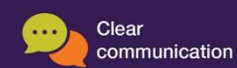


Bournemouth, Christchurch and Poole  
**SEND Improvement Plan**  
2023/26

**Building better SEND support**



March 2024

## Introduction

This SEND Improvement Plan identifies the necessary areas for improvement across the SEND system in Bournemouth, Christchurch and Poole. It builds on the work that our partnership has delivered over the last few years through our Written Statement of Action (WSOA). We have identified 8 priority areas for the partnership to focus on, with specific actions based on feedback from our Parent, Carers Groups to improve the lived experience of children and young people using SEND services. These priority areas are designed to ensure that services are responsive, child led, offer earlier identification, earlier support and are inclusive for our children and young people with SEND.

We have considered and used the excellent work with our parent and carer community around the Vision for SEND in BCP and this remains as agreed, as outlined below. Below this vision is the vision statement for all children and young people in the Local Area as identified in the Children and Young Peoples plan.

“We will ensure that the BCP region becomes one of the best places in which children can live, learn, and grow up; with opportunities to stay in the area after they leave school, whether to go to university, to train or to work.

This means supporting the health, wellbeing, and development of children from birth, through their early years, right through their education and into adulthood.”

Our vision is that all children and young people with SEND have brighter futures, fulfilled lives and are part of their local communities, so that they:

- experience inclusion in every aspect of their lives
- achieve their full potential
- are partners, alongside their families, in developing provision and services.

This vision has been developed from what children and young people with SEND and their families have told us is important to them, complimented by our knowledge of the outcomes and experiences of children and young people with SEND in the Bournemouth, Christchurch and Poole area.

Our partnership includes Parent Carer Forums, BCP Council, NHS Dorset ICB, education settings and health providers and is committed to working better together with all partners and stakeholders to improve outcomes for children and young people in Dorset. This commitment is underpinned by our focus on

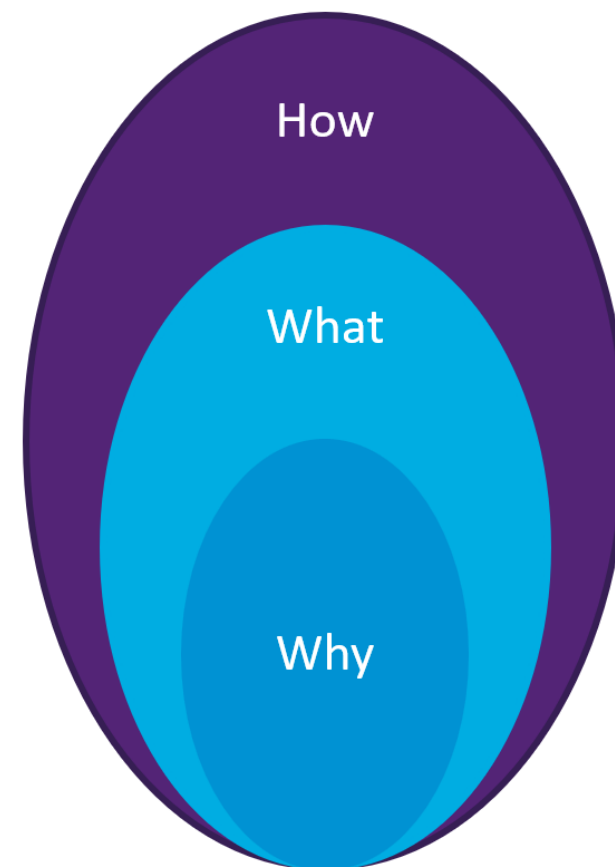
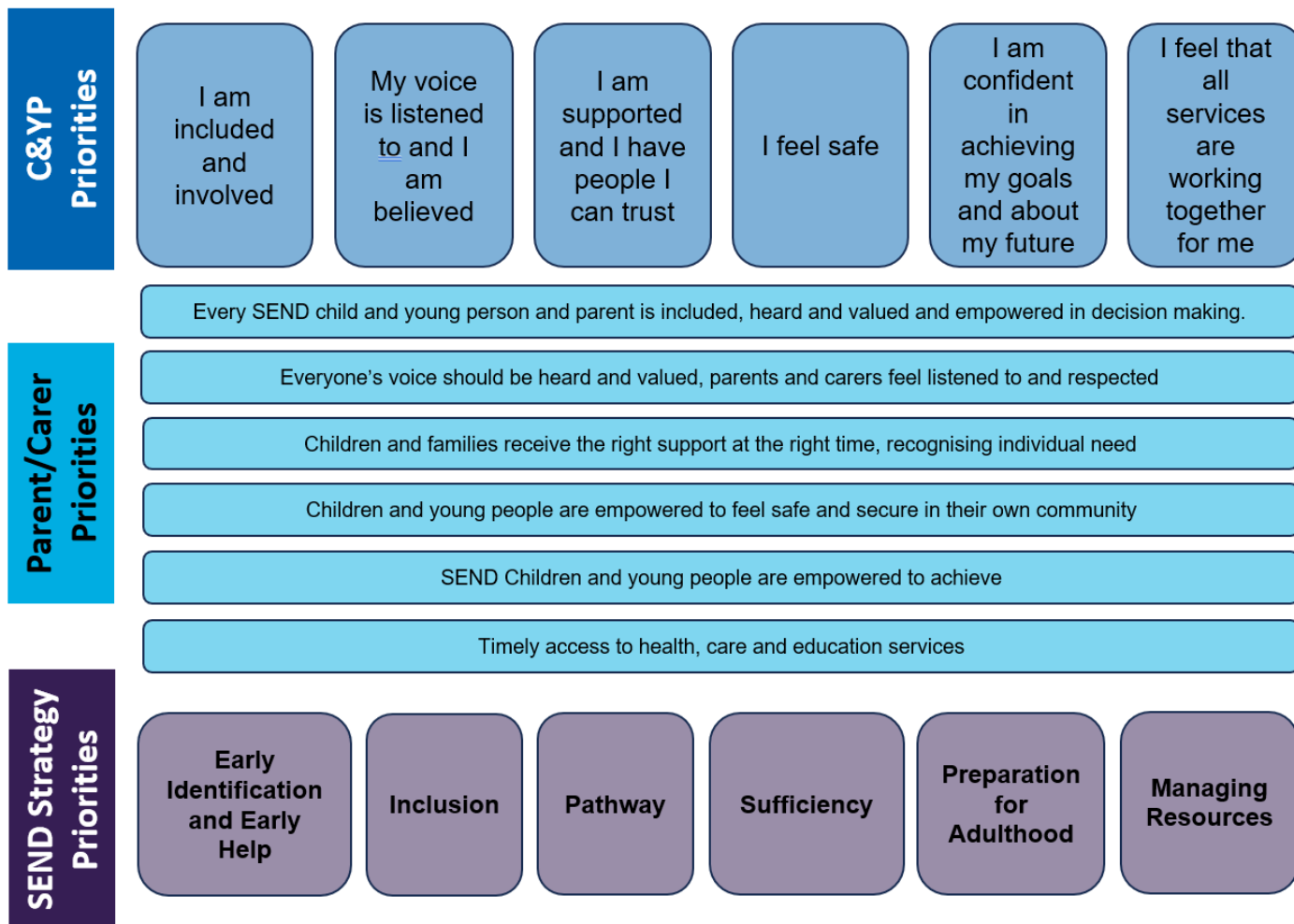
building thriving communities, co production and a recognition that children, young people and their families must be at the centre and are experts in their own care. We recognise that whilst some progress has been made through our send improvement work, there is a need for pace as families in BCP are continuing to tell us that their lived experience is not reflective of the progress we think our partnership working has made. Key themes include the importance of being able to access the right support at the right time, improved communication between multi agency services as well as between partners and families in the BCP area. This updated SEND improvement Plan reflects our shared roles, responsibilities and partnership working to improve outcomes for children and young people with SEND, as well as the strengthened governance and executive leadership focus to drive forward the improvements needed improve the experience and outcomes for CYP with SEND.

The vision for Bournemouth, Christchurch & Poole to be a place where every SEND child & young person is heard and valued, where services are timely and accessible and where parents and carers work with professionals to improve opportunities for all. Where true partnership working can deliver on the aspirations of children and young people are supported regardless of their disabilities

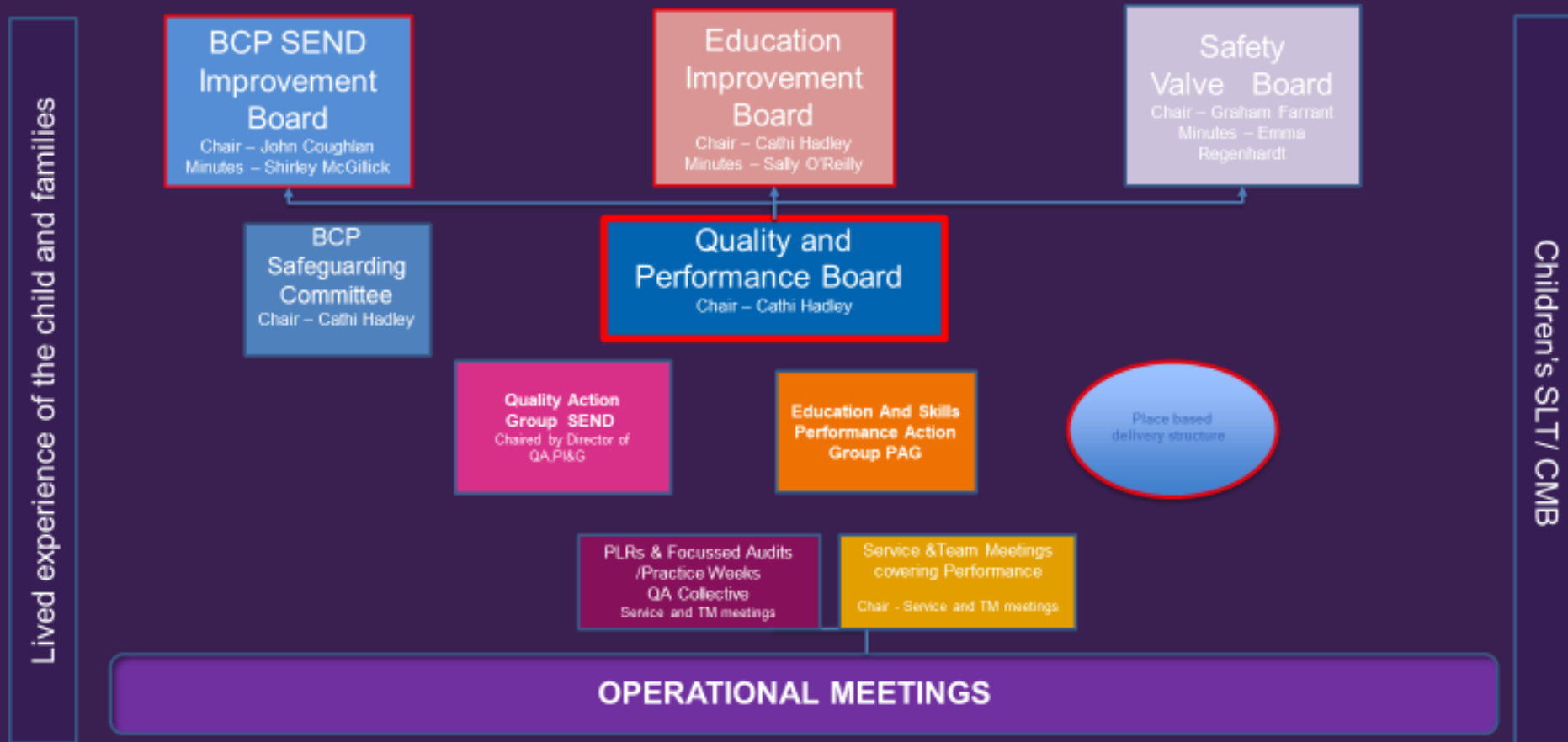
#### Version Control:

Version	Update Author	Job Title	Organisation	Date
1.1	Jo Hooper	Senior Project Manager	BCP Council	21/02/24
1.2	Jo Hooper and named Activity Leads	Senior Project Manager	BCP Council	12/04/24

# Aligning priorities across Bournemouth, Christchurch and Poole



# BCP Place Based Education Governance – Service



Actions and impact will be measured using the following definitions for RAG rating.

RAG	Description	Total out of 138 actions*	%	Direction of Travel
R	High risk – action not started yet but expected it to have commenced / escalation required due to performance concerns /significant delay – action is a worry	2	1%	↓
A	Significant risk – plan in place, action started but further work required to ensure improvement.	30	22%	↓
P	On track – running to plan and within timescale, performance has improved against the plan.	96	70%	↑
G	Actioned – implemented and embedded.	7	5%	↑
C	Completed and can be removed from plan.	0	0%	↔
NS	Not Started	3	2%	↓


## 1. SEND Leadership, Management and Governance


We recognise that there is a need to deliver effective area wide strategic leadership to drive sustainable, impactful change across our SEND System. We have learned from the progress and challenges over the last 2 years and this informs the actions identified below that recognise the importance of strengthening our SEND leadership and governance.

**Parent/Carer voice** - Strategic Leaders need to be accountable. Partners need to work together recognising joint ownership. As well as the LA and NHS organisations, Schools, Parent/Carers and Children/Young People need to feel empowered and engaged in strategic SEND governance.



