

Review Recommendation	Activity	Leadership Owner	Target for completion	Status	Comments/Milestone
<p>It is recommended that RBK (the Council):</p>					
<p>Recommendation 1.</p> <p>Introduces a clear separation of governance in respect of its responsibilities to ensure the success of AfC as a commercial subsidiary from those of ensuring delivery of AfC’s contract for the operation of Children’s Services.</p>	<p>The governance arrangements to clarify this delineation will be confirmed in the new DCS arrangements (see 2)</p> <p>The Council will create a dedicated resource with the Corporate and Commercial division to commission and contract manage the AFC contract, led by the Director of Corporate and Commissioning. This will bolster commissioning arrangements until the end of the current contract and in any new contract arrangements from 2021</p>	<p>CEX</p> <p>Director of Corporate and Commercial Services</p>	<p>By end of October 2019</p> <p>June 2019 ongoing</p>		<p>Appointment of DCS</p> <p>To be included in the commissioning arrangements for the AfC contract, which is subject to extension review by March 2021. A decision on the extension will need to be taken by March 2020.</p>

<p>Recommendation 2.</p> <p>Equips itself with a ‘client-side’ capability for performance management of the Children’s Services contract (and, in the short term, the SEND Transformation Plan). The role of the Director of Children’s Services (DCS) is central to this issue. The DCS is, by legal requirement, a Council employee and is the officer to whom the Council must look to assure itself that the Council’s duties in respect of these matters are being met. How the DCS is deployed and their managerial role vis-a-vis AfC employees has been a matter lacking clarity of accountability in the past and the resultant confusion has been a contributory factor to the difficulties that have been experienced. There can be no room for such lack of clarity in the future. The Council must be in a position to rely on the DCS delivering the Council’s requirements and maintaining the Council’s interests, however the day-to-day responsibilities of the post are arranged. The value in the DCS being part of the Council’s Corporate Management Team was also lost in the past and this value should be re-secured. The Council will furthermore need to engage staff with education and social care experience together with those with appropriate contract management skills available to it to properly manage the contract. The challenge in being able to recruit a DCS to purely deliver the responsibilities of the post via a contractual arrangement rather than via the direct management of a Children’s Services Department is understood. It may be that sharing a DCS with another Authority would provide one realistic option for overcoming this difficulty. If any alternative arrangements are arrived at, these should be without detracting from the DCS’s absolute responsibility to act as a statutory officer of the Council, and in protection of the Council's position, in the first instance.</p>	<p>Following a joint external review, a joint DCS for Kingston and Richmond will be advertised. The job description will clearly show direct line management to the CEX, membership of the senior management team and clear expectations of responsibility to and engagement with the council.</p> <p>The commissioning of AfC to be transferred to the Director of Corporate and Commercial Services to strengthen the client side.</p>	<p>CEX</p> <p>CEX</p>	<p>By end of October 2019</p> <p>June 2019</p>	<p>Advertise in June 2019 for appointment by end of October 2019.</p> <p>In this new commissioning arrangement it will be vital that the council and AFC work in partnership to ensure effective outcomes for children and young people. Relationships have significantly improved and it will be important to build on the resulting positive impact on service delivery.</p>
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<p>Recommendation 3. Reviews the contract with AfC so as to make immediate improvements in securing better outcomes and value for money, in particular to agree an appropriate and pragmatic performance management regime for the remaining duration of the contract. Such an arrangement should also form a core part of any future outsourced contractual arrangement.</p>	<p>Review contract monitoring arrangements</p> <p>The council has been working closely with AFC to secure improvements and VFM. Ensure performance and value for money are central to the future contract arrangements as part of the commissioning review. Ensure that any new contract clearly sets out the expectation of operation and outcomes.</p>	<p>Director of Corporate and Commercial Services and DCS</p> <p>Director of Corporate and Commercial Services</p>	<p>September 2019</p> <p>February 2020</p>		<p>To be reviewed for autumn Operational Commissioning Group</p> <p>To be clearly set out in the commissioning review of the new contract for the delivery of children's services</p>
<p>Recommendation 4. Seeks to agree with the London Borough of Richmond (and, as appropriate, with the Royal Borough of Windsor and Maidenhead) common objectives, contract management arrangements and operational procedure norms so as to make readily transparent and manageable each Council's operation of their contract with AfC</p>	<p>Regular meetings and communication between the CEXs and the commissioners for Kingston and Richmond established and to be developed to review arrangements.</p> <p>To be considered at the Joint Committee of the 3 LAs</p>	<p>CEX and Director of Corporate and Commercial Services</p> <p>CEX</p>	<p>May 2019 Ongoing</p> <p>December 2019</p>		
<p>Recommendation 5. Instructs (via its mechanism for part-ownership of AfC, and preferably in concert with the other part-owners), the Company to undertake a review of its operating model in respect of SEND at least, in order to make itself fully fit for purpose in the delivery of its contract for RBK and indeed any other client that it has or may have in the future.</p>	<p>Monitoring performance to assess improvement with changes to operating model implemented in Autumn 2018 and is part of the work within the SEND Transformation Plan</p>	<p>DCS</p>	<p>Monthly performance indicators</p>		<p>Monitored by SEND Partnership Board</p>

