

Dorset local area updated action plan against the Written Statement of Action for Special Educational Needs and Disability (SEND)

Purpose of this Action Plan

Ofsted and Care Quality Commission (CQC) revisited the local area of Dorset between 11 and 13 February 2019. This was to decide whether the local area had made sufficient progress in addressing the areas of significant weakness detailed in the Written Statement of Action (WSOA) issued on 23 June 2017.

As a result of this revisit the inspectors were of the opinion that significant progress had been made in some areas. However, insufficient progress had been made to improve other areas of the serious weaknesses identified at the initial inspection.

This action plan aims to:

- Provide analysis of why Dorset has been unable to make sufficient progress in all areas previously identified by Ofsted and CQC
- List the actions the local area is taking (and have taken since the inspectors visit) to respond to their outstanding concerns
- The impact measures and milestones to which we are working and the improvements we will have delivered in the next 3, 6 and 12 months
- How we will be reporting progress and impact, ensuring that partners, including families, are fully aware and kept informed; and
- The support and challenge we feel would be most helpful to Dorset over the coming months

Analysis of Insufficient Progress

The Written Statement of Action (WSOA) was published in June 2017. Underpinning the WSOA was a 3 year strategy. The SEND revisit subsequently took place 18 months later and found that we had already made satisfactory progress in 2 out of the 4 areas. We were particularly pleased that the inspection team recognised the huge improvement around the timeliness of statutory assessments and EHCPs and the joint working that has and continues to take place. As per the original 3 year strategy we are continuing to work on completing the overall plan with a particular focus on outcomes 3 and 4. Outcome 3 is focussed on working with children, young people and parents and carers. Outcome 4 is focussed on effective monitoring and quality assurance.

There is no doubt that engagement with parents, carers and young people was not as broad or as effective as it should have been. We recognise that this should have been a parallel activity with a much greater focus. However, it is important to note that Dorset has made significant progress over 18 months whilst demand for the service has been rising rapidly. Co-production with parents, carers and young people has taken longer than we anticipated. It took time to establish certain key staff such as the Designated Clinical Officer (DCO) and the Quality Assurance (QA) Officer. Consequently, the impact of changes to communication and quality assurance were only just being felt at the time of the revisit. In short, we knew that these were the right things to do but it took longer than expected to get these in place and for the impact to be felt.

Some key components of our work have only recently been addressed and therefore the positive impact that some of these things have had have only just started to be realised. Referral waiting times for Autistic Spectrum Condition was not effectively identified until national concerns became apparent; this coincided with local waiting times also being reported as excessive in summer 2018. The development and behaviour pathway which is designed to improve service delivery and the Pan-Dorset audit strategy for EHCPs only came into being in autumn 2018. As a result, none of these key initiatives had been around long enough to produce the level of positive impact by the time of the re-visit.

Looking to the future, we feel that we now have the elements in place, and under our new Director, progress is expected to be faster. The impact of some key roles and work has only just started to be realised. For example, the new SMS messaging system to inform parents about progress in an easily accessible way is just being launched. The new SEND electronic newsletter now has more than 3600 subscribers - allowing us to communicate changes to service users as they happen. Beyond that, we are planning to work with professional facilitators to foster much better relationships with our parents and carers. We genuinely feel that we are now starting to deliver tangible impact and this will be realised as we take forward our action plan.

Progress since Re-visit

Since Dorset's local area revisit, engagement with parent groups by the new Director of Children's Services has started in earnest. This has included initiating a project specifically on engaging with parents, carers and young people effectively. The discovery stage has already been completed and the external consultants have been commissioned to facilitate new and regular open forums between service leaders, parents and carers across the county.

There has been a focus on improving statutory assessment paperwork. Information gathering forms to parents/carers and partner agencies have been revised in partnership with parent groups to improve quality. 'Plain English' letters have also been completed and approved with parents to improve all written communication with families.

As part of the 'SEND IT digital' project, an SMS EHCP timeline tracker is now in a testing period with a parent group. This will enable parents and carers to track the progress of the EHCP timeline more readily and texts will keep parents constantly informed on progress. A significant project is underway to look at the EHCP process.

The SEND Electronic Newsletter has increased circulation to over 3000+ subscribers and is providing a clear route of communication between professionals and parents and carers.

