



Bournemouth, Christchurch and Poole
SEND Improvement Plan
2023/26

Building better SEND support



Respect
and trust



Honesty and
transparency



Empathy and
belonging



Clear
communication

September 2024

Introduction

This SEND Improvement Plan identifies the necessary areas for improvement across the SEND system in Bournemouth, Christchurch and Poole (BCP). 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 (CYP) 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 CYP 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 People’s 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, though 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.

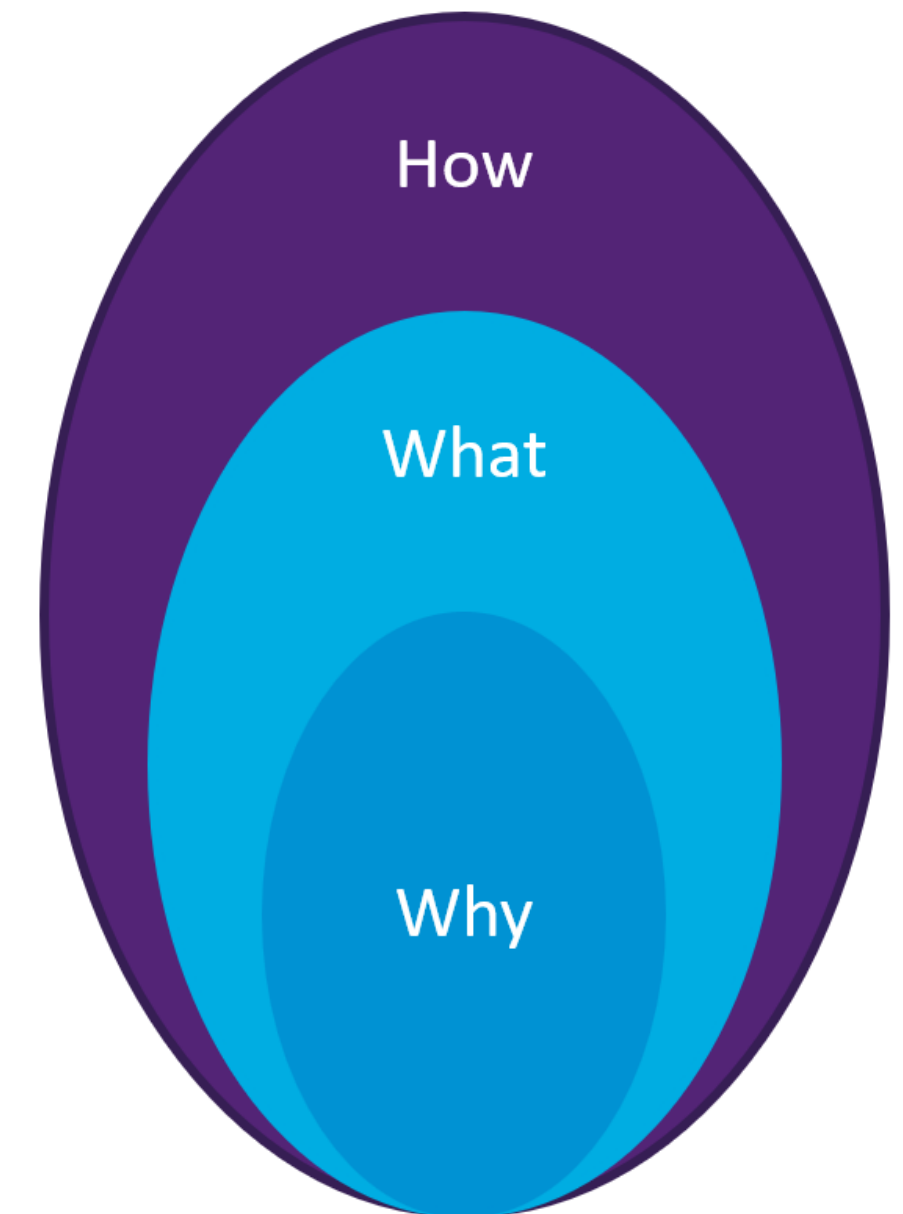
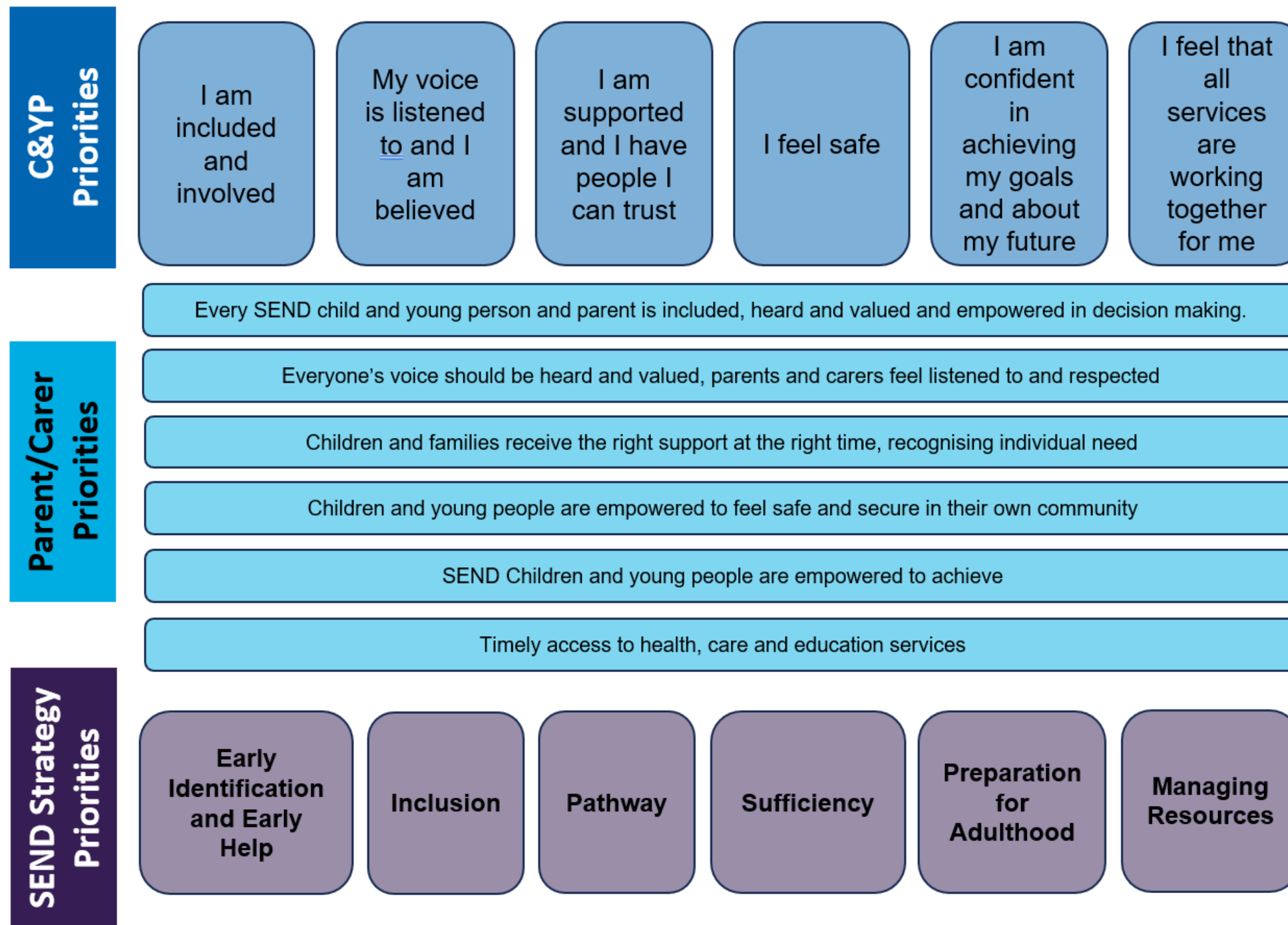
Our partnership includes Parent Carer Forums, BCP Council, NHS Dorset Integrated Care Board (ICB), education settings and health providers and is committed to working better together with all partners and stakeholders to improve outcomes for children and young people in Dorset. This commitment is underpinned 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 is 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
1.3	Jo Hooper and named Activity Leads	Senior Project Manager	BCP Council	15/05/24
1.4	Jo Hooper and named Activity Leads	Senior Project Manager	BCP Council	14/06/24
1.5	Jo Hooper and named Activity Leads	Senior Project Manager	BCP Council	10/07/24
1.6	Jo Hooper and named Activity Leads	Senior Project Manager	BCP Council	20/08/24
1.7	Jo Hooper and named Activity Leads	Senior Project Manager	BCP Council	10/10/24

Aligning priorities across Bournemouth, Christchurch and Poole



BCP Place Based Education Governance – Service



Lived experience of the child and families

BCP SEND Improvement Board
Chair – John Coughlan
Minutes – Nicky Lloyd

Education Improvement Board
Chair – Cathi Hadley

Safety Valve Board
Chair – Graham Farrant
Minutes – Emma Regenhardt

Quality and Performance Board
Chair – Cathi Hadley

Quality Action Group SEND
Chaired by Director of QA, PI&G

Education And Skills Performance Action Group PAG

PLRs & Focussed Audits
/Practice Weeks
QA Collective
Service and TM meetings

Service & Team Meetings
covering Performance
Chair - Service and TM meetings

Place based
delivery structure

Children's SLT

OPERATIONAL MEETINGS

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

RAG	Description	Total out of 144 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	0	0%	↓
A	Significant risk – plan in place, action started but further work required to ensure improvement.	18	13%	↓
P	On track – running to plan and within timescale, performance has improved against the plan.	83	58%	↑
G	Actioned – implemented and embedded.	33	23%	↑
C	Completed and can be removed from plan.	10	7%	↑
NS	Not Started	0	0%	↔

