

Appendix A

Written Statement of Action - Highlight Report

Date of Highlight Report:	25 September 2019
Period Covered:	July 2018 - date

“We are collectively ambitious for our children and young people. Together we want to provide them with the best chances to achieve their best outcomes in life, whatever their starting point, and to prepare them effectively for adulthood”.

Context:
<p>Since the Local Area’s inspection in January 2018, and Sutton’s Written Statement of Action (WSOA) agreed by Ofsted in July 2018, the vision above has underpinned everything we have done as a Local Area to improve services for children and young people with Special Education Needs and Disabilities (SEND) and their parents and carers.</p> <p>Whilst the Local Area is ambitious for its children and young people and aspiring to a culture where all children are prepared successfully for adulthood, it is fully acknowledged that there is still further to go to realise this vision in its entirety. However the inspection outcome was a significant opportunity for the Local Area to learn, to develop this ambition, and to put in place sustained improvements that the Local Area could build on for the future.</p> <p>Whilst Local Area leaders recognise that our improvement work extends beyond that identified in the WSOA, this document focuses primarily on the three areas of weakness identified by Ofsted in the outcome letter in March 2018, which are:</p> <ol style="list-style-type: none"> 1. A lack of coherence and joint working between local area leaders, agencies and schools, which is resulting in poor communication, inconsistent opportunities for social inclusion and a high number of exclusions, especially at primary school level 2. Poor oversight of quality and impact of Education Health and Care Plans (EHCPs) in meeting the needs of children and young people 3. Inequality of opportunity for families, which has arisen from a serious decline in the availability of an effective independent advice service in Sutton.

Summary of key actions:

Blue is completed as an action **Green is ongoing work as part of ‘business as usual’**

Amber is in progress but not yet completed **Red is not started**

1. “Lack of coherence and joint working between local area leaders, agencies and schools, which is resulting in poor communication, inconsistent opportunities for social inclusion and a high number of exclusions, especially at primary school level”		
	Action	Update on Actions + RAG

Ensure clarity of roles and responsibilities and communications processes to provide a joined-up and collaborative approach for children and young people with SEND and their families		
1.1	Reinforce our Vision	<p>The co-produced vision has been shared and reinforced across the partnership at every occasion. Monitoring of impact carried out through surveys.</p> <p>There is now effective Local Area Governance to take forward the WSOA and associated SEND development activities with a clear route into elected members / CCG Board. WSOA discussed as standing items on the following:</p> <ul style="list-style-type: none"> ○ Multiagency SEND Implementation Group (6 weekly) ○ CFA Board (monthly) ○ People Committee (quarterly) ○ CCG Board / Quality Committee (quarterly) <p>The most recent survey showed that 73% of the local area professionals are aware of the vision for SEND in the borough, with 77% of local area professionals aware of the Local Area's WSOA.</p> <p>Clearer communication pathways have ensured a more joined up and collaborative approach to the work being undertaken.</p>
1.2	Review joint commissioning arrangements	<p>The Joint Commissioning Strategy has been produced to combine new and existing activity in the WSOA and SEND programme, and was approved at People Committee. Paving the Way, the CAMHS Single Point of Assessment and SEND/Health Mediation have all been developed as part of this joint strategy. The ongoing delivery now sits with the commissioning teams in the Local Authority and CCG. Reports come through the Outcome Based Commissioning Review process and The Children and Families Act Executive Board.</p> <p>The appointment in 2019 of a Lead Commissioner for Children's Health and SEND together with a SEND Commissioning Manager has strengthened the commissioning capacity for children and young people with SEND.</p> <p>Effective joint commissioning activity between LBS and the CCG will consolidate commissioning activity across the Local Area for all young people, including young people with SEND. The Council and CCG Children's Commissioning Review will take this approach to identify areas where collaborative solutions will avoid duplication and promote efficiency and effectiveness across the Local Area.</p> <p>Paving the Way has created an integrated early intervention and identification for CYP/parents/carers and schools, where a child has a social communication difficulties</p> <p>The CAMHS Single Point of Assessment (SPA) has strengthened interfaces between SPA and Multi Agency Safeguarding Hub (MASH) to provide a more effective and timely interface between mental health and social care teams; and</p> <p>The SEND / Health Mediation has provided a more holistic approach to supporting families whose issues span across different domains</p>
1.3	CCG to review and improve the	<p>Sutton CCG have now put in place ten times more capacity per week than previously in place. Prior to the inspection, there was a Designated Medical</p>

