

**Somerset Health and Wellbeing
Board (virtual meetings from May
2020 due to Coronavirus)
Thursday 18 March 2021
11.00 am Virtual meeting via Microsoft
Teams**



SUPPLEMENT TO THE AGENDA

To: The Members of the Somerset Health and Wellbeing Board (virtual meetings from May 2020 due to Coronavirus)

We are now able to enclose the following information which was unavailable when the agenda was published:

Item 8	Special Educational Needs and Disability (Pages 3 - 58) To receive the report.
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Published on 11 March 2021

Democratic Services, County Hall, Taunton, TA1 4DY

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SEND Monitoring Report Presentation

Summary of local area progress against Written Statement of Action

Julian Wooster and Becky Applewood

The aim of this presentation

To show you where we are on our improvement journey: **how, where and what difference is being made for children, young people and their families...**

- **How** we have begun to deal with the concerns raised by the Inspectors
- **How** we work as a system, especially with children, young people and their families
- **How** we deal with challenges:
 - Barriers to improvement
 - Risks and issues
 - Managing change
- **Where** improvement is happening
- **Where** we need to work harder
- **What** is under way or is coming soon
- **What** still needs to be done

Page 4

What will this and the report tell you?

We will tell you about the work we are doing and the impact it is having...

- ✓ **Families feel heard** and have a clearer understanding of the barriers. Practitioners are provided with tools they need (IP1)
- ✓ Leaders are **working with and listening** to children, young people and families (IP2)
- ✓ **We resolve problems together** and using data more effectively (IP3)
- ✓ Children, young people their families and practitioners feel the **benefit of better commissioning** (IP4)
- ✓ **Parents and carers value MDT Triage**, now rolled-out across most parts of Somerset (IP5)
- ✓ **'Hearts and minds'** work with schools shows early signs of commitment: we know more needs to be done (IP6)
- ✓ A **breakthrough in data management** using NHS numbers will make assessment easier, clearer and more consistent (IP7)
- ✓ Consistent improvement of **timeliness in issuing of EHC plans** over the past year, and **backlog cleared** (IP8)
- ✓ **Better quality assurance in place** - service users expected to feel the benefit in coming months including through giving feedback (IP9)

Structure of our presentation

Improvement progress since the inspection

How we create the capacity for improvement

The wider work supporting Improvement

Additional report
Detail and Evidence of Progress

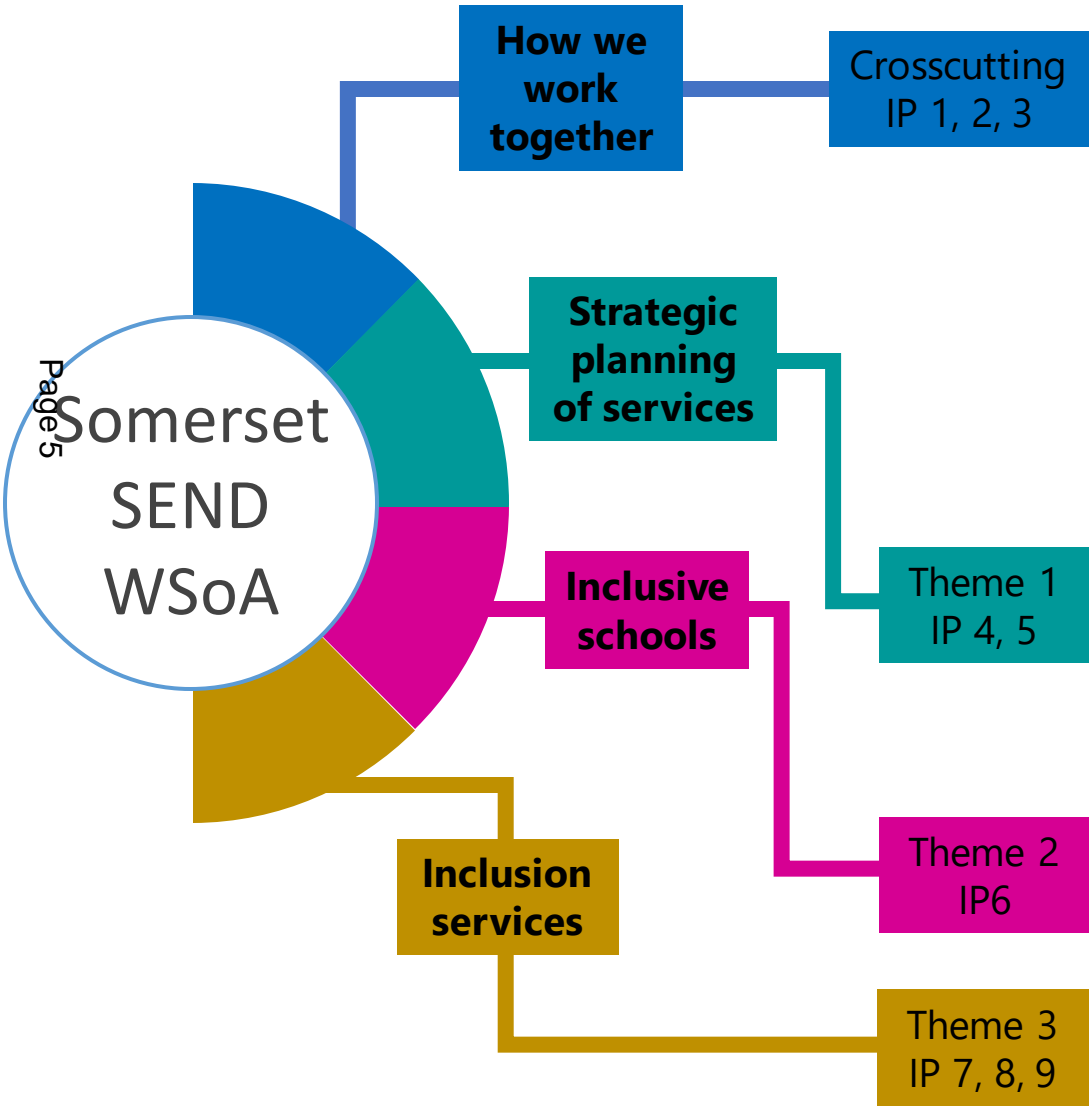
How we engage our CYP and families

The role of the SEND Improvement Board

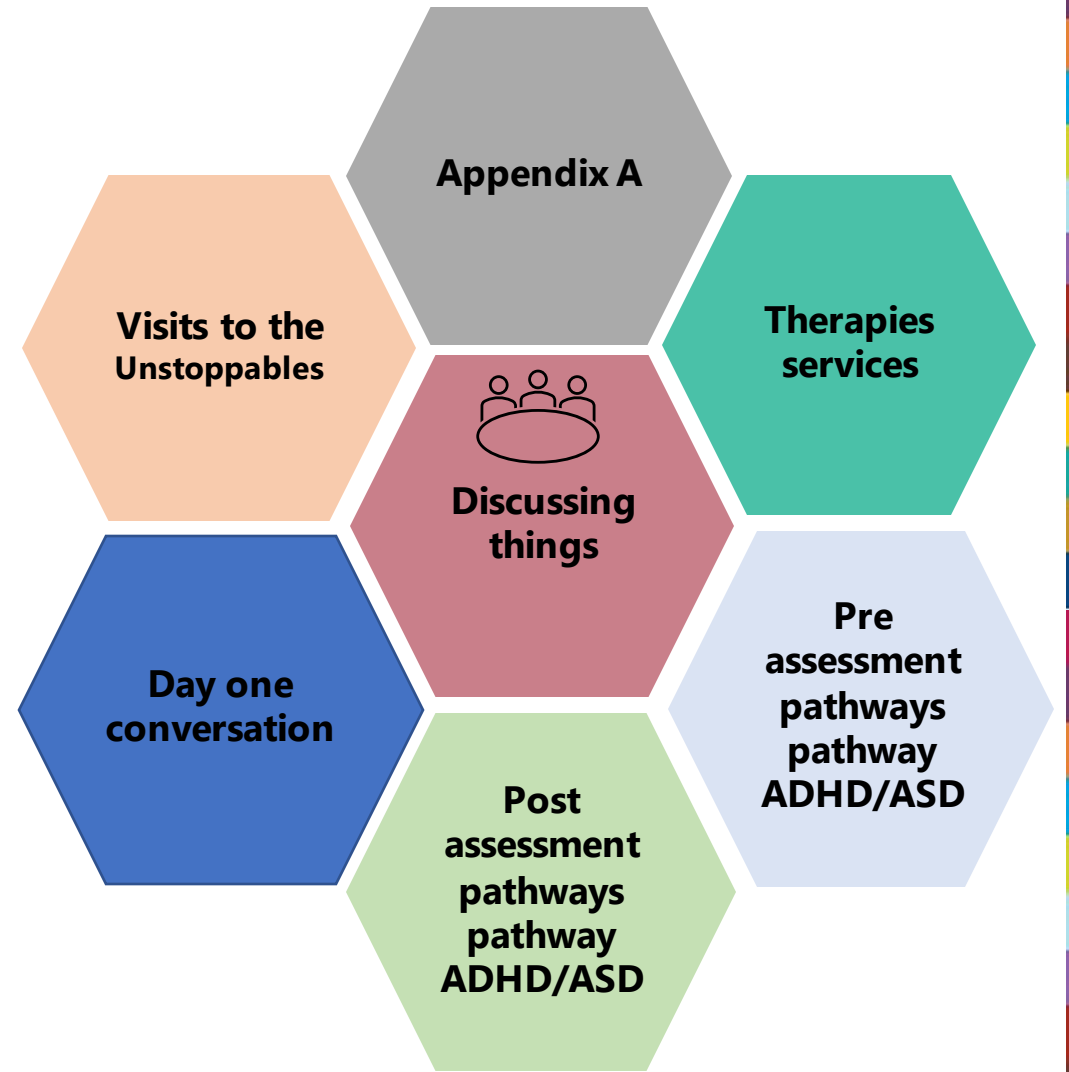
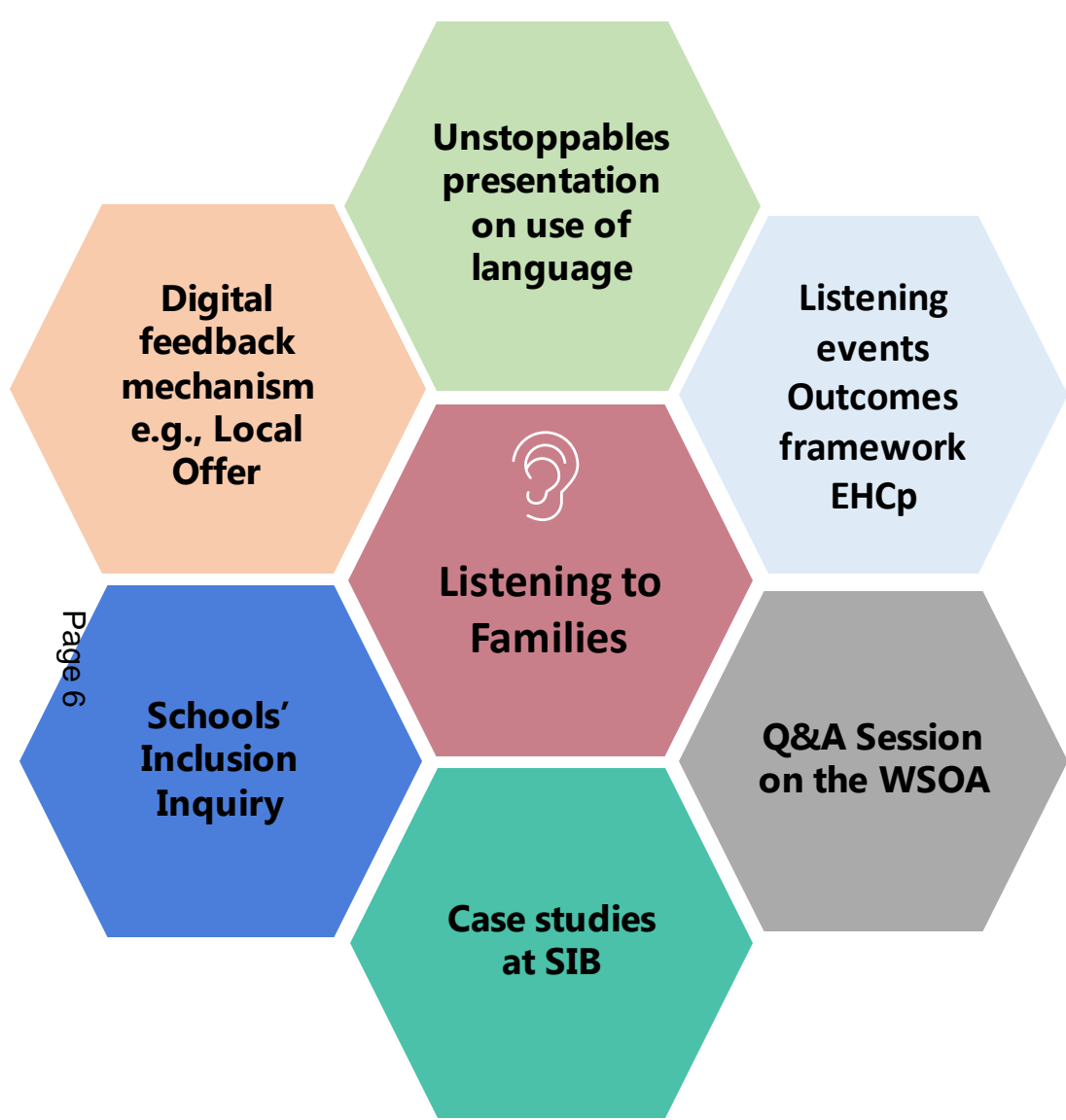
Showcase of each workstream



Improvement progress since inspection



- Independent Provider of Special Education Advice (IPSEA) engagement and training event for parents, and wider parent survey
- Funding from NHSE for a NHS Leadership Academy leadership & culture programme for 100 'culture carriers'
- Initial report on compliance with statutory duties. Work ongoing to identify gaps already being addressed through WSoA
- Co-production events to develop SEND Outcomes for Somerset. Initial framework produced. Families' views are aligning with staff views from earlier work. National best practice and data sets being assessed to help us measure performance against outcomes
- Identification of good practice SEND Strategies and development of an overarching framework strategy
- Training in Quality Improvement (QI) methodology rolled out to initial cohort and more to follow, to support improvement in assessment and quality assurance processes
- Professionals are committed to involving parents and children in service design
- Work with the Institute of Public Care (IPC) and Oxford Brookes University to understand improvement required in Joint Commissioning.
- Working to strengthen data available to support commissioning and refresh the SEND Joint Strategic Needs Assessment
- We are identifying the SEND workforce in the widest possible way ensuring SEND is everybody's business
- Schools Led Inquiry into inclusive practice
- The Business Intelligence team are developing a Schools Position Dashboard to compare data on Somerset Schools
- Increasing capacity in the SEND Casework Team
- Training our workforce
- Reducing incidents of missed health notifications



