

	Objectives	Who	What has been agreed for this year?	Actions Required	Outcomes	Target Date	RAG Rating
1	Priority 1: Ensure early intervention at all ages, and support for children and young people and their families to prevent escalation to more specialist services						
1.1	Develop a knowledgeable and confident front-line work-force in all services and agencies working with children and young people with SEND. Focus for 2018/2019 on Social Emotional and Mental Health Difficulties, consistent with Government Green paper, Transforming Children and Young People's mental health, 2018, which identifies need for support for children with SEND.	Brent Council CYP department/Brent Schools Partnership, Brent Special Schools and Teaching School Alliances.	Multi-agency training and workforce development programmes for staff in schools, settings and services. Inclusion Support Fund (£250,000) available to all schools to be spent on staff development, training or resources.	Building on the strong Brent schools-led learning and development offer, deliver multi-agency workshops (6 monthly) to all front line professionals working with SEND, eg for social workers, housing staff, youth offending teams. to raise awareness and understanding of specific needs such as ASD (autism spectrum disorder) Training for schools to help them develop quality first teaching and support for SEN to be delivered by a range of partners.	Professionals feel more confident in identifying SEND, have the skills to assess need and develop SMART outcomes for children and young people.	By July 2019, with termly training offer.	
		Brent Council CYP department/BSP	SENCO training termly, delivered by Inclusion service and Brent Schools Partnership.	Brent SEND Specialist Team to plan training around the early identification of SEND through the school locality clusters.			
		Public Health / CCG	Multi-agency training delivered by range of Health professionals.	Paediatric therapy services to provide training to education providers and related professionals, focused on children with SEN support (rather than EHCPs).			
		Brent Council Looked After Children and Permanency Service / Virtual School.	Foster carer training with focus on SEMHD.	Foster carers and key-workers at semi-independent units and residential children's homes to be targeted during 2018/19, in order to strengthen placement stability for LAC with additional vulnerabilities (eg SEND). Foster carer support group run by TAMHS counsellor, funded by PP+ (Brent Virtual School)	Foster carers are better able to support young people with SEND.		
		Brent Council - Early Help Service.	New initiative of EY SEND hubs, led by the 4 Brent specialist nurseries to develop inclusive practice & provision in early years settings. EY Hubs to share expertise with PVI's/child-minders/supplementary schools. All children funded via the Under 5s specialist nursery panel, have named lead professional who works collaboratively with other key professionals (multi-agency).	Set up and publicise the EY SEND Hubs via SENCo Forum, PVI & childminder network meetings. Under 5s Nursery panel agreement to be sent to all EY settings.	Children's needs better understood at entry to Reception; children make expected progress in EY settings.		
		Brent Council Safeguarding and QA Service.	Community Care Inform rolled out to include all CYP staff working with children and young people; online resources for professional development, to include emotional resilience.	Purchase of licence for Community Care Inform. Log-ins circulated to front-line staff during June 2018. Opportunities to build units of work into appraisal system/staff CPD, and offers participants the opportunity to check knowledge and confidence levels.	Professionals feel more confident in identifying SEND, have the skills to assess need and develop SMART outcomes for children and young people.		
		Brent Council Virtual School for Looked After Children	Emotional Resilience 1 day conference targeting all Designated Teachers for Looked After Children (Summer 2018). School CPD on SEMH/Attachment during academic year 2018/19, and 3 further training days planned for Designated Teachers.	Marketing to schools/DTs/SENCOs in process. DT newsletter to schools where Brent LAC are placed to be emailed termly, promoting VS training offer.	Looked After children with SEND make or exceed expected educational progress.		
		Brent Council Inclusion Service	Brent Targeted Inclusion team to work with schools, Alternative Provision and colleges to provide behaviour support strategies and training for pastoral teams. Renewed focus on SEMHD. MAPA training as appropriate.	SEMH toolkit for schools to be developed in conjunction with clinical team.	Fewer school exclusions of children with SEND.		
