

Appendix One.

SEND LOCAL AREA

Written Statement of Action

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September 2019

Version 10

SEND Strategy Priorities 2019-22

<p>Ensure that children and families are at the heart of an effective send system</p>	<ul style="list-style-type: none"> • Parental engagement and co-production in all areas of SEND. • The role of the Parent/ Carer Forum in putting forward parent voice though CaPa • Parent, child and young person engagement in service commissioning, Planning and delivery • Co-production of individual Education, Health and Care Plans (EHC Plans) • Pupil voice and targeted engagement work • Feedback via surveys and group work
<p>Ensure every child and young person is making good progress and attends a good place to learn</p>	<ul style="list-style-type: none"> • A comprehensive range of high quality SEND services available in mainstream and special early years settings, schools and colleges for children and young people at SEN support and EHC Plan • Measures of individual outcomes progress through EHC Plan and SEN support and beyond academic attainment • Appropriate range of specialist places in place • SEND progress measures in schools and bases for EHC Plan and SEN support • Targeted monitoring and support for all vulnerable groups including SEN support, EHC Plan, LAC, CIN and Young Offenders
<p>Ensure children and families are well supported</p>	<ul style="list-style-type: none"> • High quality comprehensive information on all SEND services through the Local Offer • High quality support services in all provision to enable parents, children and young people to achieve identified outcomes • High quality advisory and support services through Information, Advice and Guidance services (IAGS) • Clear and comprehensive routes of access to Co-ordinated Health & Social Care support including SEN support, CAF, Health Pathways including Emotional, Health & Mental Wellbeing and EHC Plan
<p>Ensure an effective and responsive approach to assessing and meeting the needs of children and their families</p>	<ul style="list-style-type: none"> • High quality and efficient SEN assessment, delivery, monitoring and administration at early years settings, schools and college provision with effective Local Authority, Health and Social Care contributions • Comprehensive support for children and young people in place leading to enhanced outcomes for all children and young people
<p>Ensure the identification of early support for children with send</p>	<ul style="list-style-type: none"> • Comprehensive early identification and support systems including Early Support, Portage, Outreach services and co-ordinated support in Early Years settings incorporating Health, Social Care and Education systems under a single co-ordinated system • Clear systems of support and advice to early years settings to ensure identification of needs and support including support from the Area SENCO
<p>Ensure young people are well prepared for adulthood</p>	<ul style="list-style-type: none"> • Clear and timely Preparing for Adulthood (PFA) Planning ensuring young people have a wide range of opportunities and achieve across all six areas of PFA • Clear and effective systems enabling young people to transition to adult education, Employment, Health and Social Care services based on their individual needs

Introduction

This document outlines the commitment of Thurrock Council and Thurrock's Clinical Commissioning Group (CCG) to address the areas of concern, which were identified in Thurrock's Local Area SEND Inspection, which took place 4th-8th March 2019.

The document highlighted three key areas:

- **Area of Concern 1:** Inaccurate and incomplete records and ineffective oversight meant that leaders did not know the whereabouts of some children and young people and what provision they have.
- **Area of Concern 2:** Quality assurance is not rigorous enough to ensure effective governance and oversight across the provision and services for 0 to 25-year-olds with SEND. Leaders are reliant on working relationships rather than processes. Leaders are over reliant on the limited information given to them by educational providers about the quality of the provision they purchase.
- **Area of Concern 3:** Education Health and Care Plans (EHC Plans) and the annual review process are of poor quality. The local authority has no system in place to make sure that relevant professionals and services are notified when EHC Plans need reviewing or updating. Professionals are not routinely informed of requests to submit written information within specified timescales. Too often EHC Plans are out of date and do not accurately reflect the needs or views of children and young people, or the views of the families. The information from EHC Plans and annual reviews is not used to inform the commissioning of services, particularly, but not exclusively, for young people between the ages of 19 and 25 years.

Our Written Statement of Action has been produced in partnership with the Thurrock Council, CCG and Public Health to ensure that all key partners are working together to address the weaknesses identified in the recent inspection. In addition, we have shared the document with our Children's Overview and Scrutiny board, young people, our parent groups, and a focus group of parents and carers recognising the importance of shared ownership and commitment to children and young people with SEND.

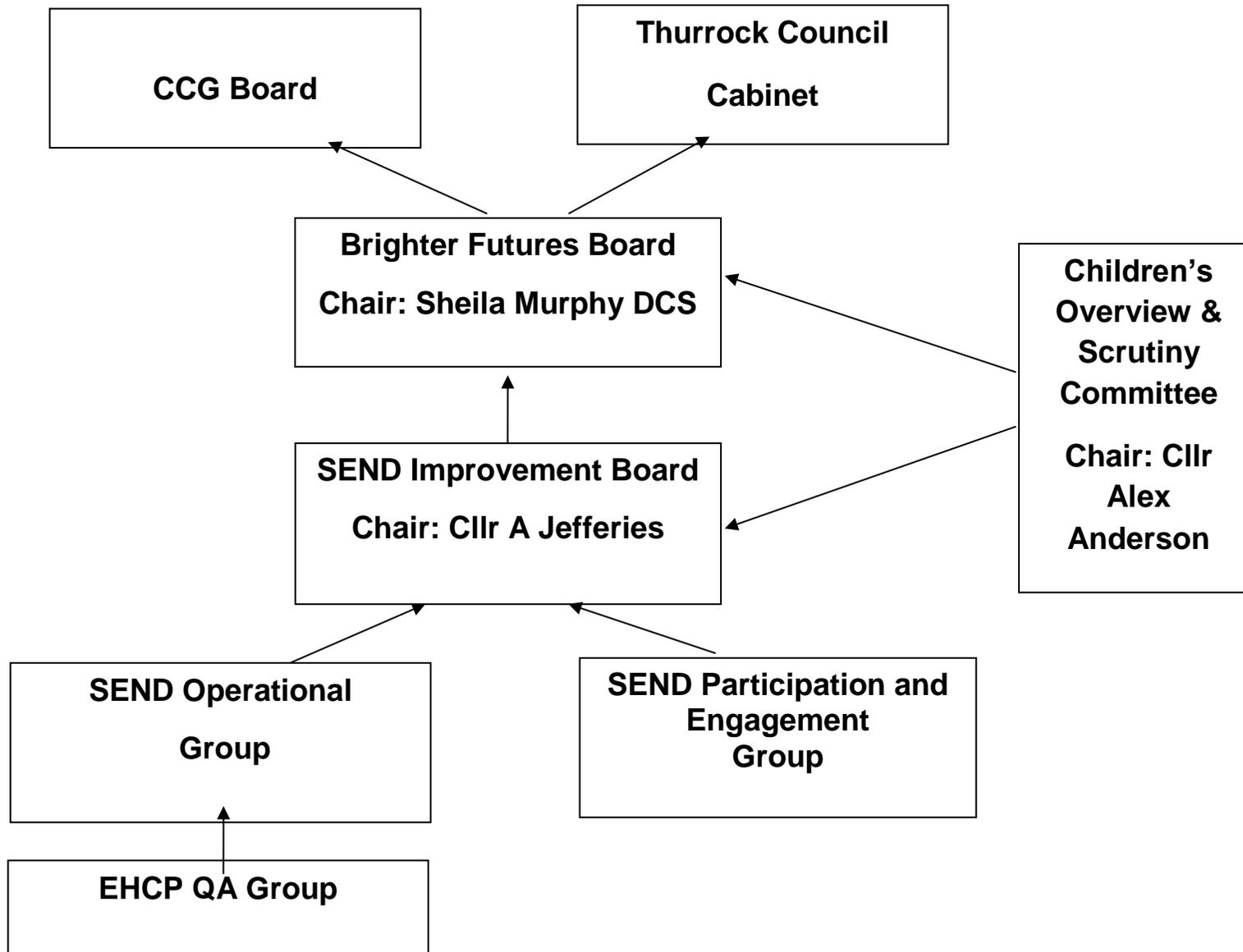
The monitoring of this statement of action will take place on a quarterly basis with the Department for Education (DfE) and NHS England, and implementation will be monitored and scrutinised through the Thurrock SEND Improvement Board, which is chaired by the Portfolio Holder for Education and Health. Our Operational SEND Group will oversee our work Plans and monitor internal performance measures to ensure we have a robust system of quality assurance in place.