### Key Performance Indicators


	Required Direction of Travel	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct 24	Nov 24	Dec 24	BCP Target	National (2022/23)
% attendance of Senior Leaders at SIB	▲	TBC	TBC	TBC	TBC										100%	n/a
% of case audits judged as good/outstanding	▲	27.6%	41.6% %	41.6%	41.6%										90%	n/a
No. of complaints	▼	5	5	8	16										0	n/a



Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
1.1	SEND Governance review	Complete intelligence led 'deep dive' workshops involving all members of the partnership framed around thematic areas to inform and co-produce actions required to deliver and monitor system wide improvement	Sharon Muldoon/ Interim Education and Skills Director	30/01/24		Local Authority diagnostic completed All LA Education SMT engaged in workshops Clear forward plan is approved Joint Performance Scorecard in place	Improvement Plan signed off. First draft SEND Performance Scorecard developed  SEF sessions completed (Jan)  Diagnostic shared with Schools and forward actions established	Workshops complete and intelligence gathered informing future plans

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
						Improvement Plan in place	Schools Inclusion processes reviewed.	
1.2	SEND Governance review	Finalise role of Sector Lead Improvement Partner (SLIP) to support with next steps of SEND Improvement Plan – including clear expectations to maximise impact	Sharon Muldoon – Interim Director of Education and Skills - BCP Council/Sam Best – Principal Lead, Strategic Commissioning (NHSD)	14/12/23		<p>Resource Allocation Process (RAP) agreed with DfE</p> <p>Reporting mechanisms are in place to track the progress of actions and the impact of actions for CYP and families including use of a SEND Performance Scorecard</p>	<p>NHSD meeting with SLIP in next couple of weeks to explore potential support.</p> <p>80% of areas within RAP 3 have commenced and showing accelerated pace despite having to step into an operational space.</p> <p>Coaching and mentoring of staff has boosted morale and productivity</p>	<p>Increased monitoring of the DBV AR workstream has resulted in increased KPI delivery with less than 150 annual reviews in the pre sep23 backlog to be actioned.</p> <p>SEND whole team training session satisfaction 4.5 out of 5</p> <p>SEND forum satisfaction 4.8/5</p>




Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
1.3	Strategic Direction /SEND Governance review	Secure commitment to develop shared roles/capacity between the LA and NHS Dorset to lead on strategic SEND System improvement and joint commissioning	Cathi Hadley – Director Childrens Services/David Freeman - Chief Commissioning Officer – NHS Dorset	31/01/24		<p>New partnership strategy co designed and co-produced</p> <p>Actions are kept on track as per approved plan</p> <p>Consistent attendance by all partners through Governance Structure</p>	<p>Partnership meetings have begun.</p> <p>Commitment to work together</p> <p>SEND Strategy in development</p> <p>Joint Commissioning discussions underway.</p> <p>Health Summit planned for 14<sup>th</sup> May 2024.</p>	
1.4	Strategic Direction/ SEND Governance review	Improve commitment to develop shared improvement capacity between LA and NHS Dorset to lead on strategic SEND System improvement and Joint Commissioning	Cathi Hadley – Director Childrens Services/David Freeman - Chief Commissioning Officer – NHS Dorset	30/03/24		<p>Agreed approach in place and appropriate resource agreed.</p> <p>Integrated commissioning roles will be agreed and in post</p> <p>Joint commissioning plan in place</p> <p>NHS Dorset and health providers will be collaborative</p>	<p>System wide engagement with governance review workshops with all partners present.</p> <p>Senior Executive representatives at SIB across the partnership</p> <p>Dedicated identified leads within health and social care focused on our SEND agenda</p>	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
						partners in our SEND improvement journey that is reflected in our governance with clear accountability.		
1.5	SEND Governance review	Dedicated SEND Improvement programme resource agreed and secured across the system.	Sharon Muldoon – Interim Education and Skills Director/Mark Harris – Deputy Director of BCP Place – NHS Dorset	31/01/24		<p>Appropriate PPMO project resource and support in place across the system.</p> <p>Regular PPMO programme performance to be provided on a quarterly basis</p>	<p>Improvement Plans and diagnostic initial outline have identified approach needed.</p> <p>LA Dedicated Officer post agreed to support SEND Improvement Board and Governance now in place.</p> <p>LA dedicated Programme Manager to support delivery of SEND Improvement Plan for Local Authority.</p> <p>All health partners are committed to the SEND agenda. Refreshed SEND Health Forum being constituted. Agreed senior leadership for SIB and identified programme leads for work programme</p>	




Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
1.6	Strategic Direction /SEND Governance review	Develop and effective use of data across the partnership to develop shared understanding of priority improvement 'themes'	Sharon Muldoon – Interim Education and Skills Director	31/01/24		<p>SEND Performance Scorecard in place</p> <p>Dashboard/scorecard partnership dashboard/scorecard used to inform commissioning intentions / service improvements</p>	<p>Scorecard presented Jan 24 SIB.</p> <p>Ongoing development of one integrated shared SEND Performance Scorecard using the Dorset Intelligence Insight Service (DiiS)</p> <p><b>LA received data on CAMHS, ND pathways to determine educational footprint for these children.</b></p>	
1.7	SEND Governance review	Develop new Governance Framework for delivery of SEND Improvement – setting out relationship to key organisational and partnership governance meetings including genuine co production and ownership	Rachel Gravett – Director Quality, Performance Improvement and Governance	31/04/24		<p>Framework agreed and in place.</p> <p>Representation at meetings at the correct level of accountability</p>	<p>New Governance framework has been presented to SIB and signed off.</p> <p>Quality and Performance Board has its first meeting Feb 2024, internal only and was due to have its first MA meeting in April but this has been postponed due to DFE Review QPIB IN April agenda changed to focus on DFE SEND review .</p> <p>Some settling in expected over first two months cycle.</p> <p>Work has taken place to</p>	Creating an environment where BCP children and young people are understood to be everyone's responsibility and all services own this and take accountability

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							<p>amend memberships of Boards and meetings in the Governance Structure considering accountability levels. SEND Imp Board has reduced in numbers and is a CEX or Deputy Director level meeting in order to allow it to concentrate on driving strategic direction, the SEND QPIB attendees has been amended to enable more detailed and /or operational discussion. The QPIB will escalate issues as required to the SEND Imp Board.</p> <p>This is being supported by CEX BCP Council and escalated at this senior level. Issues cross both SEND Improvement and Children's Services Improvement Health - The Health SEND Forum is being re-established to provide direct oversight of all health-related actions outlined within the improvement plan. Draft terms of reference have been circulated for the forum and a date is currently being sought for the 1st re-constituted meeting.</p>	



Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							Respective senior health representation from each of the health agencies within the BCP partnership have now also been confirmed and have renewed their commitment to effectively implement SEND reforms in accordance with the SEND code of practice (2015) and the Children and Families Act (2014). Terms of reference drafted and to be agree	
1.8	Strategic Direction /SEND Governance review	Create new Partnership SEND Dashboard	Sharon Muldoon – Interim Education and Skills Director	31/01/24	↑	A monthly/termly performance scorecard is produced and presented to the SIB	Scorecard presented at January SIB.	Scorecard standing item on SEND Improvement Board agenda
1.9	SEND Governance review	Implement a Partnership SEND Risk Register	Sharon Muldoon – Interim Education and Skills Director / Mark Harris - Deputy Director of BCP Place – NHS Dorset	31/01/24	↔	SEND Partnership Risk Register in place SEND Partnership Risk Register reviewed as a standing item at SEND Improvement Board	Risk Register being developed alongside the Self Evaluation Framework.  In place to be shared alongside SEF.  Governance cycle to be confirmed	
1.10	SEND Governance review	Co-produce a local area SEND Self Evaluation	Sharon Muldoon – Interim Education and	30/01/24	↔	Self-Evaluation Framework published locally	Draft SEF document completed. Awaiting some supporting narrative to be included. Draft due to be	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
			Skills Director/Mark Harris - Deputy Director of BCP Place – NHS Dorset				presented to DofE/NHSE monitoring review in May 2024	
1.11	WSoA/ Education and Skills Diagnostic	Implement a new Quality Assurance Framework across the SEND System	Rachel Gravett – Director Quality, Performance Improvement and Governance	30/06/24		<p>SEND QA Framework for C&amp;YP 0-25</p> <p>Review potential for Schools' SEF (Self-Evaluation Form) for SEND based on lived experience</p>	<p>Draft document shared with DfE Adviser (28/11/23). Comments received and new version developed.</p> <p>Currently being circulated for comment within BCP then for wider partnership March 24.</p> <p>Role of schools and Schools SEF to be discussed post 22<sup>nd</sup> April conference.</p> <p>QAF SEND strand (KC); new Audit process for EHCP's in place. Implementation May 2024 (tier 1 Section 4.3 of Draft QAF Version 4</p> <p>SEND Team Managers briefed as preparation</p> <p>SEND CW's will be briefed following QAF approval and sign off (date TBC CO'B)</p> <p>Operational process and flowchart completed.</p>	Too early to detail impact

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							<p>Templates for QA for managers to use in supervision (Invision)</p> <p>Ready to launch SEND Strand presentations /training following sign off across the whole SEND Partnership, Local Offer following sign off (MP and C O'B will deliver)</p> <p>Meeting held and outline agreement reached with Tammy Lawrence re process for reporting to QAG /QA Board /discussion to be held with MIS (Rina) and QA Officers CB and MP re bringing qualitative and quantitative data together /use of similar reporting format as is in place already with CSC for consideration /comment by QA Board at next meeting</p> <p>Further meeting 11.04.24 TL and QA SEND service.</p> <p>QAF as agenda item at next Schools Forum (date /venue TBC following planning meeting with MD and TS 29/4/24)</p>	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
1.12	Local Authority Senior Management Team Action /WSoA	Improve culture and ownership across the system, all agencies/Schools contribute towards improvement and engage in workstreams.	Sharon Muldoon, Interim Education Director  Sam Best – Principal Lead, Strategic Commissioning (NHSD)  Education Setting Representative	31/05/24		Inclusion rates in school are improved – above statistical neighbour rate  C&YP receive right support at the right time  SEND Values recognised across partnership organisations	Work is continuing.  All complaints are reviewed and HT representations acknowledged for systems development.  Inclusion paper taken to OnS and onward co-production planned for AP and Vulnerable Learners.  Workshops on SEND Sufficiency have commenced and finalise mid May	
1.13	Local Authority Senior Management Team Action	Successful implementation of the Council's target operating model, ensuring all corporate functions support children's services and SEND agenda	Cathi Hadley Director for Childrens Services	30/09/24		Implementation of service charters and champions for CS SEND.	Cabinet papers produced.  SEND restructures will go ahead of wider TOM to support process improvement and stability of workforce.  SEND restructure to be launched May 2024.	
1.14	Local Authority Senior Management Team	Director of Childrens Services and SEND colleagues meet with Multi Academy Trusts (MAT) and Single	Cathi Hadley Director for Childrens Services Education	29/02/24		MAT CEOs engage with the SEND Agenda.  Regular meeting	Meetings being planned as required based on representations and workflows.  Engagement continuing as	



Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
	Action	Academy Trust (SAT) Chief Executive Officers (CEO) and maintained schools	and Skills SMT			dates in place	required to ensure open communication channels in place.	
1.15	Local Authority Senior Management Team Action	Develop collaborative and compassionate leadership approaches across all management levels. Create Peer support networks at officer and management levels.	Sharon Muldoon - Interim Education and Skills Director Mark Harris - Deputy Director of BCP Place – NHS Dorset	30/07/24		Staff report that there is a supportive and positive environment in the workplace.	LA SEND Workforce SEND survey undertaken  Bedford SLIP to work with Education SMT and support improvement work.  Work continuing	
1.16	SEND Governance Review/WSOA	Develop and implement a new SEND Strategy and vision	Sharon Muldoon Interim Education and Skills Director/Sam Best – Principal Lead, Strategic Commissioning (NHSD)	31/01/24		New SEND Strategy and Vision agreed by all partners	SEF will be written end January to inform development of Strategy.  <b>28/12 - Commercially Public commissioned to develop strategy.</b>  <b>Draft strategy received – need to socialise and share. Paused due to Safety Valve discussions and workshops with schools and PCF/T engagement in these. This will be completed end May</b>	
1.17	WSOA	Work to develop an Inspection ready SEND System to	Rachel Gravett – Director	31/10/24		Workforce and system ready to respond to	Framework for the Inspection readiness currently being drafted.	Partnership and all SEND Workforce understand the

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
		reduce pressure on system workload when inspectors visit	Quality, Performance Improvement and Governance			<p>inspection when call comes.</p> <p>Annex is prepped and meets the need of the framework.</p> <p>Officers are fully enabled and prepped to respond to inspection.</p> <p>Whole workforce understand the inspection process, responsibilities and action required</p>	<p>Inspection readiness included as standard agenda items throughout the Governance boards for accountability and leadership oversight. To be reported via highlight reports at a SEND QPIB</p> <p>Learning from Dorset recent Inspection experience to be sought.</p> <p>Inspection anticipated early 2025 – service where we would expect it to be at this stage.</p> <p>Added to agendas in Health meetings and recent discussion on Inspection readiness at ICB Development Day</p>	Inspection process and what their role and accountabilities are

## 2. Communication and Co-production

We need to ensure that we have effective co-production processes across the partnership and ensure that there are clear effective communication plans in place. These plans need to work well for children, young people, parents and carers, for Early Years Settings, Schools and voluntary and community organisations working within the SEND system. We need to understand the lived experience of CYP with SEND and their families to inform our shared priorities and objectives.



