

Completed-114 In Progress-18 Yet to Start-0

	SRO	LEAD OFFICER	ORIGINAL DELIVERY DATE	CURRENT DELIVERY DATE	OUTPUTS/PRODUCTS	STATUS AT 29/10/21	STATUS AT 11/11/21
<p>1.- Improvement Strategies are not embedded and they have not had a marked impact on improved outcomes.</p> <p>Required Outcomes:</p> <ul style="list-style-type: none"> <li>• A co-produced SEND Strategy that is owned, shared and delivered through the Improving Outcomes for Children and Families Board.</li> <li>• A SEND action plan which sets out improvements needed across Education, Health and Care ensuring a coherent joined up approach.</li> <li>• A SEND Strategy which focuses on identifying, sustaining and future proofing joint priorities to improve Children and Young People's outcomes across Education, Health and Social Care.</li> <li>• A robust Workforce Development Plan which has a clear vision to ensure strategies are embedded and ambition to improve outcomes for Children and Young People in Dudley.</li> </ul>	Toni Dawodu						
Review and agree SEND Oversight Group Membership to monitor and ensure progress of WSoA across the partnership	Toni Dawodu	Helen Ellis	Oct-19	Oct-19	1. Revised attendee list reflecting all partners.		
Gain agreement at the Improving CSIB to report SEND progress against WSOA	Toni Dawodu	Helen Ellis	Nov-19	Nov-19	1. Publication of minutes showing agreement.		
Gain agreement to increase CSIB membership to reflect the SEND improvement plan	Toni Dawodu	Helen Ellis	Nov-19	Nov-19	1. Publication of minutes showing agreement.		
Co-produce a communication strategy that will encompass all stakeholders to ensure they are updated with the on-going plan and progress of SEND improvements and make provide a means of sharing knowledge, learning and provide feedback.	Toni Dawodu	Shelley Brookes	Dec-19	Dec-19	1. Publication of communications strategy. 2. Feedback from stakeholders shows a reduction of 50% dissatisfied with effectiveness of information communication against the April 2019 baseline by July 2020.		
Design an effective feedback process to channel learning from complaints into SEND case officers performance	Toni Dawodu	Karen Connerney	Nov-19	Jun-20	1. Publication of process to include evidence of how it will improve outcomes for the SEND cohort and by when.		
Seek external support to develop the workforce development plan to ensure best practice is captured in its design and objectives.	Toni Dawodu	Toni Dawodu	Jan-21	Nov-21	1. Publication of input from external source.		

Paul Lynch is developing a corporate WDP which SEND will augment. Timetable of production is TBC.

Provide an update to IOCFB to show the results of the 100 day plan and the progress of all deliverables	Toni Dawodu	Helen Ellis	Feb-20	Feb-20	1. Production of update.		
Provide a progress update of WSoA deliverables to CSIB across the partnership ensures delivery against time quality and cost.	Toni Dawodu	Helen Ellis	Mar-20	Mar-20	1. Publication of update and feedback/comments from CSIB.		
Facilitate a series of workshops with key partners to identify key areas of the current strategy that require review including revisiting the SEND Code of Practice.	Toni Dawodu	Helen Ellis	Dec-19	Mar-20	1. Publication of output from workshop.		
Identify key areas for development and create task and finish groups to deliver partnership wide improvements to the SEND service.	Toni Dawodu	Helen Ellis	Dec-19	May-20	1. Output showing areas to be revised with timescales of delivery and ownership details.		
Capture parents/carers and young people input to ensure the strategy is fully co-produced	Toni Dawodu	Helen Ellis	Dec-19	May-20	1. Publication of input from parents & Carers.		
Evaluate effectiveness of revised improvement strategy to track improvements in stakeholder satisfaction and outcomes for SEND CYP.	Toni Dawodu	Helen Ellis	May-20	Oct-20	1. Decrease of 50% in Parent and Carer dissatisfaction that their children's needs are being met against April 2019 baseline.		
<b>2.- The needs of CYP with SEND have not been accurately identified or moderated over time.</b> <b>Required Outcomes:</b> <ul style="list-style-type: none"> <li>• Clear early identification of all children that will require additional Health, Social Care or Education support</li> <li>• 100% of EHCPs accurately match assessment and moderated needs of every pupil so that pupils are placed in appropriate settings</li> <li>• Provision is regularly reviewed so that the moderated needs of the Dudley SEND Cohort are accurately captured</li> <li>• Development of additional small bases within mainstream provision, for pupils with ASD or SEMH in particular that mirror existing bases.</li> </ul>	Toni Dawodu						
Carry out an exercise to identify accurate demand for places in special schools for September 2020 and for future years.	Toni Dawodu	Inderjit Lahel	Nov-19	Sep-20	1. Publication of demand numbers by year. 2. The trend of rising numbers of appeals & tribunals against the provision for SEND CYP is stemmed in the year from January 2020 and reduced by 50% in the year from January 2021. 3. Increase in the number of CYP with EHCP's within mainstream settings to align with the region and statistical neighbours by July 2021. 4. By Sep 2020 a target date is set to match the performance of the top quartile of LA's in regard to 3.		