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 and educational settings, 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	▲	57	N/A	57	100	N/A	100	N/A	71	N/A			N/A		100%	n/a
No. of NHS	▼	5	5	8	16	14	18								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 Director of Education and Skills	30/01/24	▲	Local Authority diagnostic completed All LA Education SMT (Senior Management Team) engaged in workshops Clear forward plan is approved Joint Performance Scorecard in place Improvement Plan in place	Improvement Plan signed off. First draft SEND Performance Scorecard developed SEF sessions completed (Jan) Diagnostic shared with Schools and forward actions established Schools Inclusion processes reviewed.	Improved confidence from Schools reported by School representatives on SEND Improvement Board in the work of the SEND Improvement Plan and the Local Area Partnership. Workshops and new plans being developed in coproduction. See 2.5 First cross-phase Education Conference in BCP 27/6/24. The meeting was co-produced & delivered by all partners with 162 attendees.
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) NHS Dorset	14/12/23	▲	Resource Allocation Process (RAP) agreed with DfE 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	NHSD meeting with SLIP in next couple of weeks to explore potential support. 80% of areas within RAP 3 have commenced and showing accelerated pace despite having to step into an operational space. Coaching and mentoring of staff has boosted morale and productivity Timeliness achieved – now moving to quality and compliance (QAF)	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. SEND whole team training session satisfaction 4.5 out of 5 SEND forum satisfaction 4.8/5

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 Children's Services/David Freeman - Chief Commissioning Officer – NHS Dorset	31/01/24		New partnership strategy co designed and co-produced Actions are kept on track as per approved plan Consistent attendance by all partners through Governance Structure	Partnership meetings have begun. Commitment to work together SEND Strategy in development Joint Commissioning discussions underway. Health Summit took place with attendance from across the local partnership. Actions were agreed and will inform SEND Improvement actions moving forward. New Parent Carer Contract Drafted and in discussion with NHS Dorset re contribution and engagement. There has been engagement between NHS Dorset and local authority partners exploring the options for joint planning and commissioning. Secondment opportunities are being considered.	
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 Children's Services/David Freeman - Chief Commissioning Officer – NHS Dorset	30/03/24		Agreed approach in place and appropriate resource agreed. Integrated commissioning roles will be agreed and in post Joint commissioning plan in place NHS Dorset and health providers will be collaborative partners in our SEND improvement journey that is reflected in our governance with clear accountability.	System wide engagement with governance review workshops with all partners present. Senior Executive representatives at SIB across the partnership Dedicated identified leads within health and social care focused on our SEND agenda	NHSD Colleagues in workshops on SEND Transitions in education and in EH Partnership Meetings in June with E&S SLT & BCP schools/settings. NHSD co-produced, attended and led workshops at first BCP Education Conference 27/8/25.
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		Appropriate PPMO project resource and support in place across the system. Regular PPMO programme performance to be provided on a quarterly basis	Improvement Plans and diagnostic initial outline have identified approach needed. LA Dedicated Officer post agreed to support SEND Improvement Board and Governance now in place. LA dedicated Programme Manager to support delivery of SEND Improvement Plan for Local Authority. All health partners are committed to the SEND agenda. Refreshed SEND Health Forum being constituted. Agreed senior	Significant progress in timeliness for both ECHNAs and Annual Reviews. New SEND Structure approved and implementation underway.

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							leadership for SIB and identified programme leads for work programme	
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		SEND Performance Scorecard in place Dashboard/scorecard partnership dashboard/scorecard used to inform commissioning intentions / service improvements	New Joint Scorecard presented Jan 24 SIB. Ongoing development of one integrated shared SEND Performance Scorecard using the Dorset Intelligence Insight Service (DiiS) LA received data on CAMHS, ND pathways to determine educational footprint for these children.	Timeliness now strong and has been for 4 months. Annual Review processes approved for backlog. New backlog building and approach to secure developed via new SEND Structure.
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		Framework agreed and in place. Representation at meetings at the correct level of accountability Creating an environment where BCP children and young people are understood to be everyone's responsibility and all services own this and take accountability	New Governance framework has been implemented. All meetings booked for the rest for the year Work has taken place to amend memberships of Boards and meetings in the Governance Structure considering accountability levels. Regular Health /CS SLT meetings now in place across UHD, NHS Dorset and Dorset Healthcare in order for services to Children to be looked at and understood with a systemic approach. Meetings are positive , proactive , developing relationships and a regular base to address and consider collectively how we progress improvements for children and Young people . 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 SEND Health Forum in place for Health to directly oversee the work from the Improvement Plan a-this reports into the Health Forum and into the SEND Imp Board via Health representation .	Governance Frameworks in place with TOR. Reporting has started through the boards. Impact will be seen through reporting on improvements in plans and through Highlight reports to QPIB and SEND Imp Board. 6 weekly NHS Dorst and separate Dorset HealthCare Trust/UHD meetings in place Updated Governance structure as presented in this plan page 4
1.8	Strategic Direction /SEND	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 Improvements in key operational

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
	Governance review							data sets across range of measures Sharing scorecard on Local Offer
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. SEND Partnership Risk Register reviewed and updated. Item on July QPIB Board. Risk register reviewed quarterly at SEND Health Forum	Quarterly reviews planned. Partnership Risk Register actions aligned with the Children's Service Risk Register actions.
1.10	SEND Governance review	Co-produce a local area SEND Self Evaluation	Sharon Muldoon – Interim Education and Skills Director/Mark Harris - Deputy Director of BCP Place – NHS Dorset	30/01/24	↑	Self-Evaluation Framework published locally	Draft SEF document completed. Additional supporting narrative was included. Draft presented to DofE/NHSE monitoring review in May 2024.	New Co-production Officer recruited to. SEF process to be designed for January completion.
1.11	WSoA/ Education and Skills Diagnostic	Implement a new Quality Assurance Framework across the Education and Skills, phasing firstly through SEND	Rachel Gravett – Director Quality, Performance Improvement and Governance	30/06/24	↔	SEND QA Framework for C&YP 0-25 Review potential for Schools' SEF (Self-Evaluation Form) for SEND based on lived experience	Education and Skills QAF is signed off and implemented, it is early stages and the service is now embedding into practice PLRs - Consistently over 70% completion – moderation is at 30% and moderation has advised no change to outcomes. August 4x Requires Improvement and 1x inadequate. Increase in number of EHCP PLR's by 6 from November 24. QAG forward plan for all QA within Ed and Skills is being completed. SEND EHCP template has been reviewed because of feedback from SENDIASS.	Confidence in the auditing as moderators are agreeing with the auditor. SEND EHCP template has been revised as a result of feedback from SENDIASS. Learning from PLR's fed back into EHCP compliance checklist undertaken by ATM/TM to improve practice and give greater management oversight.
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	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. Complaints across E&S Service now triaged monthly by ESM Managers and tracking system ensures in time response. Inclusion paper taken to OnS and onward co-production planned for AP and	Attendance levels are increasing across BCP. New annual review and EHCP template welcomed by HTs at HT briefing 3/10/24. SENDIASS provided changes to support implementation. Continued engagement across agencies and schools in

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
			Representative				Vulnerable Learners. Workshops on SEND Sufficiency have commenced and finalise June. Commitment from health partners has been reestablished through the SEND Health Forum, supported by Senior Leaders within health. See 2.5 Education Conference 27/6/24 with 162 school staff and all other partners present. Health staff co-produced and delivered on the conference agenda.	improvement work.
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 launching 1st November to align with Autumn Half Term transition	
1.14	Local Authority Senior Management Team Action	Director of Childrens Services and SEND colleagues meet with Multi Academy Trusts (MAT) and Single Academy Trust (SAT) Chief Executive Officers (CEO) and maintained schools	Cathi Hadley Director for Childrens Services Education and Skills SMT	29/02/24	↑	MAT CEOs engage with the SEND Agenda. Regular meeting dates in place	Meetings being planned as required based on representations and workflows. Engagement continuing as required to ensure open communication channels in place. Improved engagement and dialogue – Education Conference (EC) 27/6/24 see 2.5 and 1.12	162 education leaders attended the EC in June, including those from SATs (standalone academy trusts) and MATs (Multi Academy Trusts) Every trust in BCP was represented and all maintained schools. DfE Annual Review held 18/10/24 with Regional Director, MAT and SAT leads. Agreement to launch Education Improvement Board.
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 – SEND Transformation Lead in place. Peer development channels being put in place and WFD assessment of need informing culture and practice development. Relational management approaches being modelled by Service Managers to team managers within services.	Confidence of SEND Managers improving. Attended and facilitated at EC 27/6/24 whole groups of educational leaders; advocating for support for SEND IP & Belonging Strategy.
1.16	SEND Governance Review/WSOA	Develop and implement a new SEND Strategy and vision	Sharon Muldoon Interim Education and Skills	31/01/24	↑	New SEND Strategy and Vision agreed by all partners Education Improvement Board launch planned for October (in place)	SEF will be written end January to inform development of Strategy. 28/12 - Commercially Public commissioned to develop strategy.	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
			Director/Sam Best – Principal Lead, Strategic Commissioning (NHSD)				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. Strategy will be shared with schools at Conference on 27th June for final sign off. Meetings with Parents and Carers has informed this. SEND Strategy to merge with AP Strategy. Strategy on a Page shared at EC 27th June. Work now being planned on Education Improvement Board for BCP place. Agreed with MAT CEOs and SAT – plans in place to launch for late Autumn Term.	
1.17	WSoA	Work to develop an Inspection ready SEND System to reduce pressure on system workload when inspectors visit	Rachel Gravett – Director Quality, Performance Improvement and Governance	31/10/24	↔	Workforce and system ready to respond to inspection when call comes. Annex is prepped and meets the need of the framework. Officers are fully enabled and prepped to respond to inspection. Whole workforce understand the inspection process, responsibilities and action required Partnership and all SEND Workforce understand the Inspection process and what their role and accountabilities are	Framework for the Inspection readiness currently being drafted. 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 Learning from Dorset recent Inspection experience sought. Inspection anticipated spring 2025 – service where we would expect it to be at this stage. Initial meetings started with Health on Inspection prep	