1.2	Target support both in the early years and in universal services to identify and meet a wide range of needs as early as possible. Build up the confidence of children and families to be less reliant on statutory services. Provide effective joined-up post diagnosis support for families so that parents/carers receive the right information, help, training and advice, at point of diagnosis to reduce need for reliance on more specialist services.	Brent Council Early Help Service	A programme of targeted support for parents, focusing on 0–5s. The Early Help Assessment (EHA) to be used to identify children and families with a wide range of needs, including young carers of siblings with additional needs, and refer for support.	Strengthen the Early Support offer to ensure that families of children with additional needs are allocated a Key Worker. Ensure that the Under 5s Panel has representatives from education, health & social care to strengthen holistic support for the families, given at the right time. Referrals – EHA to be used as referral tool for submission to LA via Finestra portal. Ensure Young Carers are identified and are referred to appropriate support services	All children and young people with SEND, including vulnerable groups, receive timely support and access to services that help them maximise their potential.	Review by July 2019, with monitoring of key actions at Inclusion Strategic Board, during 2018/19.	
			Development of parenting offer including focus on SEMHD.	Parenting offer run at least termly.			
			Brent Council Inclusion Service	Local Offer online to be updated to reflect full range of Mental Health resources, including audio/video/case studies/parent support. Ensure Local offer leaflets widely available in GP surgeries, children's centres, PVI's, schools, hospital paediatric services, etc. Parent Champions for SEMHD, as in Priority 5.			
		CCG / Brent Council Inclusion Service	Partnership working with Early Years providers to support them in identifying and working with children with SEND. Producing guidance on transition to the next stage in child's education, including EY settings to Reception class.	A joint process is established for sharing data from Health Visitor and Early Years settings to ensure early identification of SEND. Information sharing agreement (ISA) in place and joint way of working developed.	More children enter Reception school ready with appropriate support in place to meet their needs.		
		1.3	Reduce waiting times and ensure timely access to specialist services for paediatric therapy, services and diagnosis for ASD and mental health interventions.	CCG, Public Health, Brent Council Early Help Service.	All 2-2.5 year old children will be offered a developmental review. Health Visitor concerns will be shared with the Early Help service. A joint process to be established for sharing data from Health Visitor and Early Years settings. Information sharing agreement (ISA) to be finalised and implemented. Additional commissioned occupational health provision has been agreed by variance to CCG contract.		
2	Priority 2: Provide services that are integrated and co-ordinated in a multi-agency approach so that families and young people need only “tell the story once” and find it easy to navigate the system with effective information sharing and advice.						
2.1	Establish clear co-ordinated referral systems and pathways – a single point of referral for as many services as possible, ensuring this is effectively communicated through the Local Offer.	Brent Council Inclusion Service, CCG	Inclusion Strategic Board and Joint Commissioning Group work-streams ensure a coordinated approach for commissioning paediatric services and CAMHS.	Single point of referral system to be established.	A better family experience of Brent SEND and Health services, clearly working in partnership.	September 2018; Success criteria in place to monitor improvement for September 2019.	

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2.2	Professionals work in a joined-up way through a team around the child and family approach, with a named lead professional and effective information sharing between agencies.	CCG and Brent Council Inclusion Service	All health professionals (including CDT, CAMHS, Health Visitors, School Nursing, Specialist LAC Nursing and GPs) contribute to EHC needs assessments so that the impact of health conditions on educational needs is clear. Strengthen multi-agency working across the NHS, LA and Police to improve response to those with learning difficulties and autism identified through the criminal justice system and link to local services. Partnership group (includes Health, YOT, Education and Social Care) action plan has agreed SEND priorities for 2018-19	Improve monitoring arrangements for EHCP process to make sure this happens consistently. Join up LAC health plans, care reviews and EHCPs to ensure multi-agency approach to working with LAC. Pilot of co-ordination of EHCP annual review meetings alongside LAC reviews/PEPs to continue and roll out. Procure an electronic system where all professionals can input and see the final version of EHC Plan			
2.3	Ensure that EHC plans are holistic and of high quality, through effective auditing and feedback from service users.	Schools/Settings, CCG, Brent Council Inclusion and Early Help Services.	6 monthly audits of EHC plans by independent leads in education, health and social care	Develop a work plan of audits at 6 monthly intervals Work with health and social care to ensure high quality EHC assessment advice is provided for the EHC plan through as a result of audit	EHC plans are holistic in setting out all the needs of the child/young person, and are completed within required timescales.		
3	Priority 3: Make provision of the highest possible quality through effective joint commissioning so that children and young people with SEND can have their needs met locally wherever possible.						
