Response to the Joint Local Area SEND Revisit in Suffolk in January 2019 Updates January 2022 – June 2022

These additional actions will be integrated into the SEND Strategy Action Plan and managed as part of the delivery programme

In the proposed response column - Blue indicates completed activity Orange indicates late/delayed activity Black indicates in progress

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1. Plans for change are not well understood by parents and carers because they have not been well communicated Although Local Response actions have all been achieved on going work for this Recommendation is now covered with SEND Strategy – P1 Communication	• Establish a dedicated SEND communication lead/role by 31 May 2019 • Develop a joint proactive strategic comms plan to share key messages by 31 May 2019 • Introduce the routine practice of developing a key message from every strategic SEND meeting and share these with families and practitioners in a weekly bulletin, through twitter and a new Facebook page for Suffolk SEND by 30 June 2019 • Introduce a routine feedback loop for service users after each involvement with services to provide regular feedback by 30 June 2019 • Ensure that all involved in delivering services are clear about future plans and are able to communicate them to parents and carers by 30 June 2019	AD Inclusion SCC	***Impact of the changes:*** *Communications reach has increased across all channels.* *The need for effective communications about plans for change will be enduring* ***Performance Indicators*** **LO website (Jan-22 – Jun-22)** Page views – 40,400 ↑ Unique views – 13,210 ↑ New users – 5,333 ↑ Returning users – 7,877 ↑ **LO social media** Facebook reach - 13281 ↓ Twitter impressions – 25.7k ↑ **AU social media** Facebook – 16,409 ↓ Twitter – 5.5k ↓ **AU newsletters** 10 newsletters, 56,88 opens ↑ **SENCo bulletin** 7 newsletters, 1,891 opens ↑ Complaints (Jan-Jun) ↑ 2020: 40 2021: 102 2022: 166 Compliments ↓ 2020: 54 2021: 34 2022: 61	• Identified need to further invest in Communication & Engagement we will be recruiting a new Communications & Engagement Officer from the £1.1m • Programme of work has started to move to Liquid Logic, which is a casework system which will improve effective communication on EHCNA & EHCP with families and schools. • Improved form to gather compliments, comments and complaints is due to be launched (Sept-22) to create a new dashboard. • Open letter from Assistant Director (AD) of Inclusion is sent out termly. Suffolk Infolink | Open letter for parents and carers, April 2022 • Stakeholder newsletter - Local Offer News | Issue 1 | February 2022 • Senior Officers across SEND attend SPCF open forum events. • SPCG Chair and Vice chair regularly meet with CEO of Suffolk County Council. • Head of SEND and AD Inclusion meet with school heads and speal schools heads on a monthly basis • New Parent carer forum is in place SPCF • Fortnightly core messages sent from AD Inclusion • Dedicated page on the SEND Independent Review on Local Offer • Comms lead Wendy Allen, SEND Project Manager, Priority 1 Comms Lead Clare Besley. • Extensive updates to Local Offer • Development of animations for PC Needs Assessment, SES, AU, EHCP and Early Years Examples can be found here • Co-production and Consultation completed on new SEND Strategy 2021-23. Publication of the revised Strategy has been delayed pending

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				incorporation of the findings from the Independent Review of aspect of our SEND services conducted by colleagues from Lincolnshire in July 2021
				• A range of channels are used to update families and partner organisations
				• New links have been made with Voluntary organisations
				• 'Time to Listen' sessions have been set up for senior leaders to regularly hear directly from parents/carers/young people.
				• The Assistant Director, Inclusion is taking the lead in working with parents/carers:
				  ○ close involvement in complaints and feedback
				  ○ supporting the new Parent Carer Forum
				  ○ demonstrating the person-centred approach to decision-making and responses that we want for families.
				• Joined up communication plan with Education Settings to reach more parents/carers.
				• Comms plan established and new approach embedded for well over 12 mths
				• Local Offer facebook page in place
				• New feedback survey set up for all service users of SEND family services.

2. The timeliness of completed EHC assessments and plans remains too slow for too many. Although Local Response actions have all been achieved on going work for this Recommendation is now covered with SEND Strategy – P2 The	• Strengthen the caseworker resource within the areas where the volume of requests is particularly high compared to the current capacity by 30June 2019 • Increase the operational leadership within the EHC delivery team to increase capacity and support improved productivity by 31 August 2019 • Maintain management oversight of EHC Needs Assessments across the county to ensure that peaks in demand can be managed effectively, drawing	Head of SEND Services for CYP, SCC	***Impact of the changes:*** *Transformation of performance to a sustained position where nearly all EHCPs meet timescale* ***Performance Indicators*** 93% of EHC Plans following an EHC Needs Assessment have been issued with 20 wks Qtr 2 2021: 95% Qtr 3 2021: 93% Qtr 4 2021 67% Qtr 1 2022 33%	• Due to an estimated 25% increase in EHCNA requests we do not currently have the Education Psychologists (EP) to provide timely advice, we have created 3 new posts one has been appointed to, and the remaining two have been readvertised, it is worth noting there is a national shortage. • Locum EP's are being sourced to provide support. • We are reviewing how we can train and invest in 'homegrown' EP's. • Recruitment drive for £1.1 is underway, see Education & Children Services Scrutiny Paper for evidence. Meeting