Participation Groups of young people with SEND have been working with senior leaders from health and education and are being actively used to support improvement projects. This has begun with an appraisal of the annual review process including a questionnaire that has gone out to parents, attracting 400 responses. The information from this survey is being used to devise a workshop for all agencies and settings that will improve the annual review system in terms of experience and impact on outcomes.

A working group has started to look and improve the quality of data within the internal system. This includes a review on how this data is reported and used by leadership to inform service and financial planning.

Dorset's bid for a second specialist free school has now been approved by the DfE and plans are being developed in terms of location and provider.

The first full PAN Dorset Audit of EHCPs has taken place with a focus on the EHCPs of Looked After Children. In addition, a more robust internal Quality Assurance audit system has been established by the SEN Assessment Leadership Team. A monitoring spreadsheet is in development to record quality of contributions from health, education and social care.

EHCP training for targeted health teams who have regular contact with SEND is 75% complete e.g. paediatrics, core CAMHS, LAC nurses, continuing health care and paediatric therapists, Occupational Therapists and Speech and Language Therapists. The DCO has secured additional recurrent funding to invest in human resource and reduce Autistic Spectrum Condition (ASC) waiting times system wide.

The Development and Behaviour Strategy Group is in place, including parents, and meets quarterly to ensure that the funding that has been secured is spent wisely and looking at systems and processes across agencies to ensure that the pathway is functioning efficiently. This will help to embed the development and behaviour pathway effectively. The second meeting of this group took place on 3 June. There are workstreams that the group is working on including improved communication to parents, greater information sharing with SEND Co-Ordinators in Schools and General Practitioners (GPs), pre and post diagnosis support packs and information for parents.

Dorset Healthcare have recruited two additional Psychology posts to support their assessment clinic system. Poole Hospital is due to go out to recruitment with a completion date of November 2019. The Under 5's assessment clinic at Dorset County Hospital (DCH) have completed a pilot. This has had positive feedback and will be rolled out in October 2019. Our Designated Clinical Officer (DCO) will be reviewing and auditing the waiting lists at Dorset County Hospital.

The Clinical Commissioning Group (CCG) has also started reviewing the service specification for paediatric community nurses, specifically looking at training and support for schools to support CYP with SEND.

We are looking at developing our relationships with all schools using a central engagement and feedback process. Schools will see actions brought up and acted upon. Three annual engagement meetings are being planned for the next academic year.

Progress is being governed using a number of key groups including the SEND Improvement Board, SEND Health Forum and Strategic Alliance. A full governance chart is contained at the end in Appendix A. This governance is underpinned by our performance framework. This shows performance against key indicators and will be reviewed by the groups above.

Action Plan

The following action plan outlines what we are aiming to achieve over the next year. Milestones are shown over the following 3 month (July 2019), 6 month (October 2019) and 12 month (May 2020) periods. Impact measures are included in the table. The 'Lead and Governance' column shows who is leading on the action and who is responsible for monitoring progress through governance.

The priorities column in this action plan relate to the 4 areas that the revisit looked at:

1. A single system working together across education, health and social care for joint outcomes
2. Getting it right first time: appropriate, effective and timely joint assessment, planning and review of need that is personalised to the child or young person with SEND
3. Talking to, listening to and involving children, young people and parents and carers
4. Use effective monitoring and quality assurance procedures to challenge, support and develop provision

1. Action Plan: 3 Month Milestones (July 2019)

Number	Aim of improvement action – intended outcome	Action	Priority area	Impact measure	Lead and governance	Progress	Status
1.1	To improve the impact of awareness and training events.	Joint training and awareness framework rolled out to wider workforce.	1	Number of professionals completing awareness training increases monthly and this is positively impacting on practice. Workforce survey used to measure impact; survey results from workforce demonstrate increased awareness; 50% of workforce confirm awareness and increased confidence.	CCG Programme Officer; SEND Health Forum.	Framework has been agreed and is currently being rolled out to wider workforce; 50% of CCG staff completed awareness training.	In progress
1.2	To improve awareness and impact of joint operational agreement.	Joint agreement is shared more widely with workforce through face to face sessions.	1	Teams report that agreement has been shared with staff; monthly internal QA check by leadership team and external PAN Dorset EHCP audit demonstrates improvement in EHCPs in response times and quality of content, including clear outcomes that reflect joint input.	DCO; SEND Improvement Board.	Joint agreement has been shared at strategic boards and is part of the tier 2 training.	In Progress
1.3	To improve the transitions to adulthood for children and young people with SEND.	All YR9 reviews and annual reviews include a focus on	1	Visual check of annual reviews and feedback from Ansbury demonstrates that year 9 reviews include transition; visual check of	Strategic Lead Manager Learning Disability; SEND	This work has started with year 9 reviews.	In progress

