

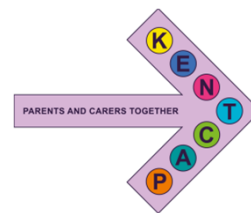
Kent Local Area

SEND Inspection Report

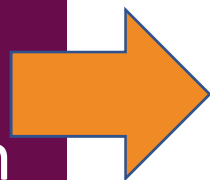
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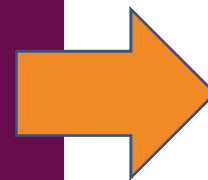
Re-cap



9 areas of weakness identified by Ofsted and CQC in their joint inspection in January 2019

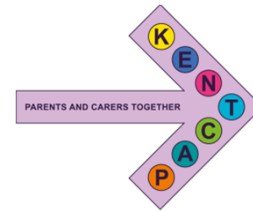


Written statement of action produced by KCC and NHS with 5 workstreams to address weaknesses



Improvement programme with KCC, NHS and Kent PACT membership to monitor progress

Kent vision



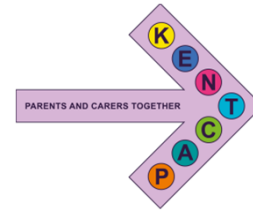
- Children and young people with SEND learn and grow by being well cared for, have their health needs met, and lead happy and fulfilled lives.
- Families can reach the right people at the right time to support their children in the way they need.
- Services work together with families to improve outcomes and the achievements of their children.

Strategic setting

Changing our structures to support improvement

2019

- Disabled Children & Disabled Young People's Service moved into CYPE Directorate from Adult Social Care
- SEN and the EP service situated in a large division with little integration
- Complex health landscape – 8 CCG', no leadership for children
- Appointment of a Senior Responsible Officer for children and young people in Health



2020

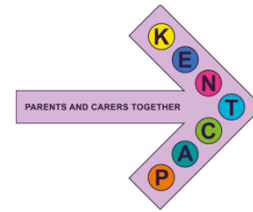
- 8 CCGs merged into single CCG
- Dedicated health leadership posts embedded and more resource from the children's commissioning team
- The DCO team expanded
- New special school nursing model implemented
- Initiated SLCN 5 year project with agreed funding and dedicated SRO

Strategic setting

Changing our structures to support improvement

2020 continued

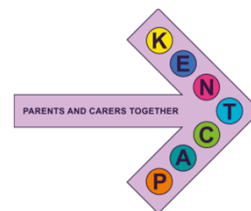
- New division created for SEN, Disabled Children & Young People's Service and Educational Psychology under a new Director of SEND
- New Education division with strong links into SEND
- Workstreams aligned to Areas of Weakness with strategic leads to ensure accountability.
- New joint governance framework



2021

- New Director of Education, Assistant Director of SEN, Assistant Director of EP and SEN strategic lead appointed
- New joint governance board and partnership meeting, JRAP review and funding allocation agreed, consistent senior representation at strategic boards
- New SEN service target operating model in development

SEND demand



Changes in demand for SEN support since

2019



Statutory assessment requests

2019: 1,516 (Jan-Jun)

2021: 2,041 (Jan-Jun)

2019: 279 highest monthly volume

2021: 445 highest monthly volume



EHCPs and SEN Support

2019: 11,763 CYP 0-25 with EHCPs

2021: 15,281

2019: 7,860 school age CYP with EHCPs

2021: 9,861

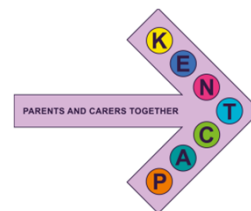
2019: 24,465 school age CYP on SEN support

2021: 27,039

Demand for SEND health services

Awaiting November figures

COVID-19



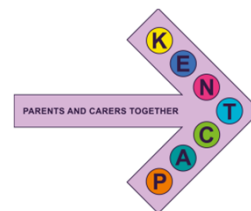
Supporting children and young people during the COVID-19

pandemic

Keeping services running

- Texts to young people most at risk of clinical harm to keep in touch and offer support
- Non-contact services delivered during lockdown:
 - Online youth clubs – Kent-wide
 - Online sessions for art, cookery and sport
 - Activity packs in Dover and on the Isle of Sheppey
 - Wellbeing calls to families
 - Online parent support groups
- A parent consultation line set up by the Educational Psychology service
- Parents of qualifying disabled children unable to access their usual social activities during lockdown applied for up to £250 to pay for toys, equipment or vouchers.
- We provided food parcels, resource packs and medication to families in urgent need
- Made changes to clinical platform to continue to support children, such as those with aerosol generated procedures.
- Distributed laptops to reduce digital poverty.

COVID-19



Supporting children and young people during the COVID-19

pandemic

Keeping in touch with service users and residents

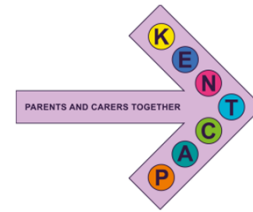
- Sent out special editions of our SEND parents' newsletter to provide additional support and information during lockdown.
- Provided a dedicated area on KCC's website for COVID-19 information in relation to SEND.

Additional risk assessments and protocols initiated

- Conducted clinical harm reviews
- Established multi-agency system calls
- Initiated suicide cluster protocol
- Risk assessed mental health caseloads

Online services were well-received by many young people and disabled people – their voices were heard and they found it easier to open up to their workers.

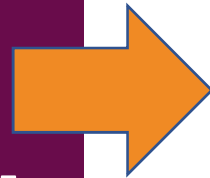
Kent PACT



2019

- Newly set-up
- Mainly staffed by volunteers (1 part-time staff member)
- Funded by £15k DfE grant
- 68 members

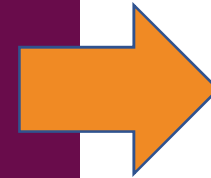
Little scope for impact



2020

- Funding & staffing remained static
- Time pressures on staff and volunteers limits progress
- Few new members
- MOU between PACT / KCC / NHS

Limited scope for impact

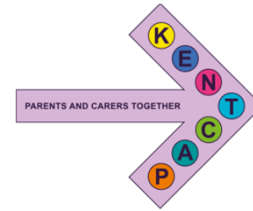


2021

- New steering group
- Additional funding secured
- 8 new posts – including Operations Manager and 4 Ambassadors
- Membership 252

Great scope for impact

Our imPACT



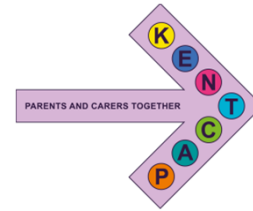
Strategic impact

- A transformed, mature and respectful relationship with KCC and Health:
 - membership on all strategic and relevant operational groups
 - partners in service design and improvement activity
 - involved in recruitment of key roles in SEND.
- Vastly improved parental trust, representing the parent voice across the system and the county.

Operational impact

- Provide parent feedback to resolve issues before they become complaints.
- Audit and provide quality assurance for EHCPs .
- Encouraged IPSEA training for 40 SEN staff, and proactive open statements to be issued to parents.
- Improved and promoted Local Offer.
- Commissioned to develop school parent engagement award and to recruit and manage the Key Worker pilot.

Our imPACT



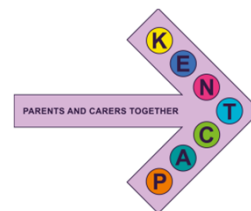
I stand back and applaud the help I have gotten from a system and forums such as yours.

I am under no illusion this will change tomorrow but a collective pressure from a group like this can gradually make the voice of parents heard.

[Video of a parent with two children with SEN \(one, her birth child, and one a child she fosters\)](#)

Without Kent PACT although it is not for individual families or cases, without it we wouldn't have a voice as a whole. So thank you and continue your great efforts.