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Child and Young Person's Journey	upon availability of staff within local teams to support others as needed.
	• Increase capacity in education psychology to reduce delays caused in this part of the process by 31 May 2019
	• Develop management information regarding response times to advice requests for each service area so that managers in education, health and social care and improve local practice in the role of their staff in EHC needs assessments by April 2020
				Documents - Committee Minutes (suffolk.gov.uk)
				• In the past few months Family Services Management team has not been at full capacity due to illness and job changes; additional funding has been secured to strengthen family services including the management team.
				• Have recruited
				  ○ interim experienced SEND manager to oversee Phase Transfer process
				  ○ Advisory teachers
				  ○ A specialist SEND lawyer to review of compliance of processes with the SEND Code of Practice.
				  ○ A Designated Social Care Officer to embed the SEND reforms agenda in social care operations and practice.
				• Currently recruiting:
				  ○ 1 x SEND Operations Manager (done)
				  ○ 3 x Family Services Managers
				  ○ 3 x Educational Psychologists
				  ○ 2 x Business Support Officers
				  ○ 1 x Tribunal Officer
				• Increase in timeliness of EP advice given for EHC Assessment
				• Family Services have achieved timeliness of completion of EHC Plans above 93% for the last 4 quarters.
				• Capacity Analysis due to commence by IMPOWER December 2021
				• Completed review to strengthen caseworker resource to ensure that is aligns to the work volumes.
				• SEND QA and Family Services Managers posts fully recruited to and staff established in their roles.
				• Plan actioned to address short/medium and long term capacity issues. Medium term needs met through appointment of Asst Psychologists – pilots in progress to explore alternative delivery models.
				• Weekly management report on timeliness of EP Advice for EHC Needs Assessments in place.

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				• Training is ongoing with health and social care staff to improve awareness of the requirement to contribute EHC NA advice within 6 weeks of the request.
3. The quality of newly completed EHC plans is too inconsistent and remains too weak for parents, carers and professionals to effectively track how well needs are met and the outcomes achieved. 4. Individual and joint actions are not specific enough in EHC plans and where multiple provision is needed for health, education and care, these aspects are not integrated well Local Response actions have mostly been achieved on going work for this Recommendation is now covered with SEND Strategy – P1 Communication, P2 The Children, Young Person Journey, P3 Commissioning & Servicing and P4 Moving into adulthood.	• Establish a joint SEND QA team with a QA manager and development officer to speed up the development of the new integrated QA system for EHC plans and reviews, identify where practice improvements are needed and oversee these by 31 August 2019 • Accelerate implementation of the online SEND training programme that has been developed with an expectation that all services will ensure a minimum standard of training for their staff in accordance with the partnership agreement by 31 August 2019 – To be revisited Autumn 2021 • Deliver an annual Local Area SEND Training Programme for multi-agency audiences which can be responsive to training needs identified through SEND QA audits. • Continue work to implement new system for measuring progress against EHC outcomes. • Deliver a SEND Portal that will support the timely management of annual reviews by both education settings and the Local Authority. • Commission a peer review of the quality of EHC plans/reviews in summer 2020 to evaluate impact of action taken with focus on person centred approach by 31 July 2020. (Delayed work has commenced via SEND Strategy Child's Journey Priority 2).	Head of SEND Services for CYP, SCC SROs Head of SEND Services for CYP, SCC	***Impact of the changes:*** *The quality requirements for a good plan are better understood across all services and the quality of plans is improving, supported by an underpinning quality assurance programme and associated training. An Internal QA process is now embedded and on it's 3rd cycle (to be completed end of August 21)* ***Performance Indicators*** Independent QA process conducted in Summer 2019 and repeated in March 2020. Improvements identified in the quality of the final EHC Plan, Health/Medical Advice, Occupational Therapy Advice, Physiotherapy Advice and Educational Psychology Advice. This included a 5% improvement in the quality of final EHC Plans (from 65% in Summer 2019 to 70% in March 2020). Internal audit for 2021 cycle 2 and cycle 3 continue to show an improve in advice and plans. Type of advice: Cycle 1 audit score / Cycle 2 audit score / Cycle 3 audit score / Cycle 2-3 Variation Parent/CYP: 15 ↑ 17 ↓ 13 -4 Educational Setting: 16 ↓ 15 ↓ 13 -2 Specialist Teacher/ Education: N/A 14 ↓ 11 -3 Health: 11 ↑ 14 ▬ 14 0 SALT: 18 ▬ 18 ▬ 18 0 OT: 15 ↑ 19 ↓ 17 -2 PT: 17 N/A 19 N/A EP: 19 ▬ 19 ▬ 19 0 Social Care: 11 ↑ 13 ↑ 17 +3	• Focus work with Family Services team on strength-based conversations, by developing a model of practice 'Signs of Safety' framework. This has been trialled and is being rolled out as compulsory training from July 2022 and as part of Family Services Induction. (Examples of impact from the trial of this training can be found in Evidence link Meeting Documents - Committee Minutes (suffolk.gov.uk). • EHC processes will be moving to Liquid Logic (LL) which is a case work solution, this will enable all parties to see and create an integrated view to EHCP's. (Evidence LL presentation 5a) • Due to capacity the peer review between LA's has not progressed any further than the initial conversations that were had early 2021. However, initial meetings are being set up to work with Cambridgeshire and Norfolk with regards to the EHCP QA element. They are due to be set up early August. • There has been 3 complete SEND Quality Development internal audit and moderation completed. From 2020 benchmark data to 2021, there have been improvements in the quality of the EHC Plan and in the EHC Needs Assessment Advice. These improvements have been supported by review of the advice templates and training delivered to all caseworkers. • The SEND Learning & Development Offer has been refreshed and published SEND - SEND Training

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				programme (pagetiger.com) and an at a glance' training poster' produced • Signs of Safety (SOS) Training has been adapted to be appropriate for Family Services colleagues and is currently being cascaded across workforce, further work is underway to join up the resources from our Strategic partner IMPOWER model 'Valuing Send' and SOS. • Early conversations have started between SEND QA Manager and other LA's regarding a peer review of EHCPs and sharing QA systems with London Richmond and Kingston, follow up due in Spring 2022. • SEND QA Manager participated in East of England moderation of EHCP's and educational outcomes. • SEND Portal for Annual Reviews is in trial and testing is being completed with SENDAT and Unity. Concerns have been raised over the efficient and ability of the Annual Review portal this is being reviewed with Capita. • SEND Quality Assurance Manager is established alongside a Quality Development Officer and Data Development Officer, Recruited January 2020 • SEND Training working group formed to review and create a suitable SEND CPD programme informed by Local Area SEND QA Programme. • EHC Plan overview and writing skills online CPD completed by all SEND Family Service Team Members. • Writing quality EHC Needs Assessment Advice and Annual Review Reports CPD delivered summer and autumn terms 2020 attended by 67 delegates from health, SCC CYP and education services. • Annual Review Reports reviewed and updated to provide outcome

