

Actions designed to lead to improvement

Action	Action Plan	Responsible officers	By When	Action RAG Aug 22	Progress as at end of Aug 22
Exec and senior level attendance consistently at SSPB, SEND Ops, Joint Commissioning	APP	MM/TD/O	In place, ongoing monitoring		Attendance at all 3 governance groups remains good although some members have given apologies more than once for recent SENDOPS and Joint Commissioning meetings. Terms of Reference have been revised to define quoracy.
Southend SEND Partnership core team capacity review	APP	GB/CM	Nov-21		SEND Scrums have discussed and developed a proposal to increase capacity across the SEND Partnership. SEND and CWD Services have completed a whole service review and have made recommendations designed to address ongoing capacity issues and resource required to address the APP and findings of the Peer Review. DMT have discussed the review and agreed for a Business Transformation Request to be made for additional capacity on a fixed term basis for the SEND Service.
Parent Carer Forum (SSIF) development and support programme agreed	APP	GB/CM	Nov-21		Discussions have taken place around support and training that are required. Agreement reached as to financial resource requirements in January 22 which is incorporated into the Capacity Review. The need for a SSIF premises was identified work to secure a suitable base has met a number of difficulties but discussions are advancing to secure a suitable base from April 22. Support for SSIFs "SEND Sessions" meetings confirmed Feb 22.
Publication of the Southend SEND Partnership four year Strategy 2022-2025	APP	SSPB	Dec-21		Timeline had been revised to reflect Strategy publication after the Peer Review - tasks to achieve this are on track at present, draft versions of Strategy prepared for consultation and workshop sessions took place in July. Working group in school holidays has prepared draft strategy taking into account feedback from consultation.
Peer Review completed and recommendations reviewed	APP				Peer Review completed in November 21 - Report and recommendations received, action plan produced and actions incorporated into this tracker. Member scrutiny required to sign off peer review as complete.
Draft strategy revised and adopted	APP			Jan-22	Timeline revised following Peer Review which indicates the Strategy will be in place following the November 22 Cabinet meeting.
Action plan revised and adopted	APP			Jan-22	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 in diary for July to review action plan prior to consultation. Consultation to begin June (after purdah) concluding 6 weeks later - plan for multiple approaches i.e. on line, 12 workshops etc. etc. Publication in time for September (autumn term).
Quality and Outcomes Framework in place	APP	GB/CM	Oct-21		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		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/C	Feb-22		Dashboard now ready to be adopted.
SEND Partnership Quality Assurance process for EHCPs in place	APP	GB/CM	Oct-21		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		Multi stakeholder workshop to finalise the coproduced document took place in November. Final version submitted and approved in March.
Development of new feedback surveys					
Parent facing survey co-produced	APP	Local Offer Review Group	Nov-21		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 - Final surveys being launched September 22.
Young person survey co-produced	APP	Local Offer Review Group	Nov-21		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. Final surveys being launched September 22.
Professional and school setting survey co-produced	APP	Local Offer Review Group	Dec-21		LORG working on coproducing this survey but capacity issues mean will be delayed until June 22. Final surveys being launched September 22.
Joint Commissioning Priority Projects					
Neurodevelopment Pathway (Neu Pathway) launched	APP	CM/SSIF	Dec-21		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, access 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		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		Completed
Balance System* mapping completed	APP	CM	Oct-21		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		
Balance System recommendations for outline delivery model for SLT, OT and Physio defined	APP	CM	Jan-22		
Business case developed for review and supported through partnership governance	APP	CM/GB	Mar-22		
Commissioning Roadmap to be updated and published	APP	CM	Feb-22		Discussed at recent Joint Commissioning Group - final version still to be published
Shared Spend understood and opportunities for future strategic planning outlined	APP	CM	Dec-21		Shared spend presentation at January Joint Commissioning Group
Develop clear timescales and outcome measures for the joint commissioning roadmap	PR	CM	Jan 22 - Apr 22		
Roadmap reviewed and revised to include clear timelines and outcomes			Mar-22		
Roadmap signed off by SSSPB/Joint Commissioning Board			Apr-22		
Accelerated Progress Plan (DIE/NHSE) meetings report progress in joint commissioning			Jan-22 and Quarterly thereafter		Meeting was rearranged by DIE and now scheduled for March
Progress of roadmap tracked by SENDOPs			6 times a year		
Enable the Portfolio Holder (PFH) to regularly sample casework as part of the performance monitoring and quality assurance process.	PR	GB	Jan-22		
Establish access to files/samples			Jan-22		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		
PFH samples files on quarterly basis			Apr 22 and ongoing		
Consider developing training to specifically look at cross-party scrutiny and challenge of SEND and working with residents with SEND issues.	PR	BM	Feb to July 22		
Needs analysis undertaken with all elected members (current members Feb/new members July)			Feb 22 and July 22		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		Needs analysis will inform requirements but draft programme being established and diary dates in place
Training delivery confirmed			Mar-22		Took place evening of 27/3 and 27/4
Regular programme of training established on a rolling programme			Apr 22 and Jul 22		
Use the feedback from the peer challenge to refresh the draft SEND Strategy	PR	GB	Feb to July 22		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		
Co-production from student voice commissioned			Feb-22		
Parent groups consulted			Mar-22		Scheduled for May
Format/scope of revised strategy confirmed			Apr-22		Scheduled for May

