



Written Statement of Action Monitoring Dashboard 20 October 2017



Brent
Clinical Commissioning Group

WSoA1 75% done, 25% in progress, 0% not started
 WSoA2 20% done, 80% in progress, 0% not started
 WSoA3 34% done, 67% in progress, 0% not started
 WSoA4 0% done, 100% in progress, 0% not started
 WSoA5 50% done, 50% in progress, 0% not started

Key Actions	Lead	Objective	Target Date	Progress	Progress milestones and evidence
WSoA1 75% done, 25% in progress, 0% not started	Strengthen CCG leadership in implementing the SEND reforms	<u>CCG</u> Dionne Greenaway Senior Commissioning Manager Duncan Ambrose Assistant Director Dr Sarah Basham Vice Chair	A) Update SEND strategic plan to ensure CCG Chair and Chief Officer have oversight of actions to deliver SEND reforms	Wednesday 19/07/2017	Done Draft strategic plan shared at Brent Children's Trust, Jul'17. CCG Executive Committee agreed strategic plan Jul'17. Shared with NHS England London Regional Lead for SEND, Aug'17. SEND plan shared with CCG Integrated Governance Committee Aug'17.
		<u>CCG</u> Dionne Greenaway Senior Commissioning Manager	B) Appoint a Designated Clinical Officer (DCO) to support the CCG implement SEND reforms	Friday 29/09/2017	Done DCO substantive post agreed May'17. Role development discussed with NHS England London Regional Lead for SEND 11 Aug '17. Role development discussed with existing NWLCCG DCOs, and agreed NWLCCG peer reviews 13 July '17. Invitation to pan-London DCO/DMO meeting. DCO linked into NHS England London Regional Lead for SEND 14 Sep '17 Brent CCG agreed 0.6 FTE role designed to complement existing paediatrician reviewing 0-18s EHCPs, and CCG-LD clinical lead. Post to be shared with Harrow CCG and Hillingdon CCG. Substantive budget confirmed in review of CCG staffing, Aug'17. May'17 DCO recruitment unsuccessful. Re-advertised Aug'17, interview 06 Sep'17. Interim recruitment confirmed 22 Aug'17, candidates identified and available. Interim in post by 29 Sep'17, to allow 3 months cover during substantive notice period. Interim confirmed as substantive DCO 29 Sep '17
		<u>CCG</u> Duncan Ambrose Assistant Director Sheik Auladin Chief Operating Officer	C) CCG leaders work with the Corporate Management Team of Brent Council to establish closer formal working arrangements between CCG and council in commissioning SEND. Strengthen CCG leadership within Brent Children's Trust to ensure CCG commissioned health aspects are adequately considered and represented, and to give mutual support and challenge of statutory duty compliance. Terms of Reference of the Children's Trust review, to consider extending membership to health providers.	Wednesday 01/11/2017	In progress Senior CCG and LA officers developing WSoA and dashboard. CCG Accountable Officer, and Chief Operating Officer met with the Brent Council Chief Executive and Director of Children's Services on 07 August 2017 to confirm high level CCG commitment to implementing the SEND reforms Joint monitoring at Brent Children's Trust 12 Sep'17. CCG statutory duties summarised clearly as part of the planning process 14 Jul'17. Reporting on WSoA to Health and Wellbeing Board 05 Oct'17. Review of Children's Trust Terms of Reference Nov '17. Health and Wellbeing Board recommended senior representation from North West London Healthcare Trust. Assurance on progress via Community and Wellbeing Scrutiny Committee 22 Nov'17. Case study demonstrating the action and impact through the Children's Trust Dec '17.
		<u>CCG</u> Duncan Ambrose Assistant Director	D) CCG leaders will attend Brent Parent/Carer forum to ensure strong partnership leadership of parent/carers engagement and co-production from 01 September 2017.	Friday 01/0/2017	Done CCG attended Brent Parent/Carer Forum 14 Sep'17 to consult on Written Statement of Action. Vision for future delivery co-produced with attendees and included in WSoA. CCG led co-production events 21 Sep'17 well attended by parents. Joint Brent CCG and Brent Council strategic planning day to co-produce with parents and carers a refreshed joint SEND strategy October '17.

