

THIS IS A VERY EARLY DRAFT VERSION OF THE WRITTEN STATEMENT OF ACTION TO DEMONSTRATE THE PROPOSED TEMPLATE ONLY. FURTHER ITERATIONS WILL BE DEVELOPED FOLLOWING CONSULTATIONS AND CO-PRODUCTION MEETINGS WITH FINAL SIGN-OFF ON THE 22ND SEPTEMBER AT THE SEND AND INCLUSION PARTNERSHIP BOARD, PRIOR TO SUBMISSION TO OFSTED BY THE 7TH OCTOBER 2020.

Leicestershire SEND





Joint area SEND inspection in Leicestershire

Written Statement of Action

Between 3 February and 7 February 2020, Ofsted and the Care Quality Commission (CQC), conducted a joint inspection of the local area of Leicestershire to judge the effectiveness of the area in implementing the disability and special educational needs reforms as set out in the Children and Families Act 2014.

On the 15th May 2020 the inspection report for Leicestershire was published and as a result of the findings of this inspection and in accordance with the Children Act 2004 (Joint Area Reviews) Regulations 2015, Her Majesty's Chief Inspector (HMCI) has determined that a Written Statement of Action (WSOA) is required because of two significant areas of weakness in the local area's practice. The local authority and the area's clinical commissioning group are jointly responsible for submitting the written statement to Ofsted.

These areas of weakness are:

- The absence of a clearly defined joint commissioning strategy for 0–25 SEND provision
- Systemic weaknesses in the quality of EHC plans, including: the drawing up of EHC plans; the inaccuracy with which the plans reflect children and young people's needs; the absence of good-quality outcomes in EHC plans; the inconsistency with which plans include contributions from education and particularly health and care professionals; the lack of any formal quality assurance framework to improve new and existing plans.

The Local Area is committed to improving support, services and provision for children, young adults, parents and carers in Leicestershire. We are committed to working in partnership, increasing co-production, and harnessing the expertise within the system; including parents, carers, children, young adults and the staff who work to support them. We are committed to ensuring that the parents, carers and the children and young adults with SEND themselves are directly and transparently involved in co-

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producing the services that support them; so that that they receive high quality education, care and health provision. We will work across our wider partnership to understand experiences, improve services, and to secure the trust of families. Senior leaders in Leicestershire will prioritise the delivery of the actions outlined within this statement of action and will ensure robust scrutiny of progress resulting in improved services and making the best use of the resources available for SEND.

SECTION 1 – Introduction

‘Our vision in Leicestershire for children with special educational needs and disabilities is the same as for all children and young people – for them to achieve well in their education, to be cared for in safe and supportive families, participate and be involved in their communities and lead happy, safe and fulfilled lives’.

In May 2020 a revised version of the Special Educational Needs and Disability (SEND) and Inclusion Strategy, in partnership with Leicestershire County Council, West Leicestershire and East Leicestershire and Rutland Clinical Commissioning Groups was agreed by the SEND and Inclusion Board, subject to final sign-off through the governance of the CCG and the Local Authority. The launch of the new strategy coincided with a time of unprecedented challenge for all services, compounded by the recent Coronavirus pandemic. Leicestershire was inspected by Ofsted and Care Quality Commission, and although the good work taking place across services and between services and parents and carers was recognised, the inspection has provided some actions that urgently need to be addressed.

Crucial to the success of the SEND and Inclusion strategy in Leicestershire, is the important role parent and carers have in shaping the experience for their children and young people. The SEND & Inclusion Partnership Board across Leicestershire is committed to working with parents and carers and communities to raise aspirations and build resilience.

The strategy, in continuing to outline Leicestershire’s response to these reforms, is also designed to reiterate the Local Area’s continuing commitment to high quality services. The 2020 Ofsted / CQC Inspection of SEND in Leicestershire highlighted many strengths of the Local Area and identified areas where improvements have been made as well as areas that still need to be developed. There was also a recognition that since 2016, there has been a determined effort to implement the disability and special educational needs reforms effectively. It was also acknowledged in the report that Leaders have an accurate understanding of the strengths and areas to develop in Leicestershire’s SEND arrangements and that they are aware of the deficiencies in SEND provision for children and young people.

A significant investment for Leicestershire County Council, is the High Needs Block (HNB) development programme, which aims to transform the SEND system to ensure a better experience for Children, Young People and Families with SEND as well as more efficient use of resources. This programme provides a platform for improvement, linked to the SEND and Inclusion Strategy. Many

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of the areas for development that the inspectors highlighted in the Ofsted report were already being addressed through the HNB workstream activity and were outlined in the local area self-assessment provided to Ofsted prior to the inspection.

SECTION 2 – EHC plan data

There are approximately 209,231 Children and Young People (CYP) aged 0-25 years that live in Leicestershire (Office of National Statistics estimates for 2017). This is 30.3% of the total population of the area. There are 105,436 children and young people educated in schools funded via the Dedicated Schools Grant (aged 3-18). The Income Deprivation Affecting Children Index (IDACI) shows that 13% of children in Leicestershire are living with families that are income deprived. The highest proportion of children living in poverty live in the Charnwood area of the county. CYP from minority ethnic groups account for 12% of all children living in the area, compared with 22% in the country as a whole. The largest minority ethnic groups are Asian or Asian British and Mixed. The latest School Census, which includes all pupils on roll at a school within Leicestershire (aged 4 to 16 years), reports that there are now 11,086 pupils on a SEN Support plan and 3,801 with an Education, Health and Care Plan. SEND pupils account for 14.1% of the Leicestershire school population.