Listening and learning from the experiences of CYP and their families

Creating the capacity for improvement – SIB & CEG

- Reset of SEND Improvement Board (SIB) mid 2020 to oversee development and delivery of Written Statement of Action
 - Refreshed membership; SCCG & SCC CEOs joint Chair
 - Increased frequency (quarterly to monthly)
 - Standing agenda items
 - ‘Spotlight on...’ improvement priority areas
 - Young Person participation and families’ feedback (lived experience)
 - Member reports
- Implementation of Children’s Executive Group for joint decision making and issue resolution to facilitate delivery of WSoA
 - SCCG and SCC senior leaders from Women’s & Children’s Health, Children’s Services and Public Health



SEND Improvement Board

- 7 meetings since the inspection include the following progress
 - Review and endorsement of Written Statement of Action
 - Reporting arrangements and adoption of joint SCCG/SCC risk register for SEND
 - Risk management approach and change control process has been put in place
 - Individual priority area 'checkpoints'
 - Endorsement of recommendations for improving engagement of families and increasing feedback and leadership commitment to supporting key engagement events
 - Approval of interim Multi-Disciplinary Triage (MDT) solution as a first step to improving the Autism pathway
 - Agreement to proceed with implementing (IPC) recommendations for improved joint commissioning
 - 4 'Spotlight on...' covering IP1 (YP & families engagement), IP2 (leadership & culture), IP4 (joint commissioning) and IP5 (Autism pathway)
 - Understanding the lived experience
 - Unstoppables feedback - experiences in education, language around SEND (reminding professionals to be mindful of the terminology they use)
 - Review of individual family case studies
 - Member reports from NHS providers, PH and Schools representatives – what's going well, what's not so great, what would help make it better

Wider work supporting SEND Improvement

- Relaunch of Early Help Processes in Schools
- Launched a app called 'MeeTwo', which provides peer support for young people experiencing mental health difficulties.
- Mental Health Trail Blazer projects have been launched in pilot areas supporting pupils with emotional health and wellbeing
- Increased capacity of the SENDIAS service
- Redesigned guidance to ensure workers take a graduated response to interventions with families, ensuring families with SEND are treated fairly
- A single point of contact for parents seeking SEND advice, support and guidance from the Local Authority has been established

Priority - Our Children & Young People and their Families (IP1) – Lead: Ruth Hobbs

Inspection concern

The lack of focus on the experiences of children and young people with SEND and their families when formulating strategies to improve the area

IMPROVEMENT HEADLINE

Parents can see the direct impact that their involvement has had and we are seeing new families getting involved.



IMPACT – the 'so what?'

- Feedback from engagement events has led to series of recommendations which all agencies have signed up to which will ensure all families involved are clear about their role in engagement events and how their feedback is used.
- Parents can see the direct impact that their involvement has had e.g new health pathways on the Local Offer (IP7) clarity around unpaid carers vaccinations.
- We are seeing new families getting involved and have received positive feedback that parents are valuing the opportunities to meet.

Our Improvement Progress & Impact

What we have achieved so far

- Outputs from engagement events have been used to support service development and shape the Outcomes Framework for Somerset and SEND Strategy (IP3), service developments and joint commissioning (IP4&7) and development of the Autism pathway (IP5) NHS Number now being used to link casework information across Adult Social Care, Children's Services, Youth Justice and Health (with IP7)
- Families and practitioner feedback influencing the ongoing development of the coproduction framework and participation toolkit
- Improved understanding of opportunities for families to share experiences
- Increase awareness at Board level of impact on YP and families through regular sharing of case studies and YP presentations
- Improved information available to families and mechanisms for sharing feedback through ongoing development of the Local Offer

External support we have received

- IPSEA training has supported parent carers in their understanding of SEND law, helping SEND Statutory Team in managing expectations

Barriers/Concerns

Misalignment of Comms and Engagement work across the WSoA, compounded by the speed of change required in the plan, has led to multiple events being scheduled in a short period of time impacting on levels of engagement.

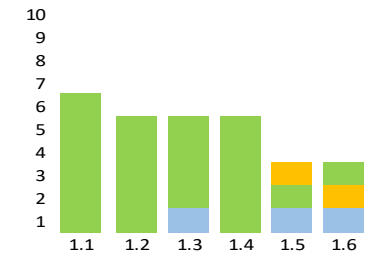
Mitigation

Alignment of IP1 and Comms & Engagement teams and implementation of single route for planning and managing SEND communications and engagement activity.

Priority 1 is...

Crosscutting

Action/Milestone Status



Measures

- CYP & parent carers reporting staff work closely with them
- CYP & parent carers reporting their views are listened to
- CYP & parent carers reporting their feedback has been used for service improvement

Next Steps

- Completion and launch Co-production Framework
- Development of the Local Offer to further improve user experience & interactions
- Complete and run refreshed '360' survey to measure families experience
- Further engagement events to inform the ADHD/Autism pathway and schools' 'Inclusion Inquiry'

Priority – Our Leadership Capacity (IP2) – Lead: Melissa Fairhurst

Inspection concern
The lack of leadership capacity across area services
IMPROVEMENT HEADLINE
Creating our system of 'Culture Carriers'
IMPACT – the 'so what?'
Elements have of the QI training have been used to understand the problems we are trying to solve in other areas, such as Customer Journey Mapping in IP5.

Our Improvement Progress & Impact

What we have achieved so far

- ↑ Funding has been agreed from NHS Leadership Academy for two elements of a leadership & culture programme - sessions are planned to start from Autumn 2021 and will support networking and wider understanding of roles and responsibilities
- Our understanding of the scope of the workforce supporting CYP with SEND, required for skills audit, is increasing through the development of a workforce map based on HSE "bubbles" diagram
- Bronze Quality Improvement training has been rolled out to an initial cohort; QI methodology is being used with 2 active project groups and is now part of our ongoing offer
- Additional questions have been incorporated into the YP/parent carer and practitioner ('360') surveys to facilitate more regular 'temperature checks'

External support we have received

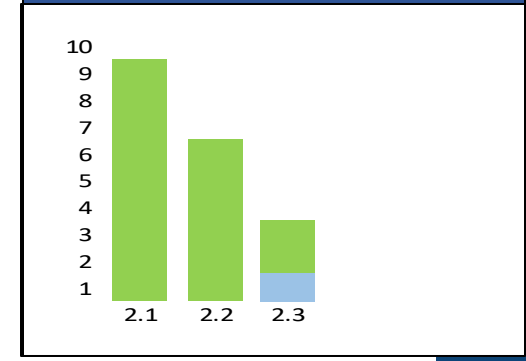
- Facilitated support is provided by Somerset Quality Improvement (QI) Faculty with regular training opportunities for individuals and groups across the system to help extend and embed this as a continuous improvement methodology.

Barriers/Concerns	Mitigation & Change Control
Limitations in available workforce data have required a different approach to mapping the SEND workforce and understanding its scope	Different approach adopted, based on HSE 'bubbles' model and change control to move delivery of milestones in IP2.1 and 2.2 back in order to ensure an effective workforce development plan
Ability for SEND workforce to be released for workforce development due to work pressures, exacerbated by COVID 19 response	Guidance on redeployment of SEND staff and commitment from leadership to support release of staff

Priority 2 is...

Crosscutting

Action/Milestone Status



Measures

- Staff reporting multi-agency working is less fragmented
- CYP & parent carers reporting a shared understanding across the workforce of different statutory responsibilities

Next Steps

- Identify our SEND 'leaders'/culture carriers
- Identify our skills shortages, vacancies and areas of acute resource competition/scarcity
- Co-produce our plan for 'Culture Carriers' development
- Agree content and approach to senior leaders' development

Priority - Our Joint Working Arrangements (IP3) – Lead: Vikki Hearn

Inspection concern

Weak partnership working between services across education, health and care

IMPROVEMENT HEADLINE

Getting the Groundwork in place, such as a nationally recognised developing outcomes framework and a system to effectively measure our system benefits

IMPACT – the ‘so what?’

Through co-production and two-way communications, families are able to see how their feedback is influencing development of the SEND Outcomes Framework, showing that the local area is listening and has heard what is most important to our YP and families

Our Improvement Progress & Impact

What we have achieved so far

- Children’s Executive Group are now an escalation route for risk/issue resolution and programme resourcing; there is a jointly agreed approach to risk management and a joint SEND risk register in place
- The scope of the audit of joint funding arrangements has been agreed and being progressed (supporting joint commissioning)
- Introduction of an innovative Benefits Management System
- Addressed gaps in Health data to inform Strategic Needs Assessment (IP4) and understanding of local area performance
- Completion of a self-assessment of our compliance against CoP, clarified roles & responsibilities (linking to IP2, SEND leadership capacity) and cross-referenced with our WSoA to identify any gaps
- Co-production events have been held identifying the SEND outcomes that are important to families and we are now developing the draft Framework aligned to national best practice (underpins all areas of WSoA)
- Enabling cross programme challenge and understanding through regular Improvement Leads meetings

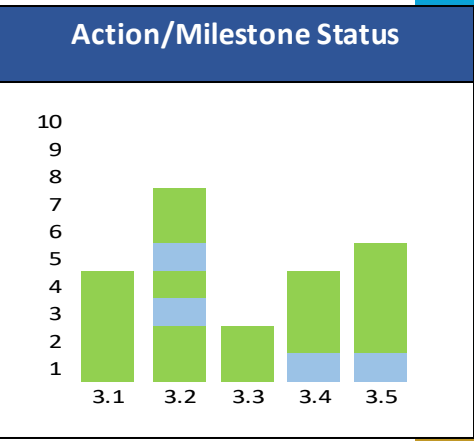
External support we have received

- CDC DBOT training for key staff in October 2020 has supported improvements in practice (EHC plan writing) and training outputs have also been used to inform development of the SEND Outcomes Framework for Somerset

Barriers, risks, issues	Mitigation
Chasing inputs to complete self-evaluation against Code of Practice (Self Evaluation Framework) and mapping areas of non-compliance against WSoA taking longer than expected due to capacity constraints but is still on track	Setting up a spreadsheet to make this light work in the future and to ensure we cross reference and update as we complete work through the WSoA

Priority 3 is...

Crosscutting



Measures

As evidenced through embedding of joint SEND Outcomes Framework & SEND Strategy

Next steps

- Deliver our measurable Outcomes Framework
- Develop our overarching SEND Strategy
- Create a live document on our local offer to clarify system roles and responsibilities
- Refresh the SEND Charter to manage changes to services in line with legislation
- Align ‘whole system’ QA principles with IP4 QA activity

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Priority – Our Joint Commissioning Arrangements (IP4) – Lead: Debbie Rigby

Inspection concern

Poor joint commissioning arrangements that limit leaders' ability to meet area needs, improve outcomes and achieve cost efficiencies

IMPROVEMENT HEADLINE

Co-producing a joint work plan with the system to ensure commissioning is meeting local area need

IMPACT – the 'so what?'

An improved experience for children, young people and families. Services are commissioned to work together with reduced duplication and less confusion around where and how to access support.

Our Improvement Progress

What we have achieved so far

- Recommendations from the Institute of Public Care and Oxford Brookes University external review for joint commissioning were reviewed and agreed at SIB in January 2021
- A draft 'road map' for implementation is currently in consultation
- Joint commissioning 'ways of working' have been agreed and a draft shadow budget process
- An approach to refreshing the Somerset Strategic Needs Assessment (SNA) has been agreed and the refresh is underway
- There is now a single, shared SEND dashboard providing "one version of the truth" (remaining data gaps being addressed through IP3)
- Feedback from families and practitioners has informed an initial review of CYP Therapies to understand the scale of opportunity for more joint working and better models of service delivery (supporting improvement in IP7)
- An options review is underway to improve initial Health Assessments for Children Looked After (CLA)

External support we have received

- The Institute of Public Care (IPC) and Oxford Brookes University were commissioned to undertake an independent review of joint commissioning in Somerset, with a particular focus on SEND.

Barriers/Concerns

Availability of health activity specific to SEND

Ability to review provider contracts while Covid-19 directives remain in place

Mitigation

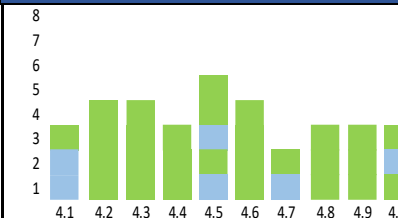
NHS number now being used on EHCP which will enable interoperability with Health system data.

Operational meeting with providers to review activity

Priority 4 is...

Theme 1

Action/Milestone Status



Measures

- As evidenced through outputs e.g. IPC report on recommendations for joint commissioning
- AHC within 20 working days for CLA currently 32% against target of 75% by Dec 21

Next Steps

Agree 'road map' and commence implementation of recommendations for joint commissioning

Complete refresh of Strategic Needs Assessment

Refresh the Joint Commissioning Strategy

Complete 'heat map' of current local area Therapy services

Publish Personal Budgets Policy

Priority – Our Neurodevelopmental Pathway, specifically Autism (IP5) – Patrick Worthington

Inspection concern
The ineffective assessment pathway for autistic spectrum conditions

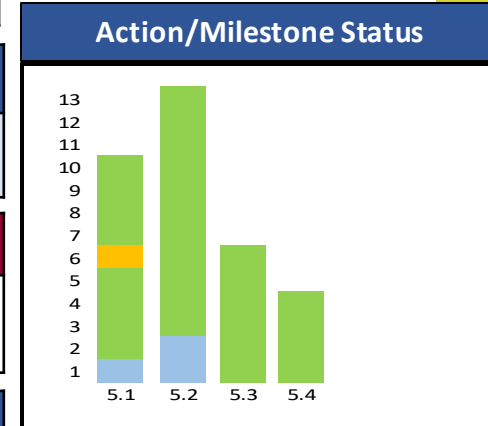
IMPROVEMENT HEADLINE
We now have a functioning MDT Triage across most parts of Somerset

IMPACT – the ‘so what?’
Feedback from parent/carers following MDT Triage shows they have highly valued the assessment their child received and are very supportive of the approach.