Thurrock has a long standing commitment to an inclusive system of education health care and support that actively enables access and full participation to all aspects of community life. This is in compliance with the Salamanca Statement and Framework for action on Special Needs (1994), the UN Convention on the Rights of the Child and is embedded in the Equality Act 2010.

Key responsible people

Portfolio Holder for Education & Health (PFH)	Cllr Andrew Jefferies	CEO Thurrock Council	Lyn Carpenter
Leader of the Council	Cllr Rob Gledhill	Portfolio Holder Children & Adult Social Care	Cllr James Halden
Chair Children's Services Overview & Scrutiny Committee	Cllr Alex Anderson	Corporate Director (CD)	Sheila Murphy
Assistant Director, & Consultant in Public Health	Teresa Salami-Oru	Assistant Director Education & Skills (ADES)	Michele Lucas
Assistant Director Children's Social Care	Joe Tynan	Strategic Lead Specialist Provision / Principal Educational Psychologist (SLSPPEP)	Malcolm Taylor
Strategic Lead School Effectiveness and SEND (SLSESEND)	Andrea Winstone	Strategic Lead Employability and Skills (SLES)	Kate Kozlova-Boran
Strategic Lead Business Intelligence (SLBI)	Mandy Moore	Assistant Director for Integrated Commissioning for Children, Young People & Maternity	Helen Farmer
Chief Nurse, CCG	Jane Foster-Taylor	Strategic Lead for Children Services Commissioning (SLCSC)	Sue Green
Designated Clinical Officer (DCO)	Louise Warren		

SEND Governance Structure



Governance Structure

Thurrock Council working in partnership with Thurrock CCG and Parent Carer Forum has undertaken a review of its Governance of the SEND work across the Local Area.

Children's Overview and Scrutiny will monitor the impacts associated with this plan on bi-monthly basis.

Brighter Futures – Children's Partnership provides the overarching governance arrangements for SEND, work to address the issues within the written statement of action and the wider SEND strategy will be reported to the Brighter Futures – Children's Partnership on a six monthly basis.

SEND Improvement Board meets six weekly and is chaired by the Portfolio Holder for Education and Health. The membership is made up of senior management from across the Partnership including the CCG and Public Health and the Parent Carer Forum.

SEND Operational Group meets six weekly to ensure the work programme set out in the written statement of action and the wider SEND improvement priorities are on track ensuring effective action. This group reports to the SEND Improvement Board. Membership of this Group is cross partnership and includes operational leads from the LA, CCG, Public Health and Parent Carer representation.

The SEND Participation and Engagement group meets quarterly co-chaired with the Parent Carer Forum to enable a wide range of co-production including Health Education and Social Care across all areas of SEND improvement.

EHCP Quality Assurance Group – this group meets monthly and will oversee the QA process of EHCP's it will report into the operational group and quarterly reports will be provided to the SEND Improvement Board.

RAG RATING KEY

RED	The action has not yet started or there is significant delay in implementation. The action must be prioritised to bring it back on track to deliver.
AMBER	The action has been started but there is some delay in implementation. The action must be monitored to ensure the required improvement is delivered.
GREEN	The action is on track to be completed by the agreed date. Evidence is required to show that the improvement has been embedded and sustained.
BLUE	The action has been completed and is now fully embedded.

Written Statement of Action

Area of concern 1: Inaccurate and incomplete records and ineffective oversight meant that leaders did not know the whereabouts of some children and young people and what provision they have.

Aim of this programme of work:

To ensure that the Local Authority knows where all children and young people are placed and what provision they are accessing. To develop processes to confirm the quality of provision and the welfare of children and young people placed in different settings particularly those placed out of the authority.

We will undertake a review of SEND, EHC Plan records and ensure that they are updated by the SEN team. This will be audited monthly by members of the senior manager team and reported through our performance management framework to Directors Board and the SEND Improvement Board.

KPIs / Targets for assessing overall success of the programme

- All EHC Plans are reviewed and quality assured to meet statutory assessment timelines

The system at any time can produce this information readily.

An accurate list of all C&YP with EHC Plans:-

- Where they are placed
- Date the EHC Plan was reviewed and when next review is due
- For those placed in residential /out of authority or home educated dates of the last monitoring visits to check welfare
- Up to date information around children/young people who are “awaiting specialist provision”
- Clear processes in place to ensure we are tracking those that may be missing education

Area of Concern 1: Inaccurate and incomplete records and ineffective oversight meant that leaders did not know the whereabouts of some children and young people and what provision they have

Aims: To ensure that the Local Authority knows where all children and young people are placed and what provision they are accessing. To develop processes to confirm the quality of provision and the welfare of children and young people placed in different settings particularly those out of the authority.

Actions	Action completed by	Responsible Officer	Outcomes and measures																
<p>A1. Management oversight- Realignment of Education and Skills leadership so that there is an enhanced focus on quality and performance monitoring of provision</p> <p>a) Complete re-alignment documentation</p> <p>b) Consultation with management team members re the new structure.</p> <p>c) Realign duties to Strategic Leads and Post 16 Lead and amend job descriptions</p> <p>d) Strategic Leads and Post 16 Leads line managed by ADES</p> <p>e) Rigorous monitoring of the SEND services to ensure that outcomes and measures are met</p> <p>RAG rating</p> <table border="1" data-bbox="114 1034 752 1283"> <tr> <td>Oct 2019</td> <td>Jan 2020</td> <td>April 2020</td> <td>July 2020</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Oct 2020</td> <td>Jan 2021</td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table>	Oct 2019	Jan 2020	April 2020	July 2020					Oct 2020	Jan 2021							<p>July 2019</p> <p>July 2019</p> <p>July 2019</p> <p>July 2019</p> <p>Ongoing</p>	<p>ADES</p> <p>ADES</p> <p>ADES</p> <p>ADES</p> <p>ADES</p>	<p>Outcomes</p> <p>Distributed leadership of service – service realigned into three areas Specialist provision, Operations and Post 16</p> <p>Service leads closely monitor and performance manage the SEND operational teams</p> <p>Service leads attend case management decision making panel</p> <p>Service leads visit each out of borough placement to QA</p> <p>There are clear lines of responsibility and reporting</p> <p>Rigorous monitoring improves performance of SEND team measured by timescales, feedback from parents and education establishments, % of plans audited that comply with the QA framework, % of annual reviews completed on time (see section 3)</p> <p>Quarterly report on performance to the SEND Board starting in October 2019</p> <p>And as a result:</p> <p>Local Authority (ADES) has effective oversight of where all children and young people with SEND are placed and the provision they are accessing thus ensuring they are achieving their outcomes</p> <p>Increased management capacity which will lead to closer scrutiny of all cases ensuring all children and young people are placed in appropriate provision</p>
Oct 2019	Jan 2020	April 2020	July 2020																
Oct 2020	Jan 2021																		

Progress will be governed by SEND Improvement Board

A1 progress update - March to September 2020:

Actions **a) - d)** around the management realignment have been completed. Action **e)** remains ongoing with evidence of current progress outlined below.

1. EHC Plans completed within 20 week timeframe has improved month on month consistently 70% in time over three month period which is above both national and statistical neighbours.
2. COVID action plan developed around delays around some actions – this has been reviewed and timelines and have amended with approval from SEND Board.
3. Clear management oversight relating to specialist provision – QA of all provision has been undertaken and recommendations have been implemented around the plans
4. Post 16 QA provision has been developed to review the offer and identify with young people’s involvement newly commissioned provision.

A2. Records and oversight of all Post 16 provision for CYP with SEND to be reviewed to ensure accuracy of placement for the young person in line with Ofsted Written Statement of Action

- a) Identify additional funding stream for additional capacity through a business case to Director’s Board
- b) Recruit 3 additional post 16 officers with careers advice and guidance qualifications and 1 tracking officer
- c) Create a quality assurance framework for post 16 provision using regional guidance to be developed further with Children , Young People, Parents /Carers and Partners
- d) Commission post 16 provision using the framework developed – action date

April 2020

P16SM

July 2019

P16SM

Feb 2020
Oct 2020

P16SM

Feb 2020
Oct 2020

P16SM

Outcomes

Increased capacity in Post 16 team to address areas of identified concern in the Ofsted Inspection.