Dudley Education Psychology Service (EPS) to confirm the demand for potential new bases for ASD and SEMH pupils within mainstream schools to increase the numbers of relevant settings available.	Toni Dawodu	Dawn Goodall	Jan-20	Mar-20	1. Publication of business case.			
Review current arrangements for identifying provision to ensure that there is equity of access and to build confidence in all stakeholders.	Toni Dawodu	Dawn Goodall	Nov-19	Jan-20	1. Parents and carers dissatisfaction that CYP needs have not been met reduces by 50% compared to the April 2019 baseline by July 2020.			
A full review of SEND staffing was carried out to ensure that the structure is suitable for delivering the highest quality EHCPs .	Toni Dawodu	Dawn Goodall	Jan-20	Jan-20	1. 100% of all new Sep-2020 admission arrangements have been created with inputs from parents and carers.			
Produce a full Dudley EHC plan database in order to ensure all information is up to date and allowing direct comparison with the levels of the different categories of need locally to national, regional and statistical neighbour data to support improvements in our performance where relevant.	Toni Dawodu	Andy Baker	Nov-19	Feb-20	1. Database identifies differences between the Dudley cohort and national, regional and statistical neighbour data is identified and any explanations explored.			
Revise the Annual review process for EHC plans to ensure that all primary and secondary needs are accurately captured to improve the matching of provision to correctly assessed educational and health needs.	Toni Dawodu	Susan Powell	Apr-20	Aug-20	1. Annual review process ensures that all plans are compliant with the code of practice. 2. School survey shows 95% of Schools say the overall quality of EHC plans has improved since May 2019.			
Review the staff handbook and SENCo training to ensure that the process for annual reviews of EHC plans involves a review of the primary and secondary needs.	Toni Dawodu	Karen Connerney	Feb-20	Apr-20	1. Production of the review output. 2. Number of parents and carers dissatisfied with the assessment of their child's needs reduces by 50% compared to the April 2019 benchmark by July 2020. 3. Number of parent & carers stating that their child's needs are poorly assessed reduces by 50% compared to the April 2019 baseline by July 2020.			
Plan and deliver a development approach/tool to revise the schools guidance document to ensure that schools are able to accurately identify primary and secondary needs.	Toni Dawodu	Julia Dean	Apr-20	Nov-21	1. Revised Schools guidance document is published. 2. New relevant CPD is in place.			To be delivered via the SEND Toolkit which is being rolled out from Oct-21.
Review the system of EHC plan moderation facilitated by the SEND Network so that schools are able to review their individual EHC plans against other schools to ensure a consistent approach.	Toni Dawodu	Julia Dean	Apr-20	Nov-21	1. Publication of review with suggested improvements. 2. Schools survey confirms that 85% of them have attended training and using it to moderate their EHC plans.			To be delivered via the SEND Toolkit which is being rolled out from Oct-21.
Identify effective SEND provision in the local area, across the West Midlands region and nationally that could be replicated in Dudley to replicate best practice where applicable.	Toni Dawodu	Inderjit Lahel	Apr-20	Sep-20	1. Publication of data map showing the Dudley position in relation to our performance against best practice.			

<p><b>3. - A strategic approach to assessment and provision mapping in Dudley is lacking.</b></p> <p><b>Required Outcomes:</b></p> <ul style="list-style-type: none"> <li>• An effective approach to strategic assessment and provision management in Dudley.</li> <li>• Increased coordination of assessment information between agencies.</li> <li>• Integrated and shared access to information systems.</li> </ul>	Toni Dawodu							
<p>Capture education requirements for input in to the early assessment and provision process to improve forecasting and planning of commissioned services</p>	Toni Dawodu	Julia Dean	Jan-20	Nov-21	1. Publication of appropriate education needs for input into the early assessment and provision process.			To be delivered via the SEND Toolkit which is being rolled out from Oct-21.
<p>Capture CCG requirements for input in to the early assessment and provision process supporting forecasting and planning of commissioned services</p>	Toni Dawodu	Neill Bucktin	Mar-20	Jun-20	1. Publication of requirements.			
<p>Agree and establish a joint LA / CCG dynamic risk register is agreed to identify CYP within the SEND (ASD and/or L Disability) Transformation Care Partnership at risk of hospital admission.</p>	Toni Dawodu	Neill Bucktin	Feb-20	Feb-20	1. List of CYP with SEND at risk of hospital admission within the TCP. 2. Identification of relevant interventions and resolutions to reduce risk.			
<p>Embed an RCA process for those CYP diagnosed with ASD and/or L Disability during admission to establish why they are admitted.</p>	Toni Dawodu	Linda Cropper	Feb-20	Feb-20	1. Publication of the process to include a method to monitor its effectiveness.			
<p>Carry out an audit of assessment of SEND in Dudley schools against the best practice identified in the SEND Code of Practice to produce a gap analysis.</p>	Toni Dawodu	Julia Dean	Mar-20	Nov-21	1. Production of a data map identifying our areas of required improvement.			To be delivered via the SEND Toolkit which is being rolled out from Oct-21.
<p>Carry out an audit of provision mapping in Dudley schools against the best practice identified in the SEND Code of Practice to ensure that they include:</p> <ul style="list-style-type: none"> <li>• what is delivered and to which pupils</li> <li>• how success will be measured</li> <li>• the cost of each intervention</li> <li>• a focus on outcomes and skills</li> <li>• which staff are involved</li> </ul>	Toni Dawodu	Julia Dean	Mar-20	Nov-21	1. Publication of the gap analysis of the use of provision management by Dudley SENCos against the CoP. 2. A document showing how to close the gap between the current use and CoP with how we will measure success and dates by when.			To be delivered via the SEND Toolkit which is being rolled out from Oct-21.

Produce a CPD offer relating to effective assessment and provision management that is included in the Learning Support Service training for SENCOs	Toni Dawodu	Julia Dean	Jun-20	Nov-21	1. Publication of relevant CPD. 2. Best practice in Dudley schools is identified and shared in SEND Network training sessions. 3. There is evidence available showing the impact of the revised CPD in the quality of assessment and provision management in schools. 4. Meet target(s) listed in WSoA.			To be delivered via the SEND Toolkit which is being rolled out from Oct-21.
Confirm that assessments and provision management are part of the support and challenge carried out by LA officers to ensure that schools are developing an inclusive curriculum and a program for interventions for each SEND group.	Toni Dawodu	Julia Dean	Sep-20	Nov-21	1. Publication of review findings that includes measures of success and milestone dates.			To be delivered via the SEND Toolkit which is being rolled out from Oct-21.
Publish an effective moderation process co produced with SENCO's so that schools are able to improve the accuracy of assessment and the quality of provision management.	Toni Dawodu	Julia Dean	Sep-20	Nov-21	1. Produce the moderation process. 2. Parents & Carers rating the suitability of provision poor reduces by 50% compared to April 2019 benchmark by September 2021..			To be delivered via the SEND Toolkit which is being rolled out from Oct-21.
<b>4. - Joint Commissioning is underdeveloped and not always informed by accurate analysis of data.</b> <b>Required Outcomes:</b> • <b>Formalised Joint Commissioning Arrangements.</b> • <b>An outcomes led framework and performance metrics are agreed and in place.</b> • <b>Commissioning decisions informed by outcomes / spend / value for money.</b>	Inderjit Lahel							
Incorporate the SEND commissioning arrangements into the current joint learning disability commissioning arrangements, such that the scope of the existing joint commissioning group, its membership and terms of reference are revised is to include SEND.	Inderjit Lahel	Inderjit Lahel	Dec-19	May-20	1. Publication of revised LDCP. 2. List of any jointly funded posts as part of S75 between Dudley CCG and Dudley MBC (and / or Dudley Multi-Speciality Care Provider.			
Undertake a workshop with Parents / Carers to ensure shaping and input of priorities is built into the development of the strategy. The workshop will be a bespoke session as part of the Parent / Carer Forum programme held at Saltwells but hosted by the Head of Integrated Commissioning, Performance and Partnerships. Key areas of the session will cover: - a) Current commissioned spend b) Independent Provision c) Options to use funding more creatively d) Creation of new provision and models e) Parents views on gaps in the SEND area	Inderjit Lahel	Inderjit Lahel	Feb-20	Feb-20	1. Development of a joint Commissioning Plan that includes measures of success and milestone dates.			