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				measures that can be counted but capturing this within the existing management system has not been possible to date.
5.The EHC plans often do not look far enough ahead at the needs, aspirations and independence within the community as CYP move towards adulthood Although Local Response actions have all be achieved on going work for this Recommendation is now covered with SEND Strategy – P4 Moving into Adulthood	• Ensure that all providers are routinely using the new transitions guide to support CYP and their families to plan for transition through a programme of promotion and development support by a one-year appointment of a SEND transitions officer to support practitioners across education, health and care to develop their practice by 30 June 2019 • Introduce a new Moving Into Adulthood Plan (MIAP) as part of the EHC annual review from age 13 years from 30 Sept 2019 • System to gather data from MIA Plans will be established to provide early intelligence regarding future service needs by April 2021 (Updated January 2023) • Training will be provided for 200 SENCOs across education system to improve person centred practice by 30 Mar 2020	SEND Consultant for Moving into Adulthood, SCC	***Impact of the changes:*** *The introduction of Moving Into Adulthood Plans as part of annual reviews for all YP aged 13yrs and above has increased the focus on longer term planning as part of the annual review. MiAPs are now a routine requirement for panels when considering future placements and this is further embedding practice.* ***Performance Indicators*** NEET figures will be reduced for CYP with SEND aged 16-25 years. Target of 90%+ of of 16-25 year olds in education, employment or training continues to be exceeded	• During June 2022 a multiagency review of the Transitions guide has been completed to ensure the guide is current. Accurate and updated to reflect what CYPF need to support into adulthood • YPN have designed a poster of what good meeting looks like, this has been shared with school via Suffolk Headlines to ensure that annual reviews and meeting to draft EHCP involved young people appropriately. What makes an ideal meeting • MIA are included into QA process, any Year 9 AR received are returned to Education setting if a MIA is not included. • AU Supporting with gap in provision for P16-P19 • Sharepoint site is being scoped to assist in sharing information • MIA used in AR process next steps notified to ACS, but processes need robust • Transition Officer from Sept 2019 to July 2020 undertook a series of visits & contacts with all providers who support children 13+ to: - Promote the Transitions Guide. - Remind providers to use them. - Ensuring the transitions guide is widely promoted with parents and practitioners. • Suffolk's SEND Post 16 Transition Guide won the 2020 NASEN David Ryan SEND Publication of the Year Award. • Co-produced new MIA section which has been added to annual review process/form. This was introduced for use by all providers in the Autumn 2019. • Published October 2020 second version of MIA Plan following the first

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				year's feedback. Move from year to education phases. Requirement to submit MIA Plan with all annual review reports for CYP Year 9 and above and included in QA Programme.
6.The delivery of person-centred individual packages of support are a source of much dissatisfaction from parents and carers in relation to the availability of therapy, particularly from CAMHS * improving availability is addressed in point 11-17 belo Although Local Response actions have all been achieved on going work for this Recommendation is now covered with SEND Strategy – P3 Commissioning and Servicing w	• The *Ideal Worker* model co-produced with service users will feature as part of the CAMHS service specification. • The review of Community Paediatrics scheduled to run June- Sept 2019 will include within its scope how well the current therapy services are meeting individual needs. Business case complete by 28 February 2020. • The new Speech, Language and Communication model implemented to improve access for children and young people who need SALT from 30 September 2019 onwards. • Waveney SALT – A direct impact of new SLCN support for Suffolk includes greater capacity in schools/universal services to use a consistent screening tool for SLCN to be implemented from 30 Sept 2019 onwards as a result of Suffolk changes	AD Transformation CYP, CCG and AD ICPS, CCG	***Impact of the changes:*** Targeted recruitment to key posts means the work in this area has moved forward. Excellent primary school coverage and take up of speechlink and seeing early indications of early recognition and targeted support. Feedback from implementation of speech and language link has been positive and gives a good indication of the next phase of implementation ***Performance Indicators*** Improved satisfaction of CFYP in the therapy provided measured by new outcome frameworks. Due to commence April 2020 (national timeframe) Access to therapy services will be within expected timeframes. New outcomes measure will also be implemented during 2019/20 that includes parents being confident as communicative partners for their child, focus on personalised support packages and a shift away from activity data being used as a determinant of quality.	**Speech and Language Therapy** • Meeting held week commencing 27th June between CCS, SCC and NWICB to discuss EHCP provision of SLT. • SCC have agreed to invest additional monies through separate arrangement with CCS. This aligns SLT services across the N&W footprint and addresses a gap in provision. **Occupational Therapy** • See attached OT integration test site bid for Occupational Therapy to improve access to therapy and specialist advice. Evidence 5b **Psychological therapies** • A test and learn pathway to psychological support for Epilepsy has commenced in 2022/23 at the JPUH. Evidence 5c • New Pathways and Service Specifications co-produced for CYP MH provision 0-25 across CAMHS, YAMHS, Early Intervention and Wellbeing, specialist teams (ED, LD&A) • The new Service Specification for CAMHS is based around i-Thrive and incorporates the Ideal Worker ethos. Ideal worker 2020 v2 (002).pdf • New pathways have been co designed with users and key stakeholders • Action plan following the community paediatrics review by Rethink is underway • Draft review report was completed by 21/10/19. The project board then agreed a dedicated focus on 3

