

# HOUNSLOW LOCAL AREA

## WRITTEN STATEMENT OF ACTION (WSOA)

### SEPTEMBER 2022

Approved by Ofsted and CQC 13-09-2022



Hounslow Parent Carers Forum

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## 1.0 Introduction

Hounslow's Local Area joint Ofsted and Care Quality Commission (CQC) SEND inspection took place between 28<sup>th</sup> February 2022 and 4<sup>th</sup> March 2022, to judge the effectiveness and implementation of the special educational needs and disability reforms as set out in the Children and Families Act 2014.

The inspection considered three key areas of focus:

- The effectiveness of the area in identifying children and young people's special educational needs and/or disabilities
- The effectiveness of the area in meeting the needs of children and young people with special educational needs and/or disabilities
- The effectiveness of the area in improving outcomes for children and young people with special educational needs and/or disabilities

The inspection team considered that the Local Area's Self-Evaluation of SEND was accurate and that we 'know' ourselves. The inspection recognised many strengths in the local area, in particular the work of services during the pandemic.

The outcome letter can be accessed on the Ofsted website [50184649 \(ofsted.gov.uk\)](https://www.ofsted.gov.uk/inspection-summaries/50184649).

However, the inspection concluded that there were significant areas of weakness in the local area's practice that required Hounslow Council and the NHS North West London Integrated Care System to submit a Written Statement of Action (WSOA) to improve outcomes for children and young people in the key areas as follows:

1. *Poor quality of EHC plans including preparing children and young people for adulthood.*
2. *Poor communication and a lack of co-production with partners, including the workforce, parents, carers, young people, and other stakeholders.*
3. *Weak commissioning arrangements for therapies meaning that some children and young people do not get the help they need early enough. In addition, there are unacceptable waiting times for some therapeutic assessment and support, including SALT and OT.*
4. *Weak quality assurance processes to evaluate the area's work to bring about improvements across education, health, and care.*

This Written Statement of Action sets out how local partners will address these areas of significant weakness and how we will measure our progress to making the required improvements. The document has been produced in collaboration with NHS North West London Integrated Care System, the Hounslow Parent Carer Forum and Public Health so that all key partners are working together with urgency and determination to address these weaknesses. In addition, we worked with our schools and settings, our young people, and other groups of parents and carers because we recognise that co-production, shared ownership, and commitment across all elements of the system is essential to the success in addressing the serious weaknesses described above.

## 1.1 SEND and Alternative Provision Transformation Programme

The written statement of action is integral to the Hounslow SEND and Alternative Provision Transformation Programme where the local area had already recognised the need to make necessary improvements to ensure that children and young people with SEND in the borough receive the right help at the right time within a sustainable budget. Extensive consultation and engagement took place in 2020/21 to produce a work programme that is already underway. In April 2022 the Local Authority was also invited to join the Safety Valve Intervention Programme due to the pressures on the High Needs block of the Dedicated Schools Grant (DSG). The programme requires the Local Authority to develop substantial plans to rapidly reform high needs system to sufficiently reach an in-year balanced budget. The transformation programme, which commenced in April 2022 is currently being refreshed to reflect the priorities identified within the Written Statement of Action and the Safety Valve programme. Workstreams within the programme focus on Early Intervention in mainstream settings, investment in developing specialist provision and increasing places, improving quality of plans and Preparation for Adulthood. See programme structure in Appendix 1 and Terms of Reference for the Programme Board in Appendix 2. The SEND and Alternative Provision Transformation Programme sits within the corporate transformation programme, One Hounslow.

## 1.2 Developing an inclusive ambition

Through to the early part of 2022 we were supported by Collaborate CIC, who met with SEND system leaders, parents, carers, young people, and operational staff to assess our SEND system and co-create the system wide vision and principles we need to embed to move forward. The first and second phase of work consisted of diagnostic interviews, workshops, and the development of a system conditions framework. Through these pieces of work, we found a system that is not currently operating as it could to support children and young people with additional needs. Parents, carers, and young people said that for them, the system is experienced as:

- **Not joined up:** Support feels fragmented, and parents and carers have told us that they feel like they must fight to get the help they need.
- **Variable:** Support, both through the EHC process and outside of it, feels variable, even within a school or college things can change from year to year.
- **Not listening:** Some parents, carers, children, and young people do not feel heard.
- **Not focusing on the future:** It feels like a cliff edge at 18 and more thought needs to be given to preparing for independence and adulthood.

The findings of the Local area SEND inspection also echoed the experiences described above.

