

Actions designed to lead to improvement

Action	Action Plan	Responsible officers	By When	Action RAG Jan 22	Progress as at Mar 22
Exec and senior level attendance consistently at SSPB, SEND Ops, Joint Commissioning	APP	MM/TD/O	In place, ongoing monitoring	Green	SSPB fully attended, apologies noted at recent SENDOPS and joint commissioning meetings
Southend SEND Partnership core team capacity review	APP	GB/CM	Nov-21	Red	SEND Scrum have discussed and developed a proposal to increase capacity across the SEND Partnership. SEND Service have completed a whole service review and have recommendations prepared to address ongoing capacity issues and resource required to address the APP and findings of the Peer Review. Peer Review findings and action plan are published the report has been submitted for consideration
Parent Carer Forum (SSIF) development and support programme agreed	APP	GB/CM	Nov-21	Red	Discussions have taken place around support and training that are required. Agreement reached as to resource requirements in January 22 which is incorporated into the Capacity Review. The need for a SSIF premises was identified and work is progressing at pace on securing a suitable base for April 22. Support for SSIFs "City SEND Workshops" meetings confirmed Feb 22
Publication of the Southend SEND Partnership four year Strategy 2022-2025	APP	SSPB	Dec-21	Red	Timeline had been revised to reflect Strategy publication after the Peer Review - tasks to achieve this are on track at present, however further delay to publication of Strategy being considered in light of expected Peer Review recommendations.
Peer Review completed and recommendations reviewed	APP		Green	Peer Review completed in November 21 - Report and recommendations received, action plan produced and actions incorporated into this tracker	
Draft strategy revised and adopted	APP		Jan-22	Green	Timeline revised following Peer Review which indicates the Strategy will be in place following the July 22 Cabinet meeting
Action plan revised and adopted	APP		Jan-22	Red	Action Planning Meetings took place in December - rich discussions with some key actions emerging. Scrum has been working on actions identified at action planning sessions and pulling them all together at a meeting on 25/2. Further parent engagement sessions scheduled during March 22 to agree format of strategy and publication method. Workshop with SEND Partnership Board/Group members to review action plan prior to consultation. Consultation to begin 10th May (after purdah) concluding 6 weeks later - plan for multiple approaches i.e. on line, f2f workshops etc. etc. Publication in time for September (autumn term)
Quality and Outcomes Framework in place	APP	GB/CM	Oct-21	Green	The quality and outcomes framework has been adopted and performance focus incorporated into SENDOPS meetings. As this is a live document there will be ongoing review
Draft dashboard developed	APP	GB/RG	Dec-21	Green	A number of new monitoring dashboards have been developed to support SEND agenda. New Health data dashboard demonstrated at March joint commissioning group.
Dashboard revised and adopted	APP	GB/CM	Feb-22	Green	Dashboard now ready to be adopted
SEND Partnership Quality Assurance process for EHCPs in place	APP	GB/CM	Oct-21	Green	Quality Assurance is in place and reported to SENDOPS in October but work ongoing to achieve a more cohesive partnership approach
Co-production Charter published on Local Offer	APP	GB	Dec-21	Green	Multi stakeholder workshop to finalise the coproduced document took place in November. Final version submitted for SENDOPS approval in December.