	effectiveness of the DMO role	<p>Officer who was only able to provide 1 half day contribution per week: from 1 April 2019, a strengthened SEND Designated Health Team model was introduced with a dedicated Sutton Designated Medical Officer providing 2 half day sessions a week, supported by a Designated Clinical Officer and a SEND Nurse, each providing 3 half day sessions per week.</p> <p>100% of SEN decision-making panels have been covered since April 2019 by Designated Health Team, which in turn has meant:</p> <ul style="list-style-type: none"> - More queries about health advice are now answered during SEN Panels reducing the time required to resolve issues. - Improvements in the timeliness and quality of health advice as demonstrated through the EHC advice tracker and multi-agency audits. <p>There has been effective health input into quarterly multi-agency EHCP audits A better understanding of the health professionals' role in the EHCNA process is evident in the quality of advice provided.</p>
1.4	Devise, develop and enact joint working protocols between Education, Health and Care.	<p>The Joint Working Protocol with Standard Operating Procedures has been delivered and continues to be developed as processes improve (eg all social care advice requests now going to MASH). Impact is monitored through CFA Executive Board.</p> <p>In addition to this, a Draft Joint Dispute Resolution Protocol has been produced with the CCG should it be required.</p>
1.5	<p>Co-design with parents and agree the processes for</p> <ul style="list-style-type: none"> ● Involving families in SEND processes and assessment practices ● Gathering parents/care rs and young people's feedback on a range of SEND-related areas 	<p>The process for gathering feedback from parents has been co-produced with Sutton Parent Carers Forum (SPCF). SPCF has actively sought input from a wider group of parents across the Borough in the WSOA through a variety of activities and engagement activities, often in partnership with and alongside local area leaders.</p> <p>A range of workshops have been organised by SPCF to engage with families on themes throughout the year, attended by representatives from the SEN Service, Health, Social Care, SIASS, elected members and other key partners.</p> <p>SPCF have organised regular coffee mornings and information days; in addition to the workshops for parents across the Local Area, with Local Area leaders discussing various issues on a range of topics - CAMHS, SEND transport, Local Offer Focus Groups, Tribunals, Working with challenging behaviour, Carer Strategy. Head of Service SEND surgeries have taken place at all of these sessions over the last 18 months.</p> <p>Obtaining feedback from Young People is an ongoing piece of work. The Comms team and the Quality Assurance team are now involved and this is progressing.</p> <p>The EHCNA survey indicates that on the whole, parents perceived the EHCNA assessment process to be a 'good experience'.</p> <p>Collaboration and engagement with parents and the Parent Carers Forum has been strong and constructive and this continues to develop. Collaboration and engagement has allowed for a joined up approach to be taken, with the Local Area taking on board the feedback from those directly impacted by the services being provided.</p>

<p>1.6</p>	<p>Develop an improvement plan for communicating SEND activity and the local offer.</p>	<p>The local area is communicating on a more frequent basis with each other, and with parents, carers and residents, ensuring they are better informed on the progress the Area is making towards improvement and the options available within our local offer.</p> <p>The Local Area partnership has developed and implemented a SEND Communications and Engagement Plan, which has been implemented since December 2018; setting out key activities to bring a more consistent approach to communications across the Local Area.</p> <p>From October 2019 onwards there will be a renewed focus on engagement with parents and young people. Further work will take place to widen the engagement plan and together with the Sutton CCG, a program of engagement activities for 2019/20 will be arranged involving the local area partnership. Findings will be monitored against the engagement plan and an effective system for collating the information implemented. Scrutiny will be provided by the SEND WSOA QA sub group to translate findings into improved services and experiences where necessary.</p>
<p>Improve the consistency of opportunities for social inclusion and reduce the number of exclusions</p>		
<p>1.7</p>	<p>Support education settings to address needs more effectively and earlier</p>	<p>Following engagement with key stakeholders in a range of forums (Vulnerable Pupils Panel (VPP), heads meetings, Parents meetings) the Local Area has developed a range of support and outreach mechanisms to strengthen and support inclusion in the local area. Initially these programmes of work have focused on the following areas:</p> <ul style="list-style-type: none"> (i) Better support to schools and parent/carers associated with earlier identification, intervention and outreach support for pupils with social and communication difficulties. (ii) Better support to schools and young people through developing a 'graduated response' approach to addressing SEMH needs in the Borough (iii) Linked with ii) above, better and more consistent support to schools and educational settings to reduce the causes and incidents of exclusions <p>(i) Paving the Way - pre VPP and preventative, but multidisciplinary service to support children with social communication issues focussed on ASD support given prevalence of need in the Borough.</p> <p>(ii) Child and Well Being Practitioners - at a multidisciplinary workshop of professionals hosted by the SW London Health and Care Partnership in January 2018 it was agreed that "there is no consistent early and effective support for emotional wellbeing in our children and young people in Sutton". As a result, Sutton CCG in partnership with SWL schools has commissioned a team of child and wellbeing practitioners into schools.</p> <p>(iii) A Graduated Response to Preventing Exclusions, developed by professionals from across the Local Area, is a toolkit of resources for schools to support education leaders across Sutton to become increasingly inclusive, support emerging SEMH needs more effectively and sooner, prevent avoidable exclusions and be creative in planning for young people with</p>

