

Kent Local Area System

Improvement Plan and Accelerated Progress Plan 6 Month Review

APP Overview Pack

15th November 2023



Acknowledgements

The supporting evidence provided within the 6 Month Review reflects the contribution and partnership working from partners across the Kent Local Area System, including:

- Feedback from children, young people, parents and carers
- Kent County Council
- NHS Kent and Medway - Kent and Medway Integrated Care Board
- Health Providers
- Kent Parents and Carers Together (Kent PACT)
- Council for Disabled Children
- The RISE programme
- Virtual Schools Kent, Kent Youth Council and Schools Councils
- Early Years sector – including Kent Early Years and Childcare Provider Association
- Primary and Secondary schools – including Kent Association of Headteachers
- Special schools - including Kent Special Educational Needs Trust
- Further Education – including East Kent Colleges Group and Kent Further Education
- Commissioned Service Providers
- Training and development providers
- Local Government Association
- NHS England
- Department for Education



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3. Completed Actions

Kent's Accelerated Progress Plan (APP) has 116 actions across 9 Areas of Weakness.

Throughout this pack we refer to Progress and Impact – the supporting definitions for these are below:

Progress

Blue indicates that change is embedded.

Green indicates the action is complete.

Amber indicates that actions are on track.

Red indicates the action is delayed

Impact

Blue indicates there is ongoing evidence of impact.

Green indicates there is early evidence of impact.

Amber indicates the expected impact is on track.

Red indicates that impact is not being delivered

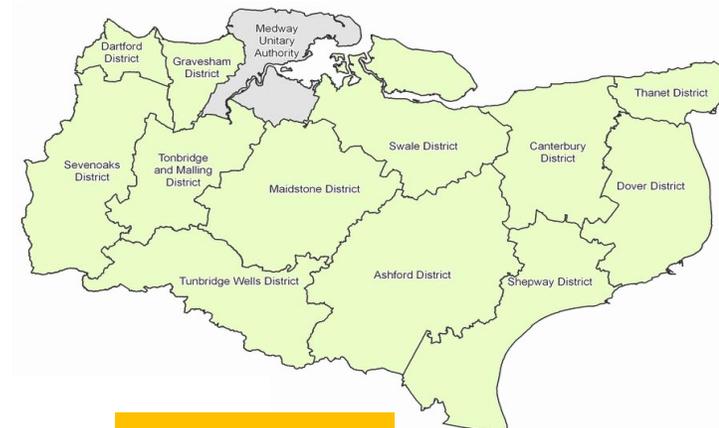
Executive Summary of Each Area of Weakness

A detailed pack is available for each Area of Weakness, with supporting evidence



Executive Summary

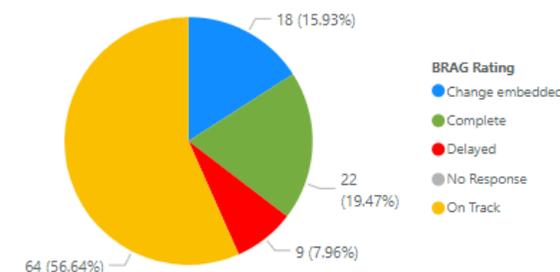
- Since the Improvement Notice was issued in March 2023, Kent has considerably strengthened its systems leadership, governance, risk and assurance processes, giving greater transparency and visibility of improvement, including clear KPI's reported in a monthly scorecard.
- Partners are now working more closely together as a system, demonstrated in joint working on inclusion, joint commissioning, quality assurance, new pathways of support for families and greater engagement, communication and co-production with children and young people.
- The role of the Parent and Carer Forum (Kent PACT) has been clarified through a new Collaboration Agreement and we are continuing to extend our reach to a broader range of parents and carers through our work with the Council for Disabled Children, RISE programme and engagement work through the Integrated Care Board programmes.
- From April to July, partners pulled together to develop a comprehensive APP covering 116 actions. We recognise that there are several areas in the APP that now may need to evolve and mature as we deliver our programmes of work. The APP development was a learning process for us all.
- Although we know there is much more to do and we are early in our improvement journey, we have made solid progress with 40 actions complete, of which 20 of the completed actions have evidenced early or ongoing impact for children, young people and families evidenced.
- 64 of 116 actions (57%) are on track to deliver to their expected end date, and only 9 are reporting as behind/delayed, which are being followed up by Area of Weakness Leads.
- We are confident that the early foundations we are putting in place will result in sustainable improvement, but we accept that it will take time for this impact to be realised and fully evidenced, particularly for some of our long-term actions and where frontline performance remains challenging. This is reflected in our impact ratings, but there is encouraging signs of early improvement, and we will continue to challenge hard for tangible evidence of impact.
- For this 6 Month Review, we have provided transparent reporting on progress and impact, including examples of system-wide partnership working and supporting evidence.



116 actions

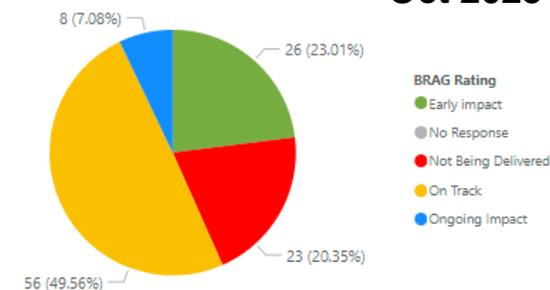
Progress BRAG

Oct 2023



Impact BRAG

Oct 2023



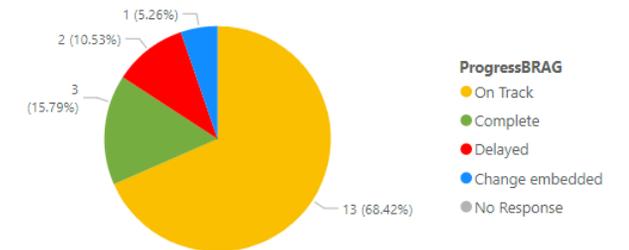
Area 1 Summary – Parental Confidence

- We recognise the progress in improving parental confidence is one of the most challenging Areas of Weakness, as it is influenced by many factors and the cumulative impact of all the APP actions. Therefore, we expect this to be one of the longer-term areas to demonstrate full evidence of impact for parents, carers and families.
- Our collaborative work as a system on this Area has significantly strengthened since the APP was developed, particularly with strong collaboration with Health in parental support in Family Hubs, health professional involvement in SEND training, audit and quality assurance, and co-design and consultation with Kent PACT on communications and engagement approaches with families.
- This is all about putting in place strong foundations in consistent practice, communications and system-wide engagement with families, which will result in positive improvements and impact as we embed these in our culture and practice.
- We recognise the critical importance of consistent, high-quality communication with families, so we are putting in place additional resource to support the delivery of the SEND Communications and Engagement Strategy, with a dedicated partnership Task and Finish Group co-chaired by KCC and NHS Kent and Medway to support this.
- However, since the APP was agreed, we have made positive progress with 4 of the 19 actions (21%) completed, and 13 of 19 actions (68%) are on track to complete by their expected end date.
- As we work towards evidencing impact, 9 of 19 (47%) actions in Area 1 are currently reporting red for impact, which has remained broadly consistent at this level since July. This is largely because the changes are still being implemented and it will then take time for this to lead to sustainable change and improved parental confidence.
- Several actions (1A4, 1B3, 1E2, 1F2) are longer-term with end dates in 2024 so we would not expect to see impact yet.
- It is encouraging that 4 of 19 actions (21%) (1A4, 1C2, 1D1 and 1E1) are now reporting green for impact, showing that early evidence of improvements are being made, particularly around engagement with parents, carers and families. 6 of 19 actions (31%) of actions are now reporting as amber and expected to be on track to evidence impact by their end date.

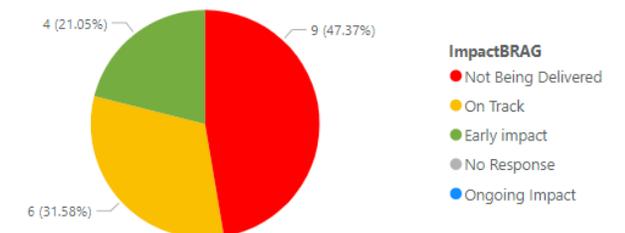


- 1 action complete with change embedded
- 3 actions complete (21%)
- 13 actions on track (68%)
- 2 actions behind (11%)

Progress BRAG



Impact BRAG



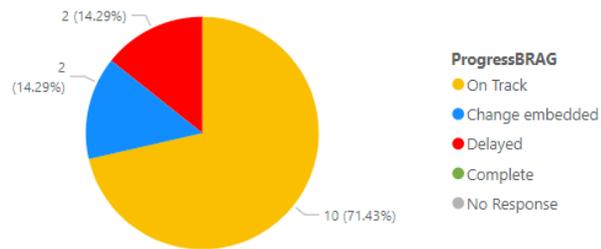
Area 2 Summary – Inclusion



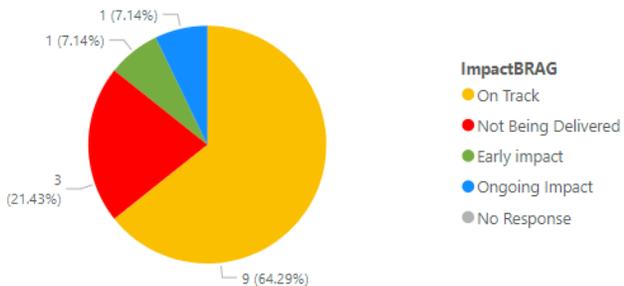
14 actions

- 2 actions complete with change embedded
- 0 actions complete
- 10 actions (71%) on track
- 2 actions behind

Progress BRAG



Impact BRAG



- The ambition for Area 2 is to ensure that children and young people can access inclusive education and a warm welcome in a setting, school and Post 16 provision for the vast majority, in their local community. There is an emerging evidence bank of progress and impact against some of the sub-themes, but inevitably there is a lag in seeing firm evidence of an improving education system currently as much of the work will impact in the longer term.
- The alignment of Education and SEND within the local authority has led to stronger collaboration across the system with early years, mainstream, special schools and further education, and health partners, with increasing levels of engagement at events for Headteachers and uptake in dedicated training programmes, and education leaders acting as Inclusion Champions to champion inclusive practice peer-to-peer within schools.
- There is steady progress within Area 2, with 10 of the 14 actions (71%) reporting amber for progress so are on track to meet their expected end date - 6 of the 14 (50%) actions in Area 2 have end dates in 2024. Most of these actions are currently rated amber and are due to complete on time next year and evidence impact in the next academic year.
- 2 projects (2A1 and 2A3) are reporting blue for progress and have completed, with evaluations undertaken and evidence in place. We are seeing positive examples and evidence of progress within specific districts and areas within Kent, but it will take longer to see consistent improvement across the whole system.
- Positive progress has been made since July with one action (2A1) now reporting green for impact and another action (2A3) reporting blue, meaning change is fully evidenced. Overall, 9 of the 14 actions (64%) are reporting amber and are currently on track to deliver the expected impact by their end date.
- Action 2B1 (videos to provide inclusive practice) has consistently reported red for impact since July. We are putting in place further communications resource to enhance impact. The other red actions (2C1 and 2D4) are now expected to evidence impact in late 2024, with impact milestones being put in place.