Our Improvement Progress & Impact
<p>What we have achieved so far</p> <ul style="list-style-type: none"> • Redesign of pre-assessment pathway nearly completed (including significant engagement from education settings) – publication due April 2021. (Outputs from the gap analysis of the pre-assessment pathway/early help will inform joint commissioning.) • A county wide interim MDT Triage solution to support a holistic test and learn approach to referrals – in place by April 2021 • Funding opportunity has been launched, decisions supported by in depth peer-reviews • A new ‘referral form’ i.e. the ‘Next Steps form’ has been designed to support the route to an assessment for autism and/or ADHD. Pilot to begin April 2021 • Specific focus and prioritisation given to fluid transition points between pre-assessment and assessment pathway • External support we have received • None to date

Main Barriers/Concerns	Mitigation
Lack of available baseline data impacting our ability to build milestones or effective metrics into planning	Working with the provider trusts to develop data reporting mechanisms that will be uniform across the county, for implementation from April 2021
How records are captured and shared is fragmented with logistical/clinical barrier to info sharing especially sharing across boundaries of Health/ Education/ Social Care	Implementation of a Multi-Disciplinary Team (MDT and the learning from this. Ensuring all children and young people get an Autism / ADHD assessment and then exploring what we do about the gaps (with IP4).

Priority 5 is...
Theme 1



Measures
<ul style="list-style-type: none"> • CYP & parent carers reporting confidence in accessing support • Increase in % referrals resulting in assessment for ASD or ADHD <ul style="list-style-type: none"> - SFT (Taunton) currently 41% - VC (Mendip) currently 86%

Next Steps
Further develop the Assessment part of the pathway
Hold post-assessment co-production workshop
Continue Early Years mapping
Educational Psychology Service

Page 1

Priority – Extending inclusive best practice in schools (IP6) – Lead: Amelia Walker

Inspection concern

Too many children and young people not accessing education because of the disproportionate use of exclusion and poor inclusive practices across the area

IMPROVEMENT HEADLINE

All activity is focused on key outcome of securing ‘hearts and minds’ across the school community. We are seeing clear but still fragile signs of commitment to a shared programme of reform.

IMPACT – the ‘so what?’

Too early for impact to be felt by YP and families in education settings, however, external experts on ‘Inquiry’ Panel is seen as a positive by parents and reassurance that ‘things will be different’.

Our Improvement Progress & Impact

What we have achieved so far

- Schools stepping up – leading from the front on IP6.1 Inclusion Inquiry and IP6.3 Inclusive Practice
- Strengthened communications to schools on the wider SEND Improvement Programme, with focus on progress and next steps for IP6
- ‘Inclusion Inquiry’ Panel established and meeting regularly, launch plan developed, comms drafted and awaiting sign offs
- Data set commissioned and a dashboard demo delivered to the to IP6 Steering Group and Associations with feedback provided
- Whole Education presentation to schools supported by Associations. Commitment secured from secondaries - primaries in train
- Initial consultation on partnership reform completed. School survey on partnership structures drafted.
- Links have been made with IP1 to identify opportunities for joint working around inclusive pupil voice and participation in Somerset.

External support we have received

- The Panel managing and driving the Inclusion Inquiry includes 3 external experts acting as ‘critical friends’, including Prof Mel Ainscow who is recognised as an authority on the promotion of inclusion and equity in education

Main Barriers/Concerns

Impact of funding pressures to High Needs and the deficit reduction expectations, plus a lack of capacity within the school system to engage in partnership working

The role of Early Help in underpinning this and other areas of the WSoA is key

Mitigation

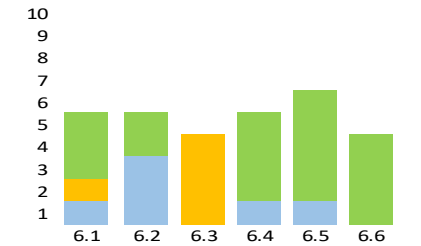
Urgent work being undertaken to develop a collaborative approach

Children’s Commissioning Team leading piece of work on Early Help as a cross cutting interdependency.

Priority 6 is...

Theme 2

Action/Milestone Status



Measures

- Reduction in level of persistent absence by primary pupils with an EHCP to above national level
- Reduction in level of persistent absence by secondary pupils with an EHCP to above national
- Increase in P8 for pupils with EHCPs in KS4
- Increase in pupils with SEND in EET to above national level

Next Steps

Launch the Inclusion Inquiry

Finalise recruitment to ‘Whole Education’ programme to commence in September

Finalise development of ‘phase 1’ dashboard

Conduct schools survey on partnership structures

Priority – Improving the consistency of our practice (IP7) – Lead: Shona Turnbull-Kirk

Inspection concern

Poor assessment and meeting of need caused by inconsistent practice leading to poor outcomes for children and young people with SEND

IMPROVEMENT HEADLINE

Breakthrough addition of NHS number of Local Authority system ‘Thank you Somerset’

IMPACT – the ‘so what?’

No direct impact for service users yet, but NHS number being on the plan will enable effective communication with health services at annual reviews. Clear pathways for C&YP when accessing health services support the local offer and increase knowledge. Children and young people that have LD and or ASD will be discussed prior to reaching crisis stage. This enables services to support the CYP and wider family

Our Improvement Progress & Impact

What we have achieved so far

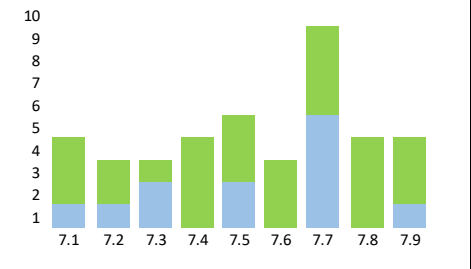
- Dynamic database has been established, enabling risk sharing across the system.
- A review of Therapies service delivery within Somerset has been completed, highlighting opportunities for service delivery improvement to provide a better experience for families
- Local Offer now includes more info on health pathways and has a page dedicated to raising awareness of the 14+ Annual Health Check
- Public Health Nursing have put a system in place to report and address missed or late notifications.
- ‘Section 23’ pilot has been completed and findings are being reviewed with a view to rolling out across the wider health community.
- Public Health Nursing have their core offer in place and are delivering their school readiness programme online
- An amended, co-produced App C (for Health advice contributions to assessment) is in use, supported by targeted training provided by the Deputy DCO – early observations indicate improving quality of contributions.

Barriers/Concerns	Mitigation & Change Control
Ability to profile take up of Annual Health Checks to support targeted awareness raising; plans for increasing take up of AHCs do not ensure quality of outcome	Reset of milestones in IP7.8 to amend approach to improving uptake of AHCs and include appropriate focus on ensuring good health outcomes

Priority 7 is...

Theme 3

Action/Milestone Status



Measures

- Increase in proportion of schools meeting stat compliance for publication of information on website
- Children with completed ASQ-3 at the 2 year review who achieve score above cut-off (no concerns)
- Increasing update of LD AHC - currently 28% (in line with target projection)

Next Steps

- Presentation of recommendations for Therapies services
- Ongoing, targeted support for professionals writing health contributions
- Development of schools ‘health profiles’

Priority – Improving the timeliness of assessment (IP8) – Lead: Claire Merchant-Jones

Inspection concern

Poor timeliness of the assessment, writing and publication of education, health and care plans

IMPROVEMENT HEADLINE

Staff are feeling confident and happy with the work they are completing and partners are expressing more confidence and satisfaction in EHC Assessment and Review process

IMPACT – the ‘so what?’

There has been consistent improvement of timeliness in issuing of EHC plans over the past year but with the ongoing backlog the progress was being hampered despite issuing over 1000 EHC plan in 2020. Took opportunity in January/February to clear backlog – temporary impact on 20-weeks **January 16% and February performance now at over 50%**

Our Improvement Progress & Impact

What we have achieved so far

- Additional staff now in post and inductions underway, increasing capacity within SEND Statutory Team
- 'Initial conversation' with families now routinely offered as part of assessment and annual review -uptake is high and feedback is good.
- Introduction of weekly tribunal meetings- improving robustness of defence and agreeing to concede at an earlier point in the process
- Training and development resources being co-produced alongside the information and advice sections of the Local Offer
- Reporting on timeliness of advice submission in underway and will be on track for March 31st
- SEND Statutory Team staff have completed EHC Plan Writing training
- Backlog has been reduced significantly, with temporary knock on impact to performance against 20 weeks, establishing a more secure footing for achieving the targeted improvements in performance

External support we have received

- CDC 'Delivering Better Outcomes' training October 2020 included staff across SEND Statutory Team

Barriers/Concerns

Appointment/induction and support for new staff may mean that Operational Managers from SEND Statutory Team are focussing their capacity on developing the team .

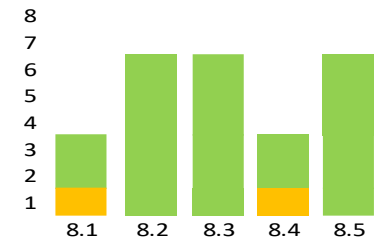
Mitigation

Monitoring of management time and prioritising Ip7,8 and 9 across the leadership team.

Priority 8 is...

Theme 3

Action/Milestone Status



Measures

- Parent carers and YP expressing satisfaction regarding stat assessment
- Numbers of assessments completed within stat timescales – was on track at 45%; temp dip to 17% in Jan while backlog cleared,

Next Steps

Development of key online learning resources to support understanding of the assessment process

Commence issuing of performance report to all statutory advice providers from April 1st highlighting timeliness of submission and number of CYP this impacts on.

Continued/consistent improvement in 20-week performance

Continued/consistent improvement in 20-week performance

Priority – Improving the quality of our EHCPs (IP9) – Lead: Paul Shallcross

Inspection concern

The wide variances in the quality of education, health and care plans caused by weaknesses in joint working

IMPROVEMENT HEADLINE

Understanding the quality of our EHC plans

IMPACT – the ‘so what?’

As with all QA work, the impact is often indirect. However, we would expect to see service users benefiting over coming months by observing increasing quality in a number of key areas - plan writing, initial contact with families, consistency, via clearer practice standards and supervision. From April onwards, service users will have an opportunity to provide feedback on the EHCP process

Our Improvement Progress

What we have achieved so far

- Addition of new staff members has increased capacity within Quality Assurance team to support SEND improvement
- Two audit cycles completed: 20 re. initial contact with families and 13 on quality of EHCPCs
- The terms of reference and membership of a Multi-Agency Audit Group has been agreed. Grade descriptors and audit tool are under consultation
- EHC Plan writing training has been commissioned and rolled out across SEND casework team
- Policy development work underway, including supervision and practice standards
- Increased skills and confidence within the SEND Team to quality assure the work of their team
- Improved understanding in SEND Team about specific areas for ongoing improvements in EHCPs
- As SEND case workers implement the recommendations of QA findings families should increasingly have a more positive experience of the EHCP process

Barriers/Concerns

Capacity and impact on SEND casework team as the focus of much improvement work

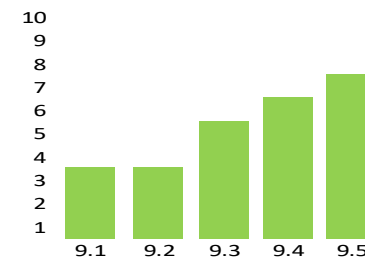
Mitigation

Additional support being offered by QA team at present whilst changes in SEND team embed.

Priority 9 is...

Theme 3

Action/Milestone Status



Measures

- EHC plans have taken into consideration the views of the YP and parent carers (where avail)
- Results of QA show gradual improvement in quality of contribution and quality of overall plans

Next Steps

Multi-Agency Audit Group to complete first cycle of audits of contributions

Develop work around improving annual reviews of EHCPs

Develop our assessment evaluation process and analysis of key messages from feedback

Develop our portfolio of good practice

Summary

How we work together

Our Children & Young People and their Families (IP1)

✓ **Agreement on use of NHS number to provide holistic picture of involvement and support a 'tell it once' approach – gaining national recognition**

Next steps

- Complete and launch Co-production Framework
- Development of our Local Offer to further improve user experience & interactions
- Refresh our '360' survey of families experience
- Further engagement events to inform the AHDH/Autism pathway and schools' 'Inclusion Inquiry'

Our Leadership Capacity (IP2)

✓ **Creating our system of 'Culture Carriers'**

Next steps

- Identify SEND 'leaders' & culture carriers
- Identify our skills shortages, vacancies and areas of acute resource competition/scarcity
- Co-produce our plan for 'Culture Carriers' development
- Agree content and approach to senior leaders' development

Our Joint Working Arrangements (IP3)

✓ **Getting the Groundwork in place, such as a nationally recognised developing outcomes framework and a system to effectively measure our system benefits**

Next steps

- Deliver our Outcomes Framework and overarching SEND Strategy
- Create a live document on our local offer to clarify system roles and responsibilities
- Refresh the SEND Charter
- Align 'whole system' QA principles with IP4 QA

Strategic planning of services

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Our Joint Commissioning Arrangements (IP4)

✓ **Co-producing a joint work plan with the system to ensure commissioning is meeting system need**

Next steps

- Agree 'road map' and commence implementation of recommendations for joint commissioning
- Complete refresh of Strategic Needs Assessment
- Refresh the Joint Commissioning Strategy
- Complete 'heat map' of current local area Therapy services
- Publish Personal Budgets Policy

Our Neurodevelopmental Pathway, specifically Autism (IP5)

✓ **We now have a functioning MDT Triage across most parts of Somerset**

Next steps

- Further develop the Assessment part of the pathway
- Hold post-assessment co-production workshop
- Continue Early Years mapping
- Educational Psychology Service

Inclusive schools

Extending inclusive best practice in schools (IP6)

✓ **All activity is focused on key outcome of securing 'hearts and minds' across the school community**

Next steps

- Launch the Inclusion Inquiry
- Finalise recruitment to 'Whole Education' programme to commence in September
- Finalise development of 'phase 1' dashboard
- Conduct schools survey on partnership structures

Inclusion services

Improving the consistency of our practice (IP7)

✓ **Addition of NHS number to SCC system 'Thank you Somerset'**

Next steps

- Present recommendations for therapies services
- Ongoing, targeted support for professionals writing health contributions
- Development of schools 'health profiles'

Improving the timeliness of assessment (IP8)

✓ **Staff feel confident and happy with the work they do**

Next steps

- Develop key online learning resources to support understanding of the assessment process
- Performance reports for statutory advice providers highlighting timeliness of submission and numbers of CYP affected

Improving the quality of our EHCPs (IP9)

✓ **We understand the quality of our EHC plans**

Next steps

- Fully establish multi-agency audit group
- Develop work to improve annual EHCP reviews
- Develop our assessment evaluation process and analysis of key messages from feedback

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Somerset SEND Local Area Standard Statement of Action (WSoA) Review Meeting Report

16th March 2020

1.	General update on progress or areas of significant impact on the local area
1.1	SEND Services across the 'Local Area' - Somerset County Council (SCC) & Somerset Clinical Commissioning Group (SCCG) were inspected by OFSTED (Office for Standards in Education) and CQC (Care Quality Commission) in March 2020. The Inspection Report was published on 27 th May 2020.
1.2	The inspectors found that SEND Services across the local area required significant improvement across nine areas and determined that a Written Statement of Action (WSoA) for improvement was required. Following publication of the report, work commenced on co-producing the WSoA, which was uniquely challenging due to the constraints of virtual working required as a result of Covid-19.
1.3	The WSoA was approved for publication by Inspectors on 30 th November 2020 and was published on 1 st December. The full WSoA is available on the Local Offer website . It is highly ambitious but must be in order to address the shortcomings in the system and to improve the offer for children and young people with SEND, and their families.
1.4	The WSoA is monitored monthly through the SEND Improvement Board (SIB) comprising members from across the local area. Terms of reference and monitoring reports presented to the SIB are published on the Local Offer website. The WSoA contains nine Improvement Priority (IP) areas linked to the nine areas of weakness. Each IP area has a responsible lead from different parts of the system who reports on the progress of their area and any linked work cutting across the WSoA.
1.5	We are actively engaging and listening to children and young people with SEND and their families across all activity in the WSoA. As outlined within IP1 and our presentation we are holding regular listening and co-production events and are ensuring the voice of our young people and the Somerset Parent Career Forum is heard every month at the SIB. In addition, we produce a regular SEND Newsletter for the local area, publish it on the Local Offer website and hold question and answer webinars for young people, parents and staff.