Number	Aim of improvement action – intended outcome	Action	Priority area	Impact measure	Lead and governance	Progress	Status
		preparation for adulthood.		year 9 annual reviews show preparation for adulthood steps.	Improvement Board.		
1.4	To improve the consistency of the quality of EHC plans.	Bi-monthly monitoring taking place between DCO and SEND Quality Assurance Officer to identify specific issues; actions are then made to make these improvements.	2	Monitoring meetings demonstrate that information is coming back in time; families have EHCPs within statutory guidelines; phone poll of recent plans demonstrates 80% parents are satisfied with timeliness and quality.	SEND Quality Assurance Officer; SEND Improvement Board and SEND Health Forum.	Process has been agreed.	In progress
1.5	To improve the consistency of the quality of EHC plans (continued).	Further training for planning co-ordinators on EHC plans is delivered to improve quality.	2	Staff survey reports 80% + increase in confidence rating.	SEND Assessment Team Manager; SEND Improvement Board.		In progress
1.6	To improve the consistency of the quality of EHC plans (continued).	Case sampling by Leadership Team and Planning Co-Ordinators on quality of plans happens monthly and lessons learnt used to make improvements.	2	SEND Team training record shows monthly QA session with record of focus of improvement; this informs the weekly training sessions with SEND Assessment team in a targeted way.	SEND Quality Assurance Officer; SEND Improvement Board.	Case sampling has commenced.	In progress
1.7	To improve the quality of information contained within case records.	Training for planning co-ordinators on EHC plans is delivered to improve consistency of information being	2	Information is consistently added accurately to the internal systems; information about the levels of provision and support against individual cases is clear; database	SEND Operational Manager; SEND Improvement Board.		In progress

Number	Aim of improvement action – intended outcome	Action	Priority area	Impact measure	Lead and governance	Progress	Status
		added to the case records.		shows 90% case records populated re provision.			
1.8	To improve local arrangements for early help and integrated support at the early stages.	Early Help Plan for Dorset agreed by Strategic Alliance for CYP is committed to by all professionals.	2	Evidence presented at Strategic Alliance by all partners showing impact of early help using Outcomes Star; this will show improvement against the 10 domains for individual families.	Family Partnership Zone (FPZ) Strategic Lead; Strategic Alliance.		In progress
1.9	To improve the talking and listening with parents to improve service provision and parental satisfaction rates.	Director to meet groups of parents to understand their concerns and put improvements in place.	3	Survey and feedback from parents shows satisfaction regarding communication with senior officers; demonstrated through face to face workshops and events; 80% of parents attending 'Time to Talk' coffee morning say that they are happy with improved communication.	Executive Director; SEND Improvement Board.	Director has met a number of groups of parents and some individual parents already to understand their concerns.	In progress
1.10	To improve the talking and listening with parents to improve service provision and parental satisfaction rates (continued).	Parent group meetings set up which meet regularly with local area officers and inform service improvements.	3	Ideas submitted for service improvement which are then taken forward and communicated in the SEND Newsletter. Event feedback from parents shows satisfaction regarding communication; demonstrated through face to face workshops and events; feedback shows 80% satisfaction rate.	Executive Director; SEND Improvement Board.		In progress

