A	DCS	November 2017	The Better Care Fund has awarded £150k for three recurrent years to increase SEND capacity in the most complex cases and in schools to support inclusion and timely and good quality EHC Assessment requests.	Blue
<b>Ofsted Main Finding 8.2</b>	<b>Some school leaders make very good use of local area resources to follow up concerns about children and young people's development. However, other schools take a much less proactive approach. Where this is the case, too many children and young people are not properly assessed, their needs not appropriately identified and then not met well enough.</b>					
a. Fair and transparent high needs funding mechanism and policy in place.	Review the matrix-based funding system to ensure that it is fair and balanced across the system, ensuring that the most inclusive schools are not penalised for their approach.	WS 4	SEND Business Manager, Service Leader CYPDS	January 2018	WS 4 is leading the planned review of the funding matrix for top-up funding in mainstream schools and colleges. This will be completed during the summer term.	Red

**Appendix 1: Proposed Governance Structure**