Development of new feedback surveys					
Parent facing survey co-produced	APP	Local Offer Review Group	Nov-21	Red	LORG recommend that surveys are broken down to relate to specific processes, Annual Review and Assessment in October 21 for comment and sign off SENDOPS in December. Questions agreed and coproduced now being made easy read before loading onto YSS and promoting - expected release for early March
Young person survey co-produced	APP	Local Offer Review Group	Nov-21	Red	Agenda Item for Youth Forum meeting in February 22- aim to be co-produced through smaller working group with young people but will not be completed until April 22
Professional and school setting survey co-produced	APP	Local Offer Review Group	Dec-21	Red	LORG working on coproducing this survey but capacity issues mean will be delayed until June 22
<b>Joint Commissioning Priority Projects</b>					
Neurodevelopment Pathway (Neu Pathway) launched	APP	CM/SSIF	Dec-21	Green	The Neu Approach pathway is live (soft launch) and is accepting referrals from both families and professionals. This multi-agency pathway is targeted at CYP with a potential or undiagnosed neuro diverse condition. As the Neu pathway will offer an individualised approach every child's support may be different. Support available on the pathway may include, individual and family work, accesses to specialised parenting support, access to health assessments ie: speech and language and occupational therapies, multiagency reviews and referrals to other services and therapies as appropriate.
Accompanying parental information pack produced	APP	CM/SSIF	Dec-21	Green	This Family Resource guide has been written for families with children or young people with suspected or diagnosed neurodevelopmental conditions. It is jam-packed with information on all things neurodevelopmental (ND), to help families understand the different ND conditions which include, Autism, ADHD, Dyslexia, Dyspraxia, Dyscalculia, Dysgraphia. Co-produced with the Southend CCG and Southend-on-Sea City Council, this guide has been written by Southend Send Independent Forum (SSIF), with input and contributions from a large number of different services and schools in the City of Southend. Its aim is to increase knowledge and understanding of neurodevelopmental conditions, what support and services are available to provide reassurance, guidance, signposting, and recommendations to families in crisis. ND guide completed, on line launch in Feb 22 and printed launch in March 22
Clearance of the ASD Diagnostic Pathway backlog (as at 31.3.21)	APP	CM	Nov-21	Green	Completed
Balance System* mapping completed	APP	CM	Oct-21	Red	The Balance System project focuses on the effective and equitable delivery of SLT, OT and PT - aiming to ensure optimal use of all available resource and expertise at universal, targeted and specialist level - most appropriate service, in the right place at the right time. This project covers an Essex wide footprint (now including Thurrock), the complexity of the project was underestimated which has led to extended timelines. The initial mapping stage (with multiple providers) was paused due to the covid pandemic but is now complete. Utilising the intelligence from the mapping (& gapping) a common specification is under development - ensuring a common approach but allowing for place based nuances. Focus spring and summer term - test and learn for sensory services and new approach to school settings.
Balance System public and professional consultation completed	APP	CM	Nov-21	Red	
Balance System recommendations for outline delivery model for SLT, OT and Physio defined	APP	CM	Jan-22	Yellow	
Business case developed for review and supported through partnership governance	APP	CM/GB	Mar-22	Yellow	
Commissioning Roadmap to be updated and published	APP	CM	Feb-22	Yellow	
Shared Spend understood and opportunities for future strategic planning outlined	APP	CM	Dec-21	Green	On track and will factor in the outcome of the Peer Review (if necessary)
Develop clear timescales and outcome measures for the joint commissioning roadmap			Jan 22 - Apr 22	Green	Shared spend presentation at January Joint Commissioning Group
- Roadmap reviewed and revised to includes clear timelines and outcomes			Mar-22	Green	
- Roadmap signed off by SSSPB/Joint Commissioning Board	PR	CM	Apr-22	Green	
- Accelerated Progress Plan (DfE/NHSE) meetings report progress in joint commissioning			Jan-22 and Quarterly thereafter	Green	Meeting was rearranged by DfE and now scheduled for March
Progress of roadmap tracked by SENDOPS			6 times a year	Green	
Enable the Portfolio Holder (PFH) to regularly sample casework as part of the performance monitoring and quality assurance process.	PR	GB	Jan-22	Green	
*Establish access to files/samples			Jan-22	Green	Met with portfolio holder on 17th February and explained QA process. Portfolio holder to complete sample of EHCPs remotely and then meet to discuss how his findings compared to original Quality Assurance.