Number	Aim of improvement action – intended outcome	Action	Priority area	Impact measure	Lead and governance	Progress	Status
1.11	To improve the talking and listening with parents to improve service provision and parental satisfaction rates (continued).	Business change project carried out to ensure that business as usual, visioning and strategic operational direction are consulted on or co-produced in the future with parents, carers and children and young people.	3	Benefits measured against Business Case and Project Foundations.	Executive Director; SEND Improvement Board and Strategic Alliance.	Project has gone live.	In progress
1.12	To improve the talking and listening with parents to improve service provision and parental satisfaction rates (continued).	Dorset Parent Carer Council (DPCC) Event to be held with parents.	3	DPCC reports good attendance to event. Feedback from event survey shows high rate of positive responses.	DPCC; SEND Improvement Board.	Event delivered 6 June.	In progress
1.13	To improve the talking and listening with parents to improve service provision and parental satisfaction rates (continued).	Implementation plan created for Participation and Co-Production Policy.	3	Number of professionals who know and understand the Participation and Co-Production Policy and then use the principles increases; disseminated using a variety of ways.	Partnerships and Co-Production Manager; SEND Improvement Board.	Policy has been ratified by SEND Improvement Board.	In progress
1.14	To improve the talking and listening with parents to improve service provision and parental	SEND E-Newsletter is sent out to parents and carers regularly with key information	3	Number of subscribers to e-newsletter and subsequent correspondence increases further and is cited on survey as key source of information and for	Communications Officer; SEND Improvement Board.	There are now 3788 subscribers to the newsletter and a number of parents have contacted the	In progress

Number	Aim of improvement action – intended outcome	Action	Priority area	Impact measure	Lead and governance	Progress	Status
	satisfaction rates (continued).	and contact details for feedback.		feedback; feedback helps determine content of future newsletters.		Director through this to arrange face to face meetings. Feedback has also been received about future topics of interest and areas parents and carers need support with.	
1.15	To improve the talking and listening with parents to improve service provision and parental satisfaction rates (continued).	Widely publicise the services around emotional and mental health needs to ensure CYP and parents and carers are aware of them.	3	Number of hits on new CAMHS website are monitored and show high level of traffic; 3000+ hits per month.	Senior Manager for CAMHS; SEND Health Forum.	New website has gone live.	In progress
1.16	To improve the systems around the planning and implementing of services and provision for children and young people.	Use information contained within the Family Partnership Zone dashboard to identify support for families with SEND children early on.	3	Number of families engaged in early help programmes as reported at Strategic Alliance; SEND case studies show positive impact on families with children with SEND. Engagement of children with 3 flags or more in interventions increases and outcomes are evident on the performance dashboard.	FPZ Strategic Lead; SEND Improvement Board and Strategic Alliance.	FPZ dashboard has been rolled out and is being used by a growing number of settings.	In progress

Number	Aim of improvement action – intended outcome	Action	Priority area	Impact measure	Lead and governance	Progress	Status
				Examples of how performance dashboard is being used are shared with key stakeholders; 70+% of schools are using the dashboard.			
1.17	To improve the quality of information collated as part of the EHCP process.	Review and improve the needs assessment and information gathering forms.	4	All schools using new paperwork. Internal July Audit shows improvement in quality of health information; demonstrates clear 'jargon free' advice from health professionals to inform EHCP.	SEND Quality Assurance Officer; SEND Improvement Board.	Forms are already in the process of being reviewed in collaboration with parents and carers; new forms will be launched at Inclusion Briefing Networks in June 2019.	In progress
1.18	To improve the quality of information available to parents and carers.	Implement SMS test tracker for parents to track progress with their child's EHC plan.	4	90% + of respondents using SMS tracker in testing period give positive feedback via the tracker survey.	SEND Quality Assurance Officer; SEND Improvement Board.	SMS tracker has been through the beta testing period and developer meeting in place to finalise. Feedback from parents and carers has determined content and format.	In progress
1.19	To improve the quality of information available to parents and carers (continued).	Revised letters to parents and carers to be in plain English.	4	80% + of parents and carers receiving revised letters report satisfaction in correspondence style and clarity.	SEND Quality Assurance Officer; SEND Improvement Board.	Series of letters have been reviewed in conjunction with DPCC and SEND Independent Advice	In progress

Number	Aim of improvement action – intended outcome	Action	Priority area	Impact measure	Lead and governance	Progress	Status
						Service (SENDIAS) and due to be implemented in September 2019.	
1.20	To improve the quality of the annual review process.	Deliver workshops with range of settings, parents, carers and professionals on improvements to review meetings.	4	Attendance record demonstrates engagement from a wide range of people.	SEND Quality Assurance Officer; SEND Improvement Board.	Initial workshops delivered during April 2019.	In progress
1.21	To improve the quality of SEND provision across the local area.	Use the SEND evaluation framework with schools to complete SEND reviews. Follow up SEND Reviews with monitoring visits.	4	Effective risk assessment will lead to targeting of schools in greatest need of support to improve SEND provision. 100% of schools that have been monitored will understand their strengths and areas for development in relation to SEND provision and will have clear next steps to follow. 100% of monitoring visit reports show that schools have made progress in SEND provision and practice through the implementation of one or more of the recommendations from the whole school SEND review.	SEND Advisor; SEND Improvement Board.	School visits scheduled to take place over the summer term.	In progress