1.6	<p>To oversee development and delivery of the WSoA, the SIB was refreshed, both in terms of its membership and work, to be certain we focused on improvement against the priority areas.</p> <p>We did this to gather regular feedback from young people and families and to ensure effective challenge and collective responsibilities by all members. In addition, the local area has implemented a Children’s Executive Group (CEG) to allow speedy joint resource allocation, decision-making and issue resolution to facilitate delivery of WSoA.</p> <p>There have been seven SIB meetings since the inspection. Its work programme has included:</p> <ul style="list-style-type: none"> • Review and endorsement of the WSoA. • Reporting arrangements and adoption of joint SCCG/SCC risk register and approach for the SEND Local Area. • A change control process has been put in place. • Individual priority area ‘checkpoints’ for: <ul style="list-style-type: none"> ○ Endorsement of recommendations for improving engagement of families and increasing feedback and leadership commitment to supporting key engagement events. ○ Approval of interim Multi-Disciplinary Triage (MDT) solution as a first step to improving the autism pathway. ○ Agreement to proceed with implementing the Institute of Public Care and Oxford Brookes University recommendations for improved joint commissioning. • Spotlight on conversations covering IP1 (young people & families’ engagement), IP2 (leadership & culture), IP4 (joint commissioning) and IP5 (autism pathway). • Understanding the lived experience including: <ul style="list-style-type: none"> ○ “Unstoppables” feedback - experiences in education, language around SEND (reminding professionals to be mindful of the terminology they use). ○ Review of individual family case studies. • Member reports from NHS providers, Public Health and schools representatives outlining what is going well, what is not going as well, and what they feel what would help make it better.
1.7	<p>This report and the accompanying presentation outline early progress against the nine improvement priority areas agreed within the WSoA and the impact this progress is having (where possible at this early stage) on our children and young people with SEND and their families. Progress</p>

	<p>has been broken down in detail by each of the IP Areas. Some examples are as follows:</p> <ul style="list-style-type: none"> • IP1: Families feel heard and are starting to see the impact of this work. As an area we have a clearer understanding of the barriers to engagement allowing us to support practitioners by providing them with the tools they need. • IP2: Leaders are working with and listening to children, young people and families. • IP3: We resolve problems together and using data more effectively. • IP4: Children, young people their families and practitioners feel the benefit of better commissioning. • IP5: Parents and carers value MDT Triage, now rolled-out across most parts of Somerset. • IP6: 'Hearts and minds' work with schools shows early signs of commitment: we know more needs to be done. • IP7: A breakthrough in data management using NHS numbers will make assessment easier, clearer and more consistent. • IP8: Consistent improvement of timeliness in issuing Education Health and Care Plans (EHCP) over the past year, and backlog cleared. • IP9: Better quality assurance in place - service users expected to feel the benefit in coming months including through giving feedback.
1.8	<p>Challenges and risks to the delivery of the WsoA have been identified and mitigating action agreed. Some of the high-level challenges are as follows:</p> <ul style="list-style-type: none"> • Capacity issues linked with the COVID19 pandemic and the ambitious nature of the WSoA may restrict the ability of the Local Area to deliver SEND improvement effectively and within the timeframe agreed. • There is a risk that the local area is unable to deliver the expectations of children, young people with SEND and families as outlined in the WSoA. • Maintaining a robust engagement and communication plan to ensure continued engagement across the Local areas. • The need to develop the SEND system knowledge required to deliver the level of change required for WSoA. • The ongoing organisational change, such as the Integrated Care System (ICS) and the move to a unitary local government in

	Somerset, will need to be carefully managed to maintain progress across the WSoA.		
1.9	<p>Improvement across the Local Area relies on those milestones agreed within WSoA and wider work which has also been identified as required by the local area. This includes:</p> <ul style="list-style-type: none"> • Relaunch of Early Help Processes in Schools. • Launched an app called 'MeeTwo', which provides peer support for young people experiencing mental health difficulties. • Mental Health Trail Blazer projects have been launched in pilot areas supporting pupils with emotional health and wellbeing. • Increased capacity of the SENDIAS (Special Educational Needs and Disabilities Information Advice and Support) service. • Redesigned guidance to ensure workers take a graduated response to interventions with families, ensuring families with SEND are treated fairly. • A single point of contact for parents seeking SEND advice, support and guidance from the local authority has been established. <p>Please see supporting exemptions report for progress against all milestones agreed within the WSoA and for exceptions listed below.</p>		
2.	WSoA Actions/timescale check		
2.1	Actions behind (or at risk of becoming behind) schedule?		
	Milestone	Reason	Mitigation/remedial action
IP1.5.3	Through coproduction with stakeholders including children, young people, and their families, we will design a solution to support a 'tell it once' process. (Due - December 2021)	Our referral and case management systems do not 'talk' to one another.	Ongoing meetings are in place ensure the resource is available and to scope out the work that needs to be undertaken to get this milestone back on track/ if a change request needs to be made.
IP1.6.2	The views of families and staff across the local area are gathered and used to develop the Local Offer platform, ensuring it is co-produced. (Ongoing through to Year 2)	The level of feedback received over 2020 has reduced due to lack of opportunities to do face-to-face promotion and engagement which means updates to Local Offer do not	The Local Offer steering group has worked on options to raise awareness and improve user feedback. Communications plan for the Local Offer is being finalised. We will be entering a discovery phase for the Local Offer

		necessarily meet families' needs.	and planning to ensure user engagement is being developed.
IP5.1.6	Embed and extend the established interim solution which uses a multi-agency triage process to assess referrals into the neuro-developmental and Autism Spectrum Disorder (ASD)/ Attention Deficit Hyperactivity Disorder (ADHD) pathway to identify those children requiring autism assessments to ensure consistency and equity across Somerset. (Due - April 2021)	Lack of data is impacting the ability to baseline and build targets/metrics into planning, redesign, and monitoring.	Additional funding is being released to implement county wide MDT Triage to ensure consistency of offer.
IP6.1.2	Inquiry evidence gathering and site visits which build upon the recent Scrutiny inquiry into the impact of exclusions is completed. (Due - April 2021)	Identification and recruitment of external expertise to SEND Panel took longer than expected, with knock on impact to commencement of inquiry.	Engagement activities, communications and data collection systems are being finalised. Supporting communications drafted and awaiting approval.
IP6.3.1	Schools' associations have recruited schools to peer network programmes to raise the profile and quality of SEND provision across localities through a supporting process of self-evaluation action planning and peer coaching (Overdue - December 2020)	Time required for schools to consider options, against backdrop of Covid-19 response, together with adoption of 'Whole Education' peer review programme which is recommended to run in line with academic year. The most suitable option is for programme to launch in September 2021.	Continuing promotion of 'Whole Education' programme to maximise schools sign up. Business Case to be developed to support county-wide costs Change request to be raised to re-set remaining milestones and timelines for IP action 6.3 in line with the 'Whole Education' peer review programme.

		Associations are collating expressions of interest, though costs are yet to be agreed.	
IP6.3.2	(Peer network) Participant schools complete online self-evaluation and action planning. (Due - April 2021)	Impacted by delay to IP6.3.1	Change request to come to SIB.
IP6.3.3	Quality assurance support for participant schools is available to check action plans reflect statutory requirements and best practice. (Due - August 2021)	Impacted by delay to IP6.3.1	Change request to come to SIB.
IP6.3.4	Learning from across the programme is analysed and shared across the school system. (Due - December 2021)	Impacted by delay to IP6.3.1	Change request to come to SIB.
IP8.1.1	Statutory Assessment information and workforce development learning resources are created and made available online. (Due - April 2021)	Recruitment of Officer is underway but unlikely to be in post until May 2021.	We are identifying pre-existing training materials that can be stood up more quickly than new resources. Work is also underway to test requirements to inform prioritisation of training and what is important to developing confidence across teams. This will help understanding of expected completion date.
IP8.4.1	Performance reporting is in place for statutory advices Educational Advice (App B), Educational Psychology (App D), Social Care (App E)	Developing the Capita reports, to report on submissions via the Professionals Portal, has been more technically challenging than	Business Support Application Team and Information App Support teams are prioritising this area of work. All statutory reports are expected to

	and Children & Young People Therapy Services (CYPTS) (App F) enabling the local area to identify opportunities for improvement in timeliness of these submissions, which will include escalating quarterly. improvement targets (Overdue - December 2020)	anticipated with each report needing to be individually developed on an agency by agency basis.	be available by end of March. The impact of this overall will not be significant to the project.
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3. Support received in this reporting period				
	IP Area	Provider	Support/Activity	Impact/Outcomes from the activity
3.1	IP1	Independent Provider of Special Education Advice (IPSEA)	IPSEA engagement and training event for parents completed. IPSEA are now producing a report and the supporting wider parent survey is currently open.	Information and skills for parents to build confidence in local area practice.
3.2	IP2	NHS England Leadership Academy	Gained funding from NHS Leadership Academy for two elements of a leadership and culture programme. One element for the hierarchical top leaders and one element for approximately 100 individuals ('Culture Carriers') system wide.	Coproduced content that is shared and understood. Network events to build resilience. Commonality of vision, behaviours and increase in engagement will provide a better experience for service users and their families. Reduction in blame culture and increase in joined-up approach.
3.3	IP3	South West Academic Health Science Network (SWAHSN) and Somerset	Facilitated support to train individuals and project groups to Bronze and Silver level in QI Methodology. Training is available for professionals across the system and is	Too early to demonstrate impact across the SEND system, but coaching is also available for anyone wishing to use the methodology to manage their improvement work within the WSoA work.

		Quality Improvement (QI) Faculty	available on a regular basis to ensure availability.	Elements have of the training have been used to understand the problems we are trying to solve in some areas, such as Customer Journey Mapping in IP5.
3.4	IP4	Institute of Public care (IPC) and Oxford Brookes University	An independent review of joint commissioning in Somerset with a focus on the SEND system.	Based on the results of the independent review of joint commissioning, an analysis of options, preferences and recommended ways forward is completed and potential implications for other areas of joint commissioning such as community health, public health, children and adult social care, schools, mental health and wellbeing are identified across the system.
3.5	IP6	SEND Panel – external expertise	The panel is managing and driving the inquiry - agreeing terms of reference, scope, comms, timetable etc, and will be helping to review and collate the evidence. Critical friends are supporting and reviewing at different points in time who are national experts.	We will have developed an evidence-based understanding of what good inclusive practice looks like that is school- driven, detailed, specific and relevant to the size, type and phase of school.

WSoA Strand Progress

IP Area 1	Work more closely with children and young people with SEND and their families to understand and learn from their experiences when formulating strategies to improve the area.
<p>a) The issues identified by Ofsted/CQC The lack of focus on the experiences of children and young people with SEND and their families when formulating strategies to improve the area.</p> <p>b) Progress on key actions</p> <ul style="list-style-type: none"> • 148 practitioners have contributed to help us better understand the barriers to effective engagement with families. This will be used to influence the ongoing development of the coproduction framework and participation toolkit. (linked to IP2) • Through alignment of the IP1 group and the communications work we are improving our understanding of the opportunities that families have to share their experiences. • The SEND Improvement Board receive monthly feedback and case studies from families to ensure their experiences are at the forefront of leader's minds. (linked to IP2) • Listening events with leaders have taken place focusing on the WSOA, ASD/ADHD, EHCP, Therapies, Outcomes Framework. (Linked to all IP areas). These events are influencing the shaping of those services and the SEND Strategy. (IP1.4) • The Local Offer has been and continues to be developed to provide information on the progress of the WSOA, ways to get involved and changes that have resulted from feedback. (Linked to all IP areas) • Information sharing agreements are in place and the NHS number is linked with casework systems for Youth Justice, adult social care and Capita, with work underway for children's social care systems. • Structures are in place to effectively use the Local Offer to feedback to families and practitioners on the Local Offer. <p>c) Impact for Children, Young People and Families</p> <ul style="list-style-type: none"> • Effective engagement with families should improve as a result of a clearer understanding of the barrier and practitioners being provided with tools to support them to overcome these. • The alignment of IP1 and communications will enable us to support a 'tell it once' culture where information collected is fed into various workstreams. 	

- Work undertaken in IP1.5 has created the foundation to build upon, to design a system which supports a tell it once approach at an individual level.
- Improvements to the local offer will enable families to access good quality information and advice which should improve their journey through the SEND system.
- Families are starting to feel heard and can see how they are an can influence the development of local services. Event topics have been directly influenced by subjects that are important to families, ie Education, EHCPs and Autism Spectrum Disorder.

d) Evidence that demonstrates this impact

- Feedback from parents has shown they are pleased to have had an opportunity to get involved through engagement events. We are also seeing new families getting involved.
- Feedback from engagement events has led to series of recommendations which all agencies have signed up to which will ensure all families involved are clear about their role in engagement events and how their feedback is used.
- Parents can see the direct impact that their involvement has had, for example new health pathways on the Local Offer (IP7) and clarity around vaccinations for unpaid carers.
- A quote from a parent:

"Thank you for the opportunity to speak to you in this way. just wanted to say that I am exhausted with the battle that it takes to look after my child with complex needs. After diagnosis (which can take years in this County for neurodevelopmental conditions) you are left with the grief of the diagnosis, which can really impact parents' mental health. No-one picks up parents, no-one offers anything, for us we didn't even get a leaflet... we were just left to fall apart and then because of that we find we have no energy to support our child effectively. When we all go home tonight, please remember the work you do and the changes you can make can really change lives. Parents in Somerset need support; support with mapped pathways, support post diagnosis and ongoing support."