Areas of weakness

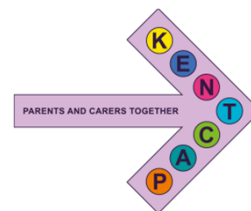


Aligning our workstreams to tackle areas of weakness identified

Area of weakness	Workstream
<ul style="list-style-type: none"> The widely held concern of parents that the local area is not able, or in some cases not willing, to meet their children's needs The limited role parents and carers have in reviewing and designing services for children and young people with SEND 	A – Parental engagement & co-production
<ul style="list-style-type: none"> The variable quality of provision and commitment to inclusion in schools, and the lack of willingness of some schools to accommodate children and young people with SEND The poor standards achieved and progress made, by children and young people with SEND The lack of effective systems to track and improve outcomes for those children and young people whose progress to date has been limited by weakness in provision 	B – Inclusive Practice and the Outcomes, Progress and Attainment of CYP
<ul style="list-style-type: none"> The inconsistent quality of the EHC process; the lack of up to date assessment and limited contributions from health and care professionals; the poor processes to check and review the quality of EHC plans 	C – Quality of Education, Health and Care Plans
<ul style="list-style-type: none"> The inability of current joint commissioning arrangements to address known gaps and eliminate longstanding weaknesses in the services for children and young people with SEND The governance of SEND arrangements across the EHC system at strategic and operational level and absence of robust action plans to address known weaknesses 	D – Joint commissioning and governance
<ul style="list-style-type: none"> The unacceptable waiting times for children and young people to be seen by some health services, particularly CAMHS, tier 2 services, SALT, the wheelchair service, and ASD and ADHD assessment and reviews 	E – Service Provision

Workstream A

Written Statement of Action outcomes



Area of Weakness

The widely held concern of parents that the local area is not able, or in some cases not willing, to meet their children's needs.

WSOA outcome

- A strengthened local offer will better meet the needs of children and young people with SEND
- Families are better informed about what and how the Local Offer will support the needs of children with SEND
- Families and schools/ settings know the resources available to them from the local authority and health to support children with SEND
- Parents of children with newly identified special educational needs can easily find information on the support available to them and are signposted to where they can get advice and help
- Practitioners working in health, education and care, and other stakeholders understand the principles of the SEND Code of practice and the part they play in delivering it

Area of Weakness

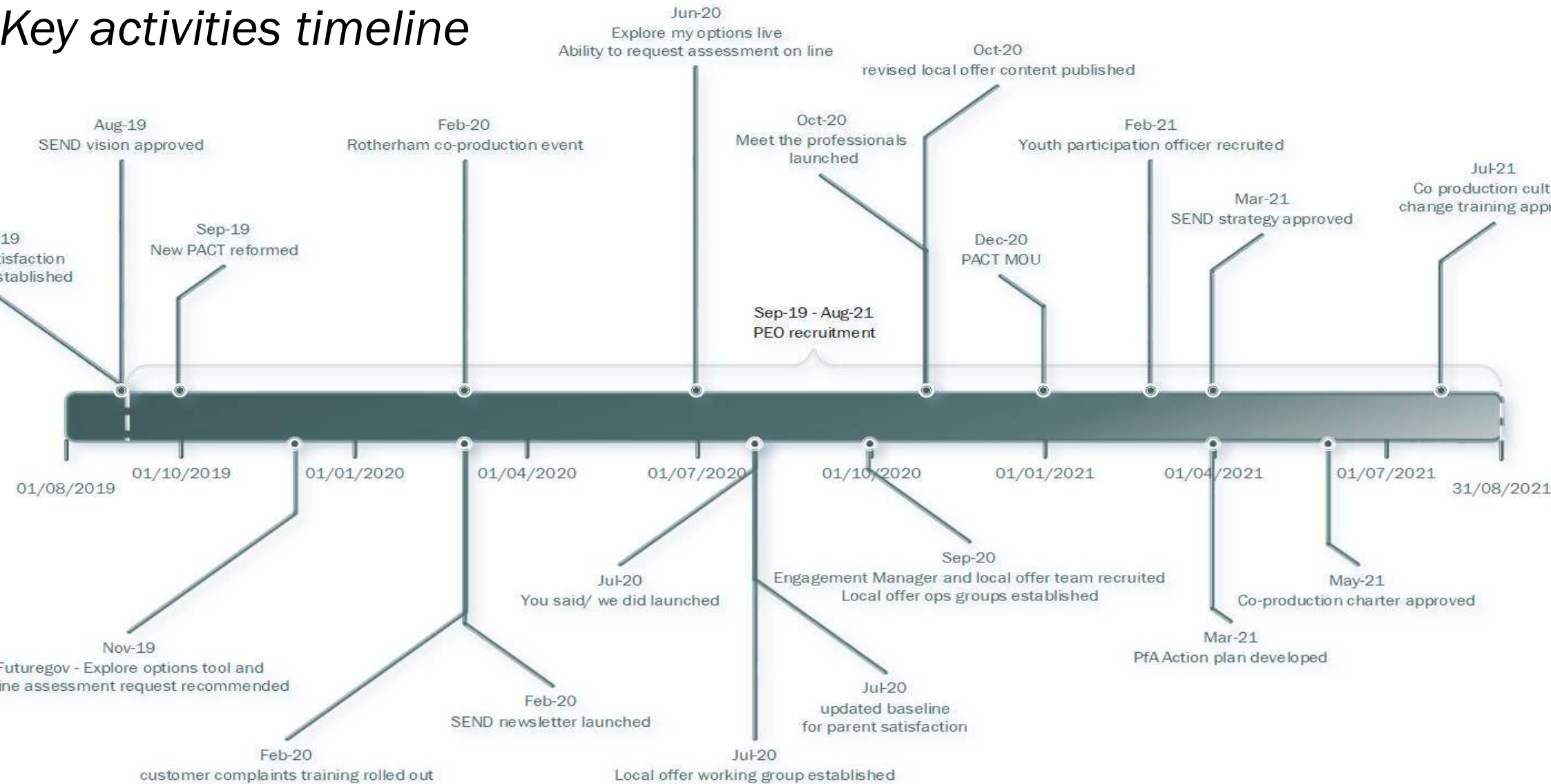
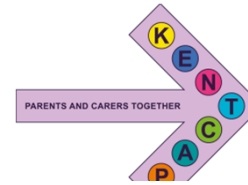
The limited role parents and carers and young people have in reviewing and designing services for children and young people with SEND.

WSOA outcome

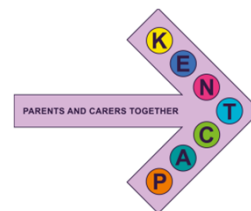
- Parents and Young People have a clearly defined integral role reviewing and designing services
- The vision for SEND in Kent is jointly created and owned by families and all services working with CYP with SEND
- Families find the local offer website and statutory assessment process clear and accessible
- Parents/ carers and CYP have access to information on SEND a timely, clear and transparent way

Workstream A

Key activities timeline



Workstream A

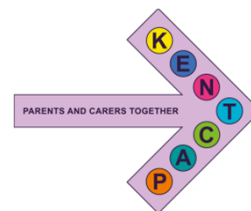


Summary of key activities undertaken so far

- Regular parental satisfaction surveys conducted to track improvement.
- Invested in a SEND Partnership and Engagement Team, dedicated to engagement with stakeholders.
- Significant and continuous improvement of the SEND Information Hub (Kent's Local Offer), which also contains the 0-25 service and activity directory, in collaboration with families and partners.
- Regular publication of the SEND parent newsletter (700+ subscribers) and regular promotion of the Local Offer and other SEND-related tips, advice and guidance for families on social media.
- Published a You Said, We Did section on the website about SEND services and website feedback.
- Created parent guides for key products including Mainstream Core standards to support parents.
- Direct engagement with young people via the jointly funded SEND Youth Participation Officer.
- Extended the agreement to jointly fund Kent's IASK service.
- Participation in Kent PACT's 'Meet the professional' sessions (Transport Team, Specialist Teacher and Learning Service and Provision Evaluation Officers).
- Co-Production charters for parents and young people published, and part of mandatory training for SEND staff.
- 18 SEN Provision Evaluation Officers (PEOs) have been recruited.
- IPSEA training rolled out across SEND, health and social care.