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				individual areas, that review is currently underway. • An implementation plan for the SLC model and will be delivered which includes £1m additional investment over 2 years, all new posts have now been recruited to. • Speechlink/language link is now in all but 6 primary schools. • Waveney - Speechlink launch and training day held on 3rd October 2019 in Lowestoft. Impact of changes expected from January 2020 however due to the impact of COVID measuring the impact has been delayed. • General feedback regarding the implementation of speechlink / language link has been positive and currently gathering data around referral numbers and trends.
7. Not all the frontline delivery teams in health have a good understanding of statutory assessment and EHC plan processes and further work is needed to develop sufficient expertise and confidence. Although Local Response actions have all been achieved on going work for this Recommendation is now covered with SEND Strategy – P2 Children & Young Peoples Journey	• SEND training is mandatory for all health providers caring for CYP 0-25 years old • Appointment of SEND clinical leads to support EHC QA process/providers by July 2019 • EHCP needs assessment decision making panel is circulated to include health clinical representation at those meetings by 30 May 2019 • There is face to face training programme arranged in Norfolk and Waveney health system on an annual basis for key staff groups contributing to EHC needs assessments (4 sessions a year) by 31 July 2019 • There is a requirement in contracts for a Biannual audit of health advice for EHC needs assessments conducted with key staff groups. • Circulation of the eLearning package once finalised to complete as part on the mandatory training for health providers.	CCG DCOs	***Impact of the changes:*** *Health staff are more confident and able to make a more active contribution to the individual casework and wider multiagency working for SEND children and young people as evidenced in the recent Ofsted/CQC Visit* ***Performance Indicators*** Staff report increase awareness and confidence in their understanding of EHC needs assessment process. All providers recording percentage of staff trained at the level required. 208 professionals from across the SEND system attended the SEND Multi-agency Workshop: Education, Health and Care Plans - Quality advice, outcomes and reviews in the summer 19. EHCP & Quality Advice and Annual Review CPD delivered summer term 20 attended by 67 delegates from health, SCC CYP and education services.	• Re-launched our area SEND Clinical network. • Completed regular session on writing health advice for health focused across Norfolk and Waveney evaluation included • Awareness raising for SENSIASS included in small slide • Service Development Improvement Plan with JPUH to gain information on training in line with our local NHS SEND Competency Framework. Evidence 5d. • Training provided on SEND Decision Making Panels. Evidence 5e • NSFT have created a SEND Intranet page for staff. • NHS providers have good links with the DCO team. • Health are an equal participant and partner and are involved in the ongoing quality improvement of plans • Tribunal training is a constant rolling programme of training. • Mental health has been involved in a specific CDC Mental Health e-learning course, this is a national course and will be available across the country.

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			Feedback from service users indicates greater level of satisfaction	• The face-to-face training programme has continued but is now virtual enabled more sessions and an increase in practitioner attendance. • Quality Assurance of advice from Waveney Providers continues bi-annually. • SEND e-learning module widely used and available • All agencies have access to the mutli agency SEND training to train staff to the appropriate level to their role. • Health participated in the development and use of a system wide staff competency framework for SEND • Rolling internal QA programme co-produced, developed and implemented Sept 2020 with clear staged approach to ensure multi-agency involvement with evidence improved quality of advice received from health practitioners. • Providers SEND clinical leads in place and completing system wide QA process for monthly EHC health advice started Sept 2020 • There is good attendance at the online rolling training sessions/programme and evaluations to develop and progress further. The DCO role has run sessions for primary care and has delivered hospital SEND awareness training in Suffolk in addition to the LA sessions provided. • DCO and SCC jointly putting in place bespoke Tribunal training for health providers Dec and Jan 2020 • New online CDC e-learning course re EHCPs trialled by Health DCO & PQA Team October 2020– next steps: promotion to wider audience • EHCP needs assessment panel has weekly clinical representation from DCO team and established links with providers around information to ensure good quality health input • There is good representation across the health system at the meetings on a rota system, from Waveney and Suffolk East/West Locality has ongoing

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				dialogue and good professional relationships.
8. The local offer (website) has improved but the pace of improvement is too slow. Although Local Response actions have all been achieved on going work for this Recommendation is now covered with SEND Strategy – P1 Communication	• Implement the "SEND Wheel" Tool that has been designed by families with the LO team to improve navigation by 30May 19 • Provide staff training for all front line staff across education, health and care to use the LO site with families by 31 Dec 2019 • Include a check question in the annual review about the LO website so that it is raised as part of the annual conversation with families by 30 June 2019	Head of SEND Funding & Contracts, SCC	***Impact of the changes:*** *The Local Offer Website is being widely used and those who search it can do so more easily due to the SEND wheel.* See Action 1 for stats	• Recruitment of 2 x Inclusion Support line advisors will be supporting the updating and maintaining of content on the Local Offer from their contact with schools and services. • A new Local Offer platform has been procured and designed. Testing is currently underway with users including SPCF and YP. • New area of SENCO central has been created to provide a central place for SENCO's to access key updates and information, Suffolk Infolink | SENCO Central • New LO delivery platform postponed until 2022 to enable providers to meet Adult Services needs • SEND wheel operational and live and we have received good feedback to date. • LO question now in place within annual review process. • Dedicated LO communication officer managing content, responding to social media queries and providing links. • Part of project to review the LO platform to improve its effectiveness. This would result in a new LO delivery platform and look and feel.
9. The quality of support and accuracy of advice from individual frontline practitioners across health and education is too inconsistent. Work to put in place quality assurance programmes needs to move on urgently Although Local Response actions have all been	• Appoint a SEND Training Officer to focus on upskilling frontline practitioners and lead on implementation of the training programme by 30 June 2019. • Increased training and awareness for multi-agency professionals. Initial plans for workforce training programme will be developed by 30 Oct 2019 • Accelerate implementation of the online SEND training programme, all services will ensure a minimum standard of training for their staff by 31 Dec 2019	AD Inclusion & Skills, SCC	***Impact of the changes:*** *There is improved understanding and joint working between front line practitioners, however this is an ongoing focus supported by our QA programme and training offer.* ***Performance Indicators*** Survey data will indicate improved satisfaction with quality of support and advice from families 2018/19 survey data indicated that 69% of children/young people that have an EHCP, believe they were either well or	• Suffolk Quality assurance Cycle and associated report • NHS local QA checklist and system Evidence 5f & 5g • Standard health advice biannual audit report. • Developing a process to access working document to oversee content and advice provided. • Escalation process when issues arise into the DCO team • Recent QA Report show improvement in advice as rated by the Enhance QA framework. 7h • 3rd Internal QA Cycle completed • Post of Designated Social Care Officer (DSCO) recruited to strengthen