Detail spend profile across the Council / DSG and CCG in order to assess the effectiveness of current provision and assist in the planning of future commissioned services.	Inderjit Lahel	Inderjit Lahel	Feb-20	Sep-20	1. Benchmark of activity against spend across SEND system and comparison with other LA's and areas of good practice and impact. 2. Clear outcomes framework for all funded services 3. Identification of areas for focus of High Needs Block spend and assess Value for Money against relative output and outcomes for children.		
Carry out a review to ensure that current arrangements with Special, Mantained Schools and Independent Providers are formalised into SLA's and / or contracts as appropriate.	Inderjit Lahel	Laura Smith	Mar-20	Sep-20	1.Publication of review that confirms standardised arrangements with associated contractual expectation are in place and milestone dates for rectification where appropriate.		
Analyse the impact and effectiveness of planned future commissioning initiatives to ensure they provide an integrated approach.	Inderjit Lahel	Laura Smith	Mar-20	Oct-20	1. Publication of analysis together with outcomes, measures of success and milestone dates.		
Carry out a review to agree and confirm how the work of the EYTA can develop an integrated care model for SEND CYP.	Inderjit Lahel	Bal Kaur	Feb-20	Feb-20	1 . Publication of review findings. 2.Decrease of 50% in parents and carers rating 'poorly' their CYP's needs being met compared with the April 2019 baseline by July 2020.		
Complete a review of the resource requirements to ensure consistent delivery of 2yrs and 2.5yrs pre-school needs reviews.	Inderjit Lahel	Bal Kaur	Feb-20	Aug-21	1. Review output shows levels of resource required against the number of reviews and a plan to close any identified gaps.		
In line with the SEND Strategy and associated Joint Commissioning Strategy develop a 5 year plan to support the key outcomes for Dudley's children with SEND	Inderjit Lahel	Laura Smith	Feb-20	Nov-20	1.,Publication of joint plan with outcome measures of success and milestone dates.		
Ensure that all CYP with complex and multiple health needs will be consistently provided with hospital passports which communicate their health and support needs	Inderjit Lahel	Linda Cropper	Apr-20	Nov-20	1. Publication of the revised approach/process. 2. Decrease of 50% in parents and carers rating 'poorly' their CYP's needs being identified compared with the April 2019 baseline by October 2020.		
Embed a process to reduce delays in access to the 0 to 5 autism spectrum disorder (ASD) service by working with referring agencies to gather information.	Inderjit Lahel	Linda Cropper	Apr-20	Apr-20	1. Publication of process to include the reasons for delays, targets with milestones to reduce them and how referral timeliness will be monitored through Clinical Quality Reporting Meeting.		
Review the core CAMHS offer to deliver an holistic approach to CYP with mental health issues up to age 19.	Inderjit Lahel	Linda Cropper	Apr-20	Apr-20	1. Publication of review that includes planned improvements together with measures of success and milestone dates.		

Review procedures for making direct referrals to paediatricians and CAMHS, particularly for allied therapists, to reduce delays.	Inderjit Lahel	Linda Cropper	Apr-20	Apr-20	1. Publication of review that includes planned improvements together with measures of success and milestone dates.		
Complete a review of physiotherapy support for young people post-16 to confirm current provision and define the improved pathways	Inderjit Lahel	Linda Cropper	Apr-20	Nov-20	1. Publication of review that confirms current provision and the planned improvements together with measures of success and milestone dates.		
<b>5. - The DMO has insufficient capacity to promote the SEND agenda across health providers.</b> <b>Required Outcomes:</b> • <b>Increased levels of capacity to promote the SEND agenda across health providers.</b> • <b>Increased levels of health input capacity into EHCP's to increase their effectiveness in assessing SEND provision.</b>	Neill Bucktin						
Complete business case for the appointment of DCO to support DMO	Neill Bucktin	Linda Cropper	Nov-19	Dec-19	1. Publication of the business case for review and feedback by all stakeholders.		
Successfully complete the CCG governance process to sign off additional DCO support	Neill Bucktin	Neill Bucktin	Dec-19	Dec-19	1. Approval of the business case to recruit the DCO.		
Design and implement the recruitment process for the DCO to include job description and specification, advert and interview logistics and appointment.	Neill Bucktin	Linda Cropper	Jan-20	Feb-20	1. Recruitment of the DCO successfully completed.		
Design an effective proactive SEND briefing/communication plan for health providers to ensure dissemination of the SEND agenda and provide an effective mechanism for feedback from parents and carers.	Neill Bucktin	Dr Timothy Horsburgh	Mar-20	Jun-20	1. Publication of the plan for review and feedback.		
Evaluate the baseline effectiveness of the DCO's impact on raising awareness of the SEND agenda and the Health Provider Comms Strategy.	Neill Bucktin	Dr Timothy Horsburgh	Jan-20	Mar-20	1. Health provider survey carried out by the CCG shows baseline knowledge of the SEND agenda.		
Evaluate the effectiveness of the DCO's impact on raising awareness of the SEND agenda and the Health Provider Comms Strategy.	Neill Bucktin	Dr Timothy Horsburgh	Sep-20	Nov-20	1. Follow up survey shows the increase of awareness against the Mar-20 baseline.		
<b>6. - Co- Production with Parents is weak. Co-production at a wider strategic level is underdeveloped.</b> <b>Required Outcomes:</b> • <b>A clearly defined vision and ambition of strong co-production across the Dudley Area Partnership.</b> • <b>Effective strategic co-production and accountability which is embedded in practice and ensures that SEND priorities are owned across Education, Health and Social Care</b> • <b>Processes evidence early involvement of parents/carers in the strategic developments, design, monitoring and evaluation of SEND services.</b>	Neill Bucktin						