Workstream A

Feedback and evidence



Parental involvement is embedded across the improvement programme, ensuring the family's voice is at the heart of improvement.



% of parents that agree or strongly agree with the confidence statements within the parental survey about SEND provision

Dec 2020: 60% (↑ from 30% in the 2019 parent survey)



Parents' views on the SEND Information Hub website (Local Offer)

Satisfaction with the website

2021: 60% (↑ from 19% in 2019)

Parents tell us that

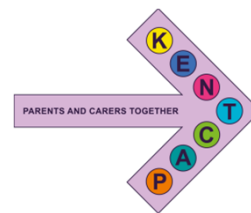
We have given them a voice on consultation, participation, and parent-led co-production

The increased capacity in the PEO service has helped them to understand, navigate and access support within schools

They feel their needs have been better understood and their views have been key in the development and delivery of the Neuro Developmental pathway.

Workstream A

Feedback and evidence



88.5% of parents reported that the PEO took the time to understand their concerns, with over 92% either agreeing, or partially agreeing with this statement.

“Each individual including myself and my adult daughter had the opportunity to voice their opinion and be heard. It was good to hear that PACT is involved and helping more voices to be heard and hopefully helping a positive change.” *[(Involving Parents in the Co-Production Charter)]*

“We would also like to extend our very sincere thanks to you for creating the time to meet and to listen so empathetically to the parents’ experiences. We are sure that they found it a very positive experience and would want us to pass on their thanks to you as well.” *[The National Deaf Children’s Society]*

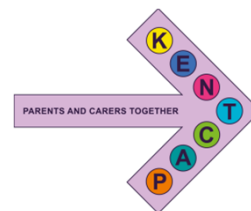
“Had all the informationAll within seconds.” *[feedback on the Local Offer]*

“I feel much more informed and prepared now after reading the information on the website regarding my needs. Many thanks.” - *[feedback on local offer website]*

“We really enjoyed being a part of this process and having the opportunity to contribute by having a voice.” *[Involving families in the Dynamic Support Register]*

Workstream A

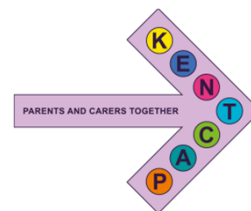
Next steps and future direction



- Work strategically with Kent PACT to ensure that parents' voice is integral to all SEND improvement, from strategic planning to service delivery.
- Engaging, collaborating and co-producing with families to deliver person-centred practices and services through:
 - School engagement with parents' award
 - Mandatory training for SEND staff
 - Mainstream Core Standards e-learning for schools and information for families
- Continuing improvement through service training.
- Continued "Meet the professional" sessions with KENT PACT.
- Kent PACT, with Kent Association of Headteachers, working together to bring parents and schools closer together.

Workstream B

Written Statement of Action outcomes



Area of weakness

The variable quality of provision and commitment to inclusion in schools, and the lack of willingness of some schools to accommodate children and young people with SEND.

WSOA outcome

- Improved inclusion and quality of SEND provision in schools.
- CYP with SEND have their needs successfully met.
- School staff have the SEND knowledge and skills to be able to meet the needs of all CYP with SEND.

Area of weakness

The poor standards achieved and progress made, by children and young people with SEND.

WSOA outcome

- Improved attainment and progress made by CYP with SEND
- Guidance on good practice is available to all providers

Area of weakness

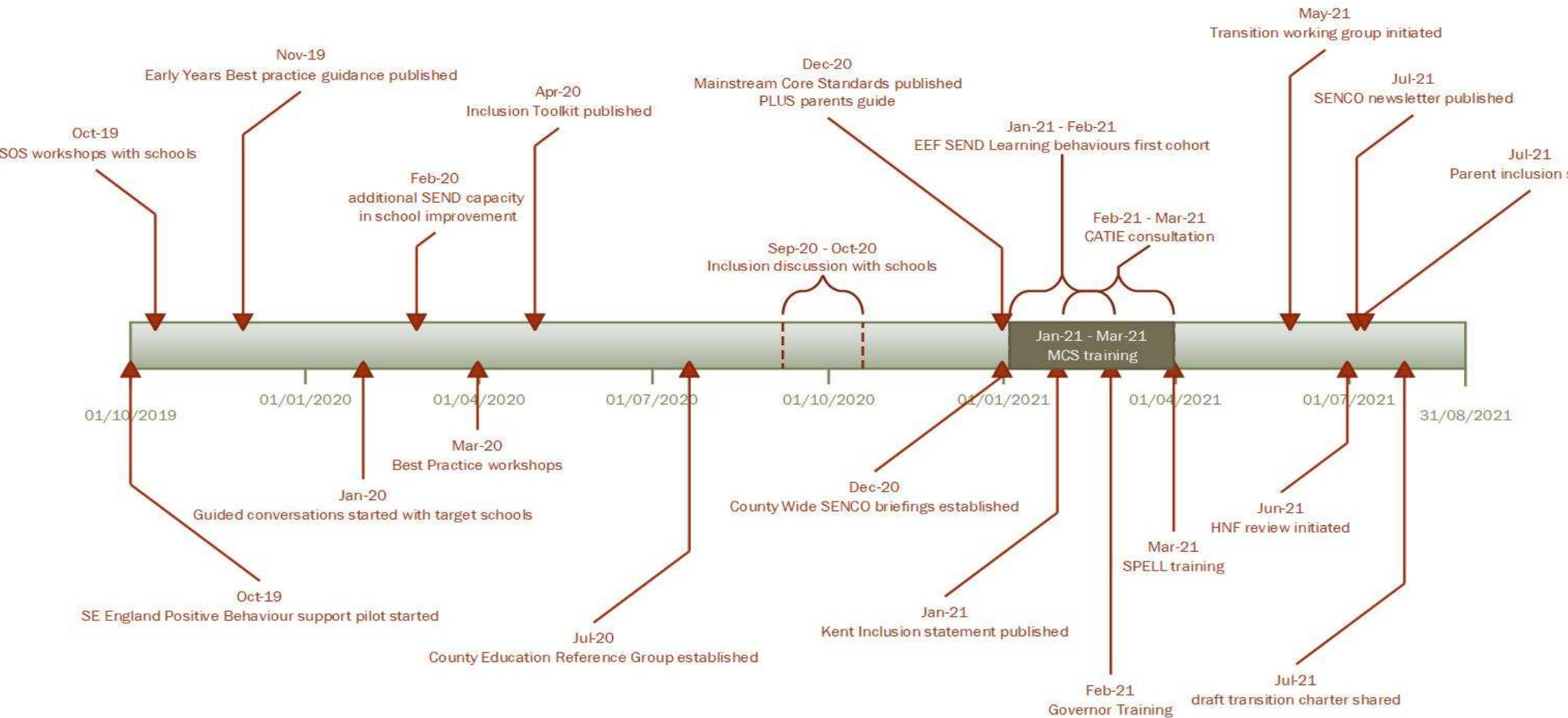
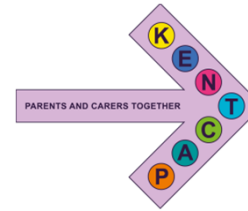
The lack of effective systems to track and improve outcomes for those children and young people whose progress to date has been limited by weakness in provision.

