

## SEND Programme Progress Tracker 2023-24

This is a summary of the status of SEND Programme deliverables that are:

- i. directly improving outcomes for children
- ii. putting in place enablers so the system works more effectively

It is intended as an Appendix to SEND Programme Board Summary report which will focus on key projects within this Programme

**Key** Blue Complete/BAU Green On Track Amber Delay/Issues Red Significant challenge

#	Key Deliverables & Target Outcomes	Key Actions & Milestones	Lead & Governance	Progress Update & Measure
<b>SEND Strategy Priority 1 Communication</b> <i>(Pending new strategy)</i>				
1	Improve the Local Offer website, enabling easier navigation and search functionality for families, including clubs and activities more specifically tailored for children with more profound SEND needs.	Jul 23 – Refresh of the Source Website for Young People	Lead: Maddie Pawloisc	Jul 23 – Refreshed Source Website live  <b>Measures:</b> User stats
		Nov 23 - Launch new LO Website	SRO: RS Lead: Review: Qtrly Project Board	Sep 23 New LO Website On Track Nov-23 Launched  <b>Measures:</b> User stats
2	Obtain feedback from parents/carers post EHCP to determine satisfaction and to help improve process and avoid escalation to formal routes	Apr 23 – Process for phone call to parents/carers following EHCP to gather feedback  <span style="color: red;">Mar 24 Start work with QA team on how this is used and evidence impact and change, will move to part of wider QA workstream.</span>	Lead: Stacy Baker/Hannah Fisk	Apr 23 Process in place. Oct 23 Jackie Daniels undertaking. To Transfer to SEND QA Nov 23 Transfer to QA now BAU  <b>Measures:</b> Feedbacks: Sep 23 200+ responses received
3	Local Offer Helpline to improve timely access to information for parents/carers	In LT paper agreed milestones will be 1) Set up 8x8 2) Recruit new BSO 3) Train BSO on using 8x8 4) Track and monitor call volumes and responses	Lead: Wendy/Carole	Mar-23 Established Sep 23 Periodic difficulties adequately staffing this Nov-23 – Under review due to significant call volume and nature of calls Dec-23 – paper being drafted for LT to request change to approach and move staffing

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				<p>Jan-24 LT paper postponed awaiting new date Feb-24 LT approved, project commenced to recruit, contract 8x8 and system training</p> <p><b>Measures:</b> Call volumes/ Mark Friedman questions</p>
4	Develop the Safe and Supported network of places in the community where young people feel safe and supported	<a href="http://suffolklocaloffer.org.uk">Welcoming places - Suffolk SEND Local Offer (suffolklocaloffer.org.uk)</a>	Lead: Susie McIvor	<p>In place, young people continue to contribute to development of</p> <p><b>Measures:</b> Number of Safe &amp; Supported spaces identified:/Hits on webpage on LO?</p>
5	Improvement in communication / coproduction between Family Services & Parents/Carers <ul style="list-style-type: none"> <li>- Case-holding / Capacity</li> <li>- Training</li> </ul>	<p>Aug-22 All family services completed signs of inclusion training.</p> <p>Dec-22 Increase in coordinators in Family Services to support in capacity to coproduce.</p> <p>Apr-23 Launched case management system and portal</p> <p>Aug-23 Feedback from EHCP form shows that more families views are included in EHCP's</p> <p>Jan-24 linked to 3 above paper to LT to improve calls being answered</p>	Lead: FA	<p>Levels of case-holding are high Objectives and action plan will be developed as part of SEND Strategy Jan-24 analysis of SEND Consultation this is a priority to SEND Families.</p> <p><b>Measures:</b> On-going Feedback survey TBA Waiting times – use DFE report Termly communications – open letter</p>
6	Establish a complaints dashboard that can track themes trends and support learning	<p>Oct-23 Dashboard developed</p> <p>Feb-23 QA team will set up use dashboard for learning and development of team – This will move to QA workstream BAU.</p>	Lead: Wendy Allen	<p>Sept-23 Launched</p> <p>Oct – 23 Continued testing and cleansing of data</p> <p>Nov-23 – IT issue referred to IT to resolve</p> <p>Dec-24 Issues with updates now resolved</p> <p>Jan-24 Dashboard to be moved to I Hub, training to be provided to service for weekly data cleansing</p>

