

Annex A: Accelerated Progress Plan for an Area following the judgement by Ofsted/CQC that sufficient progress had not been made against the weaknesses outlined by the Inspection

Name of the Local Area	Southend-on-Sea
Date of Inspection	1 – 5 October 2018
Date of Publication of the Revisit report	14 June 2021
Accountable Officers from the LA and CCG	Michael Marks Executive Director (Children and Public Health) Tricia D’Orsi, Alliance Director, Southend Clinical Commissioning Group Gary Bloom, Head of SEND, Local Area Nominated Officer
DfE and NHSE Advisers	Brian Gale (DfE Adviser) Anneliese Hillyer-Thake (NHS England Adviser)

Governance and Accountability

Please describe here the governance and accountability structures and processes that will be supporting your next phase of improvement. Please make clear which are information/reporting lines and where the challenge accountability sits within both the Local Authority and the CCG

Governance and accountability structures and processes
<p>The Southend SEND Strategic Partnership Board (SSSPB) provides strategic leadership to the local area provision of SEND.</p> <p>The main legislative partners included are:</p> <ul style="list-style-type: none"> • Southend on Sea Borough Council, including Education and Early Years, Public Health and Social Care (SBC) • NHS Southend Clinical Commissioning Group (CCG) • The contracted parent/carers forum (Southend SEND Independent Forum (SSIF)) <p>In accordance with the legislative requirements of the SEND Code of Practice 2014, the SSSPB Board reports directly into Southend’s Health and Wellbeing Board (HWBB). SEND is an agenda item at HWBB meetings a minimum of twice a year and any communication in the interim is made via CCG and SBC management structures.</p> <p>The SEND Strategic Partnership Board also provides quarterly updates of progress to the CCG Governing Body and Southend Borough Council governance structures.</p> <p>Two sub-groups report into the SSSPB.</p> <ul style="list-style-type: none"> • Southend SEND Operational Group: responsible for supporting and delivering the infrastructure that helps partners work together to effectively plan, monitor, develop and maintain effective SEND provision in the local area.

- Joint Commissioning Group: the joint commissioning body for the local area's SEND 0-25 population, responsible for identification, development and implementation of commissioned services (internally or externally). The Group will maintain and progress a joint commissioning plan and providing information and options analyses to the SSSPB for decision as appropriate.

Governance and accountability for the delivery of the APP will be in line with the structure as outlined above. The sub-groups will be responsible for the delivery of all actions within the APP, both groups will provide progress/highlight reports to the SEND Strategic Partnership Board (SSPB), all groups meet half termly. The SSPB will monitor and take appropriate action where required to ensure the necessary delivery of the APP. The SSPB will escalate issues to HWBB or other suitable decision-making body as appropriate, however SSPB will hold ultimate accountability. Additional scrutiny and oversight will be implemented through the Southend Health & Wellbeing Board and the Southend CCG Governing Body. It has also been agreed with elected members that a verbal update on progress related to SEND will be given at each People Scrutiny Committee, a public meeting.

The focus of this plan is each area of weakness from the original inspection where, in the revisit, Ofsted/CQC have judged that sufficient progress has not been made. For each weakness, you should identify:

- *the actions you are taking to achieve improvement*
- *how you will measure success/impact of the actions*
- *the milestones you will need in order to achieve your targeted improvement.*

Area of weakness identified in the original inspection

The emerging leadership of the Southend CCG, Public Health, the Local Authority and education providers has not developed quickly enough to ensure precisely coordinated priorities, accountabilities and joint commissioning to improve the outcomes for children and young people.

The re-visit letter noted a 'palpable change' in the culture of the area's partnerships and greater commitment to joint working to improve outcomes for children and young people with SEND. However, whilst many improvements were recognised within this area of weakness, some actions/initiatives were only recently established and not fully embedded, consequently many children and young people with SEND and their families are not feeling the benefits of the improvements.