Insights from the engagement work with Collaborate have translated into the following 10 principles:

1. We take collective responsibility. Supporting children, young people and families with complex needs is everyone's business.
2. We are a connected system. We understand each other, build relationships and act together in the best interests of children, young people, and families.

3. We understand and support children, young people, and families whatever their background and needs. We take a whole family approach and build our awareness and networks where we have gaps in understanding.
4. We act early to identify needs and provide support at the point it is needed to prevent issues escalating. We have clear pathways for early intervention.
5. We co-produce support with children, young people, and families. They are active participants in decision making and shape individual plans and support that will work best for them.
6. We focus on supporting effective transitions based on children, young people, and families' aspirations for the future.
7. We support children in mainstream settings wherever possible. Partners across Hounslow work effectively together to enable this as part of a school-led approach.
8. We support children and young people close to home and help them feel part of and contribute to their local community.
9. We build capability across the system to enable families and professionals to develop the knowledge and skills to effectively support children and young people.
10. We constantly learn to improve support. We provide flexible support guided by outcomes for children and families, not process. We all take responsibility for sharing data and insight and acting on it.

We want our principles to drive everything we do and be at the core of the SEND and Alternative Provision Transformation programme going forward. At the moment, we have some way to go to fully embed these principles and we have invited an independent advisor to our Borough Based Partnership (BBP) subgroup: The Children with Disabilities, SEND and Complex Needs workstream to ensure we are holding ourselves to account in relation to our vision and principles both strategically and operationally. This will also include our progress in addressing the areas of the WSOA.

## 2.0 Governance of SEND in the local area

Hounslow Local Authority, NHS North West London Integrated Care System, and the Borough Based Partnership (BBP) have identified SEND improvement in Hounslow as a major priority. There is ambition to deliver improvements in all areas of SEND and strong governance is recognised as key to delivery.

The delivery of the WSOA will be monitored by the Borough Based Partnership (BBP), Chaired by the Chief Executive of the Council (see Appendix 3 for governance structure).

The monitoring arrangements and delivery of the WSOA will be overseen by The Children with Disabilities, SEND and Complex Needs workstream, which is a key workstream within the BBP programme structure. The Local Authority's Director of Children's Services is the Senior Responsible Officer (SRO) and Chair of this. This workstream acts as the SEND Executive Board (see Appendix 4 for Terms of Reference) and has oversight of the work undertaken by the SEND Operational Board (see Appendix 5 for Terms of Reference).

Delivery of the WSOA sits within the One Hounslow SEND and Alternative Provision Transformation Programme which is part of the corporate transformation programme, One Hounslow. The Chief Executive for the Local Authority chairs the One Hounslow Board (see Appendix 6 for the governance structure).

The governance structure for SEND is provided in figure 1 below.



Figure 1: Governance of SEND in the local area

### 3.0 Engagement and Co-production

Transforming how we engage with our communities is a major priority for the Council. We have committed to ensuring meaningful and representative engagement shapes our decisions and everyone is empowered to have their say on what matters to them. Improving engagement is central to our new Corporate Plan and has its own dedicated programme. Supporting the co-production aspirations of the SEND Transformation Programme is a key project. A new SEND Co-production Model is being developed by the Children’s and Adults Services Department in the LA and supported and developed collaboratively with NHS system partners within the BBP. This developing model will be based on the Lundy Model of participation: ensuring that those within the SEND system have a relevant space to raise their voice, to influence and to be assured that those engaging are able to respond and act on the issues and ideas being raised. Our approach to wider engagement with cohorts within the SEND community will be influenced and shaped by our developing approach to community engagement within the borough.

Since the publication of the inspection report (w/c 23 May 2022) consultation and engagement activities took place throughout June with all partners to co-produce the WSOA and agree what progress would look like within the next 12–18 months. The outcome of this engagement produced powerful feedback that has been reflected in the outcomes and impact section of the action plan (section 4). There is a summary in table 1 below of the contributors who engaged in feedback

*Table 1: Engagement and Consultation Written Statement of Action*

<b>Contributor/ consultees</b>	<b>Method</b>
Hounslow Parent Carer Forum	Focus group (23 attendees)
Parents and carers	Survey (143 responses)
Reach Foundation	Survey/ focus group
Health providers	Focus group
Directors Hounslow Education Partnership	Survey
SEND service operational staff	Focus groups
SEND operational Board	Meeting
Borough Based Partnership workstream	Meeting
Headteachers	Breakfast Meeting and discussion
Cabinet Member for Children, Education and Learning	Meeting and discussion