Key Actions	Lead	Objective	Target Date	Progress	Progress milestones and evidence
<p>WSoA2 20% done, 80% in progress, 0% not started</p>	<p>Implement joint commissioning arrangements to prevent gaps between services</p>	<p><u>CCG</u> Dionne Greenaway Senior Commissioning Manager</p> <p><u>LA</u> Sandra Bingham Head of Inclusion</p>	<p>A) Establish new joint commissioning post to support SEND and CAMHS improvements</p>	<p>Friday 15/09/2017</p>	<p>Done</p> <p>Joint funding confirmed and job description agreed, 25 Jul'17. CCG leading substantive recruitment, 08 Aug'17. LA leading interim recruitment, out to advert, 18 Aug'17. Interim appointment made 15 Sep'17. Interviews for permanent post 29 Sep '17. Quality check of children's services joint commissioning arrangements through EY option appraisal 29 Dec '17</p>
		<p><u>CCG</u> Dionne Greenaway Senior Commissioning Manager</p> <p>Duncan Ambrose Assistant Director</p> <p>Dr Sarah Basham Vice Chair</p> <p><u>LA</u> Sandra Bingham Head of Inclusion</p> <p>Brian Grady Operational Director</p>	<p>B) Joint Brent CCG and Brent Council strategic planning day to co-produce with parents and carers a refreshed joint SEND strategy in October 2017.</p>	<p>Tuesday 31/10/2017</p>	<p>In progress</p> <p>Parent/Carer engagement events in September have provided a list of priorities for co-production day in October. Brent Council SEND strategy 2014-2017 and Brent CCG strategic review document 2017 being used to prepare refresh proposals for event in October.</p>
		<p><u>CCG</u> Sheik Auladin Chief Operating Officer</p> <p><u>LA</u> Gail Tolley Strategic Director (DCS)</p>	<p>C) Establish closer formal working arrangements between CCG and LA in commissioning SEND</p>	<p>Wednesday 22/11/2017</p>	<p>In progress</p> <p>ITT developed for scope of joint CCG-LA commissioning teams for SEND 07 Aug'17. Joint Contract Monitoring established Aug' 17 CCG Chief Officer and Chief Operating Officer discussed with LA CEO and DCS 07 Aug'17. Strong appetite from both council and CCG to integrate commissioning of SEND services. Potential for integrated commissioning arrangements to be broadened to cover other service areas in the future. EY completed baseline commissioning structure options appraisal 14 Aug'17. Next stage procurement to agree development of joint commissioning structures launched Aug '17 with evaluation Sep '17 Options appraisal Oct '17 to compare incremental approach (service by service) to whole-scale integration. CCG Executive Committee to confirm preferred option 22 Nov'17. CCG Governing Body 10 Jan'18 to take assurance and confirm the joint contracting arrangements necessary to jointly commission integrated SEND services.</p>
		<p><u>CCG</u> Dionne Greenaway Senior Commissioning Manager</p> <p>Duncan Ambrose Assistant Director</p> <p><u>LA</u> Sandra Bingham Head of Inclusion</p>	<p>D) Implement revised specifications in community paediatric therapies to address known gaps in CCG commissioned services</p>	<p>Friday 01/12/17</p>	<p>In progress</p> <p>Specifications developed to cover all CCG registered children, 31 Mar'17. Timetable for implementation agreed with LNW, 17 May'17. Agreed process to finalise specifications, 13 Jul'17. Scope jointly reviewed to identify any remaining in LA commissioned services, 22 Aug'17. Confirm alignment of special school services, 12 Oct'17. Confirm LWN readiness to deliver revised specification, 05 Oct'17. Formal contract variation 02 Nov'17.</p>
		<p><u>CCG</u> Dionne Greenaway Senior Commissioning Manager</p> <p><u>LA</u> Sandra Bingham Head of Inclusion</p>	<p>E) Jointly commission integrated paediatric therapy services (SLT, OT, PT) and specialist nursing services.</p> <p>Ensure services accessible for young people with complex SEND 0-25 including the most vulnerable groups, and those in alternative educational settings (e.g. LAC/ PRU/ YOS/ Home educated), in particular speech and language therapy.</p>	<p>Monday 02/04/2018</p>	<p>In progress</p> <p>CCG and LNW agree timetable for contract variation for paediatric therapies, addressing known gaps in SLT provision, 15 May'17. Map existing SEND pathways in CCG and LA contracts, 15 Sep'17. CCG and LNW confirm revised service specifications to cover all CCG GP registered children for SLT irrespective of education setting, 20 Sep'17. CCG write to LNW with strategic commissioning intentions, 29 Sep'17. Plan Council for Disabled Children facilitated workshop for commissioners and providers to review pathways, statutory duties, and develop options, 29 Sep'17. Targeted engagement with service users, schools, and HealthWatch to explore different options, then report findings at Health Partners Forum 18 Oct'17. Clarify existing resource, and estimate future resource requirements. CCG and LNW contract variation to introduce new aligned specifications in-year, Nov'17. Options appraisal on preferred option, 22 Nov'17. Aligned Brent Council and CCG contracts Dec '17 Contract award, with mobilisation and contract monitoring from 02 Apr'18. Review of Health Questionnaire to assess and confirm needs and requirements.</p>