WSOA outcome

- Systems are effective in tracking and improving outcomes for children and young people with SEND

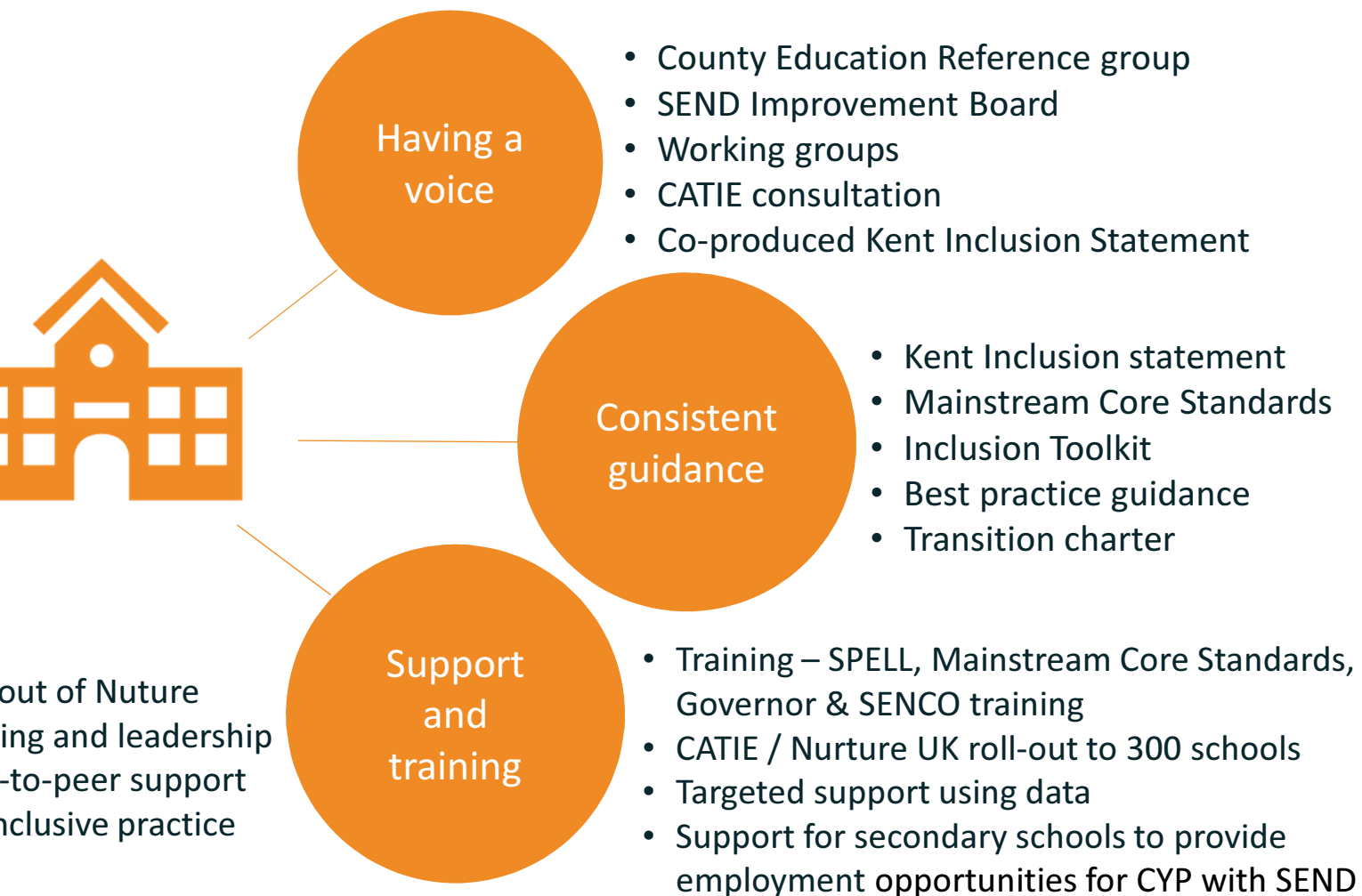
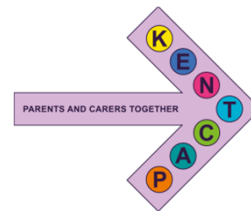
Workstream B

Key activities timeline



Workstream B

Summary of key activities undertaken so far



out of Nurture
ing and leadership
-to-peer support
inclusive practice

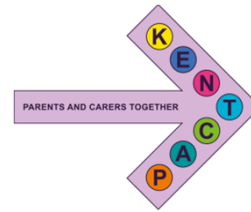
Working with schools and settings to define the Countywide Approach to Inclusive Education.

Ensuring consistent guidance by creating countywide support networks alongside locality based provision support.

Creating an offer to support schools and settings in providing mainstream support for CYP with SEN.

Workstream B

Feedback and evidence



“We feel the satellite class has supported us in more ways than preparing [NAME] for mainstream, it has massively helped us to implement a small transition class provision that is supporting our children with complex needs in managing to spend more time in their mainstream class which means more time in school (no reduced timetables to do hoorah!) and much happier parents” - feedback from a school relating to the Wyvern pilot

“We welcome the proposed changes as we hope that they will make a significant difference to the lives and outcomes of SEND children whose needs are not currently being met.”

92% strongly agreeing or agreeing that the MCS supports their understanding of the legal duties of schools, academies and Pupil Referral Units in relation to provision for and inclusion of pupils with SEND.

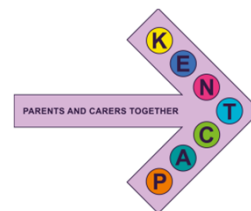
89% of schools and settings agreed that the Kent Inclusion statement reflects our collective understanding of inclusivity.

92% strongly agreeing or agreeing that the MCS supports conversations with parents when discussing their child's needs.

“Thank you for the MCS as it will be very helpful for us to enable comprehensive whole school practice, it provides very clear strategies for us to be able to try, test and implement. We hope that the LEGAL DUTIES will always be kept up to date as well as that it will be such a useful checklist. It is very clear and precise”

Workstream B

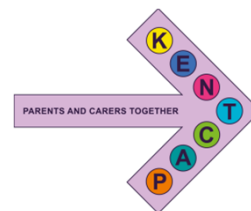
Next steps and future direction



- Kent PACT Quadrant Ambassadors and Kent Association of Headteachers area leads shared working
- Finalise and implement the High Needs Funding consultation.
- Submit STLS consultation feedback and recommendations to Cabinet Committee.
- Support Kent PACT and schools to agree model for parent engagement award.
- Continued development and implementation of the Mainstream Core Standards tools in partnership with SENCOs and parent/carers.
- Case studies of good practice of pupils with EHCPs attending mainstream schools.
- Launch of online offer directory for schools and settings to access support/ guidance/ best practice to support inclusive practice in schools.
- Proposal to pilot locality hubs across 2 areas (January 2022).
- Depending on pilot success, further locality hubs implemented (September 2022).