2. Action Plan: 6 Month Milestones (October 2019)

Number	Aim of improvement Action – Intended Outcome	Action	Priority Area	Impact Measure	Lead and Governance	Progress	Status
2.1	To improve the impact of awareness and training events.	Face to face training on SEND is delivered to key professional teams such as social care teams.	1	Feedback from 75%+ participants indicates increased confidence rating before and after training.	Corporate Director for Care and Protection; SEND Improvement Board.	DCO has current training package in place that will be used as a model for further training.	Initiate August 2019
2.2	To improve the impact of awareness and training events (continued).	To develop the social care element of the Local Offer.	1	Feedback from parents shows that they can find the information easily and understand what support they can get; this will be done through face to face contact as part of the user research.	Partnership and Workforce Manager; SEND Improvement Board.		Initiate August 2019
2.3	To improve the impact of awareness and training events (continued).	Face to face training delivered to health care teams.	1	90% of relevant health teams receive EHCP contribution training; quality of health contributions to EHCPs improves as demonstrated through EHCP audit; contributions from health demonstrate improvement against statutory timescales by minimum 50% acceptable contributions. Feedback survey 90%+ increase in understanding rating by health professionals.	DCO; SEND Health Forum and CCG Audit and Quality Group.	Face to face training with health teams has started.	In progress

Number	Aim of improvement Action – Intended Outcome	Action	Priority Area	Impact Measure	Lead and Governance	Progress	Status
2.4	To improve the impact of awareness and training events (continued).	Delivery of person-centred training is widened.	1	Survey feedback from delegates shows increase in knowledge and understanding for 75% of attendees, before and after training. Person centred approaches training has 75% positive feedback.	Senior Educational Psychologist (EP); SEND Improvement Board.	Review of recent person-centred training has been delivered at board meeting with actions to take forward.	In progress
2.5	To ensure joint working is effective at panels.	Review effectiveness of decision-making panels for CCN, Alternative Provision and Special Schools.	1	Quality assurance by senior leaders of panel decisions shows that multi-agency panel attendance. All decisions are being made in a timely manner and communicated promptly and sensitively to parent as evidenced in communication.	SEND Operational Manager; SEND Improvement Board.		In progress
2.6	To improve the health of children and young people with a learning disability as they transition into adulthood.	Part of YR9 paperwork will include a section on eligibility for annual disability health check with their local GP.	1	Number of health checks measured by CCG and reported back to NHS England to benchmark against 80% target.	SEND Quality Assurance Officer; SEND Health Forum.		Initiate August 2019
2.7	To improve the communication with parents and carers and CYP.	Create a joint communications plan between health, education and social care.	1	Parents and carers feedback positively about communication; 75% respond positively in snap survey.	Communications Officer.		Initiate August 2019

Number	Aim of improvement Action – Intended Outcome	Action	Priority Area	Impact Measure	Lead and Governance	Progress	Status
2.8	To maximise the use of high needs funding (HNF) that's available.	Seconded secondary headteacher to jointly co-produce a strategy in the use of High Needs Funding.	2	Strategy is presented to cabinet and agreed – evidenced in minutes Schools forum papers show adoption of strategy.	Corporate Director for Schools and Learning; Schools Forum.	Seconded headteacher has started in post.	In progress
2.9	To develop staff skills in managing SEMH in the learning centres.	Continued training delivered through Educational Psychologists team and involvement in the attachment friendly schools programme.	2	Specific training from educational psychologists and CAMHS provided. Training feedback forms indicate increase in knowledge and understanding; improvement of minimum of two points on feedback scale.	Senior EP; SEND Improvement Board.	First wave of training has been delivered.	In progress
2.10	To improve local arrangements for help and integrated support at the earliest opportunity.	SEND Audit tool is being used with schools to increase their ability to meet the needs of CYP at earliest opportunity.	2	School Audit Tool review spreadsheet shows 70% improvement across Performance Indicators at revisit.	SEND Adviser; SEND Improvement Board.	Initial visits have taken place using the audit tool.	In progress
2.11	To improve the information for parents so they know where to get help.	Review and improve local offer navigation with parents and carers.	3	Parents report they can find the information they need when asked on-line through feedback form. Communication around the local offer is contained within the SEND newsletter.	Partnership and Workforce Manager; SEND Improvement Board.	Sibling area of the local offer has already been reviewed and improved through feedback from parents, carers and young people.	In progress