– Q&A session feedback

e) Key next steps

- Coproduction Framework designed and launched. A significant amount of work has already taken place to ensure alignment across the area and shared use of language to describe involvement of families. (linked with IP6)

- Local Offer moves into discovery stage to identify improvement and align with SCC main website to improve functionality following user feedback. The 6-monthly auditing will support this development work. Further health pathways to be published including annual health checks and the refresh of the EHCP area is underway. (linked to IP7 & 8)
- “360 survey” is aligned to the WSOA and launched.
- Reports from previous events to be published and further engagement events planned, including ADHD/ASD, Inclusion Inquiry. (linked to all IP areas)

f) Areas of Concern / Barriers

- Communications and engagement work not being aligned across the plan has led to multiple events being scheduled in a short period of time which might impact on levels of engagement. This is further compounded by the speed of change required in the WSoA and how this could impact on effective engagement.

g) Measures (data) to support progress across IP Area

Benefit	ID	IP Ref	Current Baseline	Value (Target)	Units of Measurement	Delivery Date	Date of Latest Measure	Latest Measure	RAG Rating	Latest Measure Notes	Owner
Number of CYP and Parent Carers reporting that services are meeting the needs of the child or young person	62	1	17.00	50.00	minimum %	31 July 2022				360 survey - annual survey, first results due in July 2021	Ruth Hobbs
Number of CYP and Parent Carers reporting that the feel staff work closely with them	171	1	19.00	100.00	%	31 July 2022				360 survey - annual survey, first results due in July 2021	
Number of CYP and Parent Carers reporting their feedback has been used to make service improvements	63	1	12.00	100.00	minimum %	31 July 2022				360 survey - annual survey, first results due in July 2021	Ruth Hobbs
Number of CYP and Parent Carers reporting their views are listened to	61	1	23.00	100.00	minimum %	31 July 2022				360 survey - annual survey, first results due in July 2021	Ruth Hobbs

IP Area 2	Further improve leadership capacity across area services.
a)	<p>The issues identified by Ofsted/CQC The lack of leadership capacity across area services.</p> <p>b) Progress on key actions</p> <ul style="list-style-type: none"> • Scoping of workforce carried out to understand the scale of engagement required for skills audit – our workforce ‘bubbles diagram’. This has been fed into survey design and questions for young person/parent carer and practitioner surveys. (IP2.1) • Gained funding from NHS Leadership Academy for two elements of a leadership & culture programme. One element for the hierarchical top leaders and one element for approximately 100 individuals (‘Culture Carriers’) system wide. These sessions will start from the Autumn 2021. We are currently co-producing the content. Sessions will run with a mix of delegates from across the system to build a network and wider understanding and appreciation of each other's roles and responsibilities within the SEND system in Somerset. It is anticipated that some projects of work will come from the Culture Carriers elements and that these will be reported on back to the Somerset SEND Improvement Network (SSIN) and via the CEG and SIB. Potential to also have project sponsors via the top leader's group. (IP2.1 and IP2.2) • Bronze Quality Improvement (QI) training established, being used with active project groups (2 so far) and is now part of our ongoing offer. (IP2.3) <p>c) Impact for Children, Young People and Families</p> <ul style="list-style-type: none"> • To date there has been no shared understanding or agreement of who is within the SEND workforce across Somerset, where they are and what they can offer. This knowledge will ensure all involved understand who is in the system and what they offer/bring to it, resulting in improved solutions being found for young people and their families. The regular surveys will enable benchmarking and subsequent improvements to be tracked. (IP2.1) • Coproduced content that is shared and understood. Network events to build resilience. Commonality of vision, behaviours and increase in engagement will provide a better experience for service users and their families. Reduction in blame culture and increased joined-up approach. (IP2.1 and 2.2) • Shared QI knowledge/systems and projects being set up as improvement projects. (IP2.3) <p>d) Evidence that demonstrates this impact</p> <ul style="list-style-type: none"> • SEND workforce data mapping completed and informing membership of the SEND Improvement Network (SSIN). (IP2.1) • QI methodology capability and capacity is established to support applied learning across the WSoA. Evidence demonstrates that the

higher the level of engagement across a workforce the better the experience is received from service user. (IP2.3)

e) Key next steps

- Establish and use the SSIN session in April 2021 to socialise the leadership and culture work further and share the workforce ‘bubbles diagram’ to agree final sign off. (IPs 2.1.4, 2.2.4 and 2.2.6)
- Use the network created via SSIN and the bubbles diagram to focus on establishing our skills shortages and vacancies information required in IP2.1.5 and areas of acute resource competition or scarcity in IP2.2.2. (IP’s 2.1.4, 2.1.5 and 2.2.2)
- Support the finalisation of the IP1 survey to benchmark current data and feedback. (IP2.1.2)
- Continue to co-produce and plan for Culture Carriers development roll out from September 2021. (IP’s 2.2.6 and 2.2.4)
- Agree content and approach to senior leader’s development based on coproduction of Culture Carriers work. (IP’s 2.2.6 and 2.2.4)

f) Areas of Concern / Barriers

- Ability for the SEND workforce to be released to attend various workforce development programmes, QI etc due to work pressures, exacerbated by COVID, vaccination and testing programmes and lockdown.

g) Measures (data) to support progress across IP Area

Children, young people and their families report there is a shared understanding across the workforce of different statutory responsibilities	65	2	30.00	50.00	minimum %	31 July 2021			360 survey - annual survey, first results due in July 2021	Melissa Fairhurst
Feedback from staff indicating that multi-agency work feels less fragmented	64	2	9.00	100.00	%	31 July 2022			360 survey - annual survey, first results due in July 2021	Melissa Fairhurst
WSoA Theme	Benefit Owner		Benefit Category		Improvement Priority Area	Measure / indicator of success			Target Timescale	
Cross Cutting (Priority 1, 2 & 3)	Melissa Fairhurst/ Marianne King		Leadership & Commissioning		2	Consistent and routine use of data to assess performance and identify areas for improvement: - Quarterly Local Area Performance Report (shared with CEG & SIB) - SEND Improvement 'Benefits' Report (shared with CEG & SIB) - Shared NHS/LA dashboard (including SEND)			Apr-21 Apr-21 Apr-21	
Cross Cutting (Priority 1, 2 & 3)	Melissa Fairhurst/ Marianne King		Culture & Practice		2	Joint workforce development planned published			Apr-21	
Cross Cutting (Priority 1, 2 & 3)	Melissa Fairhurst/ Marianne King		Culture & Practice		2	Local Area Whole SEND System Quality Assurance Principles Published			Aug-21	
Cross Cutting (Priority 1, 2 & 3)	Melissa Fairhurst/ Marianne King		Leadership & Commissioning		2	SEND Leadership Programme finalised and published			Aug-22	

IP Area 3	Continue to strengthen and embed partnership working across Education, Health and Social Care
a)	<p>The issues identified by Ofsted/CQC</p> <p>Weak partnership working between services across education, health and care.</p>
b)	<p>Progress on key actions</p> <ul style="list-style-type: none"> • Progressing with the compliance against the Code of Practice, cross referencing this with the WSoA and clarifying roles and responsibilities. Seen as good practice nationally and our template is being used by other local authorities. (IP3.1) • Progressing audit of current arrangements for joint funding. (IP3.1) • CEG meeting on a monthly basis to ensure appropriate escalation process for risks, issues and resources. Effectiveness to be reviewed in April 2021. (IP3.2) • Shared SEND risk register in place and monitored through the CEG. (IP 3.2) • Review of the Somerset SEND joint strategic needs assessment and introduction of a benefits system to improve and automate reporting capabilities. (IP3.2) • Co-production events and engagement with families and professionals underway. On track for completion by end of April 2021. (IP3.4) • Progressing families' and professional engagement in development of the Outcomes Framework. Although at an early stage, families' views are aligning with the staff views from the Council for Disabled Children (CDC) work. • We have looked a best practice nationally and are considering the data sets that will be needed to measure performance against the agreed outcomes. (IP3.4)
c)	<p>Impact for Children, Young People and Families</p> <ul style="list-style-type: none"> • We will have a better agreed Local Area understating of the needs of our children, young people with SEND and their families. • We will have measurable outcomes agreed to ensure we know we are delivering the right services in the right way at the right time. • We have a system for tracking our benefits and measures to ensure we know that the work we are doing is making the difference we expect.
d)	<p>Evidence that demonstrates this impact</p> <ul style="list-style-type: none"> • We are measuring performance against the data available on a monthly basis and are strengthening our approach through our refreshed Somerset SEND Joint Strategic Needs Assessment (JSNA). • Area development session with the Delivering Better Outcomes Team (DBOT) to understand best practice and co-produce a plan to develop a framework. We will ensure the framework is measurable. • The views of parents and practitioners (including area leaders) are aligned for the outcomes framework, evidencing an improved understanding of what is important to families.

- Benefits Management System is in place and measuring improvement over time against our key measures.
- Addressing our data gaps has been slow but we expect progress with the addition of the NHS number on local authority systems and improved partnership working.

e) Key next steps

- Alignment of ‘whole system QA principles’ (IP3.3) with joint commissioning quality assurance activity (IP4) and development of practice standards (IP9).
- Completion of an overarching SEND strategy as an umbrella document for all other strategies agreed within the WSoA.
- A measurable outcomes framework.
- Creating a live document available on the local offer to ensure clarity of system roles and responsibilities.
- Refresh the SEND charter as a protocol for making changes to services in line with relevant legislation.
- Progress the creation of a Memorandum of Understanding agreeing how we will work together and for the creation of joint posts.

f) Areas of Concern / Barriers

- Chasing inputs to complete self-evaluation against Code of Practice (Self Evaluation Framework - SEF) and mapping areas of non-compliance against WSoA is taking longer than expected due to capacity constraints but is still on track.

g) Measures (data) to support progress across IP Area

WSoA Theme	Benefit Owner	Benefit Category	Improvement Priority Area	Measure / indicator of success	Target Timescale
Cross Cutting (Priority 1, 2 & 3)	AD Inclusion	Leadership & Commissioning	3	Protocol for delivery service changes in line with relevant legislative frameworks is co-produced and published	Apr-21
Cross Cutting (Priority 1, 2 & 3)	AD Inclusion	Leadership & Commissioning	3	Publication of the SEND Outcomes Framework	Apr-21
Cross Cutting (Priority 1, 2 & 3)	AD Inclusion	Leadership & Commissioning	3	Publication of the SEND strategy	Aug-21

IP Area 4	Improve joint commissioning arrangements to ensure they meet area needs, improve outcomes and achieve cost efficiencies
<p>a) The issues identified by Ofsted/CQC Poor joint commissioning arrangements that limit leaders' ability to meet area needs, improve outcomes and achieve cost efficiencies.</p> <p>b) Progress on key actions</p> <ul style="list-style-type: none"> • Ways of working agreed, and shadow budget process agreed in principle. • Agreed presentation to CCG Governing Body on the 25th February 2020 at a development session to brief on joint commissioning. • Recommendation for a route map for joint commissioning implemented in December 2020, as per recommendation by Institute of Public Care and Oxford Brookes University. • Review of SEND Joint Strategic Needs Assessment (JSNA) in progress. • Established shared data report 'one version of the truth'. • Outcome framework co production on Local Offer. • Options review to improve initial health assessments for Children Looked After (CLA). A paper will be presented to the IP4 Joint Commissioning sub-group on 25th March 2021. • Initial review of Children and Young People Therapies and joint working is complete. <p>c) Impact for Children, Young People and Families</p> <ul style="list-style-type: none"> • Services working together resulting in less duplication and an improved experience for children, young people and families. • There will be less confusion around where to access support. <p>d) Evidence that demonstrates this impact</p> <ul style="list-style-type: none"> • An independent review of joint commissioning in Somerset is concluded with a supporting report. • Based on the results of the independent review of joint commissioning, an analysis of options, preferences and recommended ways forward is completed and potential implications for other areas of joint commissioning such as community health, public health, children and adult social care, schools, mental health and wellbeing are identified across the system. • SCCG, SCC and schools are working to identify and align contracts that deliver services to SEND children and young people provided by health, social care and education to enable joint reviews and a collaborative approach. This will allow further understanding of overlaps and gaps and joint review to ensure better use of resources and better joint working. • Quarterly contract reviews of quality and performance with providers and our service users to understand the impact of service delivery, identify and inform service delivery and opportunities and any appropriate recovery measures. This includes assessing the impact and benefit of joint commissioning. 	

- A review of joint financial resources is completed, and the findings shared with senior leaders. Mechanisms have been identified to support and manage resources within a single local area system.
- Patient stories, coproduction events, listening events, compliments.

e) Key next steps

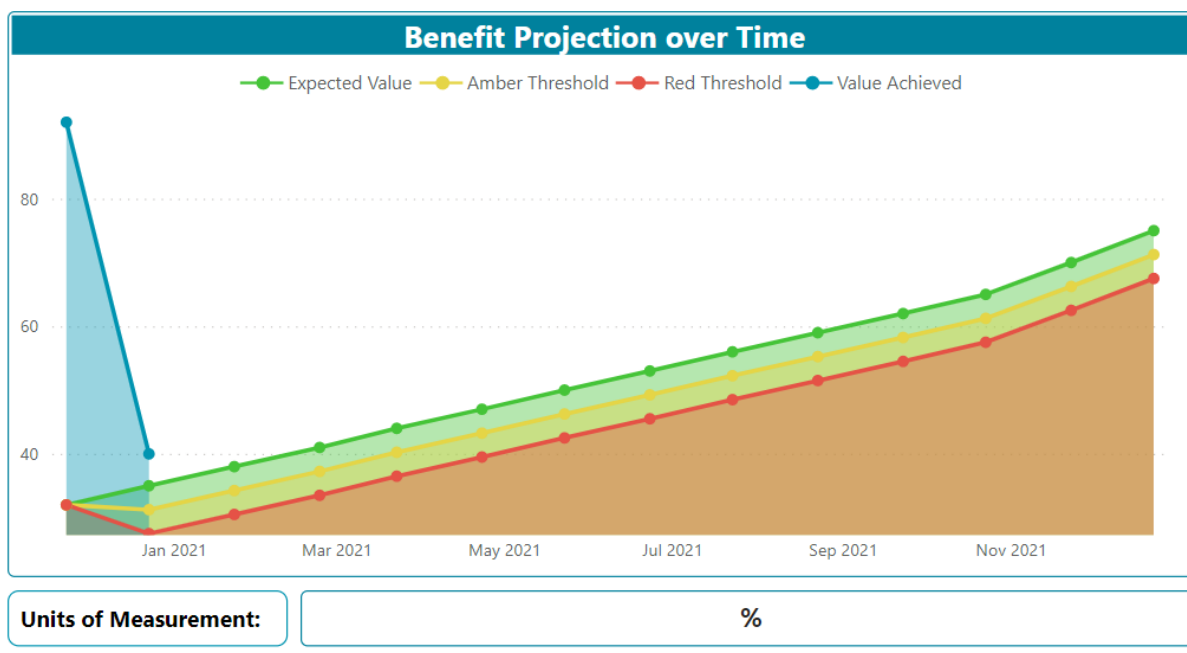
- Personal Budget Policy by April 2021.
- Joint commissioning Strategy April 2021.
- Heat Maps current therapy service June 2021.
- Needs assessment of children who experience trauma.