3.1	Provide more specialist school places within Brent to reduce the need for costly out of borough placements – this includes developing satellite provision within mainstream schools.	Brent Council and Brent schools	Inclusion support fund and DfE grant for Capital projects – both funding streams available to schools for bidding process.	Confirm refreshed SEND demand/needs analysis July 2018; consult with Brent schools on delivery models for new school places September-December 2018; put forward expansion and new provision options for consultation Jan -Mar 2019 decisions on new provisions Mar-Jul 2019; new provision opens from September 2020. Work with CCG on new Tier 4 provision for children with SEMHD to ensure education and social care needs are met September 2018. Implement the Inclusion Support Fund to invest in staff development in schools as well as improving facilities July 2018.	Young People with SEND have access to high quality education provision, with their needs met locally where possible.	September 2019, with monitoring in process via School Place Planning Group.	
3.2	Work with mainstream schools, specialist units and early years settings to develop a range of specialist provision with a particular focus on ASD, M/SLD, SEMH and other complex needs.	Brent Council and Brent schools					
3.3	Develop high quality alternative provision and vocational pathways for young people with SEND that lead to positive outcomes.	Brent Council and Brent schools	Projects under development including Roundwood Alternative Provision, new Independent school to support SEMHD. Post 16 and post 19 in development – see Priority 5 below. <u>Further Education college SEN Support to be reviewed</u>	Specification for additional Alternative Provision for older children with SEND newly arrived in Brent and children and young people who are excluded to be agreed July 2018. Admissions arrangements to be confirmed November 2018 Provision to have confirmed funding arrangement in place November 2018. Provision to open January 2019.			
3.4	Implement outcome based joint commissioning arrangements for the provision of paediatric therapy services and CAMHS to ensure best value, reduce fragmentation of service delivery and ensure that all vulnerable groups have access to health, education and social care so they are better supported in their own communities to maintain their wellbeing.	CCG and Brent Council Performance, Planning and Partnerships	Joint commissioning of Wellbeing resource for Brent's children and young people, including CAMHS/TAMHS support is monitored and developed within CAMHS transformation workshops chaired by Health, alongside Brent CYP Commissioning Team. Commissioning to deliver universal offer to schools alongside bespoke support for vulnerable groups including: UASC (Unaccompanied Asylum Seeking Children), LAC (Looked After), and young people with SEND who are known to Youth Offending team, eg for Speech and Language referral/diagnosis and support strategies. Integrated therapies working group. Jointly develop specification for integrated paediatric therapy services (SLT, OT, PT) specialist nursing services and CAMHS, work-stream in place with fortnightly review points. Care Leavers' Safe Base counselling line up and running June 2018, staffed by locum Ed Psych within Inclusion team (longer term recruitment in process).	Embed new integrated therapy pathways through joint contract monitoring June 2018; CCG to make a final decision on disaggregation of contracts August 2018; procurement launched September 2018; new contracts in place April 2019.	The local authority and the CCG jointly commission services for children and young people with SEND to ensure that the right provision is in place and children and young people have access to the services they need.	April 2019	
4	Priority 4: Ensure the participation of parents, carers and children and young people in the design and delivery of services						
4.1	Parents/carers and children and young people participate in the work streams of the Inclusion Strategic Board and are actively involved in shaping policies, strategies and evaluating service effectiveness and impact which leads to service improvements.	Brent Council CYP and CCG.	Parents/carers and children and young people participate in the work streams of the Inclusion Strategic Board and are actively involved in the 4 post-inspection work-streams. Consider evening training events for parents who work during the day, alongside webinars and video life stories to share experiences and expertise. Work with London Borough of Culture to capture Brent Stories (documentary video project), of young people with SEND, celebrating successes and capturing key learning for families/carers.	Continue to actively engage parents in the Forum providing quality feedback about services, the Local Offer, short breaks and the EHCP process	Parents/carers and young people are meaningfully participating in the design and delivery of services - "Do nothing about us without us".	In progress. Bi-monthly monitoring by Inclusion Strategic Board.	
4.2	Further embed all aspects of the SEND reforms particularly co-production of EHC plans with parents/carers, to ensure the voice of the child/young person is at the heart of the process.	Brent Council CYP and CCG.	Further strengthen the involvement of Parent /Carers of children with SEND in EHCP process through monitoring EHCP feedback forms & increasing co-production meeting take up by March 2019. Work with schools to promote and increase the attendance of parents in co-production meetings for EHC plans.	SENAS and BPCF to encourage parents to attend co-production meetings as well as providing feedback. A workshop to be held in Autumn 2018 for parents re: their involvement in EHCP process.	All parents/carers are actively engaged in the co-production of EHC plans and agreeing outcomes for their child/young person.		