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%	83%	83%	67%	67%	67%	100%				100%	n/a
% of all views were put into the plan (% parent/carers agreed) (n=6)	▲	83%	100%	83%	100%	100%	100%	100%	83%	83%	83%				100%	n/a
% parent/carer contributed a 'My Child, My Story' or other contribution (n=6)	▲	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%				100%	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 – Head of SEND - Assessment and Review	29/02/24		A finalised and co-produced SEND charter All partners signed up to the charter SEND Charter published A timely system for SEND service to notify families of any change to their case officer	SEND Charter finalised and launched with SEND Service. Uploaded to Local Offer and request to add to next family information newsletter. Management guidance created and circulated with SEND Service. Easy Read version being explored. Positive feedback received from working group regarding the co-production of the charter. Templates created and trial underway with school colleagues to utilise their communication channels to update families with case officer changes. Amendments made to clarify and manage expectations regarding working patterns and communication being sent to multiple colleagues. Complaints analysis added to weekly KPI monitoring by SEND service which includes category of 'communication' MS Teams Booking app launched with SEND service to enable families and settings to book appointment slots	Our complaints within the last 4 weeks have a 67% decrease, with none referencing communication Positive update received from PCT regarding initial feedback from families who have used Teams Booking app Locality events planned for each x3 localities in October, and quarterly following initial events.
2.2	SEND Governance Review	SEND Communication and Engagement Plan in place	Head of SEND - Strategic /Sam Best – Principal Lead, Strategic	30/07/24		Annual plan in place	Education Director meets with PCT/F on a monthly basis.to ensure strategic access and feedback is heard.	PCT/F attended and delivered at the BCP Education Conference &

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
		Co-produce a clear and accessible communication engagement strategy with parent carers to create a shared understanding of the work of the SIB	Commissioning (NHSD)/Chloe Morley – DCO, SEND, NHS Dorset			Monthly discussions are in place with PCT/F to ensure regular dialogue in place. Parents carers, CYP and key stakeholders understand the SEND improvement journey and the progress against the plan. Parent carers and CYP find information accessible, user friendly and useful	SENDIASS CYP working groups will be accessed to support developments. Health attending regular monthly drop-in sessions with PCF to strengthen two-way communication. New LA lead started engagement with P/C Forums to initiate coproduction of plan. Plan for development to be mapped out. Parent session taken place to coproduce communication and engagement strategy. Developing new systems of communicating with parents and schools including an online booking system due to launched by the end of June. Meeting held re proposed new PC Contract for co-production and engagement (26/7/24).	will continue – in SEND Improvement. 4 Locality Events planned for End Oct – significantly improved uptake from parents/carers compared to previous events held by the service. Findings will inform creation of new co-production workstream with PCT/F.
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 briefings with HTs in place since January 24. SENCO developments have been reviewed following schools feedback and now sit in SEND service with Bedford SLIP oversight. SEND newsletter in development.	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 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 27th June due to DfE attendance. Agenda in development with schools. DfE SW unable to attend due to election sensitivity period.	EC 162 educational leaders attended. HTs across phase agreed about improved culture of communication & shared priorities. HTs chose workshops and presented at conference. Presentations by all partnership members and

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
								facilitated by staff across SEND, E&S and SEND Commissioning.
2.6	WSoA /Education and Skills Diagnostic	Developing effective means of capturing the lived experience of children and young people and their families in the SEND System, demonstrating impact and ensuring robust processes are in place and learning informs future practice	Head of SEND - Strategic, Sam Best – Principal Lead, Strategic Commissioning (NHSD)	30/06/24		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 improvement is making 90% audits are 'good' Multi agency partnership systems in place to understand the experiences of our children and young people. Service level reports to inform service engagement in supporting the EHCNA needs assessment process and AR requests Health advice audits demonstrate high quality health advice Families feel and report that services are working effectively together and communicating 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	Will be reported through the QPIB on a 6-weekly cycle as part of the Governance framework QAF – SEND element complete (school Improvement, VS and Inclusion elements in Draft) and includes Lived Experience work. SEND QA Team capture the feedback through a feedback questionnaire. The outcome from this will be presented to QAG in order for learning to be shared and fed back into the service. Monthly Parent/Carer led drop-in Sessions attended by health and lived experience captured here. – Termly update to QPIB Meeting planned with health to look at how we feedback across the system the lived experience for our families. Ongoing review and action of the outputs from the October 2023 annual SEND survey to progress the health elements of the SEND survey action plan New EHCNA and Annual Review survey sent to all parents/carers following the process to gauge their real time experience of the process. Survey launched July 24. Plan to disseminate and improve on areas identified by parent /carers through the May/June /July Lived Experience survey due 9/9/24 QA Officers to attend SEND Team Manager meeting every week (slot) to feedback QA findings Follow up response rate data (7/10/24)	. QA Officers attending from w/c 15/10/24

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
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	Head of SEND - Strategic Bedford SLIP Sam Best – Principal Lead Strategic Commissioning (NHSD)	30/07/24		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 and can see the impact of their contributions. 'You said We did ' There is a partnership agreement between system partners.	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 SEND Lead working with coproduction officer with families Proposed restructure has been launched to teams New contract drafted and shared with PCF/PCT. PCT provided a revised contract and meeting with Health / PCT planned with DCS. New Coproduction and Engagement Officer and Local Offer Lead in place in new SEND Structure. (1/11/24)	
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	Head of SEND - Strategic	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. Links with Coproduction/Participation Officer Role. This work is currently being mapped out. Links made with HB, plans to develop SENCO working groups. Plan for young people to be engaged with interview process. SENDIASS team now attending ESPAG for improved engagement. SENDIASS provided amends for new ECHNA template.	SENDIASS provided feedback for new ECHP template and accommodated by BCP. Locality events planned and LA working with PCT on new co-production plan elements via new structure roles.
2.9	Education and Skills Diagnostic	Implement Clear Communication Channels	Head of SEND - Strategic	31/06/24		Annual Communications Plan in place for SEND across key stakeholders. Agreed communication channels in place.	Additional communication channels have been implemented since January 24, including regular Headteachers' Briefing.	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
						Workforce Survey shows increased confidence.	Links to wider Comms Strategy 2.2, initial work underway to develop plan. MD to implement online booking system for schools and parents/carers using the teams app. Now being trialled. 4 Meet the Team (Inclusion and SEND) in place for P&C in Bournemouth, Christchurch and Poole & online 22-24 October 2024	
2.10	Parent/Carers	Implement processes to ensure that incoming requests by phone and email are responded to within 72 hours.	Head of SEND – Assessment and Review	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 'Puzzle' identified as a possible mechanism as this has been used in CSC for KPI monitoring for calls and email traffic and response. MS Teams Booking app launched with SEND service to enable families and settings to book appointment slots	Email reply templates created and shared with SEND Service. Accurate email reply messages now sent out universally in SEND Service. Escalation process implemented and utilised meaning managers are responding to queries not responded to within 72 hours. This is enabling managers to address training needs within their teams. Recent Complaints not referencing communication. MS Teams booking slots available for all Case Officers
2.11	Annual SEND Survey	Analyse data from 2023 Annual SEND Survey, agree action plan and publish 'you said, we did'.	Mary Diffey - Head of SEND Assessment and Review	31/03/24		Survey data analysed and action plan co-produced with clear deadlines for each action 'You said, we did' 2023 survey results published on Local Offer Improvement in data in 2024 survey to reflect positive impact of 2023 survey 2024 survey goes live October 2024 and runs for 4 weeks). Results (data) to be published on the Local Offer by December 6 th 2024.	Draft action plan (2023 survey) agreed by working group meeting of 13/6/24 Final sign off required (MD) before published on Local Offer Health are reviewing questions for 2024 survey Examples of OLA surveys in SW to be considered. Request made to SW Partnership (KC) 14/6/24 Working Group TBA July 24 To consider OLA examples /agree questions and communication strategy for 2024 survey (Claire O'B)	Action plan is underway with majority of actions identified in SEND Improvement Plan 'You Said, We Did' published on Local Offer This years' SEND survey is live and being promoted through BCP schools. SEND Survey 2024 now closed (November) .