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achieved on going work for this Recommendation is now covered with SEND Strategy – P2 Children & Young Peoples Journey.			very well placed at the centre of the process. Feedback from the recent Ofsted/CQC visit indicated a strong multi-agency response to support families	consistency and quality of Social Care involvement due to start Jan-22 • Health DCO have helped to identify areas in the EHCNA process in order to support the quality of final EHCP plans • Work picked up by SCC Workforce Development Team, SEND Multi-Agency Training Group and SEND QA Team. • Online training offer and framework in place for all system professionals to access. • Rolling internal QA programme co-produced, developed and implemented Sept 2020 with clear staged approach to ensure multi-agency involvement with evidence improved quality of advice received from health practitioners.
10. The absence of effective communication between families and local area officers is a constant source of frustration for parents and carers and can lead to unnecessary escalation of concerns. Although Local Response actions have mostly been achieved on going work for this Recommendation is now covered with SEND Strategy – P2 Children & Young Peoples Journey.	• Introduce a real time feedback loop to measure customer satisfaction and monitor each team directly after service provided, putting in place further development where needed for customer service by 30June 2019 • Develop clear communications policy for all staff and service users by 31 July 2019 • Train all caseworkers in person centred planning by 30 Sept 2019 • Incorporate checks on response times and approaches in QA casework check – so check not just about outputs but also about process by 31 Dec 2019 • Strengthen performance management further through additional training for team leaders and introducing regular casework review/ performance conversations by 30 June 2019 • Introduce a new way of managing complaints to ensure these are responded to swiftly and the learning from them is	AD Inclusion & Skills, SCC	***Impact of the changes:*** *Further change continues to be needed to meet good standards. This has been reinforced by the Independent Review of aspects of our SEND Services in July 2021Pressures arising from Covid and the increased demand for specialist placements, have made this challenging to achieve.* ***Performance Indicators*** In the recent Ofsted and CQC visit inspectors and case study families and front line practitioners identified communication and joint working as a positive element of the way support was provided. The CQC inspector reported two families particularly remarking on the effective sharing of information between professionals meaning they did not need to repeat their stories.	• Capacity reviewed completed by IMPOWER concluded that Family Services needed more than 30 new members of staff, further work has taken place to realign key statutory tasks from Family Services, recruitment is underway to recruit new staff into Family Services including 1.6 FTE Lead Coordinators, 8 Family Services Coordinators, 3 NEW Resolution & Tribunal Officers and a NEW Education Access Team to support with Exclusions and Part time timetables. Realigning work to new teams and adding new posts will increase capacity for effective communication with families Evidence 5h • Independent SEND Review report published. Action to address the finding from this are being incorporated into SEND Strategy Action Plan • Compliments, comments, complaints and tribunal content and processing are subject to a further review to improve learning and reduce complaints and escalations.

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	embedded in future practice by 30 April 2019			• Clear performance measures are in place for staff response to requests for contact and support • Where these are not met managers are proactive in follow up with staff members to understand the reasons behind this • Casework is monitored regularly at both the operational and senior management levels to ensure cases are actively progressed • A robust complaints management system ensures that any shortfalls in the system are picked up and responded to rapidly • The multiagency QA system reviews the approach taken by staff to all aspects of statutory work and therefore identifies aspects for further training and development • Service leads work closely with SPCN, SENDIASS and the Young Person's engagement hub to secure regular feedback regarding services and acts on issues identified as needing improvement
11. The teams delivering health provision are not seen to be sufficiently responsive to CYP with complex mental health needs. 12. Timely access to emotional well-being and mental health services remains an area of significant concern…often long delays….and this can lead to deterioration in the mental health of CYP before they are seen by	• Develop Mental health strategies developed for Suffolk and prioritise CAMHS. • Redesign of mental health services, this will present an opportunity to re-design services which meet the needs of those CYP with complex needs as part of an integrated approach commencing 15 June 2019 and completing by Sept 2020. • Improve the monitoring of wait times and access to CAMHS as part of contract review from 1 April 2019 onwards. • Expand Hub Board remit to look at access to onward services to ensure focus on CAMHS services and help timeliness of access to support (East and West Suffolk) Complete	COO NSFT AD Transformation CYP DON CCG DON CCG	***Impact of the changes:*** *Access to mental health services are improving, and there is active work on the mental health transformation programme* ***Performance Indicators*** Access to wellbeing and mental health services will be within expected timeframes as demonstrated in the KPI dashboard. Deep dive into ASD and ADHD performance and waiting times reported at SEND programme board in September 2020. Evaluation and impact demonstrated through the VCS evaluation of new commissioned services in response to COVID 19.	• See CHRIS presentation 5m • New Pathways and Service Specifications co-produced for CYP MH provision 0-25 across CAMHS, YAMHS, Early Intervention and Wellbeing, specialist teams (ED, LD&A) • Promoted digital support for 11-25 years olds via Kooth - **Over 11,000 CYP registered and accessing Kooth in 2021/22.** • Access and waiting times for urgent **referrals via the eating disorder pathway has improved,** routine wait times are still below national standards this is part due to 65% increase in demand and the teams not being fully resourced. • Mental Health Support Teams – delivery of **39% coverage** of support in Suffolk (in line with national targets) Targeting areas of identified need in Suffolk. Ensuring PMHWs and school nursing are