## 4.0 Written Statement of Action

This section sets out each of the significant areas of weakness identified during the SEND inspection, the actions to be undertaken, the timescales and the monitor outcome measures

### 4.1. Poor quality of EHC plans including preparing children and young people for adulthood

#### Area Inspection findings:

*Setting leaders and parents are frustrated about the poor oversight of EHC plans and the annual review process. Objectives in EHC plans are rarely aligned to preparing for adulthood strands. Parents and young people have not been sufficiently involved in shaping individual outcomes in EHC plans. Parents of older children and young people report a lack of guidance and support post-16. They feel that the pathways and choices post-16 are limited.*

#### What would good look like:

- EHC plans and supporting advice are of consistent high quality, and are strength based with identified needs, provision and outcomes are developed collaboratively
- Effective quality assurance processes are implemented adhering to locally agreed practice standards to deliver continuing improvements to the quality of EHC plans
- Annual reviews are completed on time will help CYP to achieve their long-term goals, preparing them for adulthood
- Timely guidance, support, and information about appropriate pathways for young people to make successful transition

Key Performance Indicators	December 2022	March 2023	December 2023	March 2024
% EHC needs assessments completed within 20 weeks (excluding exceptions)	85%	85%	85%	85%
% EHC plans and supporting advice deemed to be good or better through audits	Baseline established	65%	80%	90%
% EHC plans for young people in year 9 and above that provide a clear long-term plan for preparing for adulthood informed by life goals	Baseline established	65%	80%	90%
% Annual Reviews completed on time and decision communicated by LA within 4 weeks of date of the review	Baseline Established	50%	75%	90%
% CYP and their families tell us that they were satisfied with their involvement in the development and review of their EHCP	Baseline established	40%	75%	95%

<b>Actions to achieve this:</b>				
<b>Ref</b>	<b>Key action</b>	<b>Milestones</b>	<b>Timescale</b>	<b>Lead</b>
<b>4.1.1</b>	Strengthen capacity and skill level within the statutory EHC assessment and review Team	Review current staffing structure, caseload distributions and roles and responsibilities	February 2022	AD SEND
		Develop new staffing structure and job descriptions	March 2022	AD SEND
		Consultation with current staff on proposed changes	April 2022	AD SEND
		New staffing structure and funding agreed and recruitment underway	May 2022	AD SEND
		New Head of Service-SEND appointed and in post	July 2022	AD SEND
		Co-produce induction and new case officer training programme with parent/carers, young people and providers, including schools	Oct 2022	Head of Service SEND
		New EHC assessment and review team structure in place	Oct.2022	Head of Service SEND
		EHC Assessment and Review Team complete specific role related training	Dec 2022	Head of Service SEND
		Review impact of new staffing structure and training and agree next steps	April 2023	Head of Service SEND
<b>4.1.2</b>	Develop and implement a plan to bring all EHCP writing 'in house'	Review current contract arrangements with external EHCP writing provider including quality review	September 2022	Head of Service
		Develop plan for bringing all EHCP writing in house	Oct. 2022	Head of Service-SEND
		Co-produce development of procedures and training for new assessments and phase transfers to be written 'in house' with parents/carers, SEND Professionals and providers, including schools	Dec 2022	Head of Service-SEND
		Start to implement training plan for EHC assessment and review team members to write high quality EHC plans	Dec 2022	Head of Service-SEND
		All EHC assessment and review team members complete training programme in EHC plan writing	Feb 2023	Head of Service-SEND