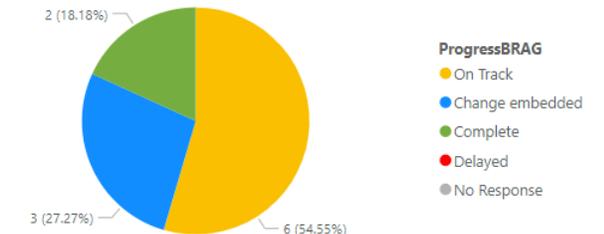
Area 3 Summary – Parent and Carer Involvement

- Foundations for successful improvement within Area 3 will be built on strong relationships across the local authority and with Health, Education, Parent and Carer forums, as well as children, young people and families themselves.
- Impact for Area 3 can be difficult to demonstrate due to parents and young people not having trust in the system and the changes due to historic experiences. We are beginning to address this through collaborating and learning from best practice from Lived Experience Advisors, Participation Leads, Kent PACT, Council for Disabled Children and the RISE programme. This is informing and strengthening our co-design, co-development and co-production approaches, with the ambition to extend our reach and connection with a broader group of families.
- The voice of children and young people themselves is critical, with the Kent Youth Council and School Councils influencing work with the Integrated Care Board, SEND and Health vision and strategies for children and young people and communication projects.
- Good progress is being made in Area 3 with 45% of actions complete and reporting as either Green (2 actions, 18%) or Blue (3 actions, 27%) for progress, with the remaining 6 of 13 actions (55%) on track to be delivered by the expected end date.
- As Area 3 is focused on engaging with parents/carers, the progress of a few actions was impacted during the summer holidays, when parents/carers had additional caring responsibilities but have since seen solid improvement since September.
- There are early signs of positive impact, with 43% of actions demonstrating impact and reporting as Green (4 of 13 actions, 37%) or Blue (2 of 13 actions, 18%), with supporting evidence in place.
- Two actions (3A3 and 3E1) are still reporting red for impact because work is on-going to understand how impact will be measured. We are ensuring appropriate projects and processes for engagement for the young people and we are clear what all involved want to achieve.
- We also need a defined understanding of language used around co-production, co-design, consultation and the collaboration engagement which is being addressed through the support of Council for Disabled Children and Kent PACT.

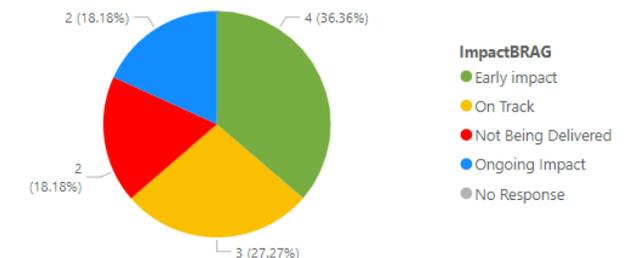


- 3 actions complete with change embedded
- 2 actions complete
- 6 actions on track (46%)
- 0 actions behind

Progress BRAG



Impact BRAG



Area 4 Summary – Joint Commissioning

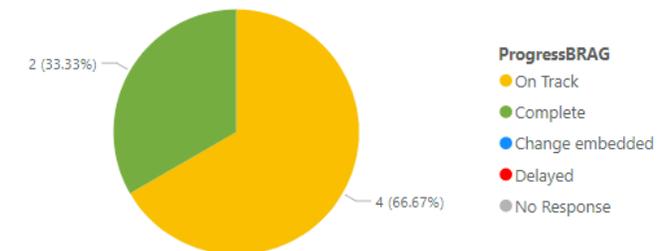
- Effective collaboration between Health and Kent County Council is essential to the success of joint commissioning. We have continued to strengthen this through a refreshed Children and Young People’s Joint Commissioning Group with agreed joint commissioning principles and priorities, and deep dive work on crisis and complex care.
- Partners are also taking action to look at the Community Offer, identifying priorities, feeding into commissioning strategies, improving communications and inter-agency understanding and joined up working.
- There has been a renewed emphasis on co-production and ensuring the voice and lived experience of children, young people and families influences our commissioning, such as the Good Conversations tool to support families talking to schools about their child’s needed, the Together for Parents service working with families on the ND pathway and the Big Conversations engaging 270 young people and 31 schools on emotional wellbeing and mental health.
- There has been positive and steady progress across Area 4, with all actions are reporting as complete or on track to meet their expected end date. 2 of the 7 actions (29%, 4A2 and 4B2) are reporting green for progress or completed. One action (4C1, Special School Nurses) did not report this month, but has consistently reported as completed.
- 4 of the 7 actions (57%) have longer-term end dates in 2024 and 2025, so will be longer to realise impact. Of these, 3 of these actions are reporting amber for progress, and 1 is reporting green, so are completed or on track to be delivered by their expected end dates.
- There has been some movement in the impact ratings within Area 4 since reporting began in July, as we have tightened up definitions for impact and provided support and challenge for ratings to be more realistic.
- 5 of the 7 actions (71%) in Area 4 are reporting amber for impact. 3 of these actions are longer-term into 2024-25 so we would not expect to see fully evidenced impact yet, however they are reporting to be on track to deliver impact in the longer-term.
- Only 4C3 (joint working with system wide, commissioners and providers to develop a jointly agreed delivery plan) is still reporting red for impact. This is due to the need to more clearly define when impact is expected to be seen and what will evidence the impact, however interim impact milestones have been put in place. This is a positive improvement from September when 29% of actions were reporting red for impact.



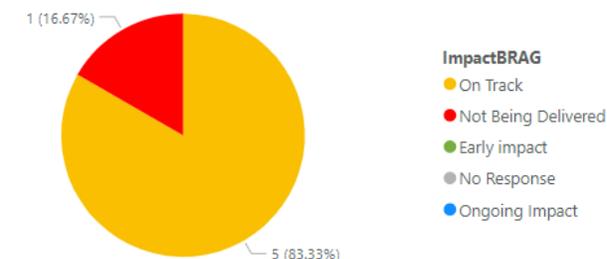
7 actions

- 0 actions complete with change embedded
- 2 actions complete
- 4 actions on track (67%)
- 0 actions behind

Progress BRAG



Impact BRAG



Area 5 Summary – Standards

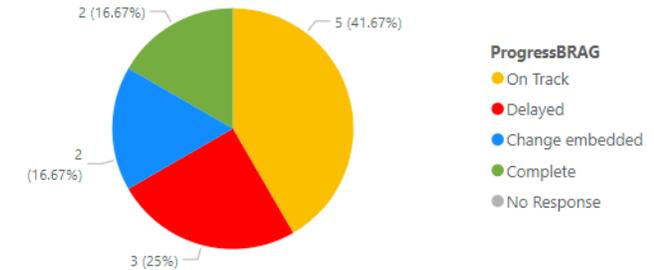
- KCC, Schools, Health, and other SEN service providers are collaboratively to secure improvements in standards for children and young people. It will help ensure all pupils are supported to thrive at school; are valued, visible and included in their local communities, and are prepared for a happy, healthy, and productive adulthood. There is a strong connection between Area 5 and Area 2 on inclusion.
- This system-wide approach is being demonstrated through the robust engagement and consultation with partners on the Localities Model, with 12 district roadshows involving 316 schools. The model will align to NHS Primary Care networks to allow schools and parent better access to support locally and will allow us to better connect families to other support in their local area, such as Care Navigators for Primary Care Networks supporting families with neurodiversity.
- Partners are actively influencing future provision, such as the Specialist Resource Provisions review involving nine NHS trusts and the parent and student voice built into monitoring and evaluation, and schools, Multi Academy Trusts (MATs), specialist and commissioned services and Health using the CATIE district dashboards data to better meet the needs of young people in schools.
- Area 5 actions rely on this effective collaboration with partners across the Kent local area system and can be impacted by progress throughout the academic year cycle. However, it is encouraging that since reporting began in July, a third of actions have now been completed. Two actions (5A1 and 5B2) are now complete and reporting blue as the change is embedded. Two further actions (5A2 and 5E2) are reporting green which means the actions are complete, showing positive progress is being made.
- Five actions (42%) are on track to complete by their expected end date of which four actions have end dates in 2024 (5A2, 5A3, 5B1, 5E2).
- As we begin to complete actions in Area 5, we are beginning to see the impact ratings improve. One action is reporting blue for impact (5B2) where schools now have access to a useful set of comparative data to support and inform their inclusive practice, and the benefits of this can be seen and evidenced. Four actions (33%) are currently reporting green for impact (5A1, 5A2, 5C1 and 5E2), where there is early evidence of positive impact, including qualitative data from schools.
- 6 of the 12 actions in Area 5 (50%) are reporting amber for impact, meaning they are on track to deliver impact by the anticipated date. It will be important to continue to follow up on supporting evidence for improvements for children and young people.



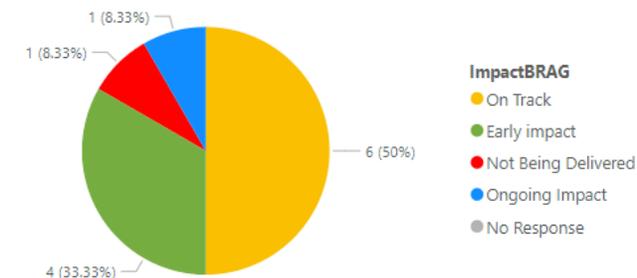
12 actions

- 2 actions complete with change embedded
- 2 actions complete
- 5 actions on track (42%)
- 3 actions behind (25%)

Progress BRAG



Impact BRAG



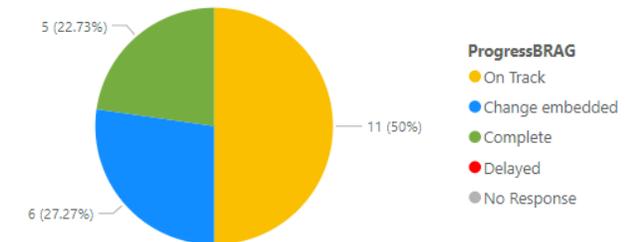
Area 6 Summary – EHCPs

- Whilst there remains a need to improve the quality, compliance and consistency of practice, since the Improvement Notice partners have worked hard to transform the robustness of the Quality Assurance process. A new Quality Assurance Framework is now in place, with four multi-agency Audit Cycles completed, to support practitioners using learning loop material, an evidence improvement template for leaders to oversee in their services and supporting continuous improvement in the EHCP process.
- The latest audit and moderation report demonstrated that we are embedding our quality assurance framework around ‘what good looks like’ with greater management engagement, and significant partnership work with KCC, Education, Health and Kent PACT. This is evidenced through multi-agency audits and co-development of joint action learning plan which will further improve the contribution of partners in the EHCP process.
- Kent PACT are revisiting the quality of feedback forms and surveys to consider redesign through co-production, to increase understanding of impact for parents, carers and families and ensure we are picking up and acting on the right information from families.
- There needs to be a greater focus on supporting a successful transition to adulthood, but there is stronger collaboration with Adult Social Care and partner agencies, including the Kent and Medway Employment Taskforce and the Kent Invicta Chamber of Commerce on Supported Internships.
- In October 2023, progress for Area 6 continued to show positive improvement, with 11 of the 22 actions (50%) on track to deliver by their expected end date and the remaining 11 actions (50%) either reporting as Complete or Change Embedded. No actions have reported being behind since August 2023.
- However, our KPIs for EHCPs remains very challenging and it will take time for the actions being put in place to demonstrate impact, which is shown through the consistent red impact ratings. Whilst 50% of the actions in Area 6 have reported as Completed, only 22% of the actions are showing early or ongoing impact.
- A lot of actions in this area are about reviewing processes that have been embedded in the service for some time, which emphasises the importance of the culture work that is happening alongside these actions and projects in the service itself. For completed actions we will now be looking at further improving and refining those processes for children, young people and families, as we embed this in consistent practice.
- 4 actions are currently reporting as Red for Impact (6B2, 6F4, and 6J3) - these ratings are consistent throughout the reporting months since July and KCC, Health and Kent PACT as owners of these actions will be working closely together with the Area Lead to improve these.

