

SEND

Review Action Plan

Context:

- In response to the Lincolnshire Review in 2021, Suffolk County Council (SCC) and partners co-produced an Integrated Plan setting out activity required to deliver the review's recommendations
- SCC and partners have been working to deliver these recommendations through this Integrated Plan over the last twelve months
- SCC have recently reviewed progress on these recommendations and Integrated Plan. This identified that the majority of recommended activities have been actioned, and that a number require transition core delivery within the Service, or integration into the SEND Strategy, which will be reframed as the 'Integrated SEND Strategy' moving forward

Overview: Progress

- 22 of the 32 activities set out in the Lincolnshire Review are actioned , the remaining 10 to be completed by December 2022.
 - Agreed the delivery of 1,317 new specialist school places either in new schools or units linked to mainstream schools by 2026. 826 of these new places are now open. SCC has invested £55m in new specialist school places.
 - Increasing number of EHC plans finalised for children and young people to meet their needs (Sept 2022, 6847. Sept 2021, 6133. Sept 2020, 5849)
 - Clear strategy and framework to better identify and meet needs of children and young people, thereby reducing demand within the system
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Overview: Progress

- Inclusion Support Line for schools (supporting early intervention) opened September 2022
 - Reviewed and strengthened our processes with partners, including NHS colleagues and schools
 - New dashboard in place to track and monitor Education Health & Care needs assessments and plans
 - Implementing a new document management and database system to manage children's information (live April 2023)
 - Continue to co-produce and work in partnership with Suffolk Parent Carer Forum
 - Staff training undertaken and more planned
 - 66 schools have signed up to partake in SEND Decision Making Panels
 - Post 16 Providers are committed to be part of the Moving into Adulthood Priority Group
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Overview: Areas of concern and plans

Recruitment: Family Services

	Total Structure	Vacancy	%
North	13.9	4.30	30.94%
West	21.40	6.00	28.04%
South	31.76	12.00	37.78%
Central	9.67	1.40	14.48%
	76.73	23.70	30.89%
As at 21/10/2022			
Appointed due to start	4.1	5.34%	
Interviewing	10.6	13.81%	
Vacant	9	11.73%	
	23.7		

Plans:




- Recruited 19.9 FTE new posts (across Inclusion services) from the additional £1.1m funding, including 1 educational psychologist post
- Shortlisting and interviewing for a further 10.6 posts in Family Services (6 of which are from the £1.1m).
- Working with SEND lead for Workforce Development to further develop training guide to support managers when inducting and training
- SCC HR are looking at new ways to support recruitment and managers. Priority for SCC.

Overview: Areas of concern and plans

- Specialist education placements – demand continues to grow, despite significant investment
 - **Plan:** Phase 3 Capital Investment has just been agreed and investment in early intervention by means of Valuing SEND
- Health provision – demand for speech and language, mental health support, occupational therapists
 - **Plan:** Continue to strengthen partnership work with health colleagues, including substantial investment
- Volume of Annual Reviews received and outstanding
 - **Short term plan:** Emergency Business Support staff have been recruited and are being trained in processing annual reviews
 - **Longer-term plan:** Increasing staff capacity and improving the process
- Level of complaints
 - **Plan:** Continue to implement the changes identified and increase staff capacity

Recommendation 1: Identify a strategic partner to support, at pace, a review of the current case management arrangement for children and young people subject to statutory SEND processes to make sure that there is the capacity and knowledge to ensure co-production during every stage of the EHC process

Note: 'Action completed', refers to the action/activity to bring about the change being completed. We know that the impact of all the actions might not have been felt yet. We are working to capture and monitor the impact of action/ activity.

Action identified in Autumn 2021	End of November 2022 – what's been done	Still doing	Activity incorporated into
The strategic partner will begin working with us from 20th September, with an integrated delivery plan created with parents and partners for the changes we want to make	Action completed 	N/A	N/A
The review of our case management arrangements will start this half-term and set out clearly how we will change the capacity and knowledge to ensure co-production at every stage. Importantly, we will also aim to start to action the agreed changes this term to show impact, seeking feedback from parents and young people to ensure the changes are working	<ul style="list-style-type: none"> Capacity Analysis completed Staffing levels reviewed Recruitment underway All posts from the £1.1m have been advertised and interviewed for X posts are being readvertised. All eligible Family Services Officers have completed the Signs of Inclusion training and as capacity increases coproduction this will be increased into practice. The feedback form for New EHCP's is live  		This will be completed by December then move into core delivery
We will also review our SENCo advice line to ensure it is maximising the impact it can have in supporting SENCOs and implement any changes necessary	<ul style="list-style-type: none"> Inclusion Support Line developed Inclusion Support Line Advisors are in post Inclusion Support Line launched September 2022 Inclusion Support Line is live, with call volumes increasing  		This will be completed by December then move into core delivery