Actions designed to lead to improvement			
Action	Responsible officers	By When	Action RAG Blue; Completed Green; On track to be completed by due date Amber; Potential slippage (2 weeks after due date) Red; Overdue
Exec and senior level attendance consistently at SSPB, SEND Ops, Joint Commissioning	MM/TD'O	In place, ongoing monitoring	
Southend SEND Partnership core team capacity review	GB/CM	November 2021	
Parent Carer Forum (SSIF) development and support programme agreed	GB/CM	November 2021	
Publication of the Southend SEND Partnership Strategy 2021-2024 Peer Review completed and recommendations reviewed Draft strategy revised and adopted Action plan revised and adopted	SSPB	December 21 January 22 January 22	
Quality and Outcomes Framework in place Draft dashboard developed Dashboard revised and adopted	GB/CM GB/RG GB/CMC	October 21 December 21 February 22	
SEND Partnership Quality Assurance process for EHCPs in place	GB/CM	October 21	
Co-production Charter published on Local Offer	GB	December 21	
Development of new feedback surveys Parent facing survey co-produced	Voice of the		

Young person survey co-produced	Child Group	November 21	
Professional and school setting survey co-produced	Voice of Child Group	November 21	
Neurodevelopment Pathway (Neu Pathway) launched	SENDops Group	December 21	
Accompanying parental information pack produced	CM/SSIF	December 21	
Clearance of the ASD Diagnostic Pathway backlog (as at 31.3.21)	CM	November 21	
Balance System in partnership with Essex SEND Partnership			
System mapping completed	CM	October 21	
Public and professional consultation completed	CM	November 21	
Recommendations for outline delivery model for SLT, OT and Physio defined	CM	January 22	
Business case developed for review and supported through partnership governance	CM/GB	March 22	
Commissioning Roadmap to be updated and published	CM	February 22	
Shared Spend understood and opportunities for future strategic planning outlined	CM	December 21	

Impact measures and milestones to be achieved						
KPI reference	By 3 months	RAG	By 6 months	RAG	By 12 months	RAG
Quality Assurance	Panel TOR, reporting & learning log in place		3 key recommendations for improvement & baseline identified to measure improvement		Improvement on baseline measurement Quality audits demonstrate an improvement in quality scores Positive feedback from CYP and families on the quality and content of new and revised	

					EHCPs	
Co-Production Charter	Sign up of all Partnership members to the charter		Evidence of positive participation in co-production activities by; Children & Young People (CYP) Families, parents, carers Professionals involved in a child or young persons journey Third and voluntary sector groups		Established framework for Co-production of services for children and young people Increased participation from CYP, families, carers and professionals Improved engagement with hard to reach groups	
Neu Pathway	Actively diverting referrals from Community Paediatrics		Gaps in support and resources for CYP and families pre and post diagnosis identified		Increase in the number of CYP receiving graduated support prior to accessing the diagnostic pathway Reduction in number of CYP progressing to the ASD diagnostic pathway where graduated approach has been applied. Reduction in waiting time for the ASD diagnostic pathway. Positive feedback from families that they are receiving appropriate levels of support	
Clearance of ASD diagnostic back log	Backlog fully cleared		n/a		n/a	
SLT/OT, etc	Public consultation completed		Clear outline pathway and model recommended for universal, specialist and targeted support.		CYP and families will have access to SLT, OT and physio at the earliest point as indicated by assessed need. Reduced waiting times Increased training provision in school setting	

If you have a council wide risk register format you can insert that here, otherwise please use this one. At this stage it is critical both for yourself, DfE, NHS England and DHSC that you identify early any risks and can demonstrate appropriate and decisive action. The progress of your Plan will be evaluated with you initially at 6 months to determine any further action which may be required.

