

Special Educational Needs and/or disabilities (SEND)
Local Area Inspection
Written Statement of Action
June 2020

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1. Vision and Senior management commitment

The City of York Council (CYC) and the NHS Vale of York Clinical Commissioning Group (CCG) welcome the opportunity to continually and jointly improve services for children and young people with SEND in York, through challenge and scrutiny, effective joint working arrangements and joint ownership. The ambition is to be the best that we can, that York is a City that is inclusive for all, that services are delivered at the right time and from the right places, that all of our children succeed and are happy, healthy and safe.

So that this ambition and vision becomes real, this written statement sets out how we will achieve this and how we will demonstrate improvement. The journey has already started. We accept that there is a lot to do over the next 18 months and there is absolute commitment across partners in York to address the areas identified as having significant weakness.

We are jointly responsible and accountable and will evidence our improvement journey through robust governance arrangements. Our commitment is to demonstrate improvement in:

- The ownership and oversight of strategic leaders to ensure effective implementation of all aspects of the 2014 reforms by education, health and care
- Joint commissioning of services for SEND
- A consistent approach to involving children, young people and families when co-producing services they need
- The quality and contribution from health partners in EHC assessment and planning

As a local area we want to be assured that:

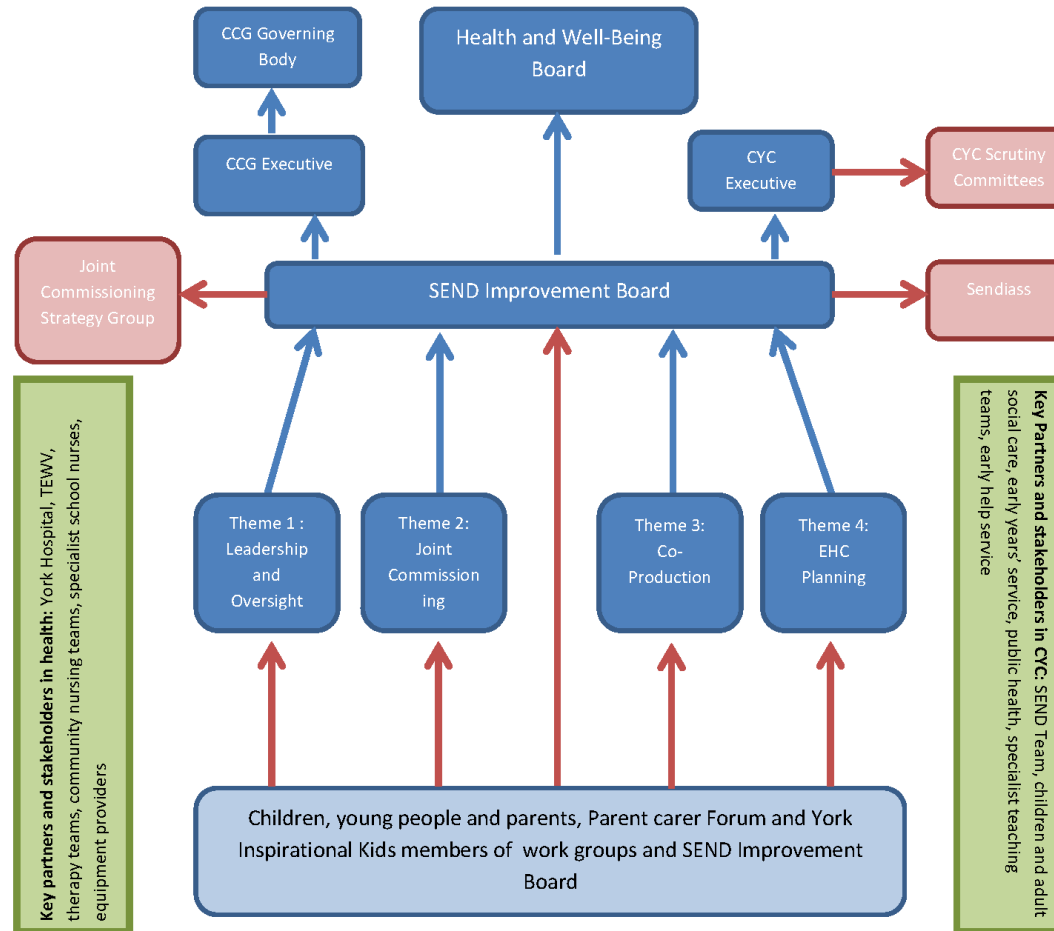
- Health systems are commissioned and provided to ensure children, young people with SEND and their parents and carers all have positive and meaningful experiences with all health services they interact with allowing them to be healthy, develop, thrive and be happy;
- Co-production drives the improvement, development and joint commissioning of services in education, health, care and the community;
- Children and young people are able to access all of the opportunities available to them in their local community, so that educational outcomes are good, they succeed and are prepared for adulthood.