Recommendation 2: Complete a training needs analysis, with Family Services' officers, to identify gaps in knowledge and skills; develop appropriate training to ensure that all practitioners and managers are fully conversant with process, procedure, SEND legislation and Person-centred Planning and that practice is consistent across the county

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Action identified in Autumn 2021	End of November 2022 – what's been done	Still doing	Activity incorporated into
We will co-develop the model of practice for our teams, with key stakeholders through dedicated design workshops	<ul style="list-style-type: none"> Design workshops held to develop the strengths-based practice component of Signs of Inclusion model of practice  	N/A	N/A
We will co-create the tools required to implement the new practice model. As part of this, we will be develop and trial a clearer way of assessing needs of children with SEND, based on strengths and pilot this with our strategic partner through the Autumn term	<ul style="list-style-type: none"> Conversation prompt tool codeveloped, included in training and in use from the strengths-based pilot VSEND trial completed, and rollout plan developed. All schools to be trained by summer 2023  	N/A	N/A
We will complete a training and skills analysis that identifies gaps in knowledge around SEND legislation and guidance as well as confidence levels in having strength-based discussions with families and partners	<ul style="list-style-type: none"> Initial developments and training completed 	<ul style="list-style-type: none"> Lisa Crane and Jemma Lynch are working on inductions and training to be in place by September/October  	<ul style="list-style-type: none"> Sits across Priority 1, Priority 2 and Priority 4 of SEND Strategy review
Refreshed training on SEND procedures for appropriate staff will commence this term	<ul style="list-style-type: none"> Two, whole Service training sessions delivered in April 2022 on 'Decision making panels for SEND; Understanding the Children and Families Act 2014 and the SEND Code of Practice 2015'  	N/A	Ongoing as part of induction and professional development.


Recommendation 3: Critically analyse current operational practice against the SEND Code of Practice and primary legislation (Children and Families Act 2014) to ensure the integrity of the local authority's compliance with statutory duties

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Action identified in Autumn 2021	End of November 2022 – what's been done	Still doing	Activity incorporated into
Collation and (external) review of policy and process documentation, against SEND Code of Practice and primary legislation	<ul style="list-style-type: none"> External review of all SCC letters Review of existing guidance on the local offer Updates and changes made as identified and required Training on legal compliance, SEND decision making and the law Training for partners on panel attendance and the law Reviewing the training on writing EHC plans Easier access for all to legal advice to ensure statutory duties well understood 	<ul style="list-style-type: none"> Review training on writing EHC Plans Additional training on quantification and specificity Training on EHC needs assessment process for new Family Services Coordinators Review of existing guidance on the local offer 	<ul style="list-style-type: none"> SEND Strategy Review Priority 2 as core delivery for continuous improvement
(External) observation of operations in practice			
Agreement of improvements and actions identified with parents and stakeholders			
Incorporation of the actions into the training and practice development programme so they are coherent			





Recommendation: 4: Senior leaders to check, with the CCGs, the effectiveness of the local protocol for the effective sharing of information which addresses confidentiality, consent and security of information

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Action identified in Autumn 2021	End November 2022 – what's been done	Still doing	Activity incorporated into
<p>We will review our local information sharing protocols to ensure we have clear and robust processes in place that can be articulated and understood by staff across the SEND system</p>	<ul style="list-style-type: none"> • DPIA done x2 • CYP files on SharePoint which all partners can access for EHCNA panel preparation, attendance, discussion and decision making • Data protection and Information Sharing training delivered to staff • QA processes across the partnership • Health in attendance at panels to share in decision making and sign off Health section of Education Health & Care plans 	N/A	Core delivery for continuous improvement
<p>These will form part of the integrated learning and development programme we will develop (which will include increasing the understanding of the SEND Code of Practice and applying strength-based approaches in practice)</p>			
<p>We will meet with our data management team to review current systems to ensure they enable smooth, safe and compliant data sharing – and take actions to overcome any challenges that may exist in our current systems</p>			
<p>Our quality assurance processes will include a specific lens of information sharing, so as we review our interactions with partner organisations and parents and carers including assessments, plans and reviews, we will assess the effectiveness of information sharing and share the outcomes of this</p>			






Recommendation 5: Establish a robust means of tracking and reporting on all Annual Reviews; develop appropriate processes that support proactive engagement with settings to ensure both that Annual Reviews are held and paperwork is submitted to the local authority within timescales