Workstream C

Written Statement of Action outcomes



Area of weakness

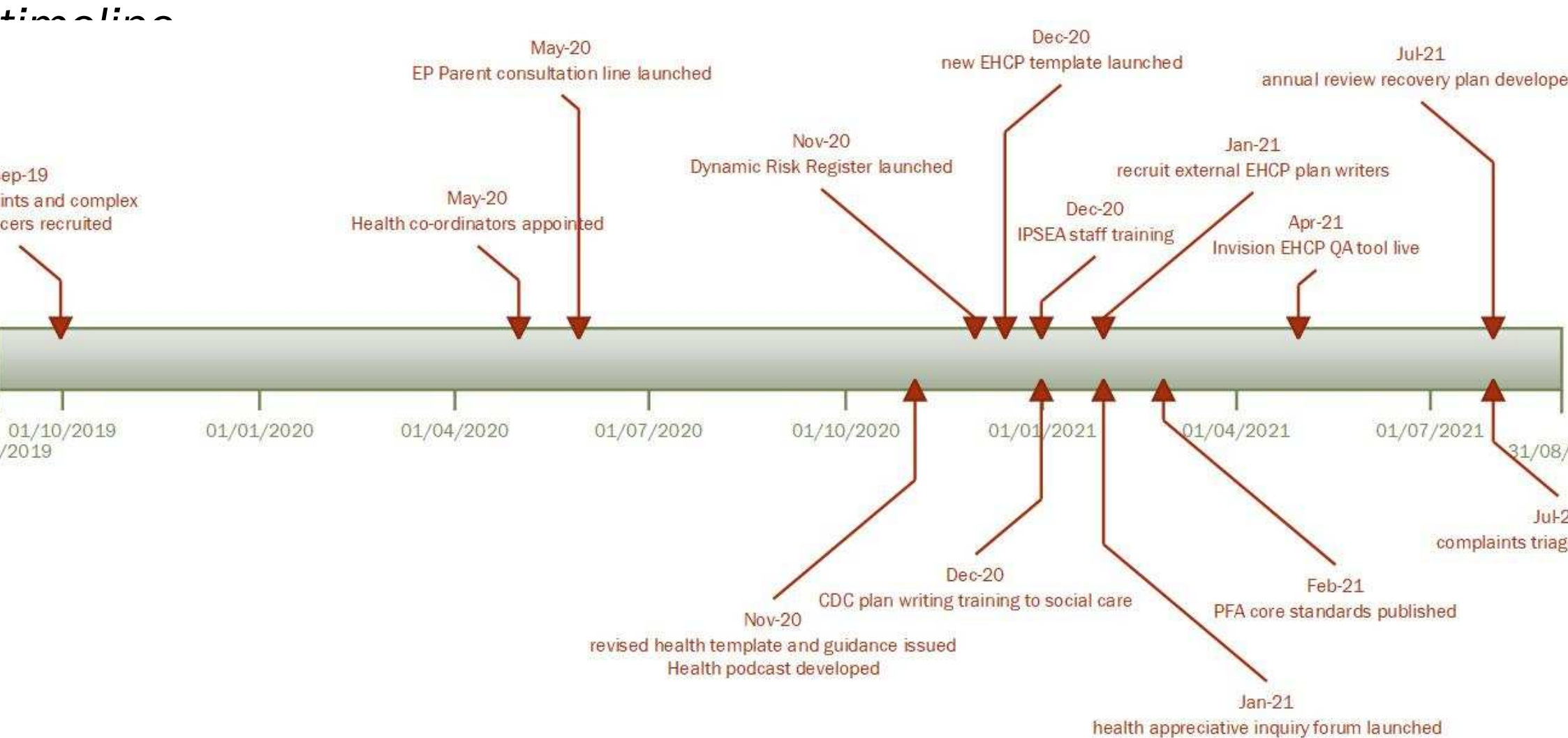
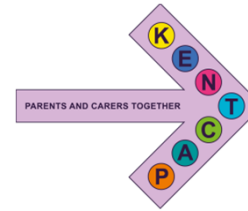
The inconsistent quality of the EHC process; the lack of up to date assessments and limited contributions from health care professionals; the poor processes to check and review the quality of the EHC Plans.

WSOA outcome

- Good quality, holistic, consistent and timely Education, Health and Care Plans.
- All staff have the knowledge and skills required for their role.
- Parent/carers and children and young people are fully involved in the planning and reviewing of the provision required to meet the need.
- Families are supported by all services to prepare for the transition to adulthood.

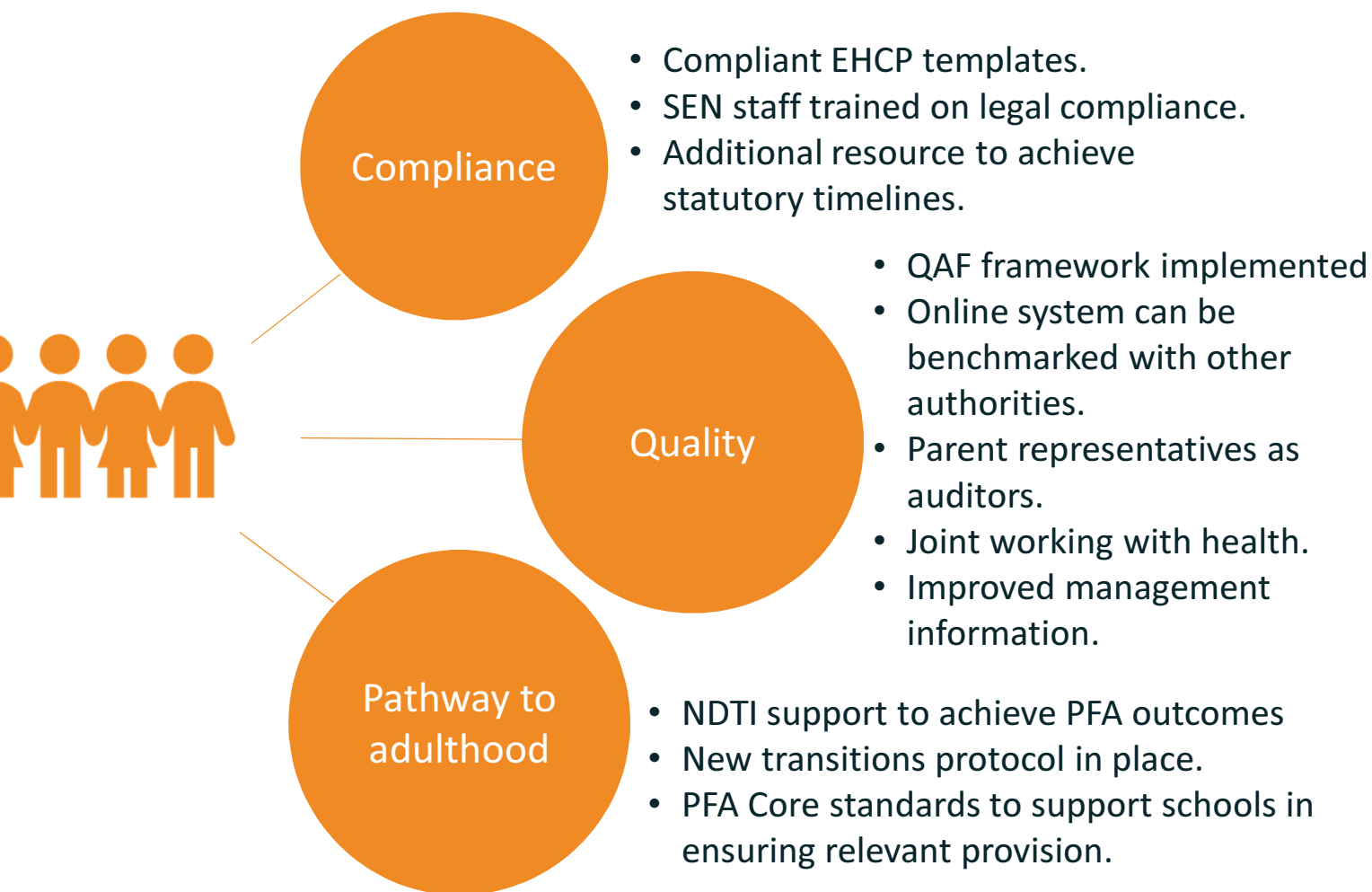
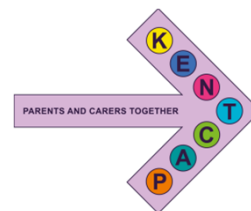
Workstream C

Key activities timeline



Workstream C

Summary of key activities undertaken so far



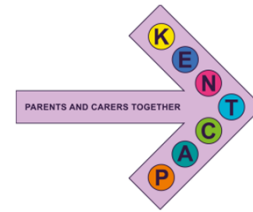
Making sure our working practices and documentation are legally compliant, investing money in staff training and procuring additional resource to reduce backlogs.

Embedding quality into working practices, including better management information and auditing, improved staff expertise and better customer care.

Designed a new protocol and standards to support young people with SEND and their families with better transition into adulthood.

Workstream C

Feedback and evidence



“...the scheme was a life saver for me and my family and helped so much through lockdown” - *Toy scheme feedback*

“Being listened to, being able to discuss concerns and what already in place and feeling concerns are validated” - *Parent accessing the EP support line*

“You have done an amazing job of capturing our conversation and getting E's conditions down on paper.” - *Feedback to a health coordinator*

The total number of appeals received in 2019 was 510, and in 2020 there was a decrease to 367. We have received 385 appeals so far in 2021 (as of 23.11.2021).