		New procedures for new assessments and phase transfers fully implemented	Feb 2023	Head of Service-SEND
		All plan writing brought "in house"	June.2023	Head of Service-SEND
<b>4.1.3</b>	Strengthen the quality of advice for EHC plans	Identify areas for improvement in advice given by professionals for EHC plans	Sept 2022	DCO/ Designated Officer Social Care (DSCO)/ SEN Adviser
		Hold joint LA/CCG workshop for SEND professionals across services to share analysis and agree improvement plan	Oct 2022	DCO/ Designated Officer Social Care (DSCO)/ SEN Adviser
		Start to implement improvement plan	Nov 2022	DCO/ Designated Officer Social Care (DSCO)/ SEN Adviser
		Co-produce new templates for advice writing for EHC plans	Dec 2022	DCO/ Designated Officer Social Care (DSCO)/ SEN Adviser
		Implement training programme for education, health and care colleagues covering improved assessment processes and effective advice writing	Jan. 2023	DCO/ Designated Officer Social Care (DSCO)/ SEN Adviser
		Develop and implement local practice standards for advice writing compliant with statutory requirements	Feb.2023	DCO/ Designated Officer Social Care (DSCO)/ SEN Adviser
		Define and communicate roles and responsibilities across SEND and all social care teams to better align plans (e.g., CiN, CLA, CP)	Feb 2023	DSCO
		Review quality of advice being provided following improvements and agree next steps for further improvement and monitoring	July 2023	DCO/ Designated Officer Social Care (DSCO)/ SEN Adviser
<b>4.1.4</b>	Embed the practice of co-production for children, young people and their parents and carers within the EHC assessment and annual reviews	Survey parents/ carers with final EHC plan to identify areas of improvement for co-production and involvement	Oct 2022	EHC Team manager
		Meet with parents/carers and young people and agree action plan to address areas of improvement	Nov 2022	SEND Adviser DCO
		Meet with parent/carers in various forums to produce guidance for parental/carer involvement at all stages of the EHC needs assessment and review process	Jan 2023	Parent/Carers EHC Team Manager DCO
		Undertake initial dip sample of new EHC plans and recent annual reviews to monitor improvement to date and areas for development	March 2023	SEND Adviser DCO

		Implement guidance to ensure EHCPs capture the views of children and young people	March 2023	SEND Adviser DCO
		Complete staff and provider co-production training	March 2023	Head of Service SEND
		Meet with parent/carers and providers to review sample of plans and impact of guidance and training (and embed this in QA processes). Agree next steps	July 2023	SEND Adviser DCO
		New co-produced practices are fully implemented in all new plans and annual reviews	Oct 2023	SEND Adviser DCO
<b>4.1.5</b>	Annual reviews are completed on time to enable children and young people to achieve their outcomes and prepare for adulthood. strands	Undertake review of data and processes to understand reasons why annual reviews are not being completed on time	Sept 2022	Head of Service SEND
		Share findings with staff, providers and parents/carers and jointly develop action plan	Oct 2022	Head of Service SEND
		Identify priority areas of practice and areas for development for agreeing and reviewing progress against PfA focused outcomes at annual reviews	Oct 2022	Head of Service SEND
		Identify priority annual reviews and allocate LA representatives	Oct 2022	PEP DSCO Head of Service- SEND
		Develop market management strategy for specialist post-16 institutes and with local GFE college to improve quality of annual reviews and ensure outcome focused programmes	Nov 2022	SEND Strategy and Transformation Manager
		Implement training and development programme and establish action learning sets for sharing of good practice	Nov 2022	Head of SEND
		Implement processes and timetable to complete Preparing for Adulthood annual reviews and phase transfers by 31 <sup>st</sup> March	Jan. 2023	Head of Service SEND
		Implement post-16 Market Management Strategy	Jan 2023	SEND Strategy and Transformation Manager
		Identify areas of improvement and share learning with SEND professionals on an on-going process	Feb 2023	Head of Service SEND
		Increasing number of annual reviews are outcome focused and aligned to Preparing for Adulthood strands	July 2023	Head of Service- DCO
<b>4.1.6</b>	Develop and implement improved pathways for young adults with	Review current pathways for young people with SEND and identify gaps in provision	Sept 2022	AD SEND

	SEND to improve Preparation for Adulthood outcomes	Establish Preparing for Adulthood Workstream with representation from parent/carers, providers, other services and voluntary organisations	Sept 2022	AD SEND
		Develop statement of intent for Preparation for Adulthood with partners and share with wider forums	Oct 2022	AD SEND
		Partners to complete national Preparing for Adulthood self-evaluation tool	Dec 2022	AD SEND
		Co-produce a Preparing for Adulthood commissioning plan and Preparing for Adulthood outcomes framework to address gaps in provision and areas of development identified from Preparing for Adulthood audit	March 2023	AD Joint Commissioning and AD SEND
		Update transition protocol and align with pathways for young people with SEND	May 2023	AD Joint Commissioning Head of Service ALDAS
		Implement first new pathways aligned to Preparation for Adulthood outcomes for young adults with SEND	Sept.2023	AD SEND
		Evaluate progress against plan and outcomes framework and agree next steps	Feb 2024	AD SEND
<b>4.1.7</b>	Strengthen information, guidance, and support on Preparation for Adulthood pathways	Engage with young people, their families, and other partners to identify areas for development in strengthening information, guidance, and support for Preparation for Adulthood	Oct 2022	AD SEND
		Meet with young people, families, and other partners to develop an improvement plan	Dec 2022	AD SEND
		Co-design procedures and training opportunities for education, health, and care staff to advise young people about Preparing for Adulthood	March 2023	SEND adviser DCO DSCO
		Work undertaken jointly with the One Hounslow Youth Skills Guarantee to evaluate and start to strengthen careers guidance in schools for all children and young people with SEND	April 2023	SEND adviser
		Co-produce the Preparation for Adulthood section on the Local Offer to ensure it is clear and accessible and details the range of post-16 pathways available for young people in Hounslow to support transition planning	July 2023	Head of 14-19 team
		Improved advice, guidance and information is accessible and available on transition for parents and young people	Sept 2023	Comms Team