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
						Action Plan for 2025 Published by January 2025	Action plan and 'you said, we did' to be discussed at QPIB on 2.07.24 with a view to publishing the you said, we did on the Local Offer	Analysis underway. (QA Team)
2.12	Parent/YP satisfaction Survey	Create satisfaction survey to go out with all final EHCPs following EHCNA and AR	Mary Diffey – Head of SEND, Assessment and Review	15.05.24	↑	Survey available on Microsoft Forms and link included in every letter accompanying final EHCP including option for paper version. Survey results indicate satisfaction with the service. Staff induction and workforce development plan updated according to themes.	Questions co-produced with YP/PCT/QA and work underway to create the survey. Survey now launched and communicated with PCT/F Survey linked to all Final (new) EHCPs and AR's sent to young people and parents and carers.	Low response and take-up – action review needed will embed through new PODs and SEND Structure.

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	444	471	424	449	376	344				n/a	n/a
No. EHCNA requests	▼	60	85	92	118	120	117	99	152	27	46				n/a	n/a
% EHCNA requests from parents	▼	40%	58%	22%	22%	23%	26%	23%	23%	56%	54%				n/a	n/a
CAMHS Gateway % cyp seen within 4wks of referral (RTA) Pan Dorset Data		80%	100%	91%	93%	66%	76%	90%	96.4%	87%	96%				n/a	n/a
SALT - Total number of referrals received		75	93	102	98	14	43	18	32	17	56				n/a	n/a
UHD Pre School ND pathway - Waiting List numbers	▼	180	179	209	197	187	164	165	161	176	168				n/a	n/a
UHD School age ND pathway - Waiting List numbers	▼	1,656	1,641	1,632	1,763	1,829	1,785	1,975	2,094	2,191	2,217				n/a	n/a
SENDIASS - No of open cases at L3 and L4 (complex cases)	▼	281	304	289	277	274	280	250	263	242	259				n/a	n/a

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	Head of SEND, Strategic	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 Deep dive into parental requests made Sept 23 to March 24 revealed higher than average no. at EY's (and ages 10, 14 and 16). Need to embed the Graduated response in all settings for further downward impact. Change to Scorecard breakdown from September 2024 in to age phases to align with PODS post SEND re-structure (KC/JY to liaise with Jane Robinson) Early Help Strategy launched.	Parental requests have reduced from 58% - Jan 24 to 22% February 24 (22% March, 23% April, 26% May, 23% June from Scorecard across all age phases. EY – good engagement with settings. Good appropriate referral rate amongst settings. Good use of graduated response and good interventions. Looking to close as action as has moved into business as usual. Termly EY SENCO Network Mtgs. Area SENCo allocated to each setting to support in delivery of Graduated

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
								Response. Aug/Sept 2023 840/410 known to EY SENCOs Aug/Sept 2024 617/301. – will look to close as moving to BAU
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 (Social, Emotional & Mental Health), 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 SENCOs.	Dingley's Promise training 0-5 years is on offer Attachment training to 0- 11 years written delivery offer for the autumn term 2024 Conference in Spring term 2025 to be planned for 0-11 years' workforce around 'Belonging' and Neuro divergent children Cross service workshop on reviewing current training plan across services to be held in 4.9.24 ensuring consistency and creation of one training offer.	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. See 3.3 There has been a reduction in number of requests for support for Early Years Area SENCO's, from 840 cases in August 23 to 617 in August 24. (evidence of training impact)
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		Support groups and outreach activity timetabled to begin 01/04/24 Increase in mainstream % penetration with EHCPs Evaluation Framework for Dingley's Promise Assessment Centre.	Monitoring meeting are in place for impact evaluation. Weekly multi agency triage meetings are taking place. Stay and Play sessions are being held for families within the Centre with coffee morning sessions and information sessions being run for families. DP is providing free training sessions for staff.	Assessment Centre launched 23.4.24. 21 children are in the Centre and 21 children are allocated to their Family Outreach Worker with 21 on the waiting list.101 families have accessed a service since May 2024. Dingley's Promise nursery, Bournemouth, makes impact since opening Bournemouth Echo Article SEND nursery makes 'significant impact' in first two months Across BCP Providers/ schools/ Children's services staff – 1620 individual courses have

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
								been accessed. This equates to 221 0–5-year-old practitioners have completed the full package of training. A number of case studies demonstrating impact and support back into mainstream settings available and will be included as part of the SEF.
3.4	Local Authority Senior Management Team Action	Introduce a nationally recognised, award winning, home learning strategy 'Starting Out' to support schools and families of children with emerging indicators of developmental delay	Jeanette Yorke – Early Years Operational Manager	01/09/24	↑	Targeted launch with schools and providers	SEND Activity Sacks resources have been developed and resources are currently being ordered for roll out in November 2024. Launch to be held on 16.10.24. Speech and Language Activity Sacks have been developed and resources are being ordered to support families with their home learning environment. Proposed packs have been shared with SALT and the launch will be co delivered with Health and Early Years Team. Tracking process set up interlinking Family Hubs and wider SEND Services. Link with Best Start for Life Family Hubs and EY SEND are interlinking to ensure there are SEND Champions across the localities, BCP Workforce and CVC colleagues.	Speech and Language activities home learning activities are on FIS as online resource for parents/carers to access.
3.5	Local Authority Senior Management Team Action	Set up a Dingley's Promise Assessment Centre to support children with more complex needs to access mainstream provision	Jeanette Yorke – Early Years Operational Manager	01/06/24	↔	Children attending the unit transition into mainstream settings and schools Reduction in requests for specialist provision Reduction in EHCNA Outcomes and evaluation framework in place	Dingley's Promise Unit opened and running successfully within month one of launch. Positive press coverage of launch event by Bournemouth Echo Monitoring meetings are in place for impact evaluation. Weekly multi agency triage meetings are taking place	Assessment Centre launched 23.4.24. 21 children are in the Centre and 18 children are allocated to their Family Outreach Worker offer with 21 children on a waiting list. 101 families have accessed a service since May 2024. Dingley's Promise have worked with 19 Children of

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							Regional SW LA Ofsted meeting – Early Years Operational Manager invited to present on successful implementation of Dingley's Promise - positively received by peer regional authorities. BCP Council described as innovative in this line of work.	transition to Primary School. 4 have attended a Specialist School, 12 have transitioned to a Mainstream School and 3 have delayed their admission.
3.6	Local Authority Senior Management Team Action	Review and understand our process and mechanisms for Early Identification - to promote awareness and engagement.	Head of SEND, Strategic Bedford SLIP	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 Review of available resources underway and new GA Approach starting in development with SENCOs in June 2024. EP service to work with a new traded offer that includes support on GA and implements whole school SEND approach to inclusion, Implementation will be effective from Sept 2024.	
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 children with specific needs	Ed and Skills Performance Manager/Performance Team – Health Head of SEND Strategic	31/07/24		Data is shared between partners to inform our evaluation of our local SEND needs More integrated operational working practices across children and young people services	UHD Pathway waiting lists cross ref with Education data analysis exercise completed and shared with SM/CL in preparation for SIB 18/7/24. Health now to undertake Semi-Structured interviews that will capture lived experience of the impact of waiting for an assessment for CYP & P/Cs in all areas of their lives. In Oct 2024 – UHD pathway waiting list data analysis refresh to be undertaken cross referencing with education and vulnerable characteristics data e.g. CIN, CP, CIC, FSM, PP, etc JSNA working group to now be led by Tanya Smith from a pupil place planning perspective as per SM direction. Continuing to work on bulk upload of NHS numbers onto SCM – anticipating having this completed by September 2024. Work underway to share data within EY to assist early identification –	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							JY/JW – see 3.8	
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 /Jill Warn – Dorset Healthcare C&YP Lead	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. Meeting planned for July to agree ToR and scope of working together sharing ASQ data moving forward. EY Identification Meetings – 11/7/24 Ongoing integrated monthly meetings with Health set up to ensure right timely support can be provided across the services. Workshop planned for 7/8/24 between services to identify the process for data sharing.	Monthly early identification meetings from October with Health to ensure interventions are appropriate and timely. Process in development.
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	31.07.24		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. New DfE guidance in process of being mapped and matched. IYFAP process initial feedback received at Education Conference 27.06.24. This feedback to now be considered ahead of more formal consultation for IYFAP change of process from September 24. A standard operating procedure for movers in and out with an EHCP is now in draft and will be circulated in September for feedback prior to launch on the Local offer. Still finalising process for complex needs.	C&YP are placed in a timely way – can this be demonstrated – (CL to follow up)
3.10	Local Authority Senior Management Team Action	Continue to promote early identification and graduated response in Early Years setting and schools.	Jeanette Yorke – Early Years Operational Manager/ Head of SEND, Strategic	30/06/24		Graduated Response survey (setting/parent carers indicates that needs are being met at the earliest possible opportunity. EHCNA requests are made only for those whose needs cannot be met at SEN Support.	Graduated Response Training delivered to Early Years providers. Consistency in following GR is being monitored by EY SENCos. GR and identification in EY being reevaluated. Plan to be linked to Schools GA so seamless transition between stages.	
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.	Head of SEND, Strategic Bedford SLIP	31/06/24		Workforce plan in place for Children's Services.	Analysis planned with Bedford SLIP who are being consulted on support Training on roles and responsibilities	Too early for impact