New learning pathways and courses are developed locally for Preparing for Adulthood(PfA) building on current provision for young people

All CYP from year 9+ have will have an annual PfA advisor attend their annual review will deliver CEIAG (Career education, information and guidance) to SEND YP in Year 9,10,11, 12, 13 and 14 to identify needs early on, consistently work on SMART career targets using the Careers Action Plan as the golden thread throughout the YP’s journey. Reporting on destinations of YP is robust.

And as a result:

CYP welfare and quality of education is regularly assessed and monitored

<p>e) Agree KPIs with all post 16 providers to enable the officers to measure impact of provision</p> <p>f) In collaboration with South Essex College, USP and Thurrock Adult Community College improve the post 16 offer locally, ensuring information from PFA meetings/ annual reviews taken into account</p> <p>g) The Action Plans for Young People undergoing transition with EHC Plans are collated by the Preparing for Adulthood Officer on a termly basis to inform the future provision</p> <p>h) Embed seamless pathways between Children’s and Adult Social Services through PFA monthly meetings</p> <p>i) Create new career action plans appropriate to different year groups</p> <p>RAG rating</p> <table border="1" data-bbox="107 1018 752 1267"> <thead> <tr> <th>Oct 2019</th> <th>Jan 2020</th> <th>April 2020</th> <th>July 2020</th> </tr> </thead> <tbody> <tr> <td style="background-color: #92d050;"></td> <td style="background-color: #92d050;"></td> <td style="background-color: #ffc107;"></td> <td style="background-color: #ffc107;"></td> </tr> <tr> <td>Oct 2020</td> <td>Jan 2021</td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Oct 2019	Jan 2020	April 2020	July 2020					Oct 2020	Jan 2021							<p>April 2020 Oct 2020</p> <p>April 2020 Oct 2020</p> <p>Dec 2019</p> <p>Nov 2019</p> <p>Sept 2019</p>	<p>P16SM</p> <p>P16SM</p> <p>P16SM</p> <p>P16SM</p> <p>P16SM</p>	<p>Post 16 provision is commissioned based on intelligence from Pfa sections of reviews of EHCPs</p> <p>Evidenced by:</p> <p>Development of new bespoke programmes to ensure learner needs are met.</p> <p>Improvement to the curriculum; internship opportunities; careers advice and access to employment and apprenticeships for young people.</p> <p>Additions to the post 16 curriculum for young people with SEND (both with EHCPs and at SEND support) for the academic year 2020/21 compared with 2019/19.</p> <p>Increase in supported internship from baseline in the SEN2 return 2019 of 24.</p> <p>Increase in apprentices with EHCPs for the baseline in the SEN2 return 2019 of 19.</p> <p>Changes in the levels of YP aged 16-19 with EHCPs NEET from 2019 baseline. Changes in the overall level of YP who are NEET from 2019 baseline.</p> <p>Leaders know the whereabouts of all children and young people and what provision they have evidenced by records produced from the database/IT system.</p> <p>Young people meet their potential and have fulfilling lives and careers as evidenced by :-</p> <p>Young people have access to new bespoke programmes to meet learner needs.</p> <p>Improved access to the curriculum; internship opportunities; positive transitions from children to adult health services; careers advice and</p>
Oct 2019	Jan 2020	April 2020	July 2020																
Oct 2020	Jan 2021																		

			access to employment and apprenticeships; positive transitions from children's to adult's social care, access to housing and support for independent living.
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A2 Progress update: - March to September 2020 :

A number of actions [(a) (b) (g) (h) (i)] have been completed. However, we have had some issues around timescales due to COVID restrictions for actions [(c) (d) (e) (f)]. These revised timescales have been approved by the SEND improvement board in summer 2020 and below is an overview of the activity which has taken place including information around support for young people during the period of school closure.

1. Three PFA Advisers have been recruited into the team to increase capacity in delivering the annual reviews post 16. One Tracking Officer has been recruited to ensure robust destination monitoring – which has meant we have clear protocols in places to ensure we can track and support all our young people.
2. Post 16 providers have agreed to establish focus groups in their establishments to enable the voice of the YP to be heard, this will happen during October 2020. The outcome of the focus groups will determine the bespoke provision for Post 16 SEND. This is planned for January 2021 making sure it is YP led and is reflective of what the YP want their learning journey to look like.
3. Current work is progressing to ensure we are able to support young people with the newly established internship opportunities that will be generated for January 2021 – which are addressing the issues around post 16 opportunities.
4. A Commissioning work stream has been developed that is addressing the providers' KPIs and scoping paper has been presented to the board
5. New plans for each Year group have been designed - as the YP progresses through the years each plan will inform the following one and enhance it enabling the plans to be as robust as possible and reflecting YP's needs.
6. A newly established post-16 Innovative programme is being delivered at Grangewaters, which incorporates team building, H&S, First Aid - programmes enhancing YP's employability skills.
7. **16-18** year old SEND Not in Education Employment or Training/Unknown is currently at 3% which is significantly below the Eastern Region of 7.9% (March 2019 is the latest comparative data) and National of 10% (March 2019 is the latest comparative data) and shows a positive picture.
8. **16-25** year old SEND learners Not in Education Employment and Training is currently at 7.5% - national data is difficult to source however Thurrock has a strong tracking team which enables us to have a clear data set around where our young people are. This figure relates to a wider cohort than the 16-18 year olds.

During the lockdown period SEND YP post 16 were contacted in the following ways:-

- Written to
- Contacted to check well-being
- Contacted with an Offer of a Careers Interview
- All Year 11s were offered a September Guarantee (SG)
- All Year 13s had intensive careers offer to minimise NEET

The new QA Peer Review Group for all Post 16 Training Providers will be introduced in October and will increase confidence in the local offer, enhance provision as well as give the LA an opportunity to gain feedback around the local offer resulting in positive progression of YP into EET/employment on completion of courses. NEET data will be analysed to bring understanding of the progression routes post 19.

Young people will not experience any delays in the start of their training provision; provision will be of high quality enabling to progress into a positive destination.

Person centred approach is at the heart of provision as KPIs reflect the targets of the EHCPs leading to successful students achieving their outcomes.

PFA advisers have very close links with three colleges (TACC, SEC , USP) and know the YP on their caseload. Feedback from YP is that they feel listened to and know where to turn for career / preparation for adulthood advice.

Young people start preparing for adulthood from Year 9 giving them the time to grow in confidence in their chosen career path

The young person gets a holistic offer that meets their social, health and educational needs leading to better outcomes.

Person centred approach allows children/YP to build on their strengths from year to year leading to consistent journey towards independence and employment. Aspirations are increased and young people feel more ambitious about their future careers

Timelines have slipped due to COVID 19 this has been discussed with SEND Improvement Board and new timelines have been approved. The impact on YP has been kept to minimum as we have kept in touch with them over lockdown period.

Commissioning process have been affected by COVID 19 but will commence over the Autumn term Filming of the young people in their Post 16 provision to enhance the Local Offer has been paused; to be resumed in September 2020. There has been slippage in the production of Annual Reviews due to the impact of the Covid-19 mainly due to accessibility

<p>A3: Governance of SEND Service will be reviewed to ensure, there is effective oversight all children and young people.</p> <p>a) SEND Improvement Board and SEND Operational Board to be established</p> <p>b) Agree terms of reference for the boards and arrangements for communicating decisions and reporting lines</p> <p>c) Board to be Chaired by Portfolio Holder, and DCO, ADES, ADCS, CD attend board meetings</p> <p>d) Embed the operational aspects of governance structures, working groups and forums established by WSoA and already in existence in order to ensure aligned and effective implementation of WSoA.</p> <p>e) The board will hold performance of SEND department to account through monthly performance data monitoring</p> <p>RAG rating</p> <table border="1" data-bbox="107 1023 752 1273"> <tr> <td>Oct 2019</td> <td>Jan 2020</td> <td>April 2020</td> <td>July 2020</td> </tr> <tr> <td style="background-color: #4CAF50;"></td> <td style="background-color: #2196F3;"></td> <td style="background-color: #2196F3;"></td> <td style="background-color: #2196F3;"></td> </tr> <tr> <td>Oct 2020</td> <td>Jan 2021</td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table>	Oct 2019	Jan 2020	April 2020	July 2020					Oct 2020	Jan 2021							<p style="text-align: center;">July 2019</p> <p style="text-align: center;">July 2019</p> <p style="text-align: center;">July 2019</p> <p style="text-align: center;">Jan 2020</p> <p style="text-align: center;">Jan 2020</p>	<p>ADES</p> <p>DCO</p> <p>ADCS</p> <p>CD</p>	<p>Outcomes and measures</p> <ul style="list-style-type: none"> • Increased senior management oversight • Challenging but realistic targets are set • Clear lines of accountability • Poor performance is challenged and addressed <p>And as a result:</p> <p>Membership agreed. The chair of the board is the PFH for Education and Health and OFSTED Regional Lead is also a member</p> <p>New board meeting on 14th June to oversee the development of the Written Statement of Action</p> <p>Board have met and signed off the re-submitted WSOA.</p> <p>The performance framework will demonstrate a system wide approach to children and young people with SEND</p> <p>Performance of department will improve and children and young people's experience of support arrangements for SEND will improve</p>
Oct 2019	Jan 2020	April 2020	July 2020																
Oct 2020	Jan 2021																		