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relevant health professionals. 13. Once the appropriate care pathway has been identified there is often a further wait due to practitioners' availability in some CAMHS teams. 14. The level of complaints and feedback about the access to CAMHS is high compared to most other areas of NHS delivery. 15. Timeliness of assessing and meeting need within contractual timescales for routine referrals to CAMHS is improving, but assessment and follow-up of urgent work is not sufficiently timely. Although Local Response actions have all been achieved on going work for this Recommendation is now covered with SEND Strategy – P3 Commissioning and Servicing..	• Undertake Service line reviews of all mental health services to ensure quality and clinical safety. The team have prioritised CAMHS and these have led to rapid action plans being developed and implemented where improvements have been identified. Complete by 30 Sept 2019 • Redesign operational processes to ensure efficiency. Skill mix changes, workforce moves from other services and recruitment campaign to increase capacity in practitioners time beginning 15 April 2019	DON CCG COO, NSFT	SPCN survey, latest targeted survey related to covid 19 response. Waiting time demonstrated within the KPI dashboard. System demand And capacity meeting weekly meetings during COVID 19 to monitor system pressures and to hear the family/ YP voice to rapidly respond to changing demand and need. Weekly Emotional wellbeing hub report to identify waiting times, timeliness of service offer and destination of referral.	aligned with new teams and providing support in areas with no MHST in place. **50% of coverage of MHSTs** will be achieved by 2023. • Full and detailed demand and capacity review of core MH service provision in Suffolk undertaken to ensure funding can support the right staff, providing the right support, in the right place to meet increasing. • From April 23, Thrive model to be embedded into pathways and service specifications for all CYP MH provision in line with initial funding and further plans to be confirmed for 3-5 year plan to address demand and whole system approach. • CHRIS – **new crisis outreach service implemented in February**. • Emotional Wellbeing Hub recovery improvement plan has resulted in a significant reduction in wait times for non urgent support. Wait times and caseload have **reduced by over 55% since July 2021. KPIs are now being met.** • Ongoing work to reduce waiting times and streamline referral pathway. • Full mental health pathway in the process of being approved and going through a demand and capacity review to identify additional resources needed. This will be completed by Dec 21 and implemented in April 2022. • Introduction of locality teams, review of the EWB hub and introduction of dedication consultation phone lines for professionals. • Crisis outreach model currently being recruited to, and 24/7 crisis line is now implemented. • Recovery projects are in place to support the increase in demand for EWH services. This includes effective system wide support for clearing any wait lists and the development of future models of

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				delivery. The current provision of support does not meet the current demand – the new approach will seek to provide an early intervention response across the system inc, primary care, education and sign posting. • Agreed recovery plans for tackling eating disorders waiting list with a project manager from Attain. • Range of resources supporting schools • Key challenge is recruitment. Planning for a 5–10-year workforce strategy • Plans in place to meet the legal requirements of the Liberty Protection Safeguards process • The Mental Health Strategies have been adopted by all members of the Health and Wellbeing Board • New Mental Health early intervention and wellbeing model agreed and being implemented via a co-produced locality model. Focus on improved access at the right place at the right time. Working with system professionals to join up support for CYP and families. • Full recovery plan now in in place for CAMHS ADHD service. • The Alliances have agreed to participate in a Most Capable Provider process which will commence in June 2019. This will place the responsibility of health and social care providers in Suffolk to provide improved mental health services. CAMHS are split out from adults to ensure focus. • In advance of full re commissioning interim business cases to provide additional resources to improve mental health services have been agreed. For example; £340K for Emotional Wellbeing Hub £2million for Crisis, £250K for ADHD • Following service line reviews, improvement has been noted with improved access times for ADHD.

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				Initial assessments now occur within 8 weeks of referral. The service line reviews identified areas of development and oversight of this improvement has been in place. • Waveney have undertaken a full review of funding, capacity and demand and planning in place to identify current unmet need • Contracts team have agreed with providers new monitoring regime • The Hub Board has revised its TOR to include oversight of wait times for all onwards mental health services • Rapid action plans for the ADHD Service, the Emotional Wellbeing Hub and the Child and Family and Youth pathways in the IDT have been produced and are being implemented • Waveney EWMH service transformation also underway following same principals. Delivery phase commenced February 2019 • Framework and system wide approach to delivering support to CYP in need of support for EHWB needs progressing in Waveney. Two day design event in September and system engagement events in progress to test principals and framework ongoing in October • Agreement for system wide outcomes framework and plan to share screening, assessment and evaluation tools.
16. The plans to strengthen support for CYP with mental health needs in crisis, including out of hours contact, has drifted against the	• The Clinical Commissioning Group will invest an additional £2million in a new Crisis model which will include CYP practitioners to be implemented by 30 March 2020. • The CYP crisis model is in development as part of an all	AD Transf. CYP	***Impact of the changes:*** *There is improved timeliness and access to crisis support as a result of commissioning a new service* ***Performance Indicators***	• Navigator EOI describing expanding provision for 7 day support for those at risk of admission. • LD&A specialist acute nurse in JPUH • See progress above • Crisis outreach model has been agreed and funding (approx. £1m) this is