		Review the impact of the improvement plan and agree next steps for improvement	March 2024	AD SEND
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## 4.2. Poor communication and a lack of co-production with partners, including the workforce, parents, carers, young people, and other stakeholders

### Area Inspection Findings:

*There is no centralised or coordinated approach to seeking and acting on the views of children and young people beyond the individual services they use. Many parents are not clear about what support is available to them. Effective communication is a continual source of frustration for parents and practitioners.*

### What would good look like:

- Co-production is embedded in Local Area's approach at both service transformation and individual level
- Locally agreed approach to seeking and acting on the views of children and young people is embedded
- Support and advice is readily available, accessible and clear for parents

	<b>Key Performance Indicators</b>	<b>December 2022</b>	<b>March 2023</b>	<b>December 2023</b>	<b>March 2024</b>
	The number of SEND based engagement and co-design activities that have had input or/and attendance from parents/carers	Baseline established	75%	85%	95%
	The number of SEND based engagement and co-design activities that have had input or/and attendance from young people	Baseline established	75%	85%	95%
	The number of SEND based engagement and co-design activities that have input or/and attendance from SEND practitioners	Baseline established	75%	85%	95%
	% Parents and carers tell us they feel more informed about SEND activities and developments	Baseline established	25%	50%	75%
	% SEND workforce believe they are better informed and involved in SEND developments	Baseline established	25%	50%	75%
	% CYP through SEND Youth Forum believe they are actively influencing service delivery and design across SEND	Baseline established	25%	50%	75%

<b>Actions to achieve this:</b>				
<b>Ref</b>	<b>Key Action</b>	<b>Milestones</b>	<b>Timescale</b>	<b>Lead</b>
<b>4.2.1</b>	Co-produce Hounslow's youth engagement, participation, and co-production roadmap for young people based on the Lundy model for engagement with CYP	Induction and support for SEND youth forum to co-produce road map	Sept. 2022	AD Joint commissioning Participation People Youth Participation co-ordinator
		Co-produce an engagement and participation road map in place	Dec. 2022	
		Produce documented guidance for application of a co-design model	Jan 2023	
		Develop and implement engagement and participation training programme for SEND youth forum	Feb 2023	
		Co-design Model tested through therapy commissioning re-design	April 2023	
		Review impact of the co-design guidance with young people to ensure the co-design model works in an authentic way to capture their views	Sept. 2023	
<b>4.2.2</b>	Hounslow Parent Carer Forum (HPCF) are represented and engaged in strategic SEND developments and QA processes	Work with Hounslow Parent/Carer Forum to ensure HPCF are represented and engaged in strategic developments and QA processes	Dec 2022	AD SEND HPCF
		Review SEND governance arrangements and programme workstreams to ensure parent/carers representation	Dec 2022	AD SEND HPCF
		Co-produce communication protocol with parent/carers	Jan 2023	AD SEND Parent/carers
		Annual report produced on parent/carers activity and involvement in strategic SEND developments and QA processes	June 2023	Parent/carers
<b>4.2.3</b>	Improve the quality of information about SEND including the Local Offer website	Engage with young people, their families, and other partners to identify areas for development in strengthening information, guidance and support for children and young people with SEND	Oct 2022	AD SEND
		Meet with children, young people, families, and other partners to develop an improvement plan	Nov 2022	AD SEND
		Co-produce improvements to the Local Offer to ensure it is clear and accessible and details the range of help available for families and children and young people with SEND in Hounslow	Feb. 2023	AD SEND
		Agreed and publish annual communications plan linked to key SEND activities	March. 2023	AD SEND Comms Team