<p>Recommendation 6.</p> <p>Sets up a mechanism for informal and regular engagement with schools. This should occur at both Member and officer level, be wholly supported by or operated with AfC, and, at least in the medium term, be intensive. It should involve regular school visits, meetings with school sectoral interests and be reflected in the reports and engagement with the Schools Forum. It should be a means of providing support and enrichment to the Schools Forum, and a feature of the broadening of its role.</p>	<p>Schedule of visits to be developed for CEX</p> <p>Primary and Secondary Headteacher partnerships to agree CEX and senior officer attendance for specific items, e.g. budget</p> <p>Discussion with the chair of the Schools Forum and the full Schools Forum on how information on officer and Member school engagement might be embraced.</p>	<p>CEX</p> <p>DCS</p> <p>DCS</p>	<p>April 2019 ongoing</p> <p>May 2019</p> <p>June 2019</p>	<p>Visits started</p> <p>Agreement given</p> <p>Recommendations for Schools Forum and this recommendation to be considered by Schools Forum at its June meeting</p>
<p>Recommendation 7.</p> <p>Supports and nurtures the new parents/carers forum so as to provide a ready and speedy conduit between the Council (and AfC) with parents and carers.</p>	<p>Parent Consortium to be established</p> <p>Parent Carer Forum (PCF) to be established from or in tandem with the Consortium, depending on parent wishes</p> <p>Lead Member and DCS attend meetings to demonstrate commitment to parental engagement</p> <p>Parental engagement to be part of revised AfC engagement strategy</p> <p>Review of PCF /Consortium quarterly at SEND Partnership Board</p>	<p>DCS</p> <p>DCS</p> <p>Lead member and DCS</p> <p>Director of Education Services</p> <p>Director of Education Services</p>	<p>May 2019</p> <p>September 2019</p> <p>May 2019 ongoing</p> <p>September 2019</p> <p>July 2019 ongoing</p>	<p>As agreed by SEND Partnership</p> <p>Decision of parents on relationship of Consortium and Forum to be sought at next meetings on 10th July. Contact, the organisation commissioned by the DfE to facilitate the creation of a new PCF in Kingston, will be at both meetings.</p>

<p>Recommendation 8.</p> <p>Seeks to enter into a discussion with DfE so as to further the Department’s learning from all of these experiences and in doing so agree with DfE any flexibility that may be possible in the future financial regime. This is particularly important given the potential for funding formula changes that have a detrimental effect upon Kingston. In the light of these changes to make the case for amendments to the formula to remove or reduce those elements most detrimental to Kingston, and present a revised formula accordingly.</p>	<p>Continuation of lobbying to DfE, directly and through national and regional organisations, by MPs, Members, CEX, DCS, Director of Commercial and Contracts</p> <p>Discuss with Schools Forum and schools collectively how they might lobby to support the council’s position</p>	<p>CEX</p> <p>DCS and Director of Corporate & Commercial Services</p>	<p>Ongoing</p> <p>October 2019</p>		<p>Well established</p> <p>To be considered by Schools Forum in June and School Partnerships in September/October</p>
<p>Recommendation 9.</p> <p>Fulfils its statutory responsibilities with respect to engaging with the Clinical Commissioning Group (CCG) and other partners as identified in the Code of Practice (January 2015) (CoP) including joint commissioning to ensure that there are sufficient services to meet the needs of the local area, as set out in the CoP and in furtherance of the Joint Strategic Needs Assessment, Children & Young People: Special Educational Needs and Disabilities, April 2018.</p>	<p>SEND Transformation Plan to be addressed at each meeting of the Health and Wellbeing Board.</p> <p>Joint meetings to be agreed between senior managers of the CCG and DCS and senior managers from AfC to address commissioning priorities</p> <p>Joint AfC/CCG Therapy review to be completed . New model of provision to be commissioned with agreed funding split</p>	<p>DCS</p> <p>DCS</p> <p>Associate Director SEND</p>	<p>March 2019</p> <p>June 2019</p> <p>September 2020</p>		<p>Meetings to be held at least quarterly, starting 13th June</p> <p>Joint consultation with schools and parents to be completed by October in preparation for September 2020.</p>