A3 Progress update March to September 2020:

All action points [(a) – (e)] have been completed. Governance has been strengthened with the development of the SEND operational group and the SEND Improvement Board as well as Children Overview & Scrutiny and the Health & Wellbeing Board holding the SEND service to account.

1. Operational Group meetings on a monthly basis with the SEND Improvement Board meeting every 6 weeks providing support and challenge.

Impact

2. Monthly data returns demonstrate that the % EHCPs finalised within the 20 weeks timescales has remained above the published data for England (60%). **The average % of plans finalised in time April – July 2020 was 88.4%**

A4: Improve the accuracy and quality of record keeping

- a) Update all data currently held on the Synergy SEN Data base system to ensure annual review dates, placements/ schools/ year groups and other information is correct.
- b) Bi-weekly training programme in place for all SEND team in the processes for annual reviews/ case work/ recording/ customer service/ practice standards
- c) Train SEND caseworkers to use all the modules on the Synergy SEND system
- d) Embed SEND Children Missing Education (CME) processes and recording through CME monthly monitoring of cases.
- e) Distribute CME reporting and recording processes to SEND/ EWS/ Admissions/ Social Care/ schools

Sep 2019

SLSESEND

July 2019

SLSESEND

Feb 2020

SLSESEND

Dec 2019

SLSPPEP

Nov 2019

SLSPPEP

Outcomes

The system at any time can produce this information readily to support Children and Young People's outcomes.

100% Records are accurate and up to date

Staff training has commenced and is undertaken by all staff on a Bi-weekly basis

An accurate list of all C&YP with EHC Plans:-

- Where they are placed
- Date the EHC Plan was reviewed and when next review is due
- For those placed in residential /out of authority or home educated dates of the last monitoring visits to check welfare
- Up to date information around children/young people who are "awaiting specialist provision"

And as a result:

All current data on Synergy is complete and accurate.

CME processes are clear and understood by all

RAG				<p>All partner agencies have copies of the revised CME process and have undertaken training or awareness raising on the new process</p> <p>Clear processes in place to ensure we are tracking those that may be missing</p> <p>20 week timescale for completing EHCPs is met in line with the SEND code of practice 2015</p> <p>All members of the SEND team will have completed a training programme to understand the current SEN team requirements for data recording and to understand how to input this data into Synergy</p> <p>The Synergy system can produce all required information, accurately and in a timely manner</p> <p>CYP have timely annual reviews of the EHC Plans</p>
Oct 2019	Jan 2020	April 2020	July 2020	
Oct 2020	Jan 2021			

A4 Progress update – March to September 2020:

All actions **[(a) – (e)]** have been completed. Please see below for an overview of the systems work that has been undertaken.

1. The information held on Synergy has been updated and two further updates to the software have been installed. This will now enable routine data reporting and clean up in future.
2. The bi-weekly training is in place and is ongoing. New casework staff have been inducted and have received intensive training. As a result caseloads per caseworker have been reduced to approx. 150 cases per full time equivalent from a previous average caseload of 300. This will support timescales within the service to ensure it is more efficient and effective.
3. All staff have undertaken customer service training, and new practice standards have been developed and are being used by all staff. The practice standards ensure a consistent approach to all tasks and duties and has resulted in fewer complaints and increased compliments.
4. A new telephony system has been purchased. Monitoring shows that all calls and emails are responded to within timescales. This data has been presented to SEND Improvement Board.

Impact

5. There are no late phone calls on the call log and the number of complaints have reduced. Calls to the service have reduced by 46% since the new system was introduced and no calls were abandoned. The reduction in calls is a positive sign as less calls means less people needing to contact the service.

6. Ofsted recognised that the CME process for all children and YP was fit for purpose and robust during the ILACS.
7. CME Meetings taking place monthly, Action Minutes in place including individual casework actions
8. Updated CME guidance sent to schools by email 30/8/2019, Guidance published on Local Authority web site

<p>A5: SEND data integration project.</p> <p>a) Identify resources to Progress the Synergy Health Check work</p> <p>b) Recruit additional capacity for Synergy system</p> <p>c) Identify the current shortcomings in the current system</p> <p>d) Create an options appraisal for systems integration</p> <p>e) Identify appropriate system providers</p> <p>f) Review and update data management system</p> <p>g) Research the introduction of Synergy or other line EHC PLAN system</p> <p>h) Introduce an online EHC Plan system that is user friendly for parents/ CYP/ stakeholders-ensuring training is in place for all from system provider</p>	<p>July 2019</p> <p>Oct 2019</p> <p>Sep 2019</p> <p>Sep 2019</p> <p>Oct 2109</p> <p>Oct 2019</p> <p>Dec 2019</p> <p>March 2020</p>	<p>SLBI</p> <p>SLBI</p> <p>SLBI</p> <p>SLBI</p> <p>SLBI</p> <p>SLBI</p> <p>SLBI</p> <p>SLBI</p>	<p>Outcomes</p> <p>A fully integrated system that supports the work of the SEND service and provide better outcomes for young people.</p> <p>And as a result</p> <p>System is being used to full capacity</p> <p>Records are up to date and accurate</p> <p>Workflows in place to remind caseworkers and managers of tasks</p> <p>The team performance improves</p> <p>The system to include views and wishes of parents/carers/ CYP is on line and user friendly and enables all to give feedback to inform service development</p>										
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A5 Progress update – March to September 2020

Actions **[(a) – (g)]** have been completed. The systems integration project will be completed in two phases.

1. Additional capacity and research was undertaken. This has enabled the work relating to integration to move forward.
2. Phase one of the data integration project has been completed this will enable a single view of education and skills data to be viewed. The Synergy system will support routine data reporting to support data clean up and performance management. This gives greater management oversight of where our children and YP are and how the EHCP is supporting their educational outcomes.
3. **(h)** Remains red due to delays in the phase two project which will introduce a new online EHCP portal. A project plan has been developed and is due to be signed off by the SEND Improvement Board in October 2020. This will look to improve performance and support some of the potential reduction in timescale for the development of EHC plans.

Area of Concern 2: Quality assurance is not rigorous enough to ensure effective governance and oversight across the provision and services for 0 to 25-year-olds with SEND. Leaders are reliant on working relationships rather than processes. Leaders are over reliant on the limited information given to them by educational providers about the quality of the provision they purchase.

Aim of this programme of work:-

- (i) Ensure relevant governing bodies (e.g. SEND Improvement Board and Health and Wellbeing Board) have access to a range of indicators relating to outcomes, service quality and performance to assess how well the local area is meeting the needs of C&YP with SEND**
- (ii) Ensure the development and application of the performance framework engages children and young people with SEND and their parents**
- (iii) Ensure there is a robust quality assurance framework for those children and young people with EHCPs placed outside Thurrock that ensures they make progress, promotes their independence and ensures their wellbeing and safety.**
- (iv) Strengthen the quality assurance arrangements for the provision of post 16 education for students with SEND and specialist school provision**
- (v) Ensure key services for C&YP operate within a high quality QA framework that embeds co-production – particularly with regard to the drafting and review of EHCPs (section 3 below, post 16 provision, provision for children and young people placed out of borough. This will be compliant with the SEND Code of Practice (2015).**

KPI's/Targets for assessing overall success of the programme:-

- a) Developing a strategic data dashboard covering education, health and social care provision which includes outcomes and indicators of service quality and performance for use by strategic managers and governing bodies responsible for overseeing the provision of services of C&YP with SEND and taking policy/commissioning decisions (see area concern 1)
- b) Developing a QA framework for key aspects of service delivery with a range of partners with priority being given to the following:
 - EHC Plans include the views, wishes and feelings of children, young people, their families and carers
 - EHC Plans are clear, concise, understandable and accessible
 - EHC Plans set out how partners will co-ordinate and work together to support the child, young person, parent and carers
 - EHC Plans clearly identify need and include specific outcomes

The framework will also be inclusive of those placed in independent/non maintained/residential settings and special circumstances.