4.3	Work with parents and carers to continue to expand the Local Offer and Short Breaks offer, ensuring that it is accessible, well publicised and communicated, for example by developing an app.	Brent Council CYP and CCG.	To agree a work programme for securing feedback and participation of parents/carers. Take forward the development of the app for the local offer.	Develop a specification for a Local Offer APP.	Parents are actively engaged in the Forum providing quality feedback about services, the Local Offer, Short breaks and the EHCP process.		
4.4	Continue to work with Brent Parent Carer Forum to develop parent champions and support that enables wide participation in service design and delivery.	Brent Council CYP and CCG.	Develop our outreach offer through the champions/parent reps and explore holding monthly drop in sessions at already established Brent venues and special schools. Develop Brent Parent champions with knowledge of SEND, ASD and SEMH need to signpost parents to services.	Organise training programme for parents/carers for September 2018, to roll out across 18/19, promoting understanding of range of special needs including SEMHD.	Parents/carers report improved satisfaction with services that are better co-ordinated and reduce duplication – "tell the story once".		
4.5	Develop a participation forum for children and young people with SEND and establish a programme of 'big conversations' with senior managers and the Inclusion Strategic Board to inform service design and delivery.	Brent Council CYP and CCG.	Inclusion Strategic Board to collate feedback on all young people forums, July 2018.	Agree requirements for a SEND young people forum at the Inclusion Strategic Board in July 2018.	Young people are actively engaged in providing quality feedback about services.	December 2018	

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5	Priority 5: Improve outcomes and life chances for children and young people with SEND and improve their life chances to enable greater independence and transition into adulthood						
5.1	Work with schools and settings to have high aspirations for children and young people with SEND to raise attainment and ensure they make appropriate progress, with a particular focus on middle attaining pupils in receipt of SEN support, and vulnerable cohorts, including those with "hidden" disabilities eg. epilepsy.	Brent Council CYP, Inclusion and Setting and School Effectiveness Services	Reduce exclusions for SEND – work-stream with Inclusion support team. Investigate use of Clinical consultants (Anna Freud) to influence behaviour change. Improve attainment and progress of Black Caribbean boys with SEND in Brent schools; priority work-stream to be funded by Schools Forum – due to launch September 2018. Ensure focus on LAC SEND within this. Challenge use of Alternative Provision for SEND pupils using SEND champion within Inclusion Support team.	SEND Champion identified within Inclusion to lead on underachieving groups. Monitoring visits to Alternative Provisions and ARPs and analysis of progress data.	Children and young people with SEND make appropriate progress and outcomes are improved, including those in vulnerable groups.	June 2019	
5.2	Ensure all young people with SEND, including those who do not meet the threshold for social care, have the necessary skills, advice, information and support to make a smooth transition into adulthood so they are able to make informed choices and lead an independent life wherever possible.	Brent Council, CCG, health providers and schools/colleges.	Implementation of the Transition to Adulthood Pathway, at 18+.	Pilot to start in September 2018 across education, health and care.	More young people with SEND have access to employment and community activities to support them to lead independent lives.	January 2019	
5.3	Develop and create more post 16 opportunities and pathways for young people with SEND through, for example, an increased number of supported internships working with a wide range of employers.	Brent Council Inclusion Service, Brent Special Schools.	Increase the number and range of Supported Internship Schemes and work experience by working with the WLA and local businesses. Ensure more local employers are participating in offering internship opportunities and work experience for young people with SEND. Continue to develop and review pathways for all young people with SEND by looking at reasonable adjustments required in the workplace and overcoming barriers to employment. Undertake the mapping exercise of provision for young people age 19-25 in the borough and develop pathways and providers to secure good provision and opportunities, to include consideration of needs of PMLD, post 19, and opportunities for social engagement	Finalise the arrangements for the Wembley internship programme to start by October 2018 Agree and Implement the Transition to adulthood pathway pilot by September 2018. Investigate suitability of Brent site(s) for post-16 SEND. Recruit consultant to oversee provision mapping exercise in 2018/2019; work alongside Inclusion service for analysis of current SEND place planning for over-16s. (Work-stream monitoring by High Needs Group).		Mapping completed by April 2019; more post-16 opportunities in place by September 2019.	