64% of parents satisfied with all steps of the statutory assessment process and the EHCP.

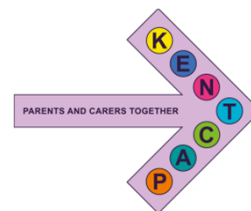
Latest quarterly figures; 62% Percent of parents that agree or strongly agree with the confidence statement within the parental survey.

93% of EHC needs assessment referrals since 1 September 2021 complete within statutory timescale

Plan audit process now active, improvements in the plans over last months are evident.

Workstream C

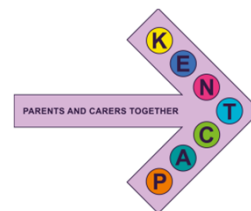
Next steps and future direction



- Annual review, EHCP and EP assessment backlogs closed, with planned capacity to meet future demand. On target to close by end of January 2022.
- Continuous improvement cycle from EHCP QA with planned learning events to capture feedback.
- Continued “meet the professional” sessions with Kent PACT.
- Supporting PACT quadrants with local advice and guidance in forums for parents.
- Reducing the demand for assessments by working with parents to understand their concerns and barriers, and to make it easy to find out and understand what support they can expect for their child in mainstream schools and settings, as well as providing clear information about what EHCPs do and don't do.
- Implement a new operating model for the SEN service to strengthen the focus on assessment, create a case management culture, and join up SEN services in local areas to ensure children, young people and families are at the centre of our work.

Workstream D

Written Statement of Action outcomes



Area of Weakness

The inability of current joint commissioning arrangements to address known gaps and eliminate long-standing weaknesses in the services for children and young people with SEND.

WSOA outcome

- To better meet children and YPs Special Educational Needs and Disabilities through an agreed understanding of population level of need and implement a joint commissioning plan.
- There are clearly defined roles and responsibilities to address the health needs of CYP in special schools with regular review.
- There is a clear, consistent and equitable outcome based universal, targeted and specialist level offer for CYP with speech and language needs.

Area of Weakness

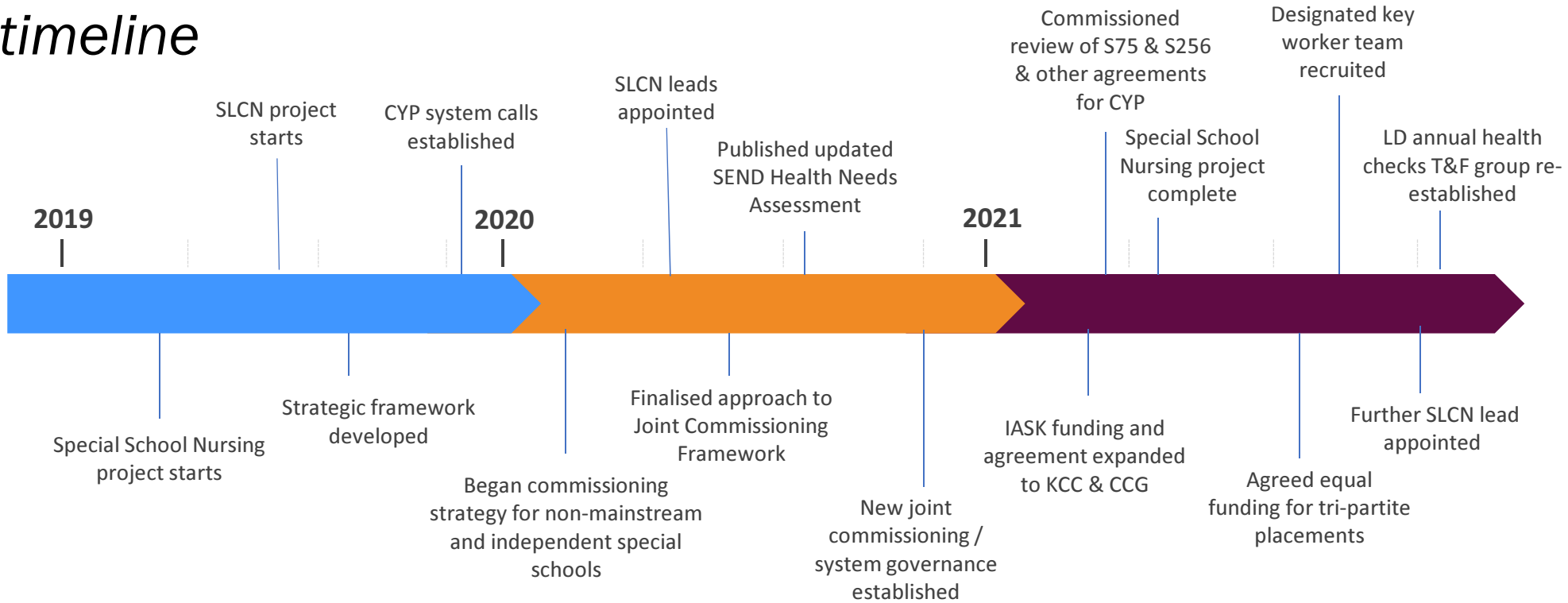
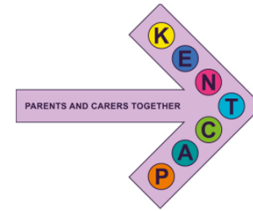
The governance of SEND arrangements across the EHC system at strategic and operational level and absence of robust action plans to address known weaknesses.

Area of Weakness

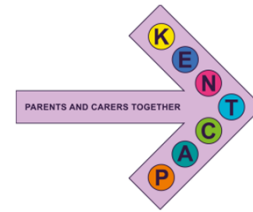
- Clear accountability through governance to address SEND.
- Children's SEN needs and those of their parents are addressed as a priority by all partners.
- CYP with SEND and their families' needs are met more effectively by receiving a more joined up service.