- c) Reviewing post 16 local offer and how it links into the adult social care transitional pathway.

Area of Concern 2: Quality assurance is not rigorous enough to ensure effective governance and oversight across the provision and services for 0 to 25-year-olds with SEND. Leaders are reliant on working relationships rather than processes. Leaders are over reliant on the limited information given to them by educational providers about the quality of the provision they purchase.

Aims: Ensure relevant governing bodies (e.g. SEND Improvement Board and Health and Wellbeing Board) have access to a range of indicators relating to outcomes, service quality and performance to assess how well the local area is meeting the needs of C&YP with SEND and key services for C&YP operate within a newly refreshed QA framework.

Ensure the development and application of the performance framework engages children and young people with SEND and their parents.

Ensure there is a robust quality assurance framework for those children and young people with EHCPs placed outside Thurrock that ensures they make progress, promotes their independence and ensures their wellbeing and safety.

Strengthen the quality assurance arrangements for the provision of post 16 education for students with SEND and specialist school provision.

Actions	Action Completed by	Responsible Officer	Outcomes and measures								
<p>B1: Develop a strategic performance monitoring dashboard engaging parents/carers in its development and review</p> <p>a) Review possible indicators and their availability</p> <p>b) Consult with stakeholders and the key indicators for inclusion in dashboard including engaging parent carers to ensure a strong ethos around co production</p> <p>c) Use an interim dashboard of key indicators and revise and finalise following consultation</p> <p>RAG</p> <table border="1" data-bbox="100 1181 779 1337"> <tr> <td>Oct 2019</td> <td>Jan 2020</td> <td>April 2020</td> <td>July 2020</td> </tr> <tr> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> </tr> </table>	Oct 2019	Jan 2020	April 2020	July 2020					<p>March 2020</p> <p>March 2020</p> <p>Sept 2020</p> <p>March 2020</p> <p>Sept 2020</p>	<p>SLSP</p> <p>SLSP</p> <p>SLSP</p>	<p>Outcomes</p> <p>A framework that will:</p> <p>Enable the governing bodies (and the public) to know how well the local area is discharging its duties in meeting the needs of C & YP with SEND across education, health and social care.</p> <p>Identify priority areas for improvement.</p> <p>Evidenced by:</p> <p>The notes of the SEND Participation and Engagement Group, and other governing bodies that the indicators are regularly reviewed and any implications are discussed and used to guide service improvements</p>
Oct 2019	Jan 2020	April 2020	July 2020								

Oct 2020	Jan 2021				

B1 Progress update – March to September 2020:

Action **(a)** has been completed. Actions **(b)** and **(c)** have been delayed due to COVID 19. We are working with partners including parents and carers to review the data sets. Outlined below is an overview of the work that has been undertaken to date.

1. The development and presentation of data has been reviewed and monthly scorecard has been developed – this is an integrated data set including health and social care data.
2. Agreed by both the operational and SEND Governance framework
3. Reviewed by external partners. However, still awaiting feedback from parents and carers.
4. Recent feedback from the regional lead has provided a more detailed data suite and this is being prepared and will be presented to the SEND Improvement Board in November 2020.

B2: Enable the voice of Parents/Carers to ensure the quality assurance of all areas of support for Children and young people with SEND

- a) Write, publish and complete the strategy and action plans of the Engagement and Communication Strategy informed by a range of partners.
- b) In line with the Integrated Commissioning Framework for SEND, ensure all commissioning is co-designed with children, young people and parents
- c) New SEND Inclusion Support officer recruited whose role is to use the feedback from

March 2020

Oct 2020

March 2020

Oct 2020

March 2020

SLSPPEP

SLCSC

SLSPPEP

Outcomes

Engagement & participation Plan in place with the action plans evidencing partnership with parents/carers and young people. Established links in place with key partners identifying priorities to inform the new engagement strategy. Strategy will enable the engagement & participation with parents/carers and young people

There is a clear offer in place for all children and young people focussed on achieving meaningful outcomes, which has been developed through joint commissioning and co-production with CYP and their parents/carers.

Feedback from quality assurance activities with parents/carers children and young people leads to identified areas of improvement in SEND provision.

<p>parents/carers children and young people to embed our quality assurance framework</p> <p>d) Support the development of the Parent Carer Forum (CAPA) to increase its scope and reach to children and young people attending mainstream as well as special schools.</p> <p>e) Ensure parent/carers are involved in the development and review of the multi-agency performance dashboard to ensure it reports on areas they feel are most important to their children.</p>	<p>March 2020</p> <p>Dec 2020</p> <p>April 2020</p> <p>Oct 2020</p>	<p>SLSPPEP</p> <p>SLBI</p>	<p>Increase in the engagement from parents/carers of CYP attending mainstream provision as well as Special Schools. Evidenced by membership numbers of the parent carer forum from January 2019 baseline.</p> <p>The leadership/governing bodies in Thurrock are assured they are considering performance indicators that reflect aspects of service quality that are important for parent/carers and children with SEND Improved pathways and outcomes for CYP with SEND and meaningful training and employment opportunities are accessed</p> <p>And as a result.</p> <p>There will be clear evidence of improved outcomes achieved across all aspect of the SEND system</p> <p>Services will have improvements identified and acted on based on Parent/Carer, CYP feedback.</p> <p>Post 16 bespoke programmes are designed to create innovative pathways for young adults which will lead to a greater level of independence</p>													
				<p>RAG rating</p> <table border="1"> <thead> <tr> <th>Oct 2019</th> <th>Jan 2020</th> <th>April 2020</th> <th>July 2020</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Oct 2020</td> <td>Jan 2021</td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Oct 2019	Jan 2020	April 2020	July 2020					Oct 2020	Jan 2021		
Oct 2019	Jan 2020	April 2020	July 2020													
Oct 2020	Jan 2021															

B2 Progress update – March to September 2020:

Action **(c)** has been completed. However, actions **[(a) (b) (d) and (e)]** are significantly delayed due to the recent closure of CaPa the parent carer forum. More detail of this is outlined in the O&S report. Below is an outline of the work that has been completed with parents and carers.

1. Data from random sampling of parents and EHCP feedback portal (July 2020) demonstrates a higher satisfaction rate than the baseline taken in November 2019. In July 2020 76% of parents agreed/strongly agreed that they felt fully involved in the EHCP process and increase from 40% in November 2019.
2. New focus groups for Parents carers SENCOs and Young People is being developed with support from Contact the infrastructure organisation who will support with the development of the parent/carers forum. This work will commence in September 2020.
3. Post 16 programme for Autism is developed and commissioned annually and is based on the outcomes of identified needs for post 16 children and YP in Thurrock. This run with support from adult social care, health and parents/carers and young people.

4. Recent meetings with parent/carers around the preparing for adulthood strategy have given a clear view on the plan and how to take this forward. This has already been utilised around the operational plan for PFA which will be presented to SEND Operational Board in October 2020.

B3: Engagement with children/young people

New Pupil/Student Engagement Strategy and Implementation Plan to be written and published.

- a) Collect the views of parents/carers/ CYP with SEND through the new engagement portal as a baseline and continue to measure throughout the service transformation
- b) PFH and ADES will host a minimum of four engagement events a year for parents/carers/ CYP to gain feedback in relation to service development.
- c) Participatory Joint Strategic Needs Assessment refresh looking at the lived experience of children and young people and their families

RAG rating

Oct 2019	Jan 2020	April 2020	July 2020
Oct 2020	Jan 2021		

March 2020

SLSPPEP

Outcomes

Strategy, Engagement Plan will be co-produced by young people will be in place and demonstrate the impact of children/young people's views on services.