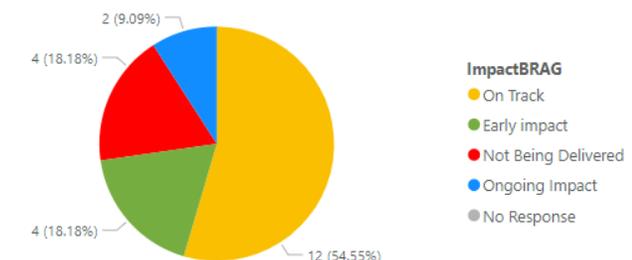


- 6 actions complete with change embedded
- 5 actions complete
- 11 actions on track (50%)
- 0 actions behind

Progress BRAG



Impact BRAG



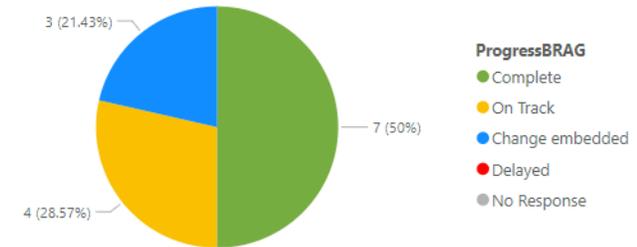
Area 7 Summary – Governance

- One of our first priorities as a system was to transform our governance arrangements, to learn lessons from the Revisit and look ahead to strengthen partnership collaboration across the system and work together to deliver the APP. Trusted relationships continue to be developed between partners and there is a commitment to reflection and continuous improvement, for example SIAB's evaluation survey in July and workshop led by Graham Razey, Deputy Chair in October.
- In addition to SIAB, PDG and Task and Finish Groups, the assurance and oversight of SEND has been further strengthened with visible system leadership in each organisation including refresh of Kent PACT's Collaboration Agreement, establishment KCC's SEND Scrutiny Sub-Committee and refresh of the Children and Young Joint Commissioning Group and the ICB's SEND Network and specific working groups on Neurodiversity, Social Emotional and Mental Health and Complex and Crisis Care.
- Effective progress on initial engagement, co-design and planning for co-production and consultation on the SEND Vision and Strategy (7B1 and 7B2) is underway, which will involve the direct voice and experience of children, young people and families, and key partners including Kent PACT, Health and Education Sector representatives from Early Years, Mainstream, Special Schools and Further Education. There was positive support for a strong vision for all children and young people, including SEND, with further focus on infants and transition to adulthood, supported by SIAB in October.
- In October 2023, progress for Area 7 was positive with no delayed actions reporting Red for progress, 4 of 14 actions (28%) on track to deliver by their end date and 10 actions (71%) completed and evidencing impact (3 of 14 actions (21%) are reporting Blue and 7 of 14 (50%) are reporting green).
- The majority of the completed actions were 'one off' or 'enabling' activities, centred around updated governance processes. Further work will continue to ensure the arrangements are fit for purpose, that governance continues to mature, and terms of membership and attendance is regularly refreshed.
- Most of the actions within Area 7 are enabling activities which support strong governance, oversight and strategy – they have an in-direct impact on children, young people and families but collectively contribute to the improvement journey across all Areas of Weakness. 7 actions are now reporting as Green for impact (early evidence of impact), with 7A2, 7A3, 7E1 and 7F1 consistently rated as Green.
- Impact ratings have improved from September to October – all actions are now reporting as at least Amber for impact, showing they are on track to deliver expected impact, mostly linked to SEND strategy items which will be delivered by April 2024, so will take longer to demonstrate impact for children and young people.

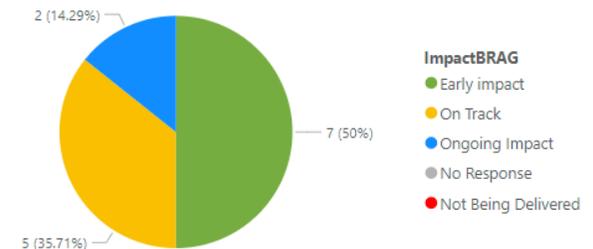


- 3 actions complete with change embedded
- 7 actions complete (50%)
- 4 actions on track (29%)
- 0 behind

Progress BRAG



Impact BRAG



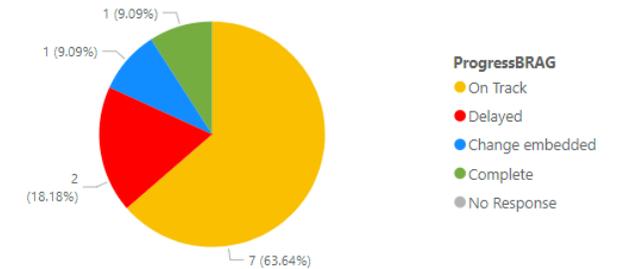
Area 8 Summary – Waiting Times

- SEND has been recognised as a NHS system priority for the first time, and as an essential part of transformation programmes overseen by Kent and Medway Integrated Care Board (ICB). Since the Improvement Notice, there has been much stronger collaboration and joint working between Health and the Local Authority, with co-chairing of governance groups, joint funding of posts, and a deeper understanding of across organisations interoperability, rather than single organisational actions. There is also tangible commitment to co-design and co-production with Kent PACT and Schools (e.g. the Balanced System Framework now embedded in 185 schools in Kent).
- Too many families are still waiting too long for the support they need, which is a nationally recognised issue, exacerbated by the supply-chain changes since the pandemic, particularly for specialist equipment. The focus in the Kent local area system is not only on robust remedial action plans to reduce waiting times - which is a longer term endeavour - but how we actively engage with, support and listen to children, young people and families during the process.
- Partners and providers have made real step-changes to co-design new pathways of support with families in Speech, Language and Communication Needs (SLCN), Neurodiversity (ND) and Specialist Equipment, including more local support in local communities through Care Navigators. This is building on ground-breaking national best practice, such as the 'This is Me' tool.
- It will take longer for these foundations improvements to come through in the data, performance and impact for children and young people, but we are seeing encouraging early signs of positive movement in our trajectories, particularly in Kent and Medway performance against national trends, and committed to working with NHS England in further enhancing our data quality.
- In October 2023, progress for Area 8 was positive with just 2 of the 11 actions (18%) reporting Red for Progress. This is a similar rate to September, but an improvement from earlier in the summer when 37% of actions were reporting delayed. Now 7 of 11 actions (64%) actions are on track.
- 5 of the 11 actions (45%) in Area 8 are not due to complete until 2024 so we would not yet expect to see evidence of impact, but impact milestones are being requested in reporting. The majority of actions (72.73%) are reporting that they are on track to deliver impact by the action end date.
- 2 actions are reporting red for impact. Action 8A4 (consistent and managed approach to ND waiting list management) is behind schedule so is not yet seeing impact and action 8B1 (alternative prescribing and review model for ADHD) is not yet able to report impact. This is being followed up by the Area Lead.

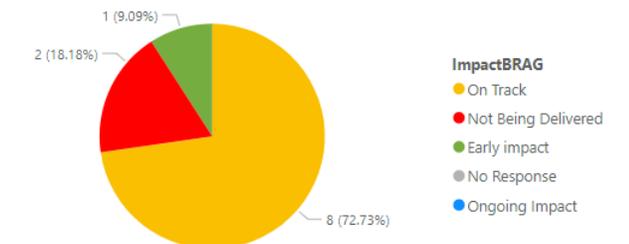


- 1 change embedded
- 1 complete
- 7 on track
- 2 behind

Progress BRAG



Impact BRAG



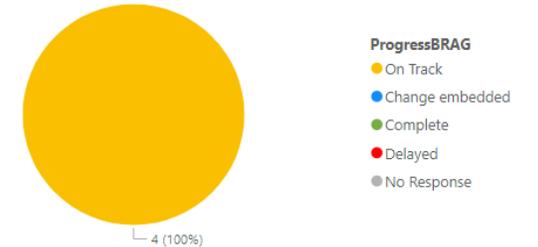
Area 9 Summary – Systems and Outcomes

- Consistent attendance at school is essential to support to enable such children and young people to catch up and secure improved outcomes. Kent has a higher proportion of children, in particular those with SEND, who are not attending school. To address the education provision for children who have been adversely affected by previous weaknesses in provision, we have taken actions to ensure that there are consistent standards of tuition (9A1 and 9A2) provided to support access to education when children do not have a school place, and/or children have been excluded from school.
- Materials are being created to support parents and schools to work together to enable children and young people with emotion-based school avoidance return to school (9A3). The materials are being reviewed by Kent PACT to ensure that the way in which information is communicated is accessible and useful to parents and carers.
- The key focus for emotion-based school avoidance is support for schools and working together across KCC and NHS Kent and Medway to improve attendance and reduce issues related to mental health in young people. Updated data on persistent absence, indicates a significant drop in persistent absence (Swale, Sevenoaks, Folkestone and Thanet) in areas where 50% or more of schools have engaged with the emotion-based school avoidance (EBSA) pathway.
- In 2021 over 80% of referrals for complex mental health to the Complex Case Key-Worker Team were for young people who had persistence absence or were not attending school at all. Now in the last four months no referrals from students that were experiencing EBSA on top of complex mental health needs have been referred requiring this service.
- Kent has had feedback about lack of clarity about the vision for children’s education including those with SEND. The Education and SEND Strategy, which will be underpinned by a refreshed Children and Young People’s Outcome Framework (9A4) is being co-developed with parent and carers’ engagement through close collaboration and expertise from Kent PACT.
- Good progress is being made in Area 9 with all actions reporting in October as on track and no actions reporting as Red for progress. All 4 actions in this area of weakness have end dates in 2024 and beyond, so the dominance of ‘red’ and ‘amber’ impact ratings over the period July - October 2023 is a reflection of the expected goal attainment timescale.
- All Area 9 actions remain actively in progress to gather evidence of impact, and actions 9A1, 9A2 and 9A3 are expected to demonstrate impact by the end of the academic year 2023/24, if not before. The groundwork for delivery of impact has been methodically and proactively developed, with young people’s wellbeing and educational attainment as the focus. One action (9B) is reporting as Red for impact – this is because the Children and Young People’s Outcome Framework is part of the SEND strategy review, with the strategy still being devised. However, the work is on track and expected to evidence impact when the strategy is completed in 2024.