f) Areas of Concern / Barriers

- Ability to review service contracts is potentially constrained by COVID19 imperatives.
- Workforce to deliver changes.
- Pausing of interlinked ICS joint commissioning work may constrain work within IP4.
- Learning from complaints.
- Mapping private therapy activity in schools.

g) Measures (data) to support progress across IP1

Benefit	ID	IP Ref	Current Baseline	Value (Target)	Units of Measurement	Delivery Date	Latest Measure	RAG Rating	Latest Measure Notes
Looked after children and young people who receive initial health assessments within 20 working days of CLA start date	66	4	32.00	75.00	%	31/12/21	40	G	Target taken from WSoA



WSoA Theme	Benefit Owner	Benefit Category	Improvement Priority Area	Measure / indicator of success	Target Timescale
Theme 1: Strategic Planning of Services (Priority 4 & 5)	Debbie Rigby	Leadership & Commissioning	4	Agreed road map for joint commissioning	Mar-21
Theme 1: Strategic Planning of Services (Priority 4 & 5)	Debbie Rigby	Leadership & Commissioning	4	A clear understanding of our use of resources with fair and transparent resource allocation across the SEND system	Apr-21
Theme 1: Strategic Planning of Services (Priority 4 & 5)	Debbie Rigby	Leadership & Commissioning	4	Commissioning Guidance Toolkit is published to support service users' and teams	Aug-21
Theme 1: Strategic Planning of Services (Priority 4 & 5)	Debbie Rigby	Leadership & Commissioning	4	A heat map of local services to support review of where our services are and where they are needed is published	Aug-21
Theme 1: Strategic Planning of Services (Priority 4 & 5)	Debbie Rigby	Leadership & Commissioning	4	A refreshed SEND Strategic Needs Assessment is published outlining the required areas of focus	Apr-21
Theme 1: Strategic Planning of Services (Priority 4 & 5)	Debbie Rigby	Leadership & Commissioning	4	There is an effective and robust joint commissioning strategy in place, and published on the Local Offer	Jul-21
Theme 1: Strategic Planning of Services (Priority 4 & 5)	Debbie Rigby	Leadership & Commissioning	4	Relevant commissioning activity can evidence joint commissioning and a focus on outcomes achieved through robust monitoring and reporting processes	Mar-21

IP Area 5	Improving our neurodevelopmental Pathways, specifically autism.
a)	<p>The issues identified by Ofsted/CQC An ineffective assessment pathway for autistic spectrum conditions.</p>
b)	<p>Progress on key actions</p> <ul style="list-style-type: none"> • Gap analysis of pre-assessment pathway and early help. Outputs inform joint commissioning. • Redesign of pre-assessment nearly completed including significant engagement from education settings. Publication due April 2021. • Stakeholder engagement and co-production events including engagement from parents, carers and children and young people. • A county wide interim MDT Triage solution to support a holistic test and learn approach to referrals, to be in place by April 2021. • Funding opportunity has been launched, with decisions supported by in depth peer reviews. • A new referral form - the 'Next Steps' form - has been designed to support the route to an assessment for autism and/or ADHD. 'Test and Learn' to begin April 2021. • Specific focus and prioritisation given to fluid transition points between pre-assessment and assessment pathway, to create a complete and holistic pathway.
c)	<p>Impact for Children, Young People and Families</p> <ul style="list-style-type: none"> • Significant increase in access to pathway for two-thirds of the County. Our largest provider is now accepting additional referrals via MDT Triage and managing increasing demand. • Feedback surveys indicate that parents and carers may not have been fully aware of the MDT Triage referral pathway, but highly value the assessment their child received and are very supportive of the approach.
d)	<p>Evidence that demonstrates this impact</p> <ul style="list-style-type: none"> • Somerset Foundation Trust (Taunton) has had a Multi-Disciplinary Triage (MDT) Team in place since April 2020. <ul style="list-style-type: none"> ○ 369 Referrals received, 62% referral triaged (41% accepted for assessment, 59% not appropriate for ASD/ADHD pathway and signposted). • For Virgin Care (East Mendip) the MDT Triage is already part of referral pathway. <ul style="list-style-type: none"> ○ 180 referrals received 86% were accepted for ASD/ADHD assessments: 48% Assessed - of those 33% resulted in a diagnosis, 22% were found not to have ASD/ADHD and 45% are still undergoing assessment. • Yeovil Foundation Trust MDT Triage is due to be in place by April 2021. • Additional funding is being released to implement county wide MDT Triage to ensure consistency of offer.

- Detailed evaluations and patient surveys are being embedded as part of a Plan-Do-Study-Act (PDSA) cycle.

e) Key next steps

- Continue to build on current work to support development of Assessment part of the pathway.
- Continue coproduction workshops and engagement events.
- Current focus on post-assessment offer for ASD and ADHD, and what is working well and where gaps exist.
- Continue Early Years mapping.
- Use outputs to inform joint commissioning.
- Educational Psychology Service.
- Continual review.
- Interim bids and peer review.

f) Areas of Concern / Barriers

- Lack of baseline data available impacts our ability to build milestones or effective metrics into planning. New data reporting arrangements are being designed and implemented and will be reviewed six months from implementation in April 2021.
- Lack of clarity of services available. Also, how they are resourced is not clear of often part of block contracts.
- Relationship between ASD assessment providers is strained which is a barrier to releasing benefits of working collaboratively.
- Reliance on vulnerable services – lack parenting support and/or lack of support for children and young people with mental health needs
- Several Early Help services are traded services.
- Digital barriers: how records are captured and shared is fragmented. Logistical and clinical barriers to information sharing exist, especially across boundaries of health, education, social care, local authority.

g) Measures (data) to support progress across IP Area

Increase in the percentage of referrals into the assessment pathway which result in an assessment for ASD or ADHD	71	5	11.00	50.00	%	31 December 2021		On Health Dashboard, awaiting data	Kate Staveley
Percentage of parents/carers of children and young people with SEND answering 'Quite confident' or 'Very confident' to the question 'Do you feel confident in how to access support in relation to your child's behavioural needs?'	68	5	32.00		%	31 July 2023		360 survey - annual survey, first results due in July 2021	Kate Staveley
Percentage of parents/carers of children and young people with SEND answering 'Yes' to the question 'Do you feel able to access the most suitable education for your child with autism or ADHD needs?'	69	5	32.00		%	31 July 2023		360 survey - annual survey, first results due in July 2021	Kate Staveley
Reduction in number and percentage of referrals into the diagnosis pathway that originate from primary care	70	5	100.00	40.00	%	01 October 2022		Data due end of Jan, escalated by Health 23/2/21	Kate Staveley
Waiting times for those identified as requiring an ASD/ADHD diagnosis (i.e. in line with NICE guidelines; assessment to begin within 3 months of the MDT team agreement that the child needs an assessment to the assessment being started)	72	5	26.00	12.00	weeks	30 June 2021		Target taken from WSoA	Kate Staveley

WSoA Theme	Benefit Owner	Benefit Category	Improvement Priority Area	Measure / indicator of success	Target Timescale
Theme 1: Strategic Planning of Services (Priority 4 & 5)	Kate Staveley	Culture & Practice	5	Interim multi-agency triage solution is in place across the entire local area	Apr-21
Theme 1: Strategic Planning of Services (Priority 4 & 5)	Kate Staveley	CYP & Families' Experience	5	Publication of a co-produced ASD/ADHD pre-assessment pathway (as part of a neuro-developmental pathway) for children and young people	Apr-21
Theme 1: Strategic Planning of Services (Priority 4 & 5)	Kate Staveley	CYP & Families' Experience	5	Publication of a co-produced ASD/ADHD assessment pathway (as part of a neuro-developmental pathway) for children and young people	Aug-21
Theme 1: Strategic Planning of Services (Priority 4 & 5)	Kate Staveley	CYP & Families' Experience	5	Publication of a co-produced ASD/ADHD post-assessment pathway (as part of a neuro-developmental pathway) for children and young people	Dec-21

IP Area 6	Extend inclusive practice in schools across the local area and in turn reduce exclusion rates which mean too many children & young people are not accessing education
<p>a) The issues identified by Ofsted/CQC Too many children and young people not accessing education because of the disproportionate use of exclusion and poor inclusive practices across the area.</p> <p>b) Progress on key actions</p> <ul style="list-style-type: none"> • Schools stepping up and are leading from the front on IP6.1 Inclusion Inquiry and IP6.3 Inclusive Practice. (Peer Review programme) • Communications issued to schools to provide information on the wider SEND Improvement Programme, with a focus on progress and next steps for IP6. • Inclusion Inquiry Panel established and meeting regularly, launch plan developed, launch communications drafted and awaiting sign off. Links made with IP1 for joint engagement events with families. (IP6.1) • Dataset commissioned and a dashboard demonstration delivered to the to IP6 Steering Group and Associations with feedback provided (IP6.1 and 6.2) • Whole-education presentation to schools supported by Associations. Associations collating expressions of interest across phases. (IP6.3) • Initial consultation on partnership reform completed. School survey on partnership structures drafted. (IP6.4) • Review and analysis completed on inclusive pupil voice and participation in Somerset. Links made with IP1 to identify opportunities for joint working. (IP6.5) <p>c) Impact for Children, Young People and Families</p> <ul style="list-style-type: none"> • Very early on in the programme of work which is focused on large scale change over time. Impact for children, young people and families not expected to be evidenced or measurable at this stage. <p>d) Evidence that demonstrates this impact</p> <ul style="list-style-type: none"> • As above - service user impact not expected to be evidenced or measurable at this stage. <p>e) Key next steps</p> <ul style="list-style-type: none"> • IP6.1 - Launch of the Inclusion Inquiry, plus joint listening event with IP1. • IP6.3 - Whole education costs agreed, with triads agreed and schools signed up to a programme to commence in September. • IP6.4 - Survey on partnership structures to be issued to schools. <p>f) Areas of Concern / Barriers</p> <ul style="list-style-type: none"> • Impact of funding pressures to High Needs and the deficit reduction expectations. • Lack of capacity within the school system to engage in partnership working where partnership posts have been cut, COVID19 is absorbing 	

leadership and staffing capacity and small rural primary schools operate in a highly constrained context.

g) Measures (data) to support progress across IP Area

Benefit	ID	IP Ref	Current Baseline	Value (Target)	Units of Measurement	Delivery Date	Date of Latest Measure	Latest Measure	RAG Rating	Latest Measure Notes	Owner
An increase in proportion of schools who meet statutory compliance for publication of information on their websites	81	6	70.00	95.00	%	31 October 2023				Based on PCF audit of schools websites, next audit results due April '21	Amelia Walker
Increase in P8 for pupils with ECHP's in KS4 to a level comparable to similar areas	109	6	-1.46	-1.00	%	31 December 2023				Schools data Values should be negative rather than positive.	Amelia Walker
Increase in proportion of pupils with EHCPs meeting expected standard in Reading, Writing and Maths at KS2 to a level above national	78	6	7.40	10.00	%	31 December 2023				Target taken from WSoA	Amelia Walker
Increase in pupils with SEND who are in education, employment or training to above the national level	79	6	81.80	89.00	%	31 December 2023				Target taken from WSoA	Amelia Walker
Reduction in the level of persistent absence by primary pupils with EHCPs to a level above national	76	6	32.60	18.00	%	31 December 2023				Target taken from WSoA	Amelia Walker
Reduction in the level persistent absence by secondary pupils with EHCPs to a level above national	77	6	33.90	22.00	%	29 December 2023				Target taken from WSoA	Amelia Walker

Benefit	ID	IP Ref	Current Baseline	Value (Target)	Units of Measurement	Delivery Date	Date of Latest Measure	Latest Measure	RAG Rating	Latest Measure Notes
Reduction in the number of C&YP with a Permanent Exclusion (EHCP)	240	6	3.00	1.00	Students	31/12/21	1/12/20	1		Exclusion as per Send Performance Scorecard, Baseline pre COVID, Sep 2018.
Reduction in the number of C&YP with a Permanent Exclusion (Non SEND)	238	6	7.00	1.00	Students	31/12/21	1/1/21	1		Exclusion as per SEND Performance Scorecard Baseline Pre COVID, Sep 2018.
Reduction in the number of C&YP with a Permanent Exclusion (SEN Support)	239	6	5.00	1.00	Students	31/12/21	1/1/21	1		Exclusion as per Send Performance Scorecard, Baseline pre COVID, Sep 2018.
Reduction in the number of C&YP with Fixed Term Exclusions (EHCP)	243	6	30.00		Students	01/12/21	1/1/21	43		Exclusion as per Send Performance Scorecard, Baseline pre COVID, Sep 2018.
Reduction in the number of C&YP with Fixed Term Exclusions (Non SEND)	241	6	258.00		Students	01/12/21	1/1/21	8		Exclusion as per Send Performance Scorecard, Baseline pre COVID, Sep 2018.
Reduction in the number of C&YP with Fixed Term Exclusions (SEN Support)	242	6	227.00		Students	01/12/21	1/1/21	50		Exclusion as per Send Performance Scorecard, Baseline pre COVID, Sep 2018.

IP Area 7	Drive out inconsistency in our practices which at times causes unsatisfactory assessment and means we are not meeting the needs of some families
<p>a) The issue identified by Ofsted/CQC Poor assessment and meeting of need caused by inconsistent practice leading to poor outcomes for children and young people with SEND.</p> <p>b) Progress on key actions</p> <ul style="list-style-type: none"> • Good collaboration with IP5 and shared knowledge of a workplan to support collecting detailed activity and evidence in one place. • Working with Council for Disabled Children and Somerset influencing national guidance for NHS number being on EHCP's, supporting IP1.5.2. • Dynamic database has been established. • Review of therapy teams within Somerset and paper is being presented to CEG with recommendations in April 2021. • The local offer is starting to be populated with health pathways and has its own page for raising awareness for the Annual Health Check. • Work is taking place with Somerset Parent Carer Forum (SPCF) and SEND Engagement Team to consider technical layout options on the improved Local Offer due to launch later this year. • Public Health Nursing have a system in place to report and address missed or late notifications. • Section 23 pilot is being reviewed and planning to roll this out to the wider health community. • Public Health Nursing have their core offer in place and currently delivering their school readiness programme online, long term plan is to deliver face to face. • Amended, co-produced 'App C' is in use, along with targeted training is being delivered by the Deputy Designated Clinical Officer (DCO). Due to be reviewed in March 2021. <p>c) Impact for Children, Young People and Families</p> <ul style="list-style-type: none"> • No direct impact for service users yet, however... <ul style="list-style-type: none"> ○ NHS number being on the plan will enable effective communication with health services at annual reviews. ○ Clear pathways for children and young people when accessing health services support the local offer and increase knowledge. ○ Children and young people that have learning disabilities and/or ASD will be discussed prior to reaching crisis stage. This enables services to support the children and young people and their family. <p>d) Evidence that demonstrates this impact</p> <ul style="list-style-type: none"> • There is no formal evidence of impact available yet, but we have seen some encouraging signs at this stage: <ul style="list-style-type: none"> ○ Initial observations of the 'App C' are that the health contributions are improving, observation at Statutory panel. ○ Health pathway link available on the Local Offer. 	