Number	Aim of improvement Action – Intended Outcome	Action	Priority Area	Impact Measure	Lead and Governance	Progress	Status
2.12	To improve the information for parents so they know where to get help.	Case studies created and shared with settings on what good practice looks like.	3	Visual case studies/videos/presentations of excellent practice in settings are shared with and between schools/settings electronically and at networks. Case studies are linked into the SEND newsletter.			Initiate September 2019
2.13	To increase the range of specialist settings in order to reduce the number of children educated outside of Dorset or remaining out of school.	Identify children currently educated outside of the local area in specialist provision who could be educated in Dorset and implement transition arrangements.	3	Number of children with SEND currently educated outside the local area in independent specialist placement reduces by 10%.	Senior Manager for SEND; Schools Forum.	Working group established to identify children and psychologists engaged with families on transfer arrangements.	In progress
2.14	To increase the range of specialist settings in order to reduce the number of children educated outside of Dorset or remaining out of school (continued).	Survey circulated to parents and carers to shape the short breaks offer going forward.	3	Feedback from survey directly informs the type of short breaks commissioned in future. Parents report better choice on local offer website using 'You Said, We Did' feedback form.	SEND Commissioner; SEND Improvement Board.	Initial discussions on survey have taken place.	In progress
2.15	To increase the range of specialist settings in order to reduce the	Specialist provision for ASC places is put in place at the	3	Number of ASC places increased by 25 and Complex Communication	SEND Commissioner; Strategic	This will be temporary provision whilst the new school is being	In progress

Number	Aim of improvement Action – Intended Outcome	Action	Priority Area	Impact Measure	Lead and Governance	Progress	Status
	number of children educated outside of Dorset or remaining out of school (continued).	newly established free school (Phase 1).		Needs (CCN) specialist resourced provision places increased to 43. Regular updates to parents and carers in the monthly SEND newsletter.	Alliance and SEND improvement Board .	built, and will be open in September 2019 for 25 pupils.	
2.16	To improve the quality of EHC plans.	Carry out QA of EHCPs across the Dorset area using the PAN Dorset QA Tool.	4	Improvements identified through this tool in September are then implemented as reflected in internal audit record; minimum of 50% of records show good quality information. Increase in number of plans sampled during PAN audit to 20+.	SEND Quality Assurance Officer; SEND Health Forum and SEND Improvement Board.	PAN Dorset Tool is in use.	In progress
2.17	To improve the quality of EHC plans (continued).	Deliver workshops on improvements to the EHC plan form.	4	Feedback from parents at workshop shows 75% + satisfaction in new EHC plan template.	SEND Quality Assurance Officer; SEND Improvement Board.	Workshops planned include parents and carers, SEN Co-ordinators (SENCOs) and other professionals.	In progress
2.18	To improve the quality of EHC plans (continued).	Carry out monthly internal QA of the EHCP Plans using the local audit tool in conjunction with parents, carers and other agencies.	4	Tool being used for case sampling by team leaders on a monthly basis; results then form basis of training sessions with staff.	SEND Operational Manager; SEND Improvement Board.	Tool is in place.	In progress