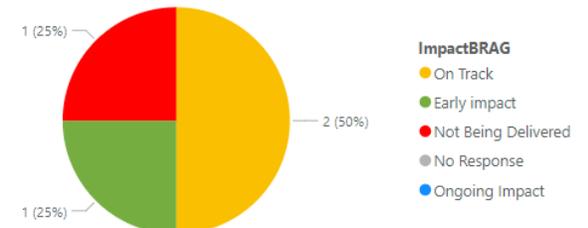


- 0 actions complete with change embedded
- 0 actions complete
- 4 actions on track
- 0 actions behind

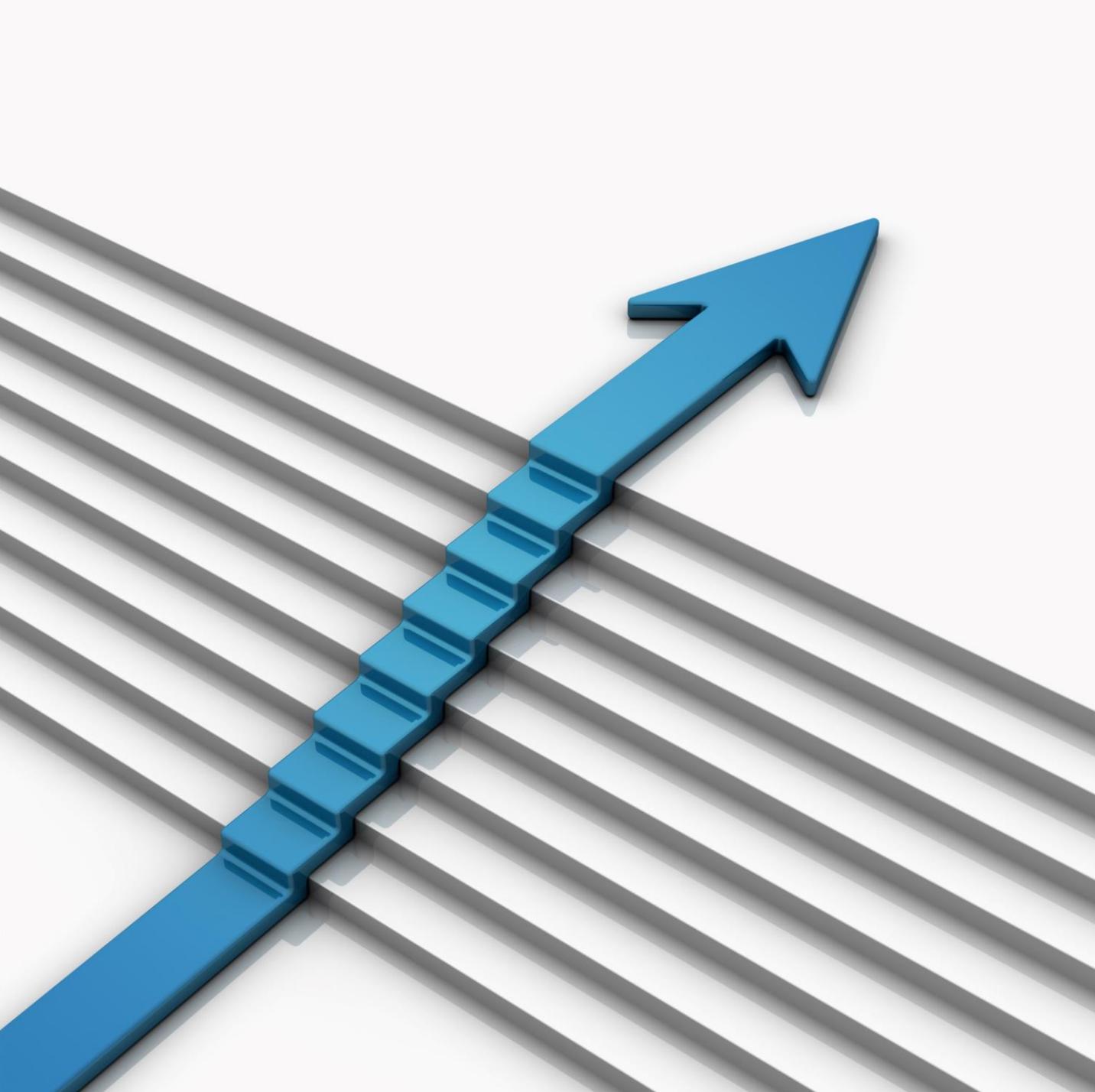
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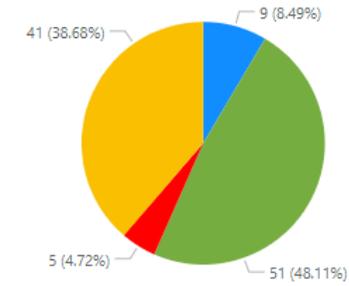
Overview of Progress



Overview of Progress

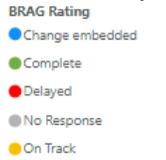
- There are currently 116 actions within the APP, with responsible action owners asked to report every month. We have consistently had over a 90% response rate, with 97.4% of reporting leads responding for October 2023.
- Our current position sees 40 actions (35.4%) either reporting 'completed' – either as Blue (Change Embedded) or Green (Complete) compared to 37 actions (33.6%) in August.
- The number of Blue actions has increased by over 5% in that time so now 16% of all actions are reporting as 'change embedded'. Area Leads and Business Analysts are following up to ensure there is tangible evidence to support the Blue rating.
- The majority of actions are currently On Track (56.64%) and that figure is similar to August (56.36%).
- Of the 64 currently On Track (Amber), 34 actions (53%) of those are confident of reporting an improved progress BRAG for the next reporting period.
- The number of delayed actions has reduced from 11 actions (10%) in August to 9 actions (8%) in October. Of the 9 current Delayed (Red) actions only 1 (11%) is confident of reporting an improved progress BRAG for the next reporting period, which will require further challenge from the Area Lead.
- We also ask reporting leads to choose the current status of their actions from the following options - completed, in progress, behind, not started. This can vary from month to month in reporting, so we are focused on requesting supporting evidence to back up any 'completed' actions, so we need to do further work with the Area Leads to tackle this variation. In October our position was:
 - Not started – 1 action
 - Behind – 11 actions
 - In Progress – 72 actions
 - Completed – 29 actions
- It is important to note that following the first reporting round in July, we tackled optimism bias with clearer definitions and guidance of exactly what the BRAG status is for reporting leads ahead of the second round of reporting in August, so the figures from in the last 3 months are felt to reflect a more realistic and accurate starting position.

Progress BRAG

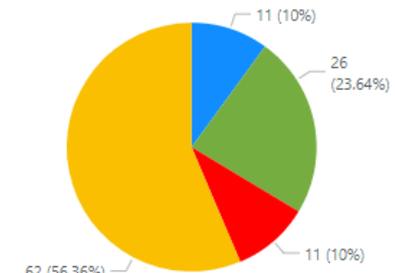


July 2023

106 actions reported

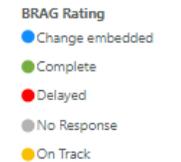


Progress BRAG

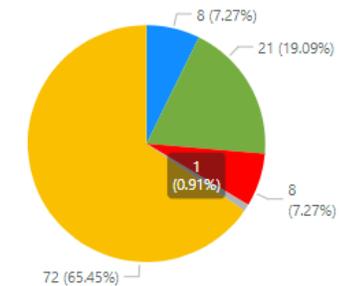


Aug 2023

109 actions reported

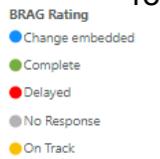


Progress BRAG

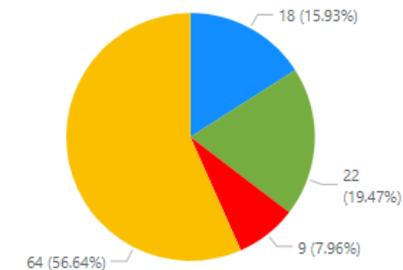


Sept 2023

108 actions reported

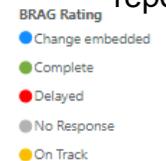


Progress BRAG



Oct 2023

113 actions reported



Blue areas of Progress

Blue indicates that change is embedded

Blue Actions- Progress BRAG			
AoW	Action	APP End Date	Commentary
1	1A2	31/05/2023	Action completed and reported as changes have been embedded and an initial evaluation has been conducted. Whilst the new process is now being taken forward as part of core business, the impact will continue to be challenged by the Area Lead as we have not yet seen the expected improvement in consistent practice.
2	2A1	25/07/2025	Action completed in July 2023 and is training has been rolled out and being delivered as business as usual, with supporting evidence provided. The mainstream core standards are now being embedded in practice through Action 5A3 (amber).
2	2A3	31/07/2023	Evaluation of the pilots has taken place and findings have been shared with stakeholders.
3	3A1	31/03/2023	Session was held in March 2023 and the lived experience framework is now in development.
3	3B1	28/02/2023	The action has been completed and the project has moved to the next phase.
3	3B4	31/03/2023	Event was held in March 2023. Action now completed.
5	5A1	28/07/2023	All the work on the project has been delivered and the evaluation is being completed and should be received early in the new calendar year.
5	5B2	30/11/2023	Action complete - CATIE dashboard has circulated to schools.
6	6A1	31/05/2023	This action has now completed and impact is being monitored.
6	6A2	30/06/2023	Action completed in July 2023.
6	6D1	31/05/2023	Project complete as implementation of all major changes completed. Impact being monitored.
6	6E2	30/04/2023	Action complete. Task and Finish group held with all key health partners in May 2023.
6	6G1	31/05/2023	Within this project, process mapping and data analysis was carried out to identify improvement opportunities. A number of these improvements have been identified, deigned and implemented.
6	6H2	31/07/2023	Action complete. Communication was sent to all schools regarding the phase transfer annual review documentation and expectations of when this would be completed.
7	7A1	28/02/2023	This enabling action completed in Feb 23, with all terms of reference documents updated and agreed with the relevant boards and meeting groups.
7	7A3	28/02/2023	This enabling action completed in Feb 23 with all partners continuing to be well represented across the SEND partnership governance arrangements, who are all focused on making a difference for children, young people and families.
7	7B3	31/03/2023	This enabling action completed in March 23. SEND is included and publicly published in the ICS strategy and 5 Year Plan.
8	8E1	30/09/2023	This action has been completed. In response to parental concerns, online assessments have stopped and all assessments are now face-to-face.

Green areas of Progress

Green indicates the action is complete.

Green Actions- Progress BRAG			
AoW	Action	APP End Date	Commentary
1	1C1	28/02/2023	SEND complaints resource has now been moved to a centralised team. A complaints backlog team is being implemented
1	1C3	01/08/2023	Impact of the Hub is being monitored and evaluated. A Power BI report is being developed. Draft Operating Plan in place.
1	1F1	30/04/2023	Action is complete - digital form is live and a podcast is available for health professionals to understand how and why to complete notification.
3	3C1	30/06/2023	Action has been completed – the new Collaboration Agreement is signed and review dates are in place.
3	3E1	28/02/2023	Action has been completed and feedback from lived experience experts shaped the tone and information in the letters/emails.
4	4A2	01/04/2023	Good progress is being made. The Children and Young People Joint Commissioning Group has been established and developed its priorities and activities.
4	4B2	31/08/2023	Good progress has been made in the development of the Thrive framework.
5	5A2	31/08/2024	This action is on track and due to complete by the expected end date with anticipation to reach the full target of 300 schools.
5	5E2	31/03/2024	Good progress is being made. Work is in progress to integrate the new Inclusion Leaders of Education and the Headteachers of participating schools as leaders of inclusion in the new locality-based model.
6	6B1	31/07/2023	The 4th cycle four of the audit and moderation cycle is currently taking place, with Cycles 1-3 successfully delivered as part of a learning loop. Now able to draw conclusive evidence of the quality of practice between one month and another.
6	6D3	30/11/2023	The Annual Review backlog manager is collating learning as the project moves through its stages. The project is on track although the original action end date is delayed.
6	6E1	31/12/2023	There is a clear plan of action in respect of the partner agencies and these have been divided up into five areas of improvement Education, Health, Educational Psychologist and SEND. Project is on track to complete by end date.
6	6F2	30/06/2023	Good progress is being made and two additional members of staff have been recruited to focus on the 18 to 25 cohort.
6	6F3	01/06/2024	This project is on track and key areas of focus for supported internships in Kent are being progressed.

Green areas of Progress

Green indicates the action is complete.

