








Appendix 1- Updated SEND Action Plan


Ref	Area of risk	Actions	Milestone Dates	Outcome/Impact	RAG
1.	Recruitment to new Targeted Assessment Team (TAT) to address significant number of inherited EHC backlog cases (circa 600).	Recruitment to new Targeted Assessment Team.  12 month recovery plan in place (to May 2020).  Backlog cases reduced through arrangement of additional Education, Health and Care Panels.	June 2019	New Targeted Assessment Team (TAT) in place to work through backlog.  All original backlog cases managed through EHCP process within 12 month recovery period.	
2.	Essential data collection from Local Authority (LA) and key partners to help improve performance reporting and inform the Self Evaluation for SEND Inspection.	SEND Data Repository established to receive and monitor data from LA and key partners.	August 2019	Key data required for SEND Inspection is collated in a central system and can be updated regularly.	
3.	SEND Assessment Team restructure finalised.	New structure agreed with HR Staff and Unions for implementation in September 2019.	September 2019	SEND Integrated Assessment Team (0-25 years).  Clarity of roles responsibilities and accountabilities.  Staff training needs are identified	


				and training delivered to improve performance and outcomes.  New case management system in place.  Supervision and performance management systems in place.	
4.	Education, Health and Care Plan (EHCP) process compliant with SEND Code of Practice and statutory requirements.	Revised 20 week EHC Plan statutory process agreed and implemented with Health partners for clarity.	September 2019	New 20 week process is clear to all partners and compliant with statutory requirements.	
5.	Relocation of SEND Teams.	SEND teams located on same floor at Margaret McMillan Tower to improve communication.	September 2019	Communication and working relationships between SEND Teams is improved and enables improved performance.	
6.	CAPITA 1 system – use and reporting.	Project established with IT services and project plan/group.  Project support from Corporate IT services to help mitigate priority high level risks.  Basic Capita One Training for SEN staff. Super User training for identified staff.  Compliance of Capita – review of SEND categories.  SEND Data Dashboard (as	August 2019  August - September 2019  September 2019  September	High risks identified for inspection are mitigated as far as is practicably possible, within given timescales.  Single Case Management System in place.  SEND case management and recording is accurate, robust and Compliant.  Data quality is improved.  Enables production of reliable performance information.	



		<p>developed) shared with Strategic Partnership Board.</p> <p>Run a comparison between the two systems (Capita and Pathways) to determine gaps and duplication.</p> <p>Change Control process to be put in place. Strategic and Operational Boards to be set up.</p> <p>Minor re- configuration of CAPITA 1 systems on –going.</p> <p>Extract and load all documents to a single document library in a Sharepoint site.</p> <p>Specification for SEND Portal developed.</p> <p>Review and rationalise Capita reports across Services.</p> <p>Transfer of pupil information/files into a single data source (CAPITA).</p> <p>Data quality reports being run weekly by IMT.</p> <p>Quality of data in Capita system</p>	<p>2019</p> <p>Monitored through joint service/IT project plan from August 2019</p>	<p>Unsupported data systems are ceased.</p> <p>SEND Data Dashboard embedded as business as usual.</p> <p>SEND Portal commissioned to support operational process and improve compliance.</p>	
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		<p>being addressed through weekly reporting to SEN Managers.</p> <p>Additional training and development needs of SEND Assessment Team to be identified to ensure robust and consistent use of CAPITA 1.</p> <p>Review of original areas of risk undertaken with IT – majority now completed except for decision re SEND Portal.</p>	<p>November 2019 – January 2020</p>		
7.	<p>Joint Commissioning arrangements are not yet fully embedded; Whilst a couple of small behaviour projects are jointly commissioned between Education, Health and Social Care to meet the needs of a small number of C&amp;YP who have a learning disability/difficulty and challenging behaviour, no services as outlined in the SEND Code of Practice are currently joint commissioned.</p>	<p>A clear and coherent Joint Commissioning Strategy is developed that articulates how provision to meet the needs of C&amp;YP with SEND, aged 0-25, will be jointly commissioned between Children’s Adults and CCGs across the District.</p> <p>Joint Commissioning Strategy 2019/20 finalised and signed off by SEND Strategic Partnership Board.</p> <p>Priority actions are delivered to timescale and overseen by Joint Commissioning Work steam.</p> <p>Opportunities for joint</p>	<p>September 2019</p> <p>September 2019</p> <p>On-going and reviewed</p>	<p>Joint Commissioning and Co-Production is evidenced in line with SEND Code of Practice:</p> <p>Joint Commissioning arrangements <b>must:</b></p> <ul style="list-style-type: none"> <li>• Cover services for CYP 0-25 years, both with and without EHC Plans</li> <li>• Services will include specialist support and therapies e.g. clinical treatments and delivery of medications, speech and language, CAMHS, occupational therapy, physiotherapy, a range of nursing support and specialist equipment</li> </ul>	