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				Feb-24 Priority meeting arranged to move BI report to intelligence hub and discuss issues regarding GOSS over writing the system.
<b>SEND Strategy Priority 2 CYP Journey</b>				
1	Graduated Response embedded to provide early support and prevent needs escalating both from SEN Support to EHCP and escalation of need / escalation to very high cost provision of children with EHCP	Inclusion Support Line	Lead Izzy Connell	In place, only 1 member of staff Nov-23 – Recruitment live interviews due 15/11/23 Replacement officer starts 03/01/24 Completed – Jan-24 <b>Measures:</b> Call volumes
		Inclusion Roadshows 2023	Lead: RS	Completed <b>Measures:</b> Number completed:3
		Continue to communicate Suffolk Inclusion Toolkit	SRO: CD/IC Lead: Sonia Carrington	In place <b>Measures:</b> Uptake of AANT, Solution Circles, VSEND, Inclusion Helpline into Inclusion Toolkit Governance Group
		What is Ordinarily Available co-produced and communicated Launch date – Feb-24 Review group -	Lead: IC	Due to launch soft launch Feb-24.
2	New SEND Decision Making Panel to ensure effective and timely multi-agency decisions	Define Purpose Produce & Communicate Operational Processes Launch Review	Lead: RS	In place
3	DCO and DSCO in place to improve SEND operational practice		Lead: RS	DCOs in place Deputy DCOs in place DSCO in place
4		Whole School Inclusion Team		In place

Commented [WA1]: Message Izzy for update 20/02

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	Increase inclusive practice in schools and reduce exclusions of children with SEND	Education Access Team	Lead: Jason Moores	In place  <b>Measures:</b> Rescinded PEX Impact in reducing PEX:
		Expansion of the Inclusion Quality Mark to support more inclusive practice in all schools  Increase awareness and governance	Lead: Jamie Hudson	Mar 23 13 Schools achieved, 27 schools in progress Sept-23 – Linked in with Suffolk Education Partnership. Feb 24 30 schools now have achieved IQM mark.
5	Recovery Plan to improve the timeliness of EHCPs	Recruit to full establishment Training EHCNA decision within 6 weeks Operational dashboard for tracking New external EP contract New external plan writing contract Trajectory Planning for EHCP timeliness improvement	Lead: Fran Alexander EP Lead: Claire Darwin	Phase 1 (£1.1m+£0.7m) staffing in place Operational dashboard in place Needs on-going oversight to ensure workflows are timely, including Liquid Logic recording Feb-24 Additional 3.4m reoccurring agreed – This action is now part of the Recruitment strategy.  Sep 23 EHCNA decisions consistently made within 6 weeks Only circa 1 per weeks EHCP s within 20 weeks Feb-24 agreement for permanent EHCNA team agreed – timely continues at 100%  Nov-23 Impact from external contracts is starting to improve timeliness. Feb-24 – Development of monitoring Enhance contract with new AR lead being recruited as part of the recruitment strategy