<p>Recommendation 10.</p> <p>Given the need for rapidity of change, ‘relaunches’ the approach to SEND in the Borough, including making clear that in the light of the financial challenges, the Council will continue to meet its obligations and that children and young people with SEND will have their needs met but that this will be done in the most cost-effective way in the interests of all taxpayers</p>	<p>SEND Futures Conference to address council commitment and progress, within financial constraints</p> <p>PR for (and discussions with) PCF/Consortium, schools consortia and new local offer will reflect financial position and parent expectation</p>	<p>Programme manager SEND and CEX</p> <p>DCS and Associate Director of Communications</p>	<p>June 2019</p> <p>October 2019</p>		
<p>It is recommended that Achieving for Children:</p>					
<p>Recommendation 11. Reviews, redrafts and agrees with RBK, the CCG and other Health Partners, the policy and practice guidelines for SEND that AfC will implement for the Council. These guidelines must be articulated in the Kingston Local Offer currently published as the ‘Golden Binder’ and must be fully compliant with the Children and Families Act 2014 thus providing a secure challenge against inappropriate requests for provision, and ensures placement that constitutes the efficient use of resources.</p>	<p>Addressed through workstream 5 of SEND Transformation Plan and the Written Statement of Action (WSOA)</p> <p>The Golden Binder to be reviewed and updated in consultation with PCF/Consortium and schools (The Golden Binder does not represent the Local Offer as it a very separate document and there are robust threshold procedures which are also separate from the Golden Binder).</p> <p>Review Tribunal outcomes on a quarterly basis to be overseen by SEND Partnership Board and seek improved practice models from DFE adviser on SEND Partnership Board</p>	<p>Director of Education Services</p> <p>Director of Education Services</p> <p>Director of Education Services</p>	<p>December 2019</p> <p>September 2020</p> <p>October 2019 ongoing</p>		<p>This may be achieved earlier depending on the establishment of the PCF/Consortium and time availability of parents.</p> <p>It is not possible to ensure an efficient use of resources as any decision by the Tribunal against the LA will not be an efficient use of resources.</p>

<p>Recommendation 12.</p> <p>Ensures that there is a consistent wording in the SEN Information Reports published by all mainstream schools in the Borough describing the provision that is ordinarily available to support children and young people. This wording must be compliant with the CoP and consequently with the 'Golden Binder'. This wording must fully reflect the Kingston and AfC policy and practice guidelines.</p>	<p>Advice to schools on their SEN Information reports and monitor compliance on the local offer</p>	<p>Associate Director Business Development & Communications</p>	<p>September 2019</p>		<p>This refresh is part of the SEND Transformation Plan on the local offer</p>
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Recommendation 13.

Confirms with all mainstream schools a consistent learning experience for children with SEND at each of the levels of High-Quality Teaching, SEND Support and thresholds for EHC Plan application. Provide support and training for schools to enable them to more effectively meet the needs of more children within early intervention and SEND Support, thereby enabling more children to become effective independent and resilient learners, and reducing the need for higher cost interventions and EHC Plans.

Continue to review and develop training opportunities and share good practice

Director of Education Services

Ongoing

Annual training programme for September 2019 but additional opportunities added throughout the year. School engagement with SEND training, particularly through the SENCO network, is high.

Provide placement opportunities for mainstream school staff (e.g. SENCOs, Heads of Inclusion) within SEND team to increase awareness of relative special educational needs and support the dissemination of learning

Associate Director SEND

First placements successful and suggest that secondment opportunities might be considered

Ensure School Improvement Partners (SIPs) are updated on SEND practice and developments to give consistent information on school visits

Director of Education Services

June 2019 ongoing

To maintain children in mainstream schools at SEND support

Develop inclusion outreach service, including ASD, to support children with SEND in mainstream schools. This will include a primary/secondary hub model.