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

<ul style="list-style-type: none"> <li>Strategy for adoption by appropriate governance in place</li> </ul>			May-22		
SBC cabinet sign off new strategy			Jul-22		
<ul style="list-style-type: none"> <li>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</li> </ul>	PR	BM	Apr 22 to Jun 22		Coproduced Graduated Response document launched in Sept 22
<ul style="list-style-type: none"> <li>Southend Shared Expectations/SEND provision guidance document simplified and promoted</li> </ul>			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> </ul>			DFE Contingent		
<ul style="list-style-type: none"> <li>Align to wider inclusion project, with its own operational plan and measures</li> </ul>			Apr-22		
<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 March SENDOP evidences reduction in refusal to assess over the past 18 months now 21st Nationally although significantly increased number of requests are pushing the % back up again
<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> </ul>			Apr-22		
<ul style="list-style-type: none"> <li>Processes made clear to schools and parents</li> </ul>			May-22		
<ul style="list-style-type: none"> <li>Not a PR team recommendation, but clear from body of the report</li> </ul>					
<ul style="list-style-type: none"> <li>Review, update and rewrite the threshold of need document and ensure everyone understands the pathway</li> </ul>	PR	AP	Mar 22 to May 22		
<ul style="list-style-type: none"> <li>New pathway document reviewed and redrafted and consulted on by CWD team</li> </ul>			Mar-22		
<ul style="list-style-type: none"> <li>Two orientation events run for parents</li> </ul>			Apr-22		
<ul style="list-style-type: none"> <li>Publish new threshold and pathway document on the Local Offer site</li> </ul>			May-22		
<ul style="list-style-type: none"> <li>Introduce specific training for staff working in SEND on Neurodiversity</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>Work with parent groups to co-produce new training for area staff on Neurodiversity</li> </ul>			Mar-22		
<ul style="list-style-type: none"> <li>Programme of training devised and implemented</li> </ul>			Apr-22		
<ul style="list-style-type: none"> <li>Carry out an audit of children and young people where neurodiversity is a possibility</li> </ul>	PR	GB	Feb to Apr 22		
<ul style="list-style-type: none"> <li>Clear picture established on number open/closed cases</li> </ul>			Feb-22		
<ul style="list-style-type: none"> <li>Audit workshop to identify issues from parents perspective takes place</li> </ul>			Mar-22		
<ul style="list-style-type: none"> <li>Guidelines developed with parents to inform future identification and support</li> </ul>			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>	PR	AK	Mar to Jul 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>			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> </ul>	PR	AK	Feb-22		
<ul style="list-style-type: none"> <li>DSWEHYS identifies and implements new chair of RAP</li> </ul>					
<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		Two SEND training sessions have been delivered to Councillors around SEND awareness and SEND funding.
<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>			Aug-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>	PR	LM	Apr 22 to May 22		
<ul style="list-style-type: none"> <li>Formal learning review process established</li> </ul>			Apr-22		
<ul style="list-style-type: none"> <li>Quality Assurance learning informs all future processes and decisions</li> </ul>			May-22		
<ul style="list-style-type: none"> <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		