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							with the engagement of external colleagues in similar roles nationally happening May 21st. New managerial templates for weekly monitoring now established which provides the necessary information for strategic reporting. EHC Officer standards in place, Team Managers standards in development. KPI management matrix in draft ready for the launch of the restructure. 3 sessions on Secondary Phase and post 16 training in place for 16 & 23 October and 6 November. Training by EIT.	
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. Online booking platform being piloted within services in July, launch to Schools in September	
3.13	Local Authority Senior Management Team Action	Embed recent changes through Local Offer of Ordinarily Available Provision and graduated response for parents/carers	Head of SEND, Strategic/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 (EIT) First SEND newsletter released in May to pilot schools for feedback. Finalised new template and version will be released end of June. Feedback was positive in content, look and feel. Local Offer promoted through all comms' to schools & settings. Workshop scheduled for 17 October to further refine OAP across BCP	SEND case officers using Provider Matrix and promoting SEND internships. May Cohort 3 promotion oversubscribed. Impact on engagement of P&C groups with Preparation for Employment.
3.14	WSoA/SIB	Delivery of CYP Mental Health Transformation programme – reviewing children and young people's mental health support and services which included: - Reconfiguring services against the THRIVE model - Embedding a no wrong door approach	Elaine Hurll – Head of CYP, MH, Autism and LD, NHS Dorset Suzanne Green	30/04/24 Design Modelling events 31/08/24 Draft Business Case 30/09/24 Commissioning Approach	↔	Children, young people, and their families/carers report a positive experience of care and support for mental Identification, assessment and support for mental health and emotional wellbeing needs is	The work continues for the BCP Place design element of the CYP mental health transformation. The project work is detailed at this stage and includes discussions related to workforce, skill sets, job plans and abilities, alongside the agreed specific outcomes that are expected. The	In June 24, of the 120 referrals to CAMHS Gateway across BCP in June 89.5% had their first appointment within 4 weeks of referral and Mental health support teams continue to achieve

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
		- Developing the Early Help offer - Remodelling the core NHS CYP Mental Health Service - Developing the local crisis offer		30/10/24 Implementation to commence		timely and appropriate to the level and type of need Fewer crisis presentations to Emergency Departments Increased inclusion in mainstream schools	intention is to complete this stage by end of October 2024 for BCP Place. This will be followed by seeking approval of the business proposals for phased implementation to start in February 2025 for BCP.	100% of the referral to first appointment target.
3.15	WSoA/SIB	Speech, Language and Communication Needs (SLCN): Improve access to universal, targeted and specialist support for CYP with a SLC need in BCP and make it sustainable for the future. Jointly commissioning, designing and adopting the balanced system for a SCLN pathway that meets the needs of CYP Implement the Speech and Language Therapy (SALT) service transformation plan to cover: Cross Cutting support for delivery of all workstreams: Family Support Identification Intervention Workforce development Develop key performance indicators which enable the system to effectively assess the impact of changes	Sam Best – Principal Lead, Strategic Commissioning (NHSD)	30/06/24 31/12/24		Intelligence and data enable earlier identification of speech and language needs Services are commissioned in an integrated way Identification, assessment and support for speech and language needs is timely and at the right level of required intensity Increased inclusion in mainstream schools Improved school attendance for CYP with SCLN All staff, including the wider workforce feel adequately trained and skilled to deliver the new model of care. CYP, parents, carers and staff can access evidence-based resources to meet identified needs	Revised metrics have been agreed by NHS Dorset, both Local authorities and Dorset Healthcare. It is anticipated that we will begin to receive data by the end of September, and a fuller data set in January 2025. The proposed timeframe acknowledges the time required by the provider to develop the new builds required via SystemOne to capture some of the new data sets.	Speech and language therapy data at BCP place indicates that for the month of June 24, 18 referrals were received and 80% of children waited less than 18 weeks (RTT).
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	Awaiting formal decision from ICB governance routes.	
3.17	WSoA/NHS England initiative	Local Area implementation of the Partnership for Inclusion of Neurodiversity in Schools (PINS) project ending March 2025. The project aims to test a new whole school approach model for supporting inclusion and positive outcomes in	Emma Moggeridge. Programme Lead NHS Dorset	31/03/25		Reduction in School Exclusion Rates Workforce satisfaction rates Parent and Care experience	The focus of work includes thematic analysis of the self-assessments received from schools. A parent survey and newsletters have been circulated. There has also been recruitment and onboarding of new schools. The forward plan includes continuation of self-assessments and	.

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
		schools whilst strengthening partnerships between parents, carers, and schools.					commencement of parent carer forum roles in September 2025.	
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	Head of SEND, Assessment and Review	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. Analysis complete. Conversations with a sample of parents taken place. No distinct patterns of reasons for requests seen. The following documents are saved in SEND Service Monitoring Teams site ✓ School and Geographical Analysis of EHCNA requests Sept 23 –May 2024 ✓ EHCNA requests and Parental Requests Trend Analysis – June 2022 –June 2024 ✓ EHCNA trend analysis incl parental requests across the Southwest Region -September 2023 -March 2024 ✓ Southwest Benchmarking Report Q2 2023 –2024 Change to Scorecard breakdown from September 2024 into age phases to align with PODS post SEND re-structure (KC to liaise with Jane Robinson) Parental requests peaked at over 50% in January 2024 and since then are relatively stable around 24% of the total number of requests. Stat neighbour and national data requested from MIT	Scorecard demonstrates a positive reduction over a number of months though slight rise in May June – potential to move to BAU in review of plan to monitor request data through normal performance cycle in PODs
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 Operational Manager	31/07/24	↔	Support parent/carers in interacting with C&YP in the home. Increase parental confidence in interacting with children in the home.	SEND Activity Sacks resources have been developed and resources are currently being ordered for roll out in September 2024. Resources have been ordered. Meeting set with Pippa Emmerson to review roll out plans for activity sacks and sensory places.	

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	4016	4096	4223	4321	4138	4190				n/a	389,171
% of EHCPs in Mainstream	▲	47.0%	46.5%	46.1%	46.6%	46.0%	46.4%	47.0%	47.0%	49%	48%				41%	43.3%

	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	Avail July 24							7.78 (rate)
No. of Suspensions – SEN Support	▼	-	888	1138	Avail July 24							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	4	6	7						1 (0.10)
No. of Exclusions – SEN Support	▼	HT 1-3 = 29										
No of pupils in AP (reg and unreg)	▼	574	496	472	558	624					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	119	111					n/a	n/a

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	Head of SEND, Strategic	31/11/24		Graduated Response setting and parent/carers surveys indicate successful implementation of assess/plan/do/review cycle. Reduction in requests for EHCNA Increase in C&YP at SEND support Health advice and multi-agency audits to continue to evidence pathways are consistently followed, providing the right support at the right	Existing actions promoting the graduated response are continuing. Health update - 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. 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.	SEN Support statistic is not increasing

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
						time	Audits of health advice within Education Health and 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. EP Padlets to be reviewed and combined to form an online dynamic graduated approach which will be updated and maintained through relevant and credible advice.	
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.	Head of SEND Strategic/Mary Diffey Head of SEND, Assessment and Review Schools Bedford SLIP	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 March 24 with Over 100 attendees at points. Planning meeting 10/6/24 (KC TS JN CL) SEND forum in person scheduled 18th September. Following evaluation /feedback consideration of future formats (last feedback positive) New format working positively	July SENCo Forum - 4.8/5 satisfaction rate feedback on content and delivery. Sept 24 SENCo Forum - 4.9/5 satisfaction rate over 100 attendees in person
4.3	Local Authority Senior Management Team Action	Review potential for 5-19 SENCos to support education settings.	Chris Lee	31/07/24		Increase in primary school settings supporting EHCP pupils. Increase in primary school settings supporting children at SEND support Reduction in EHCNAs	Scoped Area SENCo Model (Inclusion Fund) proposal sent to Director Ed&Skills for consideration. This is included in our inclusion fund discussions and utilisation of funds. Feedback from Education Conference positive over use of this model to support schools. Further meetings over use of Inclusion Fund scheduled across July ready for final sharing with schools in September. Going to next Schools Forum start November for final approval – Innovation Fund.	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
4.4	WSoA	Way forward meetings established working with schools and PCT and PCF	Head of SEND Strategic	31/06/24		System in place following 'no to assess/no to issue' decision Reduction in number of mediation requests for not to assess/no to issue	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. QA of no to assess and complaints has occurred with Bedford SLIP. The restructure has identified dedicated support to this work and stage of the process.	18 appeals in May with 6 already lodged by the same date last month. June we have only received one new appeal correct as of the 7th June 7 settled appeals prior to tribunal in July Rise in early dispute resolution meetings opposed to formalised mediations, resolving cases earlier for families.
4.5	WSoA	Implement the Inclusion Quality Mark (IQM) across the BCP region with engagement from at least 60% of settings.	Bedford SLIP/Head of SEND, Strategic	30/03/25		Pupil wellbeing measure demonstrates good improvement annually. Reduction in suspensions and permanent exclusions. Increase in EHCP numbers in mainstream settings Inclusion circles launched with 80% attendance	EPS facilitated Inclusion Circles in place – 50 schools committed to engage. Implementation plan and design is being reviewed by Bedford SLIP following March24 meeting with SM IQM is being redeveloped to be used within a robust traded offer, launch at Education Conference with implementation from September 24	
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.	Head of SEND, Strategic	31/09/24		Pathway and Process mapped and shared with Schools. Reduction in number of children exhibiting EBSA	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. Date extended due to focus on embedding restructure Multi-agency Workshops to agree levels of Pathway to be held end June/start July with a focus on Assessment and Early Intervention followed by case studies and voice of the child	
4.7	Strategic Direction/ Local Authority Senior Management Team Action	Develop a targeted 0-25 SEND System Workforce Development Plan Workforce development to empower, upskill and enable	Head of SEND, Strategic/ Head of SEND, Assessment and Review	31/12/24		There is a stable and knowledgeable workforce, professionals and providers feel confident to meet CYP needs. Leading to improved CYP parent carer experience and increased satisfaction	Working Group with SEND Team Scheduled in March 24 to discuss training gaps, needs and existing material. SM working with SLT across Childrens Services through Development and Complaint reviews,	Secondary phase and post 16 pod training plans complete and will be delivered and evaluated in Oct-Nov.