**Parent/Carer Vision** - Parents / Carers place a very high priority on two-way communication, where services are responsive and respectful in listening and answering emails, phone calls, etc


### Key Performance Indicators


	Required Direction of Travel	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	BCP Target	National (2022/23)
% parent/carers who felt they had good communication with the Case Officer (n=6)	▲	83%	83%	50%	83%										100%	n/a
% of all views were put into the plan (% parent/carers agreed) (n=6)	▲	83%	100%	83%	100%										100%	n/a
% parent/carer contributed a 'My Child, My Story' or other contribution (n=6)	▲	100%	100%	100%	100%										100%	n/a
% of incoming emails and phone calls that are responded to within 72 hours	▲	Being scoped	Being scoped	Being scoped	Being scoped										100%	n/a
No. of responses received via the co-production feedback app	▲	Being scoped	Being scoped	Being scoped	Being scoped										n/a	n/a



Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
2.1	Education and Skills Diagnostic	Develop Local Authority Communication Charter for SEND Services	Mary Diffey SEND Service Manager	29/02/24		A finalised and co-produced SEND charter All partners signed up to the charter SEND Charter published	Draft SEND Service Charter now agreed by working group and MD working with business support and ICT to identify ways to measure success re. e mail/telephone response times.	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							<p>Charter will be launched with SEND Service on 1<sup>st</sup> May along with guidance for staff.</p> <p>Positive feedback received from working group regarding the co-production of the charter.</p>	
2.2	SEND Governance Review	<p>SEND Communication and Engagement Plan in place</p> <p>Co-produce a clear and accessible communication engagement strategy with parent carers to create a shared understanding of the work of the SIB</p>	Jude Nash – SEND Service Manager/Sam Best – Strategic Lead, Strategic Commissioning (NHSD)/Chloe Morley – DCO, SEND, NHS Dorset	31/03/24	↔	<p>Annual plan in place</p> <p>Monthly discussions are in place with PCT/F to ensure regular dialogue in place.</p> <p>Parents carers, CYP and key stakeholders understand the SEND improvement journey and the progress against the plan.</p> <p>Parent carers and CYP find information accessible, user friendly and useful</p>	<p>This work will be redirected due to ongoing long term sickness.</p> <p>Education Director meets with PCT/F on a monthly basis to ensure strategic access and feedback is heard.</p> <p>SENDIASS CYP working groups will be accessed to support developments.</p> <p>New engagement roles have been determined</p>	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							in the new SEND structure.  Health attending regular monthly drop in sessions with PCF to strengthen two way communication	
2.3	SEND Governance Review	Commence regular joint communication from DCS and NHS Dorset Deputy Chief Executive	Cathi Hadley Director Childrens Services /David Freeman – Chief Commissioning Officer – NHS Dorset	31/12/23		Communication in place after every SIB Board to all key stakeholders.	Initial meeting held. Meetings are now in place with regular attendance.	
2.4	SEND Governance Review	Regular joint SEND briefings in place for Headteachers and MAT Chief Executives	Sharon Muldoon – Interim Education and Skills Director	31/12/23		Half termly updates available to all Schools and Early Years providers.	There are 6 SEND online and in person planned breakfasts with all SEND HTs in 2023/24  3 weekly Breakfast meeting with HTs has been agreed.  SENCO developments have been reviewed following schools feedback and now sit in SEND service with Bedford SLIP oversight.	HT engagement and attendance at online and in person meetings has increased in number by 14% since January. The workshops have been facilitated by attendance at these meetings and are now underway. Understanding of the SEND

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							SEND newsletter in development.	Improvement Plan and proactivity is growing.
2.5	SEND Governance Review	Hold SEND System Leadership Conference for the partnership, schools and education settings	Sharon Muldoon – Interim Education and Skills Director	30/06/24		Event held and 90% engagement from schools and EY representatives.	Improvement plan and SEND Diagnostic and work with Headteachers underway regarding key lines for engagement and task and finish groups.  Date moved to 27 <sup>th</sup> June due to DfE attendance. Agenda in development with schools.	
2.6	WSoA/Education and Skills Diagnostic	Capture Lived Experience more regularly and demonstrate impact in service improvements	Rachel Gravett – Director Quality, Performance Improvement and Governance /Sam Best – Principal Lead, Strategic Commissioning (NHSD)	30/06/24		New Quality Assurance Framework in place (QAF).  Multi Agency Steering Group review audit findings and lived experience.  Partner services will provide service user feedback to inform our lived experience understanding and impact service	QAF in development; this will be shared with PCT/F to ensure their confidence in this process.  QAF tool shared with DfE.  Will be reported through the QPIB on a 6 weekly cycle as part of the Governance framework  Draft document shared	.

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
						improvement is making	with DfE Adviser (28/11/23)  Currently being circulated for comment within BCP and partnership  Direct Link to 1.11	
2.7	WSoA/DfE Monitoring Visit	Implement a clear coproduction structure to input into SEND Improvement and wider SEND services  Embed a strategic commitment to coproduction  Develop a co-production toolkit	Sharon Muldoon – Interim Director – Education and Skills  <b>Bedford SLIP</b>  Sam Best – Principal Lead Strategic Commissioning (NHSD)	31/03/24		Roles and approach in place and agreed with PCT/F.  New role identified in new to-be structure SEND Service  There is co-production throughout BCP Place that is recognised as being successful by CYP and all parent carer voluntary & community groups  Parents, carers and young people are heard and listened to, they feel understood	Draft documents to be finalised following feedback – Bedford SLIP/MD/PCT/PCF  SEND restructure has identified the role.  Links made with SEND IASS groups; further development needed.  Health undertake coproduction on all transformation programmes	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
						and can see the impact of their contributions. 'You said We did '		
						There is a partnership agreement between system partners.		
2.8	Strategic Direction/ DfE Monitoring Visit	Extend work with children and young people with SEND to include schools and community groups across wider Children's Services participation engagement workstream	Jude Nash – SEND Service Manager	30/09/24		Approach in place and agreed with PCT/F.	Delay due to staff absence. Plan to link with SENDIASS and maximise existing coproduction routes.  New roles created in new SEND structure.	
2.9	Education and Skills Diagnostic	Implement Clear Communication Channels	Jude Nash – SEND Service Manager	31/06/24		Annual Communications Plan in place for SEND across key stakeholders. Agreed communication channels in place. Workforce Survey shows increased confidence.	Additional communication channels have been implemented since January 24, including regular Headteachers Briefing.  Plan to be developed – delayed.	
2.10	Parent/Carers	Implement processes to ensure that incoming requests by phone	Mary Diffey SEND Service Manager	31/03/24		KPI data demonstrating the 72 hour is met at least 90% of the time.	Being addressed as part of implementation of Communication Charter – 2.1	



Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
		and email are responded to within 72 hours.					Conversation underway with Business Support Manager and ICT	
2.11	Annual SEND Survey	Analyse data from 2023 Annual SEND Survey, agree action plan and publish 'you said, we did'.	Mary Diffey SEND Service Manager	31/03/24		Survey data analysed and action plan co-produced with clear deadlines for each action 'You said, we did' published on Local Offer Improvement in data in 2024 survey to reflect positive impact of 2023 survey	Feedback on SEND Survey on Local Offer.  Draft action plan agreed by working group and will be presented at QPIB	

### 3. Early Identification and Intervention

Our data tells us that too many children are missing out on their full education entitlement and there is a need for mainstream educational settings to be more inclusive and equipped to meet the needs of children and young people with SEND. Our early help offer is critical in identifying emerging need and galvanising support to respond effectively and creatively at a local level to improve outcomes for the most vulnerable learners as well as to manage demand and cost pressures. **Early Help is a collaborative approach not a provision** and relies on all partners working together and sharing responsibility. **“Right people, Right conversations, Right time”**. A partnership approach optimises early identification of need and support from the earliest stages through clear and consistent pathways with a skilled workforce following a needs-led approach.

**Parent/Carer Voice** - We agree that a partnership approach is essential for early identification of need.

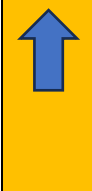
#### Key Performance Indicators –

	Required Direction of Travel	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	BCP Target	National (2022/23)
No. EHCNA	▼	410	413	318	263										n/a	n/a
No. EHCNA requests	▼	60	85	92	118										n/a	n/a
% EHCNA requests from parents	▼	40%	58%	22%	22%										n/a	n/a
CAMHS Gateway % cyp seen within 4wks of referral (RTA) Pan Dorset Data		80%	100%	91%	93%										n/a	n/a
SALT - Total number of referrals received		75	93	102	98										n/a	n/a
UHD Pre School ND pathway - Waiting List numbers	▼	180	179	209											n/a	n/a
UHD School age ND pathway - Waiting List numbers	▼	1,656	1,641	1632											n/a	n/a
SENDIASS - No of open cases at L3 and L4 (complex cases)	▼	281	304	289	277											

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
3.1	Local Authority Senior Management Team Action	Develop SENCO engagement activity on Early Help/Local Offer to ensure that these systems and process are used	Jeanette Yorke – Early Years Operational Manager/ Karen Chester – SEND Service Manager	01/09/24		New SENCO plan in place and agreed with Schools.  % reduction in direct parental requests.	New Early Help Strategy to be launched shortly and SEND Local Offer Development Plan has been created	Parental requests have reduced from 58% to 22% March 24.
3.2	Local Authority Senior Management Team Action	Develop a programme for our workforce working with children 0-11 in education settings and LA Teams, specifically around Child Development, Attachment, SEMH, Speech and Language behaviour management/positive relationship and good transitions	Jeanette Yorke – Early Years Operational Manager	01/09/24		Reduction in EHCP requests Reduction in children with deferred entry to school Reduction in Exclusions and part time timetables in Primary and Secondary phase Reduction in number of requests for support for Early Years Area SENCO's.	Dingley's Promise training 0-5 years is on offer  Summer term training plan has been created and sent to schools and providers 0-5 years.  Attachment training to 0- 11 years written delivery offer for the summer/ autumn term 2024	Dingley's Promise - Across BCP Providers and schools – 1620 individual courses have been accessed. This equates to 221 0–5-year-old practitioners have completed the full package of training.  Evaluations are very positive.  SEND training offered by Early Years Team is well attended and the graduated response is being followed more consistently

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
								across providers. There has been a reduction in numbers of request for support from 635 Feb 2023 to 517 Feb 2024.
3.3	Local Authority Senior Management Team Action	Develop in collaboration with Dingley's promise, Family Hub programmes, peer support groups and outreach services for parents of children with SEND to help increase confidence levels around mainstream attendance.	Jeanette Yorke – Early Years Operational Manager	30/09/24		<p>Support groups and outreach activity timetabled to begin 01/04/24</p> <p>Increase in mainstream % penetration with EHCPs</p> <p>Evaluation Framework for Dingley's Promise Assessment Centre.</p>	<p>Dingley's Promise Assessment Centre have 2 Family Outreach Workers in post from 1.4.24 to work with families around transitioning to mainstream education settings. At least 40 children will access this support across a 12-month period.</p> <p>SEND/EY's Planning Meeting 19/4/24</p>	
3.4	Local Authority Senior Management Team Action	Introduce a nationally recognised, award winning, home learning strategy 'Starting Out' to support schools and	Julia Coleman Head of School Improvement/ Jeanette Yorke – Early Years	01/09/24		Targeted launch with schools and providers	Family Hub Transformation Bid funding successful. Resources ordered for new speech and language home	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
		families of children with emerging indicators of developmental delay	Operational Manager				<p>learning activity packs for each group setting and School Nurseries.</p> <p>Starting Out home learning activity packs to be relaunched for Reception classes – 1.09.24</p> <p>Starting Out Activity sacks for KS1 and KS2 to be developed in Autumn Term – 2024 – funding dependent.</p> <p>Family Hub Transformation Bid funding successful to develop SEND activity home learning sacks for distribution via the Family Hubs Partnership – suitable for ages and stages 0-11 years. To be launched June/July 2024.</p>	
3.5	Local Authority Senior Management Team Action	Set up a Dingley's Promise Assessment Centre to support children with more complex needs to	Amanda Gridley – Head of EYS	01/06/24		Children attending the unit transition into mainstream settings and schools	Dingley's Promise Unit to open 15/04/24. At least 40 children within a 12-month period will access the Assessment Centre	


Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
		access mainstream provision				Reduction in requests for specialist provision  Reduction in EHCNA  Outcomes and evaluation framework in place	Launch Event planned for 23.4.24.	
3.6	Local Authority Senior Management Team Action	Review and understand our process and mechanisms for Early Identification - to promote awareness and engagement.	Jude Nash – SEND Service Manager/ Karen Chester SEND Service Manager  <b>Bedford SLIP</b>	30/10/24		Education settings and other partners understand and apply mechanisms in place for early identification. Parents report that support is put in place for their children at the earliest possible opportunity.	Appendix within Graduated Response Toolkit contains Assessments and Resources for Identifying and Reviewing children and young people with SEND (Updated March 2023). Section 23 notification process is being reviewed with partners Early Help Strategy in development and awaiting finalisation	
3.7	Local Authority Senior Management Team Action	Ensure relevant data from partner agencies is shared in a timely way to support earlier identification of	Rina Mistry/Performance Team - Health	31/07/24		Data is shared between partners to inform our evaluation of our local SEND needs	Working with Diis to share data of EHCP and SEN Support cyp on the health dashboard. This will enable analysis of these cohorts at BCP	Continuing to work on bulk upload of NHS numbers onto SCM.


Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
		children with specific needs				More integrated operational working practices across children and young people services	<p>level and ward level. D&amp;A colleagues currently working on a solution to upload NHS numbers into SCM.</p> <p>Child level data shared by Health re: cyp on UHD Pathway waiting lists. Education data mapping exercise underway to understand waiting list impact on CYP – to be presented at July 24 SIB Board.</p> <p>SEND Intelligence and Data Group re-established, membership includes BCP colleagues, Health and parent/carers.</p> <p>Ongoing work with DiiS colleagues to build and improve a dedicated SEND page. The SEND Intelligence and Data Group continue to meet.</p> <p>Workshop being held on 16/4 re JSNA – led by health</p>	JSNA update in progress and group is exploring how to use the data to identify future needs and demands to help inform/support future service delivery.


Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
3.8	Local Authority Senior Management Team Action	Improve collaboration and data/information sharing with partners around SEND elements of the Healthy Child programme to improve early identification of need.	Jeanette Yorke – Early Years Operational Manager	30/09/24		SEND partnership scorecard and Dorset Insights and Intelligence Service (DiiS) enables partners to effectively plan service improvements and identify workforce development needs	Work with the DiiS team to develop dedicated SEND Partnership Scorecard has commenced and is progressing. Health to set up a working group re: KPIs and data, Healthy Child Programme data/information requirements to be linked in.	Health to set up working group.
3.9	Local Authority Senior Management Team Action	Review system and process for C&YP moving into the local area	Chris Lee – Interim Head of School Inclusion  Bedford SLIP	31/05/24		Clear process in place that All SEND team aware of new process and policy. 100% SEND staff attend training	Process to be mapped alongside SEND Team. Mapping process has not begun.  Workshop based on new DFE guidance released on March 24 to commence April 24.  Mapping process to begin April 2024 as part of Inclusion Improvement work alongside SEND IP.	
3.10	Local Authority Senior Management Team Action	Continue to promote early identification and graduated response in Early Years setting and schools.	Jude Nash – SEND Service Manager/ Jeanette Yorke – Early Years	30/06/24		Graduated Response survey (setting/parent carers indicates that needs are being met	Graduated Response Training delivered to Early Years providers. Consistency in following GR is being	Summer GR survey results in September 24





Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
			Operational Manager			at the earliest possible opportunity. EHCNA requests are made only for those whose needs cannot be met at SEN Support.	monitored by EY SENCOs	
3.11	Local Authority Senior Management Team Action	Develop training for all BCP Childrens Services staff on remit of their responsibility in support SEND services.	Rachel Gravett – Director Quality, Performance Improvement and Governance	31/06/24	NS	Workforce plan in place for Children's Services.	Analysis planned with Bedford SLIP who are being consulted on support	Too early for impact
3.12	Local Authority Senior Management Team Action	Re-launch and re-invigorate the SENCO advice line	Tia Sohi - Bedford SLIP	30/06/24		An advice line is in place and parents, carers and schools are utilising it	Bedford SLIP to engaged with settings at SEND Forum to understand the requirements.  Muti disciplinary approach in place, pilot to begin in May, full service to be launched in June	
3.13	Local Authority Senior Management Team Action	Embed recent changes through Local Offer of Ordinarily Available Provision and graduated response for parents/carers	Tia Sohi – Bedford SLIP/Mary Diffey – SEND Service Manager	31/03/24		All changes and Local Offer information in place.	SEND Provider Matrix updated half termly and apprenticeship updates fortnightly in BCP for SEND Team. This is kept up to date on the local offer  SEND newsletter to be	Local Offer promoted through all comms' to schools & settings.

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							distributed by the end of April	
3.14	WSoA/SIB	<p>Delivery of CYP Mental Health Transformation programme – reviewing children and young people’s mental health support and services which included:</p> <ul style="list-style-type: none"> <li>• Reconfiguring services against the THRIVE model</li> <li>• Embedding a no wrong door approach</li> <li>• Developing the Early Help offer</li> <li>• Remodelling the core NHS CYP Mental Health Service</li> <li>• Developing the local crisis offer</li> </ul>	<p>Elaine Hurl – Head of CYP, MH, Autism and LD, NHS Dorset</p> <p>Suzanne Green</p>	<p>30/04/24 Design Modelling events</p> <p>31/08/24 Draft Business Case</p> <p>30/09/24 Commissioning Approach</p> <p>30/10/24 Implementation to commence</p>		<p>Children, young people, and their families/carers report a positive experience of care and support for mental</p> <p>Identification, assessment and support for mental health and emotional wellbeing needs is timely and appropriate to the level and type of need</p> <p>Fewer crisis presentations to Emergency Departments Increased inclusion in mainstream schools</p>	<p>Phased implementation is expected to commence October 2024. Operational modelling is currently in progress with partners including health providers and BCP Local Authority.</p> <p>Health update. BCP local area are designing pathway and process as well as workforce capacity modelling. Ongoing business case development</p>	<p>Mental Health Support Teams in Schools are impacting positively on waiting times for first appointment. February 2024 data indicates that 478 referrals have been received by the Bournemouth MHST team (year to date.) On average children wait 16.3 days for their first one to one appointment. Where children are involved in whole school based activities, the wait is shorter.</p> <p>Significant improvement in the number of CYP accessing specialist support within 4 weeks of</p>

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
								referral – increased from 16% (June 2023) to 87% (Sept 23)
3.15	WSoA/SIB	<p><b>Speech, Language and Communication Needs (SLCN):</b></p> <p>Improve access to universal, targeted and specialist support for CYP with a SLC need in BCP and make it sustainable for the future.</p> <p>Jointly commissioning, designing and adopting the balanced system for a SCLN pathway that meets the needs of CYP</p> <p>Implement the Speech and Language Therapy (SALT) service transformation plan to cover:</p> <p>Cross Cutting support for delivery of all workstreams:</p>	Sam Best – Principal Lead, Strategic Commissioning (NHSD)	<p>30/06/24</p> <p>31/12/24</p>		<p>Intelligence and data enable earlier identification of speech and language needs</p> <p>Services are commissioned in an integrated way</p> <p>Identification, assessment and support for speech and language needs is timely and at the right level of required intensity</p> <p>Increased inclusion in mainstream schools</p> <p>Improved school attendance for CYP with SCLN</p> <p>All staff, including the wider workforce feel adequately</p>	<p>The early years pathway for under 5's has improved, and families no longer need to be on a waiting list to access Speech and Language Therapy. This is via the Readiness Chat programme where all families accessing this programme are offered an initial assessment session within 2 weeks of request for support. Key Performance Indicators are currently being developed and refined for Speech &amp; Language Therapy services. Monthly highlight report on progress submitted to Children's Commissioning Team</p>	<p>In the BCP 2023 SEND survey results, an overall improvement of 22% compared to the previous year in the number of positive responses from parents and education settings was recorded in relation to SALT</p>

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
		Family Support Identification Intervention Workforce development  Develop key performance indicators which enable the system to effectively assess the impact of changes				trained and skilled to deliver the new model of care.  CYP, parents, carers and staff can access evidence-based resources to meet identified needs		
3.16	Local Authority Senior Management Team Action	Re-procure current services for parents / carers of Children with Conduct Disorder	Jo Ames – Programme Lead – NHSD	31/08/24		Improved school attendance and inclusion rates	Re-procurement of conduct disorder parenting pathway. Work has been undertaken to progress the approved procurement route under the new Provider Selection Regime (PSR) which came into force on 1 January 2024. PSR toolkit submitted for the proposed service and awaiting final sign off via ICB governance routes. Work continues on the outcome focused specification and metrics. The re-procurement remains	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							on track with planned timeframes	
3.17	WsoA/NHS England initiative	Submit expression of interest NHSE resourced initiative – Partnership for Inclusion of Neurodiversity in Schools (PINS)	Elaine Hurll - Head of CYP, MH, Autism and LD, NHS Dorset	31/03/25		Reduction in School Exclusion Rates Workforce satisfaction rates Parent and Care experience	Expression of Interest was submitted and successful. The one-year project commences April 2024 running through to end March 2025. The Partnership for Inclusion of Neurodiversity in Schools (PINS) is a whole school approach targeting 20 schools in the BCP area. The intention is to support schools' identification of improvement areas related to neuro divergence and to then support schools to make improvements.	.
3.18	Local Authority Senior Management Team Action	Work with PCT and wider parent carer groups, schools and EY settings to understand why so many parents are directly requesting an EHCNA	Karen Chester – SEND Service Manager	30/06/24		A reduction in the % or parental requests for EHCNA	Action plan to be put in place.  Identified CYP in parental requests data Sept 23 to Feb 24. Initial analysis underway	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							Conversations with a sample of parents taken place /underway	
3.19	Local Authority Senior Management Team Action	Create Home Learning Activity Packs for HV and parents to use to support interactions with Children with SEND	Jeanette Yorke – Early Years Manager	31/07/24	↔	<p>Support parent/carers in interacting with C&amp;YP in the home.</p> <p>Increase parental confidence in interacting with children in the home.</p>	Ordering of supplies underway. To be launched June/July 2024.	

## 4. Inclusion

Our data tells us that there is more that we need to do to improve inclusive practise within Bournemouth, Christchurch and Poole and reduce the number of suspensions and permanent exclusions. Too many of our children and young people are missing out on their full education entitlement and are outside of mainstream provision. As a partnership our plan is to improve outcomes for our children and young people with SEND by having a more consistent ethos and commitment to inclusion across all our learning places and services, looking to keep children in mainstream provision wherever possible and having clearer accountability across the SEND system.

**Parent/Carer Voice** – We need mainstream schools to be as inclusive as possible. BCP also needs more specialist provision, because no children should be kept in mainstream (or out of school altogether) waiting for a place, after it has been agreed that specialist provision is required. All children missing education should be provided with proper Alternative Provision within 15 days of being out of school.

### Key Performance Indicators

	Required Direction of Travel	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	BCP Target	National (2022/23)
No. of EHCPs	▼	3736	3791	3877	3949										n/a	389,171
% of EHCPs in Mainstream	▲	37.1%	36.9%	37.3%	37.9%										41%	41%

	Required Direction of Travel	Spring 23	Summer 23	Autumn 23	Spring 24	Summer 24	Autumn 24	Spring 25	Summer 25	Autumn 25	National	Autumn 22 (Rate)
No. of Suspensions – EHCPs	▼	-	209	316								7.78 (rate)
No. of Suspensions – SEN Support	▼	-	888	1138								8.16 (rate)

	Required Direction of Travel	HT1 23/24	HT2 23/24	HT3 23/24	HT4 23/24	HT5 23/24	HT6 23/24	HT1 24/25	HT1 24/25	HT1 24/25	National	Academic Year (2021/22)
No. of Exclusions – EHCPs	▼	2	3	5								1 (0.10)
No. of Exclusions – SEN Support	▼	HT 1-3 = 29										
No of pupils placed in LA Funded AP	▼	574	496	472							n/a	n/a
No. of pupils in AP due to an EHCP and not on roll at a registered school (stat school age)	▼	41	58	97							n/a	n/a



Date printed: 12 April 2024

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
4.1	DfE Monitoring Visit/WsoA	Continue to implement Graduated Response action plan so that children and young people receive the right support at the right time. – reference education settings	Jude Nash – SEND Service Manager	31/11/24		<p>Graduated Response setting and parent/carer surveys indicate successful implementation of assess/plan/ do/review cycle.</p> <p>Reduction in requests for EHCNA Increase in C&amp;YP at SEND support</p> <p>Health advice and multi-agency audits to continue to evidence pathways are consistently followed, providing the right support at the right time</p>	<p>Existing actions promoting the graduated response are continuing.</p> <p><b>Health update</b> - We continue to promote the graduated approach and access to commissioned services to strengthen a culture of inclusion within health pathways and through co facilitated SEND training for health colleagues.</p> <p>We continue to contribute to the process of health advice and multi-agency audits which evidence that pathways are consistently followed providing the right support at the right time for CYP.</p> <p>Audits of health advice within Education Health and</p>	



Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							Care Plans are completed to ensure high quality health advice is being provided and that health needs are accurately reflected and are met. The recent audit (March 24) indicated progress in the clarity of information provided around diagnosis; that chronologies provide valuable information, and services are populating the outcome sections.	
4.2	WSoA	Review and redesign SEND Networks (SEND Forum) to provide opportunities for reflection, dialogue and professional development with broad engagement across Education, Health and Care partners.	Karen Chester – SEND Service Manager  Schools	31/06/24		Evaluations demonstrate that aims of network are met and rated highly. Forward plan agreed at HT Forum. 90% schools engaged	SEND forum commenced March24 with Over 100 attendees at points.  Next SEND forum in person planned for Summer Term 2024 following SEND Team restructure	4.8/5 satisfaction rate feedback on content and delivery.  Agenda to be developed in coproduction from suggestions from previous forum.

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
4.3	Local Authority Senior Management Team Action	Review potential for 5-19 SENCOs to support education settings.	Karen Chester – SEND Service Manager/Mary Diffey – SEND Service Manager	31/07/24		<p>Increase in primary school settings supporting EHCP pupils.</p> <p>Increase in primary school settings supporting children at SEND support</p> <p>Reduction in EHCNAs</p>	Initial discussions have taken place.	
4.4	WSoA	Way forward meetings established working with schools and PCT and PCF	<b>Bedford SLIP</b>	31/06/24		<p>System in place following 'no to assess/no to issue' decision</p> <p>Reduction in number of mediation requests for not to assess/no to issue</p>	<p>Pathways have been analysed and ongoing work on request origin, decision making and how to signpost for further support will continue via the coproduction working group.</p> <p>QA of no to assess and complaints has occurred with Bedford SLIP.</p>	
4.5	WSoA	Implement the Inclusion Quality Mark (IQM) across the BCP region with engagement from at least 60% of settings.	Bedford SLIP/Jude Nash – SEND Service Manager	30/03/25		Pupil wellbeing measure demonstrates good improvement annually.	EPS facilitated Inclusion Circles in place – 50 schools committed to engage.	



Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
						<p>Reduction in suspensions and permanent exclusions.</p> <p>Increase in EHCP numbers in mainstream settings</p> <p>Inclusion circles launched with 80% attendance</p>	Implementation plan and design is being reviewed by Bedford SLIP following March24 meeting with SM	
4.6	Local Authority Senior Management Team Action	Review the demand for a Pathway and Process regarding Emotional Based School Avoidance (EBSA) and Social, Emotional Mental Health in partnership with current improvement work regarding our Mental Health in Schools Team (MHST) offer.	Jude Nash – SEND Service Manager	13/05/24		<p>Pathway and Process mapped and shared with Schools.</p> <p>Reduction in number of children exhibiting EBSA</p>	EPS to run EBSA training in Spring/Summer term for schools. Inclusion Officers attending above training and will feedback to Managers to support development of Service Guidance and process. Senior Officer has attended SW Masterclass for EBSA.	
4.7	Strategic Direction/ Local Authority Senior Management Team Action	<p>Develop a targeted 0-25 SEND System Workforce Development Plan</p> <p>Workforce development to empower, upskill and</p>	Jude Nash – SEND Service Manager	30/09/24		<p>There is a stable and knowledgeable workforce, professionals and providers feel confident to meet CYP needs. Leading to improved CYP parent</p>	Working Group with SEND Team Scheduled in March 24 to discuss training gaps, needs and existing material. SM working with SLT	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
		enable practitioners to improve outcomes for CYP with SEND				<p>carer experience and increased satisfaction</p> <p>Professionals know where additional expertise can be accessed, leading to improved outcomes</p> <p>The local area meets the SEND statutory duties as set out in the SEND code of practice and SEND regulations</p> <p>Improved implementation of Graduated Response and reduction in requests for EHCNA</p> <p>Reduction in permanent exclusions</p> <p>Reduction in EHCP</p>	across Childrens Services through Development and Complaint reviews, SEND everyone's business, QAF, Cross Training, integrated approach	
4.8	Local Authority Senior Management Team Action	Review current transition arrangements to understand additional support needed for Early Years, Primary and Secondary transitions and develop new ways of working in	Jeanette Yorke Early Years Operational Manager / Mary Diffey Service Manager, SEND	30/06/24		<p>Reduce spikes of EHNCA post assessment</p> <p>Request for assessment will reduce in Year R, 6 and 11</p>	<p>EY cohort identified, planning meeting in place to define next steps.</p> <p>Take up for transitional support into reception from EY Area SENCO's</p>	<p>The group has secured agreement that the last Friday of June is the 6-7 transition day. This enables staff to work across phase and stage</p>

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
		<p>collaboration with partners.</p> <p>Links to CYP public health services commissioned by Public Health Dorset and providers of Health visiting services &amp; the Healthy Child Programme.</p>	Sam Crowe – Public Health	30/06/24		<p>Reduction in requests for specialist placements</p> <p>More EHCP children remain in mainstream at secondary school transition</p>	<p>was lower this year, 5 schools requested support compared to 16 schools 2023, plans to relaunch in future SEND forums.</p> <p>Early Years Transition Charter to be relaunched Sep 2024 and discussions to take place on whether this can be extended to other Key Stages.</p> <p>There is an educational group of leaders who have identified and implemented Y6-7 transitions to improve data &amp; intelligence sharing points and dates to improve pupil &amp; parent experience.</p>	<p>to help pupils transition more effectively. In addition, they have secured this date in East Dorset too which will enable cross border transitions for families. One form one process of agreed information followed by face to face in June.</p>
4.9	Local Authority Senior Management Team Action	Review data on children with delayed entry to education establishments and reach out to families to understand barriers and	Jeanette Yorke – Early Years Operational Manager	31/08/24		A reduction in children with delayed entry to education establishments.	Identification underway of issues contributing to delayed entry. Specific activity underway for each child. Weekly	<p>37 children delayed entry for 2023 Sep start.</p> <p>Awaiting comparison data for 2024.</p>

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
		support transition at the earliest point.					meetings in place to monitor closely.  To link with SENDiass regarding support for families.	
4.10	Local Authority Senior Management Team Action	Each term carry out a review of SEND Forum activities to ensure that schools are engaged in this process and feel heard	Mary Diffey – SEND Service Manager	30/09/24	↑	Ongoing review of impact and associated report for improvement.  SENCO and Head Teacher satisfaction levels at 90%	To be developed with Bedford SLIP  Next Forum In person	4.8/5 satisfaction from March 24 SEND Forum for: - content - delivery
4.11	Local Authority Senior Management Team Action	Carry out a full review of Outreach Offer and agree a way forward including future pilots.	Tia Sohi – Bedford SLIP/Mary Diffey – SEND Service Manager/Karen Chester – SEND Service Manager	31/07/24	↑	Schools fully engaged in reviewed offer. New Offer developed. Implementation plan in progress.	Baseline data analysed  workshop 1 delivered on analysis of current outreach offer and impact  shared good practise from other LAs and future model adoption	
4.12	Local Authority Senior Management Team Action	Review and understand the data for Schools Inclusion and Performance regarding Inclusion and Exclusion	Julia Coleman – Head of EI	30/4/24	↔	Clear report for BCP Place shared with Schools, SIB and DfE/NHSE.	Dashboard for first MAT to be in place for end March 24. Analysis report in development and to	Meeting taking place April 18 2024

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
		activity.				Action plan developed with School Inclusion and SEND service.	be feed into current performance cycle.  Dashboard has been delayed to match data between SEND Improvement and NEET/AP Strategy together and to iron out data clashes between systems.	
4.13	Local Authority Senior Management Team Action	Using the data to establish dialogue with schools/Multi Academy Trusts (MATs)/system partners to review maintained and specialist schools to pilot prevention and intervention	Sharon Muldoon/ - Interim Education and Skills Director Julia Coleman – Head of EI/Chris Lee – Interim Head of School Inclusion	10/5/24	↔	Data set completed Discussions planned Meetings held and next steps agreed. Shared dashboard/datasets will inform our joint commissioning intentions	Workshops held. Communications planned with Data Managers in schools.  Plans in development.	
4.14	Local Authority Senior Management Team Action	Review School Monitoring arrangements as they relate to inclusion and SEND.	Julia Coleman – Head of EIT will work with Chris Lee Interim Head of School Inclusion and Sarah Langdale Head of Strategic Commissioning	10/5/24	↔	Clear process in place  Reduction in PTT, PEX  Increase in Mainstream EHCP	Process in place for School Monitoring Arrangements. Next steps to identify interagency training requirements. Meetings in place to address.	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
4.15	Local Authority Senior Management Team Action	Develop an Education Neglect Policy which is referenced in the Attendance Strategy	Chris Lee – Interim Head of School Inclusion	31/05/24		Policy in place and cascaded to all schools. BCP colleagues understand their role regarding education neglect Clear process on identification, escalation and support available	Coproduction Meeting held March 2024. First version of draft being produced. Responsibility transferred to CL. End date for action amended to 31/05/24 with socialisation of Policy planned for Education Conference on 27/06/24	
4.16	Local Authority Senior Management Team Action	Develop an Education Inclusion Plan in conjunction with Schools	Chris Lee – Interim Head of School Inclusion	31/05/24		Task and finish group set up Plan in place and shared with schools Reduction in PEX and suspensions across all phases Plan links to IQM roll out in place.	Plan to be developed alongside the Inclusion Strategy. Responsibility transferred to CL. End date for action amended to 31/05/24 with socialisation of Plan planned for Education Conference on 27/06/2024	
4.17	Local Authority Senior Management Team Action	Review In Year Fair Access Process	Chris Lee – Interim Head of School Inclusion	31/05/24		Review with schools representatives in place Final report and recommendations made.	Scope of review currently being worked on. Responsibility transferred to CL. End date for action amended to 31/05/24.	



Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							Initial IYFAP attended for review purposes March 2024	
4.18	Local Authority Senior Management Team Action	Work with individual schools to reduce suspensions and permanent exclusions for those children with EHCPs or SEND support	Chris Lee – Interim Head of School Inclusion	31/07/24		See reduction in numbers of both suspensions and PEX	AP and Outreach workshops held with stakeholders in March 2024 for co-production discussions. Second round of workshops to be held April 2024 covering system support proposals	

## 5. Pathway

We recognise that our processes can have a detrimental impact on the lived experience of children and young people and their families in the SEND system. We need to ensure that all services within the system are working together, there is a clear pathway for children, young people and their families and they do not have to repeat their story to multiple professionals. This pathway must ensure that children and young peoples' outcomes are improved and that their needs are met in a timely way.

**Parent/Carer Voice** – Parents would like to engage with a system where professionals recognise that parents have expert knowledge about their own children, and where professionals are proactive in working with other specialists, rather than leaving it to the parents to try to join up the gaps between professional silos.


### Key Performance Indicators –

	Required Direction of Travel	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	BCP Target	National (2022/23)
% of new EHCPs issued within 20 weeks (including exceptions)	▲	12.2%	27.9%	52.9%	67.1%										95%	49.2%
Number of EHC plans not completed and waiting over 20 weeks (exc. Assessments after Tribunal or Appeal)	▼	183	137	139	110										0	n/a
% of requests for EP advice where EP responded within 6 wks from the date of request from the LA	▲	94.1%	94.3%	98%	91.8%										100%	n/a
% of requests for stat advice where Health responded within 6 wks from the date of request from the LA	▲	89.7%	72.7%	93.2%	91.1%										95%	n/a
% of requests for CSC advice where CSC responded within 6 wks from the date of request from the LA	▲	60.0%	16.7%	25.7%	47.3%										100%	n/a
% of Annual Reviews completed within timeframe (including plans maintained/ amended/notices Cease to Maintain)	▲	TBC	TBC	TBC	TBC										100%	n/a
No. of annual reviews not finalised (meeting held but not processed - backlog)	▼	1404	1359	1216	1030										0	n/a

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
5.1	WSoA	Developing effective means of capturing the lived experience of children and young people and their families in the SEND System and ensuring process are improved.	Rachel Gravett – Director for Quality, Performance Improvement and Governance	31/09/24		<p>90% audits are 'good'</p> <p>Multi agency partnership systems in place to understand the experiences of our children and young people.</p> <p>Service level reports to inform service engagement in supporting the EHCNA needs assessment process and AR requests</p> <p>Health advice audits demonstrate high quality health advice</p> <p>Families feel and report that services are working effectively together and communicating</p>	<p>QAF in development</p> <p>Bedford SLIP support scoped.</p> <p>First multi-agency audit cycle completed</p>	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
						effectively across agencies  C&YP, parents and carers views and wishes are included in care planning, and they are recognised as experts in their own care		
5.2	WSoA	Develop and Implement a Local Offer Improvement Plan to include 0-25 journey of the child/YP and consider where ongoing responsibility for the published offer sits within the organisation	Jude Nash – SEND Service Manager	30/09/24		The published local offer meets all required standards Feedback is consistently good.	Plan still in development JC to support to get underway & will discuss with Clare Vials on how we communicate changes	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
5.3	WSoA	<p>Co-produce a new model of care for neurodevelopmental disorders (all age) to meet jointly agreed critical success factors:</p> <ul style="list-style-type: none"> <li>• Ensure access to timely pre and post assessment support</li> <li>• Ensure suitable support is available across the whole life course and not constrained to diagnosis or service specific diagnostic criteria</li> <li>• Provide information about neurodiversity and our local offer in a trusted online resource</li> <li>• Enables timely access to diagnostic assessment were indicated</li> <li>• Enables support and training for the workforce to be able to confidently</li> </ul>	Elaine Hurlll – Head of CYP, MH, Autism and LD, NHS Dorset	<p>Options for new model confirmed: Information Assessment Support Training confirmed by Dec 2023</p> <p>Business Case for identified new investment approved by March 2024</p>		<p>Identification, assessment and support is timely and appropriate to the level and type of need</p> <p>Increased inclusion and school attendance rates in mainstream schools</p> <p>CYP and families report a positive experience of care</p>	<p>The All-Age Neurodevelopmental Review. The review has co-produced a recommended new model of care. Business case to support this is currently being finalised with a view to understanding system wide investment requirements. The new model is framed around four elements - access, assessment, support, and training.</p> <p>The Neurodiversity Hub (website) has been launched as a means of providing a trusted source of information and signposting to local and national support. <a href="#">Neurodiversity – NHS Dorset</a></p> <p>Work to identify options to improve levels of support available whilst</p>	


Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
		support people with autism					waiting for an assessment has started. University Hospitals Dorset are offering a resource pack to all individuals who are referred.	
5.4	DfE Strategic Direction	Remove Education Health Care Needs Assessments (EHCNA) Backlog	Mary Diffey – SEND Service Manager	31/03/24		<10 older than 24 weeks in the system.	<p>By having forensic oversight over external EP assessments and KPI of case officers, we understand that there is a 1-3 day turnaround from completed assessment and drafted plan which shows a significant improvement in providing the necessary support to CYP at the services earliest opportunity</p> <p>All outstanding EHCNAs over 20 weeks now allocated to an EP and EP advice expected back</p>	<p>All new assessments are having coproduction meetings with positive feedback from families.</p> <p>20-week timeliness data improving as backlog reduces. Current 20-week timeliness is 67.1% (March 2024) and would be much higher if there was not a backlog</p>


Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							by June. SEND Service are ready to draft the EHC Plans as soon as EP advice received.	Backlog has reduced to 105 EHCNAs over 30 weeks (March 2024). (186 – Aug 23)  Average time taken to complete an EHCNA is now below 30 weeks (March 2024) (44.3 wks Aug 24)
5.5	DfE Strategic Direction	Remove Annual Review Backlog and implement annual cycle for delivery of Annual Reviews	Mary Diffey – SEND Service Manager	01/06/24		AR backlog eliminated. 98% in year AR within time (6 weeks of review mtg) by each POD. 95% of amends to plan in time by POD. Process documented and adhered to. Accurate performance data reports in place. Process in place to ensure that partner	Annual review backlog now 98 pre to September 2023 – (1971 – Aug 24)  Working group initiated to review annual review and phase review process from start to end.  New annual review backlog accrued from September 2023 due to BSO management of logging requests within statutory timescales. This has continued despite	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
						agencies are invited to contribute or attend AR is extended across agencies 95% schools submit ARs on time 95% plans amended within 2 weeks	further resource being provided to the service. – new accrued backlog 530 with 203 in draft	
5.6	DfE Strategic Direction	Improve EHCNA Timeliness for 6 week Decision to Assess	Mary Diffey – SEND Service Manager	31/03/24		100% plans in 6 weeks decision. 95% plans in 20 weeks decision. KPIs detailed on SEND Scorecard Accurate baseline and reporting of health timeliness exceptions.	New EHCNA process rolled out across SEND Service. 6 week decision to assess timeline no longer a cause for concern.  Data of 6 week decision to assess timeliness monitored weekly and reporting being embedded as part of business as usual.  Positive feedback from parents/carers as this was fully coproduced. As	99% of 6 week decision making made within statutory timescales.



Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							embedded will need refining.	
5.7	DfE Strategic Direction	Improve EHCNA Timeliness for 20 Week plans Issued on time	Mary Diffey – SEND Service Manager	31/03/24		KPIs detailed on SEND Scorecard 90% EHCPs issued on time	Significant improvements in data being reported. March data reporting 67.1% timeliness for 20 week delivery, this is a significant improvement. (National 22/23 49.2%)	
5.8	DfE Strategic Direction	Improve the process for EHCNA Decision Making	Mary Diffey – SEND Service Manager	31/05/24		Monthly assurance review of decisions (SEND Team Managers). Review engages School Staff. Reduction in complaints/LGO recommendations relating to unlawful decision-making.	SEND Team Quality Assurance process underway for all decision making. Terms of Reference for all Decision-Making Panels has been updated.	
5.9	DfE Strategic Direction	Improve timeliness of Statutory Advice delivery for Educational Psychology Service	Jude Nash – SEND Service Manager	31/04/24		95% timeliness from EPS for new assessments	93% of new assessments delivered within expected timescales. Monitoring to continue to ensure new timescales can continue to be met.	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
5.10	DfE Strategic Direction	Improve current delays in Statutory Advice supporting the EHCNA process (Social Care, Education Psychology Service and Health)	Mary Diffey – SEND Service Manager	31/03/24		95% timeliness from Social Care 95% timeliness from EPS 95% timeliness from Health. KPIs detailed on SEND Scorecard	SEND BSO and health meeting regularly to review backlog and identify barriers BSO processes refined following review of process Statutory Advice timeliness improvements are being seen. Regular reporting and data cleansing with the local authority and health providers will continue to address the improvement required.  Meeting held between SEND Care Advice Co-Ordinator and CSC Service Manager and actions identified to refine process between SEND and CSC including live spreadsheet of outstanding advice to allow social care managers to closely monitor and address with individual officers.	Health timeliness – 91.1% March 24  EPS timeliness – 91.8% March 24  Social Care – 47.3% March 24

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							Further meeting scheduled between Mary Diffey and all CSC SMs on 18 April.	
5.11	DfE Strategic Direction	Remove Statutory Advice Backlog in Education Psychology Service	Bedford SLIP  Jude Nelson – SEND Service Manager	31/04/24		Backlog removed by end of March	<p>Due to Skylakes inability to deliver as per contractual terms, this was delayed</p> <p>Contracted Liquid who are responding at pace</p> <p>All backlog assessments allocated to EPs</p>	All backlog assessments have been allocated and families are being contacted for an assessment date prior to the end of May24.
5.12	DfE Monitoring Visit	SEND Service restructure to include Long Term Recruitment and Retention People Plan in place across the SEND System	Sharon Muldoon – Interim Director for Education and Skills	30/06/24		<p>New structure in place</p> <p>Plan agreed with DCS/HR</p> <p>Vacancy Level improves (baseline in KPIs)</p> <p>Agency Level declines (baseline in KPIs)</p> <p>Stability indicator improves</p>	<p>Structure agreed and within financial and HR sign off.</p> <p>New JDs with HR for JE</p> <p>Planned rollout April 24, linked to wider Children's Services Delivery model.</p>	
5.13	Local Authority Senior	Develop technical legal knowledge and skills base of Case Officers	Mary Diffey – SEND Service Manager	30/04/24		Case Officer induction programme with	IPSEA Training being organised for any new staff who have not	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
	Management Team Action	and other associated roles	SEND Service Manager/ <b>Bedford SLIP</b>			<p>appropriate sign-off mechanism from ATM</p> <p>BSO induction programme</p> <p>Workforce development role included in SEND structure</p> <p>All staff attended IPSEA Level 1 and 2 SEND Law and completed associated modules within 3 months of starting the role</p>	<p>undertaken the training. Induction Programme being reviewed by Team Manager to ensure these skills are covered.</p> <p>Bedford SLIP support discussed via RAP</p> <ul style="list-style-type: none"> <li>- Baseline on technical competency completed March24</li> <li>- Supervision training for TMs March24 completed</li> <li>- Mentoring in SEND , pupil place planning</li> </ul>	
5.14	Local Authority Senior Management Team Action	Ensure SENDIASS is resourced and organised to deliver a good service to parents	Amanda Gridley Head of EYS	01/06/24		Review of current SENDIAS throughput Report for development of service.	Options being explored. Paper to E&S SMT mid-May.	
5.15	Local Authority Senior	Develop integrated Pathway with CHAD team	Aleksandra Zabielska/ - CHAD Service	30/06/24		Pathway and all policies understood by all staff in SEND	Work not yet commenced – due date changed to June	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
	Management Team Action		Manager Mary Diffey – SEND Service Manager			and CHAD and parents/carers	2024 to allow for further scoping and consideration of good practice in other LAs.	
5.16	Local Authority Senior Management Team Action	Ensure that there is a clear pathway through the wider SEND system for all children and young people subject to Section 19	Chris Lee – Interim Head of School Inclusion	31/05/24		Pathway documented and in place. All SEND staff are aware of and use the process. 100% 6 day timeliness met	Responsibility changed to CL. Date amended for action to be completed. Work underway to commission online AP to comply with 6 day requirement.	
5.17	Local Authority Senior Management Team Action	Ensure that there is a clear pathway through the wider SEND system for children and young people with Part Time Timetables and Pupils Missing out on Education	Chris Lee - Interim Head of School Inclusion	31/05/24		All schools signed up to share data with LA Data allows identification of: <ul style="list-style-type: none"> <li>• C&amp;YP on a PTT and why</li> <li>• C&amp;YP who are on roll at a school and accessing AP</li> <li>• C&amp;YP on a managed move</li> <li>• C&amp;YP accessing work provided by school at home</li> </ul>	Diagnostic underway, report due end March 24. Initial diagnostic completed by KT. Action Plan being drafted to respond to this. Responsibility changed to CL. Date amended for action to be completed	
5.18	Local Authority Senior Management Team Action	Incorporate analysis of Appeals and Mediations to inform continuous improvement	Mary Diffey SEND Service Manager	31/03/24		Annual report of Appeals/Mediations Annual report of complaints	This has been reviewed, SEND restructure creates improved response.	3 recent appeals have been upheld in LA favour, represented by

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
						Targeted workforce development plan aligned to trends Feedback to partners and families on Local Offer	Delay in SEND Restructure, extend date until June 24  IPSEA training being organised for all staff not yet trained to level 2 (case officers) and level 3 (managers) - first course May 2024.	internal resolutions officer demonstrating sound decision making and case preparation.
5.19	Local Authority Senior Management Team Action	Review and refine process for out of borough Children and Young People with an EHCP to ensure internal process does not delay placement	Mary Diffey SEND Service Manager	31/07/24		SEND included as a mandatory adviser on social care Placement Approval Form for CiC with an EHCP  Defined process between social care/virtual school and SEND for c/yp moving in or out of Borough  Streamlined funding approval process for provisions out of borough  100% CiC moving out of borough with	No progress as yet	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
						<p>an EHCP accessing AP within 2 weeks of moving</p> <p>100% CiC moving out of borough with an EHCP to be placed in suitable setting within 4 weeks of moving</p>		
5.20	Local Authority Senior Management Team Action	Legal pathway – analyse current internal legal services to inform the appeals and resolutions staffing requirement within the SEND service	Mary Diffey SEND Service Manager	01/02/24		<p>Reduced number of appeals conceded before tribunal</p> <p>Increased success at appeals</p> <p>Appropriate capacity to deal with demand</p>	Annual Pathway not mapped	
5.21	Local Authority Senior Management Team Action /WSOA	Mobilise Contract for Specialist Equipment and sign off new Policy	Mary Diffey SEND Service Manager / Sarah Langdale Head of Strategic Commissioning	15/02/24		<p>Commissioning engaged and driving behaviour change in new contract usage</p> <p>New Policy in place and used</p>	<p>Draft policy under review</p> <p>Links made with ASC Contracts lead.</p> <p>Contact made Dorset Council to understand role of equipment facilitator, is specialist knowledge required.</p>	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							Meeting between MD/SL 15/04 to review position and propose a plan for mobilisation.	
5.22	WSoA	Dorset Development and Behaviour pathway is consistently understood and accessed appropriately across the system enabling access to the right service at the right time as part of a graduated response.	Chloe Morley – DCO, SEND, NHS Dorset	next meeting by 31/03/24		<p>CYP and families receive a positive experience of care</p> <p>Increased school attendance rates</p> <p>Reduced exclusions from school</p>	The development and behaviour referral pack and guidance for professionals has been reviewed and considered by the Pathway group. Feedback on the revised pathway has been collated	
5.23	SLIP	Workforce development – Bedford SLIP training to SEND case officers and Managers	Jude Nash – SEND Service Manager	30/09/24		All members will have attended training on their statutory duties and decision-making processes.	<p>Workforce survey undertaken</p> <p>Workforce analysis shared with Bedford SLIP, plan being developed</p> <p>In situ coaching and mentoring taking place.</p>	
5.24	Local Authority Senior Management Team Action	Rollout of Synergy Case Management System	<p>Mary Diffey SEND Service Manager</p> <p>Jane Trevett</p>	31/05/25		An embedded and effective case management system	Implementation of new system to be pushed back to May 25 to ensure new SEND structure is embedded	



Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
			Service Analytics Manager				and aligned to system structure.	
5.25	Local Authority Senior Management Action	New EY SEND Holistic Assessment System – to support identification of SEND Needs (Strengths Based Model)	Jeanette Yorke – Early Years Manager	31/05/24		More appropriate EHCNAs being initiated from EY settings.	New draft SEND Assessment to be reviewed. Liasing with Dingley's Promise re national approach.	
5.26	Local Authority Senior Management Team	Develop clear process between SEND and Social Care teams to ensure smooth pathways between services.	Karen Chester – SEND Service Manager	30/06/24	NS	Clear documented pathway in place  Parents/carers feedback more positive on SEND Survey		

## 6. Sufficiency


Developing our SEND provision, we are determined to achieve the best possible outcomes for children and young people by ensuring there are the right number and type of places to meet their needs. We recognise that educational and life outcomes for the majority of our children and young people are greatly improved when they have their needs met within their local community. It is essential that we make the best use of our resources to deliver the right SEND sufficiency across Bournemouth, Christchurch and Poole.


**Parent/Carer Voice** – BCP needs to demonstrate that there are sufficient places to meet the needs of children with SEND across the borough, whether in mainstream, specialist, Alternative Provision and supported employment. BCP also needs to make sure that all settings are provided with the funding necessary to deliver the provision needed for each child / young person


### Key Performance Indicators –

	Required Direction of Travel	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	BCP Target	National (2022/23)
% of permanent case officers in post in the SEND Team	▲	62.5%	62.5%												100%	n/a
No. of permanent qualified Educational Psychologists in post (FTE)	▲	13	13.4	12.4	12.4										n/a	n/a
No. of CYP in high-cost placements - INMSS	▼	Not avail	Not avail												n/a	n/a
No. of Looked After Children with an EHCP	▼	TBC	101												n/a	n/a
No of children in mainstream waiting for specialist placement	▼	TBC	TBC	159	250										n/a	n/a