Green Actions- Progress BRAG			
AoW	Action	APP End Date	Commentary
7	7A2	31/07/2023	This enabling action completed in July 23 with the Terms of Reference still fit for purpose at this stage in the governance arrangements. Terms of reference have been reviewed with the relevant board/groups and updated where required.
7	7A4	28/02/2023	This enabling action is now completed in October 23 as the SEND Health Network is now established with TOR and governance, with partners sharing voice and lived experience including Friends and Family Feedback with clinical teams.
7	7C1	19/07/2023	This enabling action completed in September 23. The APP was published on 8th September and communications to key stakeholders took place from then over two weeks, including a media release and subsequent media interviews conducted.
7	7D1	31/01/2023	This enabling action completed in Jan 23. The SEND Sub-Committee was agreed by the Scrutiny Committee in January 2023. It first met in March and has met four times since.
7	7D3	31/05/2023	This enabling action completed in August 23. The APP Scorecard is discussed at monthly assurance meetings as part of an established process and now considered embedded in business as usual, with regular refresh of targets and indicators.
7	7E1	28/02/2023	This enabling action completed in early '23. A Strategic Improvement and Assurance Board and Partnership Delivery Group with clear Terms of Reference and Membership have been established and continue to regularly meet.
7	7F1	30/06/2023	The first assurance report was prepared and submitted in June 23 but there continues to be more to do to gain a consistent understanding of BRAG's, impact and milestones/end dates, challenge quality of responses and optimism bias.
8	8A5	31/07/2023	Comms and Engagement Strategy Final draft agreed. Plan to take to the CYP Programme Board in November for sign-off and adoption, when action is expected to be completed. A one year action plan has also been developed.

Amber areas of Progress

Amber indicates that actions are on track.

Amber Actions- Progress BRAG			
AoW	Action	APP End Date	Commentary
1	1A1	30/09/2023	Progress is being made with further work on the delivery plan underway and due for approval in November 23.
1	1A3	01/10/2023	This is now a standing agenda item at the Comms & Engagement T&F Group. Additional comms capacity will be in place from early November to progress this work.
1	1A4	30/04/2024	Progress is being made and all health providers have been informed of the e-learning platform.
1	1B1	01/10/2023	Comms plan will go to the CATIE group for review in November. Action has a revised end date of 30 th November 2023.
1	1B2	30/06/2023	Draft plan being finalised and will be reviewed by Interim Assistant Director for SEND Operations at end of October.
1	1B3	31/12/2024	Good progress is being made, including the development of training materials and the implementation of a quality assurance framework
1	1C2	30/04/2023	Enquiries Hub has been launched, and bespoke training for the team and mystery shopper process are being implemented.
1	1C4	31/07/2023	Recruitment has been successful and the service is now well resourced. A full training programme is being developed.
1	1D1	31/10/2023	Progress is being made and a survey of schools has informed the future targeting of Educational Psychology support.
1	1D2	22/12/2023	Good progress is being made and recruitment has commenced to increase capacity in the SEND Therapies Team.
1	1E1	31/01/2023	Survey has been co-produced with Kent PACT, Education Leads, and KCC Analytic to ensure it is meaningful and measuring the right things.
1	1E2	30/04/2024	Progress is on-going and the action is being discussed at the Quality Assurance Task & Finish Group.
1	1F3	TBC	Progress is being made – engagement report has been completed and co-production activities are underway. 3 models are being tested and piloting will run from January to March 2024.
2	2A2	26/09/2023	Review has been completed and options appraisal conducted. Recommendations are being discussed and agreed.
2	2A4	31/08/2025	Action is progressing well and training is in place across all districts.
2	2B1	March 2023 Pilot	Planning was delayed by the start of the new school term in September. Primary school has been identified but waiting for meeting dates from the school. Promotion of 16+ videos is being scheduled.
2	2B2	31/03/2023	Action is progressing well and improvements have been made to the phase transfer process. Placement app has been developed to support the process.
2	2B3	31/03/2024	Action is progressing well and is on track to be delivered by the due date.

Amber areas of Progress

Amber indicates that actions are on track.

Amber Actions- Progress BRAG			
2	2D1	02/09/2024	Project is progressing well and conversations are on-going with social care and education about widening the scope of the plan.
2	2D2	31/07/2024	Progress is being made and districts have started submitting transition plans.
2	2D3	30/04/2024	Good progress is being made. Work on guidance has started and workshops have taken place.
2	2E1	01/09/2023	A Steering Group has been established and each meeting of the group will focus on a key priority area.
2	2E2	31/07/2024	The localities consultation is on track to be launched in November, with a consistent narrative to be shared.
3	3A3	30/09/2023	It has been agreed that the Kent Youth Council will provide the role of ICB Shadow Board, rather than creating a whole new board. The Council has capacity to support the ICB now but will have a fuller portfolio of SEND work from January 2024.
3	3B2	31/07/2023	Good progress is being made to progress the RISE project and meetings are taking place with KCC and Health. Co production training for stakeholders and parents is taking place in November 23 and the Charter will be consulted on and finalised in January 24.
3	3B3	31/03/2024	Progress is being made and the Good Conversations methodology will be completed this month. A method of call feedback is being co-produced with Kent PACT and KCC's Analytics team.
3	3B5	30/09/2023	Progress is being made and a RISE project workshop was held in October to discuss the intended action plan. Training will be taking place from November 2023 and evaluation of the framework is expected in 2024.
3	3C2	31/12/2023	Kent PACT is making good progress but the summer holidays impacted capacity and the ability to progress work.
3	3D2	30/04/2023	Action is making progress on the voice of children and young people within health services, supported by NHS England funding and engagement work has been ongoing since the summer holidays.
4	4A1	31/05/2024	Action is progressing well. The SEND service needs to embed as business as usual to routinely consider joint funding opportunities as appropriate.
4	4B1	TBC	The action 3A1 on agreement to proceed with the development of the Lived Experience Framework was completed. Good progress is now being made in the development of the lived experience framework document. Updates have been provided on progress and next steps, with consultation on draft content with key colleagues and steering group help in October 2023. Surveys and events have been used to gather parent/carer and children and young people's feedback. Draft should be completed in early November 23 and seeking endorsement from Think Local Act Personal in Social Care Excellence.
4	4C2	30/04/2024	Progress is being made on developing the Children and Young People's Strategy, with workshops with stakeholder held in September and the vision statement has been agreed. Task and Finish Groups will continue to meet. Longer term action currently on track to meet expected end date.
4	4C3	30/04/2024	Good progress is being made on maturing health data and cross-organisational conversations about joint commissioning are continuing. Key leads are meeting to progress the SEND specific joint commissioning delivery plan and baseline data. Engagement ongoing with NHSE advisers. Longer term action currently on track to meet expected end date.

Amber areas of Progress

Amber indicates that actions are on track.

Amber Actions- Progress BRAG			
AoW	Action	APP End Date	Commentary
5	5A3	Ongoing	Good progress is being made with the mainstream core standards training incorporated into the core contract for the School Improvement Team. From April 2024, the training will become part of the core school improvement offer. Relates to 2A1 as we continue to embed the core standards in practice.
5	5B1	01/04/2024	Work is on track and the current priority is preparing for the public consultation to launch in November 2023. 12 district meetings have taken place with schools and 316 schools across the county have attended.
5	5C1	30/09/2023	Progress is being made but the action did not meet its original end date. Staff training modules and Working Together to Improve School Attendance' guidance is on track to be completed and distributed by end of November. The Special Schools process will be evaluated by end of December 23
5	5C2	30/09/2023	Progress is being made but the action did not meet its original end date. - Communication continues with each PRU Head/management committees and IYFA panels when required to discuss individual case studies. Audit summary of school spend will be completed by end of November, with a consultation on funding agreements in 2024.
5	5D1	31/07/2023	Progress is being made with new contracts and SLAs on track to go out to schools on schedule. All contracts are expected to be signed and returned by end of December 2023, embedding this as business as usual from January 2024.
6	6B2	31/03/2023	Action is 80% complete but minimal progress this month due to interdependencies with the SEND service. There could be a potential delay to the action end date.
6	6C1	30/04/2023	Through the process of grading over the last 6 months we have established a benchmark of grading in the service in respect of % of good, RI and inadequate, our overall plan use the benchmarking figures against new grades to understand if the practice, resulting from the learning is improving.
6	6C2	31/03/2023	Progress is being made with good uptake of training. There is a delay to the original action end date.
6	6D2	31/08/2023	SEND Handbook will be published in January 2024 with engagement underway. Project is now progressing well with no major risks.
6	6F1	29/08/2025	Pathways for All aims to develop and improve system efficiency and effectiveness with the Project on track and good progress being made.
6	6F4	31/10/2023	Work not yet started on the communications plan so is not on track, with additional resource expected in Nov 23 to accelerate pace.
6	6H1	31/07/2023	Current staffing structure now exceeds expected establishment in key assessment and case management teams. Work is behind schedule
6	6I1	01/04/2024	Current staffing structure now exceeds expected establishment in key assessment and case management teams. Work is behind schedule
6	6J1	31/12/2023	Kent PACT (KP) engaged in Quality assurance (QA) framework for EHCP reviews. Work is on track.
6	6J2	31/12/2023	Service is currently reviewing the questions and timings of the surveys. There is an agreed way forward and planning scheduled to ensure project completion in a timely manner.
6	6J3	01/12/2023	Review of existing processes from education, KCC and health providers has commenced Work is still in scope but is on track.

Amber areas of Progress

Amber indicates that actions are on track.