Share the OfSTED findings and key actions with parents/carers	Neill Bucktin	Catherine Knowles	Oct-19	Oct-19	1. Publication of meeting minutes and comment/feedback.		
Agree how the views of the parent/carer forum would be represented at task and finish groups	Neill Bucktin	Susan Powell	Nov-19	Nov-19	1. Publication of agreement that shows how this will be achieved.		
Ensure the Communication Strategy clearly defines how we capture the voice of children, young people and families through our improvement journey.	Neill Bucktin	Shelley Brookes	Dec-19	Nov-19	1. Publication of communications strategy evidences how this will be achieved and maintained.		
Carry out a review to further investigate the opportunity of working alongside the Northwest Regional lead	Neill Bucktin	Nicki Burrows	Nov-19	Dec-19	1. Publication of review with findings and next steps.		
Gain agreement for the CSIB to monitor and approve all SEND improvement strategies to ensure they are co-produced.	Neill Bucktin	Helen Ellis	Dec-19	Dec-19	1. Publication of relevant CSIB minutes showing confirmation.		
Carry out a review to identify examples of co-production best practice across Dudley and produce a plan to implement this practice borough wide.	Neill Bucktin	Helen Ellis	Nov-19	Jan-20	1. Publication of review that includes planned improvements together with measures of success and milestone dates.		
Develop and publish a co-production agreement with partners and stakeholders.	Neill Bucktin	Karen Connerney	Nov-19	May-21	1. Co-production agreement has defined roles, responsibilities and expectations. 2. Measures of success are defined and include milestone dates.		
Further investigate the opportunity of working alongside the Rotherham lead for the Dudley Charter.	Neill Bucktin	Nicki Burrows	Nov-19	Sep-20	1. There will be clarity on current best practice and what good looks like.		
Co-produce a feedback process with the Youth Council and Children in Care Council to ensure the voice of children and young people is fully embedded into system re-design on an ongoing basis.	Neill Bucktin	Amanda Grove	Nov-19	Jan-20	1. Publication of process together with measures of success and milestone dates.		
Meet with the parent/carer forum to review SEND provision and review the Local Offer	Neill Bucktin	Susan Powell	Dec-19	Jan-20	1. Publication of review with confirmation of suggested improvements.		
Carry out a review that defines how participation training would feature within our workforce development plan.	Neill Bucktin	Susan Powell	Nov-19	Apr-20	1. Publication of review that contains recommendations and milestone dates.		
Definition of co-production is clearly defined in the H&WBB terms of reference.	Neill Bucktin	Helen Ellis	Nov-19	Nov-21	1. Publication of relevant H&WBB minutes showing confirmation.		

Liaising with Sharon Essex on minutes from Sep Board.

<p><b>7. - There is a great deal of parental dissatisfaction. The passion and commitment of the various parent groups has not been harnessed. Many parents feel disengaged with the system.</b></p> <p><b>Required Outcomes:</b></p> <ul style="list-style-type: none"> <li>• Relationships and trust is built with all parents/carers</li> <li>• Parents/Carers and young people have a clearly defined integral role in reviewing and designing services</li> <li>• The vision for SEND in Dudley is jointly created and owned by families and all services working with SEND children and young people</li> <li>• Parents/carers and children and young people have access to information on SEND in a timely, clear and transparent way.</li> </ul>	Neill Bucktin						
Review governance arrangements ensuring there is robust parent/carer representation at all SEND partnership meetings	Neill Bucktin	Nicki Burrows	Oct-19	Oct-19	1. Publication of review findings and recommendations.		
Meet with current/active parents and carers groups to share the recent SEND Inspection response and agree the co-production model.	Neill Bucktin	Helen Ellis	Nov-19	Nov-19	1. Publication of any feedback/comments received.		
Embed a process to capture parents and carers input into the SEND improvement strategy.	Neill Bucktin	Helen Ellis	Nov-19	Dec-19	1. Publication of process.		
All task and finish groups reviewed to ensure representation of parents/carers	Neill Bucktin	Helen Ellis	Nov-19	Dec-19	1. Publication of review findings and recommendations.		
Agree and publish a procedure where SEND complaints are dealt with professionally, within timescales and parents/carers are kept up to date in individual cases.	Toni Dawodu	Toni Dawodu	Mar-20	Jul-21	1. Publication of process that contains measures of success and milestone dates.		
Organise a formal method for all service feedback to be captured and comments relayed back to parents/carers	Neill Bucktin	Toni Dawodu	Jan-20	Aug-20	1. Publication of process together with measures of success and milestone dates.		
Agree and put in place a process to learn from complaints/mediation and tribunals and what has changed as a result is shared with parents via the Parent Carer Forum and publish on the care and share website.	Neill Bucktin	Toni Dawodu	Jan-20	Aug-20	1. Publication of process to include measures of success and milestone dates.		
Agree a pro-active approach to complaints received where early intervention is the key feature.	Neill Bucktin	Toni Dawodu	Jan-20	Aug-20	1. Publication of process to include measures of success and milestone dates.		