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action plan milestones Although Local Response actions have all been achieved on going work for this Recommendation is now covered with SEND Strategy – P3 Commissioning and Services.	age crisis service model. Recruitment for CAMHS specific roles will start November 2019. • The creation of a CAMHS outreach service is in development and a model for delivery will be agreed December 2019.	COO, NSFT	SPCN survey results 17/18 How well have your child or YPs needs been met by health = 44% (very well/well) 40% not very well/poorly, 16% n/a. Service user feedback regarding access and value of service will improve SPCN survey results 19/20 will be available in Nov 19	currently being recruited to and will be delivered jointly between NSFT and the county council. This was expected go live early 2021 but delays due to covid and challenges in recruiting professionals mean this is delayed to February 2022. • New all age crisis service in place (FRS) call centre (111 option 2 service) and the crisis assessment service. Designated CAMHS clinicians within the skill mix. 24/7 crisis response implemented in July 2020 ahead of schedule as part of the COVID response, it will be moving to 111 option 2 in 2022.
17. Waiting times for specialist assessments for ASD and ADHD are still lengthy and current pathways do not support best practice in line with NICE guidance. Although Local Response actions have all been achieved on going work for this Recommendation is now covered with SEND Strategy – P3 Commissioning and Servicing.	• ADHD prioritised for the first Service Review to increase understanding of the performance of the service and ensure action taken to address clinical quality and timely access to the service. • Implement a plan to deliver better joint working between the three neurodevelopment pathways currently commissioned, to reduce the likelihood that CYP are waiting in wrong/multiple pathways by 30 December 2019. • Implement a Rapid Recovery plan for ADHD which includes allocating additional resources to reduce the backlog of assessments and ensure clinical safety for caseload by 30 December 2019	COO, NSFT AD Transformation CYP COO, NSFT	***Impact of the changes:*** *These changes have not had the planned impact because of the adverse impact of COVID 19 on waiting times, but work is in progress to recover this situation* ***Performance Indicators*** Access to ASD/ADHD services will be within expected timeframes. ADHD Jan 19 waiting times were 2 years. In September 2019 the longest wait for assessment is 5 months. Young People referred now will currently wait approx. 2 months. ASD 12-18 yrs = 70 young people waiting for an assessment, up to 30 in the process of being assessed. This has resulted in waiting lists of 9 months for initial assessment. Over 18 = initial assessment 9 months, 119 waiting for assessment and 51 waiting for full diagnostic assessment July 2021	• £1m Waiting list initiative procurement underway for Norfolk and Waveney. Evidence 5i Please see attached EMT NDD report • NDD pathway launched Suffolk Infolink | Improvements to East and West Suffolk Neurodevelopmental Pathway • NDD Evidence of impact evidence 7i • ADHD and ASD recovery plans in place to support long wait times in NSFT – this includes additional resource and support being offered by partner organisations (VCSE) • WSFT Community Paediatric Team have submitted a recovery plan, pending approval, and have secured a locum consultant to cover an existing vacancy in the team which will be focused on ASD assessment in the school age caseload (started Aug 21). • NDD Pathway will be online in Jan/Feb-22. Where CFYP will be able to access voluntary support offers and a new approach to access ASD assessment. • CCG has committed an additional £250K to increase consultant capacity; this post has been recruited and has had a significant impact on waiting times. Current wait for initial assessment from referral is 8 weeks • As part of rapid recovery plan recruitment was completed for additional staff 2x Band 6 nurses

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			ASD <11yrs (WSFT) = 400 children on assessment pathway with longer waits within the school age cohort with 48 children waiting more than 18weeks for initial assessment	• Community Paediatric team and the ADHD and Autism team in NSFT are working together to assess CYP where needed; phone calls to risk assess those children on waiting list in progress. As of end of October, there are no waiting lists for ADHD. All CYP that were waiting prior to this were offered a service from early help in SCC for additional support whilst waiting. • ADHD wait times now reported separately to enable more effective monitoring. • Additional support for families introduced as part of the response to COVID including the introduction of some video assessment tools to help reduce waiting lists.
18. A significant programme of work is still to be agreed to map the future care pathways and models of assessment and treatment to achieve equitable, evidence-based offer (for ASD and ADHD) across the whole of Suffolk Although Local Response actions have all been achieved on going work for this Recommendation is now covered with SEND Strategy – P3 Commissioning and Servicing..	• The re-design of the Neurodevelopment and behaviour pathway will be completed and inform the implementation of a single neurodevelopment pathway by January 2022. (Timeline change) • Implementation of the new pathway to commence September 2022 • Nine "quick wins" are implemented to make immediate change to these pathways and will provide a post-diagnostic support service, peer support, multi-agency training, online family support offer.	AD Transformation CYP	***Impact of the changes:*** *The new neurodevelopmental pathway has been agreed at a high level but is still in development and therefore this change has yet to impact fully* ***Performance Indicators*** Timeliness of access to ASD and ADHD services across all CCG areas. Information/data as above More data will be collated once the new model is mobilised into operation	• Funding awarded to Sunbeams Charity to provide creative alternative therapies for YP with LD&A to reduce distress and build resilience. • Waveney – scoping for MH support is active. Funding identified and likely to require a procurement for a neuro diverse mental health offer to include anxiety, emotional regulation and social communication. Evidence 5j &k See attached HOSC report outlining this and QA Report • Additionally, OT offer will create skilled workforce to support those with sensory needs. SENCO group identified to design an education training programme • Procurement process for the support functions for CYP and families is now complete and awarded to local VCSE organisations. These organisations will now work alongside specialist services within the new pathway to offer support etc prior to diagnosis or instead of. • The new co-ordination function for the NDD pathway has been agreed and awarded to Barnardo. This will ensure the smooth and timely support to families whilst they are accessing this pathway. Working closely with clinicians

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				and families to progress support in a timely and effective way. Due to be live in Jan-22, and the triage function will be live in Feb-22. • WSFT Community Paediatric OT "quick win" supported development of sensory support to schools and input to the Multi Agency Assessment Programme. A business case has been submitted to sustain and develop this service offer. • The Neurodevelopment Steering Group have produced a new high level model which has been approved. • SEND Programme Board has agreed £60K towards the investment in new support services for ADHD and ASD. • Project Plans are developed for each of the 'quick wins' and being implemented. • Neurodevelopmental pathway implementation group established and driving forward with full redesign and implementation in stages by September 2020. This has been delayed due to COVID, revised implementation is May 2021. Procurement for additional support for families will commence on Monday 16th November and will involve an investment of £700k recurrently. • The new pathway in Waveney is currently being implemented
19. Leaders have not made sure that all partners communicate and coordinate effectively with one another to press on with agreed priorities and goals. The programme board does not have sufficiently detailed information about outcomes to help members challenge and	• Develop an agreed set of KPIs that will be reported to each SEND programme board and used to challenge partners and ensure urgent focus is maintained on improvement across all priorities by 30 April 2019 • Establish a joint "non-exec" SEND Oversight Board to provide greater direct scrutiny of the work of the programme board and officers across education, health and care by 30 April 2019	AD Inclusion and Skills DON CCG	***Impact of the changes:*** *The programme board for SEND has a much greater focus on high level performance measures across the system* ***Performance Indicators*** Outcomes with the KPI document are being routinely monitored by SEND programme Board – every 2 months. Action taken to address any issues. e.g. Exclusions data was reported and highlighted as an issue therefore deep dive instigated to understand what is behind the data.	• SEND Accountability Board has been established to replace the previous oversight board. Terms of reference can be found at evidence 1a, 1b, 1c. • SEND Partnership meetings occur fortnightly with a focus on key issues, concluding actions and impact. See evidence set 5l • Format of KPI's is under review to align with new reporting tools • Children's Outcomes Framework is in early stages of discussion following the pause due to staff changes and capacity. • A review is currently underway of SEND Strategy 2021-23 objectives to ensure we prioritise the most important