Director of Education Services

September 2019

This framework will also provide greater evidence of progress in mainstream

	<p>Complete roll out with training the Social Communication Emotional Regulation Transactional Support programme (a framework to assess specific progress) to facilitate appropriate early intervention</p> <p>Ensure mainstream school attendance at SEND Futures Conference</p>	<p>Director of Education Services</p> <p>Programme Manager SEND</p>	<p>July 2020</p> <p>June 2019</p>		<p>schools at Tribunals</p>
<p>Recommendation 14.</p> <p>Develops and implements, with the CCG, a set of agreed protocols for the partnership delivery, including funding, of Health inputs which are universal, targeted and specialist in order to support the wellbeing, educational development and pathways to adulthood 0-25. These protocols to include the early intervention in SALT and other therapies incorporating training and support for teachers and teaching assistants to incorporate SALT and OT development across the whole-day curriculum rather than just extraction and small group work, thus building early resilience and independence</p>	<p>See recommendation 9</p>				

<p>Recommendation 15.</p> <p>Ensures that the Local Offer gives clear information to parents of the CCG offer, including speech and language and other therapies and how these might be accessed within Kingston settings and schools at an early intervention stage as well as through EHC Plans in local schools.</p>	<p>To be addressed in the improved local offer</p>	<p>Associate Director Business Development & Communications</p>	<p>October 2019 ongoing</p>		<p>The Local Offer will be updated with this following progress at meetings mentioned in Recommendation 9 and 14, the first of which is on 13 June</p>
<p>Recommendation 16.</p> <p>Develops with the Educational Psychology Service, SEND Service, partner services, schools and parents/carers a strength and capability focused approach to SEND rather than the prevailing deficit-focused model. This model to inform other recommendations as appropriate.</p>	<p>(This refers to an ability, rather than a disability focus. This approach is reflected in the Signs of Safety model used throughout AfC.)</p> <p>Provide guidance and develop training on an ability led approach</p>	<p>Principal Educational Psychologist</p>	<p>July 2020</p>		
<p>Recommendation 17.</p> <p>Ensures that EHC Plans are processed within the statutory timeframe and that the support plans and documentation are formatted to give a seamless document progression and clear record from early support to the issuing of the plan. The evidence trail of these plans and accompanying reports must fully support the decisions made by the LA to either issue or not issue an EHC Plan and a placement where appropriate. This evidence trail must be sufficiently rigorous to withstand challenge through the tribunal system.</p>	<p>SEND Transformation Plan workstream 5 and WSoA</p> <p>EHC Plan auditing</p>	<p>Director of Education Services</p>	<p>July 2019</p> <p>Ongoing</p>		<p>In the four months to the end of May, 100% of EHCPs were issued within the 20 week statutory timescale</p> <p>Health and social care contributions to plans will be improved through appointment of DCO and</p>

					training to Children's Social Care service
<p>Recommendation 18.</p> <p>Ensures that through the use of comprehensive, coordinated and reliable data combined with high quality assessments and EHC Plan writing and market intelligence, AfC is able to make strategic decisions regarding the provision needed to meet the SEND needs in the Local Area.</p>	<p>WSoA and schedule of auditing for quality review of Plans</p> <p>SEND Transformation Plan workstream 3 - SEND sufficiency strategy</p> <p>Develop data dashboard for SEND Partnership Board</p>	<p>Director of Education Services</p> <p>Director of Education Services</p> <p>Programme Manager SEND</p>	<p>July 2019</p> <p>September 2019</p> <p>July 2019</p>		<p>Improvements in data provision is part of the improvements planned in the use of Synergy under Recommendation 27.</p> <p>Significant additional training has already been undertaken e.g. Your Healthcare provided a training programme to all health staff in AfC's Integrated Service for Children with Disabilities.</p>

<p>Recommendation 19.</p> <p>Undertakes joint planning and provision, including pooled budgets and personal budgets, with the CCG and other partners, including mainstream and special schools and academies, in order to provide educational options, including the provision of therapies, that are attractive and accessible for parents/carers and children and young people so that the desire for out-of-borough and independent placements is reduced and maintained at a level commensurate with that suggested by the proxy indicators, and the wish of parents to have a local school for their child or young person.</p>	<p>Therapies review - see recommendation 9</p> <p>SEND Transformation Plan workstream 3 SEND sufficiency Strategy - see recommendation 18</p>			<p>The revised health form is now included as part of the EHCP application process as well as incorporated into the annual review form.</p> <p>Predictive analytic model has been purchased to predict level of need and required specialist school place provision over the next 10 years</p>
<p>Recommendation 20.</p> <p>Focuses on the presenting issues of the child, particularly in the area of ASD, SLCN and SEMH and targets interventions on the underlying causes of challenging behaviours rather than the behaviour itself, thus enabling an increasing number of children and young people to be successful in their learning and social inclusion within a mainstream school setting.</p>	<p>Develop the inclusion team to work in mainstream schools, and working in consultation with staff in early help and social care. Also see recommendation 13.</p> <p>SEND Transformation Plan workstream 4 - Early Intervention and Transition Inclusion Panel, Schools Peer reviews, identifying underlying factors as well as presenting factors</p>	<p>Director of Education Services</p> <p>Strategic Lead Educational Inclusion</p>	<p>September 2019</p> <p>May 2019 ongoing</p>	