		<p>commissioning are identified including pooling of resources/funding.</p> <p>Needs Analysis for SEND has been updated and will be reviewed 6 monthly to inform the Joint Strategic Needs Analysis (JSNA) for vulnerable CYP including those with SEND.</p> <p>A review of SEND placements and provision needs to be undertaken and established within the SEND commissioning process. To include the refresh of the White Rose Framework for SEND.</p> <p>Agreement with CCG to jointly fund and commission new SENDIASS contract.</p>	<p>monthly through Works Tream</p> <p>January 2020</p> <p>January 2020 – April 2020</p> <p>April 2020</p>	<p>Joint Commissioning <b>must</b> also include:</p> <ul style="list-style-type: none"> <li>• Securing EHC needs assessments</li> <li>• Securing the education, health and care provision specified in EHC plans</li> <li>• Agreeing personal budgets</li> </ul> <p>Local Joint Commissioning arrangements <b>must</b> consider:</p> <ul style="list-style-type: none"> <li>• What advice and information is provided about education, health and social care (EHC) for those who have SEND</li> <li>• How complaints about EHC are made and dealt with</li> <li>• Procedures for ensuring disagreements between LA,CCGs (and NHSE )are resolved quickly</li> </ul> <p>Outputs of this work <b>must</b> be presented on the Local Offer.</p> <p>Clear decision making structures are in place so that partners can agree the changes that joint commissioning will bring in the design of services.</p> <p>Services are jointly commissioned to meet the needs of CYP with SEND using robust and relevant needs analysis (JSNA) and feedback from</p>	
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				<p>service users.</p> <p>Parents/carers and young people are involved in the commissioning process from the outset.</p> <p>Robust commissioning and contract management arrangements are in place across the Local Area.</p> <p>Improved outcomes for CYP with SEND can be evidenced.</p>	
8.	SPOC (Single Point of Contact) for Health not yet established and working.	<p>Role of SPOC within Health to be clarified in relation to strategic oversight/quality of health information and role of DMO/DCO.</p> <p>Information Governance issues within Health to be resolved asap.</p> <p>Parental Consent and NHS number issues to be resolved between LA and Health.</p> <p>Operational Partnership Agreement to be finalised.</p>	<p>September 2019</p> <p>September 2019</p> <p>November 2019</p> <p>December 2019</p>	<p>SPOC admin inbox in place from 16<sup>th</sup> September. Recruitment to DCO role November 2019.</p> <p>More efficient flow of information requests between Education and Health.</p> <p>No requests for information refused or delayed.</p> <p>Audit trails of requests for information/information provided.</p> <p>Reduced risk of delay and missing information.</p> <p>Improvement in EHCP quality and compliance rates.</p>	
9.	Current lengthy waiting lists for ASD and CAMHS and difficulty accessing services.	Recovery plan to be produced before SEND inspection to address whole system issues	September 2019	Effectiveness and impacts of pilot projects reported for specific cohort and timescales. Outcomes used to	


	<p>Reduce waiting times for access to specialist Health Services:</p> <p>CAHMS (Child Adolescent Mental Health Services)</p> <p>ASD (Autism Spectrum Disorder)</p>	<p>and led by CCG.</p> <p>Hold a Mental Health Summit involving all key partners and CYP to inform whole system approach.</p> <p>Development of KOOTH on line counselling.</p> <p>Recovery plan to be produced before SEND inspection to address commissioning of new pathways and timescale for achieving NICE (National Institute for Clinical Excellence) guidelines.</p> <p>Re-current funding investment made and recruitment of staff asap.</p> <p>New pathways for referrals are developed, piloted and implemented.</p>	<p>September 2019</p> <p>TBC</p>	<p>inform new pathways to reduce waiting times.</p> <p>Whole system approach to accessing appropriate and timely support and reducing CAMHS waiting times.</p> <p>Assessments for Autism Spectrum Disorder are completed within NICE timescales.</p> <p>ASD waiting list is in keeping with the NICE timescales for delivery.</p> <p>Access to therapy services is improved and families report an improving picture.</p>	
10.	Quality of EHCPs and contributions from Health and Social Care.	<p>Redesign EHCP format- link into My Support Plan format.</p> <p>Consult with partners at panel. Consult with SEND Ambassadors and Parents.</p>	July 2019	<p>EHCP compliance rates need to continue to improve.</p> <p>EHCP format is user friendly and clearly explains the needs of the CYP. Voice of the Child reflected in quality assuring documentation through the</p>	