At the time of writing this statement, the country is responding to the coronavirus pandemic, therefore the respective organisations are working in unprecedented times. Some of our key partners have had to divert and prioritise business critical functions to ensure the most vulnerable in our local area are supported, and the requirement to plan for post recovery has diverted resources accordingly. Although we will make all best endeavours to remain within the key milestones set out in this statement, the impact and future pressures and implications of COVID 19 are still very much unknown.

2. Accountability and Governance

The City of York Council and NHS Vale of York CCG are jointly responsible for the oversight, scrutiny and delivery of the actions outlined in this written statement of action. The SEND Improvement Board for York which is jointly chaired by the Local Authority and CCG provides the leadership, monitoring, oversight and management of the written statement of action. The Director of Children's Services chairs the board with the executive nurse from the CCG as vice chair. The work of the Improvement Board is scrutinised by the Council's Children, Education and Communities Scrutiny Committee. All identified officers responsible for an area of improvement will report to the Board monthly providing an assurance report on the progress on actions outlined in each workstreams operational plan. The diagram below sets out the governance and reporting structure. The voice of children and young people and families will be represented at this board by the parent carer forum, SENDIASS and reports from the officer responsible for engagement and communication. The SEND Improvement Board reports to York's Health and Wellbeing Board and the Council and CCG executive committees.

Governance and Reporting insert revised diagram



Dark blue lines indicate lines of accountability.

Dark brown lines indicate influence, participation and advice

Local Area Strategic Leaders

The strategic leaders who are responsible for ensuring improvement is achieved across the local area are:

Initial	Name	Organisation	Role
I.F.	Ian Floyd	CYC	Interim Chief Executive
A.H	Amanda Hatton	CYC	Corporate Director - Children, Education and Communities
P.H	Phil Mettam	CCG	Chief Accountable Officer, Vale of York CCG
M.C	Michelle Carrington	CCG	Executive Nurse, Vale of York CCG
Cllr. I.C	Cllr Ian Cuthbertson	CYC	Executive Member for Children, Young People & Education
M.S	Maxine Squire	CYC	Assistant Director – Education and Skills
S.DV	Susan De Val	CCG	Commissioning Specialist
K.McN	Karen McNicholas	CCG	Senior Quality Lead: Children and Young People
S.W	Sophie Wales	CYC	Assistant Director Children's Service
S.S	Sally Smith	CCG	Designated Medical Officer
R.T	Ruth Thompson	CYC	York Inspirational Kids
L.A	Lisa Abel	CYC	Acting Head of SEND
C.R	Carol Redmond	TEWV	Head of CAMHS Services – North Yorkshire and York
H.McN	Heather McNair	CCG	Chief Nurse York Teaching Hospital Foundation Trust (YTHFT)
S.S	Sharon Stoltz	CYC	Director of Public Health
S.H	Sharon Holden	CYC	Director of adult services (DAS)
N.M	Niall McVicar	CCG	Children's Trust Service Manager
H.M	Hannah McNamee	CYC	Business Analyst
J.T	Jamie Todd	YTHFT	Head of C
M.B	Mike Barugh	CYC	Principal Accountant
K.A	Kyra Ayre	CYC	Head of service, adult services
P.C	Peter Cairns	CYC	Senior Solicitor
J.F	Jodie Farquason	CYC	Healthy Child Service Manager
	Independent Scrutineer		Appointment to be confirmed

The operational system leaders who are responsible for the delivery of the statement are:

Initial	Name	Organisation	Role
J.T	John Thompson	CYC	Development Manager, Youth Support Services
D.S	Derek Sutherland	CYC	Head of Primary Effectiveness and Achievement, Effectiveness and Achievement
T.H	Tina Hardman	CYC	Principle Educational Psychologist
D.F	Dallas Frank	CYC	Head of Quality Assurance and Safeguarding, Principal Social Worker, QA and Safeguarding
S.F	Simon Fisher	CYC	Group Manager - Quality Assurance, Children's Specialist Services
K.Y	Karen Young	CYC	Virtual Head
L.J	Lynne Johns	CYC	Specialist Teaching Team Leader
L.B	Laura Brown	CYC	Local Offer and Participation Officer
J.S	Jennifer Saunders	CYC	Public Health Practitioner
B.M	Barbara Mands	CYC	Head of Childcare Strategy and Business Management Service
R.B	Rob Berry	TEWV	Service lead at CAMHS
M.J	Mark Jackson	TEWV	Service Manager at Lime Trees CAMHS
F.G	Fiona Gospel	TEWV	Clinical Psychologist lead for Autism at Lime Trees
A.B	Alison Brown	YTHFT	Allied Health Professionals – Senior Manager
F.O	Freya Oliver	YTHFT	Head of Nursing and Midwifery , Family Health
S.K	Sal Kitab	YTHFT	Head of Children’s Nursing
V.B	Victoria Binks	VOY CCG	Head of Engagement
S.W	Sheena White	VOY CCG	Principal Analyst
H.J	Holly Jenkins	VOY CCG	Senior Communications and Media Relations
F.R	Fiona Rogers	NY CCG	Team Leader Children’s Continuing Care
M.B	Magda Boruszkowska	YTHFT	Senior Analyst
R.H	Ruth Horner	CYC	Preparing for Adulthood Manager
P.M	Phil Monk	CYC	Procurement
M.E	Mark Ellis	CYC	Head of School Services

3. Activity since the Inspection

Since the inspection the Council and the CCG have taken the following actions:

- Briefing to the CCG Executive December 2019
- Appointed interim head of service December 2019
- Recommission of parent engagement December 2019
- Contract awarded to York inspirational kids December 2019
- Progress made on Centre of Excellence development December 2019
- CCG briefing to providers January 2020
- Revised terms of reference for the SEND Board, membership and governance January 2020
- Briefing the governing body of the CCG January 2020
- Patient quality and patients experience committee (QPEC) January and March 2020
- Identified system leaders in CYC and CCG March 2020
- Briefing to elected members March 2020
- Press statement March 2020
- Parent/carers briefings March 2020
- Health and wellbeing board briefing March 2020
- JSNA working group established March 2020
- Interim management arrangements and additional capacity secured March 2020
- Establishment of work streams for all four areas requiring improvement April 2020
- Developed a communication and engagement strategy April 2020
- CCG and CYC have audited all plans that have been issued since September 18 – that did not contain appropriate health advice. There is a remedial action plan in place.

Signature: Amanda Hatton Director of Children's Services – CYC	Signature: Phil Mettam Accountable Officer – CCG

4. Written statement of action – action plan

Our progress will be shown as presented below:	
Not yet started	
Started but delayed	
Progressing but delayed	
Progressing and on track	
Completed	
Embedded	

Area for Improvement 1: Leadership & Governance:

A lack of cohesive oversight of, and effective planning for, the implementation of some key aspects of the 2014 reforms, particularly by health partners

	Outcomes	Action	Start date	End Date	Lead	Measures of Success	Evidence and impact	RAG				
								May 20	Aug 20	Nov 20	Feb 21	May 21
1.1	Leaders in the CCG and CYC will have greater assurance and oversight on performance, practice, standards and delivery of the strategic priorities of SEND In York	WSoA is produced and submitted on time. Governance arrangements, performance indicators and reporting arrangements are in place to track and monitor progress and improvement over the next 18 months	February 2020	July 2020	(M.S) CYC (K.McN) CCG	All key performance indicators and stretched targets are shown through the integrated data dashboard and indicate steady and sustained progress against the areas of improvement	The local area has addressed the areas of weakness					
1.2	An outcomes based framework is used by the CCG and CYC to increase joint accountability, demonstrate impact of all commissioned services and drive forward continual improvement in York	Co-produce and implement a joint outcomes based accountability framework for the CCG and CYC The development of an integrated data dashboard	April 2020	September 2020	(M.S) CCG	Introduction of a joint data dashboard to drive forward the improvement journey 90% of all new and re-commissioned services across CYC and the CCG are from September 2020 monitored against the outcomes accountability framework	A standardised format to evidence impact of resources, strategies and operating procedures on quality and effectiveness. Performance data evidences the improvement journey as set against core and stretched key performance indicators					