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evaluate rigorously the impact of the local area's work. Although Local Response actions have all been achieved on going work for this Recommendation is now covered with SEND Strategy – P1, Communication, P2 Children & Young Peoples Journey, P3 Commissioning and Services and P4 Moving into Adulthood.			Oversight board is providing rigorous support and challenge to the programme	actions and have an impact of making a difference to CYPF. • Co-produced SEND Strategy 2021-23 and multi-agency working groups established • KPIs in place and being used to monitor progress and improvement. • SEND Oversight Board in place and effectively monitoring the programme through regular meetings. This role is now being taken by the Education & Children's Services Scrutiny Committee • New Outcomes framework, based on co-produced "I want" statements being developed to help track all outcomes across the SEND system. This will be aligned to the new SEND strategy and implemented in 2022. • The response of the Suffolk SEND system during the pandemic is a strong demonstration of the distance travelled in terms of joint working and clarity of direction as a multi-agency team
20. A comprehensive review of mental health services has recently started – it is paramount that all partners know what needs to be done to rectify the weaknesses and play their part in working to jointly strengthen early intervention services Although Local Response actions have all been achieved on going work for this	• Increase Co-production and communication resources to support wide engagement of partners by 30 June 2019. • Produce Service specifications to deliver the strategy. The information gathered to understand the current provision will be complete by May in preparation for the start of the MCP process by 30 June 2019	AD Trans CYP	***Impact of the changes:*** Co-production has improved for this work. Using a central model (THRIVE) has improved understanding of approach. Full impact not yet felt as not fully implemented. ***Performance Indicators*** New mental health models will include the involvement of wide range of stakeholders in the delivery of mental health services for CYP Co-produced with an identified range of stakeholders which includes SPCN, Suffolk Family	• New Pathways and Service Specifications co-produced for CYP MH provision 0-25 across CAMHS, YAMHS, Early Intervention and Wellbeing, specialist teams (ED, LD&A • Draft service specs have been coproduced with all partners • Full redesign will be complete by April 2022 this will include the new CAMHS service specification being taken to market engagement to ensure the right providers are engaged in supporting CYP. • The new locality model and early intervention approach has been jointly developed with system partners. • Emotional well-being and mental health strategy have been co-produced with Suffolk User Forum, MIND and SPCN. Co-production will continue to feature heavily as part of the Most Capable

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Recommendation is now covered with SEND Strategy – P3 Commissioning and Servicing.			Carers, Suffolk User Forum and Healthwatch. Mental Health and Emotional Wellbeing outcomes for CYP will be improved as reported through the Healthwatch survey.	Provider (MCP) /Commissioning process for CAMHS • Work to understand the current provision, demand and resources is complete to inform the MCP process. • The THRIVE model is being used to articulate the model for CAMHS this places an emphasis on the role of wider stakeholders in the delivery of mental health services, particularly focusing on early intervention this has been embedded in the new service specifications and pathways which are all now agreed.
21. The commissioning of health provision for the new multi-disciplinary assessment centres does not yet allow for full implementation of the new approach Although Local Response actions have all been achieved on going work for this Recommendation is now covered with SEND Strategy – P3 Commissioning and Servicing.	• Ensure full involvement of health professionals in Multi-Agency assessment centre pilot by April 2019.	AD Trans CYP	***Impact of the changes:*** *There has been a step change in the level of frontline multiagency working around individual cases through the MAAP and this has now extended to the SEND Consultations. As a result SENCos are getting much improved access to high quality advice and there is earlier joint working to support children with complex needs* ***Performance Indicators*** Health professionals are fully involved in the assessment programme. SENDCos report high level of satisfaction with SEND Consultations	• Additional resource has been put into Stage 2 of the Graduated Response, following the redesign in September 2021. Specialist teachers, now work across all 4 areas of need and a new team is focused on Whole School Support. • Referrals into Specialist Education Services (SES) are now working across all services rather than one service at a time, thereby reducing bureaucracy for schools and ensuring more timely support from the right professionals. • Inclusion Support Meetings (ISMs) offer advice and guidance from a specialist teacher to support early intervention around a pupil's area of SEND. Schools can book on directly. Schools report receiving advice and guidance more quickly. Learners with additional needs are sign posted more quickly to additional support from SCC when appropriate for their level of need because the route to referral is more timely and less onerous. Since January 2022 339 schools have requested support via an ISM. From September 2022 we are introducing ISMs for Post 16. • Where there are concerns that practice at whole school level requires further support, a teacher from the new Whole School Inclusion Service is quickly notified to work alongside leaders and staff in school to review SEND

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				provision. This team have worked with around 80 schools since the introduction of the team in September 2021. • SEND Support Consultations (Solution Circles) facilitated by Specialist Education Services and Psychology & Therapeutic Services are enabling more join-up with external partners, including Health, to support children and young people with escalating need. • The MAAP has been superseded by the graduated response and the Specialist Education Service redesign. • The multi-agency approach is also embedded in the NDD pathway and within the locality model ethos that has been co-produced. • Health professionals have now been fully involved in the MAAP for many months and are very supportive of the impact of this multi-agency approach – see outcomes of the recent MAAP review • This multi-agency approach has been extended to establish a regular programme of SENCo consultation slots where staff from across education, health and care are jointly available to support individual discussions with SENCos regarding key challenges they are facing