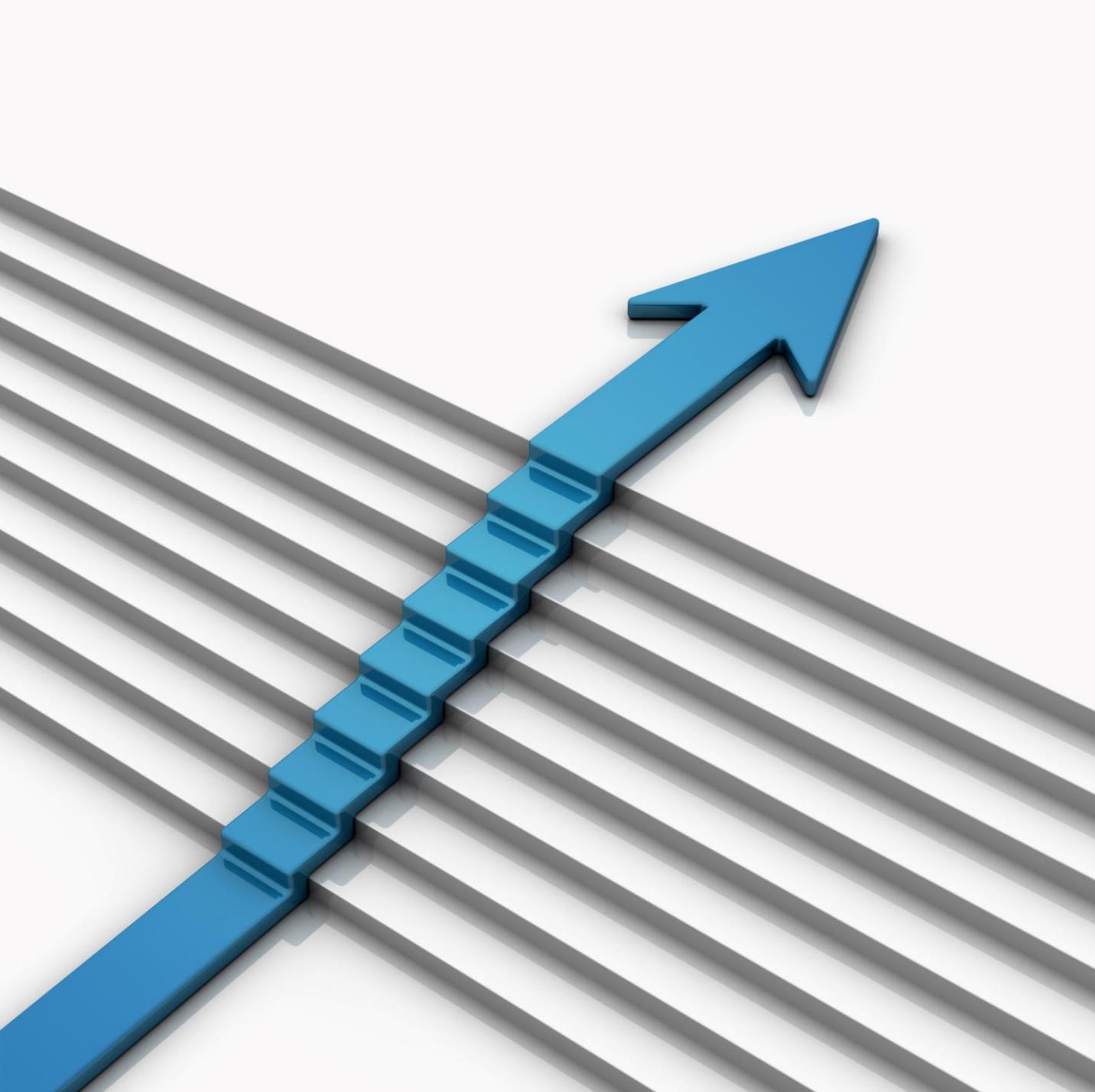
Amber Actions- Progress BRAG			
AoW	Action	APP End Date	Commentary
7	7B1	30/04/2024	The SEND strategy will be approved in April 2024 and is currently on track.
7	7B2	30/04/2024	The SEND strategy will be approved in April 2024 and is currently on track, with engagement and drafting underway.
7	7D2	01/12/2023	A risk register has been informed by key stakeholders and is being regularly reported on to the SIAB. This is provided with the risk strategy as part of the 6 month review and is on track to be in place before the end date.
7	7F2	Ongoing	This enabling action is now completed as a system has been established to enable a monthly review of exceptions for APP scorecard, which is presented at SIAB.
8	8A1	31/12/2023	Action is making progress and ways to increase the completion of health assessments are being trialled and tested.
8	8A2	31/12/2023	Now expected to deliver by Mar 24, with milestones in place. SROs and a support team are in place, with funding being defined and development of the business plan and continued expansion of the This is Me pilot in schools.
8	8A3	31/12/2023	Action is on track to meet deadline with Practice managers meeting arranged for Early November to share data and enhance engagement
8	8C1	30/04/2024	Action is making steady progress and district work with schools is starting to increase access to educational psychologists.
8	8C2	30/04/2024	Action is making good progress. Draft case studies for service level outcomes in development and an agreed SLCN Overview Transformation programme for action plan strands to be completed by 7th November with 3,6, and 12 month elements.
8	8D1	30/04/2024	Action is on track to be delivered by the due date. Participation with Joint Commissioning Sub Group in September. Better Communication service deliver document in place to inform SLCN commissioning. Key decision for SLT services planned in November 23.
8	8F1	30/0/2024	Steady progress is being made and whilst the action is currently behind due to national capacity issues in the wheelchair service to conduct assessment and handover of equipment, this is expected to be on track to meet the end date and there are milestones in place for when we expect to see an improvement in performance in the timeliness of providing wheelchairs to children.
9	9A1	31/08/2025	Work is on track and due to complete before the expected end date. Revised KPIs for The Education Programme have been developed.
9	9A2	31/08/2026	Work is on track and due to complete before the expected end date. All but 6 contracts for external tuition providers have been sent to the printers. Dates have been put into the diary for evaluation of subsequent rounds of application.
9	9A3	ONGOING	The Emotionally Based School avoidance pathway for Kent is now established and available for all schools and services across Kent to access. End date updated to 26/07/2024.
9	9B1	30/04/2024	The Review of the Children and Young People's Outcome Framework is being taken forward as an aspect of the reviewed SEND strategy. Action is on track.

Red areas of Progress

Red indicates the action is delayed

Red Actions- Progress BRAG			
AoW	Action	APP End Date	Commentary
1	1E3	31/12/2023	Action is behind schedule but updating the survey is being treated as a priority piece of work by the ICB.
1	1F2	30/09/2024	Contract to co-create a perinatal mental health and parent infant relationship strategy near completion has mobilised and is active. The Key Decision to progress to implementation is now expected in November 23.
2	2C1	31/12/2023	Project is behind schedule due to consultants not delivering work of the expected quality.
2	2D4	31/07/2024	Project is currently behind schedule. Conversations are on-going about how to collect student voice as part of the locality consultation.
5	5C3	31/12/2023	Project has been put hold as the NHS have paused the workstream following directions from the regional SEND Team that this work will form part of the national movement to review pupils with complex needs accessing Home to School transport.
5	5E1	30/09/2023	Work is behind schedule and capacity in Commissioning is impacting ability to deliver. Options to hand the project over to more closely align with the ongoing development of the School Resource Directory (5E3) are being explored.
5	5E3	31/10/2023	Action is behind schedule due to missed content collection deadlines affecting overall project deadlines. Content collation is expected by mid November 23.
8	8A4	30/09/2023	Action is behind schedule. Awaiting SRO/Lead for system to be identified and confirmed.
8	8B1	31/01/2024	Action is currently behind schedule. Working group has been set up with relevant leads to devise strategy and actions and clinical reference group being formed.

Overview of Impact



Overview of Impact

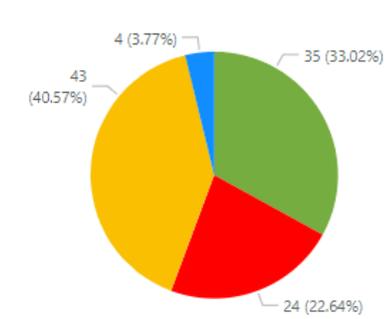
- To support the 6 Month Review process, we have asked the Area of Weakness Leads to contribute supporting evidence, particularly evidence of working as a system and where we are seeing early impact for children, young people and families. The supporting evidence underpins the professional 'check and challenge' on impact ratings, including completed actions. It is important evidence is high quality and robust and this will become a real focus on the next 6 months, including our preparation for future inspections.
- It is important to note that, following the first round of reporting in July we provided tighter definition and guidance for impact BRAG status for reporting leads ahead of the second round of reporting in August, so the figures from then are felt to be a more accurate and realistic starting position, however this still needs greater follow up and moderation.
- Our current position sees 34 actions (30%) either reporting as Blue (Ongoing Impact) or Green (Early Impact) which is the same as in August.
- The number of Blue actions has doubled in that time so now 7% of all actions are reporting as having Ongoing Impact.
- The number of actions Not Being Delivered (Red) has reduced from 27 actions (24.5%) to 23 actions (20.3%). When looking at the detailed reporting commentary, the majority are actions completing late 2023 into 2024-25 and so likely to take longer to evidence impact.
- Just under half the actions are currently On Track (49.5%) and that figure is up from August (44.5%).

Bar Chart showing how confident action owners are that their BRAG will improve



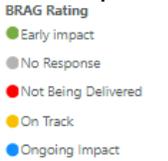
- Of the 8 current Ongoing Impact (Blue) actions, 5 actions (62.5%) of those are confident of continuing to report as Blue for the next reporting period.
- Of the 26 current Early Impact (Green) actions, 15 actions (57%) of those are confident of reporting an improved progress BRAG for the next reporting period.
- Of the 56 current On Track (Amber) actions, 23 actions (41%) of those are confident of reporting an improved progress BRAG for the next reporting period.
- Of the 23 current Not Being Delivered (Red) actions, 8 (35%) are confident of reporting an improved progress BRAG for the next reporting period.

Impact BRAG

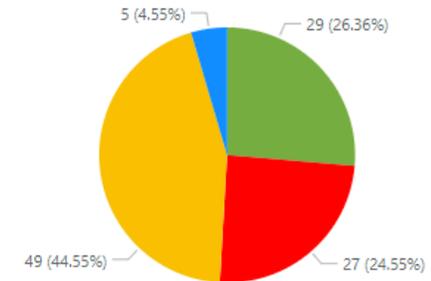


July 2023

106 actions reported

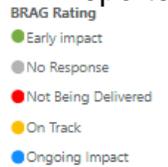


Impact BRAG

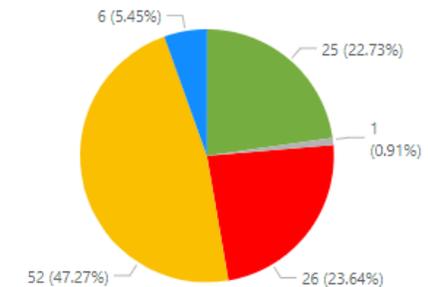


Aug 2023

109 actions reported

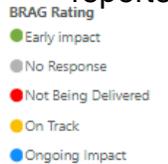


Impact BRAG

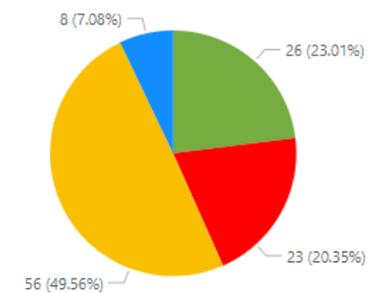


Sept 2023

108 actions reported

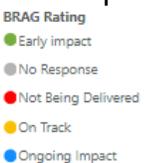


Impact BRAG



Oct 2023

113 actions reported



Blue areas of Impact

Blue indicates there is ongoing evidence of impact.

Blue Actions- Impact BRAG			
AoW	Action	APP End Date	Commentary
2	2A3	31/07/2023	Evaluation of the project has been completed by Kent Analytics and findings have been shared with stakeholders.
3	3A1	31/03/2023	The lived experience session was delivered and the impact was that the Board endorsed the need for a strategic framework.
3	3B1	28/02/2023	This action relates to discovery work which has completed. Impact will be seen when the project enters the implementation phase and will be reported through action 3B2.
5	5B2	30/11/2023	This is an enabling action so the impact will be based on the rollout and implementation of the CATIE.
6	6A2	30/06/2023	Multi agency audit of EHCP demonstrates improved quality of health sections of EHCP.
6	6E2	30/04/2023	Health outcomes have been met and are evidenced through the quality assurance process and audits.
7	7A1	28/02/2023	This is an enabling action with an indirect impact on improvement for children, young people and families, with ongoing improvement expected alongside other actions in Area 7 on Governance.
7	7D3	31/05/2023	The APP scorecard supports work to be focused in key improvement areas, meaning that children, young people and families will see the impact through improved service delivery.

Green areas of Impact

Green indicates there is early evidence of impact..