		Improved advice, guidance and information is accessible and available on SEND services through the Local Offer	July 2023	Comms Team
		Review the impact of the improvement plan through surveys, feedback and meeting with young people, families and professionals and agree next steps for improvement	Sept 2023	AD SEND
<b>4.2.4</b>	Implement a programme of annual planned opportunities for parents, carers, leaders from schools, the council and health services	Annual SEND Strategy summit organised to review and monitor delivery plan	May 2023	Collaborate CIC
		Co-produce SEND annual conference for parents and carers	May 2023	Collaborate CIC Parent/carers
		Annual partnership satisfaction survey for parents and carers disseminated and results published	Sept. 2023	Parent/carers ICP subgroup
		Annual SEND workforce survey disseminated and published Questions added to survey about communication	Sept.2023	Health leaders AD SEND ICP-subgroup

**4.3. Weak commissioning arrangements for therapies meaning that some children and young people do not get the help they need early enough. In addition, there are unacceptable waiting times for some therapeutic assessment and support, including SALT and OT**

**Area Inspection Findings:**

*Waiting times for both assessment and therapeutic interventions for both SALT and OT are too long. The inconsistent and inequitable SALT and OT services that are currently in place do not always meet the needs of children and young people. Waiting times for treatment provided through SALT and OT practitioners are too long.*

**Outcomes:**

- Commissioned therapies meet identified and assessed needs
- Therapy interventions are implemented as specified in EHCPs
- Therapy interventions support children and young people meet their outcomes

	<b>Key Performance Indicators</b>	<b>Dec 2022</b>	<b>March 2023</b>	<b>Dec 2023</b>	<b>March 2024</b>
	Proportion of initial Occupational Therapy reports that feed into EHCP assessments completed within 6-week statutory timeframe	50%	60%	75%	85%
	Proportion of initial Physiotherapy reports that feed into EHCP assessments completed within 6-week statutory timeframe	20%	50%	65%	85%
	Proportion of initial speech and language therapy reports that feed into EHCP assessments completed within 6-week statutory timeframe	75%	85%	90%	95%
	Proportion of plans where therapy provision specified in EHC plans is being delivered to pupils placed in SEN Centres	Baseline established	50%	75%	100%
	Proportion of plans where therapy provision specified in EHC plans is being delivered to pupils in special schools	Baseline established	50%	75%	100%
	% CYP and their families that believe their EHCP is providing them with the right help at the right time so that they can make progress towards their identified outcomes	Baseline established	50%	75%	95%

	Reduce waiting times for completing autism assessment	21 months	18 months	16 months	14 months
	Children's OT – Proportion of initial assessments completed during the reporting month that were within 6 weeks of referral receipt	85%	85%	85%	85%
	Children's Physio - Proportion of routine referrals seen during reporting month that were within 6 weeks of referral receipt	85%	85%	85%	85%
	Children's SLT - Proportion of routine referrals received and seen within 6 weeks of referral (excluding those for feeding and swallowing)	85%	85%	85%	85%

<b>Actions to achieve this:</b>				
<b>Ref</b>	<b>Key Action</b>	<b>Milestones</b>	<b>Timescale</b>	<b>Lead</b>
<b>4.3.1</b>	Implement a plan to address waiting times for assessment and intervention of OT/ SALT in current service provision	Work cooperatively between service provider, practitioners, commissioners, schools and with families to develop and implement an action plan for next 18 months to improve current service offer for therapies	Dec. 2022	Deputy Director Clinical Services and AHP Lead HRCH
		To include in the service improvement plan, establish an agreed workforce resourcing plan to support improved recruitment, deployment, and retention of therapies staff within the existing service offer		
		To underpin and support delivery of the agreed service improvement plan to collaboratively agree and implement a set of KPIs to monitor delivery of the improvement plan and the service offer to children and young people		
		To monitor delivery of the service improvement plan at the SEND Operational Board, and for that Board to report on progress and compliance to the BBP Children with Disabilities, SEND and Complex Needs Workstream (SEND Executive)	Dec 2022	
<b>4.3.2</b>	Undertake a full and comprehensive commissioning review and procurement, to develop new model of therapies for SEND	Agree a co-production approach with key stakeholders to operate throughout commissioning review, procurement and commencing of contracts	Oct. 2022	Borough Director for Commissioning
		Undertake a gap analysis, including desk top review and review of best practice models operated in other LA areas to inform the commissioning review	Nov 2022	
		Undertake a market engagement with providers to define options and proposals for a new service delivery model	Nov 2022	
		Finalise a commissioning strategy and prospectus for the next 3 to 5 years and secure approval for this through existing governance processes	Jan. 2023	
		New service delivery model agreed after engagement with key stakeholder and approval through standing governance processes, and linked to approval relating to any revenue budget changes required to support delivery of the new delivery model		
		The service specification and contract framework are developed to enable procurement of the new agreed service delivery model	Feb. 2023	
		Initial market engagement and purchasing plan implemented as part of the procurement of the new service delivery model		
		A procurement plan to deliver the new model is developed with engagement with relevant key stakeholders and approval secured through standing governance procedures		