Nov 2019

SLSPPEP

This will include workshops with the Youth Cabinet, training and implementation of peer ambassadors and pupil workshops.

Governed by SEND Improvement Board & Thurrock's Youth Cabinet

July 2020

ADES

To gain greater clarity on how engagement with schools can be improved

Dec 2020

And as a result:

CYP's voice will inform service transformation and be central to their EHC Plan

ADPH/

SLSPPEP

Co-production will work at:

- a) Strategic level e.g. JSNA, Joint Commissioning strategy, Capital Programme
- b) Service level e.g. reviews and redesign of the Health , Education or care services delivery
- c) Individual Level e.g. plans will be based on individual needs identified from a person-centred approach.

<p>B3 Progress update – March to September 2020:</p> <p>Action (b) has been completed and action (d) is on track to be completed. On the other hand, actions (a) and (c) have been delayed due to COVID 19. The SEND Participation Officer has hosted a number of sessions to gather the voice of our children and young people which are outlined below.</p> <ol style="list-style-type: none"> 1. Online portal is in operation and is providing ongoing feedback on the SEND processes. This report is provided on a monthly basis and feedback from the porta is fed into SEND casework training meetings. An example of this is that parents wanted more information about the EHCP process and timelines. We have produced the attached leaflet for parents. 2. Pupil engagement outline plan in place. Further work needed to develop the plan in partnership with parents carers and children and stakeholders. Some of this has been delayed due to Covid and the collapse of the Parent Carer forum. Work plan prepared to engage a refreshed parent carer forum. This work will be ongoing over autumn term with aim of launching a new parent carer forum in Spring 202. 3. Meetings with schools also being reinstated autumn term. 4. A zoom party took place over the summer and the feedback from young people was extremely positive. Ace Knights Management group run several zoom parties for families and young people aged between 13 and 17 with SEND in Thurrock. They had a 'back to school' theme and some of the young people wore their school uniform. It was really well received and all of the attendees thoroughly enjoyed it 					
<p>B4: Quality of provision – Non-Maintained Special Schools and Independent Special schools. Process of out of borough visits and quality assurance of placements to be reviewed and strengthened via rigorous QA visits and QA framework</p> <p>a) Commissioning activity for individual placements include the voice of the child/young person within each specification</p> <p>b) Ensure there is an up to date record of placements containing a planning schedule to ensure all placements are monitored annually including quality assurance process.</p>	<p>Aug 2020</p> <p>Jan 2020</p>	<p>SLSPPEP</p> <p>SLPPEP</p>	<p>Outcomes</p> <p>100% of all out of borough provisions are visited utilising the quality assurance framework developed by Health, Social Care and Education.</p> <p>Planning schedule of monitoring visits in place, updated on a monthly basis</p> <p>All out of borough placements will be visited once a year ensuring that all provision is meeting the needs of the children and young people attending. More frequent visits will be undertaken where there is a need</p> <p>KPI's developed linking with national best practice</p>		

<p>c) Introduce new KPI monitoring framework for all independent schools through a commissioning framework.</p> <p>RAG rating</p> <table border="1" data-bbox="107 347 768 596"> <tr> <td>Oct 2019</td> <td>Jan 2020</td> <td>April 2020</td> <td>July 2020</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Oct 2020</td> <td>Jan 2021</td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table>	Oct 2019	Jan 2020	April 2020	July 2020					Oct 2020	Jan 2021							<p>Aug 2020</p>	<p>SLCSC</p>	<p>As a result:</p> <p>Provision is identified as meeting the KPI and appropriate actions taken with providers to address any identified underperformance as evidenced by notes of visit and records of follow up actions</p> <p>All CYP with SEND attend a good or better educational provision – no RI and inadequate providers will be used as new placements as evidenced by department records on placement.</p>
Oct 2019	Jan 2020	April 2020	July 2020																
Oct 2020	Jan 2021																		

B4 Progress update – March to September 2020:

Action **(b)** has been completed. Actions **(a)** and **(c)** remain ongoing with some delay due to COVID 19. An outline of the work undertaken is below.

1. Full review of out of borough placements and updated information on Synergy completed ensuring that we are clear where our children and young people are.
2. New Quality Assurance Framework for individual placements has been implemented and includes specific consultation with young people to ensure the voice of the child/young person is an integral part of this process. Feedback is being fed back into the service via training events Information from pupils where visits took place as part of the QA framework visits, led to discussions with providers where appropriate to ensure the needs of individuals were being met and any general issues for the provider are being addressed. Any key points arising from QA visits are discussed with senior management.
3. Full QA process completed on all Independent and Non-Maintained special schools completed August 2020. All issues identified in Audit actioned with providers. Examples would include ensuring provider websites include all necessary information and amendments to policies where appropriate.

<p>B5: Commissioning of provision</p> <p>a) Produce and sign off with Providers new Service Level Partnership Agreements for local provision - ensuring all are updated with appropriate KPI's in place.</p>	<p>April 2020</p> <p>Oct 2020</p>	<p>SLSPPEP</p>	<p>Outcomes</p> <p>KPIs informs information re quality of provision and service delivery therefore is evidenced as meeting the needs of the CYP attending.</p>
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<p>b) Implement the Integrated Commissioning Framework for SEND, which will ensure there is a fully planned and consistent approach to the commissioning of all special school placements.</p> <p>c) Audit of provision to be reported to SEND Improvement Board</p> <p>RAG rating</p> <table border="1" data-bbox="107 507 768 758"> <tr> <td>Oct 2019</td> <td>Jan 2020</td> <td>April 2020</td> <td>July 2020</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Oct 2020</td> <td>Jan 2021</td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table>	Oct 2019	Jan 2020	April 2020	July 2020					Oct 2020	Jan 2021							<p>Aug 2020</p> <p>Oct 2020</p> <p>Aug 2020</p> <p>Oct 2020</p>	<p>SLCSC</p> <p>SLSPPEP</p>	<p>Governed by SEND Operational Group & SEND Improvement Board</p> <p>As a result:</p> <p>QA of provision has senior management oversight and the children and young people are accessing appropriate quality provision monitoring reviews and feedback from children, young people, carers and parents</p>
Oct 2019	Jan 2020	April 2020	July 2020																
Oct 2020	Jan 2021																		

B5 Progress update – March to September 2020:

All actions have started but we have experienced some delay due to COVID 19. Outlined below is work that has been undertaken with regards to these actions.

1. Key Performance Indicators have been developed all schools will be visited in the autumn term to agree KPI's and finances.
2. New Service Partnership Agreement structure agreed with Schools and reported to School forum. General Key performance Indicators agreed.
3. Review of all Independent Special schools in place including individual placement issues and general Quality Assurance process including review of external reports – all current provision is good. We have followed up through the COVID period to ensure our young people are safe and that all reasonable endeavours are taking place to support the work of the EHCP.

4. All specialist provision providers have been through a quality assurance framework a report has been represented to the SEND Improvement Board. This work is being used to inform discussions with the providers and changes to the educational offer where necessary

Area of Concern 3: EHC Plans and the annual review process are of poor quality. The local authority has no system in place to make sure that relevant professionals and services are notified when EHC Plans need reviewing or updating. Professionals are not routinely informed of requests to submit written information within specified timescales. Too often EHC Plans are out of date and do not accurately reflect the needs or views of children and young people, or the views of the families. The information from EHC Plans and annual reviews is not used to inform the commissioning of services, particularly, but not exclusively, for young people between the ages of 19 and 25 years.

Aim of this programme of work

To ensure that the Local Authority and other partners produce a Plan that clearly articulate the needs of the child/young person having taking into consideration the voice of children/young people developed in partnership with Education, Health and Social Care. Annual review to be completed within timeframes and clearly reflect the views of children/young people, parents/carers and educational providers.