Risk Register

Date	Risk	Severity/Impact	Mitigation	Progress following action
July 21	Potential disruption to the Community Pediatrics Provision during the transfer to alternative provider	Moderate	Detailed triage and prioritisation of current caseload has been completed. Risk assessment completed. Communication plan in place with communication cascaded to families, staff and wider stakeholders. Transfer to alternative provider planned for Jan 22	
July 21	SBC Member requested Peer Review will divert capacity from the delivery of improvement plans and the APP (SBC facing only, not health)	High	Review and adjust anticipated completion dates within the APP and wider improvement programme. Expectation to achieve completion of all actions within the 6-month review window	
July 21	SBC Members requested Peer Review highlights additional strategic actions not previously identified	Moderate	The consultation on the SEND strategy will be delayed, the strategy will not be finalised until the conclusion of the Peer Review	
July 21	Parent Carer Forum capacity to engage fully in all	Moderate/High	New fledgling organisation who are constantly evolving, development support	

	aspects		programme will be designed to facilitate continued growth and engagement.	
July 21	Limited SEND Partnership resources to deliver BAU and drive continuous improvement	Moderate/High	Completion of core team capacity review supported by a clear understanding of the shared spend across the partnership	

Scorecard

This is the summary of all the ways you are going to measure the overall effectiveness of your plan. For example, if measuring the impact of the improvement of the quality of EHCPs, you may look at the improvement in attendance, exclusions and outcome measures for CYP with EHC plans.

It is felt that a scorecard approach is challenging given the remaining weakness relates to the embedding of joint commissioning activities. The SEND Strategy Action plan when published will include relevant KPIs which will be incorporated into the quality and outcomes framework.

KPI Reference	KPI	Baseline	3 months	6 months	12 months
EHCP Quality & performance	Upward trend in quality assurance of education elements of EHCPs undertaken. Baseline of plans where Quality Assurance Tool records Yes or N/A	81%	85%	90%	95%
EHCP Quality & performance	Upward trend in quality assurance of Social Care elements of EHCPs undertaken. Baseline of plans where Quality Assurance Tool records Yes or N/A	81%	85%	90%	95%
EHCP Quality & performance	Upward trend in quality assurance of Health elements of EHCPs	81%	85%	90%	95%

	undertaken. Baseline of plans where Quality Assurance Tool records Yes or N/A					
EHCP Quality & performance	<p>% of Health advice received within 6 week timeframe</p> <p>% of Social Care advice received within 6 week timeframe</p>	A new report which presents this data has been written and is being tested for implementation from October. Prototype report suggests 55% Health and 72% Social Care	<p>5% improvement on baseline</p> <p>TBC</p>		<p>10% improvement on baseline</p> <p>TBC</p>	<p>15% Improvement on Baseline</p> <p>TBC</p>
Satisfaction & feedback	Increased young people, parent/carer, professional engagement in POET or satisfaction scores from new survey being finalised to replace POET	6 CYP 80 Practitioners 168 Parents took part in 19/20 Survey	Minimum 50% increase in participants in all categories in 20/21		New survey when finalised evidence improved engagement and satisfaction from parents and CYP	
Neurodevelopment pathway	<p>Access & Early Support / Post Assessment & Diagnostic Support – Key Outcomes</p> <ul style="list-style-type: none"> Greater levels of satisfaction Positive experience Move through the pathway better Effective communication Referral is right in the first instance and families are not 	<p>Measured by:</p> <ul style="list-style-type: none"> Neurodevelopment Pathway (Neu Pathway) working well and accompanying parental information pack produced – based on survey feedback <p>Additional measures:</p> <ul style="list-style-type: none"> Project evaluation 	All project milestones on track and/or achieved		All project milestones on track and/or achieved	All project milestones on track and/or achieved

	<p>bounced around the system</p> <ul style="list-style-type: none"> • Young person/parent/carer satisfaction with the Neu pathway <p><i>This is a new pathway and a completely new way of working, as the project progresses performance and outcomes will be robustly and consistently monitored – this will enable the development of informed KPI activity and % improvement measures</i></p>	<ul style="list-style-type: none"> • Complaints and Compliments • Family Resource Pack • Inter provider transfer process via MDT 					
	Outcomes star - evidence-based tool for both supporting and measuring change	n/a Family reported outcomes to be measured via outcome star	Improvement from baseline scores – individual cyp/family basis		Improvement from baseline scores – individual cyp/family basis	Key targets to be developed and monitored	Improvement from baseline scores – individual cyp/family basis
	<p>% of CYP completing initial stage of the pathway via Neu Pathway</p> <p><i>This assumes referrals will initially continue via existing routes whilst transition occurs and pathways embed.</i></p>	n/a	20%		80%		95%
	5 working days from triage to allocation of family support worker/NP practitioner	n/a	85%		90%		92%