*PFH undertakes first review of a sample of case files			Jan-22	Green	
*PFH samples files on quarterly basis			Apr 22 and ongoing	Green	
Consider developing training to specifically look at cross-party scrutiny and challenge of SEND and working with residents with SEND issues.			Feb to July 22	Green	
*Needs analysis undertaken with all elected members (current members Feb/new members July)	PR	BM	Feb 22 and July 22	Green	Needs analysis document completed and training sessions arranged and delivered March and April 22
*Incremental training programme devised in conjunction with member services			Mar-22	Green	Needs analysis will inform requirements but draft programme being established and diary dates in place
*Training delivery confirmed			Mar-22	Green	Took place evening of 27/3 ad 27/4
*Regular programme of training established on a rolling programme			Apr 22 and Jul 22	Green	
Use the feedback from the peer challenge to refresh the draft SEND Strategy			Feb to July 22	Green	SEND Strategy Action Planning sessions have taken place and scrum working through the feedback to draw up an action plan for consideration
-Current content fully reviewed			Feb-22	Green	
-Co-production from student voice commissioned	PR	GB	Feb-22	Red	
*Parent groups consulted			Mar-22	Yellow	Scheduled for May
*Format/scope of revised strategy confirmed			Apr-22	Yellow	Scheduled for May
*Strategy for adoption by appropriate governance in place			May-22	Green	
SBC cabinet sign off new strategy			Jul-22	Green	
Consider how to increase the pace of support and challenge to schools and settings to firmly embed the graduated response and ensure there is a clear system wide understanding of the graduated response			Apr 22 to Jun 22	Green	

Completed
On track to be completed by due date
Potential slippage (2 weeks after due date)
Overdue

<ul style="list-style-type: none"> <li>Southend Shared Expectations/SEND provision guidance document simplified and promoted</li> </ul>	PR	BM	May-22		Southend SEND what happens next launched
<ul style="list-style-type: none"> <li>Schools engaged and active in improving wider inclusion project</li> </ul>			Jun-22		
<ul style="list-style-type: none"> <li>Build on the new continuum of need at SEN support when published by the DfE later in 2022</li> <li>(align to wider inclusion project, with its own operational plan and measures)</li> </ul>			DfE Contingent		
<ul style="list-style-type: none"> <li>Reduce the number of "refusal to assess" at initial stages of EHCNA decision</li> </ul>	PR	LM	Mar 22 to May 22		Data shared at SENDOP evidences reduction in refusal to assess over the past 18 months
<ul style="list-style-type: none"> <li>Review undertaken of data and process mapping for panel assessment and procedures</li> </ul>			Mar-22		
<ul style="list-style-type: none"> <li>Clear guidelines produced for pre panel evidence gathering and expectations</li> </ul>			Apr-22		
<ul style="list-style-type: none"> <li>Process reinforced to commission/secure missing evidence ahead of panel with relevant stakeholders</li> <li>Processes made clear to schools and parents</li> <li>*Not a PR team recommendation, but clear from body of the report</li> </ul>			Apr-22		
<ul style="list-style-type: none"> <li>Review, update and rewrite the threshold of need document and ensure everyone understands the pathway</li> </ul>			May-22		
<ul style="list-style-type: none"> <li>New pathway document reviewed and redrafted and consulted on by CWD team</li> <li>Two orientation events run for parents</li> </ul>	PR	AP	Mar 22 to May 22		
<ul style="list-style-type: none"> <li>Publish new threshold and pathway document on the Local Offer site</li> </ul>			Mar-22		
<ul style="list-style-type: none"> <li>Introduce specific training for staff working in SEND on Neurodiversity</li> </ul>			Apr-22		
<ul style="list-style-type: none"> <li>Work with parent groups to co-produce new training for area staff on Neurodiversity</li> <li>Programme of training devised and implemented</li> </ul>	PR	GB	Mar to April 22		All staff in SEND service have completed Autism awareness training