National SEN2

The national SEN2 data collection includes all children and young people with an Education, Health and Care Plan that are the financial responsibility of Leicestershire. This will include all children and young people that are educated within Leicestershire schools and in other schools outside of Leicestershire, including independent schools and non-maintained special schools.

National SEN2 KPI	Leicestershire			Regional	National
Total number of EHC plans - (as of January 2020)	Base year 2020	Previous year	% change	% change	% change
	4751	4222	12.5%	9.5%	10.2%
New EHC plans issued during calendar year – (as of January 2020)	Calendar year 2019	Previous year	% change	% change	% change
	760	635	19.7%	7.1%	10.2%
New plans as a proportion of all plans – (as of January 2020)	Base year 2020	Previous year	% change	Base year 2020	Base year 2020
	16%	15%	+1%	13.7%	13.8%

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New EHC plans issued within 20 weeks – including exclusions (as of January 2020)	Base year 2020	Previous year	% change	Base year 2020	Base year 2020
	92%	98.1%	- 6.2%	67.8%	58.7%

The national information is used to monitor Leicestershire against the regional and national performance and provides the authority with insight into areas for further investigation at a local level. The latest information from 2019 shows that Leicestershire continues to see a higher rate of total number of EHCP's than the region and national. The latest local data for August 2020 shows that there is a total of 5,039 active EHCP's. The largest age bandings for the total number of EHCP's continues to be for 5-15 year olds and with the largest increase in EHCP's from August 2017 to August 2020 being in the 20-25 age group with a 90% increase. The number of new EHCP's issued throughout 2019 was 790. This is a 19.7% increase on the previous year and is well above both regional and national figures. At the beginning of August 2020, Leicestershire had issued 446 new EHCP's from 1st January which is slightly above the 419 new EHCP's that had been issued the previous year. New EHC plans as a proportion of the total number of EHCP's continues to increase and the proportion for Leicestershire is higher than for both regional and national. As a result of the increasing workload for services contributing to the EHCP statutory assessment, new plans issued within the 20-week timescale has declined, although is still at a significantly higher level than both regional and national figures. The High Needs Block programme has a workstream focussed on the EHCP statutory assessment process and the work that takes place to meet the needs of children and young people prior to an EHCP at SEN support stage within schools and settings.

Local SEN2 KPI	Leicestershire			Regional as at Jan 2020	National as at Jan 2020
Total number of EHC plans - (as of August 2020)	Base year 2020	Previous year	% change	% change	% change
	5039	4566	10.3%	9.5%	10.2%
New EHC plans issued during calendar year – (as of August 2020)	Year 2020 To date	Previous year Aug 2019	% change	% change	% change
	446	419	6.4%	7.1%	10.2%
New EHC plans issued within 20 weeks – including exclusions (as of August 2020)	Base year 2020	Previous year	% change	Base year 2020	Base year 2020
	92%	98.1%	- 6.2%	67.8%	58.7%
New EHC plans issued within 20 weeks – including exclusions (as of January 2020)	Base year 2020	Previous year	% change	Base year 2020	Base year 2020
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Age bandings for pupils with an EHCP (as of August 2020)	Base year 2020	Previous year	Proportion	Proportion	Proportion
Under 5	171	136	3.7%	3.6%	3.9%
5-10	1537	1351	32.5%	30.4%	35.3%
11-15	1756	1587	35.6%	37.9%	35.3%
16-19	1121	1078	21.1%	22.5%	21.3%
20-25	454	414	7.1%	5.6%	6.5%

Education outcomes

Education attainment and progress for children and young people with an EHC plan in Leicestershire is above the national average and above statistical neighbours across all key stages and Post 16 except at Key Stage 2, although in some attainment measures, this change from the previous year is declining. This is reflected in the gap between those with no identified SEN and those pupils with an EHC plan. Leicestershire has the smallest gap against regional statistical neighbours and national comparisons. For those pupils on SEN support, attainment and progress are below the national, regional and statistical neighbour averages. This is also reflected when a comparison is made between the gap between the two groups, with Leicestershire having the largest gap. The Local Area recognises the need to make improvements across all reported attainment years.

At the end of 2019, the overall absence rate for pupils with no SEN, in a primary school is 3.8% and in secondary school is 5.2%. In comparison, absence rates for pupils on SEN support in Leicestershire's primary schools is 5.6% and in secondary schools is 9%. The overall absence rate of the pupils with an EHCP in Leicestershire's primary Schools is 6.9%, secondary schools is 12.5% and special schools 8.7%. This is a smaller gap than the national average.