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				Jan-24 EHCNA continue to be assessed within 6 weeks As at 15 Jan the service timeliness to issue EHCP is at 19%.
6	Recovery Plan to improve the timeliness of Annual Reviews	April-23 Annual Review Triage Team  Catching up Backlog Priority Groups EHE Vulnerable children	Lead: Fran Alexander	AR Triage Team in place Oct 23 - Half overdue, Nov-23 – Number outstanding has dropped by over 1000 due to the improved timeliness of the front end. Jan-24 Outstanding AR are down to 40% (from 50%). Historic annual reviews over a year old 1905, request for dedicated resource within the recovery ask Feb-24 ART agreed to be recruited as part of the £3.4m as well as one off £1m for legacy AR.
7	Roll-out of Valuing SEND (VSEND) to schools. This is an assessment approach for all children and young people with SEND to identify need and match with provision and support	Nov-23 Appointed new Inclusion Lead officer Jan-24 New Inclusion Lead Officer started	Lead: Claire Darwin Support in interim to Jan 24: Sonia Carrington	Aug 23 264 schools completed the first stage of training, 156 setting readiness assessments completed. Jan-24 Change team supporting in setting up project approach and action plan for Phase 2 of VSEND.  <b>Impact Measures: - To be agreed at Inclusion toolkit governance group</b>  Feb-24 – New project lead has identified schools engaging and using VSEND, this are being focused on to use learning and share with schools that are struggling to embed.
8	(DBV) programme that will support schools to deliver evidence-based interventions for children with SEND to improve their skills	Sep 23 – Dec 23 Programme Setup Jan 24 – Go Live	Setup Lead: Graham Beamish Operational Lead:	Sep 23 Delay in recruiting a Programme Manager, now achieved. Team advert out

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	and confidence at an early stage and, in turn, prevent needs escalating		Louise Babbs from Jan 24	Jan-24 Team induction commenced, project action plan and implementation being drafted.  Feb-24 Schools have been identified to be part of 1 <sup>st</sup> cohort and start in March -24.  <b>Impact Measures:</b> Progress of individual children against baseline
9	Strengthened audit processes to continue to assure the quality (including holistic plans, joined up delivery, family voice), and impact of support for children with SEND	Nov 23 – Team within wider CYP QA Team TBA – Staged Development Plan <b>Terms of Reference</b> Audit tool kit and cycle of reports, articulate record keeping, outcomes, coproduction – look at audit at AR point not after plan is written – Loretta/Stacy/Ros meeting to agree what is required.	Lead: Loretta	SEND QA Team to transfer into wider QA infrastructure under Loretta from 1 Nov 23  Feb-24 Quality Assurance features heavily in PAP, this will be developed and coproduced as part of the new SEND Strategy.
10	Letter for not recently know to social care to reach out to people that may need support at an earlier stage	Oct 23 – Start pilot of letter for 2 months	Lead: Graham Beamish Support Hannah / Drew	Sep 23 Drafted Oct 23 Legal has suggested addendum questionnaire Oct 23 Consulting Stakeholders
<b>SEND Strategy Priority 3 Commissioning and Services</b>				
1	Refresh SEND Sufficiency Plan to make best use of available resources to improve outcomes for children and families	Produce and agree new Education Sufficiency Plan	Lead: GM	July-22 Refreshed SEND Educational Sufficiency Plan published
		Produce and agree new joint Sufficiency Plan	Lead: GJ (TBA)	Feb-24 PAP from SEND Inspection action plan being coproduced.
	Subject to discussion – Establish a specific AP / PRU / ATS Sufficiency Plan to help ensure the range of needs can be met in the right provision in a timely way	Dec-24 AP/IYFAP steering group in place Jan-24 Additional resource as part of the recovery ask	SRO – Fran/Izzy/Gemma	Feb-24 Additional posts agreed as part of the £3.4m recruitment to commence Summer-24

Commented [WA2]: @Graham Beamish (CYP) any update?

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2	SEND Capital Programme to deliver more specialist places to meet need across Suffolk	Phase 1,2, 3	Lead: Gemma Morgan	<p>Sep 23 741 of 1113 New Places Delivered</p> <p>Feb-24 Phase two will deliver between 54 and 72 places, and these will also open in September 2024. Phase three will deliver at least 168 places, and these will also open in September 2025 or 2026.</p>
3	Redesign Mental Health Services to improve timely access to support and support while waiting	Stabilise EWB Hub following Covid		<p>Sep 23 – Waiting list down from 3000 following Covid to circa 200 'Green' cases.</p> <p>Nov 23 – Waiting times increasing</p>
		Launch CHRIS Service		<p>Feb-22 Launched</p> <p>Children supported:</p>
		Launch CATAT Service		<p>Jul-22 Launched</p> <p>Children supported:</p>
		Recovery Plan in place for CAMHS	Lead: Sarah Gibbs	<p>Plan for managing how Waiting Lists and support while waiting in place but waiting list currently substantial</p> <p>Jan-24 Update due at SEND Programme Board</p> <p>Waiting list reduction:</p>
4	New Neurodevelopmental Pathway to improve timely access to support and support while waiting	Apr 23 New Pathway in place	Lead: Jamie Mills	<p>Apr 23 New Pathway Launched</p>
		Sep-23 New referral form and guidance document.		<p>May-23 Deep Dive into Pathway completed</p>
				<p>Sep 23 New Referral Process in place</p>
				<p>Packs distributed: Dec-23</p>