Workstream D

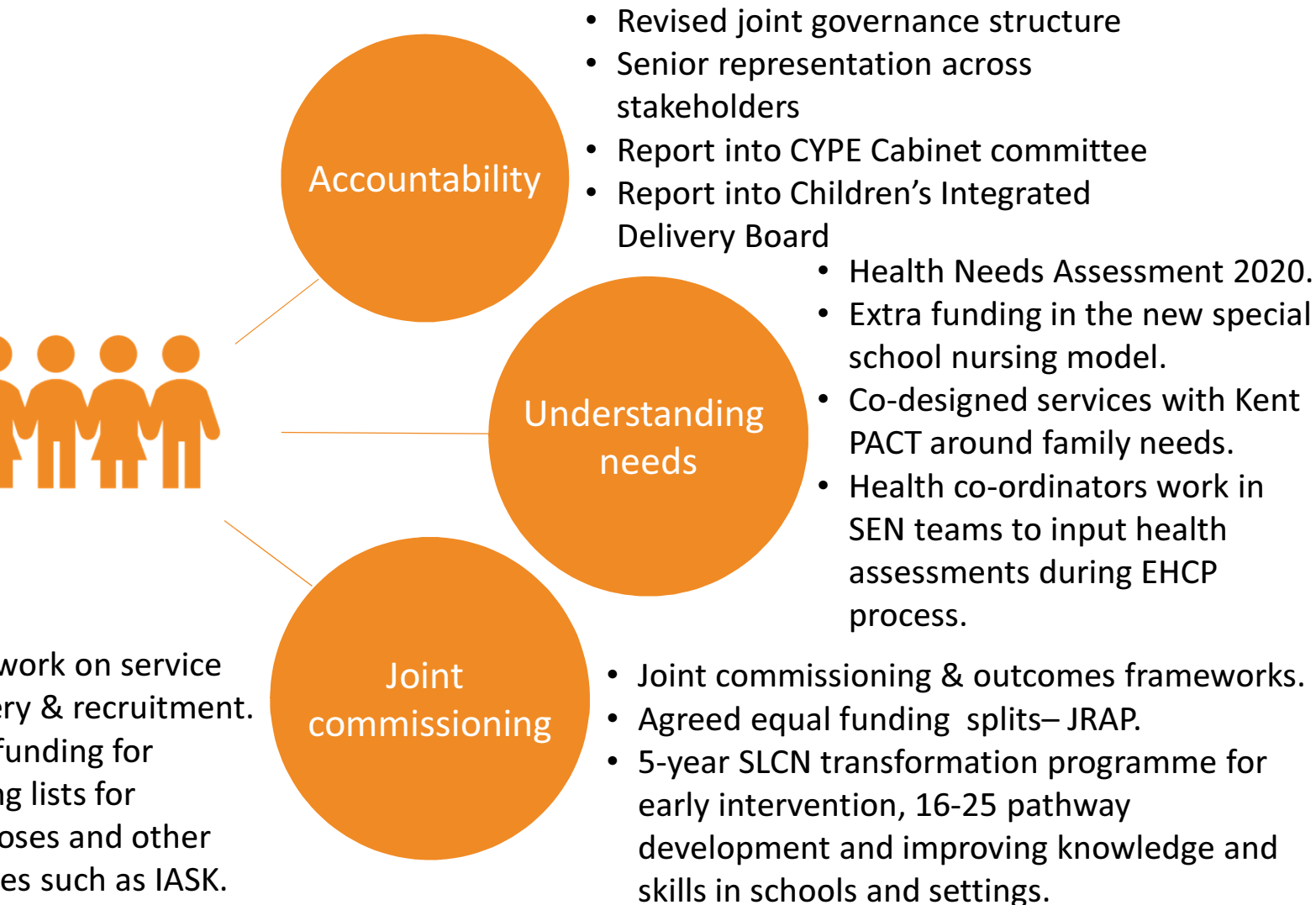
Key activities timeline



Workstream D



Summary of key activities undertaken so far



Creating a joint governance structure and embedding joint working at a strategic and operational level.

Designing services around the needs of CYP and their families through better data, and co-production with Kent PACT.

Embedding joint commissioning arrangements to address gaps in need and smooth the transition for young people into adulthood.

Workstream D

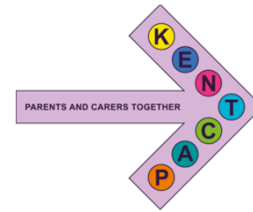
Feedback and evidence

97.5% of parents/carers were contacted by a Health Co-Ordinator within 3 days of a decision to undertake an EHC needs assessment.

Children in Kent who require special school nursing provision experience better quality, more equitable, and more resilient provision.

Those children with long-term health conditions who have needed to shield, have had nursing assessments before returning to school and staff have been trained if there have been any changes to their health needs.

“confident that their child’s health needs would be included in the plan and delivered by the health services”
[parent feedback for HCO]

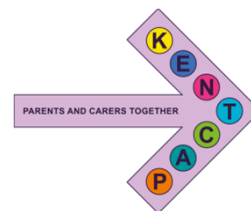


Speech, language and communication needs (SLCN)

- Opportunity to give feedback and feel heard
- Opportunity to co-produce vision for future of service delivery
- Wider stakeholders aware of their role in supporting SLCN through The Balanced System[®] framework
- Schools completing *Scheme for Schools and Settings* will ensure more CYP achieve good SLCN outcomes
- Coordinated approach across county with different NHS providers working together.
- New system will support early intervention and focus specialist resource

Workstream D

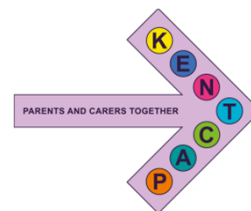
Next steps and future direction



- Implementation of new service delivery model for Speech & Language Therapy service.
- Pilot for 10 Early Years Foundation Stage settings to complete *Scheme for Schools and Settings* accreditation in 2022.
- Local mentors will be trained to support Kent schools completing *Scheme for Schools and Settings* and *Centre of Excellence Accreditation*.
- Schools completing *Scheme for Schools and Settings* and *Centre of Excellence Accreditation* will be offered workshops and mentoring sessions.
- Gather views of 16-25 cohort using visual resources.
- Continued engagement with parents and local stakeholder groups around SLCN provision.
- Ongoing meetings with Heads of Service (NHS providers) to understand and implement the Balanced System approach jointly.

Workstream E

Written Statement of Action outcomes



Area of weakness

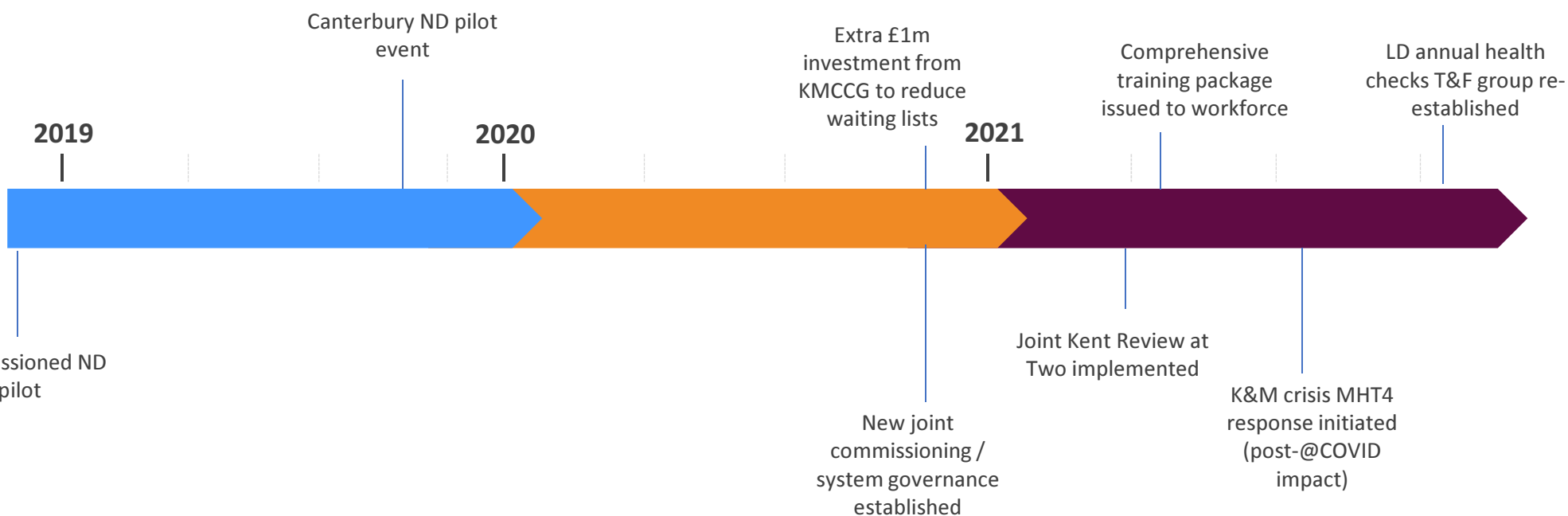
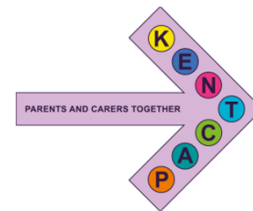
The unacceptable waiting times for children and young people to be seen by some health services, particularly CAMHS, tier two services, SALT, the wheelchair service, and ASD and ADHD assessment and reviews.

WSOA outcome

- Improved service provision and care pathways to reduce waiting times for health services.
- Appropriate services are in place to meet the population need.
- Children with additional needs will be identified earlier to enable early support to be in place.