Number	Aim of improvement Action – Intended Outcome	Action	Priority Area	Impact Measure	Lead and Governance	Progress	Status
2.19	To improve the quality of EHC plans (continued).	New EHCP form launched as a trial.	4	Feedback from 90% + trial users indicate new form is user friendly for a range of stakeholders including children and young people.	SEND Quality Assurance Officer; SEND Improvement Board.		Initiate September 2019
2.20	To improve the quality of EHC plans (continued).	Improve the quality of data being entered into the internal database.	4	Quality of information and data contained within the internal system helps to ensure EHCP timescales are being met and financial tracking is easier as reported by finance officer.	Senior Manager for SEND; SEND Improvement Board.	External consultancy looking at all aspects of the EHC plan process.	In progress
2.21	To improve the quality of SEND provision across the local area.	Joint commissioning of speech, language and communication support is in place.	4	New joint commissioning arrangements are in place, agreement is ratified by service leads.	Commissioning and Market Development Manager; SEND Improvement Board.	Jointly commissioned options have been explored.	In progress
2.22	To improve the quality of SEND provision across the local area (continued).	Inclusion self-evaluation frameworks will be developed and shared with schools and settings.	4	Inclusion self-evaluation framework is being used by 50% + schools/settings as evidenced in visit notes; increased evidence of inclusive practice as reflected through monitoring reports.	Senior Manager Education Services.		Initiate September 2019

3. Action Plan: 12 Month Milestones (May 2020)

Number	Aim of improvement Action – Intended Outcome	Action	Priority	Impact Measure	Lead and Governance	Progress	Status
3.1	To improve the impact of awareness and training events.	Work with schools to improve their SEND offer using the SEND evaluation tool.	1	<p>Effective risk assessment will lead to targeting of schools in greatest need of support to improve SEND provision. 100% of schools that have been monitored will understand their strengths and areas for development in relation to SEND provision and will have clear next steps to follow.</p> <p>100% of monitoring visit reports show that schools have made progress in SEND provision and practice through the implementation of one or more of the recommendations from the SEND review.</p>	SEND Advisor; SEND Improvement Board.	SEND Advisor delivering visits to schools.	In progress
3.2	To improve the impact of awareness and training events (continued).	Specialist training is delivered with a range of professionals, parents and carers for a range of professionals	1	Workforce feedback that their knowledge and confidence around SEND has improved; professionals use this knowledge when working with children,	CCG Programme Officer; SEND Health Forum and SEND		Initiate January 2020

Number	Aim of improvement Action – Intended Outcome	Action	Priority	Impact Measure	Lead and Governance	Progress	Status
		as defined by the training framework.		young people, parents and carers with SEND; snap survey shows 100% of specialist teams have accessed specialist training.	Improvement Board.		
3.3	To improve the joint commissioning and delivery of services around speech and language support.	Launch of new Speech and Language identification and intervention system PAN Dorset.	1	Earlier intervention and support for CYP who require speech and language support through tracking system.	DCO; SEND Health Forum and SEND Improvement Board.	Initial phase is in planning stage.	In Progress
3.4	To maximise the use of funding that's available.	Increase the level of educational psychologists' involvement in preventative work with schools and families.	2	EP's time management system reflects an increase in involvement with children at the SEN Support stage of Code of Practice; responses to requests made within 3 month period.	Executive Director; Schools Forum.		Initiate September 2019
3.5		Develop the relationship with schools to ensure settings play a more active role with early intervention.	2	Better preventative practice in maintained schools reflected by decrease in number of requests for statutory needs assessments – measured month on month by the number of requests for assessment. Reduction in number of EHCP permanent exclusions as a result of strategy. Evidenced in school census and LA statistical returns	Executive Director; Schools Forum.	Seconded headteacher has started in post.	In progress

Number	Aim of improvement Action – Intended Outcome	Action	Priority	Impact Measure	Lead and Governance	Progress	Status
3.6	To improve joint commissioning arrangements for Independent Advisory Services (IAS).	New commissioning arrangements are developed and put in place.	1	Increased capacity by 30% within jointly commissioned IAS services.	DCO; SEND Health Forum.		Initiate April 2020
3.7	To improve the sharing of information between professionals when making referrals across a range of needs.	Business case for single referral route is created and approved.	1	Single referral route implementation plan is in place.	Executive Director; Strategic Alliance and SEND Improvement Board.		Initiate January 2020
3.8	To improve the link between CAMHS and education.	Development and Behaviour Pathway is embedded into practice.	2	100% of referrals come through this pathway.	DCO; SEND Health Forum.	First strategy meeting has taken place.	In progress
3.9	To improve the link between CAMHS and education (continued).	Planning for ASC places is expanded further and is being put in place at newly established free school (Phase 2).	3	Number of ASC places available increases by 160 in December 2020.	SEND Commissioner; Schools Forum and SEND Improvement Board.	The permanent building is due to be completed by the end of December 2020 and will have a capacity for 160 places when full.	In progress
3.10	To improve the link between CAMHS and education (continued).	Planning for the new special school created through DfE funding is in place.	3	Number of special school places increases by 70.	SEND Commissioner; Schools Forum and SEND	The new special school will be for 70 pupils, date and	In progress