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
		practitioners to improve outcomes for CYP with SEND				Professionals know where additional expertise can be accessed, leading to improved outcomes The local area meets the SEND statutory duties as set out in the SEND code of practice and SEND regulations Improved implementation of Graduated Response and reduction in requests for EHCNA Reduction in permanent exclusions Reduction in EHCP	SEND everyone's business, QAF, Cross Training, integrated approach. Initial Plan in place, detailed plan under production and linking to delivering SEND Team Restructure. Interviews within the restructure have highlighted individualised needs and whole team workforce development Officer standards in place which will deliver a baseline audit of officer skills and knowledge. Workforce Development Plan to be based on baseline audit. Workforce Development Plan to be linked to new roles within the SEND Restructure.	
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 collaboration with partners. Links to CYP public health services commissioned by Public Health Dorset and providers of Health visiting services & the Healthy Child Programme.	Jeanette Yorke Early Years Operational Manager / Mary Diffey – Head of SEND, Assessment and Review/Julia Coleman Education Improvement Team. Sam Crowe – Public Health	30/06/24 30/06/24		Reduce spikes of EHNCA post assessment Request for assessment will reduce in Year R, 6 and 11 Reduction in requests for specialist placements More EHCP children remain in mainstream at secondary school transition	Early Years Transition Charter to be relaunched Sep 2024 and discussions to take place on whether this can be extended to other Key Stages. There is an educational group of leaders who have identified and implemented Y6-7 transitions to improve data & intelligence sharing points and dates to improve pupil & parent experience. Use of Y7/8 transition agreed form to develop a SEND transition form for other transitions and in setting movement. EY/School transition co-production workshops to be set up to review term 'school readiness' and support provided with transitions ensuring understanding of transitions for neuro divergent children. Transition Strategy to be updated and reviewed in line with new theme of 'Belonging.' Group discussion scheduled for Headteachers Forum regarding late requests in EHCNA for phase transfers and reason behind this and potential solutions.	EY-Reception transition events through May and June. Year 6-7 Transition day agreed as last Friday of June in BCP and East Dorset and completed as agreed. 88% of primaries and 100% of BCP secondary phase took part in transition events hosted at secondaries in May and June 2024. All primaries shared their data in the agreed window on a co-produced data and intelligence sharing form. This replaced 8 forms previously used by secondary phase. Even better if; schools met with health, SENDIass and PH Dorset to look at deeper transitions for SEND CYP at workshops

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
								in June. Proposals will be shared before the end of term for action in 2024/25. EY-Primary Phase Belonging Conference working group established to deliver co-produced neuro-diverse transition and welcoming strategy for February 8 th 2025
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 support transition at the earliest point.	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 meetings in place to monitor closely. To link with SENDiass regarding support for families. Launch of Dingley's Promise Assessment centre to support transition to Providers and Schools.	Baseline - 37 children delayed entry for 2023 Sep start. Awaiting comparison data for 2024. Children with an EHCP x5 delayed entry Fortnightly link meetings with Early Years Operational Manager and SENDiass Manager .
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 – Head of SEND, Assessment and Review/Head of SEND, Strategic	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 SENCO Forum - July 24 Agenda coproduced for September. In person event held. Extremely well attended	4.8/5 satisfaction from March 24 SEND Forum for: - content - delivery 75 people booked on for September 4.9/5 satisfaction rate following SEND Forum on 18 September with over 100 attendees
4.11	Local Authority Senior Management Team Action	Carry out a full review of Outreach Offer and agree a way forward including future pilots.	Head of SEND, Strategic	31/03/25		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. Workshop 2 looked at the development of the outreach, peer to peer models and utilisation of the inclusion fund. Shared good practise from other LAs and future model adoption	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							Renewal of special school contracts for another year is being commissioned Workshop 3 held 21/06/24. Inclusion fund proposals to be shared with HTs 19/09/24 including use of portion of funds to support Outreach development. Final sessions to then be held to agree with providers on outreach, in-reach and training model to be implemented.	
4.12	Local Authority Senior Management Team Action	Review and understand the data for Schools Inclusion and Performance regarding Inclusion and Exclusion activity.	Chris Lee Interim Head of Inclusion.	30/4/25	↑	Clear report for BCP Place shared with Schools, SIB and DfE/NHSE. Action plan developed with School Inclusion and SEND service.	EIT team trained in access to attendance and inclusion dashboard 16/5 and new whole education destination dashboard is being built to look at improvement, outcomes, destinations and inclusion together. Trial on one trust and 3 standalones complete by 4/6/24 Restructured reporting system for ESPAG now in place with greater detail of drill down into school data, allowing identification of schools of concern that may require further support or challenge.	Incorporated feedback from Education Conference into AP/SEND Strategy and plan being prepared for SLT. Jessica Juon led 3 workshops at EC. This action has moved to BAU Information Sharing Agreement sent out to schools (and amended).
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 /Chris Lee – Interim Head of School Inclusion/Performance Manager, Ed & Skills	31/03/25	↑	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. Attendance team using collated data to target support to schools with high levels of persistent and severe absence. Target to initiate greater transparency of school data sharing between schools from September 2024 and to frame partnership discussions moving forwards based on this shared data. Plans in place to develop new data sharing agreement between schools and LA. New analyst has had first meeting with the EIT in July Data sharing currently being implemented and signed up to by	Data dashboard underway and being built to inform commissioning & ongoing QAF. Staff training underway to ensure this is sustainable and current. New analyst being employed to complete the work. Most recent comparison data for year on year attendance for pupils with SEND for half terms 1 and 2 show a decrease in the % of persistent absence from 2022-23 to 2023-24 from 33% to 29.4% for pupils on SEN support and from 37.9% to 37.1% for pupils with an EHCP.

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							schools. Once this is in place – this action will move to BAU	
4.14	Local Authority Senior Management Team Action	Review School Monitoring arrangements as they relate to inclusion and SEND.	Chris Lee - Interim Head of School Inclusion	10/5/24	↑	Clear process in place Reduction in PTT, PEX Increase in Mainstream EHCP	School data and reporting system amended for reporting to ESPAG for monitoring of schools of concern in relation to Inclusion data indicators. First ESPAG with new format of report to take place 20.06.24. This will identify outlying schools and enable prioritisation of engagement, challenge and support. Specific school follow up with Inclusion and EIT working together to support and challenge. This work will be incorporated into the EIB in the Autumn Term. New ESPAG reporting system in place and first meeting occurred 20.06.24. Second meeting to take place 18.07.24. Schools of concern identified for further contact to be made to explore data with them. Schools of concern discussed monthly by ESM and reported on by EIT. Interventions scheduled for all maintained schools starting with school governance reviews September-October 2024	Targeted joint visits to 3 trust schools commissioned by Monthly Monitoring meetings increased capacity to avoid exclusion and improve attendance. Data sharing agreement signed off by legal team in BCP for distribution and sign off .
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	Draft now completed by working group and with CL for review before socialisation at Education Conference 27.06.24 Policy on a page socialised at EC on 27.06.24. Feedback captured. All strategies to be finalised ready for launch in Autumn term. Final draft being signed off by PCT, finalised and shared before the end of October both Education Neglect Policy and Attendance Strategy	
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.	Internal School Inclusion Service Improvement Plan complete and in place. Inclusion/Belonging Strategy now being drafted for socialisation at Education Conference 27.06.24	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							Inclusion/Belonging Strategy on a page socialised at EC on 27.06.24 and feedback received. All strategies to be finalised ready for launch in Autumn Term. Final draft being signed off by PCT, finalised and shared before the end of October	
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.	Further IYFAP attended. Proposed new process socialised at EC 27.06.24. Feedback received and being collated. Formal consultation for new process to be launched with schools prior to October half term.	
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	First revised ESPAG report considered on 19.06.24. Next meeting on 18.07.24. Schools identified for further conversation and support. Exclusions and Suspensions tracked for EHCPs and SEN Support C&YP	To this point in the academic year school exclusions are down from 104 at end May 2022-23 to 82 at end May 2023-24. Reduction in Exclusions Sept 24 – 6, Sept 23 - 10