In 2018/19 there were 25 permanent exclusions. 7 of which are SEN support (4 Primary and 3 secondary) and 2 with an EHCP (1 primary and 1 secondary). Most of these children received support through the Secondary Education and Inclusion Partnerships (SEIPs) or from Primary Graduated Response Practitioners from Oakfield Short Stay School prior to starting at a new school. Leicestershire has low numbers of permanent exclusions compared to England and regional averages, which demonstrate the Local Area's commitment to inclusive education for all children and young people. This work with schools continues to be a focus of the Local Area's attention with a focus on building capacity in schools, additional support, advice and guidance from the Local

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Authority to further strengthen early identification and offer excellent SEN Support through the provision of new toolkits and training for staff in school settings.

**This section also needs to be checked for updated data and also comparative to CYP without SEN to demonstrate gaps and how that compares nationally.*

Social Care Data

The number of children who are Looked After in at the beginning of June 2020 in Leicestershire is 659 (3rd June 2020) which is 0.62% of the overall population aged under 17 years. The number of Looked After Children with an EHCP on the same date is 112 and for those on an SEN Support Plan, is 77. The Looked After Children make up 1.3% of the total number of SEND children and young people.

Children and young people that are referred within the local authority through the Short Break and Children and Family Wellbeing Panel have social and personal care needs. Personal care needs will be provided through a commissioned domiciliary care contract or through a personal assistant that the parent/s will source via direct payments. Provision of social aspects of need is through a graduated response. Provision can be offered through mainstream activities with additional inclusion funding; SEN groups offered by the Children and Family Wellbeing Service; specialist summer playscheme; commissioned groups running throughout the year; a more tailored approach through a personal assistant funded via direct payments to overnight residential stays.

Health Data/Outcomes

Update to follow

SECTION 3 - Purpose of Plan

This Written Statement of Action (WSOA) will provide a framework for addressing the key issues and areas for development identified by Ofsted and the CQC in their inspection of SEND support and services in the local area of Leicestershire in February 2020. This plan links directly with the revised SEND and Inclusion strategy (2020 – 2023) and the High Needs Development Plan (2018 – 2022) which details the required workstreams and actions to support children and young people to achieve the best possible outcomes within the available resources.

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The WSOA is a dynamic document that will remain under constant review and therefore change over time as work is progressed. Progress against actions within each priority are rated against the following:

Action to be started or significantly delayed - **RED**

Action in progress - **AMBER**

Action on track- **GREEN**

Completed and embedded - **BLUE**

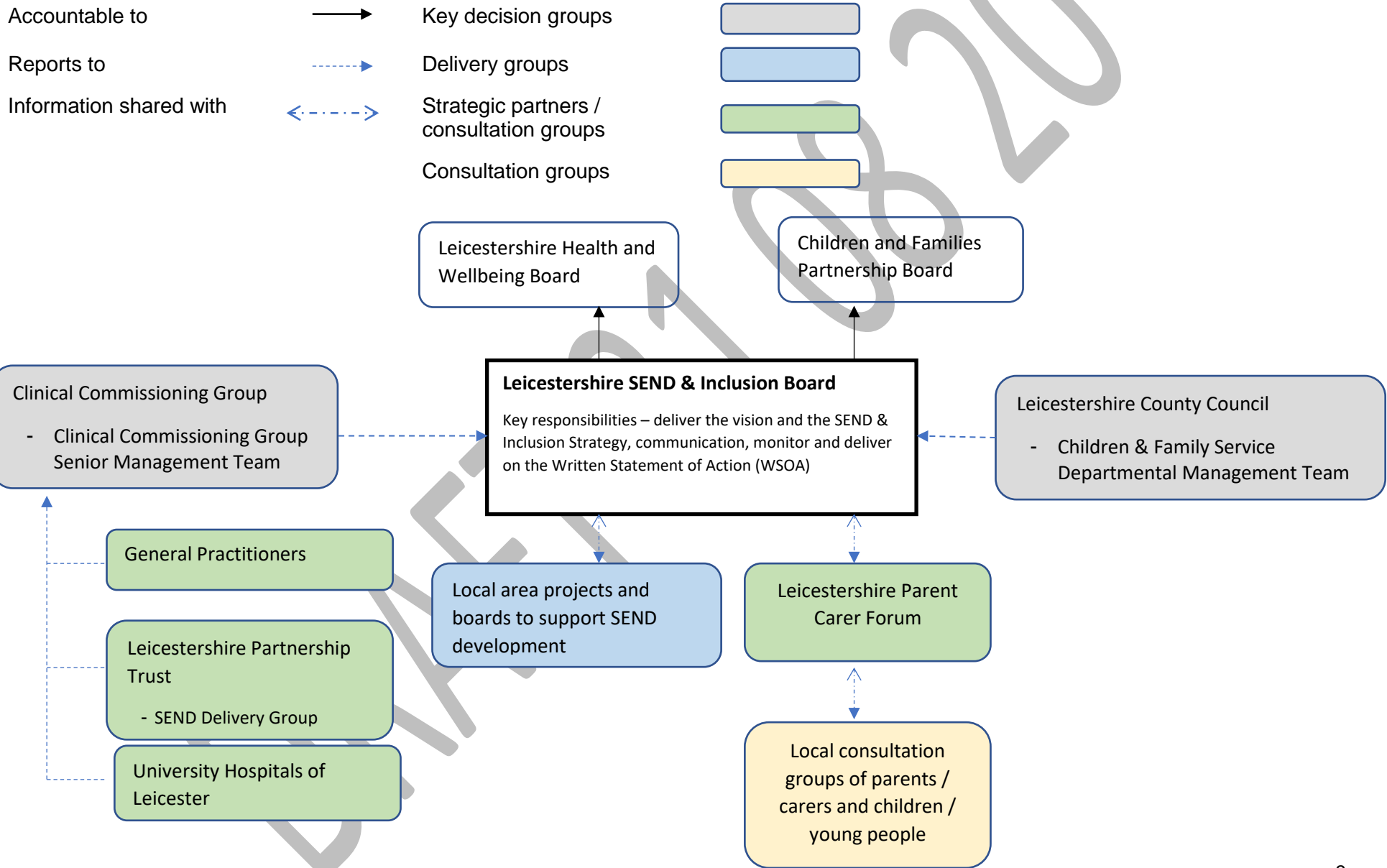
Action not yet started, as dependent on or awaiting other actions to be completed first - **PINK**