KPI's / Targets for assessing overall success of the programme

EHC PLANS:

- Improved staffing capacity to meet statutory requirements
- Strengthening management oversight to ensure that we are clearly sited on EHC PLAN progress
- Developing or revising the QA framework (to include practice standards and parent feedback and feedback from children and young people)
- Skills audit and training Plan being developed this will include Leadership Skills.
- Training of staff to include:
 - (i) caseworkers in the SEND team on how to successfully bring out the key point from specialist and other assessments to ensure this information is an integral part of the Plan as well as being included in the appendices)
 - (ii) social care staff
 - (iii) health staff
 - (iv) SENCOs

Increase in EHC Plans completed within 20 weeks from the 2018 baseline to be at least at the national average

Increase in new EHC Plans that meet standards established in the new QA framework (baseline date January 2020) when the QA framework will be operational

% of parents/carers who report on the feedback form that:

- They felt fully involved in the process
- They felt the communication was good
- They felt the EHC Plan accurately reflected their child's and young person's needs

- They felt the outcomes were good
- They felt the provision would meet their child's and young person's needs
- Baseline established autumn 2019

Feedback from education establishments:

% who felt the EHC Plan accurately reflected needs

% who felt the outcomes were clear

% who felt the EHC Plan would improve access to teaching and learning and improve progress

Baseline established December 2019

Review of EHC PLANS

% of EHC Plans that were reviewed within required timescales (baseline = % for secondary transfers, % of post 16 transfers, % others)

% of EHC Plans finalised within 12 weeks of the AR meeting where the decision taken was to amend the Plan

% of parents/carers who reported that:

- They were fully involved in the review
- They were satisfied with the outcome
- They were fully involved in the preparing for adulthood transition
- Baseline established

Area of Concern 3: EHC Plans and the annual review process are of poor quality. The local authority has no system in place to make sure that relevant professionals and services are notified when EHC Plans need reviewing or updating. Professionals are not routinely informed of requests to submit written information within specified timescales. Too often EHC Plans are out of date and do not accurately reflect the needs or views of children and young people, or the views of the families. The information from EHC Plans and annual reviews is not used to inform the commissioning of services, particularly, but not exclusively, for young people between the ages of 19 and 25 years.

Aims: To ensure that the Local Authority and other partners produce a Plan that clearly articulate the needs of the child/young person having taking into consideration the voice of children/young people developed in partnership with Education, Health and Social Care. Annual review to be completed within timeframes and clearly reflect the views of children/young people, parents/carers and educational providers

Actions	Action Completed by	Responsible Officer	Outcomes and measures
<p>C1: Quality of EHC Plans to ensure they meet the needs of children and young person and enable them to meet their identified outcomes.</p> <p>a) Examine current EHC Plan and Annual Review processes within the Council and identify where:</p> <ul style="list-style-type: none"> • Improvements in processes can be introduced • Improvements in communication can be introduced • Improvements in timescales can be introduced <p>b) Identify where additional capacity is required</p> <ul style="list-style-type: none"> • Identify what is an appropriate case load for a SEND caseworkers <p>c) Identify training needs of each individual caseworker/manager</p> <ul style="list-style-type: none"> • All caseworkers to complete SEND Caseworker L3 and L4 courses 	<p>Dec 2019</p> <p>July 2019</p> <p>Oct 2019</p> <p>Sep 2019</p> <p>Dec 2019</p> <p>Sep 2019</p> <p>Dec 2019</p> <p>July 2020</p> <p>Jan 2020</p>	<p>SLSPPEP</p> <p>SLSESEND</p> <p>SLSESEND</p>	<p>Outcomes:</p> <p>EHC plans are fit for purpose</p> <p>The area delivers its statutory duties to CYP with SEND in a timely, transparent and person centred way.</p> <p>Information gathered through EHC assessments and annual reviews is shared consistently and transparently with CYP with SEND and their families</p> <p>Children and young people and their families confirm that their views and aspirations are shared across services within the area to ensure that they only have to tell it once</p> <p>Person centred outcomes are identified by key professionals working with the child or young person</p> <p>Leaders are aware of the training and development needs of the staff and put in place appropriate and timely interventions to support their development</p> <p>Key SEND transition points are Planned in a timely manner and meet the needs of the CYP/ learner</p> <p>Baseline data captured in Autumn 2019.</p>

<ul style="list-style-type: none"> Through bi-weekly training ensure all SEND team are aware of non-negotiables and appropriate training is delivered and commissioned including SEN law Introduce minimum practice standards to operational team based on customer service practice standards <p>d) Complete audit of SEN output/ team and write business case for increasing the number of caseworkers in order that caseworkers have a manageable case load</p> <ul style="list-style-type: none"> Undertake Customer service quality framework assessment and produce and action plan with clear deliverable outcomes. <p>RAG rating</p> <table border="1" data-bbox="107 959 768 1209"> <thead> <tr> <th>Oct 2019</th> <th>Jan 2020</th> <th>April 2020</th> <th>July 2020</th> </tr> </thead> <tbody> <tr> <td style="background-color: #76b82a;"></td> <td style="background-color: #76b82a;"></td> <td style="background-color: #76b82a;"></td> <td style="background-color: #76b82a;"></td> </tr> <tr> <td>Oct 2020</td> <td>Jan 2021</td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Oct 2019	Jan 2020	April 2020	July 2020					Oct 2020	Jan 2021							<p>Oct 2019</p> <p>Sept 2019</p> <p>July 2020</p>	<p>SLSESEND</p>	<p>And as a result:</p> <p>The number of complaints received by the service will be reduced from previous year</p> <p>The number of complaints upheld will be reduced from previous year</p> <p>The local authority has fewer appeals and tribunals upheld in comparison to previous years baseline for 2018</p> <p>Increase in EHC Plans completed within 20 weeks from the 2018 baseline</p> <p>Increase in new EHC Plans that meet standards established in the new QA framework (baseline date January 2020) when the QA framework will be operational</p> <p>Survey data evidences that there is an increase from autumn 2019 baseline in percentage of parents/carers who report on the feedback form that:</p> <ul style="list-style-type: none"> - They felt fully involved in the process - They felt the communication was good - They felt the EHC Plan accurately reflected their child's and young person's needs - They felt the outcomes were good - They felt the provision would meet their child's and young person's needs <p>Feedback from education establishments: from autumn 2019 baseline</p> <p>Increase in % who felt the EHC Plan accurately reflected needs</p> <p>Increase in % who felt the outcomes were clear</p>
Oct 2019	Jan 2020	April 2020	July 2020																
Oct 2020	Jan 2021																		

			Increase in % who felt the EHC Plan would improve access to teaching and learning and improve progress
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C1 Progress update – March to September 2020 :

All actions have been completed, except for one aspect of action (c). This has been impacted due to COVID 19 and the lack of level 3 and 4 training nationally. The quality of EHCP's was an area that Ofsted outlined in the WSoA – to address this the following work has been undertaken to ensure that the quality of EHCP plans improves.

1. EHCP processes have been reviewed and improvements have been identified regarding the checking process, letters and mailing of EHCPs. This has been evidenced in the increase of EHCP's completed within the 20 week timeframe.
2. We have introduced a new EHCP format which is simpler and allows for users to ensure section B, E & F are aligned - this work was undertaken in partnership with a range of professional and parents/carers.
3. We have held SENCO forums via Teams where we have engaged with over 150 staff, governors, and senior leaders to improve EHCPs. This work is ongoing with a suite of training for 2020-2021. This will ensure a greater focus on person centred planning.
4. New telephony system has been introduced and this has resulted in improved communications as well as improved response time to emails and calls - which are now logged. More EHCPs are completed within 20 week statutory time scales.
5. It is recognised that the optimum caseload is between 125 and 150 per casework, National data is difficult to source however having a 50% reduction in overall caseloads will enable us to tackle historical challenges around timescales and timeliness. We have recruited more caseworkers which has reduced the caseload to approximately 150 cases per FTE caseworker. Induction Training for new staff is completed.
6. We have recruited to SEN Tribunal and appeals Officer post and to replace the SEN Monitoring & Support Officer posts. Both officers have a great deal of experience in SEND and have added capacity to the team.
7. We have also taken on additional capacity to the historical backlogs and have employed a new SEN Casework supervisor
8. Bi-weekly training programme is in place; training has been provided by IPSEA, NASEN, Thurrock Coalition and in house
9. Practice standards are continually in development this is a working document and as such is reviewed on a regular basis.- communication/ better letter training/ customer service training all taken place. Managers are monitoring through phone/ email logs. 121s and supervision.
10. QA framework being used to audit current plans and to ensure quality improves. A report will be presented to SEND Improvement Board in November.
11. L2/3 Training for caseworkers delayed because of Covid-19 pandemic. No face to face training was available- we will be identifying equivalent, relevant training online e-learning modules during Autumn 2020.
12. 79% of EHCPs were finalised within statutory timescales. Due to schools facing challenges around Covid 19. The Government temporarily changed the law to give local authorities more flexibility around timelines for EHCPs due to the redeployment of health colleagues, schools partial closures and the inability for meetings to take place. The temporary changes to the law will expire on 25 September. 79% is the amount of EHCPs completed on time this year so far, the late plans will still be recorded as late but they will be a valid exception and we won't be penalised for them.
13. During the partial school closures, children with EHCP could attend school. however, many parents chose not to send their children to school
14. All SEND caseworkers have continued to receive bi-weekly training via MS Teams. We have also delivered face to face induction and training for the recently appointed caseworkers and they now have their own case-loads. The additional staff has allowed us to redistribute case-loads. Each full-time caseworker now has a caseload of 150, which is significantly lower than at the time of the inspection. This will result in an improved

service this is for September 2020 and will be continually reviewed. This will include an increase in the timeliness of annual reviews remaining above regional and national levels for completion of ECH plans and data to support and evidence the quality of plans and how we have used the information to improve services