		Procurement process commenced, implemented and concluded and contract/s awarded for the new therapies service delivery model in accordance with the approved procurement plan	Aug. 2023	
<b>4.3.3</b>	Implement a new model of service delivery for OT/ SALT	New market sustainability model to build capacity within therapies is developed with wide engagement and involvement with relevant parties, including but not exclusively, parents and young people, therapies practitioners and professional leads, schools and skills and training bodies. The sustainability model will include a workforce development plan for the next 3 to 5 years and will be developed to link into existing health and social care local NWL people and education strategies within NWL ICS and linking into the health and social care academies within NWL	March 2023	Borough Director for Commissioning
		A new framework will be developed for relationship / market management with therapy providers, therapists, and those who work with and use the service procured. This framework to be developed via collaboration with those relevant parties and will be overseen via the SEND Operational Board	Aug. 2023	
		A new contract management framework, linked to a suite of KPIs on service delivery and impact on outcomes for children, will be implemented for the newly procured service delivery model. Performance will be reported to both the SEND Operational Board and the BBP Children with Disabilities, SEND and Complex Needs (SEND Executive) Workstream		
		Implement a review and learn approach to the new commissioned service, linked to a QA system on effectiveness of the new model of delivery with the outcome of audits and assurance exercises being reported to the SEND Operational Board and the BBP Children with Disabilities, SEND and Complex Needs (SEND Executive) Workstream		

#### 4.4 Weak quality assurance processes to evaluate the area’s work to bring about improvements across education, health, and care

##### Area Inspection Findings:

*Joint working arrangements are inconsistent and do not inform the area’s work at all levels. Processes to check the quality of provision and services are weak. This slows improvements across education, health, and care.*

##### What would good look like:

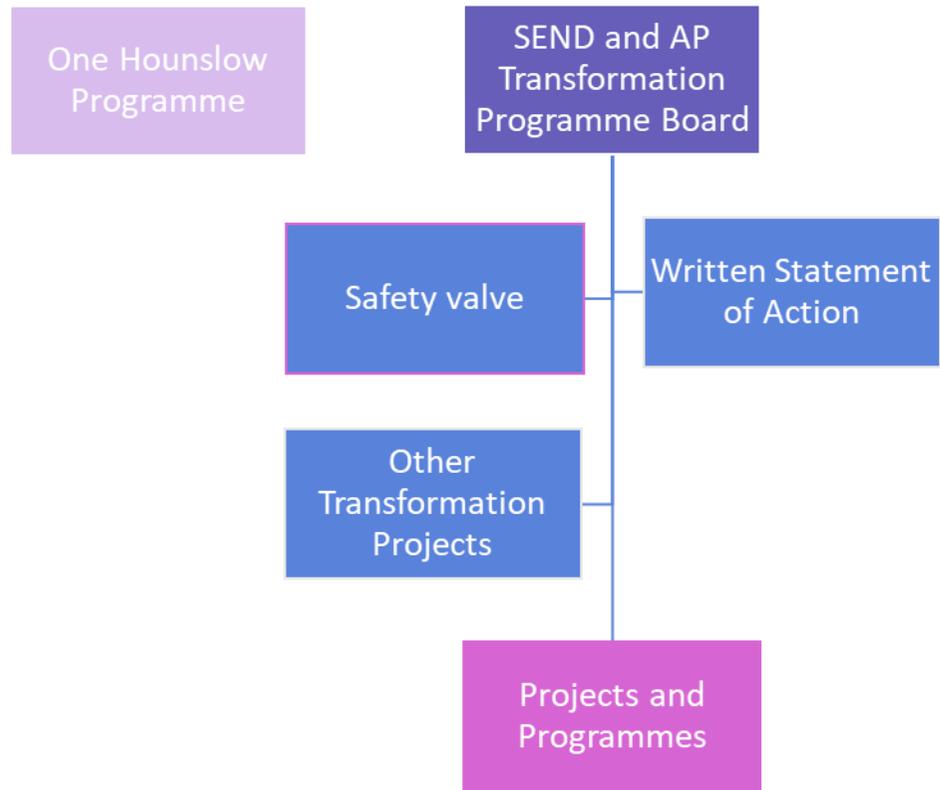
- Effective multi-agency quality assurance processes are implemented that are adhering to locally agreed practice standards to deliver continuing improvements to the quality of EHC plans
- Multi-agency activities are established through the SEND operational board to improve joint working arrangements
- Quality Assurance processes inform professional development and learning opportunities to make continuous improvements to quality across education, health and care