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		New neurodevelopmental Resource Pack		Jan-24 Joined up work across WSFT, NSFT and ICB to resolve the current backlog of referrals.
		Reduce outstanding referrals recover strategy		Total O/S referrals 13/12/23 - 1382
5	Increase Respite/Short Breaks so more families and young people benefit	New RAS and Banding for AU to increase number of Families Supported		[Date] RAS Banding Agreed and launched. 2,515 children currently receive personal budgets for short breaks in comparison to 2,281 in 2022
		Reduce Activities Unlimited renewal process for families by roll over assessment other than Transition years  Launch April-25	SRO – Gemma Morgan Lead – Paula Benneworth Project Support – Anna Butcher	Oct 23 – Agreed at LT Jan-24 Change team supporting in the quality assurance of the enrolment form as phase 1, Phase 2 will commence in April 24 to plan when enrol renewals are required.
		Use the DFE Wave 2 Respite Grant successfully won to provide 180 children in 23/24 with day activities / overnight breaks to support re-engagement with school	Qtly Project Board SRO – Izzy Connell/Maria Hough Project Lead – Lauren Flood	Sep 23 Delays getting team in place, now fully staffed Positive Dec 23 Board meeting <b>Measures</b> Referrals accepted 138 (Dec 23) Current Access Prov 36 (Dec 23) Completed programme 0 (Dec 23)
		Bid for the DFE Wave 3 Respite Grant to provide 180 children in 24/25 with day activities / overnight breaks to support re-engagement with school	Lauren Flood Graham Beamish	Sep 23 – Wave 3 bid submitted  Achieved further £900k
		Having robust criteria and processes in place for Personal budgets connected with EHCPs to avoid adverse LGSO findings	Kay Fry Sally Brown	Feb-24 post holder in request for new money £3.4m will develop policy and processes.
SEND Strategy Priority 4 Preparing for Adulthood				



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1	Extend the local learning offer for 16-25 year olds to address gaps identified in SEND Sufficiency		PFA	Feb-24 this action will be closed and subsumed into the new SEND Strategy for preparing for change.
2	Refresh Transitions Guide as a collated, accessible resource that can id young people and family transition to adulthood	Sep 23 Refreshed Transitions Guide published	PFA	Sep 23 – Published
3	Provide Supported Internships for 20 young people with SEND		Owner – Michael Gray Project Lead Leeann Ling	Jan-24 concerns shared with SEND Programme Manager, action taken to meet with NDTI to relook at project plan and ensure actions are being taken in accordance with project spec and grant. Feb-24 action plan updated and meeting with NTDi to progress and improve next steps,
4	Undertake a Preparing for Adulthood strategic review to understand how the SEND system can best support in preparing young people for post-19 transitions including volunteering, living independently and being visible and valued individuals in their local communities	Review scope to employ PFA lead As part of 'Recovery-ask' Reissue practice guidance to schools Work with QA team to improve the use of PfA forms in schools Coordinate support and offer of PfA across Suffolk	Lead: TBA	Feb-24 this is part of the Ofsted PAP and will update from there.
<b>Resilience of SEND Family Services</b>				
1	Resilient SEND Family Services Establishment	Phase 1 - SEND Family Services fully recruit to the establishment supported by the additional £1.7m p.a. investment to improve EHCP, Annual Review and Phase Transfer Timeliness and agreement of education placements Phase 2 – Resilient Service Structure from recovery ask.	Lead: Fran Alexander Project Lead: Wendy Allen	Phase 1 – complete Phase 2 – Recovery Ask in process of consideration. Initial agreement for recovery ask. Awaiting confirmation on next steps Feb-24 agreed funding of £3.4m reoccurring.
2	Migration from Capita to the Liquid Logic case management system for Family Services data which will progressively	Apr 24 Liquid Logic go Live for SEND Family Services	Lead: Harriet/Fran	Apr 24 – Liquid Logic go live for Family Services
		Apr-23 Parent portal for EHCNA	Lead: Sophie Cooke	Families signed up