Impact

- Complaints reduced to one stage 1 complaint in quarter 1; Apr-Jul. Two compliments were received within the same timeframe. Both compliments were about communication from caseworkers
- Reduced caseload for each caseworker resulting in more annual reviews being finalised and plans amended.
- Monthly data returns demonstrate that the % EHCPs finalised within the 20 weeks timescales has remained above the published data for England (60%). The average % of plans finalised in time April – July 2020 was 88.4% despite a 10% increase in the number of plans maintained and finalised by Thurrock
- Data from survey with parents in questions about EHCP demonstrate an improvement in 4/5 areas of between 23-36 percentage points.
- Analysis of the feedback gathered via the EHCP feedback portal and random telephone survey, demonstrates that there is improved satisfaction in parents, children and young people with the EHCP process
- Data from Telephone survey of 67 parents who received a new final EHCP between Jan2020 and August 2020 gave the following information
 - 79% of parent carers or guardians either agree or strongly agree that they were fully involved in the process
 - 76% of parent carers or guardians either agree or strongly agree that communication throughout the process was satisfactory
 - 80% of parent carers or guardians either agree or strongly agree that their child or young persons EHCP accurately reflects their needs
 - 62% of parent carers or guardians either agree or strongly agree that the provision in their child or young persons EHCP would meet their needs

<p>C2: Revise and Review the Annual Review Process to ensure that EHC Plans are appropriately updated.</p>			<p>Review of EHC PLANS</p>
<p>a) Refresh and co-produce the annual review process for CYP with EHC Plans to ensure it gathers information on progress towards outcomes and informs joint commissioning decisions and that annual reviews take place within timescales and where necessary Plans are amended</p>	<p>Dec 2020</p>	<p>SLSESEND</p>	<p>Increase in % of EHC Plans that were reviewed within required timescales (baseline = % for secondary transfers, % of post 16 transfers, % others) from Autumn 2019 baseline</p> <p>Increase in % of EHC Plans finalised within 12 weeks of the AR meeting where the decision taken was to amend the Plan</p>
<p>b) Agree joint area approach to statutory decision making- initiation and case management panels – agree and publish new terms of reference and membership</p>	<p>Sept 2019</p>	<p>SLSPPEP</p>	<p>Increase in % of parents/carers who reported that:</p> <ul style="list-style-type: none"> - They were fully involved in the review - They were satisfied with the outcome - They were fully involved in the preparing for adulthood transition - Baseline established
<p>c) Revise existing templates, process and guidance for completing multi-agency contributions to EHC needs assessment</p>	<p>Dec 2019</p>	<p>SLSESEND</p>	
<p>d) Recruit to Vacant appeals and Tribunals post</p>	<p>Sept 2020</p>	<p>SLSESEND</p>	
<p>e) Establish EHC Plan quality assurance process, schedules for quality assurance of EHC Plan, which allows the area to evaluate the strengths and weaknesses of EHC Plans (new and amended) quarterly quality assurance of EHC Plan to be undertaken by SEND Operational Board</p>	<p>Nov 2019</p>	<p>SLSPPEP</p>	
<p>f) Put in place protocols that ensure prompt and appropriate contributions are received when drafting EHC Plans from Education, Health and Care. This will include compliance and escalation to relevant service managers and senior leads.</p>	<p>Jan 2020</p>	<p>SLSESEND</p>	
	<p>Feb 2020</p>	<p>SLSESEND</p>	

<p>g) Key issues report to be used by to SL SE SEND to inform staff development needs</p> <p>h) Using Enhance training materials to implement guidance for completion of sections of EHC Plans</p> <p>i) Using engagement portal survey parents/carers/ CYP on their experience of the EHC Plan/ annual review process- gather a baseline in Autumn 19 and then repeat quarterly to evidence improvements/ direction of travel</p>	<p>Oct 2019- July 2020</p> <p>Oct 2019</p>	<p>SLSESEND</p> <p>SLSPPEP</p>																	
<p>RAG rating</p>																			
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C2 Progress update March – September 2020:

Whilst a number of these actions **[(a) – (i)]** have been completed we are still dealing with historical delays in relation to the annual review process as a result this remains amber until we can evidence progress against the backlog of AR's but further evidence is needed to ensure the work has been fully embedded. The timeframes for annual reviews continues to be a challenge. Outlined below is work that has been undertaken to address this.

1. Annual review process being reviewed – utilising the system upgrade and simplify the processes will lead to greater timeliness by having a single view across education & skills this will reduce the amount of potential data anomalies which will lead to improve performance.
2. New post holder (Performance & Tribunals Officer) started April 2020 – this role is working at an earlier stage with parents to try and avoid tribunals and is leading the QA work.
3. Working with health and SC partners to improve compliance- some delay due to Covi9-19 health colleagues redeployed to front-line/ schools under pressure from reduced staff
4. New Quality Assurance process of EHC plans underway, based on multi agency partnership work including parent/carers. QA Process carried out using ENHACE QA Framework. Monthly meetings taking place sampling a range of EHC Plans. Feedback on Plans shared across agencies with

initial key learning issues to be feedback to the wider SEND team for continuous improvement A report on this is due to be presented to SEND Improvement Board in November 2020

5. Parent Portal in operation- baseline information recorded.
6. An EHCP Quality assurance process has been introduced so that a sample of plans are audited monthly and the learning is shared with contributors to the plan to support continued improvement
7. There was only one stage 1 complaint reported this quarter and two compliments were received.

Impact

8. Out of timescales reviews reducing following addition of resource to bring these up to date within 6 months 42% of EHCPs have been reviewed and amended and are up to date. We have a plan to catch up on the remainder of the backlog.
9. Data from survey portal demonstrates an improvement in % of parents/students who had a positive experience of annual review process.
10. 79% of parents surveyed felt that they were fully involved in the EHCP process; this is an improvement of 39 percentage points on the baseline
11. Only 6% of parents surveyed felt strongly that they were not fully involved compared to 40% in the baseline.
12. 76% of parents surveyed thought the communication was good compared to 45% in the baseline
13. 80% of parents surveyed felt the EHCP reflected their child compared to 45% previously
14. 60% of parents surveyed felt the outcomes for their child was good and 62% felt the provision would meet the needs of their child.
15. 79% of EHCP plans were completed within 20 weeks. N.B this data has been affected by COVID-19 school closures and NHS staff being redeployed to COVID_19 work. Those that are late for these reasons will be reported as valid exceptions in line with the temporary change to the law which is due to expire 25 September.
16. Quarterly quality assurance of EHCPs in in place with external partners (Health, Social Care, PATT) monthly internal quality assurance has begun. Reports will be shared with Improvement Board in November 2020.

This Written Statement of Action has been written in consultation with:

Children's Overview and Scrutiny

Parent Carer Forum - CaPa

Director's Board

Clinical Commissioning Group

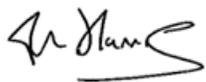
Head teachers and College Principals

SEND Improvement Board

SEND Operational Group

SEND Engagement and Participation Group

X



Roger Harris
Corporate Director

X



Mandy Ansell
Chief Officer, Thurrock Clinical Commissioni...