The RAG rating above will be used as part of the monitoring process going forward which will be undertaken by the Leicestershire SEND and Inclusion Board. At the start of the improvement journey some significant issues required immediate action and have either been completed or are underway at the point of submission of this WSOA. Milestone completion dates are included in the WSOA, which will act as a critical measure over the next 18 months

DRAFT 21/08/20

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SECTION 4 - Governance Structure



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SECTION 5

Schedule of progress review sessions. Table of meetings, dates, invitees etc.

Date	Who	Actions
29/05/20	P Sumner, B Wile	Template agreed (LA SEND)
03/06/20	CCG, LA	Template shared, agreed between SEND and CCG
05/06/20	CCG, LPT, LA	Template agreed with LPT
08/06/20	STS, T Common, P Sumner	Inspection and WSOA development update
09/06/20	CCG, LPT, LA	Collaboration space and access rights agreed
11/06/20	SEND and Incl. Board	Strategy for development of WSOA agreed
16/06/20	D Philippides, L McCalla, B Wile	YP engagement initial discussion
16/06/20	IT governance, B Wile	Collaboration space detail and documents (agreements) prepared and distributed for sign off
18/06/20	PCF, CCG, LPT and LA	WSOA template, strategy for development and info sharing agreements discussed
16 th , 18 th , 24 th June 2020	SENCO Net, T Common, B Wile	Inspection and WSOA development update
22/06/20	CCG, LPT, LA	Catch up, follow up shared space agreements
23/06/20	D Philippides, L McCalla, B Wile	YP survey / questionnaire planning
23/06/20	PCF CCG, LPT, and LA	Shared space discussion, update on developments
25/06/20	DfE (K Rowland), PS, TC, BWile	WSOA progress update
02/07/20	LLR LA reps	Commissioning Strategy planning
07/07/20	CCG, LPT, LA	WSOA update session, CCG shared space agreement
09/07/20	DfE	WSOA progress update
13/07/20	SEND and Incl. Board	WSOA development schedule and QALF update
14/07/20	Parent/Carer, T Common, B Wile	WSOA planning schedule
14/07/20	PCF, CCG, LPT, LA	WSOA steering/working group
16/07/20	SEND Alliance, CCG, LPT, PCF, LA	WSOA workshop
04/08/20	CCG, LPT, LA	WSOA working group
05/08/20	Children & Family Service Departmental Management team	Agreement on format and background information
11/08/20	PCF, CCG, LPT, LA	WSOA steering/working group

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13/08/20	SEND Alliance, CCG, LPT, PCF, LA	WSOA workshop
18/08/20	LA	WSOA workshop
20/08/20	PCF, CCG, LPT, LA	WSOA steering/working group
24/08/20	SEND & Inclusion Board	Update on the Written Statement of Action
25/08/20	CCG, LPT, LA	WSOA working group
01/09/20	Children & Family Overview Scrutiny Committee	Member consultation
02/09/20	PCF, CCG, LPT, LA	WSOA steering/working group
22/09/20	SEND & Inclusion Board	Agreement on the action plan
05/10/20	SEND & Inclusion Board	Final sign-off and submission to Ofsted

Still to be scheduled/dates agreed for:

Weekly catch-ups with CCG, LPT, LA from mid-July to mid-September to be scheduled

Fortnightly catch-ups with CCG, LPT, LA and PCF from mid-July to mid-September to be scheduled

- PCF and SEND Alliance workshops (September 2020)
- YP workshop x 1 (September 2020)
- Scrutiny engagement (September 1st 2020)
- Cabinet Briefings (15/09/20, 29/09/20)
- Elected Member briefings x 2 (August, September 2020)
- Schools engagement workshop x 2 (August, September 2020)
- Also regular updates through Local Offer and surveys (YP and Parent Carer)
- Virtual Local Offer Roadshow – September 2020

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- CCG/LPT governance sign-off – September 2020
- DMT and Lead Member update mid-August

WSOA LA engagement representatives – P Sumner – Assistant Director Education and SEND, B Wile –SEND Development Lead, T Common – Head of Service, SEND, M Sutton – Service Manager, SENA, C Allison Service Manager - SENA (Interim), G Dakin – Head of Field Social Work, C Davis – SEND Partnerships, Quality & Projects Officer