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Action identified in Autumn 2021	End of November 2022 – what's been done	Still doing	Activity Incorporate into
We will track the completion of Annual reviews for all children and young people with EHCPs	We are now tracking the completion of Annual Review for all CYP with EHCPs 	We still aren't completing enough Annual Reviews within Statutory Timeframes. We have taken steps to improve this, such as: <ul style="list-style-type: none"> Recruiting additional interim staff to support with Annual Reviews 12 people joining to help progress this (capacity has been a limiting factor thus far) Designing the use of the Liquid Logic system 	<ul style="list-style-type: none"> Core delivery
We are currently trialling a new 'Annual Review Portal' which will help ensure all schools know which reviews are due and when. The portal will allow safe submission of paperwork and the Local Authority to monitor and report on timescales	The 'Annual Review Portal' trial has been completed, however the decision has been taken not to roll this system out for the reason stated below 	N/A	<ul style="list-style-type: none"> The rollout of liquid logic
The trial will take place through the Autumn term to be fully rolled out through 2022	The decision has been made to move to the Liquid Logic System so we will no longer be rolling out the 'Annual Review Portal'. However, schools on the portal may keep using it if they wish 	<ul style="list-style-type: none"> Liquid Logic Programme team working to implement the new system by April 2023 	<ul style="list-style-type: none"> The rollout of liquid logic
In the Autumn term, we will ensure 'annual reviews' is a key agenda at our SENDCo networks, alongside other improvement priorities, including the new approach to understanding and measuring children's needs that we will be trialling	SCC attends SENCO Forum termly to deliver Annual Review training 	N/A	<ul style="list-style-type: none"> Core delivery for continuous improvement

Recommendation 6: Establish a mechanism to ensure that all Phase Transfers are identified; actively tracked and completed within the relevant legal timescales for both children of statutory school age and Post-16 learners

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Action identified in Autumn 2021	End of Summer term 2022 – what's been done	Still doing	Activity incorporated into
As a subset of the actions in the section above regarding tracking Annual Reviews, we will complete a full check and validation of the list of children and young people who require a review of their EHC plans in preparation for Phase Transfer	<ul style="list-style-type: none"> We have created a specific reporting mechanism through Capita One. This is reported on weekly basis 		<ul style="list-style-type: none"> Core delivery
We will ensure this list is distributed to all headteachers and principals of schools, colleges and other institutions attended by children or young people with EHC plans	<ul style="list-style-type: none"> Communication has again been sent out to schools again at the start of term 	<ul style="list-style-type: none"> In progress, we will send out communication two weeks before the start of term 	<ul style="list-style-type: none"> Core delivery
We will ensure effective communication with those headteachers and principals who have children where transfers are due to take place, through Specialist Education Staff, to confirm the lists and timescales for the submission of the Annual Review paperwork	<ul style="list-style-type: none"> Communication has again been sent out to schools again at the start of term 	<ul style="list-style-type: none"> In progress, we will send out communication two weeks before the start of term on the 1st of September 	<ul style="list-style-type: none"> Core delivery
Advance communication with all parents / carers of children with plans requiring Phase Transfer, and scheduling of transition planning meetings for Spring and Summer Terms for those moving to year 7 in mainstream	<ul style="list-style-type: none"> Completed, this is picked up annually as part of annual process 	<ul style="list-style-type: none"> Mainstream year 7 visits for all those with EHCPs in the autumn term to meet with SENCO to discuss implementation 	<ul style="list-style-type: none"> Core delivery
We will provide additional Business Support resource to support administrative processing and to monitor progression.	<ul style="list-style-type: none"> Autumn term 2021 and Spring term 2022 additional capacity received from across SCC. 	<ul style="list-style-type: none"> We have secured some more temporary resource to support with this. There are 12 staff starting in August with this focus 	<ul style="list-style-type: none"> Core delivery




Recommendation 7: Review the process for securing specialist placements; use co-production as an opportunity to work with families to explore options for provision that will best support their young person and consider a case work approach to consultation

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Action identified in Autumn 2021	End of Summer term 2022 – what's been done	Still doing	Activity incorporated into
Working with parents to review the proposed new approach and how we best use this to support children and families in Suffolk	<ul style="list-style-type: none"> Suffolk Inclusion Toolkit completed (inc. VSEND), will form key part of panel process/ preparation 	<ul style="list-style-type: none"> New Terms of Reference co-produced with settings, SCC staff and SPCF. Implementation is in progress, with a gradual introduction of new panels. The final version will be in place in September. Settings will be able to join over the Autumn term 	<ul style="list-style-type: none"> SEND Strategy Review, Priority 2
Use the approach to develop a more rounded picture of children's needs and with our specialist provision to help understand the provision's ability to meet these, to ensure appropriate matching of provision and needs	<ul style="list-style-type: none"> VSEND 	N/A	<ul style="list-style-type: none"> Project to rollout Valuing SEND across Suffolk
Ensure families are part of this analysis – developing a shared view on what the child / young person's needs are and how they are best met	<ul style="list-style-type: none"> VSEND 	N/A	<ul style="list-style-type: none"> Project to rollout Valuing SEND across Suffolk
Developing a plan for how we roll this approach out further to mainstream it in practice across Suffolk, including through the revised Decision Making Panels	<ul style="list-style-type: none"> VSEND 	<ul style="list-style-type: none"> Discussion underway about the rollout of VSEND as part of the 'Suffolk Inclusion Toolkit: Supporting the Graduated Response' 	<ul style="list-style-type: none"> Project to rollout Valuing SEND across Suffolk