<p>Recommendation 21.</p> <p>Ensures that all EHC Plans are reviewed annually. The EHC Coordinator responsible for the EHC Plan should attend the annual reviews where there is a significant change in needs, intervention, funding or placement, or where the school and/or parent think it otherwise desirable. In all cases there should be clear evidence that interventions have a positive impact upon mitigating the barriers to learning experienced by the child or young person and there is a reduction of inputs over time resulting in a number of cases in the EHC Plan being ceased with support, if needed, being provided by SEND Support. Given that there have been excessive assessments and inappropriate placements made in the past, reviews of the current cohort of children should determine whether needs can be reduced and whether opportunities exist for bringing children back into in-house, in-borough, provision. The provision of personal budgets for access to therapies should also be considered.</p>	<p>WSoA Annual reviewing officers appointed and programme in place</p> <p>Personal budgets for access to therapies to be considered with the CCG when the agreed therapy models and costs have been agreed</p>	<p>Director of Education Services</p> <p>Associate Director SEND</p>	<p>May 2019</p> <p>April 2020</p>	<p>Significant Concern 2 identified in Kingston's Local Area SEND inspection was "The timeliness of leaders in ensuring that the annual review process and any subsequent amendments to EHC plans are consistently made in line with the SEN code of practice". The WSoA contains a specific programme of work to address this area of improvement. When the Department for Education and NHS England visited Kingston in February 2019 on their first formal Monitoring Inspection to review progress since the inspection in September 2018, this programme of work was given</p>
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					a “green” rating, indicating that they viewed the improvements suggested to be appropriate and “on track” in terms of implementation.
<p>Recommendation 22.</p> <p>Ensures that all children with SEND at the SEND Support stage have their personal education plans reviewed at least annually.</p>	Advice to schools will be refreshed	Associate Director SEND	June 2019		The LA does not call in evidence PEP reviews of children on SEND support as this is entirely a matter for the school. However training and reminders are given to SENCOs on PEP review
<p>Recommendation 23.</p> <p>Ensures that its operational procedures secure transitions through post-16 to adulthood. It is expected that pathways to adulthood are planned for ‘from earliest years’, and this should be reflected in EHC Plan annual reviews.</p>	<p>Develop transition workflow points with Adults Services with agreed information transfer at certain points, depending on need</p> <p>Review the transition panel arrangements</p>	<p>Director of Education Services</p> <p>Director of Education Services</p>	<p>September 2019</p> <p>September 2019</p>		<p>A specific age point is inappropriate for some needs whilst clear for other needs. Hence a workflow map has been proposed between Adult Services and AFC.</p>

<p>Recommendation 24.</p> <p>Progresses the Transformation Plan recommendations and supplements the Plan with additional measures to enable RBK to be confident that its statutory responsibilities are increasingly secure.</p>	<p>Monitor SEND Transformation Plan implementation through the Delivery Group, SEND Partnership Board and the health and Wellbeing Board</p> <p>Develop data dashboard</p>	<p>Director of Corporate & Commercial Services - Delivery group</p> <p>CEX - SEND Partnership</p> <p>Programme Manager SEND</p>	<p>Bi monthly</p> <p>Bi monthly</p> <p>July 2019</p>		<p>The Transformation Plan was updated in February to include not just the findings of the Education Commission but also improvement areas contained in the WSoA. It will be updated on a six monthly basis to reflect developments, and will continue to be published on the Council and Local Offer websites.</p>
<p>Recommendation 25.</p> <p>Reviews the existing proformas against alternative models and in partnership with schools and stakeholders agree a borough-wide format. To explore existing software options used elsewhere in England to enable schools to use a consistent electronic format which will allow for version control and conversion to an EHC Plan where necessary.</p>	<p>Review existing proformas and consider with schools and stakeholders an improved approach</p>	<p>Programme Manager SEND</p>	<p>March 2020</p>		