		<p>Established QA group with Health and Social Care to review and monitor the quality of EHCPs.</p> <p>Introduced new format to all users, providers and partners</p> <p>Partnership work with North Yorkshire to identify and model what a 'good plan' looks like</p> <p>SEND Assessment Team staff training delivered to show what 'Good looks like'.</p> <p>Exemplar EHCPs to be produced to model good practice and SMART outcomes.</p> <p>Develop a CYP friendly EHCP format with SEND Ambassadors.</p> <p>Place new EHCP format/s onto Local Offer.</p>	<p>September 2019</p> <p>On going</p> <p>October 2019</p> <p>December 2019</p> <p>TBC</p>	<p>utilisation of EHCP Champions</p> <p>Good EHC Plans are being produced within 20 week timescale.</p>	
11.	Resourcing, role and impact of the DMO (Designated Medical Officer)/DCO (Designated Clinical Officer) within Health for SEND.	<p>Establish role/JD of DCO in supporting DMO role within Health for SEND.</p> <p>Oversight of flow and quality of information shared between Health and Education.</p>	September 2019	<p>Health strategic oversight embedded in line with COP, to support CCG in meeting its statutory responsibilities in relation to SEND.</p> <p>Quality of information shared between Health and Education is within compliance timescales and is</p>	







		<p>DMO/DCO attendance at SEND Strategic Partnership Board and QA group meetings.</p> <p>Recruitment to DCO role by November 2019.</p> <p>DCO to attend weekly Education, Health and Care Panels to oversee quality of Health information in EHC plans.</p>	<p>November 2019</p> <p>February 2020</p>	<p>of good quality.</p> <p>Quality of EHCPs is rated as good. EHCP compliance rates continue to improve.</p>	
12.	<p>Processes for managing and monitoring Out of District SEND Placements, projections, individual funding agreements and contracting need to be fully established.</p>	<p>Review of Out of District and Independent provider SEND placements.</p> <p>Fiscal and performance officer role is established to monitor and report on SEND placements.</p> <p>Processes established to monitor the quality and VFM of placements, project future needs and associated costs.</p> <p>Individual funding agreements and contracting arrangements are put in place.</p> <p>Outcomes form EHC Panel are captured and recorded to enable tracking of individual pupil placements and funding.</p>	<p>September 2019</p> <p>September 2019</p>	<p>Out of District and Independent provider SEND placements are commissioned and performance managed on a more proactive basis to ensure individual outcomes are met.</p> <p>Placements provide VFM.</p> <p>Attendance issues and provider concerns are identified and addressed to ensure CYP are safe.</p> <p>Future sufficiency and placement needs are more easily identified.</p>	


		<p>Contract management processes are established with providers.</p> <p>Extension of LAC Welfare Call System contract to include SEND CYP.</p> <p>Processes/systems are in place to more regularly track attendance of CYP with SEND.</p> <p>Challenge placements/providers where outcomes are poor or poor value for money (VFM).</p>	<p>December 2019</p> <p>January 2020</p> <p>February 2020</p>	<p>Welfare Call system operational for SEND Out of District CYP.</p>	
13.	Local Area SEND Strategy to be revised and finalised.	<p>1<sup>st</sup> Draft Strategy consultation feedback reviewed.</p> <p>Strategy Co-Produced with parents/children/young people.</p> <p>Wider engagement with key services, Health and schools/colleges as needed to produce a good Local Area Strategy.</p> <p>Priorities identified linked to progress against SEND Reforms and SEF.</p> <p>Work streams membership and</p>	<p>September 2019 (Final Draft)</p> <p>September 2019</p> <p>October/</p>	<p>Local Area SEND Strategy produced with identified priorities and outcomes for delivery of SEND Reforms.</p> <p>SEND Strategy and progress made available on Local Offer.</p>	