Recommendation 8: Work with education leaders and parent carers to understand the increasing demand for specialist provision and use both SEND data and local intelligence and demographics to inform sufficiency planning

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Action identified in Autumn 2021	End of Summer term 2022 – what's been done	Still doing	Activity incorporated into
Meet with partners across the system to listen to concerns and ideas for change	AD of Inclusion has: <ul style="list-style-type: none"> Met with different groups of Headteachers and CEOs Undertaken 'Time to Listen' events with parents Attended to feedback from SENDIASS and SPCF SCC staff have attended SPCF Roadshows 	<ul style="list-style-type: none"> Termly opportunities for Heads to meet to update on SEND developments and provide an opportunity to better understand the system and how schools and SCC can meet the needs of children and young people in Suffolk with SEND Monthly meetings with SPCF 	<ul style="list-style-type: none"> SEND Strategy Priority 2
Using the data from the trial to pinpoint the nature and extent of needs which go unmet, across different localities and settings		<ul style="list-style-type: none"> Data from the VSEND trial is not at sufficient scale to inform the refreshed sufficiency plan. The Sufficiency Plan has been informed by: Census Data; iHub data; Statistical Neighbour benchmarking 	<ul style="list-style-type: none"> SEND Strategy Review, Priority 3 collaborating with the project team rolling out VSEND
Aggregating the data on needs from the trial to evidence where provision is insufficient		<ul style="list-style-type: none"> Data from the VSEND trial is not at sufficient scale to inform the refreshed sufficiency plan. The Sufficiency Plan has been informed by: Census Data; iHub data; Statistical Neighbour benchmarking 	<ul style="list-style-type: none"> SEND Strategy Review, Priority 3 collaborating with the project team rolling out VSEND
Developing new sufficiency actions based on this evidence	<ul style="list-style-type: none"> Sufficiency Plan updated 2022 	<ul style="list-style-type: none"> Sufficiency Strategy and Plan is in development and will be brought to CLT on the 30th August 2022, then Cabinet in October 2022 Future refresh of sufficiency strategy will be informed by data from Suffolk Inclusion Toolkit (inc. VSEND) subject to 	<ul style="list-style-type: none"> SEND Strategy Review, Priority 3

Recommendation 9: Use the outcomes of complaints, mediations and Tribunals, as well as LGSCO decisions, to critically analyse processes and decision-making and identify learning to inform future practice for all practitioners involved in the SEND processes

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Action identified in Autumn 2021	End of Summer term 2022 – what's been done	Still doing	Activity incorporated into
Desktop analysis of complaints, mediations and Tribunals, as well as LGO decisions to identify the common drivers (themes)	<ul style="list-style-type: none"> Complete and reported to Scrutiny Committee 	<ul style="list-style-type: none"> Through the SEND Strategy Review, Priority 2 – there will be ongoing development of the Compliments, Comments and Complaints(CCC) Dashboard which will provide ongoing analysis of themes for action 	<ul style="list-style-type: none"> The SEND Strategy Review, Priority 2
Two workshops, including parents / carers, to review themes and identify and immediate changes that could reduce these challenges	<ul style="list-style-type: none"> Two workshops with parents completed as part of the development of the Integrated Plan 	N/A	N/A
Ensure lessons from this analysis of themes is brought into the development of the practice model for our case management teams	<ul style="list-style-type: none"> We used 'Core Messages' to the workforce to share learning from LGSOs More detailed information is being shared with parents regarding LA decisions, following complaints 'Ideal worker' information has been promoted through Core Messages Guidance for phased transfers – person centred approaches has been shared Way Forward Meetings have trialled following a no to assess decision to identify strategies to move forward 	<ul style="list-style-type: none"> Activity to ensure lessons learned from complaints, mediations and tribunals will be ongoing. It will be made easier by the Compliments, Comments and Complaints Dashboard where we can easily see the nature of complaints and make sure we pick it up in continuous improvement for our services. 	<ul style="list-style-type: none"> Continuous improvement in core delivery