WSOA CCG engagement representatives – C West – Director of Nursing and Quality, P Vyze – Designated Clinical Officer, S Little – Children’s Personalisation Commissioner

WSOA LPT engagement representatives – C Tagg – Service Group Manager, D Kimberley- SEND Lead and Children’s OT

WSOA PCF engagement representatives – A Bromley – Chair, Parent Carer Forum, S Rigby – Secretary, Parent Carer Forum, Helen Cuttle – Treasurer, Parent Carer Forum

WSOA YP engagement representatives – D Philippides – Autism Outreach Teacher, L McCalla – Learning Hub Access, J McCormick – Voice Worker (+ Autism and YP Council reps), – M McDonald-Junor – Service Manager Specialist Teaching Service, Kate Wells – Team Manager Hearing Service

WSOA SEND Alliance representatives – Sue Whiting, Gillian Bowers, Louise Engels

WSOA Schools engagement representatives – Marie Waring (Primary Head rep), Richard Cahill (Secondary Head rep), Janet Thompson (Special School rep), Ros Hopkins (Special School rep), Sharon Townes (FE College rep)

WSOA Member engagement representatives - Cllr D Taylor – Lead Member, Children and Family Services, Cllr B Seaton – Deputy Lead Member, Children and Family Services

SECTION 6 – Leicestershire’s local area response to the two significant weaknesses

PRIORITY ONE

- To develop and implement a clearly defined joint commissioning strategy for 0–25 SEND provision

OUTCOMES

- To better meet children and young people’s Special Educational Needs/Disabilities through an agreed understanding of population level of need and the implementation of a joint commissioning strategic plan.
- Joint commissioning activity delivered through the above plan enables the procurement of services that meet needs and provides good value for money, whilst using available resources efficiently.
- Children and Young People’s needs are assessed and met in a timely and purposeful manner, with health, education and social care needs identified at the earliest point and appropriate support put in place (right support, right time).
- There are clearly defined roles and responsibilities to address the health needs of CYP with special educational needs.
- There is a clear, consistent and equitable outcome-based universal, targeted and specialist-level offer for children and young people with SEND.

Families are well informed about available services and support and this is reflected in service user feedback

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FOCUS AREA	ACTIONS to implement	LEAD	EVIDENCE	IMPACT MEASURES	COMPLETION DATE	PROGRESS Red - Delayed Amber – In progress Green – On Track Blue – Completed Pink – To be started
1.1 Identify and agree a steering group membership to develop the joint commissioning strategy	Co-produce an accountability and responsibility structure for the strategy development	Chris West / Paula Sumner	Structure agreed following consultation with PCF, LPT and LA		TBC by Leads	AMBER
1.2 To produce a statement of purpose with a clear vision, framework and priorities for the development of joint commissioning of SEND in Leicestershire	Secure approval through governance bodies of CCG Sign-off by SEND and Inclusion Board	Steering group lead	Within all new or recommissioned services documentation, there is clear evidence of consideration of joint commissioning		30/09/2020	PINK
1.3 Complete and publish an updated Local Area Joint Strategic Needs Assessment (JSNA) for SEND based on information from a number of sources including health, social care and education	<ul style="list-style-type: none"> - Gather Leicestershire data across education, health and social care. - Gather policy and service information relevant to SEND - Hold a workshop to understand the data and identify gaps and recommendations 	Kelly-Marie Evans (Public Health)	Analysis of support requirements to meet local area need	Population trends and levels of need are identified. Support and services are planned appropriately to meet need	31/10/2020	AMBER

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FOCUS AREA	ACTIONS to implement	LEAD	EVIDENCE	IMPACT MEASURES	COMPLETION DATE	PROGRESS Red - Delayed Amber – In progress Green – On Track Blue – Completed Pink – To be started
1.4 Review the gaps and recommendations chapter identified in the JSNA	- Draw up actions and allocate leads	Joint Commissioning Steering Group			30/11/2020	PINK
1.5 Co-produce a <u>C</u> ountywide Local Area joint SEND data and quality-dashboard, which includes qualitative and quantitative information to ensure we use feedback to drive change, improve services based on the JSNA	- Establish partnership data monitoring group - Identify the key performance indicators across education, health and care - Develop a process for gathering indicator information from different services - Establish a format and schedule for reporting - Key indicators indicate detailed analysis required - Assessing need and future impact to gather additional vulnerable group information, e.g.	Data Monitoring Group			To be agreed following revised JSNA issue	PINK

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FOCUS AREA	ACTIONS to implement	LEAD	EVIDENCE	IMPACT MEASURES	COMPLETION DATE	PROGRESS Red - Delayed Amber – In progress Green – On Track Blue – Completed Pink – To be started
	adopted children and those that are no longer looked after					
1.6 Recording of health outcomes to inform commissioning decisions: Health information management system are configured to record health outcomes for reporting	- Development of the health information management system to record and monitor progress towards health outcomes - Health services Annual Review template available within the information management system to support better quality information to be included within EHCP's - Quality assurance of written health outcomes	Dawn Kimberley			To be agreed by CCG by 31/10/2020	AMBER
1.7 Information sharing between the local authority and health services,	- Data sharing protocol in place and Leicestershire	Data Monitoring Group		Secure routine data transfer processes to QA SEND data,	To be agreed by partners by end of 31/10//2020	