Number	Aim of improvement Action – Intended Outcome	Action	Priority	Impact Measure	Lead and Governance	Progress	Status
				Provision co-produced with parents and carers; updates provided through variety of communication channels, including the SEND Newsletter.	Improvement Board.	location to be confirmed.	
3.11	To improve the link between CAMHS and education (continued).	Further expansion of specialist Resourced Provision.	3	Number of places in Specialist Resourced Provision (SRP) increases by 14 places.	SEND Commissioner; Schools Forum and SEND Improvement Board.	CCN provision is in place in East and Central Dorset.	In progress
3.12	To improve referral process around autism.	Development and behaviour strategy group meets regularly to ensure efficient use of funding around the pathway.	3	Recruitment to new posts for ASD assessment process by January 2020; waiting times for referrals to first appointment reduces to 6 months maximum by end of 2020.	DCO; SEND Health Forum.	Second meeting has taken place.	In Progress
3.13	To improve referral process around autism (continued).	Increase funding of £200K to support pathway by recruiting to new posts.	3	Development and Behaviour pathway funding is spent on whole time equivalent clinicians focussed on autism. Wide range of stakeholders are aware and understand the pathway including GPs and SENCOs.	DCO; SEND Health Forum.	Posts out to advert.	In Progress
3.14	To improve referral process around autism (continued).	New posts around the referral pathway are fully embedded.	3	Waiting times for referrals have reduced to 6 months maximum.	DCO; SEND Health Forum.	Funding has already been secured.	In progress

Number	Aim of improvement Action – Intended Outcome	Action	Priority	Impact Measure	Lead and Governance	Progress	Status
3.15	To improve referral process around autism (continued).	Work with current health providers to improve efficiency of referral processes.	3	Autistic Spectrum Condition (ASC) referral improves to 6 months maximum waiting time.	DCO; SEND Health Forum.	DCO is currently working with providers in Dorset to improve waiting times.	In progress
3.16	To improve referral process around autism (continued).	Review development and behaviour referral guidance.	3	New referral guidance is in place and professionals are using this; all new referrals come through pathway. Feedback from SENCOs at SENCO networks is positive as reflected in the event feedback form.	DCO; SEND Health Forum.	This is a workstream within the development and behaviour strategy group.	In progress
3.17	To improve referral process around autism (continued).	Review all letters and paperwork for pathway to support referral process and implement revised letters.	3	Co-production with parents and health providers will ensure new letters and paperwork in place around referrals are user friendly. Parents report that letters requesting information are easy to understand captured by parents attending the behaviour strategy group.	DCO; SEND Health Forum.	This is a workstream within the development and behaviour strategy group.	Initiate September 2019

Reporting on progress

The Dorset local area is committed to keeping SEND service users fully informed and updated on service improvements and the Executive Director has written directly to parents to pledge this commitment. The SEND E-Newsletter and CCG newsletter will give frequent updates on progress with all agencies contributing.

Regular face to face meetings between Local Area strategic leads and parents and carers will ensure purposeful two-way communication. This will be followed up with a 'You Said – We did' update on the SEND Local Offer, reporting action as a result of this consultation. Continued co-production of current and future projects will also be reported in Parent Carer Council newsletters.

We will show evidence of how the data gathered on the SEND Performance Framework informs future planning/implementation between partner agencies. This will include data harvesting regarding all SEND related complaints, reporting on lessons learnt and changes made in practice/approach as a result.

Support and Challenge

Support from the DfE in the run-up to the revisit was invaluable. We do, however, believe that such visits should engage with the actual work of service delivery and take an even closer look into what we do. It is also clear that a nominated peer review partner might be of great benefit and help selecting an appropriate local authority would therefore be appreciated. We would be looking for predominantly a rural local authority of similar size that has successfully been through the Ofsted revisit process.

Appendix A: Governance Structure