Autism Assessment Waiting List – CYP on waiting list as at 31 March 21	All CYP who were awaiting an autism assessment as at 31/3/21 will have received the assessment. Measured via Waiting Times dataset.	145	75%		100% - backlog cleared		n/a
Balanced System Approach to Therapy Provision	Develop a Proposed model/framework for the implementation of the balance system for Essex	n/a	25%		100%		n/a
Balanced System Approach to Therapy Provision	Business case supported through partnership Governance to commission a new model including clear and defined outcomes	n/a	0%		50%		100%

Annex B: Supporting statement for the Accelerated Progress Plan

Please include here any significant reasons why you feel you did not make sufficient progress and how you are addressing these

Factors accounting for insufficient progress	How we are addressing these
<p>In direct response to the outcome of the original inspection and the written statement of action (WSOA), additional resource and capacity was agreed across both the Borough Council (SBC) and the CCG. However, scoping, planning and the restructuring of the SEND service took longer than hoped to complete. We were unable to recruit the right personnel to some key roles and took the decision to re-advertise, attracting the right caliber of staff with the right values, behaviours and experience was paramount to success.</p> <p>As a direct consequence some actions within the WSOA were late in starting and have not had the opportunity to embed fully or enable improved outcomes to be evidenced.</p>	<p>Key roles have been filled and working practices strengthened significantly. The SEND Partnership core team is about to embark on a review to ensure we have sufficient and sustainable resource/capacity to support the requirements of the SEND agenda whilst maintaining and accelerating the significant improvements/progress already achieved.</p>

<p>Both SBC and the CCG have been through major re-structures in recent years, the CCGs has seen a number of changes in Executive level roles during this time and SBC have appointed to a completely new Executive structure and roles. These changes have 'distracted' both organisations which in turn has delayed progress and pace.</p>	<p>Since appointment into their respective executive roles the Executive Director for Children and Public Health in SBC and the NHS Alliance Director in the CCG have brought a renewed focus, dedicated leadership, drive and energy to the SEND agenda in Southend.</p>
<p>The arrangements for the Southend parent carer forum have been extremely challenging and have impacted negatively on achievement of the improvement plans. The renewal of the parent carer forum was turbulent, the final decision was strongly contested, this has led to continued and ongoing clashes which divert energy, focus and attention away from the core objective of the forum.</p> <p>Despite the troubled start the new forum, SSIF, are already an integral part of the SEND Partnership and this was clearly apparent to inspectors. However, their reach into the SEND Parent community is not sufficiently embedded to evidence that improvements were felt by many parents.</p>	<p>We continue to work closely with SSIF, they are fully engaged and provide welcome challenge to the wider partnership. SSIF are determined to champion improvements in lived experience, the journey for the child and family and ultimately outcomes.</p> <p>We are keen to support SSIF to grow and evolve to become trusted and respected representatives for all children, young people and families with SEND in Southend.</p>
<p>The SEND partnership has felt the impact of the covid pandemic in various ways, focus has been diverted to ensuring provision, settings and services were supported to continue to deliver vital support and services. Staff have at times been redeployed to alternative roles and covid priorities all of which has detracted from continued focus and delivery of the SEND WSOA and wider improvement plan.</p>	

Please say here how you will ensure that partners, including families, are fully aware and kept informed of you actions and progress

<p>Agendas and approved Minutes of SSPB meetings will be published on partner websites and the Local Offer.</p> <p>SSIF are integral members of all meetings and workstreams. We will support them to grow their membership and give and receive feedback from their members. Additionally, SSIF have regular meetings with key leads from the SEND Partnership to discuss and resolve issues.</p>
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Please say here what support and challenge you feel would be most helpful over the coming months and when

1. DFE/NHSE support during the Member requested Peer Review process, timetable tbc
2. Additional and meaningful support from Contact for Disabled Children and the Association of Parent Carer forums to guide SSIF through ongoing challenges they are facing
3. Share learning from other areas with similar challenges
4. Informal check-in meeting in November to review progress