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FOCUS AREA	ACTIONS to implement	LEAD	EVIDENCE	IMPACT MEASURES	COMPLETION DATE	PROGRESS Red - Delayed Amber – In progress Green – On Track Blue – Completed Pink – To be started
<p>including the School Nursing service: Data sharing protocol and process in place to regularly share information on those children and young people with SEND that are Electively Home Educated (EHE) and those not in education, employment or training to ensure that their health needs are being met and the appropriate support is in place</p>	<p>Partnership Trust (LPT) receive and record educational status for children and young people who are EHE or missing education / home tuition</p> <ul style="list-style-type: none"> - Data sharing process in place – this will need to consider the incompatibility of Information Management Systems and the lack of NHS numbers to support an automated electronic upload into LPT datasets. - Needs of other vulnerable groups to be considered as part of the 			<p>with a specific focus on vulnerable groups such as EHE, CME, NEET & YOT cohorts</p>		<p>AMBER</p>

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FOCUS AREA	ACTIONS to implement	LEAD	EVIDENCE	IMPACT MEASURES	COMPLETION DATE	PROGRESS Red - Delayed Amber – In progress Green – On Track Blue – Completed Pink – To be started
	keeping in touch process, e.g. accessing hospital school, missing education.					
1.8 Use of health information management system: All health staff responsible for flagging SEND children and young people to ensure the needs of children and young people with SEND can be met. Regular sharing of the NHS Number with the local authority	<ul style="list-style-type: none"> - Data cleansing to take place with data from the local authority - Process in place to flag children and young people as SEND - Mechanism in place for regular sharing of the NHS number 	D Kimberley			To be agreed by CCG/LPT by 31/12/2020	AMBER
1.9 To identify opportunities for joint commissioning of services	<ul style="list-style-type: none"> - To produce an action plan to deliver effective integrated working - Identify the current commissioning 	Joint Commissioning Steering Group			31/12/2020	

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FOCUS AREA	ACTIONS to implement	LEAD	EVIDENCE	IMPACT MEASURES	COMPLETION DATE	PROGRESS Red - Delayed Amber – In progress Green – On Track Blue – Completed Pink – To be started
	arrangements for all partners - Identify all budgets that are allocated to services that could be jointly commissioned - Identify the demand (and gaps) in services					PINK
1.10 To develop and implement revised commissioning approaches, in partnership with children, young people, parents and carers, to ensure equity and alignment to new strategy	-To agree packages that are moderated across partnership including parents and carers -Dates to be agreed	S Little			31/12/2020	AMBER
1.11 Establishment of multi-agency panel meetings to agree on decisions to assess, issue plans and ISP placements	- Prepare and agree TOR and documentation for D1 and D2 panels - Schedule weekly meetings	Marian Sutton (SENA)	More consistent decision making Improved	Meeting notes to evidence decisions for quarterly analysis	D1 weekly meetings in place from July 2020, D2 to be fully in place from September 2020	AMBER

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FOCUS AREA	ACTIONS to implement	LEAD	EVIDENCE	IMPACT MEASURES	COMPLETION DATE	PROGRESS Red - Delayed Amber – In progress Green – On Track Blue – Completed Pink – To be started
1.12 Co-produce and implement a National Institute for Health and Care Excellence (NICE) compliant and efficient ND pathway	<ul style="list-style-type: none"> - Establish a sustainable ND delivery model - Establish quality standards - Assess viability of place-based, integrated teams - Implement service user engagement and involvement - Establish a system wide infrastructure model 	Tracey Jackman (CCG)	<ul style="list-style-type: none"> - ASD services provided throughout assessment and post diagnosis -Waiting times for assessment are reduced to ...? 	<ul style="list-style-type: none"> - Feedback from parents/carers - Reduced waiting times - New pathway on LO 	31/03/2021	AMBER
1.13 Establish service specifications for Occupational Therapy and Speech and Language Therapy	<ul style="list-style-type: none"> - Review of specifications 	Claire Tagg	Children and families experience equitable and effective outcome-based services Feedback from service users	Commissioned provision is responsive and sustainable	31/12/2020	AMBER
1.14 Forum established to address complex case issues and agree child-centred solutions across agencies	Joint Solutions Panel established Review Terms of Reference	Sharon Cooke (Social Care)	Tripartite funding and commissioning in place	Meeting notes to evidence decisions for quarterly analysis	In place Autumn 2019	BLUE

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FOCUS AREA	ACTIONS to implement	LEAD	EVIDENCE	IMPACT MEASURES	COMPLETION DATE	PROGRESS Red - Delayed Amber – In progress Green – On Track Blue – Completed Pink – To be started
1.15 Review existing commissioning arrangements (including transport) to reflect the requirements of the SEND Code of Practice and embed the changes needed to align with new strategy	-To undertake a joint baseline assessment of current commissioned SEND services (including looking at value for money and performance outcomes) -To identify joint commissioning gaps and opportunities	Joint Commissioning Steering Group	- CYP's SEND needs will be met by unified commissioning. - Clear understanding of the impact of current services and the areas that need to be improved	- Data will be made available and monitored to quantify numbers of jointly commissioned support packages - Service User Evaluations	31/12/2020	PINK
1.16 Identify all budgets that are allocated to services that could be jointly commissioned		Joint Commissioning Steering Group			31/03/2021	PINK
1.17 To develop and secure partnership sign-up to a Joint Working Agreement defining all partners' roles and responsibilities and ensures that the views and experiences of		Brenda Wile	Signed Working Agreement		31/10/2020	GREEN