Green Actions- Impact BRAG			
AoW	Action	APP End Date	Commentary
1	1A4	30/04/2024	Expect to see the full impact of the action in June 2024. Parental feedback is being used to monitor impact.
1	1C2	30/04/2023	There is some feedback from parents/carers already. Feedback forms are being developed to gather further insight.
1	1D1	31/10/2023	Expect to see impact in July 2024. Evidence will include feedback from young people and schools, and quantitative data.
1	1E1	31/01/2023	Parental satisfaction across parental surveys is being used to monitor impact.
2	2A1	25/07/2025	Impact of training expected to be seen in 6-12 months. Evidence will include feedback from teachers and governors, number of EHCPs, number of children in specialist placements, and number of children in non-maintained independent special schools. Relates to 5A3 (amber).
3	3B3	31/03/2024	There is early evidence that parents/carers are having positive experiences with the Enquiries Hub, with ongoing monitoring of feedback.
3	3B4	31/03/2023	The event was held and there is on-going evidence of active engagement with children, young people, and families through VCSE organisations.
3	3B5	30/09/2023	Impact is being measured via parental surveys to monitor parental satisfaction.
3	3C1	30/06/2023	Expect to see impact from January 2024 onwards. Quarterly reports will include data on engagement and progress.
5	5A1	28/07/2023	The project evaluation is being completed and should be received early in 2024.
5	5A2	31/08/2024	Contract KPIs have been met. Expecting to see quantitative impact in the Analytics report. There is evidence of qualitative impact via feedback from participating schools.
5	5C1	30/09/2023	Expect to see impact in Spring 2024. Evidence will include attendance levels of pupils.
5	5E2	31/03/2024	Impact is expected to be seen late 2024. Report in November 2023 will start to provide baseline figures to measure against.
6	6A1	31/05/2023	Positive effects can already be seen but impact will continue to be monitored because it is anticipated that, as processes embed and staff become more confident in the process, the consistency of decision making will increase.
6	6F3	01/06/2024	Impact is on-going and evidenced through uptake of supported internships across the County.
6	6H1	31/07/2023	Impact on education likely to be linked to other actions related to staff training etc. However, full staff structure is clearly preferable to a partially filled structure.
6	6I1	01/04/2024	The impact will see an increase in quantity and quality of assessment, placement and casework functions. Expected early 2024.

Green areas of Impact

Green indicates there is early evidence of impact..

Green Actions- Impact BRAG			
AoW	Action	APP End Date	Commentary
7	7A2	31/07/2023	Ongoing indirect impact of the work of the boards and governance arrangements to focus on positive improvements for children, young people and families.
7	7A3	28/02/2023	Partnership representation in governance arrangements is an enabling action, providing systems leadership.
7	7A4	28/02/2023	It is difficult to establish the direct correlation between the work of the SEND Network and the effect on children and young people themselves, but this group is important in driving through the deliverables to support the overall improvements in impact.
7	7B3	31/03/2023	Delivery of improvements articulated in the APP and the next SEND inspection
7	7D1	31/01/2023	The impact of the SEND Scrutiny sub-committee will be long term and is not anticipated prior to the 1 year on review in March 2024 at which point specific recommendations for change may be made.
7	7D2	12/01/2023	This is an enabling action on risk management so it will have an indirect impact on children, young people and families, through the effectiveness of mitigation of risk.
7	7E1	28/02/2023	An item on impact for children, young people and families will begin every SIAB meeting. Items on impact are regularly brought and reinforced by SIAB and PDG as evidenced in papers and agendas. An evaluation is underway.
8	8E1	30/09/2023	Action no longer required as all assessments are now face-to-face. Family concerns have been fully responded to through the face-to-face assessments.
9	9A3	Ongoing	All three phases of the project are progressing well and the impact is expected over the course of the 24/25 academic year. There is now an MS form that all schools and professionals will be required to complete before they can access the resource pack for EBSA – this will support us in tracking which schools have received ongoing EBSA training.

Amber areas of Impact

Amber indicates the expected impact is on track..

Amber Actions- Impact BRAG			
AoW	Action	APP End Date	Commentary
1	1B3	31/12/2024	Expect to start seeing an impact in December 2023. Satisfaction surveys will be used to measure impact.
1	1C1	28/02/2023	The impact of centralising the complaints team still needs to be measured and understood. Expect to see impact in November 2024.
1	1D2	22/12/2023	When impact will be seen will depend on the findings of the review.
1	1E3	31/12/2023	Annual parental survey will show if health needs are being met within special schools.
1	1F1	30/04/2023	Key impact measure will be how many children who have SEND start school with their needs addressed and understood.
1	1F3	TBC	Changes are being introduced but real differences will not be seen until mid-2024 when comms campaigns will be delivered and contracts will start to be implemented.
2	2A2	26/09/2023	Impact expected to be seen in 6-12 months. Evidence will include number of EHCPs for 0-5s.
2	2A4	31/08/2025	A range of evidence is being collated as part of the training. We would expect to see small changes in practice immediately after the training, but it will take longer to see wider impacts.
2	2B2	31/03/2023	Statutory deadlines are being hit meaning there is a positive experience for schools, pupils, and parents/carers.
2	2B3	31/03/2024	Final impact will be evidenced after the statutory deadline of 15 th February 2024.
2	2D1	02/09/2024	Impact is expected to be seen in September 2024. Evidence will include the number of young people attending local provision.
2	2D2	31/07/2024	Impact is expected to be seen in September 2024. Evidence will include the proportion of children who are educated in mainstream settings.
2	2D3	30/04/2024	Impact is expected to be seen in September 2024. Evidence will include metrics from the District Inclusion Dashboard.
2	2E1	01/09/2023	Impact is expected to be seen from September 2024. There is some evidence to suggest that there is some improvement in post-16 placements for this academic year.
2	2E2	31/07/2024	Impact is expected to be seen in December 2024.
3	3B2	31/07/2023	From early 2024, training should be embedded into practice. Evidence will include feedback, surveys, and evidence of good practice.
3	3D2	30/04/2023	The project is still at an early stage so there are no immediate impacts to report. Impact will be considered in the programme action plan.
3	3E1	28/02/2023	A meeting is being held to discuss how to track the impact letters are having with families.

Amber areas of Impact

Amber indicates the expected impact is on track..

Amber Actions- Impact BRAG			
AoW	Action	APP End Date	Commentary
4	4A1	31/05/2024	Positive impact is already being seen with joint funded cases being agreed in a more timely manner compared to the old JRAP process. This will mean children and young people will spend less time in hospital awaiting funding decisions. Joint funded packages when agreed will ensure that children and young people receive oversight and support from the NHS. As this is a longer term outcome, milestones have been provided on when we expect to see impact – project impact data by Dec 23, and funding split tool in place by Feb 24.
4	4A2	01/04/2025	Impact will be seen when new commissioning arrangements start. Evidence will be provided through completion of the Priority and Activity Plan (Dec 23), Completion of the ICS Strategy (Dec 23) and Children's focused document and delivery plan (and activities) completed
4	4B1	TBC	Expect to see impact within 6 months of the action being completed. There will not be immediate impact because the project will need to be embedded and translated into practice. Expect to complete stakeholder engagement and evidence this in Nov 23.
4	4B2	31/08/2023	Positive impact in some projects (e.g. participation) is being seen now but other impacts will be through system change in the longer-term. Big Mental Health Conversation involved 256 young people from 31 education settings, Mainstream, special, grammar, independent and alternative provisions, with the Have your Say consultation continuing in October.
4	4C2	30/04/2024	The strategy refresh will be launched in early January 2024 so not expecting to see impacts now. Data and outputs will be worked through from the workshop activity in September to October.
5	5A3	Ongoing	Impact is expected to be seen towards the end of the 23/24 academic year. Evidence will be based on a high proportion of children in Kent being educated in schools judged to be 'good' or 'outstanding' by Ofsted. Relates to embedding of mainstream core standards training (2A1, green).
5	5B1	01/04/2024	Impact is expected for the start of the 2024/25 academic year with an upturn of the proportion of children and young people educated in mainstream settings.
5	5C2	30/09/2023	Impact is expected to be seen in December 2024. Evidence will include numbers of PEX and suspensions.
5	5C3	31/12/2023	Action has been paused so there are no timescales for assessing impact.
5	5D1	31/07/2023	Expect to see impact from April 2024 when all reporting mechanisms are in place.
5	5E3	31/10/2023	Impact will be evidenced when the document goes live through website analytics.
6	6B1	31/07/2023	There is evidence from audit to suggest that parental feedback regarding being clear of the process of EHCP has increased, managers understanding of what good looks like impacting on management direction to supervisee's and standards of work.
6	6C1	30/04/2023	By January 2024 we expect to see a marked difference in the writing of plans as the impact of the audit and training is evidenced through the quality of EHCP's.
6	6C2	31/03/2023	Impact will start to be seen as training is completed. Impact will increase as more professionals complete the training offer.

Amber areas of Impact

Amber indicates the expected impact is on track..

Amber Actions- Impact BRAG			
AoW	Action	APP End Date	Commentary
6	6C2	31/03/2023	Impact will start to be seen as training is completed. Impact will increase as more professionals complete the training offer.
6	6D1	31/05/2023	Impact expected to be seen throughout the 2023/24 academic year as the cycle of annual reviews is completed.
6	6D2	31/08/2023	Impact will be shown through less queries from parents carers etc, and website tracking of the document. This is expected when the Handbook goes live from January 2024.
6	6D3	30/11/2023	Impact should be seen throughout the cycle of EHCP annual reviews in the 2023/24 academic year.
6	6E1	31/12/2023	Impact expected by January 2024, although we expect gradual improvements weekly and monthly, evidence based evidence will be more apparent once improvements are made to the contributing forms known as Appendix Forms
6	6F1	29/08/2025	Impact is expected to be seen throughout the life of the project and beyond. Impact timescales will differ for each recommendation.
6	6F2	30/06/2023	Impact is already being seen with all inpatients allocated a key worker who will be supporting the young adult, their family and the multi disciplinary team around the young person to support effective discharge planning.
6	6G1	31/05/2023	Impact is on-going and is monitored through improved frequency and accuracy of reporting data to include key deadlines for targeted approach across teams.
6	6H2	31/07/2023	Impact expected to be seen following annual reviews undertaken in the 2023/24 academic year.
6	6J2	31/12/2023	Kent PACT are more engaged in coproduction, communications and engagement and quality assurance work, so impact will be seen over time.
7	7B1	30/04/2024	The strategy will be approved in April 2024, but will take time to embed and show impact through the delivery of the action plan. This is expected to be a 3 year strategy delivery to 2027, with key milestones for impact throughout the delivery period.
7	7B2	30/04/2024	The strategy will be complete in April 2024, likely to be a 3 year strategy so evidence of impact will be from 2024-2027, with milestones for impact set out in supporting action/delivery plans.
7	7C1	19/07/2023	Compiling an analysis of coverage (media, social media and click-throughs) to see impact of the news. However, the impact on children and young people and families will be affected by their lived experience, with a strong link here to Area 1 and 3.
7	7F1	30/06/2023	This is an enabling action with an indirect impact on children, young people and families, alongside other actions in Area 7 on governance.
7	7F2	Ongoing	Indirect impact on children and young people - exceptions will draw attention to areas for action for improvement. APP scorecard and exception report produced monthly.

Amber areas of Impact

Amber indicates the expected impact is on track..

Amber Actions- Impact BRAG			
AoW	Action	APP End Date	Commentary
8	8A1	31/12/2023	The activity that is supporting this action is to trial and test optimal ways to increase the completion of the health assessments. Health assessments can help to identify health needs and then put in place effective interventions. As the uptake improves impact is expected from when the Public Health Service Transformation Programme is complete in March 2025.
8	8A2	31/12/2023	Impact evidence is expected through waiting list data and responses from service surveys. The model will develop to be coproduced with families and impact will be measured through several points along the support pathway as the programme develops. As part of this work we are supporting the increase of Care Navigators/Social Prescribers focused on children and young people across all PCNs. We have submitted interim evidence on the impact of this work for the 6 Month Review.
8	8A3	31/12/2023	Impact should be felt throughout the year with more 14+ receiving appropriate health checks and interventions. Further evidence was provided to SIAB in October 23, supported by the NHSE adviser.
8	8A5	31/07/2023	Delivery of the annual plan provides requirement for feedback sessions with CYP and families to measure impact from April 2024 for the following 5 years
8	8C1	30/04/2024	Impact should be seen over the course of this academic year. Evidence will include school staff and young people's feedback.
8	8C2	30/04/2024	Agreed SLCN Overview Transformation programme for action plan strands to be completed in November with 3,6 and 12 month elements. Actions will take time to permeate but tangible differences are expected in impact reporting of system wide activities by December 2023.
8	8D1	30/04/2024	Action is on track and impact is expected in 2024. Metrics /measures drafts and outputs will be re-visited and approved in November 23.
8	8F1	30/04/2024	Measuring impact is on-going and the aim is for the wheelchair service to meet the national target of 95% RTT by the end of March 2024.
9	9A1	31/08/2025	Expect to fully evidence impact in 6-12 months' time. This will be measured by the number/proportion of children in receipt of tuition returning to education (mainstream or special).
9	9A2	31/08/2026	Expect to fully evidence impact in 6-12 months' time. This will be measured by the number/proportion of children moving through tuition and into school and post-16 settings. Power BI dashboard will be in place to provide visible reporting on all KPI's by March 2024.