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%	61.3%	65.9%	70.4%	92.4%	100%	94.4%				95%	49.2%
% of new EHCPs issued with 20 weeks (excluding backlog)	▲					93.9%	93.3%	92.6%	100%	100%	95.8%				100%	n/a
Number of EHC plans not completed and waiting over 20 weeks (exc. Assessments after Tribunal or Appeal)	▼	183	137	139	110	60	33	6	0	0	3				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%	88.3%	94.5%	85.5%	89.2%	93.6%	78.8%				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%	92.6%	91.1%	85.8%	79.8%	86.1%	70.1%				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%	30.4%	47.3%	11.3%	55%	80%	83.6%				100%	n/a
No. of annual reviews not finalised (meeting held but not processed - backlog)	▼	1404	1359	1216	1030	1037	1143	658	769	875	1038				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		90% audits are ‘good’ Multi-agency partnership systems in place to understand the experiences of our children and young people. Service level reports to inform service engagement in supporting the EHCNA needs assessment process and AR requests Health advice audits demonstrate high quality health advice Families feel and report that services are working effectively together and communicating effectively across agencies C&YP, parents and carers views and wishes are	QAF in development Bedford SLIP support scoped. First multi-agency audit cycle completed	This action has been amalgamated with 2.6 as it was a duplicate -RG /KC 04.06.24 – Discussed and agreed with SM May 2024

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
						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	Head of SEND, Strategic	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. Plan to be revisited in view of some staffing changes. Current Local Offer is a concern and capacity to make improvements is a risk. A compliance audit to be completed in June with a view to develop external support for codesign and relaunch Autumn 2024.	Local Offer has a free stall purchased for the Careers & Apprenticeship Show on March 18 th 2025. EIT will train SEND staff and work with Parents and Carers to have a presence for them at the evening event.
5.3	WSoA	Co-produce a new model of care for neurodevelopmental disorders (all age) to meet jointly agreed critical success factors: • Ensure access to timely pre and post assessment support • Ensure suitable support is available across the whole life course and not constrained to diagnosis or service specific diagnostic criteria • Provide information about neurodiversity and our local offer in a trusted online resource • Enables timely access to diagnostic assessment were indicated • Enables support and training for the workforce to be able to confidently support people with autism	Elaine Hurll – Head of CYP, MH, Autism and LD, NHS Dorset	Options for new model confirmed: Information Assessment Support Training confirmed by Dec 2023 Business Case for identified new investment approved by October 2024		Identification, assessment and support is timely and appropriate to the level and type of need Increased inclusion and school attendance rates in mainstream schools CYP and families report a positive experience of care	Work around the new neurodevelopment model continues. This includes the website, for information including self-management. The website will also include a tool to support a guided conversation around need (profiling tool), The model includes a triage and assessment diagnostic hub which ensures getting help and more help is available when needed. Some elements of the model can be implemented at faster pace. The intention is to commission the following: • The Decision Support Tool (Profiling tool). Aim to operationalise Jan 2025 • The Keyworker Service. Aim to mobilise proof of concept Jan 2025 • The Dynamic Support Register. Aim to implement March 2025 • Assessment Hub. Details to follow A recovery plan is being developed to address the waiting list backlog within the acute hospitals. NHS Dorset would like to offer a range of suitable alternative providers for ADHD and Autism Assessments and therefore will be setting up a Patient Choice Framework in relation to these. Aim to have the framework in place by Oct 2024	The recently launched neurodiversity hub continues to be widely accessed in Dorset and BCP. For the period of 1 st June – 31 st July 2024 over 6000 people visited the site in that time.

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							A wider business case that addresses the continued funding required and need to commission an integrated assessment and diagnosis hub is under development.	
5.4	DfE Strategic Direction	Remove Education Health Care Needs Assessments (EHCNA) Backlog	Mary Diffey – Head of SEND, Assessment and Review	31/03/24		<10 older than 24 weeks in the system.	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 Our last report from Skylakes was received 7/6 and therefore are planned to clear original backlog by late June	EHCNAs below 20 weeks now sits at 90% of all assessments. As of 23 July, the EP report was received for the last remaining backlog EHCNA which will now be progressed by the SEND CO. No outstanding EHCPs in the backlog
5.5	DfE Strategic Direction	Remove Annual Review Backlog and implement annual cycle for delivery of Annual Reviews	Mary Diffey – Head of SEND, Assessment and Review	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 agencies are invited to contribute or attend AR is extended across agencies 95% schools submit ARs on time 95% plans amended within 2 weeks	Annual review backlog now 98 pre to September 2023 Working group initiated to review annual review and phase review process from start to end using parent carer feedback and the QA lived experience surveys 4 FTE COs were assigned to investigate and action 776 CYP with overdue Annual reviews, missing paperwork collation or where annual reviews have not been held at all by the setting on the 14th May. As of 23rd May we have decreased this number by 11% to 690. As of 7th June this number is now down to 525 SEND providing additional capacity to BSO to clear outstanding AR e mails whilst BSO embed KPIs which include AR timeliness. Weekly meeting between BSO and SEND Managers to focus on upcoming ARs due. New KPIs identified for BSO which include progressing of 4 week and 12 week AR deadlines Weekly meetings between SEND managers and COs with AR backlogs to prioritise ARs	All backlog ARs now addressed. Working to catch up on 525 in year backlog. New Annual Review report launched with SEND team enabling Case Officers to better monitor the statutory deadlines for their annual reviews and to prioritise according to priority groups (EG vulnerable cohorts)

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
5.6	DfE Strategic Direction	Improve EHCNA Timeliness for 6 week Decision to Assess	Mary Diffey – Head of SEND, Assessment and Review	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 embedded will need refining.	100% of decisions are being made within 6 weeks or less.
5.7	DfE Strategic Direction	Improve EHCNA Timeliness for 20 Week plans Issued on time	Mary Diffey – Head of SEND, Assessment and Review	31/03/24		KPIs detailed on SEND Scorecard 90% EHCPs issued on time	Significant improvements in data being reported. April data reporting 61.3% timeliness for 20 week delivery (National 22/23 49.2%), this is a significant improvement – excluding the backlog the 20wk timeliness figure equates to 93.9%.	If considering only the new EHCNAs, timeliness is consistently 90% or higher and the average number of weeks at point of final is consistently below 20 which demonstrates that BAU processes are working effectively overall Inclusive of backlog our figure is 76%, an increase from April and excluding exceptions is 93.3% At the end of June 2024 timeliness excluding backlog was 92.6% 20 week timeliness removing exceptions is 100% in September
5.8	DfE Strategic Direction	Improve the process for EHCNA Decision Making	Mary Diffey – Head of SEND, Assessment and Review	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. Bedford SLIP has dip sampled decisions being made in March and April and May, with an improvement to be seen.	In May SLIP queried 3 decisions out of 10 , meaning an improvement overall on consistency in decision making from April which was 3 in 5 decisions. June decisions were evaluated at being legally appropriate 3/5 – stable progression July decisions were evaluated as follows: Initiate panel – 85% agreement as legally compliant decision making

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
								SEND panel – 90% agreement as legally compliant.
5.9	DfE Strategic Direction	Improve timeliness of Statutory Advice delivery for Educational Psychology Service	Head of SEND, Strategic	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. Linked to 8.4 and new advice process SEND and EPS that the Initiate Panel chair will indicate if it is necessary for the EPS to be involved in an EHCNA. If the request contains evidence of an EP report that can be used to appropriately inform an EHCNA (i.e., within 12 months and contains outcomes/provision), SEND will not request a further EP assessment for that cyp. This has been in practice for the last fortnight and will support efficient use of EP resource and reduce delay. EP advice targets difficult to achieve with reduction in staff. EP service impacted by national recruitment and retention issues. EP model currently is for full advice for every child, however alternative delivery models are in development and have been costed. Link with Bedford and Sandwell who deliver alternative methods of statutory assessment. Model confirmed as deliverable. EP to begin short and verbal advice from 1st Sept. Time exemptions agreed with SLIP and applied for summer holidays.	89.2% of advice requested for July was received on time
5.10	DfE Strategic Direction	Improve current delays in Statutory Advice supporting the EHCNA process (Social Care, Education Psychology Service and Health)	Mary Diffey – Head of SEND, Assessment and Review	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. From end of July, DCO to pilot providing a health summary for c/yp under EHCNA without a named health professional or on a health waiting list. Regular reporting and data cleansing with the local authority and health providers will continue to address the improvement required. Despite KPI report now pulling through	Average health timeliness in July 2024 was 79.8% Performance range for health timeliness was between 73% and 91% for the month of July 2024

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							all EHCNA workflows, figures for CSC Stat Advice have not improved. Direction was given by Cathi Hadley this Tuesday, 28 May, for CSC to add EHCNA Stat Advice to its performance monitoring moving forward Data analyst working with Care Advice Co-Ordinator in the SEND Team to refine reporting process to CSC teams w/c 1 Jul. This information will be included in CSC monthly dashboard and will provide one accurate version of the data.	
5.11	DfE Strategic Direction	Remove Statutory Advice Backlog in Education Psychology Service	Bedford SLIP Head of SEND, Strategic	31/04/24	↑	Backlog removed by end of March	Due to Skylakes inability to deliver as per contractual terms, this was delayed Contracted Liquid who are responding at pace All backlog assessments allocated to EPs New process for EPS requesting advice is proving to be successful.	All backlog EHCNAs will be finalised by the end of June Backlog now completed.
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	↑	New structure in place Plan agreed with DCS/HR Vacancy Level improves (baseline in KPIs) Agency Level declines (baseline in KPIs) Stability indicator improves	Structure agreed and within financial and HR sign off. New JDs with HR for JE Planned rollout May 24, linked to wider Children's Services Delivery model. Due to delays in consultation -	Structure launched. Close date for consultation process 18th July 2024.
5.13	Local Authority Senior Management Team Action	Develop technical legal knowledge and skills base of Case Officers and other associated roles	Mary Diffey – Head of SEND, Assessment and Review / Bedford SLIP	31/10/24	↑	Case Officer induction programme with appropriate sign-off mechanism from ATM BSO induction programme Workforce development role included in SEND structure All staff attended IPSEA Level 1 and 2 SEND Law and completed associated modules within 3 months of starting the role	IPSEA Training being organised for any new staff who have not undertaken the training. Induction Programme being reviewed by Team Manager to ensure these skills are covered. Bedford SLIP support discussed via RAP - Baseline on technical competency completed March24 - Supervision training for TMs March24 completed - Mentoring in SEND , pupil place planning - Training on roles and responsibilities scheduled in May24 for Team managers, officers and business support - New managerial templates for tracking, monitoring and strategic report writing	Improved competency in strategic report writing evidenced in weekly group chaired by the director. Evidence leading to us being a data led team, looking at POD dashboard data Level 1 IPSEA training delivered to all SEND staff who have not already completed it on 16 July 2024 and Level 2 scheduled.