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	improve the experience, and direct access to information, for families.	Oct 23 pilot professional portal for schools for use in Annual Reviews	LL Programme Board	Oct 23 milestone had to be postponed as Liquid Logic upgrade not ready Feb-24 due to new bug in the LL system a phased approach is being developed with 1 school.
		Apr 24 launch professional portal for schools for initial 20 schools Annual Reviews COCOs / ISAs Support Wrap		
		Apr-23 EHCNA Progress Dashboard		April-23
		Annual Review PfA form finalised		Jan-24 – Coproduction sessions completed for PfA, data cleansing is underway for early adopters, looking at support wrap for when this is launched. Feb-24 Form comms to launch new form for April-24
		Training and comms		
3	Establish a suite of Dashboards to enable detailed tracking and oversight of SEND Process	Family Services Operational Tracker	Owner: Fran Developer: Graham Ling	Live
		PT Timetable Tracker	Owner: Matthew Cooke Developer: Elliot Reynolds	Live
		Suffolk PRU and AP Tracker	Developer: Elliot Reynolds	Live
		Inclusion Dashboard (PEX, Suspension)		
4	Establish SEND (Family Services) Workforce Strategy and Plan to meet staffing sufficiency needs within the service and to maintain and grow expertise – perhaps an Academy (GB addition)			
<b>Recovery Planning with OFSTED/CQC and DFE</b>				
1	Prepare for 2023 Area SEND Ofsted Inspection	Self Evaluation collated Summary Self Evaluation published Annex A documents and date Contextual Presentation drafted	Lead: Graham Beamish	Sep 23 – In place Nov 23 – Inspection took place

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2	Prepare for DFE Accelerated Progress Plan Review		Lead: Wendy Allen	Negated due to new Ofsted Inspection
3	Local Area SEND Inspection – next steps		Lead: Ros Support: Graham/Wendy	Preparing Priority Action Plan Feb-24 PAP in draft due to be published Mar-24
4	DSG Management	Deficit Management Plan in place, annual updates provided by Finance and GM	Lead: Gemma Morgan	Ongoing monitoring.
<b>SEND Governance &amp; Strategic Planning</b>				
1	Governance that drives the achievement of the SEND Strategy		Support: Graham/Wendy	Dec-23 – Initial meeting agreed governance structure Jan-24 re purpose SEND Accountability Board Feb-24 governance slides recirculated for approval
2	Consultation on and development of new SEND Strategy 2024-28	Oct 23 Information gathering survey Feb-24 Draft Strategy Mar-24 Consult on Strategy	SRO: Ros/Garry Project Lead: Anna Butcher	Consultation survey live October 23 School visits arranged during Oct/Nov-23 Dec/Jan – Thematic Analysis completed Feb-24 draft 2 page strategy with supporting strategy paper shared for consultation, working groups looking coproducing measuring impact
3.	Prime Performance development - Outcomes - Experience	March-24 Agree metrics with SLT April-24 Establish process of oversight and recording	SRO: Ros Lead: Wendy Allen/Harriet Wakeling	Jan-24 Initial meetings set up with SLT inclusion
5	SEND Travel Budget overspend		SRO: Adrian/Transport Lead: In development	
6	Healthy Parent Carer Programme	Agree Parent champions	TBC TBC	Offered to SPCF they do not have the capacity – SCC looking wider.

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7	Participation and co-production with a wider range of SEND parent/carer representative Groups (GB addition)			Feb-24 agreed with SPCF that more parents voices are needed, looking to create focus groups for areas of work to create contact lists for parents who can be part of coproduction alongside SPCF.