		<p>TOR reviewed and are aligned with delivery of key priorities. Named leads identified to deliver to priorities.</p> <p>Wider consultation on Local Offer and Council website.</p> <p>Final Strategy signed off by SEND Strategic Partnership Board and HWB Board.</p> <p>Strategy logo and strapline developed by SEND Ambassadors.</p>	<p>November 2019</p> <p>November – December 2019</p> <p>January 2020</p> <p>January 2020</p>		
14.	Clarity of function needs to be agreed for SEND business support staff through the development of a core offer of service.	<p>Complete implementation of SEND Assessment Team Structure September 2019.</p> <p>Recruitment of business support staff to fill vacancies.</p> <p>Proposals for core offer from business support staff developed and implemented.</p>	<p>September 2019</p> <p>October 2019</p> <p>December 2019</p>	<p>Clarity of business support offer.</p> <p>Improved consistent business support to SEND Teams and more efficient customer service.</p> <p>Improved response time to FOIRs, DSARs and complaints.</p> <p>Reduced risk of reputational damage.</p>	
15.	Personal budgets need to be encouraged and enhanced for SEND.	Review of personal budgets process for education, health and social care and good practice via Co-Production workstream.	<p>November – January 2020</p> <p>On-going</p>	Personalised provision available to better meet needs of SEND CYP in a flexible manner, supported by necessary processes across Education, Health and Social Care.	

		<p>Personal Budgets guidance is developed and implemented.</p> <p>Information available on Local Offer updated for parent carers.</p>	TBC	<p>Education Personal Budgets information for parents/carers meets DfE statutory guidance.</p> <p>Eligibility criteria is adhered to for Personal Budgets</p> <p>Personal Budgets are being monitored and outcomes reviewed</p>	
16.	Review of SALT (Speech and Language Therapy) provision to meet increasing demands and new resource provision needs.	<p>On-going review process completed for all SALT provision and current commissioned arrangements (Health and LA commissioned).</p> <p>Identification of gaps in service and emerging needs.</p> <p>Identify opportunities for joint commissioning of SALT.</p> <p>Review of current LA provision/SLAs and VFM with a view to re tendering services.</p>	<p>September 2019</p> <p>November 2019</p> <p>April 2020</p>	<p>SALT provision is VFM, meets new and emerging needs.</p> <p>Contract management and performance management arrangements are robust and provide assurance of improving outcomes for CYP.</p> <p>Waiting times are reduced.</p> <p>New service commissioned to meet current needs.</p>	
17.	Preparation for Local Area SEND Inspection.	<p>Health inspection/data sub group meetings in place monthly.</p> <p>Inspection logistics group set up to manage inspection process.</p>	<p>June 2019 onwards</p> <p>July 2019</p>	<p>Inspection readiness across the Local Area.</p> <p>High areas of risk are identified and mitigation actions put in place to manage risks.</p>	

		<p>LA staff reminded of SEND Inspection process via inspection guides.</p> <p>Training delivered for Health colleagues.</p> <p>Logistics preparations for inspection in place with Partners.</p> <p>Draft SEF (self evaluation) shared with key contributors and SEND Strategic Partnership Board.</p> <p>SEF (self evaluation) produced and agreed by Local Area for inspection.</p>	<p>July/October 2019</p> <p>July 2019</p> <p>September 2019</p> <p>November 2019</p> <p>December 2019 – January 2020</p>		
18.	Continue to improve EHCP compliance rates.	<p>TAT team to continue to address backlog cases and remove these from the system. (Currently under 200 cases)</p> <p>Address barriers to improvement through TAT &amp; QA processes.</p> <p>Implement Weekly Monitoring</p>	May 2020 (12 months recovery plan)	<p>Compliance with SEND Code of Practice.</p> <p>CYP receive provision to meet their needs to timescales.</p> <p>Assessment and EHCP delays are reduced – backlogs are removed.</p> <p>Compliance rates are in line</p>	