1.3	A JSNA that accurately indicates the needs of the population in York for children and young people aged 0 – 25 with SEN to facilitate evidence based strategic planning and commissioning	Publish the SEND 0 – 25 JSNA. (A) Phase 1 of the JSNA encompasses all children with SEND under the age of 18	March 2020	Phase 1: Oct 2020	CYC (J.S)	Completion of 0 – 25 JSNA. 100% of all children under 5 with identified health SEND are notified to the local authority in accordance with Section 23 of the Children and Families Act 2014	Utilisation of the JSNA for evidence based strategic intent, planning and service delivery.					
		(B) Phase 2 of the JSNA encompasses young people aged 18 – 25	September 2020	Phase 2: Jan 2021		Accurate demographic mapping of need in York	Improved and increased early identification of need through data collection and information sharing					
1.4	The SEND Strategy for York sets an ambitious joint vision which is co-produced to create an Inclusive City for Children and Young People	Co-produce and publication of the SEND strategy for York 2021 - 2026 The strategy is evidence based, using the JSNA, is co-produced across the local area, and sets out the strategic intent and priorities for the City. There will be an offer that supports and promotes a strengths based approach for children and young people with SEND	June 2020	January 2021	CYC (M.S)	The strategy facilitates a move to a strength based approach to supporting children, young people and families in York	The strategy supports a city wide approach to continuous improvement, and secures leadership, management and oversight for the delivery of the SEND reforms across the local area					

1.5	Children and families experience timely and consistent communication from and engagement with the CCG and CYC around strategic intent, oversight, planning and implementation of the SEND 2014 reforms	Co-production of a Joint communication and engagement strategy across all services and providers to track the improvement journey, Increase in the methods by which we communicate with children, young people and families across the local area	May 2020	August 2020	CYC (L:B)	50% improvement rate of parental confidence and awareness of strategic intent and priorities – evidenced by feedback mechanisms. 50% increase in engagement across groups with specific health needs	The communication and engagement strategy has changed how we communicate with children and families and has ensured that this practice standard is now embedded in systems across the local area					
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Area for Improvement 2: Joint Commissioning

Joint commissioning of services based on analysis of SEND is not established in accordance with the expectations of the 2014 reform

	Outcomes	Action	Start date	End Date	Lead	Measures of Success	Evidence and impact	RAG				
								May 20	Aug 20	Nov 20	Feb 21	May 21
2.1	The CYC and CCG have a joint commissioning strategy for children and young people aged 0 – 25 with special educational needs and/or disabilities in York	(A) Develop and implement a city wide joint commissioning strategy for children and young people aged 0 – 25 with SEND and/or disabilities	June 2020	March 2021	CYC (S.D) CCG (S.DV) (P.C)	The co-produced Joint commissioning strategy in place by March 2021	Evidence based commissioning is in place, drawing on the JSNA, shared data sources and evaluation of current commissioned services					
		(B) Undertake a joint benchmarking exercise and gap analysis for commissioned services in education, health and social care	June 2020	September 2020		There are 5 jointly commissioned projects in place using the framework set out in the joint commissioning strategy.	Increased level of engagement with children, young people and families in the commissioning of future services in York, evidenced through attendance at engagement events, present at board meetings, and participation in the evaluation of services.					
		(C) Scope opportunities to develop joint commissioning through the use of section 75 agreements	June 2020	December 2020		All commissioning decisions involve children, young people and families from March 2021	Use of section 75 agreements to support joint commissioning and joint working across the local area					
						Two schemes subject to section 75 agreements in place by September 2021						

2.2	There is an agreed standard operating model for joint commissioning	Co-produce and publish standard operating model for the commissioning of local services	September 2020	March 2021	CCG (S.DV) (P.C)	<p>Standard operating model is implemented and embedded in practice.</p> <p>Used consistently for all joint funding, continuing health care, personal health budgets and other individual packages of support from April 2021.</p> <p>Informs the drafting of all new contract specifications from April 2021 and the associated monitoring arrangements</p>	Improved future forecasting between services and organisations to pro-actively support the commissioning cycle and service planning						
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Area for Improvement 3: Co-Production:

Children, young people and families are not involved consistently in co-producing the education, health and care services they need