Red areas of Impact

Red indicates that impact is not being delivered.

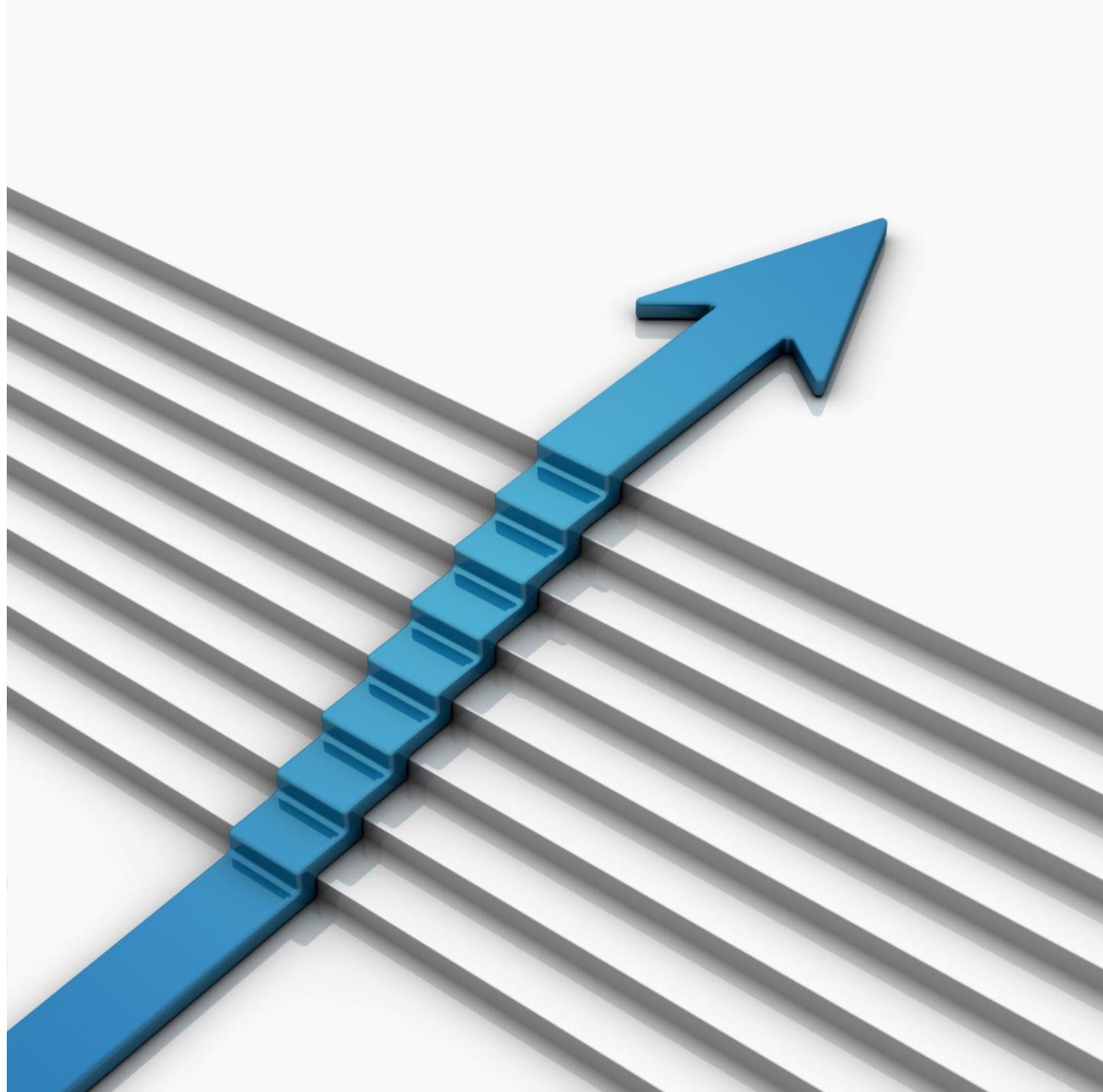
Red Actions- Impact BRAG			
AoW	Action	APP End Date	Commentary
1	1A1	30/09/2023	Impact will be seen as the comms plan is implemented, which is expected to be signed off in November 23. Social media engagement and sentiment, calls/enquiries and customer feedback will be used to monitor impact.
1	1A2	31/05/2023	Early indicators show that there has been little change in parental satisfaction. New processes have only been in place for 4 months and improving parental confidence will be a long-term impact. Area Lead providing challenge with operational managers on impact, as performance and consistency of practice not yet where we need it to be.
1	1A3	01/10/2023	Impact not yet being seen because the action is dependent on other actions within the APP to improve the inclusiveness of schools.
1	1B1	01/10/2023	Social media monitoring will help measure impact. Further work will be undertaken to scope other ways impact can be measured.
1	1B2	30/06/2023	Work is on-going with the Business Analysts on how to measure impact. Metrics on email open rates, form submissions and engagement with social media posts will be tracked.
1	1C3	01/08/2023	Expect to see impact in Spring 2024, as this is a new team and working practices being embedded consistently. Performance against targets in the APP scorecard is being monitored. Enquiries Hub qualitative data is being collated including family feedback.
1	1C4	31/07/2023	Impact is not yet being seen. Evidence will include timeliness of EHC needs assessments, number of complaints, and parental feedback.
1	1E2	30/04/2024	Project is still being scoped so further work is needed on how impact will be measured.
1	1F2	30/09/2024	Contract will be in place from April 2024 so expect to see impact from then onwards.
2	2B1	March 2023 Oilot	Conversations are on-going with the SEND Business Analysts to understand how impact can be measured and additional communications resources being put in place to increase impact.
2	2C1	31/12/2023	Impact should be seen from September 2024. Impact will be evidenced when decisions have been made about any changes to special school number of places.
2	2D4	31/07/2024	Preferred strategy will be to collect evidence from different groups and develop an analytics report.
3	3A3	30/09/2023	The Youth Council will develop how to evidence their work and we expect to see impact in early 2024.
3	3C2	31/12/2023	Evidence will include surveys, engagement and reach.

Red areas of Impact

Red indicates that impact is not being delivered.

Red Actions- Impact BRAG			
AoW	Action	APP End Date	Commentary
4	4C3	30/04/2024	Impact will be seen over the next 2 years. Further work is needed to understand what the evidence of impact will be. Significant amount of organisational change and procurement programmes may impact on improvement timescales. Will review improvement data and trajectories in Jan 24 and measure and review improvement impact by Aug 24.
5	5E1	30/09/2023	It will take 6-12 months to see impact. Evidence will include parental confidence in mainstream schools. Project being reviewed by December 2023.
6	6B2	31/03/2023	Quality of health needs and provision within EHCP's will improve health outcomes for CYP - collated through QA process and audit. Expected impact next academic year.
6	6F4	31/10/2023	Quality of health needs and provision within EHCP's will improve health outcomes for CYP - collated through QA process and audit. Expected impact next academic year.
6	6J1	31/12/2023	At the moment the service is focussing on reducing the backlog, so it is still too early to measure impact. Expected in the new year.
6	6J3	01/12/2023	Impact is red and yet to be seen as the project is only at the scoping stage.
8	8A4	30/09/2023	Project is behind so no impacts to report yet. Initial impact will increase progressively as the work programme is delivered over the next 6-12 months.
8	8B1	31/01/2024	Expected impacts will be a reduction in prescribing and greater lifelong coping skills for patients and families. Developing system to monitor and track improvement in management of patient cohort by end of Nov 23.

Completed Actions



Completed Actions

- Every month we track any actions which report they have been completed.
- Given we are still in early stages of APP delivery, most of those which have reported as completed are one-off actions (e.g. holding an event, updating a terms of reference), or enabling actions, which contribute to ongoing effective governance (e.g. producing monthly exception reports).
- Completed actions are being categorised, so the Business Analysts can follow up for evidence of completion and any resulting impact for children, young people and families which can be evidenced.
- This will provide independent 'check and challenge' on the evidence, alongside the Area of Weakness Lead to ensure this is sufficiently robust and able to be updated for future 6 Month Reviews.
- The next slide details the completed actions which are reporting blue (ongoing evidence of impact) and green (early evidence of impact), which we are currently compiling the evidence for.

Completed Actions (as of October reporting)

Completed APP actions – those actions which have reported as completed with early evidence available of impact (green or blue BRAG status for impact)		
Action	Impact BRAG Oct 23	Commentary
2A1	G	Action has closed and is being delivered as business as usual.
2A3	B	Evaluation of the project has been completed by Kent Analytics and findings have been shared with stakeholders.
3A1	B	The lived experience session was delivered and the impact was that the Board endorsed the need for a strategic lived experience framework which is now being progressed.
3B1	B	This action relates to discovery work which has completed. Impact will be seen when the project enters the implementation phase and will be reported through action 3B2.
3B4	G	The event was held and there is on-going evidence of active engagement with children, young people, and families through VCSE organisations.
3C1	G	Expect to see impact from January 2024 onwards. Quarterly reports will include data on engagement and progress.
5A1	G	The project evaluation is being completed and should be received early in 2024.
5B2	B	This is an enabling action so the impact will be based on the rollout and implementation of the CATIE.
6A1	G	Positive effects can already be seen but impact will continue to be monitored because it is anticipated that, as processes embed and staff become more confident in the process, the consistency of decision making will increase.
6A2	B	Multi agency audit of EHCP demonstrates improved quality of health sections of EHCP.
6E2	B	Health outcomes have been met and are evidenced through the quality assurance process and audits.
7A1	B	This is an enabling action with an indirect impact on improvement for children, young people and families, with ongoing improvement expected alongside other actions in Area 7 on Governance.
7A2	G	Ongoing indirect impact of the work of the boards and governance arrangements to focus on positive improvements for children, young people and families.
7A3	G	Partnership representation in governance arrangements is an enabling action, providing systems leadership.
7A4	G	It is difficult to establish the direct correlation between the work of the SEND Network and the effect on children and young people themselves, but this group is important in driving through the deliverables to support the overall improvements in impact.
7B3	G	Delivery of improvements articulated in the APP and the next SEND inspection
7D1	G	The impact of the SEND Scrutiny sub-committee will be long term and is not anticipated prior to the 1 year on review in March 2024 at which point specific recommendations for change may be made.
7D3	B	The APP scorecard supports work to be focused in key improvement areas, meaning that children, young people and families will see the impact through improved service delivery.
7E1	G	An item on impact for children, young people and families will begin every SIAB meeting. Items on impact are regularly brought and reinforced by SIAB and PDG as evidenced in papers and agendas. An evaluation is underway.
8E1	G	Action no longer required as all assessments are now face-to-face. Family concerns have been fully responded to through the face-to-face assessments.