

RBK Schools' Forum June 2019

RBK SEND Transformation Plan 2019/20 to 2021/22

Update report

1. Introduction

The SEND Transformation Plan was approved as a working document at the Health and Wellbeing Board on 28 March 2019. It is published on the Local Offer and Council websites. The differences between the previous draft version and the latest iteration reflect financial changes and responses to feedback received during the consultation. The Plan will now return to both the Children's and Adults' Care and Education Committee and the Health and Wellbeing Board on a six monthly basis, and to Budget Council as part of the annual budget setting process.

2. Workstream 1: Strategy and Governance

Workstream leadership has been broadened and strengthened through the appointment of co-chairs from outside AfC. This reflects the need for implementation of the plan to be owned and shared as widely as possible across the whole system. A group to consider a whole system workforce strategy is meeting in June, with representatives from AfC, the CCG, the Council and partners.

Parents and carers interested in becoming part of Kingston's SEND Parent Consortium met in May to meet and explore proposals. 22 parents and carers have registered an interest in being involved in the Parent Consortium. There will be further meetings with interested parties in July, when Contact, the organisation commissioned by the DfE to re-establish a Parent Carer Forum in Kingston, will also be present. In addition to this, schools are in discussions with AfC about how their own existing systems of engagement with families and young people can be leveraged and if necessary adapted to better incorporate the voices of children and young people and families into the transformation of SEND services. As well as adding several new mechanisms for children, young people and families to provide feedback on service provision (such as the delivery of a programme of coffee mornings and the implementation of an online survey after every EHCP annual review) AfC is conducting a review of all parent / carer and children / young people engagement and participation activity, including the Local Offer website, with the aim of deploying resources more effectively.

3. Workstream 2: Commercial thinking

The development of a centralised approach to education placement commissioning continues, with the current focus being on applying improved practices already used for placements for 16 to 25 year olds to 0 to 16 years also. The current situation prevails because different teams within AfC currently cover these two age ranges. A more coordinated and systematic process to agreeing placements combined with tighter ongoing contract management arrangements is expected to bring both quality and further financial benefits. Given the number of existing placements already in place, a specific exercise has been undertaken to ensure all independent placements have up to date contracts in place, against which providers can be held to account. Key to this has been the use of dedicated commissioning staff in a centralised team.

4. Workstream 3: Local provision.

Due to the breadth of work being undertaken within this workstream, the team has been subdivided into four groups. These are:

- a. **Sufficiency** (school place planning for mainstream, specialist resource provision and special school places). The latest progress with the expansion of local specialist places, including the recently approved ASD freeschool, is shown here:

| Venue | Specialism | Extra places |
|---|--|--------------|
| Specialist Resource Provisions | | |
| Surbiton Children's Centre Nursery School | Social communication needs including autism and moderate and severe learning difficulties | 6 |
| Castle Hill Primary School | Speech language and communication needs and learning difficulties | 16 |
| King Athelstan Primary School | Social, emotional and mental health | 6 |
| Latchmere School | Social communication needs including autism and mild to moderate learning difficulties | 6 |
| Coombe Girls' School | Communication needs, including hearing impairment | 30 |
| Hollyfield School and Sixth Form Centre | Social communication needs including autism, mild to moderate learning difficulties and sensory and emotional health needs | 20 |
| Tolworth Girls' | Emotional health (including girls with autism) | 10 |
| Special Schools | | |
| Dysart School | Severe and complex learning disabilities | 29 |
| St Philip's | Moderate learning difficulties | 40 |
| New Free School | Autistic spectrum disorder | 90 |
| Total | | 253 |

In addition, a special school for social, emotional and mental health needs has also been approved to be located in Richmond following a joint application with Kingston. Market warming to secure high quality interest in delivering these new special free school opportunities, including marketing materials and responses to potential applicants is underway. Work continues with Mastodon C (external company with expertise in place demand and expenditure forecasting) on the 10 year sufficiency strategy, expected to be finalised in the early autumn. This will also allow post 16 pathways to be developed in an objective way.

- b. **Therapy provision.** The review of speech and language, occupational and physiotherapy provision in Kingston (and Richmond) continues. This will inform the commissioning of future services from April 2020. Public consultations will commence during the summer term and continue into the autumn, when the re-commissioning process will also start.
- c. **11 - 16 years Alternative Provision pathway.** Work concentrates on reconsidering the model for supporting children and young people who require some form of alternative provision for part or all of their education week, and how this can be improved through systemic changes in mainstream schools and quality assured alternative providers. The target for implementation is September 2020.
- d. **16 to 25 years Provision pathway.** Next steps interviews with Year 11 students are complete and continue with Year 10. Discussions with a local special school provider regarding a reorganisation of local 16 to 25 year provision continue. This reflects not only the intention to improve outcomes for current and future cohorts in this age range, but is a response to the need to reconsider the number of places required following the increase in the upper statutory age range from 19 to 25 years under the 2014 reforms. Apprenticeship opportunities continue to be expanded, including creation of new places within the council for our SEND young people.