<p><b>8. - There is a lack of understanding about Community inclusion in Dudley. The local area needs to change the culture and develop stakeholder confidence in the system.</b></p> <p><b>Required Outcomes:</b></p> <ul style="list-style-type: none"> <li>• <b>Dudley is an inclusive borough which will ensure that children, young people and families who are most at risk of exclusion have more choice and control over their lives, are included in their local communities and achieve better outcomes.</b></li> <li>• <b>All SEND CYP feel included in all aspects of their life and are able to achieve their full potential.</b></li> <li>• <b>All stakeholders, including families and communities are confident that Dudley borough is an inclusive borough and understand their role and contribution to this outcome.</b></li> </ul>	Neill Bucktin						
CYP Alliance Board to hold a number of stakeholder events to contribute and shape the development of an inclusion strategy /approach for Dudley.	Neill Bucktin	Andy Gray	Jan-20	Jan-20	1. Publication of workshop output that shows how this will be achieved.		
Create an action plan to improve and embed Community Inclusion principles including for example a focus on policy and practice, practitioners and commissioners , range of settings including communities , maternity, early years, education and employment.	Neill Bucktin	Bal Kaur	Mar-20	May-21	1. Publication of plan that shows how this will be achieved together with measures of success and milestone dates.		
Publication of the new Dudley SEND Charter, once agreed, to clearly establish best practice for identification, tracking of SEND pupils and self-evaluation of their outcomes.	Neill Bucktin	Dawn Goodall	Apr-20	Sep-21	1. Publication of revised SEND Charter together with measures of its success and milestone dates. 2. Oct-21 Schools survey identifies schools that are not effectively identifying, tracking and evaluating outcomes of their SEND pupils. 3.An action plan is produced to ensure there are no outliers with milestone dates to acheive this.		
Publish a co-produced Community Inclusion strategy that includes an approach to measure our progress and success in raising the levels of inclusion for SEND CYP.	Neill Bucktin	Bal Kaur	Mar-20	May-21	1. Publication of strategy with associated measures of success and milestone dates.		
Set a clear strategic commitment to prioritising Community Inclusion in Dudley Borough, that sets out a clear vision.	Neill Bucktin	Bal Kaur	Jul-20	May-21	1. Publication of vision with associated measures of success and milestone dates.		

<p><b>9. - The published local offer is poor. It is underused and difficult to navigate.</b>  <b>Required Outcomes:</b></p> <ul style="list-style-type: none"> <li>• Families find the Local Offer website and statutory assessment process clear, accessible and informative.</li> <li>• Parents/Carers and children and young people have access to information on SEND in a timely, clear and transparent way.</li> <li>• Higher proportion of families and children using the Local Offer to increase their knowledge of information and participation in community activities.</li> </ul>	Sue Powell						
Set up a task and finish group to co-design the local offer to ensure a focused and timely launch of an improved Local Offer to be integrated into the Dudley Community Information Directory (DCID), and ensure that it is accessible to children, young people and adults with special educational needs and disabilities.	Sue Powell	Karen Connerney	Jan-20	Jan-20	1. Publication of output showing agreed co-produced design requirements.		
Engage with all stakeholders to capture specification requirements for Local Offer SEND information listing and service sign posting together with community wide accessibility and links.	Sue Powell	Lori Arthurs	Feb-20	Sep-20	1. Publication of stakeholder requirements.		
Agree the final format for the local offer together with accompanying communications to all user groups and stakeholders.	Sue Powell	Helen Ellis	Feb-20	May-21	1. Publication of agreed format and accompanying communications.		
Creation of a new post to focus on the development of the Local Offer to focus on its development and enhance its content via co-production with Parents, Carers, CYP and other stakeholders.	Sue Powell	Helen Ellis	Jan-20	May-20	1. Publication of agreed business case and officer in post. 2. Usage data shows an increase in use of 20% compared to the April 2019 baseline by October 2021.		
Launch the local offer as part of the Dudley Community Information Directory to improve the content and usability of relevant SEND Services and supporting information within an accessible and inclusive DCID.	Sue Powell	Bal Kaur	Apr-20	Jun-21	1. Reduction in dissatisfaction with not being able to 'find what I need' compared to the April 2019 baseline by October 2021.		
Once live, undertake online survey to gather feedback and opinion on the new format, usefulness and content relevance of the revised Local Offer.	Sue Powell	Sue Powell	Aug-20	Nov-21	1. Increase of 50% in awareness of the local offer compared to the April 2019 baseline by October 2021.		

Will be conducted by PCF.

<p><b>10 - EHC plans are often of a poor quality, they do not all contain Health &amp; Social Care needs and are not outcome-focused.</b></p> <p><b>Required Outcomes:</b></p> <ul style="list-style-type: none"> <li>• <b>New co-produced Guidance Document is agreed and shared with all partners, professionals and families setting out requirements for a good EHC plan.</b></li> <li>• <b>An audit system is agreed, tested and used to report on the improving quality of EHC plans.</b></li> <li>• <b>Monitoring shows EHC plans contain appropriate information, are needs led, outcomes focused and completed within the 20 weeks' timescale.</b></li> <li>• <b>Monitoring shows the evidence of the "Tell It Once" approach being consistently used.</b></li> <li>• <b>EHC plans are shared consistently across the system.</b></li> </ul>	Sue Powell						
A full review of SEND staffing is carried out to ensure that the structure is suitable for delivering the highest quality EHCPs in line with the 2014 Code of Practice.	Sue Powell	Helen Ellis	Nov-19	Dec-19	1. Publication of review that contains recommendations and milestone dates. 2. A date is set for compliance with the code of practice and when the backlog will be completed.		
Establish a task and finish group to develop a new guidance document setting out clear requirements for a good EHC plan based on "Tell it Once" and ensuring a clear focus on outcomes.	Sue Powell	Karen Connerney	Jan-20	Jan-20	1. Publication of the guidance document that states quality standards and benchmarking criteria. 2. The guidance document will also list outcome measures of success and milestone dates.		
Develop a shared SEND induction and training programme for staff and managers on SEND and EHC plans.	Sue Powell	Karen Connerney	Feb-20	Mar-20	1. Publication of induction and training programme together with measures of success and milestone dates.		
Identify reasons why EHC plans do not always contain appropriate information about health and social care needs and develop a remedial action plan that includes how the DMO will be involved in reviewing the quality of plans.	Sue Powell	Karen Connerney	Feb-20	May-20	1. Publication of review that contains suggested improvements with measures of success and milestone dates.		
Complete a review of any current on line Dudley EHCP and produce an options appraisal to look at introducing an on line system to meet the requirements of the code of practice relating to EHCP's.	Sue Powell	Karen Connerney	Mar-20	Nov-20	1. Publication of recommendations and next steps.		
Design an audit process to ensure post 16 aspirations and outcomes and links to employers where relevant are included in EHCPs.	Sue Powell	Toni Dawodu	Jan-20	Aug-20	1. Publication of approach to include measures of success and milestone dates.		
Devise and test a recurrent EHCP audit system that is then used moving forward in the case management process with evidence of partners contributing to ensure that expectations are consistently delivered.	Sue Powell	Karen Connerney	Feb-20	Jul-20	1. Publication of proposed audit approach that includes measures of success and milestone dates.		