		<p>predictable/known SEMH difficulties.</p> <p>The above is aligned to the work that the Local Authority has carried out with The Limes College to develop an effective SLA with a redefined focus on the College improving support for schools and thus improving outcomes for young people with SEMH needs and/or at risk of exclusion.</p>
Improve opportunities for education settings, health and social care to be jointly involved in SEND decision making practices		
1.8	Review terms of reference and practice of SEND Panel meetings	The SEN panels have been reviewed, and revised Terms of Reference for the panels were created and agreed with Local Area partners between October and December 2018. The SEN panel process is now overtly aligned to the Children and Families Act and the Code of Practice.
1.9	Establish the processes and offers to ensure that Year 5, Year 9 and Year 11 learners are supported to remain in, or transition back to, local settings where appropriate in Y6, Y11 and Y12	<p>A robust process and timeframe is now in place for transfer to secondary school - the SEN Service now starts this process earlier with both mainstream and special provision and involves parents from this time to ensure a longer, more effective transition period. This enables the local area to confirm most destinations by the end of December ahead of the national 15th February deadline, thus providing reassurance for families.</p> <p>This new process was co-produced with SPCF and the Transitions team (social care): families will be offered two open sessions with the SEN team to explain the processes, one during school hours and one in the evening, this autumn term.</p>
Improve opportunities for effective joint working practices		
1.10	Review the Joint Placement Panel and other forums for joint decision-making	The Joint Placement Panel (JPP) has been reviewed with revised terms of reference agreed; however, further developments are being considered. As practice has developed, more effective discussions and joint problem solving takes place at service level, reducing the need for the JPP. Additionally, a new multi-agency forum has been established to review more complex cases involving Education, Health and Social Care which again resolves issues earlier.

2. "Poor oversight of quality and impact of EHC Plans in meeting the needs of children and young people"

	Action	Update on Actions + RAG
EHC Needs Assessment, EHC Plans, Annual Reviews and Monitoring of Outcomes Process Improvements		
2.1	Complete a review of customer journey and EHC Needs Assessment processes	<p>A review of the customer journey and 20 week process was completed leading to a greater understanding of issues and challenges, and improvements in procedure, 'customer care' practice and communication.</p> <p>The partnership introduced a single route into Social Care for all social care advice requested by EHC coordinators</p> <p>Ongoing work is also taking place to improve how the Local Area identifies</p>

		<p>SEND needs in the Early Years, and ensures equitable decision making and timescales for determining appropriate provision. This will be through more effective early intervention and support from services to private and voluntary early years settings as well as those maintained by the Local Authority.</p>
<p>2.2</p>	<p>Improve the quality of EHC Plans</p>	<p>There has been a significant amount of work completed which has contributed to the improvement of EHC planning in the Borough:</p> <p>(i) The SEN Service has been restructured so that EHC Coordinators cover the 0-25 age range rather than 0-14 and 15-25 as was previously the case. This improves continuity for families and for schools as there is no planned change in Coordinator between year 9 and 10 as had previously occurred.</p> <p>(ii) Building on learning identified throughout the quarterly EHC audits undertaken since January 2019 and a review of practice in other LA areas, new formats have been co-produced with the Sutton Parents Carer Forum, SENCOs, Education, Health and Social representatives for the:</p> <ul style="list-style-type: none"> ● Parent/Carer Request for Assessment ● Young Person Request for Assessment ● Professionals Request for Assessment ● EHC Plan ● Annual Review ● Local Area Professionals' Advice <p>Letters are quality assured and discussed with coordinators. Coordinators are also peer reviewing/quality assuring EHC plans, making use of tools that have been developed for this purpose to ensure consistency, before issuing.</p> <p>In addition to the quality assurance process prior to issuing, a further 25% sample of plans that are finalised each month are then reviewed again by a manager using the Managers' Quality Assurance Checklist. There is individual feedback if required, and the whole team receives feedback on any key issues/themes identified through the process.</p> <p>A quarterly report on quality is produced from this to RAG rate and identify key issues; including strengths and development points. This report should effectively address the WSOA issue of 'poor oversight of quality and impact of EHC plans in meeting the needs of the child.</p> <p>Quarterly multi-agency audits also encompass specific themes. The next audit will be focusing on the quality of services' assessment processes, and will be completed by the end of December.</p>
<p>2.3</p>	<p>Develop a rolling programme of training for professionals</p>	<p>Training has been delivered to a range of professionals as part of the 2018/19 Training plan. This includes:</p> <ul style="list-style-type: none"> ● Introductory sessions on the Code of Practice and the CFA 2014 ● Local Area training on developing outcomes ● Multi-agency workshops across Health, Social Care, Education ● A Sutton team of Heads / SENCOs / LA leaders attending the national SEND Conference in June ● Headteacher Training and awareness sessions