<p>Recommendation 26.</p> <p>Gathers information and case studies including from previous Tribunal case and the experience of headteachers from mainstream and special schools. On the basis of this data to identify a development programme, including a business case for developing the provision in mainstream and special schools within the borough, to deliver savings against expensive independent and out-of-borough placements.</p>	<p>Analysis completed. Work with neighbouring LAs, and those identified nationally as having particular good practice, to develop expertise.</p> <p>Include learning in Therapies Review</p> <p>Develop business case in light of Therapies Review and Sufficiency Strategy</p>	<p>Director of Education Services</p> <p>Associate Director SEND</p> <p>Director of Education Services</p>	<p>September 2019</p> <p>October 2019</p> <p>October 2019</p>	
<p>Recommendation 27.</p> <p>Identifies, using comparative information from other LAs as appropriate, the key features of an IT data system that will deliver the necessary strategic SEND reports and a full data commentary on individual cases including financial information for RBK, and deliver a report identifying the most cost-effective way of putting such a system in place.</p>	<p>Engage consultant to maximise use of Synergy</p> <p>Implement In Phase</p>	<p>Associate Director Strategy & Transformation</p>	<p>July 2019 To December 2019</p> <p>July 2019</p>	<p>In April 2019 AfC commissioned Servelec (the provider of the IT system Synergy to Local Authorities across the country) to review how the Synergy IT system is currently being utilised in Kingston, including comparison with best practice elsewhere, and to identify opportunities for improvement. Servelec's recommendations are being considered for implementation over a 6 months period.</p>

<p>Recommendation 28.</p> <p>Ensures that there is an open and constructive dialogue between the parent/carer forum and RBK as commissioner and AfC as deliverer of services and other agencies and providers including schools, facilitated by AfC, which enables parents to make a valued and valuable contribution to the spectrum of provision within the borough.</p>	<p>See recommendation 7</p>			<p>22 parents and carers have registered as being interested in being involved in the Parent / Carer consortium. Attendees were generally interested in exploring how the Parent Consortium could also act as the official Parent Carer Forum (PCF), and thereby access the annual grant funding to support their operations. There was also interest, and some support, for understanding more about how alignment with a local voluntary sector group, who could perform some of the necessary administrative functions of a PCF could make roles more manageable for parent / carer Volunteers.</p>
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It is recommended that the CCG:					
<p>Recommendation 29.</p> <p>Works with AfC to be compliant in exercising its statutory responsibility with respect to partnership working with RBK to develop shared practice to support the needs of children with SEND at all levels of need including agreed protocols for shared funding between CCG and health providers and with education, children’s and adults social care to enable partners to support children and young people as required on the four pathways to adulthood from earliest years.</p>	See recommendation 9.				To be referred to the CCG Board and Health and Wellbeing Board
<p>Recommendation 30.</p> <p>Ensure, by way of provision of the appropriate professional support and of adequate resources, that assessments and reports are prepared in a timely way to support the EHC Plan process.</p>	Interim DCO appointed to ensure support to this process. Permanent DCO to start in September	Children’s Commissioner CCG	September 2019		To be referred to the CCG Board and Health and Wellbeing Board
<p>Recommendation 31.</p> <p>Ensure that there is sufficient Speech, Language and Communication and other Therapies available to support children and young people at early intervention (SEND Support) stages as well as for those with EHC Plans. This therapy support to provide training for teachers and support workers in schools and settings as well as working directly with the children and young people themselves.</p>	Therapies review and remodelling will address SEND support as well as those with EHC Plans		September 2020		To be referred to the CCG Board and Health and Wellbeing Board

It is recommended that the Schools Forum:					
<p>Recommendation 32.</p> <p>Considers the value in expanding membership of sub committees or working groups to cover specialist areas (such as High Needs) in order to broaden the base of the Forum's work to include collaborative consideration of existing and emerging issues as they relate to the funding environment.</p>	Refer recommendation to the Schools Forum	Director of Finance & Resources	June 2019		
<p>Recommendation 33.</p> <p>Annually, consider the need and scope for reallocation of funds from the Schools Block into the High Needs Block, in order to make optimum provision for all Kingston children and young people.</p>	Refer the recommendation to the Schools Forum.	Director of Resources (AfC)	June 2019		This is considered annually in January when the blocks are determined
<p>Recommendation 34.</p> <p>Facilitate and support all schools' commitment to the recommended whole system approach to the use of the DSG and the application of the DfE recommended levels of balance requirements.</p>	Refer the recommendation to the Schools Forum	Director of Education Services	June 2019		