- The Children with Disability Council thanked Somerset for breaking through the NHS number issue.
- Somerset currently have no children and young people in residential units and therefore it is difficult to evidence impact at this time.

e) Key next steps

- Continuing the programme of work detailed in IP7.
- Deputy DCO to continue targeting professional support for writing health contributions.

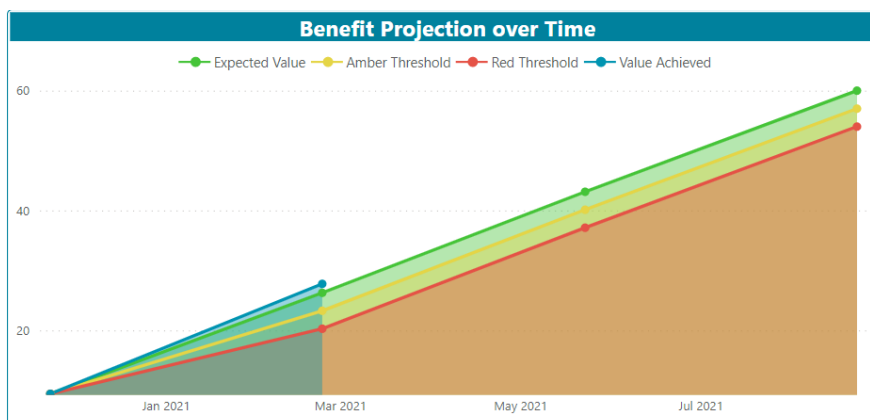
f) Areas of Concern / Barriers

- The Annual Health Check has amended some of their milestones to focus on quality whilst promoting the uptake.
- Covid remains a factor and worry for meaningful engagement and delivery by some IP action leads.

g) Measures (data) to support progress across IP Area

Children with a completed ASQ-3 at the 2-year review who achieve a score above cut-off (no concerns)	87	7	84.00	90.00	%	30 July 2021				On Health Dashboard, awaiting data.	Shona Turnbull-Kirk
Increasing uptake of Learning Disability health check	92	7	9.40	60.00	%	31 August 2021	23 February 2021	27.76	G	Health dashboard data	Shona Turnbull-Kirk
Reduction in number of incidents relating to: Not being informed when an expectant mum moves into the area, Not being informed of stillbirth/miscarriage, Safeguarding information not being shared when needed	182	7	91.00	18.00	incidents	30 June 2021				Target taken from WSoA (20% reduction in incidents)	Shona Turnbull-Kirk
Secondary settings with a completed School Health Profile and wellbeing action plan	91	7	84.00	95.00	%	30 July 2021				New offer for 2021	Shona Turnbull-Kirk

ID	Benefit being Tracked	IP Ref	Current Baseline	Value (Target)	Units of Measurement	Delivery Date	Latest Measure	RAG Rating
92	Increasing uptake of Learning Disability health check	7	9.4	60.00	%	30/08/21	27.76	G



Units of Measurement:

%

WSoA Theme	Benefit Owner	Benefit Category	Improvement Priority Area	Measure / indicator of success	Target Timescale
Cross Cutting (Priority 1, 2 & 3)	Shona Turnbull-Kirk	CYP & Families' Experience	7	Joint education, health and care pathways published for the SEND category of need	Apr-21
Cross Cutting (Priority 1, 2 & 3)	Shona Turnbull-Kirk	Culture & Practice	7	Dynamic Risk Register established and processes for review embedded	Dec-20
Cross Cutting (Priority 1, 2 & 3)	Shona Turnbull-Kirk	Culture & Practice	7	Section 23 process finalised, rolled out and embedded across all early year's practitioners, reducing the potential numbers of 0-5 who may have SEND not receiving appropriate assessment and support	Aug-21
Cross Cutting (Priority 1, 2 & 3)	Shona Turnbull-Kirk	Culture & Practice	7	Reduction in number of incidents relating to: - Not being informed when an expectant mum moves into the area - Not being informed of stillbirth/miscarriage - Safeguarding information not being shared when needed	Jun-21

IP Area 8	Carry out assessment, writing and publication of Education, Health and Care Plans more swiftly
	<p>a) The issues identified by Ofsted/CQC Poor timeliness of the assessment, writing and publication of education, health and care plans.</p> <p>b) Progress on key actions</p> <ul style="list-style-type: none"> • Additional staff now in post and inductions underway, increasing capacity within SEND Statutory Team. • 'Initial conversation' with families now routinely offered as part of assessment and annual review - uptake is high and feedback is good. • Introduction of weekly tribunal meetings - improving robustness of defence and agreeing to concede at an earlier point in the process. • Training and development resources being co-produced alongside the information and advice sections of the Local Offer. • Reporting on timeliness of advice submission in underway and will be on track for 31st March 2021. • All SEND Statutory Team have completed EHCP writing training. <p>c) Impact for Children, Young People and Families</p> <ul style="list-style-type: none"> • There has been consistent improvement of timeliness in issuing of EHCP's over the past year but with the ongoing backlog the progress was being hampered despite issuing over 1000 EHCP in 2020. We took the opportunity in January/February 2021 to clear the backlog – temporary impact on 20-weeks measure: January 16% however February performance now at over 50% with prediction being that this will continue to improve at pace over the coming months. <p>d) Evidence that demonstrates this impact</p> <ul style="list-style-type: none"> • Improved 20-week performance. • 100% of phased transfers complete by 15th February. • Increase in compliments received from families and from school sector in relation to new plans. • Staff expressing satisfaction in writing plans themselves. <p>e) Key next steps</p> <ul style="list-style-type: none"> • Continued focus on key training and development needs in relation to the Statutory SEND processes across the partnership agencies including parents and carers. • Issue a performance report to all statutory advice providers from 1st April 2021 highlighting timeliness of submission and number of children and young people this impacts on.

f) Areas of Concern / Barriers

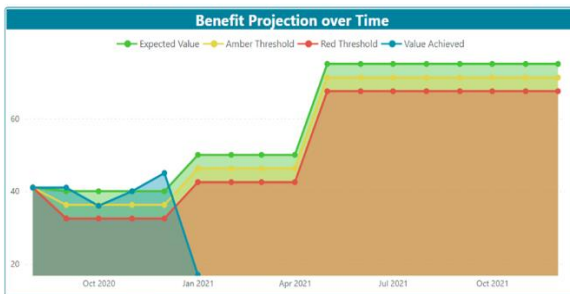
- Appointment/induction and support for new staff will continue to consume time from SEND Statutory management team meaning that independencies both in IP8 and other areas may not get the support they need from within the SEN management team.
- 20-week performance dip in January 2021 must lead to faster improvement in timeliness of issuing plans. This is on track but will need careful monitoring and support from wider partners to ensure improvement.
- Tribunals continue to be a predominant area of work with approximately 4 per week being registered. The majority relate to Section I.

g) Measures (data) to support progress across IP area

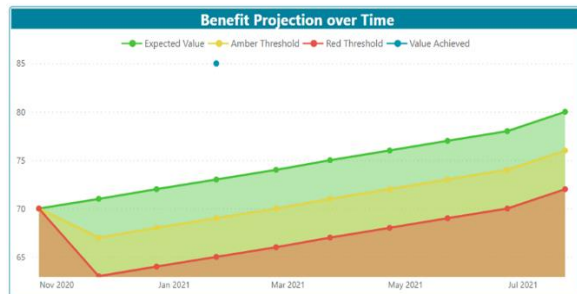
Benefit	ID	IP Ref	Current Baseline	Value (Target)	Units of Measurement	Delivery Date	Date of Latest Measure	Latest Measure	RAG Rating	Latest Measure Notes
Parent Carers and young people express satisfaction regarding statutory assessment	93	8	14.00	100.00	%	29/09/21				WSOA target date
Numbers of assessments completed within statutory timescales (new EHCPs issued within 20 week time limit)	94	8	41.00	75.00	%	31/12/21	1/1/21	17	R	Due to clearing backlog
A reducing number of Tribunals registered(as per SEN2 release)	95	8	4.68	3.00	%	31/01/23				annual figure expected spring 2021
Timeliness of practitioner advice to support assessment (App B School/Early Years)	97	8	66.00	80.00	%	29/07/21	23/1/21	85	G	Target taken from WSoA

Benefit	ID	IP Ref	Current Baseline	Value (Target)	Units of Measurement	Delivery Date	Latest Measure	RAG Rating
Numbers of assessments completed within statutory timescales (new EHCPs issued within 20 week time limit)	94	8	41.00	75.00	%	31/12/21	17	R

Benefit	ID	IP Ref	Current Baseline	Value (Target)	Units of Measurement	Delivery Date	Latest Measure	RAG Rating
Timeliness of practitioner advice to support assessment (App B School/Early Years)	97	8	66.00	80.00	%	29/07/21	85	G



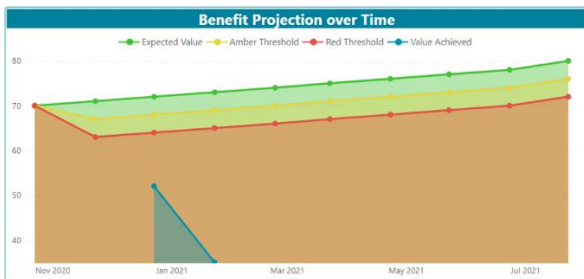
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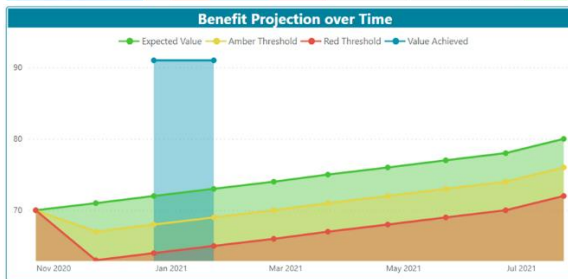
Benefit	ID	IP Ref	Current Baseline	Value (Target)	Units of Measurement	Delivery Date	Latest Measure	RAG Rating	Latest Measure Notes
Timeliness of practitioner advice to support assessment (App C Health)	226	8	66.00	80.00	%	29/07/21	35	R	
Timeliness of practitioner advice to support assessment (App D Educational Psychologists)	227	8	66.00	80.00	%	29/07/21	91	G	
Timeliness of practitioner advice to support assessment (App E Social Care)	228	8	66.00	80.00	%	29/07/21	93	G	
Timeliness of practitioner advice to support assessment (App F Children and Young People Therapy Services)	229	8	66.00	80.00	%	29/07/21	79	G	

Benefit	ID	IP Ref	Current Baseline	Value (Target)	Units of Measurement	Delivery Date	Latest Measure	RAG Rating
Timeliness of practitioner advice to support assessment (App C Health)	226	8	66.00	80.00	%	29/07/21	35	R



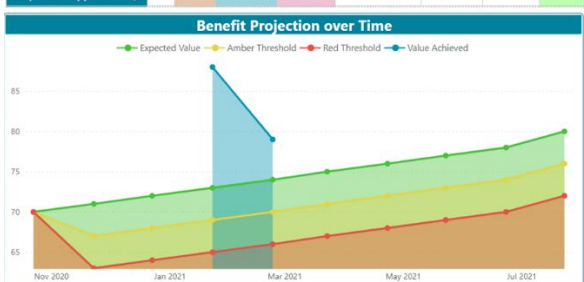
Units of Measurement: %

Benefit	ID	IP Ref	Current Baseline	Value (Target)	Units of Measurement	Delivery Date	Latest Measure	RAG Rating
Timeliness of practitioner advice to support assessment (App D Educational Psychologists)	227	8	66.00	80.00	%	29/07/21	91	G



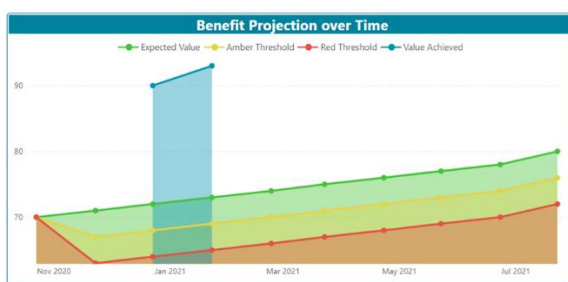
Units of Measurement: %

Benefit	ID	IP Ref	Current Baseline	Value (Target)	Units of Measurement	Delivery Date	Latest Measure	RAG Rating
Timeliness of practitioner advice to support assessment (App F Children and Young People Therapy Services)	229	8	66.00	80.00	%	29/07/21	79	G



Units of Measurement: %

Benefit	ID	IP Ref	Current Baseline	Value (Target)	Units of Measurement	Delivery Date	Latest Measure	RAG Rating
Timeliness of practitioner advice to support assessment (App E Social Care)	228	8	66.00	80.00	%	29/07/21	93	G



Units of Measurement: %

IP Area 9	Improve the quality of professional advice to ensure consistency of high quality Education Health & Care Plans
	<p>a) The issues identified by Ofsted/CQC The wide variances in the quality of education, health and care plans caused by weaknesses in joint working.</p> <p>b) Progress on key actions</p> <ul style="list-style-type: none"> • Access to benefits system and SEND Scorecard confirmed. • Additional capacity for quality assurance service achieved and in post. • Two audit cycles completed: 20 for initial contact with families and 13 on quality of EHCPs. Feedback provided to the SEND team on findings. • Multi-Agency Audit Group terms of reference and members agreed and meetings ongoing. Grade descriptors and audit tool under consultation. • Plan writing training commissioned and rolled out across SEND casework team. • Policy development work underway, including supervision and practice standards. <p>c) Impact for Children, Young People and Families</p> <ul style="list-style-type: none"> • As with all quality assurance work, the impact is often indirect. However, we would expect to see service users benefiting over coming months by observing increasing quality in a number of key areas - plan writing, initial contact with families, consistency, via clearer practice standards and supervision. • From April onwards, service users will have an opportunity to provide feedback on the EHCP process. <p>d) Evidence that demonstrates this impact</p> <ul style="list-style-type: none"> • Evidence will emerge from developing quality assurance activity at a single and multi-agency level. <p>e) Key next steps</p> <ul style="list-style-type: none"> • Development of multi-agency audit group. • Develop work around improving annual reviews of EHCPs, including the contributions of families. • Development of assessment evaluation process and analysis of key messages from feedback. <p>f) Areas of Concern / Barriers</p> <ul style="list-style-type: none"> • Capacity and impact on SEND casework team as the focus of much improvement work.