Review, update and produce a revised SEND staff handbook.	Sue Powell	Karen Connerney	Jan-20	Jul-20	1. Publication of revised SEND staff handbook.		
Complete a review of the guidance and policies for EHC plans to ensure that procedures are in place to ensure that latest plans are shared with early year's settings.	Sue Powell	Karen Connerney	Mar-20	Jul-20	1. Publication of review containing confirmation required procedures are in place and are effective.		
Ensure that the EHC plan guidance document includes appropriate information relating to health and social care information.	Sue Powell	Karen Connerney	Mar-20	May-20	1. Publication of guidance document and how its success will be measured with milestone dates.		
Produce guidance and best practise examples for health and social care professionals to support them to appropriately specify needs, provision and outcomes in EHC plans	Sue Powell	Karen Connerney	Mar-20	Jun-20	1. Publication of guidance document/best practice examples and how improvements in EHCP plans will be measured with milestone dates.		
Establish a joint work stream to design and implement an evidence based co-ordinated approach to ensure the accurate and timely capture of health and social care information in EHCP's.	Sue Powell	Kellie Lennon	Mar-20	Jun-20	1. Publication of approach and how its success will be measured with milestone dates.		
Share the audit system guidance document with the SENCo network to ensure that the Graduated Approach is embedded in the guidance in order to support schools with the plan, do, and review process.	Sue Powell	Karen Connerney	Feb-20	Jun-20	1. Publication of feedback from SENCos.		
<b>11 - Pupils with SEND make slower progress than other pupils.</b> <b>Required Outcomes:</b> <ul style="list-style-type: none"> <li>• Identification &amp; improvement of the key outcomes that Dudley children with SEND perform poorly on.</li> <li>• Improve the rates of progress for pupils with SEND at KS2 &amp; KS4.</li> <li>• Increased confidence of partners and parents or wellbeing of CYP or their ability to access the curriculum better.</li> <li>• Reduce the gap for each SEND cohort to the national levels at the end of the early year's foundation stage.</li> </ul>	Martyn Palfreyman						
Disseminate key development points from the Local Area Ofsted Inspection and the WSoA with schools as well as regular updates of the progress made against individual targets.	Martyn Palfreyman	Neil Hoskinson	Jun-19	Jun-19	1. Publication of presentation and accompanying feedback/comments.		
Implement a process for a cycle of continual improvement by incorporating learning into the schools visit pro-forma.	Martyn Palfreyman	Neil Hoskinson	Jan-20	Jan-20	1. Publication of revised pro-forma and how its success will be measured together with milestone dates.		
Roll out the revised SEND staff handbook via staff briefings,	Martyn Palfreyman	Susan Powell	Feb-20	Sep-20	1. Briefing sessions held and any feedback recorded.		

Agree which data will be shared between the LA, schools, families and other stakeholders regarding what data will be kept, how it will be kept and how/when it will be shared.	Martyn Palfreyman	Jeremy Keeble	Mar-20	Apr-20	1. A data protocol is included in the Education Inclusion strategy and approved by the DMT/CCG as fit for purpose. 2. The protocol is accepted by all schools and used by families and other stakeholders. 3. Where it is not used, there are clear reasons recorded and evidence is available to show how this has been challenged.			
Agree key and performance indicators (KPIs & PI's) for SEND pupil progress in order to use benchmark data more effectively to identify key actions and to measure their impact.	Martyn Palfreyman	Martyn Palfreyman	Feb-20	Nov-21	1. Publication of the current levels of performance at EY's, KS2 and KS4 stages 2. Publication of plan that details the proposed initiatives to improve at each key stage together with measures of success and milestone dates.			Data group has been set up with Primary Schools-Awaiting confirmation of Secondary Schools.
Complete a full audit and 'data cleanse' to ensure SEND information from different sources is accurate.	Martyn Palfreyman	Neil Hoskinson	Nov-19	Mar-20	1. Publication of a plan that shows how and by when the Dudley cohort will be in line with the code of practice requirements for capturing all needs compared to our national and statistical neighbour averages together with milestone dates.			
Review process of recording of CYP primary & secondary needs to ensure it is accurately captured and monitored through a regular reporting framework.	Martyn Palfreyman	Susan Powell	Feb-20	Apr-20	1. Publication of review that contains recommendations, milestone dates and details of how the revised process success will be measured through a reporting framework. 2.Reduction in the level of parent & carer dissatisfaction with the assessment of their CYP's needs by 50% against the April 2019 baseline by July 2020.			
Use the new data dashboard to analyse the cohort in order to baseline the current levels of progress and measure the changes in Pupil progress against improvement plan.	Martyn Palfreyman	Martyn Palfreyman	Nov-19	Nov-21	1. Data Protocol is amended and approved by DLT as fit for purpose. 2. The protocol is accepted by all schools and used by families and other stakeholders. 3. Where it is not used, there are clear reasons recorded and evidence is available to show how this has been challenged.			Data group has been set up with Primary Schools-Awaiting confirmation of Secondary Schools.