	<b>Key Performance Indicators</b>	<b>Dec 2022</b>	<b>March 2023</b>	<b>Dec 2023</b>	<b>March 2024</b>
	% EHC plans moderated are judged to meet locally agreed practice standards across education, health and care	Baseline established	50%	75%	85%
	% SEND workforce believe they are better informed and involved in SEND developments	Baseline established	50%	75%	85%
	Proportion of new EHC plans that demonstrate quality of advice given meets required new quality assurance standards	Baseline established	50%	75%	85%
	Proportion of new EHC plans that demonstrate input from parents/carers and children and young people to the outcomes agreed	Baseline established	50%	75%	85%
	Proportion of new EHC plans that reflect children and young people’s aspirations	Baseline established	50%	75%	85%
	Proportion of new EHC plans that support educational progress and attainment	Baseline established	50%	75%	85%

<b>Actions to achieve this:</b>				
<b>Ref</b>	<b>Key Actions</b>	<b>Milestones</b>	<b>By when</b>	<b>Lead</b>
<b>4.4.1</b>	Establish a system wide dashboard of key performance indicators for SEND	Working with SEND partners, identify key SEND activities and performance indicators which will enable monitoring of impact of SEND	Sept 2022	Performance and Data Team
		SEND Operations Board and SEND and Complex Needs ICP workstream to sign off the key SEND activities and performance indicators and frequency for monitoring impact of programme	Sept 2022	Performance and Data Team
		SEND performance dashboard drafted	Oct 2022	Performance and Data Team
		SEND Operations Board and SEND and Complex Needs ICP workstream to review and sign off SEND performance dashboard	Nov 2022	Performance and Data Team
		SEND Dashboard agreed and in place and included as standard item on the SEND Operations Board and Complex Needs ICP Workstream agenda to review	Dec. 2022	Performance and Data Team
<b>4.4.2</b>	Develop and implement a quality assurance framework to evaluate quality of EHC plans and outcomes achieved, that is adopted, resourced, and agreed by all stakeholders	Co-produced quality assurance framework to evaluate quality of EHC plans and outcomes achieved for children and young people	Oct.2022	Collaborate CIC DSCO DCO
		Locally agreed practice standards for auditing EHC plans that are aligned to principles in the Code of Practice	Jan 2023	
		Agreed governance framework to moderate audit activity, share findings, and make recommendations for future action	Feb 2023	
		Outcomes of audit activity analysed and reported to SEND operational board	March 2023	
		QA report from SEND board quarterly agenda item on ICP subgroup	Jan. 2023	
		Learning from multi-agency audits disseminated, training, and development plan in place to address areas for action	April 2023	AD SEND
<b>4.4.2</b>	Implement a system-wide action learning set approach with SEND operational staff to improve joint working arrangements	Workshop content co-produced and agreed with groups of front-line operational staff	Oct.2022	Collaborate CIC
		Schedule of workshops disseminated	Oct. 2022	Collaborate CIC
		Areas for improvement and actions agreed through SEND operational Board	Dec. 2022	AD SEND

## Appendices

### Appendix 1: Hounslow SEND and AP Transformation Programme Structure



## Appendix 2: Hounslow SEND and AP Transformation Programme Board Terms of Reference

The Board is there to:

- Ensure the strategic direction and coherence and pace of the Programme
- Make key decisions for the Programme in terms of priorities and resources
- Act as point of escalation for risk management
- Provide strategic input and guidance to the Programme Manager

The Board will:

- Meet every 3 weeks, unless otherwise agreed
- Receive papers to consider at least two working days before the Board Meets
- Only meet if a minimum of 3 Board members are able to attend

The Chair (SRO) will:

- Chair each meeting, ensuring adherence to the Agenda and time available
- Have the deciding say where there is lack of agreement on key decisions
- Ensure that the Programme Manager provides all documents and relevant information to the Board in a timely and accurate way
- Delegate to Board members such tasks and roles as are considered relevant

The Programme Manager will:

- Provide the Board with all relevant documentation and information when and how required
- Ensure the Board is kept informed, between meetings, of any key developments
- Keep up to date any plans and manage risks and issues as required by the Board

Ensure a note of key decisions and actions are taken at the Board and shared with Board members in

# Hounslow BBP Programme Infrastructure