g) Measures (data) to support progress across IP area

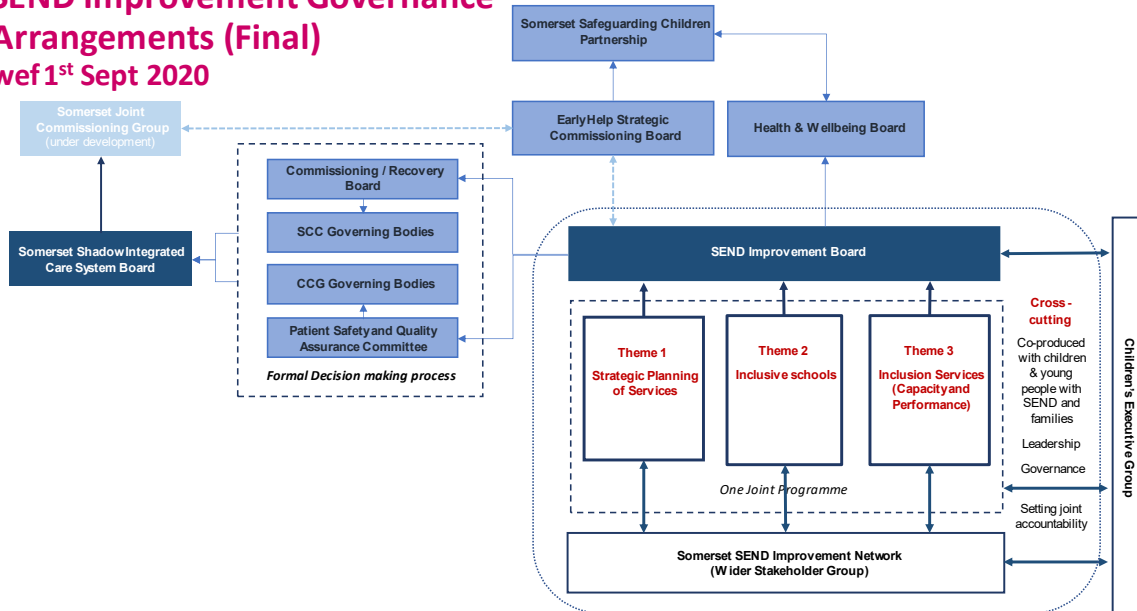
Benefit	ID	IP Ref	Current Baseline	Value (Target)	Units of Measurement	Delivery Date	Latest Measure	RAG Rating	Latest Measure Notes
EHC plans are drafted with clear views submitted by the child/young person	98	9		100.00	%	31/12/21			Baseline due end Jan 21
Results of quality assurance (QA) processes that include dip reviews (audit of a specific area of practice) and more comprehensive audits show a gradual improvement in the quality of EHCPs and contributions	99	9							Baseline due end Jan 21

WSoA Theme	Benefit Owner	Benefit Category	Improvement Priority Area	Measure / indicator of success	Target Timescale
Theme 3: Inclusion Services (Priority 7, 8 & 9)	Paul Shallcross	Culture & Practice	9	Training and development plan that is sustainable and reflects audit findings	Dec-21

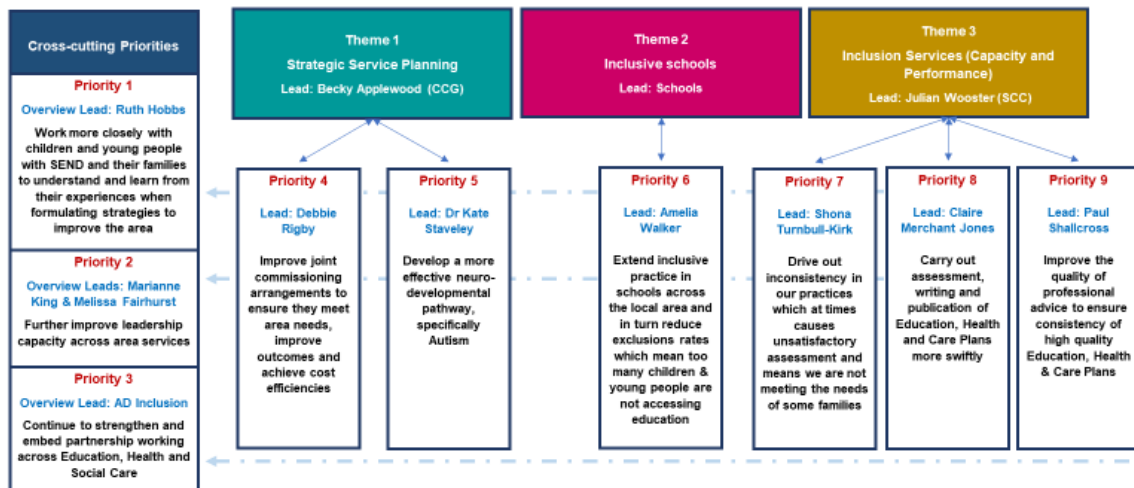
Any additional information

A1. Local Area Governance Arrangements & Delivery Model

SEND Improvement Governance Arrangements (Final) wef 1st Sept 2020



SEND Written Statement of Action – Delivery Model



A2. Written Statement of Action – Change Control

The following changes have been considered either to correct typographical errors in the original document or in light of presenting challenges which have required us to rethink our approach to delivering or measuring the impact of the agreed improvement actions.

Reference	Action	Description of Change Required	Description of Impact	Status
CR001	2.1	Refocussing of activity in IP2.1.4 to reduce reliance on data sets to scope workforce; resetting of delivery timescales to June	Requires realignment of IP2.1.5 & 2.1.7 (establishment of shared workforce 'leadership' development programme) to same June delivery	Approved
CR002	7.8	Inability to break down take up by age group requires a different approach, i.e. use of National Data for measuring take up and a 'test and learn' approach to identify ways to improve awareness and take up of Annual Health Checks (AHC) which now includes a quality assurance element	Evidence of improving health outcomes not expected until Year 2 (No impact identified to other areas of WSoA)	Approved
CR004	n/a	Change to correct target date for achievement of measure for 'Training & Development plan that is sustainable and reflects audit findings; date should have read December 2021 not 2020	(No impact identified to other areas of WSoA)	Approved
CR005	2.2	Extension of deadline to take full account of findings in IP2.1.5 on which this activity has a dependency	Work to mitigate against impact of competition for or scarcity of resource across provider organisations won't be completed until after April 2021 - delivery moves to May-August 2021 (No impact identified to other areas of WSoA)	Approved
CR006	n/a	Changes to wording of measures for IP9 to make more specific	No impact. Enhances the measures to enable tracking of improvement progress	Open

CR007	6.3	Time required for schools to consider options, against backdrop of Covid-19 response, together with adoption of 'Whole Education' peer review programme which is recommended to run in line with academic year requires review of milestones/ timescales for this action	To be confirmed - Change Request pending	Open
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NB. CR003 excluded as no longer required.

[WSoA Change Control](#)

A3 Programme Risks and Issues

A3.1 Risks (CC = current controlled risk score)

Statement of Risk/Issue	Owner	Mitigation/ Controls (* = incomplete)	CC
<p>Local Area is unable to deliver SEND improvement effectively and within timeframe agreed</p>	<p>Julian Wooster/ Becky Applewood</p>	<p>Preventative:</p> <ol style="list-style-type: none"> 1. Joint governance arrangements for SEND. 2. Comms & Engagement strategy. 3. Comms & Engagement plan. 4. IP2.1 & 2.2 Workforce strategy (hazard 7. & 8). 5. IP2.1 & 2.2 development plan (hazard 7. & 8). 6. SEND resources redeployment protocol ('critical' under redeployment criteria). 7. Data team gap analysis of Health data (at SEND level). 8. 'Soft' measures (as indicators of impact) collection and reporting protocol. <p>Detective:</p> <ol style="list-style-type: none"> 9. Monitoring of overall programme 10. Monitor IP4.6 Performance. 11. IP3.1 Audit of arrangements for joint funding. 12. IP4.7 Review of joint financial resources. <p>Collaborative:</p> <ol style="list-style-type: none"> 13. IPO (delivery) group. 14. Comms & Engagement group. 15. Executive 'enabling' group (hazard 6, 7, & 8). 16. IP3.2 Managing joint programmes of work protocol. 	<p>9</p>
<p>Inability to deliver the expectations of children, young people and families as outlined in the written statement of action</p>	<p>Ruth Hobbs</p>	<p>Preventative:</p> <ol style="list-style-type: none"> 1. Actions in IP1.3 and 1.4 plans (identified to deliver expectations). 2. Engagement plan. 	<p>12</p>

Inability to maintain engagement/communication may reduce commitment of school-based staff to the WSoA.	Amelia Walker	Preventative: 1. Engagement plan in IP6.4 (hazard 1. 2. & 3.) 2. Outreach service 3. Peer-peer support for mainstream schools 4. Schools cell to help with the COVID situation has representation from across the Local Area.	20
Inability to maintain behaviours required to deliver level of change required for WSoA	Melissa Fairhurst/ Marianne King	Preventative: 1. Workforce strategy and plan/ IP2 2. IP2.1 Blame culture analysis. 3. Hampshire legal interim support agreement for SEND Stat Team. Detective: 2. IP3.1 Self-evaluation against SEND Code of Practice 3. Regional Advisor support & challenge	12
Ongoing organisational change	Julian Wooster/ Becky Applewood	Collaborative: 1. Children's Executive Group. Detective: 2. Monitor the development of the ICS 3. Monitor Unitary programme.	9

A3.2 Issues (CC = current controlled risk score)

Statement of Risk/Issue	Owner	Mitigation/ Controls (* = incomplete)	CC
Inability to maintain digital collaboration between partners.	Alison Nation / Sarah Moore (ICT) Rebecca Martin / Kevin Caldwell (IG)	Professional Choices VMR	9

A4. Managing our interdependencies with other major transformation programmes

Direct Schools Grant deficit recovery

Programme purpose: Addressing financial pressures within funding allocations to early years, schools and FE colleges
WSoA Concern: Proposed changes to funding planned in isolation potentially impact on schools' discretionary budget and the provision of key services provided by the local authority which are key to supporting schools in improving inclusion; if approved this will constrain schools' ability to support work within IP6 and potentially undermine planned improvement
Mitigation: Urgent consideration of possible mechanisms for more collaborative working with schools around education finances

Integrated Care System (ICS)*

Programme purpose: Delivering deeper integration between health and social care through an integrated Strategic Commissioning (SC) function and a single Integrated Care Partnership (ICP)
WSoA Concern: Covid-19 pandemic response has pause related work on strategic joint commissioning constraining our ability to make optimal improvements
Mitigation: Strong links with this work through Commissioning leads to maintain alignment

Somerset Local Government Reform ('Unitary')

Programme purpose: Simplifying the system of local government in Somerset for the benefit of residents
WSoA Concern: No current concerns – proposal is out for consultation and we are monitoring

Improving Lives

Programme purpose: Delivering better outcomes for Somerset residents, communities and businesses of Somerset through a financially sustainable approach to delivering Council services
WSoA Concern: No current concerns and expect to be superseded by programme of Somerset Local Government Reform

(* incorporating Fit for My Future & NHS Long Term Plan)

A5. Stakeholder Communications and Engagement

The following provides a summary of key communications & engagement activity undertaken since the Written Statement of Action was approved on 30th November 2020.

December 2020 – January 2021:

- Publication on Local Offer with supporting communications including letter to parents, members' briefing, staff briefing, schools' briefing and press/media.
Third Question and Answer Session aimed at professionals - 20th January 2021 (IP5):
 - Pre-event comms via [Our Somerset](#), SCC news bulletin to schools and NHS internal newsletters/intranets.
 - Supported running the event.
 - Post-event communications - links to video and slides.
- Parent/Carer events:
 - 2x Question and Answer events with a WSoA focus - 18th January 2021.
 - 2x EHCP and outcome focus engagement events - 26th January 2021.
- Pre-Assessment Support Coproduction Event (16-17) - focus on the ADHD and Autism pre-diagnostic pathway for young people aged 16 and 17.
- Reviewing how best to display WSoA workstream updates on Local Offer.

January 2021 – February 2021:

- IP6 communications to schools regarding update on WSoA and progress via schools' bulletin and Local offer:
 - IP6 Comms – Detailed WSoA content uploaded to the Local Offer for information.

- IP6 Information Sheets. More visual summary of information onto the Local Offer webpage.
- SEND WSoA webinar event 10th February 2021 intended as a pre-cursor to the SSIN to socialise the WSoA and ensure people are familiar with it before we go into the interactive event in March. 36 people attended
- ADHD Post-Assessment Co-production Workshop – 24th February 2021.
- Autism Post-Assessment Co-production Workshop – 3rd March 2021.
- To gain a better understanding of the lived experience and what needs to be in place.
- Effectiveness measured by number and range of attendees, range and quality of feedback.
- Development of local offer WSoA information pages and supporting communications.
- To ensure effective communication of the WSoA progress across the area.
- Effectiveness measured by number of unique page visit.
- Publicity Content for Outcomes Framework Listening to Young People for Parents and Carers.
- Ongoing work to update the SEND Communications & Engagement Strategy and associated activity plans and other documents.
- Social media – promoting SEND, surveys and Local Offer website.
- Local Offer – ongoing work to update the website.
- Promoting SEND News through new channels including Next Door and PDnet Forum.
- IP6 - Promoting NHS number now included on EHCPs.
- IP6.1 - Working to support launch communications.

Forward Plan

- IP6.4 Survey to schools ask schools which services could be joined up in this way into a single 'partnership forum'. This part of the WSoA is examining the way in which services are offered / delivered and whether improvements could be made. There are lots of different services available and they all operate individually.
- IP6.1 - Inclusion Inquiry communications. Enquiry Launch communications via Schools' bulletin and Parent Carer Leaflet on experiences of education in Somerset to maximise participation to gain a broad range of perspectives on inclusive practice across Somerset.
- SEND WSoA update to Health and Wellbeing Board on Thursday 18th March 2021.
- Somerset SEND Improvement Network 'leadership' event (late April 2021), to engage 'leaders' (key influencers) in driving improvement across area services.
- IP6.4 Working to support communications around standardisation of special school outreach to mainstream schools across Somerset.

Somerset SEND Improvement Board – Monitoring Meeting
16th March 2021