<ul style="list-style-type: none"> <li>Carry out an audit of children and young people where neurodiversity is a possibility</li> </ul>			Mar-22		
<ul style="list-style-type: none"> <li>Clear picture established on number open/closed cases</li> </ul>			Apr-22		
<ul style="list-style-type: none"> <li>Audit workshop to identify issues from parents perspective takes place</li> <li>Guidelines developed with parents to inform future identification and support</li> </ul>	PR	GB	Feb to Apr 22		
<ul style="list-style-type: none"> <li>Strengthen the early help offer for children with disabilities and clarify where short breaks sit within the whole Children with Disabilities (CWD) service</li> </ul>			Feb-22		
<ul style="list-style-type: none"> <li>Research, review and report on current processes to CSIB</li> </ul>			Mar-22		
<ul style="list-style-type: none"> <li>Cabinet approves new proposals for short breaks</li> </ul>	PR	AK	Mar to Jul 22		
<ul style="list-style-type: none"> <li>New processes publicised on the Local Offer website and implemented</li> </ul>			Jul-22		
<ul style="list-style-type: none"> <li>Consider the level of seniority of the chair of the Resource Allocation Panel</li> <li>DSWEHYS identifies and implements new chair of RAP</li> </ul>			Jul-22		
<ul style="list-style-type: none"> <li>Consider moving the SENDIASS service outside the SEND/CWD service</li> </ul>	PR	BM	Jan to Feb 22		
<ul style="list-style-type: none"> <li>Members of SENDIASS and SBC HR team consulted</li> </ul>			Jan-22		SENDIASS Team and affected managers approached and proposal discussed.
<ul style="list-style-type: none"> <li>New appropriate line management arrangement identified</li> </ul>			Jan-22		New line management arrangement has been identified. Change of line management scheduled to take place from 1 March 22.
<ul style="list-style-type: none"> <li>Implement the new line management arrangements</li> </ul>			Feb-22		Change of line management scheduled to take place from 1 March 22.
<ul style="list-style-type: none"> <li>Communicate new arrangements</li> </ul>			Feb-22		
<ul style="list-style-type: none"> <li>Consider training and support for staff, councillors and other partners to strengthen resilience across the workforce</li> </ul>	PR	GB	Mar to Aug 22		
<ul style="list-style-type: none"> <li>Training programme for area, including members established</li> </ul>			Mar-22		
<ul style="list-style-type: none"> <li>Relevant officers and members identified and invited</li> </ul>			Mar-22		
<ul style="list-style-type: none"> <li>Resilience feature in all relevant staff supervisions</li> </ul>			Apr-22		
<ul style="list-style-type: none"> <li>Rolling programme for existing staff implemented</li> </ul>			Apr-22		
<ul style="list-style-type: none"> <li>Training forms part of induction for new staff and members, in relation to resilience when dealing with ward members</li> </ul>	PR	LM	Apr 22 to May 22		
<ul style="list-style-type: none"> <li>Incorporate learning from complaints as part of the quality assurance system to drive improvement work</li> </ul>			Apr-22		
<ul style="list-style-type: none"> <li>Formal learning review process established</li> </ul>			May-22		
<ul style="list-style-type: none"> <li>Quality Assurance learning informs all future processes and decisions</li> <li>Learning also taken in conjunction with wider council complaints and that of the area partnership</li> </ul>			May-22		
<ul style="list-style-type: none"> <li>Develop a trauma informed approach for those families who are angry and distressed about their experience</li> </ul>	PR	APD	Mar 22 to Jun 22		
<ul style="list-style-type: none"> <li>Other authorities experiences and approach to trauma informed practice researched</li> </ul>			Mar-22		
<ul style="list-style-type: none"> <li>Parent groups consulted on an appropriate third party to co-produce a way forward</li> </ul>			May-22		
<ul style="list-style-type: none"> <li>Trauma informed training for particular staff involved introduced</li> </ul>			Jun-22		