Complete a review of assessment to ensure it is consistent, accurate and how rates of progress of pupils with SEND can be improved at: <ul style="list-style-type: none"> <li>• Headteacher forums</li> <li>• SENCo forums</li> <li>• Parent Carer forums</li> <li>• Ofsted EIF training</li> <li>• Specialist Inclusion Services CPD sessions</li> </ul>	Martyn Palfreyman	Martyn Palfreyman	Dec-19	Nov-21	1. Publication of review with proposed improvements, measures of success and milestone dates.			Delivered via Whole School SEND training led by Jo Moules.
To use internal and external expertise to devise an annual programme of training for all schools to develop SEND knowledge, skills and confidence	Martyn Palfreyman	Martyn Palfreyman	Mar-20	Nov-21	1. A new training programme is agreed by DMT/CCG/IOCFB, delivered on an annual cycle by the Learning Support Service and includes success measures and milestone dates.			Delivered via Whole School SEND training follow up assesment led by Jo Moules.
Use the recently established SEND Data Analysis tool to analyse the attainment and progress of each group of pupils with SEND and set targets to match and exceed comparable performance.	Martyn Palfreyman	Martyn Palfreyman	Dec-19	Nov-21	1. Assessment of attainment and progress for each group of pupils with SEND. 2. Compares regionally and nationally and a plan is in place with targets to match/exceed comparable performance. 3. Decrease in Parent & Carer dissatisfaction by 20% that educational attainment is improving compared to the April 2019 baseline by October 2021			Data group has been set up with Primary Schools-Awaiting confirmation of Secondary Schools.
Undertake a review of school readiness approaches with the Early Year's Transformation Academy (EYTA) to identify areas required to improve the school readiness of children with SEND.	Martyn Palfreyman	Bal Kaur	Mar-20	Sep-21	1. Publication of review. 2. Accompanying plan shows how improvements will be made with measures of success and milestone dates.			
To review any other SEND CPD for schools delivered by the Specialist Inclusion Services, Learning Support Service and other LA services other than for asesment and provision management to improve the offer.	Martyn Palfreyman	Julia Dean	Apr-20	Nov-21	1. Publication of revised CPD with measures of its success and milestone dates. 2.Evidence of external expertise being sourced to develop the CPD offer. 3. Feedback from parents & carers shows that satisfaction with education provision has improved by 20% compared to the April 2019 baselineby September 2021.			To be delivered via the SEND Toolkit which is being rolled out from Oct-21.

Produce an amended Schools training and guidance document to ensure that support and intervention for SEND pupils is effective in the improvement of their outcomes.	Martyn Palfreyman	Julia Dean	Apr-20	Nov-21	1. Publication of revised guidance document that contains outcome success measures and milestone dates.			To be delivered via the SEND Toolkit which is being rolled out from Oct-21.
Review and refine the integrated health and early years review at 2 2.5 years to identify CYP at risk of not being school ready to produce an agreed standard operational procedure together with measures of success and milestone dates.	Martyn Palfreyman	Bal Kaur	Mar-20	Oct-21	1. Set a date by Sep 2021 when performance for SEND Supported CYP in all GLD Prime Areas will be at national levels by. 2. Increase the level of performance for SEND with EHCP's achieving the GLD level from the current 0.9% to the national average of 4.5% by July 2024.			School readiness element has been reviewed. Guidance to be issued as part of a revised approach. Awaiting evidence from Sally Cornfield.
<b>12. - Pupils with SEND have higher absence and exclusion rates than other pupils.</b> <b>Required Outcomes:</b> • To narrow the gap between levels of absence and persistent absence for pupils with SEND with all pupils nationally, regionally and in statistical neighbour LA's. • To narrow the gap between the number of fixed term and permanent exclusions for students with SEND compared with all pupils nationally and in Dudley.	Martyn Palfreyman							
Ensure that the new Preventing Exclusion & Off Rolling Strategy includes a priority on reducing all exclusions and off-rolling for CYP with SEND.	Martyn Palfreyman	Neil Hoskinson	Nov-19	Nov-19	1. Publication of relevant recommendations to be included in strategy.			
Communicate the full Preventing Exclusion & Off Rolling Strategy consultation responses to better inform all partners and stakeholders understanding of inclusion.	Martyn Palfreyman	Neil Hoskinson	Nov-19	Nov-19	1. Publication of consultation responses.			
Publish the Inclusion Pathway Strategy to include the plans to reduce off rolling and exclusions for CYP with SEND. Also to agree the approach and principles of Education Inclusion for any CYP for behaviours linked to their SEND or with an EHCP.	Martyn Palfreyman	Jeremy Keeble	Jan-20	Apr-21	1. To be included in the published AP Strategy with targets and milestone dates to reduce all exclusions for CYP with SEND 2. Strategy includes a pledge to not permanently exclude any CYP for behaviours linked to their SEND or with an EHCP.			

Carry out a review to identify, collate then analyse the data/reasons relating to levels of absence and persistent absence of CYP with SEND compared to all pupils nationally and all pupils regionally and in statistical neighbour LAs.

Gather evidence from schools, including case studies to identify successful early intervention to improve absence for CYP with SEND. To inform future training and support for schools on improving attendance.

Develop a clear strategy for schools on improving attendance in relation to SEND. This will include monitoring and reporting and ensure that all Specialist Inclusion Services, Learning Support Service and the Pupil Access Team have a clear focus on improving attendance for CYP with SEND.

Consolidate initiatives and approaches across Education, Youth Offending and Children Looked After to agree a strategy to provide early intervention for CYP with SEND at risk of offending as part of the YOS Annual Plan submission.

**13. - There is a lack of local provision post-19 for young people with the most complex needs.**  
**Required Outcomes:**  
 • A clearly defined and co-produced transitions pathway is in place  
 • Preparations for Adulthood is clearly defined  
 • Post 19 provision for young people with the most complex needs is in place and understood.