Key Actions	Lead	Objective	Target Date	Progress	Progress milestones and evidence
WSoA3 34% done, 67% in progress, 0% not started	Address the lack of opportunity for therapists to respond to draft EHC plans before they are finalised	CCG Dionne Greenaway Senior Commissioning Manager LA Sandra Bingham Head of Inclusion	A) Strengthened EHCP process to obtain more consistent health professional input to EHCPs and for drafts to be shared	Friday 15/09/2017	In progress Changes agreed Aug '17 Monitoring of input and sharing of drafts picked up through contract monitoring Sep '17 CCG confirm with health providers sign off and Quality Assurance process for draft EHCPs 01 Nov '17 Recommendations to deliver any further improvements to the joint EHC plan process to be implemented by 01 Apr '18 Quarterly partnership case sample audits to evidence improvement from Nov '17
		CCG Dionne Greenaway Senior Commissioning Manager LA Sandra Bingham Head of Inclusion	B) CCG and LA review assurance process for the delivery of paediatric therapy services	Tuesday 31/10/2017	In progress DCO work plan to include quality assurance feedback to health providers, 27 Sep'17. Process review underway working with all health providers, 31 Oct'17
		CCG Dionne Greenaway Senior Commissioning Manager LA Sandra Bingham Head of Inclusion	C) Ensure all paediatric therapists who contribute EHC needs assessment information are sent copies of draft EHC Plans for comment	Friday 01/09/2017	Done Standard Operating Procedure with LNW to contribute to EHCP, 02 Aug'17. Distribution process has been agreed with health and a training programme has been implemented for all professionals 01 Sep'17 Sharing of drafts being confirmed through weekly contract monitoring
WSoA4 0% done, 100% in progress, 0% not started	Ensure timely access to paediatric diagnostic and therapy services.	CCG Dionne Greenaway Senior Commissioning Manager Diane Jones Director of Quality and Safety LNW Dr John Hutchins Clinical Director Maria Luscombe Head of Paediatric Therapies	A) London North West NHS Healthcare Trust to improve access to the service by maintaining a focus on recruitment for audiology and occupational therapy capacity and developing robust contingency plans (including partnerships with other providers) if recruitment is unsuccessful by October 2017.	Friday 20/10/17	In progress Use interim cover to address vacancies. Two FTE OTs in post from September 2017 Recruitment process for occupational therapists Recruit process for community audiologist Weekly monitoring by commissioners of recruitment progress, 08 Aug'17. Develop contingency plans if recruitment unsuccessful CCG Director of Quality to liaise with HENWL about future needs, 27 Oct'17. Deploy additional OT capacity Deploy additional audiology capacity
		CCG Dionne Greenaway Senior Commissioning Manager Duncan Ambrose Assistant Director Dr Sarah Basham Vice Chair LNW Dr John Hutchins Clinical Director Maria Luscombe Head of Paediatric Therapies CNWL Jackie Shaw Service Director for CAMHS	B) Reduce waiting times to ensure assessments comply with NICE guidance, and begin within 3 months of referral for children with suspected autistic spectrum disorder, with completion within 6 months	Friday 29/12/17	In progress LA confirmed ASD diagnosis not required for EHC plan, only to access BOAT service. CCG, LA, and LNW confirmed functional benefit for ASD cases is available from SLT service. Average 7 month wait for completion of ASD assessment (56 cases > 6 months). Only 0.9% of ASD cases had previously unknown medical issue. CCG supported LNW proposal for GPs and psychiatrists to screen rather than refer all cases to paediatricians. NWL-wide clinical pathway discussion about role of GPs and psychiatrists, 25 Aug'17. CCG, LNW, and CNWL to revise clinical pathway and potential joint clinics, 13 Sep'17. LNW re-prioritisation of clinical work to ensure the 56 cases are completed by 29 Dec'17. Brent CCG lead of Healthy London Partnership ASD support mapping - reporting on services and priority gaps 29 Dec '17. Monitor any revised NICE guidance emerging from the current review.