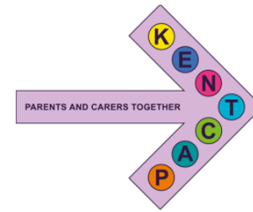
Workstream E

Key activities timeline timeline

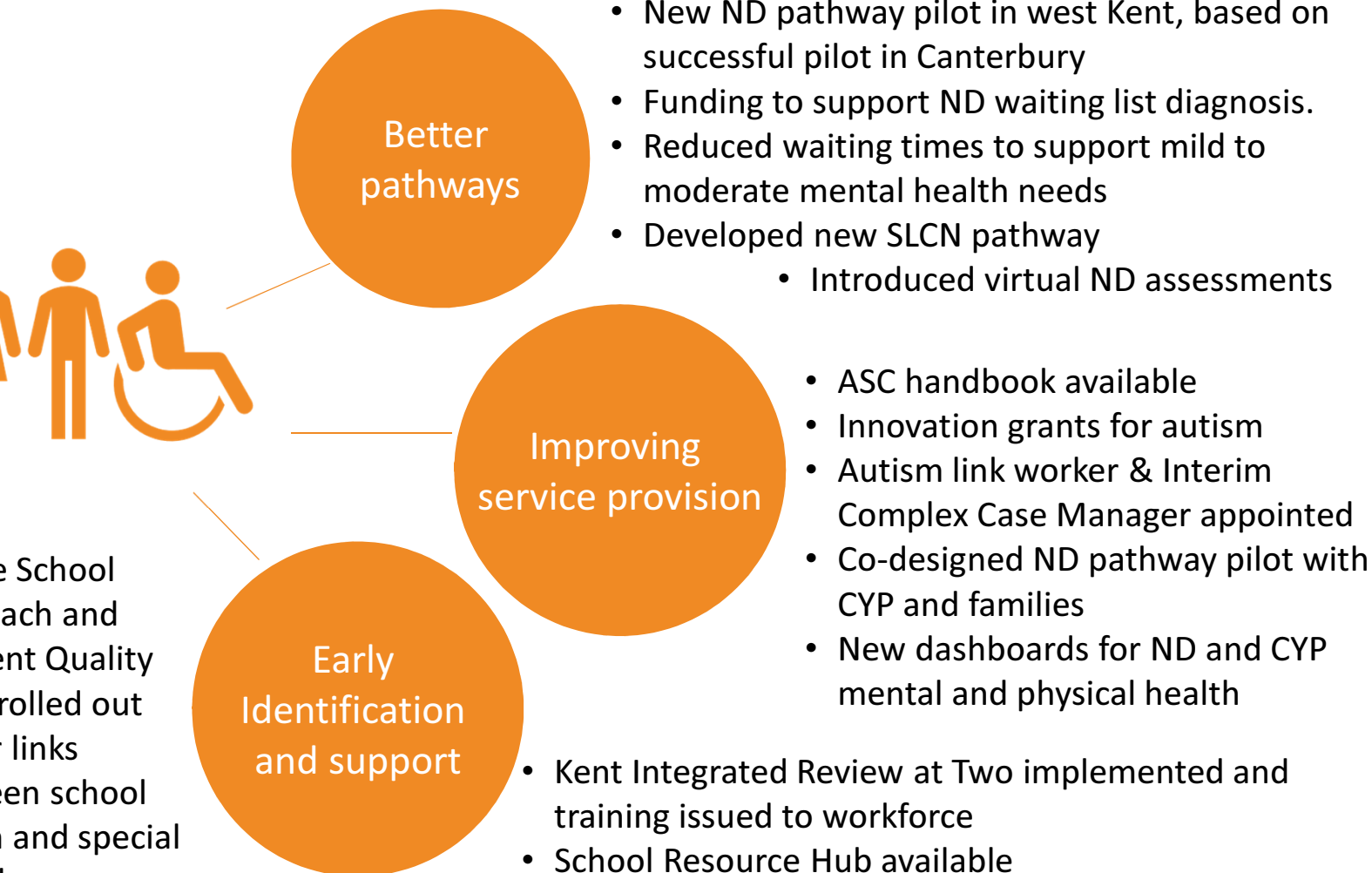


This workstream felt the most impact from COVID-19 as NHS resources were directed to manage the pandemic

Workstream E



Summary of key activities undertaken so far



...e School
...ach and
...ent Quality
...rolled out
...links
...en school
... and special
...ls

Creating better and new pathways into service provision and reducing waiting times.

Programme to improve service provision based on need, including better data capture and targeting additional funding where needed

Designing early identification and support processes within health and working more effectively with schools.

Workstream E

Feedback and evidence



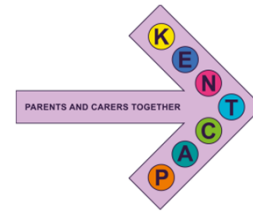
Waiting times for CYP with mild to moderate mental health needs – from referral to assessment (Tier 1)

	2018-19	2019-20	2020-21
Primary	21	22	16
Adolescent	20	24	16

Waiting times for % of CYP assessed within 12 weeks (referral to first assessment - Tier 2)

	2018-19	2019-20	2020-21
Primary	N/A	90%	95%
Adolescent	waiting list - 826	92%	96%

Total NELFT caseload reduced from 14,189 in July 2019 to 12,128 Jan 2021.



15,545 CYP in Kent and Medway have accessed MH services between Feb 20 and Jan 21.

Enabling CYP with Aerosol generating procedures to access school by arranging nursing assessments and supporting schools with their risk assessments and school health care plans.

Fantastic Fred attended 150 primary and special schools and **42,118** CYP took part.

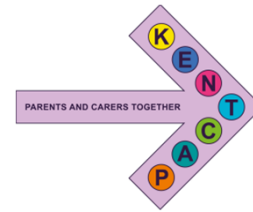
Mind & Body have reported 84% of CYP reported a reduction in the number of days in which they acted on self-harming thoughts (sample of 50 CYP).
96.97% of CYP reported they are better able to manage risks relating to self-harm following participation in M&B (sample of 132 CYP)



Consistently met the 92% target for Wheelchairs since October 19 (June 19 75.7% - Aug 21 94.2%)

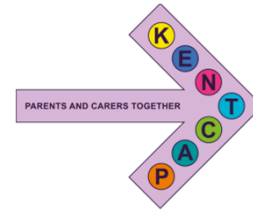
Workstream E

Next steps and future direction



- Embed the West Kent ND Pathway pilot, review and shape with input from the 12 families recruited to act as advisors/influencers and stakeholders, and roll-out to other localities.
- Collaborate with Berkshire and Portsmouth on their ND projects.
- Conduct further work with NELFT on their waiting list offers.
- Work with NELFT to implement their Home Treatment Team Crisis offer.
- Improve data use with dashboards for ND and CRISIS Vigilance.
- Recruitment of Strategic Complex Lead and Impact Evaluation Officer.
- Further roll out of MHST's.
- Complete PHE Speech training programme for the Health Visiting team.

Summary



Supporting children and young people during the COVID-19

pandemic

Inspection gave us focus on the areas we recognise have been underperforming.

- Strategically, KCC invested in a new Director role and a dept focused primarily on SEND. CCG have merged into one CCG across Kent as well as additional snr roles (e.g. DCO).
- Partners have invested additional £7m + to drive operational improvements in areas such as EP assessments, EHCP plan writers and capacity, health needs of YP for EHCP, support to Kent PACT, Kent IAS, Special School Nursing, Neuro Developmental Pathway amongst others.
- SEND Improvement Board has driven a more focused improvement programme, driven by strong collaborative working. Governance is clearer, more focused and improvement driven.
- Relationships with parents/carers have been transformed through Kent PACT which is now working alongside KCC/CCG as an equal partner, operationally and strategically and with a great level of trust among all partners.
- Covid has significantly affected the programme, especially around health-driven activity where resources had to be diverted, and schools, where a change of focus was required during critical periods.
- Improvements are more tangible in some areas than others and some improvements, in education and parts of the health economy, will take longer to realise.
- We are now confident we have the right infrastructure to continue to drive improvements going forward.