		<ul style="list-style-type: none"> • Member Training • Health study day on 17th July • Quarterly or more frequent briefings for primary and secondary heads and governors <p>Practitioners are now more confident in their understanding of CFA and requirements, which has allowed for more timely advice to be given. This in turn has contributed to improved quality of EHCPs and therefore, better support for young people.</p>
2.4	Support Case Officers to attain SEND Case Officer qualification	Enrolment for the BTEC Qualification in SEN Casework has been secured for the team, 5 coordinators started on 24 September 2018, and a further 8 in September 2019. This means that all Coordinators will be qualified in SEN Casework which is seldom the case in SEN Services.
2.5	Improve the SEND case management system, Synergy	<p>The Synergy system has been novated from the Local Authority to Cognus, in order to give more control and flexibility to the organisation to make improvements to the case management system.</p> <p>100% of case officers working with the SEND service are trained in the use of Synergy and report that they are able to use the system efficiently and effectively.</p>
Improve quality of outcomes through an overall Quality Assurance Framework of SEND processes		
2.6	Complete a SEND training / skills needs audit	<p>An overarching Learning and Development Strategy 2018/2022 was agreed by LBS and Sutton CCG in September 2018.</p> <p>The SEND Training Plan has been refreshed and updated following the completion of the 3rd Multi Agency Audits where the learning from the audits will be built into a refreshed training plan from September 2019.</p> <p>The SEND Learning and Development strategy has been approved and the Programme is now in development. The initial content was presented to partners at the beginning of September 2019, and should be finalised by the end of October. It will contain learning and development activities that have already taken place to ensure the full programme is recorded and referenced.</p>
2.7	Develop and implement a Quality Assurance Strategy	<p>A multiagency QA subgroup chaired by Head of Commissioning, Quality and Practice, was established in September 2018 to take forward the Local Area's Quality Assurance Strategy.</p> <p>The Aspire QA framework was purchased by the Local Area upon which the first multi-agency audit was based. The Quality Assurance (QA) Strategy was approved in November 2018 and set out a programme of multi agency audits to be undertaken by Local Area leaders. This was agreed and co produced by the Sutton Parent Carers Forum.</p>
2.8	Develop a performance management framework for all	<p>A performance management Framework for SEND has been introduced.</p> <ul style="list-style-type: none"> • SEND Non Financial Indicators are reviewed on a monthly basis.

	<p>services who contribute to the achievement of our Vision</p>	<ul style="list-style-type: none"> • A WSOA performance scorecard is reviewed on a monthly basis • LBS People Committee and the CCG Quality Committee receive quarterly performance reports.
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3. “Inequality of opportunity for families, which has arisen from a serious decline in the availability of an effective independent advice service in Sutton”

	Action	Update on Actions + RAG
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Improve our Sutton IASS