Martyn Palfreyman	Jeremy Keeble	Jan-20	Apr-21	1. Publication of review with evidence of why there is absence and persistent absence for all groups with SEND in Dudley. 2. A plan is in place to reduce absence and persistent absence together with measures of success and milestone dates.		
Martyn Palfreyman	Jeremy Keeble	Mar-20	Apr-21	1. Publication of evidence showing where best practice is most effective in reducing SEND absence. 2. A plan is in place by July 2020 that details how absence will be reduced together with measures of success and milestone dates.		
Martyn Palfreyman	Jeremy Keeble	Apr-20	Apr-21	1. Publication of strategy for improving the attendance of Dudley CYP with SEND and then shared with / agreed by DMT/CCG Board/IOCFB. This includes a clear monitoring programme for SEND attendance together with measures of success and milestone dates.		
Martyn Palfreyman	Martyn Palfreyman	Jun-20	Nov-21	1. Early intervention to prevent CYP with SEND being at risk of offending initiatives to be included in the Education Inclusion Strategy. 2. The strategy includes Dudley YOS, the West Midlands Police and all schools. 3. Strategy must contain confirmation of the current numbers at risk of offending. 4. Strategy must contain targets to reduce the number at risk with milestone dates.		
Emma Matthews						

CYP with EHCPs known to the YO system.

Form a task and Finish group to review the transition protocol with parents/carers to identify improvements in the transition process.	Emma Matthews	Santokh Dulai	Dec-19	Feb-20	1. Identification of the problem areas of transition. 2. Plan to resolve these together with measures of success and milestone dates.		
Consult with Parent/Carer forum and other parent groups to capture all transition experiences and identify issues.	Emma Matthews	Nicki Burrows	Jan-20	Feb-20	1. Preparation for Adulthood pathway documentation agreed and produced across the partnership.		
Carry out a mapping exercise identifying gaps and challenges in the Preparation for Adulthood (PfA) pathway.	Emma Matthews	Mark Barnett	Mar-20	Sep-20	1. A Post 19 provision map is produced to enable the formulation of a plan and milestone dates to improve transition.		
Finalise and issue the revised Adulthood pathway documentation and guidance that includes an approach to ensure all service users are aware of all post 19 provision	Emma Matthews	Santokh Dulai	Mar-20	Jun-21	1. Publication of the revised pathway guidance to include a method of evaluating its effectiveness.		
Review LA continuing care and transition policies/procedures to ensure they are fit for purpose and appropriate to reflect the full scale and range of needs and measure current baseline of feedback of transition process.	Emma Matthews	Santokh Dulai	Mar-20	Sep-20	1. Establishment of feedback baseline on transition process. 2. Follow up survey shows transition is smoother against March 2020 baseline.		
Review current timing of the Year 11 Post 19 provision review and confirm which more complex cases may need earlier reviewing in year 10 or before.	Emma Matthews	Santokh Dulai	Mar-20	Jul-21	1. Publication of review that shows current baseline numbers for earlier review by the end of September for the following March 31st deadline. 2. Policy is published that details how the early review process will be maintained and monitored.		
<b>14. - Too few young people with SEND progress into employment.</b> <b>Required Outcomes:</b> • Increase in the number of apprenticeships offered to SEND students. • Increase in the number of young people with SEND progressing into employment. • Local employers to provide more opportunities for young people with SEND including developing work experience opportunities. • Increased involvement from local education and training providers to undertake better pre-employment preparation with their SEND students. • Increased awareness of the full range of employment opportunities available to SEND young people.	Mark Barnett						
Identify work experience opportunities for Year 10 & Year 11 SEND cohort to increase the number of employment opportunities available to them.	Mark Barnett	Mark Barnett	Jan-20	Jul-21	1. Publish the list/numbers of current work experience opportunities available by school. 2. Publish a plan to increase the number of opportunities, by how many		

Identify the cohort and allocate dedicated resources to the virtual school to ensure we have a clear understanding of which of our SEND looked after children need to be supported appropriately in the context of being at risk of offending.	Mark Barnett	Mark Barnett	Nov-19	Jul-20	1. Publish the list of individuals within the specific cohort. 2. Publish an action plan to improve the support with dates of by when and how we will measure the success of this initiative.		
Meet with advice and guidance specialists who work within the youth offending service and agree how they can contribute to increasing the number of employment opportunities.	Mark Barnett	Mark Barnett	Nov-19	Mar-20	1. Publish the list of agreed new initiatives. 2. Publish a plan of how and when these initiatives will be live and how we will measure their success.		
Develop a process for regular follow up of SEND cohort that have entered employment within the last 6 months to ensure sustainability	Mark Barnett	Mark Barnett	Nov-19	Mar-20	1. Publish the list of issues preventing sustained employment for SEND young people. 2. Publish a plan to resolve these issues with dates of by when and how we will measure the success of this initiative.		
Engage with local employers to identify and increase the number of employment opportunities for SEND young people	Mark Barnett	Mark Barnett	Feb-20	Jul-21	1. Increase of 20% in the number of SEND YP offered employment by Dec 2021. 2. Increase of 20% in the number of SEND YP offered apprenticeships by Dec 2021.		
Contact and offer one to one guidance sessions with specialist careers advice and guidance officers to understand how their service to SEND CYP can be improved.	Mark Barnett	Mark Barnett	Dec-19	Mar-20	1. Publish output from meetings identifying improvements required in advice and guidance to increase take up.		
Identify individuals within the year 11 SEND cohort with no recognised post 16 destination	Mark Barnett	Mark Barnett	Nov-19	Jun-20	1. Produce a list of any year 11 cohort "at risk" of not progressing successfully to post 16 destination. 2. Produce a plan to have 100% of cohort with a destination together with dates of when this will be achieved.		
Identify any barriers to progression that are preventing a post-16 destination to be identified	Mark Barnett	Mark Barnett	Jan-20	Jul-20	1. Publish the list of barriers preventing progression to employment for SEND CYP. 2. Produce a plan to remove the barriers with dates of when this will happen by and how we will measure the success of this initiative.		

Establish links with Dudley College mentoring program and explore opportunities for SEND young people	Mark Barnett	Mark Barnett	Nov-19	Jul-21	1. Confirmation of current numbers of SEND YP involved in the mentoring programme. 2. Co-produced plan with the College to increase numbers and by when.		
Complete a gap analysis to identify geographical areas where there are significant lack of employment opportunities	Mark Barnett	Mark Barnett	Feb-20	Jul-21	1. Publish the data map of employment opportunities. 2. Publish a plan to increase opportunities in the relevant areas by when and by how many.		