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FOCUS AREA	ACTIONS to implement	LEAD	EVIDENCE	IMPACT MEASURES	COMPLETION DATE	PROGRESS Red - Delayed Amber - In progress Green - On Track Blue - Completed Pink - To be started
children, young people and parent carers are at the centre of all planning and delivery of provision						
1.18 Agree and Implement a quality assurance framework for SEND processes and services.	Establish a regular cycle of audit, analysis, feedback, reporting and moderation of EHC plans. Carry out rigorous QA of commissioned services including ISPs	Brenda Wile	Audit reports	Improvements in quality of EHCPs	31/10/2020	AMBER
1.19 Agree a new Joint Commissioning Strategy which includes a clear Outcomes Framework for assessing impact for SEND 0-25 across the Local Area that identifies and responds to needs		Joint Commissioning Steering Group			31/03/2021	PINK

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FOCUS AREA	ACTIONS to implement	LEAD	EVIDENCE	IMPACT MEASURES	COMPLETION DATE	PROGRESS Red - Delayed Amber – In progress Green – On Track Blue – Completed Pink – To be started

DRAFT 21/08/20

PRIORITY TWO

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- To improve the quality of EHC plans, including: the drawing up of EHC plans; the inaccuracy with which the plans reflect children and young people's needs; the absence of good-quality outcomes in EHC plans; the inconsistency with which plans include contributions from education and particularly health and care professionals; the lack of any formal quality assurance framework to improve new and existing plans.

OUTCOMES

- Education, Health and Care Plans meet the special educational needs of each child or young person, to secure the best possible outcomes for them across education, health and social care and, as they get older, prepare them for adulthood.
- EHC needs assessments and plans establish and record the views, interests and aspirations of the parents and child or young person as well as providing a full description of the child or young person's special educational needs and any health and social care need
- There are clear outcomes within EHC plans based on the child or young person's needs and aspirations and help to prepare them for adulthood.
- EHC Plans specify the provision required and how education, health and care services will work together to meet the child or young person's needs and support the achievement of the agreed outcomes
- Person-centred approaches, transparent systems and decision-making processes are used with clear lines of governance involving Education, Health and Care
- EHC plans are effective in identifying and addressing the holistic needs of children and young people
- Statutory SEND processes and decision making are fully compliant with statutory guidance (Code of Practice) and timescales
- Timeliness for all needs assessment requests and EHC Plans, begins to improve immediately
- Needs Assessments and EHC Plans are of good quality; co-produced with parents/carers and children and young people; person-centred and outcome focused. Parent and carer confidence and satisfaction in the system is increased

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FOCUS AREA	ACTIONS to implement	LEAD	EVIDENCE	IMPACT MEASURES	COMPLETION DATE	PROGRESS Red - Delayed Amber – In progress Green – On track Blue – Completed Pink – To be started
2.1 Overall improvement of SENA processes from receipt of request for assessment to issue of plans where appropriate	Full review of the existing statutory assessment process Revised process and pathway to EHC plan developed	Marian Sutton Cath Allison	The agreed pathway is fully embedded across all organisations including social care and health professionals	Satisfaction of parents and carers	In line with HNB workstream plan	AMBER
2.2 Revision of the EHC plan template	Revised EHC plan template will be consulted on and implemented	Cath Allison	Template agreed, available on the website and implemented within the SENA service	Improvement in the quality of EHC plans	31/10/2020	AMBER
2.3 Decisions to assess and decision to issue panels to be fully operational with multi-agency engagement	<ul style="list-style-type: none"> - Develop Terms of Reference for panel - Implement schedule for panel meetings 	Marian Sutton	<ul style="list-style-type: none"> - Draft and final EHC plans will be shared with key professional contributors through audit and panel processes - TOR and meeting notes 	Reduction in Tribunal requests	30/09/2020	AMBER
2.4 QA framework implemented that includes robust EHC plan audits and moderation process to be agreed and	<ul style="list-style-type: none"> - Establish Steering Group - Multi-agency processes agreed - Agree reporting schedule to the 	Brenda Wile	Lessons learned captured with improvement activity to be a key element of the overall SEND QA framework	QA processes will evidence that plans are of high-quality Feedback from C&YP and their families will show improved	30/09/2020	AMBER