3.1	<p>Additional staffing to be recruited (1.4FTE in total)</p>	<p>Sutton Information Advice and Support Service (SIASS) was fully recruited to by September 2018. 2 staff are place and now fully trained to level 3 IAS standards.</p> <p>From a base of 37 contacts and 16 requests for support in April - June 2018, between January and March 2019 there were 1081 contacts and 74 requests for support made by families. Overall satisfaction with the service has increased: from a base of 40% in August 2018, 79% of respondents now say that there are ‘very satisfied’, and from 40%, 79% state that SIASS is completely impartial and unbiased.</p>
3.2	<p>Deliver a co-produced Business Plan</p>	<p>A robust evaluation framework for SIASS services was developed and articulated through a review/evaluation report of the SIASS service. This was undertaken by the SIASS steering group (a multi agency group chaired by a parent representative) in September 2018.</p> <p>This, together with engagement activities Head of SIASS undertook through SPCF coffee mornings / surgeries with parents informed the development of the SIASS business plan.</p>
3.3	<p>Ensure all staff working for SIASS are provided with appropriate and targeted training</p>	<p>SIASS Training Continuing Professional Development (CPD) Programme for SIASS staff has been developed through the SIASS steering group and implemented.</p>
3.4	<p>Conduct a full review of mediation/ disagreement resolution services</p>	<p>A review of the mediation service for SEND was carried out in July 2018.</p> <p>A revised specification was jointly prepared by the LBS and Sutton CCG to retender mediation services in February 2019. A revised Mediation Contract was agreed with Global mediation services. Sutton CCG also use this contract to commission mediation services for health users.</p> <p>Since April 2019, 40 mediations have taken place with 97% of parents rating the service highly.</p>
3.5	<p>Convene a half termly surgery for families</p>	<p>Half termly surgeries for families have been organised by Sutton Parent Carers Forum, with representation from SIASS, SEND, Health, Social Care and Educational Psychology together with Sutton Council leaders where useful. Surgeries follow thematic workshops listed below:</p>

		<ul style="list-style-type: none"> - 20 week process (November 2018) - Reviews (including Annual Reviews) - May 2019 - Next Steps (in October 2019) - Preparing for Adulthood (in November 2019) - Dispute resolution (in December 2019)
	Improve our Local Offer and redesign our Local Offer Website	
3.6	Increase the number of children able to access support within the Local Area	<p>A significant review of the way the local area deploys the High Needs Block of the DSG was initiated in October 2018. The High Needs Block Review is a long term programme of work to better align Sutton's local offer with the needs of the local area within the resources that are available. The review provides:</p> <ul style="list-style-type: none"> - An overview of Sutton's current spend on HN - Comparisons of spend against other similar Authority areas - An analysis of key issues contributing to current budget pressures - Recommendations as to how these can be addressed in a financially sustainable way that meets children's needs more effectively and efficiently <p>This is an ongoing piece of work which will be overseen as part of the Sutton Education Partnership. This will ensure effective partnership between local education providers and commissioners in order to identify and respond to key educational priorities in Sutton. The principles of the partnership are encapsulated by the Local Area's co-produced Vision.</p>
3.7	Appointment / identification of Lead Local Offer Officer to update and relaunch Local Offer website	<p>Minor adjustments to the Local Offer Website were undertaken immediately following the inspection (correct broken links, updates to information), but a more systematic and resourced review was necessary.</p> <p>Following appointment of Local Offer lead, a Multi Agency Local Offer Steering Group was established which has been working to an agreed Local Offer action plan (phase 1).</p> <p>The refreshed Local Offer was 'soft' launched in June 2019 with a further launch at the Stocktake Day on 17 September 2019.</p> <p>Feedback on this website is sought on an ongoing basis.</p>
3.8	Extend and improve the reach of SIASS and Local Offer website	<p>The refreshed Local Offer website was launched on 30 June 2019.</p> <p>Sutton Information Advice and Support Service (SIASS) has been fully recruited to (September 2018). 2 staff are in place and now fully trained to level 3 IAS standards. Overall satisfaction with the service has increased with 79% of respondents to the most recent survey in 2019 saying that there were 'very satisfied'.</p> <p>More families are now making use of the SIASS service: in Jan - June 2018 there were 275 contacts and 71 requests for support, but between January and June 2019, 2079 contacts and 149 requests for support were made by families 2019.</p>

3.9	Produce a “You said, we did “ document	This document was produced and included on the Local Offer Website in August 2019.
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Additional Actions / Updates:

Lack of coherence and joint working between local area leaders, agencies and schools, which is resulting in poor communication, inconsistent opportunities for social inclusion and a high number of exclusions, especially at primary school level

- The appointment of an AD for Education and SEND (May 2018) and a new Head of SEN Service (October 2018) has provided strong strategic and operational leadership in driving forward the WSOA.
- The appointment of a Lead Commissioner for Children’s Health and SEND together with a SEND Commissioning Manager has strengthened the LBS commissioning capacity for children and young people with SEND.
- The appointment of a new Head of SEN Support in Cognus (May 2019) has helped to develop the SEN support offer in and for schools.
- A strong multi-agency governance framework around the Local Area’s work on SEND/WSOA was established, overseen by the Children and Families’ Executive Board. These governance arrangements will continue beyond the life of the WSOA in order to ensure that improvement plans are driven forward and that there is excellent practice in SEND as ‘business as usual’.