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	<p><u>CCG</u> Dionne Greenaway Senior Commissioning Manager</p> <p>Duncan Ambrose Assistant Director</p> <p>Dr Sarah Basham Vice Chair</p> <p><u>LA</u> Melanie Smith Director of Public Health</p> <p><u>LNW</u> Dr John Hutchins Clinical Director</p> <p>Maria Luscombe Head of Paediatric Therapies</p>	<p>C) Reduce waiting times for audiology services to meet the 6 week diagnostic target, and the 18 week referral to treatment target (RTT)</p>	Friday 08/12/17	In progress	<p>Difficulty recruiting audiologists. 3 cases waiting more than 6 weeks for diagnostics; 96% achievement of RTT. LNW locum audiovestibular physician recruited, 23 Jun'17. Weekly teleconference to monitor waits, vacancies, and action plans, 08 Aug'17. CCG formally wrote to LNW CEO to accelerate actions, 14 Aug'17 Exploring capacity in other teams and providers, 22 Aug'17. Escalated concerns to NHS England London Regional Lead for SEND, 22 Aug'17. Public Health confirm 2-year-old hearing check meeting targets, 25 Aug'17 LNW decision on 12 additional clinics to achieve 6 week target, 15 Sep'17. LNW community audiologist starts 15 Sep'17. LNW decision on potential increase in audiovestibular physician hours, 12 Oct'17. Reconfigure admin to free up more clinical time, 12 Oct'17. Meet 6 week target 08 Dec'17. Joint Audit planned from Dec '17</p>	
	<p><u>CCG</u> Dionne Greenaway Senior Commissioning Manager</p> <p><u>LA</u> Sandra Bingham Head of Inclusion</p>	<p>D) Brent Council and Brent CCG will ensure joint commissioning activities provide assurance from providers that vulnerable groups will be supported to access services from October 2017</p>	Tuesday 31/10/2017	In progress	<p>Agree 'stage zero' process to scope services for potential joint commissioning of paediatric therapies Sep'17, including contract variations to ensure that vulnerable groups can access services. Undertake Equality Impact and Needs Assessment for re commissioning Oct '17 Review options and confirm scope</p>	
	<p><u>CCG</u> Dionne Greenaway Senior Commissioning Manager</p> <p><u>LA</u> Sandra Bingham Head of Inclusion</p> <p><u>LNW</u> Dr John Hutchins Clinical Director</p> <p>Maria Luscombe Head of Paediatric Therapies</p>	<p>E) Reduce waiting times for occupational therapy (OT) services to meet the 18 week referral to treatment target (RTT)</p>	Friday 29/12/17	In progress	<p>4 children waiting longer than 18 weeks (22 weeks longest) for treatment. Weekly teleconference to monitor waits, vacancies, and action plans, 08 Aug'17. CCG contract maternity leave and sickness. Agency staff interviews 16 Aug'17, appointments 30 Aug'17. CCG and LNW clarified costs for additional agency staff, 22 Aug'17. LA and LNW reviewed all children's EHCPs to determine staff capacity needed, 25 Aug'17. LNW confirmed trajectory for recovery of RTT compliance, 01 Sep'17. LA commissioned staff for new school term, 04 Sep'17. OT recruitment difficulty escalated to NHS England London Region SEND lead for advice, 26 Sep'17. Achieve RTT compliance, 29 Dec'17. Joint audit planned from Dec '17.</p>	
<p>WSO A5 50% done, 50% in progress, 0% not started</p>	<p>Improve the opportunities for parental involvement when commissioning and designing services</p>	<p><u>CCG</u> Michelle Johnson Head of Engagement</p> <p><u>LA</u> Sandra Bingham Head of Inclusion</p> <p><u>Brent Parent/Carer Forum</u> Carol Foyle</p>	<p>A) Strengthen Parent/Carer Forum involvement in commissioning</p>	Wednesday 14/09/17	Done	<p>Parent-Carer Forum re-launched. Community and Wellbeing Scrutiny Committee recommended schools and community CAMHS engagement, 19 Jul'17. Coordinated with relaunched Parent/Carer Forum Aug '17. Parent/Carer Forum contributed to WSoA 14 Sep'17. Targeted joint engagement event dates sent for families using SEND services, working with Parent/Carer Forum 08 Sep'17. CCG engagement workshops for SEND parents 21 Sep'17. Parent/Carer Forum co-production event for Refreshed strategy Oct '17. Parent/Carer Forum regular updates on progress of WSoA commencing Nov '17</p>
		<p><u>CCG</u> Dionne Greenaway Senior Commissioning Manager</p> <p>Michelle Johnson Head of Engagement</p> <p><u>LA</u> Nigel Chapman Operational Director (Chair Inclusion Strategic Board)</p> <p><u>HealthWatch</u> Ian Niven Head of HealthWatch Brent</p>	<p>B) Fully engage parents and carers in the workstream of the inclusion strategic board to develop and plan services through co-production</p>	Friday 10/11/2017	In progress	<p>Standing forum for CAMHS established, Sep'17. CCG and HealthWatch agreed to coordinate engagement, including the Parent/Carer forum, 22 Sep'17. Strategic inclusion work streams identify parent and young people representatives, 29 Sep'17. Targeted engagement dates agreed with schools, 29 Sep'17. Feedback 'You said, we did' at Health Partners Forum, 18 Oct'17. Parent/Carer involvement in service reviews commences through work streams Nov '17 Parent/Carer involvement in revision and implementation of refreshed service specifications Nov '17 Parent/Carer involvement in procurement processes from Jan '18</p>