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
6.1	Delivering Better Value (DBV)	LA under DBV work to recruit and deliver 16 week Sufficiency Project	Sharon Muldoon – Interim Director for Education and Skills	30/04/24	▲	DBV Consultant Appointed LA sufficiency plan in place.	Brief written Discussed with Heads and working group being set up for January  28/12 - Commercially Public instructed.  Work underway and on	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							track	
6.2	Education & Skills Diagnostic	Develop and Launch a SEND Sufficiency Strategy	Sharon Muldoon – Interim Director of Education and Skills	30/04/24		Strategy in place Termly update to SIB	Draft SEND sufficiency strategy produced by commercially public, needs further development with Bedford SLIP, TS and SEND	
6.3	Education & Skills Diagnostic	Develop and implement a Joint SEND Commissioning Strategy  Develop clear future projection of sufficiency and commissioning intentions based on JSNA	Jeanette Young Director of Commissioning / David Freeman - Chief Commissioning Officer – NHS Dorset	31/12/24		<p>Will ensure a strong universal offer which aligns with early identification and early advice and support.</p> <p>Commissioning decisions are effective and resource is targeted to area of need</p> <p>Co-produced Joint commissioning arrangements deliver place priorities</p> <p>Population need is met effectively and at pace.</p> <p>There is a reduction of inefficient use resources and duplication.</p>	<p><b>Health Update</b> - Work is continuing to develop a SEND joint commissioning plan that aligns with BCP Councils Commissioned Pathways Strategy. The plan will set out our joint commissioning approach and decision-making to collectively deliver on SEND improvements.</p> <p><b>Commissioning Update</b> – Draft Joint Commissioning strategy jointly produced for 2024-2026, 3 overarching strategic priorities have been documented. Currently with ICB for review, SB/SL to review 5<sup>th</sup> April.</p> <p>Original <b>JSNA</b> completed in 2020, updated in May 2021. Needs Assessment published in June 2022,</p>	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
						There is a skilled and sustainable workforce through joint commissioning	JSNA Annual Narrative published in November 2023. Within the original JSNA executive summary 8 key priorities and recommendations relating to children were documented.  Review of priorities and recommendations required aligning to key workstreams and strategies.	
6.4	Local Authority Senior Management Team Action	Review of Policy and Pathway for Medical Provision ensure SEND needs are met	Kelly Twitchen - Head of Virtual School and Inclusion/ Chloe Morley - DCO, SEND, NHS Dorset	30/06/24		Policy in place Pathway agreed Improvement areas identified in sufficiency strategy Outcomes are improved for children and young people	Review of policy and pathway for medical provision in schools. A partnership workshop is scheduled to take place on 25 <sup>th</sup> April 2024 to consider this action. All stakeholders including BCP commissioners, Parent Carers Together and Parent Carers Foundation are engaged	
6.5	Education and Skills Diagnostic	Implement an Alternative Provision (including Medical) Strategy.	Chris Lee – Interim Head of School Inclusion	31/05/24		Strategy in place for AP Partners understand their role in AP Clear understanding of how many children are in unregistered AP and why	Linked to wider AP Improvement work. Responsibility transferred to CL. Deadline date for action amended to 31/05/24. Initial draft of AP Strategy in production after co-	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
						Reduced number of children in unregistered AP Total AP use reduces	production meetings during March 2024.	
6.6	Education and Skills Diagnostic	Develop and implement an Alternative Provision (AP) Commissioning Strategy	Jeanette Young Director of Commissioning	31/03/24		Strategy in place Reduction in use of non-registered AP Clear QA process in place around providers  Parent Carer groups are involved in workshops	Commissioning AP position statement required in respect of all AP related workstreams, evidence of work to date and impact, to be circulated for comment by 31/05/2024.  This is a broader piece of work and needs to be coproduced with schools - workshops	
6.7	WSoA	Develop an updated Short Breaks and Respite Care Plan based on profile of need, focussing on 16 and over initially.	Jeanette Young Director of Commissioning	31/12/24		Short Breaks statement updated on Local Offer Sufficient and successful short breaks service in place New service in place	Needs Analysis commenced, scoping underway, all information to be submitted to SL by the 17 <sup>th</sup> April and collated into a project brief by the 25 <sup>th</sup> April. Internal strategic planning meeting confirmed for the 30 <sup>th</sup> April.  IPC Market Position Statement completed in September 2022 to be considered priorities may potentially link into service	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							design planning (if applicable).  Co-production to commence with reviewing the terms of reference for the 'short break working group', to ensure purpose and objectives are aligned with the SEND Improvement Plan priorities.	
6.8	Local Authority Senior Management Team Action	Health to confirm accountability and responsibility for the Dynamic Support Register	David Freeman - Chief Commissioning Officer – NHS Dorset	30/09/24		We will see a reduction of mental health hospital admissions for CYP and Adults with Autism or LD  We will see a reduction in Local Area Emergency Protocol Meetings (LAEPs) and timely Care (Education and Treatment Reviews	The DSR will be developed alongside the keyworker service and the ICB will be working with partners to agreed how it will be designed and delivered at place. It is not the intention for the ICB to manage the DSR but will retain accountability for reporting on progress. The ICB is currently considering how to bring the DSR and Keyworker service under the same umbrella so that the offer is streamlined and responsive.	
6.9	Local Authority Senior	Jointly review demand for Mental Health Support for schools, EBSA and SEMH (4.9	Julia Coleman Head of EI/	30/09/24		Gaps identified	Draft audit is underway (for schools) and data	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
	Management Team Action	KT) Determine gaps in service provision and how schools are making use of these offers and identify impact on outcomes and engagement in learning	Health/ Schools (Link to MH Transformation)			Schools use of service and impact monitored  Improved outcomes for children and young people	shared by Outreach teams.	
6.10	Local Authority Senior Management Team Action	Jointly Review Tier 4 complex case pathway and ability to meet need	Jeanette Young Director of Commissioning/David Freeman - Chief Commissioning Officer – NHS Dorset	31/12/24		Review complete and revised pathway in place with sufficiency needs identified  Joint funding protocol agreed  Reduction in CYP in high-cost placements.  Reduction in CYP becoming Looked After  Reduction in CYP moving out of area with improved outcomes	ICS lead identified  Links with Transitions Team Lead, connected to Pebble Lodge (BCP Tier 4 provision) established.  Initial scoping meeting completed.  Cohort identified – mapping of pathway into and out of Pebble Lodge to commence.  Priority is to identify missed opportunities and or service needs.  Consider the need to link with priority 7.15 to avoid duplication.  Joint Funding Protocol – Complex Care Panel TOR	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							<p>drafted. Further work required on governance arrangements and link to existing Gateways and MARP processes. Consideration of internal 'CHC / CYPCC All Age Hub' with ASC.</p> <p>Health update Work has been progressing in relation to agreeing joint funding protocols for the most complex and vulnerable CYP. Further work is required to collectively consider support options and market development to meet presenting need</p>	
6.11	Local Authority Senior Management Team Action	LA deliver against identified capital projects for 23/24 and 24/25	Tanya Smith Head of SPP	31/08/25		Twice yearly update to SIB informing of progress	Programme structure currently being scoped out	
6.12	Local Authority Senior Management Team Action	School Transport – Review existing HTST against ADEPT guidance.	Tanya Smith – Head of SPP	31/12/23		Report to show improvement initiatives in place. Supporting Action Plan in place.	Report has been submitted to Children's SLT / CEX with supporting actions identifying 5 projects.	



Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							Business cases being developed.	
6.13	Local Authority Senior Management Team Action	Review of monitoring arrangements for SEND Personal Budgets	Karen Chester – SEND Service Manager	31/05/24		PB policy in place Clear PB application process and training programme for SEND/ART/BSO All SEND staff familiar with monitoring process for PBs All PBs recorded accurately PBs monitored according to policy	Personal Budget Policy is in place  Work underway to identify all CYP in receipt of a PB (as not accurately reflected in data currently)  Work to be progressed by new Service Manager	
6.14	LA WSOA	Agree roll, designation and function of special schools	Bedford SLIP/Tanya Smith – Head of School Place Planning	31/07/24		Strategic message agreed and new banding system in place. Special schools supporting mainstream school placements.	Workshops on sufficiency, demand, outreach and AP facilitated in March24.  Mapping of individual children, needs profiles all being reviewed March24	
6.15	SLIP	Review the pupils who are in mainstream schools but have special agreed to ascertain if Special is still required	Tia Sohi SLIP partner	30/04/24		The number of CYP who require continue to require specialist provision and are currently placed in Mainstream school will be confirmed.	As 6.14  Data been shared with schools and next steps in place Discussions have started with SEND schools in workshops about pupils in	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							their schools who may be better placed in mainstream.	
6.16		Expanding EY Provision linked to new extended entitlement for Early Years	Tanya Smith – Head of SPP	30/04/24		Sufficient SEND EY provision	Project Plan is scoped CMB paper approved.	

## 7. Preparation for Adulthood (PfA)

We know that children, young people who have SEND and their families and carers can find the transition from childhood to adulthood challenging. We understand that we must improve our pathways to enable young people to confidently plan for their future, work collaboratively to reduce barriers and optimize opportunities for positive change in our systems and processes to enable this improvement.

**Parent/Carer Voice** – Young people with SEND need adequate support to transition to independent adult life, including living away from home, accessing employment. Much better partnership is needed between children's health services and adult health services, and between children's care services and adults care services, Further Education Colleges and housing. Conversations need to happen young people, families and services about what PfA means and what it would look like for them.

### Key Performance Indicators –

	Required Direction of Travel	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	BCP Target	National (2022/23)
% of EHCPs in Special: Independent & Non-Maintained	▼	11.1%	11.3%	11.2	11.1										5%	5%
% of young people in INMSS provision (aged 18 and over)	▼	TBC	4.5%	4.5%	4.5%										n/a	n/a
% post 16 EHCP engaged in mainstream FE provision (termly)	▲	38.3%	38.3%	36.3%	36.3%										n/a	n/a
No. of C&YP open to PfA team	▲	TBC	TBC	TBC	TBC										n/a	n/a
Percentage of young adults 18-25 years who are open to ASC and in paid employment	▲	TBC	TBC	TBC	TBC										n/a	n/a
Number of SEND young people in settled, supported accommodation that meets their needs (aged 18-25)	▲	TBC	TBC	TBC	TBC										n/a	n/a
% of ceased EHCPs due to YP not engaging and becoming NEET	▼	TBC	TBC	TBC	TBC										n/a	n/a

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
7.1	Education and Skills Diagnostic/ WSoA	Develop, coproduce and Launch PfA Strategy and delivery plan	Karen Chester – SEND Service Manager	31/05/24		Strategy and Action Plan launched.  PfA outcomes being met for young people	Strategy now in draft format ready for approval at next PfA Board. 16.4.24  DfE thematic Review published 8.2.24	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
						<p>Aligned to NEET Strategy</p>	<p>incorporated into Final draft Strategy</p> <p>Themes from WsOA and SEND Improvement Plan priorities incorporated into Strategy</p> <p>Date for priority leads to identify their detailed action plans under the strategy have been agreed.</p> <p>SEND Meeting with Housing -15/4/24</p>	
7.2	Education and Skills Diagnostic/ WSoA	<p>Design and Secure Pathway into Adult Social Care</p> <p>(link to Priority 6.10 above)</p>	Karen Chester – SEND Service Manager	31/05/24		<p>Pathway documented.</p> <p>Clear development areas identified.</p> <p>KPI – increase in number of YR10 AR attended by PfA Team</p>	<p>Meeting in place with EIT and ASC to look at routes into employment for SEND YP in ASC/NHS</p> <p>Meetings are progressing with ASC to progress action</p>	
7.3	Education and Skills Diagnostic/ WSoA	Secure partnership PfA Links between LA and health	Karen Chester – SEND Service Manager	31/06/24		There is a partnership agreement in place that stipulates how the services will	Health representatives on Strategic PfA Board and leading on the delivery of the Health workstream in PfA Strategy	Health Update - Making best use of the annual health check offer for young people from

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
		(link to Priority 6.10 above)				<p>work together to identify gaps and opportunities for joint working</p> <p>First meeting with Sam Best and Sarah Lerigo (Health) 4.4.24. Agreed fortnightly meetings to boost inputs to PfA strategy and associated workstreams.</p> <p>Some examples of good practice for transition in place ie Diabetes Service we can learn from /use in principle for other areas</p> <p>SEND Health Forum under review –will focus on Health priorities in WSoA /SEND Improvement Plan and DfE Thematic Reviews</p> <p>Transition for (CYP to adults) mental health services is part of the CYP Mental Health transformation programme. First meeting April 24</p> <p>The development of the Young Persons Diabetes service (UHD) designed for young people as they</p>	<p>14yrs who are registered on the learning disability register to improve health outcomes, reduce inequalities, and increase planning opportunities towards PfA. The key performance indicator for this is 75%, currently the performance in the BCP area is under target at year end 23/24 at 69%. This represents a year-on-year improvement. Our aim is to meet the 75% target by end of March 2025</p>	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							move from paediatric to adult services. The service aims to support young people grow in confidence in taking greater responsibility for managing diabetes safely and effectively. It also gives a blueprint for future Young Adult services	
7.4	Local Authority Senior Management Team Action	All BCP CYP who are placed in Independent non-maintained specialist (INMSS) provision have access to high quality IAG	Mary Diffey SEND Service Manager  EIT & Careers' Hub	01/09/24		100% of BCP Council commissioned INMSS placements will include a clause in the contract that independent IAG will be delivered no later than YR 10	Restructure creates a specialist focus in this area  Using skills of existing team members. There is a SEND Careers' Co-ordinator working with all SEND schools in BCP against the Gatsby Benchmarks. One of those is IAG.	All Y10 pupils including those with SEND in BCP were invited to the Careers & Apprenticeship Show (CAS) on March 14 <sup>th</sup> .
7.5	Local Authority Senior Management Team Action	Promote and implement Independent Travel Training (ITT) where appropriate to support independence	Tanya Smith – Head of SPP	01/04/24		Implement an ITT offer  Work with SEND Statutory service to up skill staff for AR discussions for this cohort.  Increase in number	Documents required for delivery all coproduced. Training guide produced. Education Improvement Team have supported.  Aim to be live mid April 24.	KPIs in development.  Existing ITT programme embedded in Supported Internship. Cohort 2 had training frontloaded for

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
						of young people who have access ITT (baseline once programme is up and running)		placement 1.
7.6	Education and Skills Diagnostic	Develop and Implement a NEET (Not in Education, Employment and Training) Strategy with clear links to PfA	Julia Coleman Head of SI	29/04/24		<p>Strategy and supporting action plan in place by February 2024.</p> <p>All SEND pupils are in schools who meet 5 Gatsby benchmarks by June 2024</p> <p>Supported internships, apprenticeships and other work related pathways are open to SEND CYP for September 2024. SEND parents understand what the options are.</p>	<p>Workshop with all stakeholders planned for 26/02/24.</p> <p>Draft Strategy approved by EET Board (Employment, Education and Training)</p>	14/3/24 CAS 2024 was designed by SEND YP and implemented with them including by work experience trainees. Evening session included parents and carers of SEND YP who all got IAG. 90% of CYP attending said they had better understanding of what was needed to achieve their career goals.
7.7	Local	Increase the number of	Julia Coleman	29/09/24		Local Market Information is used	Planning on track	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
	Authority Senior Management Team Action	mainstream Further Education and University access/ spaces for young people with SEND, including those young people aged 18-25	Head of SI/Tanya Smith – Head of SPP			<p>to inform curriculum development post 14.</p> <p>Curriculum conference to be hosted by secondary HTs and Principal of B&amp;P College Summer 2024.</p> <p>Careers Hub to host planning meeting for FE to re-create post 14 pathway for SEND including EHE March 2024.</p>		
7.8	Local Authority Senior Management Team Action	Ensure we have good quality IAG to support PfA principles and objectives	Julia Coleman Head of SI/ Mary Diffey – SEND Service Manager	30/06/24		<p>Training in SEND Careers' pathways in February 2024 for all SEND case officers.</p> <p>Most mainstream schools achieve all 7-9 Gatsby benchmarks by July 2024.</p> <p>SEND places reserved for parents &amp; carers at the</p>	<p>Training being developed and to be launched with SEND Case Officers Shortly.</p> <p>SEND places at Careers and Apprenticeship Show fully booked.</p>	Staff who attended CAS as stall holders reported "high levels of understanding of SEND pathways" into EET post 16 in evaluations.



Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
						Careers & Apprenticeship Show evening event; 14/3/23		
7.9	Local Authority Senior Management Team Safety Valve work	Ensure that more CYP Post 16 are accessing education in mainstream settings	Karen Chester – SEND Service Manager	31/07/25		Number of placements for young people in INMSS provision (aged 18 and over) reduces based on regular reporting (baseline of September 2023)	Safety Valve capital bid identifies post-16 provision requirement, PfA work to support.  New structure identifies new approach to improve outcomes.	
7.10	WSOA	Increase number of Supported Internship opportunities in BCP area	Julia Coleman Head of SI	01/09/24		100% Cohort 2 achieve employment (July 2024)  Cohort 3 includes a group in Adult Social Care to address transition (September 2024)  Tregonwell completes Cohort 1 (July 2023)	First SI Conference held in 2023 at Merley House. Employers including McDonalds, BCP Council, Marsham Moor, SWRAC and JP Morgan attended with their interns. All found employment in BCP/Dorset this year.	SEND Internship in place (cohort 2) with BCP Council. 90% employment outcome for post 19 SEND for Cohort 1. Tregonwell and Winchelsea now have versions of SI in place.
7.11	PfA Strategy	Improve access to information and guidance on PfA for those with and without an EHCP -	Karen Chester – SEND Service Manager/ Julia	30/06/24		Suite of PfA Guidance Documents are in place to support parents and carers to prepare their	PfA Board – PfA Strategy incorporates priority focussed on improving information and advice, led by P/C Groups supported by focus on	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
		Preparation for Employment	Coleman – Head of School Improvement			<p>young person for adulthood.</p> <p>All SEND YP in Y10 and Y12 invited to attend CAS or a bespoke event.</p>	<p>Local Offer information as well as hard copy information.</p> <p>New structure makes changes to improve outcomes.</p> <p>Draft Local Offer page underway</p>	
7.12	PfA Strategy	All care experienced young people with who have an EHCP are offered information and support to map their PfA Pathway	<p>Julia Coleman – Head of SI</p> <p>Karen Chester – SEND Service Manager</p>	01/04/24		<p>Places for parents/carers of YP with Care Experience in Y10, 11 and 12 will be reserved each year at CAS (Careers &amp; Enterprise Show)</p> <p>All Care Experienced young people with SEND will have access to a PfA consultation with SEND Transition Navigator no later than YR 10</p>	<p>Action in PfA Strategy linked to delivering this.</p> <p>Planned to be priority meeting prior to next Strategy Group.</p> <p>Date to be revised.</p> <p>Analysis to be based on DfE thematic review</p> <p>Met with Participation and Engagement Officer (CiC and Care experienced) to ensure their voice/ participation in PfA work. Next ; link with Bella Pretty</p>	<p>Just under 900 parents and carers attended CAS on March 14<sup>th</sup> in the evening. SEND parents and those with children with experience of care were given first free tickets. VS worker attended with Y11 students to the evening session. 27 schools &amp; settings attended during the day and attendance at the SEND zone was high and universally praised. Extension event for</p>

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
								SEND pupils is planned for Merley House 9 <sup>th</sup> May to follow up.
7.13	PfA Strategy	Improved day opportunities offer for young people with SEND	Kevin Gillings (ASC Commissioning)	31/12/24		The ASC day opportunities will include new offers that are specifically for young adults	Day Opportunities review is underway.	
7.14	Parent/Carers	Review all current post-18 specialist provision placements to identify pathways out of education and into employment or purposeful activities	Karen Chester – SEND Service Manger	30/08/24		<p>Number of young people aged 18 and over in INMSS decreases.</p> <p>Increased number of 18+ specialist provision placements baseline September 2023</p>	<p>Data set to support this work has been built.</p> <p>Incorporated as part of the Safety Valve proposal work.</p> <p>There is a provider matrix for SEND in place and fortnightly apprenticeship updates in BCP</p>	
7.15	Parent/Carers	Ensure that robust plans are in place for PfA cohort with high medical needs.	Karen Chester – SEND Service Manager	01/09/24		<p>Cohort identified</p> <p>Annual Reviews set out clear approach to PfA outcomes.</p> <p>90% plans good or better.</p>	<p>Cohort will include Tier 4. Agreed at meeting CYP with complex health needs already receiving health inputs and likely to need them as adults –Tier 4</p> <p>Discussion started around how to capture the medical needs in schools and look at the CYP receiving CHC.</p>	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							<p>Recognised need to be aware of CYP who don't qualify as children who may qualify as adults – how do we anticipate this?</p> <p>Health identification of cohort will begin. Regular fortnightly meetings set up to ensure progress</p> <p>Meeting set up to agree PfA outcomes to be built into EHCP /AR formats (with MD)</p>	

## 8. Managing Resources

It is important we have the correct resources allocated to the wider SEND system, as well as the wider SEND improvement journey. Having the appropriate level of support from our service areas, corporate functions and partners will ensure we develop a mature SEND system which provides a sustainable service to all our internal and external stakeholders (inc children, parents & carers, health, early years, schools).

**Parent/Carer Voice** – BCP needs to be honest with all stakeholders (including DFE / national government) about the funding required to provide for all the SEND needs of BCP children. BCP SEND strategy and policy should always be child-focussed first and foremost, not money-focussed.

### Key Performance Indicators –

	Required Direction of Travel	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	BCP Target	National (2022/23)
No of cyp in Primary in Non-Maintained Special Sch	▼	89	89	89	89										n/a	n/a
Cost of Primary in Non-Maintained (£ amount)	▼	3.9M	3.9M	3.9M	3.9M										n/a	n/a
No of cyp in Secondary in Non-Maintained	▼	TBC	TBC	TBC	TBC										n/a	n/a
Cost of Secondary in Non-Maintained (£ amount)	▼	TBC	TBC	TBC	TBC										n/a	n/a
INMSS Spend	▼	TBC	TBC	TBC	TBC										n/a	n/a
AP Spend	▼	TBC	TBC	TBC	TBC										n/a	n/a
Overall High Needs Block budget (Quarterly)	▼	TBC	TBC	TBC	TBC										n/a	n/a

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
8.1	DfE /Safety Valve / Schools Forum	High Needs Block Budget is understood by all with actions in place to address the deficit where possible.	Sharon Muldoon – Interim Director for Education and Skills	31/03/24		Safety Valve Proposal in development. All Education SMT are aware of financial challenges.	X4 Education SMT workshops have taken place. Improved understanding has been reached.  HNB discussed at HT forum on 5/12/23.  SV submitted.	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							<p>Schools SV event planned 28<sup>th</sup> and 29<sup>th</sup> Feb.</p> <p>Work still underway with DfE re next steps.</p>	
8.2	Delivering Better Value	Provide an update on the progress of the Delivering Better Value Workstreams	Sharon Muldoon – Interim Director for Education and Skills	31/12/24		Quarterly Update – include KPIs from DBV	<p>Ongoing monthly review in place via scorecard and grant returns.</p> <p>Improvements underway.</p>	
8.3	DfE Instruction	Develop Safety Valve Plan Proposal in place and share with SEND Improvement Board (SIB)	Sharon Muldoon – Interim Director for Education and Skills	14/12/23		Proposal completed and onward decision in place. Schools Forum Paper in place. SIB update on agenda.	Submitted.	
8.4	Local Authority Senior Management Team Action	Complete throughput analysis and demand forecast for Education Psychology Service (EPS). Establish future options.	Jude Nash – SEND Service Manager	01/02/24		<p>Bedford SLIP engaged.</p> <p>CP Full report in place with future recommendations</p>	<p>CP completing the diagnostic.</p> <p>Diagnostic completed and Bedford SLIP reviewing potential structures.</p> <p>Forecasted model highlights 70 new assessments per month</p>	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							which exceeds current capacity modelling	
8.5	Local Authority Senior Management Team Action	Finalise restructure for School Place Planning Team to manage resources for future place school place planning and future capital sufficiency requirements	Sharon Muldoon Interim Director for Education and Skills	01/02/24		Structure signed off Implementation plan in place	Structure reviewed and meetings planned  Roles agreed at panel  Plan being developed	
8.6	Local Authority Senior Management Team Action	Provide Schools Forum and SIB with quarterly outturn data	Sharon Muldoon Interim Director for Education and Skills	01/02/24		Report in place Discussions held	New action for EIT. Underway.	
8.7	Local Authority Senior Management Team Action	Identify those services that can attract income (EPS)	Jude Nash – SEND Service Manager	01/02/24		Report in place with potential income forecast	Working with Bedford SLIP	
8.8	Local Authority Senior Management Team Action	Identify those services that can attract income (Early Years)	Amanda Gridley Head of EYS  Jeanette Yorke Early Years Operational Manager	01/02/24		Report in place with potential income forecast	Action Plan developed by J. Yorke – currently awaiting approval and information regarding restructure to gauge capacity to deliver.  Work has commenced £500 income generated 2024.	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
8.9	Local Authority Senior Management Team Action	Review with schools and settings the fiscal changes needed to support improved inclusion and percentage of EHCP children in maintained settings	Sharon Muldoon Interim Director for Education and Skills	30/06/24		Schools engaged Options produced Banding discussion and review with schools Recommendations paper shared with SIB	Nominees received for workshops, workshops being planned. Bedford SLIP engaged  Events cancelled due to PHT representation.	
8.10	Local Authority Senior Management Team Action	Complete analysis of all existing outreach/inclusion systems e.g. Early Bird, Mainstream Plus, HIVI	Sharon Muldoon – Interim Director for Education and Skills/Tia Sohi – Bedford SLIP	01/08/24		Future options paper produced	Workshops are addressing AP, outreach models and early intervention via universal, targeted and specialist pathways	
8.11	Local Authority Senior Management Team Action	Ensure that Alternative Provision (AP) new commissioned arrangements result in higher reintegration into mainstream	Chris Lee – Interim Head of School Inclusion	01/09/24		More children reintegrated into mainstream Reduction of long-term AP placements Schools reporting improved systems Schools able to commission from an LA produced framework for unregistered AP	040124 – Production of the LA list for unregistered Alternative Provision is underway.  All work scoped and new Improvement Plan is in development.  Coproduction events with schools cancelled due to PHT representation.	



Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
						Better value for money Quality Assurance Framework audit shows 95% good outcomes		
8.12	Local Authority Senior Management Team Action	Review of joint LA/Health funding for PCT	Jeanette Young Director of Commissioning	31/03/24		<p>Commissioning engaged Contract drafted and finalised between LA/Health and PCT</p> <p>There is co-production throughout BCP that is recognised as being successful by CYP and all parent carer voluntary &amp; community groups</p> <p>Parents, carers and young people are heard and listened to, they feel understood and can see the impact of their</p>	<p><b>Health Update</b> - A request from the BCP strategic parent carer forum for health financial investment was carefully considered by the ICB executive team. At this time the request has not been supported on the basis of the ICBs engagement policy of adopting a broader inclusive approach to communities</p> <p><b>Commissioning Update</b> - Current SLA with the PCT has expired. New SLA drafted, however learning from national best practice examples to be reviewed, seeking a true multi agency collaborative approach.</p>	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
						contributions. 'You said We did '		
8.13	Local Authority Senior Management Team Action	Maximise all income opportunities working with corporate colleagues	Cathi Hadley Director Children's Services	31/01/24		Consistent clear process in place identifies a live horizon scanning Successful bids in place	Process in place.	
8.14	Local Authority Senior Management Team Action	Special School Banding Review Complete the work with special schools to agree future Banding arrangements	Sharon Muldoon – Interim Director for Education and Skills/Tia Sohi – Bedford SLIP	31/07/24		New Banding system in place for Autumn 2024.  Equity across the system, reduce delays in children's placements	Work has started.  Workshop 1 completed, proposals to be financially forecasted for workshop 2 18 <sup>th</sup> April	
8.15	LA – Safety Valve	Produce updated Capital Bid Development Proposal in support of Safety Valve proposals	Tanya Smith Head of Service Place Planning	29/02/24		Bid submitted to DfE	Agreement for work to commence in place. Finance and Education Teams working together. Capital bid submitted to DfE on 12/01/24	
8.16	Local Authority Senior Management Team Action	Work with Bedford SLIP to identify and correct the funding anomalies in the system	Sarah Langdale Head of Strategic Commissioning / Mary Diffey SEND service manager	31/07/24	NS	No delays in funding payments to schools.  Accurate reporting in place for schools	Meeting arranged for 8 <sup>th</sup> May to understand the ask and plan accordingly.	

## Glossary:

AR	Annual Review
AP	Alternative Provision
ASC	Adult Social Care
BCP	Bournemouth, Christchurch and Poole
BSO	Business Support Officer
C&YP	Children and Young People
CAMHS	Children and Adolescent Mental Health Service
CEOs	Chief Executive Officer
CEX	Chief Executive
CHAD	Children and Disabilities Team
CiC	Children in Care
DBV	Delivering Better Value
DHC	Dorset Healthcare
DfE	Department for Education
DiiS	Dorset Intelligence Insight Service (NHS Dorset)
E&S	Education and Skills
EBSA	Education Based
EET	Education, Employment or Training
EHCNA	Education, Health and Care Needs Assessment
EHCP	Education, Health and Care Plan
EHE	Elective Home Education
EPS	Education Psychology Service
EY	Early Years (0-5 year olds)
FE	Further Education
GR	Graduated Response
HNB	High Needs Block (Council Managed Budget)
HT	Headteacher
IAG	Information, Advice and Guidance
ITT	Independent Travel Training
INMSS	Independent Non-Maintained Special School
IPSEA	Independent Provider of Special Education Advice
IQM	Inclusion Quality Mark

ITT	Independent Travel Training
JSNA	Joint Strategic Needs Assessment
LA	Local Authority (BCP Council)
LD	Learning Disability
LGO	Local Government Officer
MAT	Multi-Academy Trust
MHST	Mental Health Schools Team
NEET	Not in Education, Employment or Training
NHSE	NHS England
PCF	Parent Carers Foundation
PCT	Parent Carers Together
PEX	Permanent Exclusion
PfA	Preparing for Adulthood
POD	Individual SEND Teams within BCP Council
PPMO	Programme and Project Management Office
PTT	Part Time Timetable
QAF	Quality Assurance Framework
RAP	Resource Allocation Plan
SALT	Speech and Language Therapy
SEMH	Social, Emotional Mental Health
SENCo	Special Education Needs Case Officer (school based)
SEND	Special Education Needs and Disabilities
SENDIAS	SEND Information and Assessment Service
SI	School Improvement
SIB	SEND Improvement Board
SLCN	Speech, Language and Communication Needs
SLIP	Sector Led Improvement Partner
SPP	School Place Planning
SW	South West
VCSE	Voluntary and Communication Sector
VS	Virtual School
WSoA	Written Statement of Action