		<p>&amp; Challenge of EHCP Compliance Rates within SEND Assessment Team.</p> <p>SEND Strategic Partnership Board to Monitor and challenge compliance improvement rates monthly.</p>		with/better than National Average (58%) and Yorkshire and Humber average (60%).	
19.	Annual Reviews	<p>LA to maintain annual review data list detailing 12mth compliance rate for each CYP with an EHCP.</p> <p>Design an additional front sheet for Annual Reviews checking off the requirement of key data.</p> <p>Develop an electronic system with alerts for planning and compliance. SEND Action Plan to address updating backlog.</p>	<p>September 2019</p> <p>September 2019</p> <p>January 2020</p>	<p>Annual reviews are held within compliance time frames.</p> <p>SEND team prioritise attendance at annual reviews according to specific criteria. SEND team can identify priority completed annual review paperwork and challenge and support providers.</p> <p>Back log of Reviews has been addressed through caseload management system</p>	
20.	EHCP Named Provision	<p>Ensure all SEND Children have allocated provision named in EHCPs which matches levels of need and required coproduced outcomes in EHCP.</p> <p>Consultation on the provision of an additional 354 places in the Bradford area, with a profile of</p>	<p>On-going</p> <p>July 2019</p>	All CYP with EHCPs have provision named in their EHCPs. All CYP have allocated provision named in EHCPs which matches levels of need and required coproduced outcomes in EHCP.	

		<p>availability produced.</p> <p>Implementation of provision September – April 2020</p> <p>Development of Data Dashboard to identify pupil with 'no base'.</p> <p>Identification of data quality/coding issues on Capita system and amendment.</p> <p>Develop clear processes for addressing CYP with EHCPs recorded without a base.</p> <p>Work with Transport to identify impact of increasing number of children with EHCPs requiring travel assistance.</p>	<p>April 2020</p> <p>September/October 2019</p> <p>On-going</p> <p>On-going</p>	<p>289 places are proposed to be established September 2019 including at three maintained schools in the district.</p> <p>Any CYP without bases are identified expediently by SEND team and are referred to EHC Panel for consideration.</p> <p>CYP with EHCPs moving into Bradford area are identified and continuity duties are met.</p> <p>Children and young people with SEND receive entitlements to travel assistance to access education.</p>	
21.	Capturing the voice of children and young people with SEND.	<p>Regular attendance and participation of children and young people with SEND at the Strategic Partnership Board.</p> <p>Recruitment of 7 SEND Ambassadors to champion the voice of children and young people with SEND and to provide insight and feedback on</p>	<p>From January 2019</p> <p>June 2019</p> <p>On-going</p>	<p>SEND Ambassadors fully established as representing 'the voice' of children and young people with SEND.</p> <p>Co-production of all SEND related strategies and policies with SEND Ambassadors and wider SEND children and young people representatives.</p>	

		development of key strategies and documentation.  Recruitment meeting for more potential SEND Ambassadors planned for January 2020.	January 2020		
22.	Parental Engagement and feedback.	Parental listening events with parents/carers of CYP with SEND – November 2019.  Programme of listening events for January to June 2020.  'You said we did' feedback collated following each event and put on Local Offer.  Parent Ambassadors recruited to support Co-Production.	November 2019  January 2020 onwards  January 2020	Actions taken in response to feedback placed on Local Offer in a timely way.  Parental confidence and feedback in the SEND process and services is improved and positive change is reported back.	

**Key**

**Green – Work/Action has been completed within timescale**

**Red - Actions – Work/Action incomplete, rescheduled or delays have significant impact or risk**

**Amber – Work/ Action has been started and some progress made**

**Governance, Support and Monitoring**

The Action Plan will form part of the wider Local Area Self Evaluation Improvement Plan which will cover progress against all areas of the SEND Reforms.

Jane Hall 16<sup>th</sup> January 2020



The SEND Strategic Partnership Board will oversee progress against the Action Plan and will task the relevant Work streams (Integrated Assessment Work stream and the Joint Commissioning Work stream) to provide operational direction and delivery from key partners and stakeholders. Progress will be reported to the Board via regular highlight reports.

The SEND Strategic Partnership Board will produce a composite highlight report of all aspects of SEND Reform delivery to the Health & Wellbeing Board and the Children's Trust. This will include a specific section on the SEND Action Plan.

The SEND Transformation and Compliance Team will provide support and appropriate challenge to facilitate the work of the SEND Action Plan and the wider Local Area Self Evaluation Improvement Plan.