	Outcomes	Action	Start date	End Date	Lead	Measures of Success	Evidence and impact	RAG				
								May 20	Aug 20	Nov 20	Feb 21	May 21
3.1	There is an-agreed model for co-production in York across in the CCG, CYC and children, young people and parent carer groups	(A) External facilitated engagement events provided by the Council for Disabled Children to develop the model for effective co-production in York	June 2020	September 2020	CYC (L.B) CCG (K.McN)	The model will be published on the Local Offer, and of families surveyed 75% indicate an increase in awareness of how young people, parents and carers can be involved in co-producing local services in York.	The voice of children, young people and families is evident and clear through auditing, quality assurance and impact assessment					
		(B) Establishment of an outcomes audit framework for co-production that will evidence the level of engagement in practice, satisfaction rates and the impact achieved	June 2020	May 2021		Case file audits and quality assurance will indicate that by May 2021 90% of EHCP's indicate effective co-production with children, young people, families and partner agencies. The outcomes framework indicates that by May 2021 over 75% of those involved in co-production in York are satisfied that their involvement has been positive, purposeful.	There is a change in focus to co-production in York. There is compliance with the principles as set out in the code of practice.					

3.2	A training and development offer is available to families, schools, settings practitioners in education health and social care for effective co-production in practice	Multi agency training, support and guidance through external facilitation is delivered to support the model of co-production in York Impact measures and practice standards will be in place following training, to ensure practice is in place, secure and embedded	September 2020	September 2021	CYC CCG (K.McN)	By September 2021 training will have been delivered, and 90% of key practitioners working with children and young people with SEND will have attended training sessions on co-production. 90 % of those attending training sessions state that they are confident in using the co-production model in practice 75% of children, young people and families indicate an improvement in their experience in co-production by September 2021	The model for co-production in York is established and embedded in consistently applied in practice Practitioners are confident in co-producing with children, young people and families across the local area Impact measures will indicate that all practitioners having completed the training can successfully co-produce with children, young people and families, and this is evidenced through the quality audit					
3.3	A quality assurance and audit model to ensure the consistent application of the co-production across the CCG and CYC	Development of a quality assurance and audit tool for co-production.	September 2020	September 2021		Quality assurance and audit will evidence there is consistently above 75% use of the co-production model in practice across education, health and social care services by September 2021. Audit informs continuous improvement	Practice standards are improved through co-production.					

Area for Improvement 4: EHC Assessment and Planning:

The inconsistent quality and contribution of health partners and the poor utilisation of health information in EHC assessment and planning

	Outcomes	Action	Start date	End Date	Lead	Measures of Success	Evidence and impact	RAG				
								May 20	Aug 20	Nov 20	Feb 21	May 21
4.1	All education, health and care plans for children and young people in York are compliant and of a consistently high standard and quality	<p>Co-produce a quality assurance framework, focussing on an agreed set of standards, performance measures and outcomes across education, health and social care.</p> <p>Establish SEND case management auditing tool for improved standards of practice.</p> <p>Co-produce a range of tools to gather feedback/levels of satisfaction from children, young people and families.</p>	June 2020	September 2020	CCG (K. McN)	<p>By September 2021 98% of EHCP's scored through auditing and quality assurance are consistent, compliant and of a high standard.</p> <p>Satisfaction rates from children, young people and families demonstrate incremental rise over the next 12 months, and show a satisfaction level that is consistently above 90% by September 2021</p> <p>95% of Case files audited indicate the voice of the child and young person is evident throughout.</p>	<p>Education, health and care plans in York are smart, accessible, outcomes focussed and accurately identify all of the needs of the child and young person.</p> <p>A reduction in the variable quality of plans produced in York</p> <p>Children and young people continue to thrive and succeed as a result of the EHCP in place</p> <p>Improved practice standards for the consistent production of high quality EHCP's</p>					

						Parents and partners are involved in the quality assurance and moderation of EHCP's	Improved joint working across the partnership and increased awareness of statutory duties, roles and responsibilities. Outcomes from audit and quality assurance drive continuous improvement across the partnership.				
4.2	The statutory advice sought from health, is of a consistently high standard, that clearly indicate needs, strategies and outcomes, resulting in EHCP's that are compliant, accessible specific and quantifiable.	Workshops and engagement events will be convened to determine the framework for writing and returning consistent statutory advice for EHCP's Development of pathways for seeking and returning statutory advice from health and social care providers through a single point of access. A training schedule is in place to improve the knowledge skills and consistent writing of statutory health advice.	May 2020	September 2020	CCG (K.McN)	By December 2020 90% of requests for statutory advice from health partners will have been consistently returned on time through the single point of access. By December 2020 all health statutory advice will be consistently written using the advice and outcomes framework.	All EHCP's produced are compliant. The statutory advice supports the achievement of the aspirations of children, young people and families as set out in their plans.				