Poor oversight of quality and impact of EHC Plans in meeting the needs of children and young people

- The timeliness of advice received within 6 weeks has increased from 72% (August 2018 - January 2019), when the EHC tracker started, to 85% (through February 2019 and July 2019).
- The new EHC Plan template has increased planning linked to SMART outcomes to 59%, where previously it was 32%.
- Caseload management is now dealt with systematically and with a ‘one team’ approach to ensure cases are managed effectively.
- A robust process is now in place for the transfer to secondary school; enabling the Local Area to confirm most destinations by the end of December 2019 ahead of the 15th February deadline.

Inequality of opportunity for families, which has arisen from a serious decline in the availability of an effective independent advice service in Sutton.

- The proportion of pupils who are able to access Sutton-maintained education provision to meet their needs and therefore reduce the need for non-maintained and independent provision has now reduced from 9% in March 2018 to 6.7% in July 2019.
- SIASS survey shows that only 25% of Local Offer users found the website useful against the August 2018 baseline; rising to 46% in March 2019.
- Google Analytics has indicated an increase in the number of page views on the Local Offer website, with a decrease in the exit and bounce rates.

Further Actions Identified as a result of Quality Assurance, Monitoring and Dialogue

Lack of coherence and joint working between local area leaders, agencies and schools, which is resulting in poor communication, inconsistent opportunities for social inclusion and a high number of exclusions, especially at primary school level

- Customer Journey: Deeper dives into specific customer journeys are planned and will enable

further insight into the issues parents and families encounter across the local area.

- Child and Adolescent Mental Health Services (CAMHS): Through the NHS England trailblazer teams that Sutton CCG successfully bid for more funding to provide an increased provision of targeted CAMHS support will be available to support pupils' maintenance in or reintegration back into mainstream education.
- Social and Emotional Mental Health (SEMH): There remains a gap in SEMH support post 16 in Sutton, which needs to be addressed if we are to meet the needs of our young adults effectively.
- Communication:
 - Although a great deal of work has taken place to improve communication through more formal and traditional routes, the next step is to develop a comprehensive approach to engagement with and through social media..
 - Further time and resource is required to develop and refine the Education Bulletin; because the content is now so extensive, key issues may be being missed
 - Responses from surveys have sometimes been limited, which is often the case nationally, but this means it is difficult to establish robustly the impact of change.
- Joint working:
 - As joint decision-making at service level improves, the need for resolution processes such as the Joint Placement Panel (JPP) become less used. Where still required, more flexible processes - such as discussion at Divisional Management Team meetings - are being introduced instead.

Poor oversight of quality and impact of EHC Plans in meeting the needs of children and young people

- SEN Panel: Consideration to be given as to whether the SEN panel process can be improved through further use of secure IT.
- Transitions: The Transitions Team in the All-Age Disability Service is working on a more effective process to enable better preparation for adulthood.
- Next Steps meetings: The process is being developed further, to include a wider range of professionals, to improve the development of SMART outcomes and to enable the effective/efficient deployment of resources to support this.
- EHC Plans:
 - The quality of plans has increased, as evidenced by the audit reports, but are not at the 90% target.
 - A stronger focus on Health and Social Care training is required.
 - The Local Area is not yet in a position where 90% of new EHC plans meet the required standard.
 - The role of health professionals in the EHC planning requires further embedding.
 - The annual review process needs to be strengthened and involve education, health and social care teams to ensure older Plans are improved and the oversight of progress towards outcomes is robust

Inequality of opportunity for families, which has arisen from a serious decline in the availability of an effective independent advice service in Sutton.

- The Local Offer Website:
 - To help the Local Area 'know itself' better, discussions are taking place to see what Performance Management Data on SEND could/should be shared more systematically with the Local Area and published on the Local Offer.
 - The wider use of the Local Offer for external facing communications activity needs to be improved, such as developing a 'real time' news feed.
 - Total use of the site remains lower than desirable; further publicity and awareness-raising is needed to ensure residents know what the Local Offer website can provide.