5. Workstream 4: Early intervention and planning

All secondary schools in Kingston are taking part in a peer review of their inclusion practice, and the first review has now taken place. Meetings of the workstream have focused on analysing real case studies to identify gaps and refinements to the early intervention offer across partners. This includes training and development needs across stakeholders. The Early Intervention Panel has met four times since the autumn. Early successes include the delivery of support without the need for an EHCP and stabilisation of mainstream placement rather than transfer to special school provision. More integrated working now routinely takes place between AfC's education and social care / early help staff (including Youth Resilience and Youth Offending Team staff), and there is much closer joint planning between AfC inclusion staff and Public Health and Your Healthcare colleagues. This specific initiative is currently considering how early intervention can be developed more across services and include fuller engagement of school nurses in the process. A contract has been signed with Positive Families Partnership to deliver multisystemic therapy/ functional family therapy as intensive interventions to avoid family breakdown that otherwise is likely to lead to residential care or to the child or young person becoming looked after. Referral pathways and the decision making panel process about which cases will be subject to this particular intervention have been agreed.

6. Workstream 5: Assessment and planning

This workstream particularly addresses the practice which forms part of the Written Statement of Action, following the SEND inspection in September 2018, which is monitored by the DFE and NHS England. Considerable time has been spent on upskilling staff both inside and outside AfC e.g school staff. Training sessions have included bespoke delivery to the three AfC Cluster Teams, the whole AfC social care service, social care managers, school nurses, the Strengthening Families Team and the Youth Resilience Service including the Youth Offending Team. School SENCOs have been attending training on "Participation / person centred reviews" as part of the work to improve the quality of the EHCP annual review process. Each Annual Review Officer is now expected to finalise 20 plans per month, although this will always be dependent on the information being received back from partners. An electronic survey has been

completed with schools to gain feedback on how improvements can be made to this and other aspects of the assessment process.

Pleasingly the team continues to meet the statutory 20 week timescale to agree EHCPs in 100% of cases. This is significantly above the national average. Priorities in the coming month include further developing (and then implementing) the new quality assurance framework, and building on the newly instigated (since April) monthly SEN manager performance meeting.

The SEN Team and AfC's Participation Officer have proposed a new approach to the involvement of young people in their annual review. Five schools will be involved in a pilot during the summer term to trial this new approach, with the intention being to expand this to all schools in the autumn term.

7. Workstream 6: Home to school travel

The Home to School Travel Policy for Children with SEND was considered by the Children's and Adults' Care and Education Committee on 13th February. It was resolved that:

- a. subject to the findings of an ongoing consultation, that collection points would be implemented on selected routes to improve efficiency and, wherever possible, reduce journey times for pupils;¹
- b. targeted independent travel training would be implemented for young people with SEND to promote independence, life skills and their future employability;
- c. an enhanced parent pay offer is implemented which supports families to arrange transport between home and school for their own child, by increasing the payment rate from 47 pence per mile to £1 per mile where appropriate and agreed;

These policies create a stand-alone SEN Transport policy for Kingston, replacing the existing AfC SEN Transport policy which covers the London Borough of Richmond also. An options appraisal and business case regarding the future operating model has been developed and considered. Agreement has been reached that the service will be delivered via a combination of in-house and commissioned services. Related to this there is ongoing consultation with Skanska staff who deliver borough bus routes with a view to bringing these staff inhouse following the end of the bus contract with Skanska in July 2019 and the development of a new Dynamic Purchasing System for taxi routes in partnership with LB Sutton and LB Richmond for use from September 2019. Current work also includes development of independent travel training plans and ambitions to promote independence, life skills and future employability. This requires all partners and families to work together to support young people in the development of these life skills including travelling as independently as they are able. The Council is also in the process of identifying a new site for the minibus depot following cessation of the current arrangement at Cocks Crescent in July 2019. In addition to ensuring that transport is delivered as efficiently and cost effectively as possible in the context of rising SEND need, it is also important to at least maintain the quality of service provision during a period of considerable change in the operational arrangements.

¹ Since then, collection points have been implemented.