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FOCUS AREA	ACTIONS to implement	LEAD	EVIDENCE	IMPACT MEASURES	COMPLETION DATE	PROGRESS Red - Delayed Amber – In progress Green – On track Blue – Completed Pink – To be started
embedded as business as usual	SEND & Inclusion Board			confidence in EHC plans		
2.5 Timeliness of completion of plans to remain high whilst improving quality	Close oversight of timeliness and quality of advice by team/service managers	Marian Sutton / Cath Allison	<ul style="list-style-type: none"> - Monthly reports on EHC plan completion rates, and audits to demonstrate improvement in quality - Timely and accurate reporting to strategic leadership on quality of EHC plans 	Key performance indicator for timeliness of issuing plans within 20 weeks remains above 95%	31/03/2021	AMBER
2.6 Guidance on the quality and standards for EHC plans agreed and training undertaken to ensure plan writers and auditors are clear about what good looks like	Audit and review current practice with partners and identify barriers to producing high quality Advice and EHC plans	Brenda Wile	A shared understanding of what constitutes 'high quality' advice and EHC plans	<ul style="list-style-type: none"> -All EHC plans will have good quality advice from education, health and social care professionals. - Plans will be high quality, concise, clear and accessible. - Increased parental involvement (fewer 	31/10/2020	AMBER

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FOCUS AREA	ACTIONS to implement	LEAD	EVIDENCE	IMPACT MEASURES	COMPLETION DATE	PROGRESS Red - Delayed Amber – In progress Green – On track Blue – Completed Pink – To be started
				complaints re EHCP quality)		
2.7 IT system for SENA processes in place and functioning well	<ul style="list-style-type: none"> - Procurement of preferred IT solution that enable collaborative electronic EHC plans and support SEND processes to be continued Engage with parents/carers and partners on the development and implementation of the system -Finalise project plan and timescales for pilot and wider roll out, including monitoring - Develop guidance for all users - Review learning from pilot and update project and training plan for 	Lindsey Kirby	CFS DMT report and project plan	Guidance documents available on the Local Offer and through SENDIASS -Clear guidance in place for parents / carers unable to access the web-based system directly about where to seek help, and support to input information for them. Available through SEND Assessment team, SENDIASS and the local offer	Go live 30/04/2021	AMBER

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FOCUS AREA	ACTIONS to implement	LEAD	EVIDENCE	IMPACT MEASURES	COMPLETION DATE	PROGRESS Red - Delayed Amber – In progress Green – On track Blue – Completed Pink – To be started
	implementation, ensuring ongoing reviews are built in					
2.8 Annual Review process/workflow improved in terms of timeliness, consistency, appropriate professionals attending reviews and the quality of the EHC plans used as a tool to support young people to achieve their outcomes	<ul style="list-style-type: none"> -Design new processes, documents and KPIs -Review, refine and implement new processes -Complete outstanding ARs 	Cath Allison Dawn Kimberley	HNB outcomes	LPT engagement will support clinical engagement and reporting compliance	HNB workstream end date (TBC) Interim timescales for AR backlog 'catch-up' within HNB development programme (to be included)	AMBER
2.9 Development of an outcomes framework to ensure outcomes are clearly defined in plans throughout the system and ensure outcomes remain		Marian Sutton Mhairi McDonald-Junor Dawn Kimberley	<ul style="list-style-type: none"> - Improved quality of education, health and social care outcomes defined in EHCP's. - Outcomes will be personalised, achievable and measurable at annual reviews. 		31/12/2020	AMBER

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personalised to the C&YP needs			- Overall plans will be SMARTer			
2.10 Implementation of evaluation process at the completion of EHC plans to ensure C&YP and their families have the opportunity to provide feedback and comments related to the statutory process		Cath Allison	100% of parents or carers will receive a survey to complete once their child or young person's EHC plan is finalised	Analysis of evaluations will demonstrate improving satisfaction of families ? % of parents, carers that felt that they were listened to and engaged, ?% will tell us that they have seen the plan, ?% that they are satisfied We will collect baseline data and set targets for improvement	31/12/2020	AMBER
2.11 Implement effective step across processes to and from Inclusion Service	Ensure process is well understood and step across is timely	Helen Bakewell	Support needs will be met for more children and young people within SEN support through graduated response	Greater understanding by all schools of SEN support strategies More appropriate requests for EHC plans	31/09/2020	GREEN

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2.12 Provide enhanced family support through the EHC plan and SEN support processes	Launch SEND Handbook	Tom Common	Draft SEN Toolkit	Schools and families are better informed about SEN support strategies and the graduated response Families feel better supported with fewer re-referrals	31/10/2020	AMBER
2.13 Develop a strengths-based approach to EHC plans and Annual Reviews embedding values of inclusion and independence		Multi-agency panel	Panel meeting notes	- EHC plans will include information on what is working well for the family and encourage families to build on their unique strengths. - Preparation for adulthood starts from an earlier age in the child's journey.	31/10/2020	AMBER
2.14 Develop responsive process for CYP with	-Identify possible situations requiring response and	Helen Bakewell Cath Allison Gareth Dakin Tony Barnard			31/03/2021	

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FOCUS AREA	ACTIONS to implement	LEAD	EVIDENCE	IMPACT MEASURES	COMPLETION DATE	PROGRESS Red - Delayed Amber – In progress Green – On track Blue – Completed Pink – To be started
EHCPs where needs or requirements change	develop appropriate pathways including crises e.g. breakdown of LAC placement or PEX					PINK

SECTION 6

SEND and Inclusion Strategy Action Plan link and reference
 HNB development plan link and reference

SECTION 7

Monitoring arrangements

The WSOA will be regularly updated and presented to every SEND and Inclusion Board meeting, CCG governance boards and DFC DMT with update reports on progress also presented to Lead members.

SECTION 8

Glossary of Terms

To be completed and included

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