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							- Coaching of case officers to develop caseload focus for vulnerable cohorts - Our roles and responsibilities on the HNB - Our roles and responsibilities in continuing AP. IPSEA Level 1 scheduled for 16 July for anyone in the SEND service who has not already completed.	
5.14	Local Authority Senior Management Team Action	Ensure SENDIASS is resourced and organised to deliver a good service to parents	Jo Fry – Children’s Rights and Engagement Manager	01/06/24	↓	Review of current SENDIAS throughput Report for development of service.	Commissioning – position statement sent to LA and health for decision on future. Briefing being drafted for BCP CS SLT about future options for the service. Minimum standard not being met – discussions in place with Health. Diagnostic completed and being presented to the board. Next steps being progressed.	
5.15	Local Authority Senior Management Team Action	Develop integrated Pathway with CHAD team	Aleksandra Zabielska/ - CHAD Service Manager Mary Diffey – Head of SEND, Assessment and Review	30/06/24	↑	Pathway and all policies understood by all staff in SEND and CHAD and parents/carers	Bedford SLIP has engaged with the CHAD service who are undertaking a review of their pathways and processes. Further work will continue into July to identify case studies for CYP who would meet threshold but have been previously not accepted Meeting between MD/AZ and Bedford SLIP and action agreed for AZ re. Thresholds.	Case study being explored and looking at thresholds which will positively affect a number of children by September 2024
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	31/07/24	↑	Pathway documented and in place. All SEND staff are aware of and use the process. 100% 6-day timeliness met	School Inclusion Improvement Plan in place and AP Improvement Plan in place. Both now contain actions in relation to this that see a timeline through to end July 2024 for implementation. Recommend extending timeline to end July 2024 for this action. Final elements of 6 day provision being implemented by SI Operational manager and commissioning to ensure ICT equipment available for pupils to access 6 day offer. Commissioning process refined to use 1 provider for initial 6 day provision to remove delays in arranging provision for	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							CYP who have been PEX. To be in place from w/c 09/09/24. 6 day provision in place. Initial mapping mtg, follow up week beg 7/10, to be finalised by end Pct 24	
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	31/7/24	↑	All schools signed up to share data with LA Data allows identification of: • C&YP on a PTT and why • C&YP who are on roll at a school and accessing AP • C&YP on a managed move • C&YP accessing work provided by school at home	Diagnostic underway, report due end March 24. Action now part of School Inclusion Improvement Plan. Data systems under review and work underway to ensure dataset will be fit for purpose for information required. Recommend extension of date to 31/07/24. 100% of schools to be signed up by end of Summer Term. 2 schools remain for sign up and are actively being chased for sign up before the end of Summer Term.	100% schools signed for automatic import of attendance data. Part time timetable tracking significantly improved. Action to move to BAU
5.18	Local Authority Senior Management Team Action	Incorporate analysis of Appeals and Mediations to inform continuous improvement	Mary Diffey Head of SEND, Assessment and Review	31/03/24	↑	Annual report of Appeals/Mediations Annual report of complaints Targeted workforce development plan aligned to trends Feedback to partners and families on Local Offer	This has been reviewed, SEND restructure creates improved response. 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. New commissioning arrangements for legal support for those appeals requiring counsel. Appeals annual report due end of July.	IPSEA Level 1 training scheduled for 16 July
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. Process to include both way moves – i.e. move in and out of area.	Mary Diffey Head of SEND, Assessment and Review	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 an EHCP	Movers in and out process finalised and launched with SEND Team. Will also be presented at next whole SEND team meeting.	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
						accessing AP within 2 weeks of moving 100% CiC moving out of borough with an EHCP to be placed in suitable setting within 4 weeks of moving		
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	Beverley Clarke – SEND Strategic	30/06/24	↑	Reduced number of appeals conceded before tribunal Increased success at appeals Appropriate capacity to deal with demand	Only received 1 new appeal in June (by 7 th June), same time last month we had received 12. Commissioning engaged, we will be looking to tender during the summer for a provider.	A pupil was named a local mainstream SRP provision in agreement with parents, opposed to the preference of an independent specialist on the 3 rd June – cost saving of £45k per annum, and travel time down from 55mins to 10 mins.
5.21	Local Authority Senior Management Team Action /WSoA	Mobilise Contract for Specialist Equipment and sign off new Policy	Mary Diffey - Head of Assessment and Review / Sarah Langdale Head of Strategic Commissioning	01/09/24	↔	Commissioning engaged and driving behaviour change in new contract usage New Policy in place and used	Confirmed no Accessibility Policy within BCP. Draft policy reviewed by Bedford SLIP, Commissioning, legal and presented to Children's SLT for sign off. Move to operational implementation with clear communication to parents / carers and schools required within Q3.	
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	31/12/24	↔	CYP and families receive a positive experience of care Increased school attendance rates Reduced exclusions from school	The development and behaviour referral pack and guidance for professionals has been updated and circulated with our local area partnership. Focussed work on the school age pathway with SENCos is progressing and co-produced communication has been circulated in response to feedback raised via the Development and Behaviour group. The D&B group continues to be a direct co-dependency of the Neurodevelopment review work. The D&B group continues to meet on a quarterly basis and channels are in place to raise issues sooner if required. We are a direct co-dependency of the transformative work for CYP MH and ND modelling and will be updating our pathway in parallel with changes as they are introduced	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
5.23	SLIP	Workforce development – Bedford SLIP training to SEND case officers and Managers	Tia Sohi – Bedford SLIP	30/09/24		All members will have attended training on their statutory duties and decision-making processes.	Workforce survey undertaken Workforce analysis shared with Bedford SLIP, plan being developed In situ coaching and mentoring taking place. Full plan to be in place after restructure implemented (November 2024)	
5.24	Local Authority Senior Management Team Action	Rollout of Synergy Case Management System	Mary Diffey - Head of Assessment and Review Jane Trevett Service Analytics Manager	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 and aligned to system structure. Plans underway for implementation in May 25.	
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 Operational Manager	31/05/24		More appropriate EHCNAs being initiated from EY settings.	New draft SEND Assessment to be reviewed. Liaising with Dingley's Promise regarding national approach. New arrangements in place for Providers to request for SEND funding based on holistic approach. Weekly panel held to support applications with new monitoring systems in place. BCP Nursery is support research thesis to develop new Inclusive toolkit enabling to view inclusivity of provider from the lens of the child.	Utilising new assessment in early years based on DfE Dingley's Promise tool. There were 145 EHCPs finalised within 2023-2024 academic year, with 8 declines (94.77% completion rate). Of the 8 declines, 3 have successfully gone through appeal and been issued a final plan, which brings the completion rate to 98%. Summer 2024 completed 100% assessments within 20-week timeframe.
5.26	Local Authority Senior Management Team	Develop clear process between SEND and Social Care teams to ensure smooth pathways between services. (Links 1.11 8.17 5.15)	Karen Chester – SEND Service Manager	30/06/24		Clear documented pathway in place Parents/carers feedback more positive on SEND Survey	Case study scoped with parent of 23-year-old highlighting key issues Meeting with ASC and CSC June 2023 to scope /map current pathways Joint Practice Learning week 21st - 25/10/24 with CHAD (part of QA ops work) to understand /evaluate /improve the work and links /pathways. Initial planning meeting btwn SC and QA Team 26/6/24. Second meeting held August 24	Interim PfA Team have attended four meetings. Now handed over to Post 16 SEND Team Manager for future attendance
5.27	DfE Monitoring Meeting/Local Authority Senior Management Team	Develop clear process for those children and young people who have unidentified health needs	Mary Diffey – Head of SEND, Assessment and Review /Sam Best –	30/9/24		Clear documented pathway in place Detailed responses from health for all children and	Secure access for DCO to the Electronic Patient Records via Dorset Healthcare has been granted (CM & HDJ)	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
			Principal Lead, Strategic Commissioning, NHSD			young people who are open are on a health pathway and waiting for a health pathway	SEND and DCO team have agreed a pilot with DCO team completing health review for c/yp under EHCNA without health contact. Process and consent form under development with view to trial first few cases by end of July.	

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%	56.2%	56.2%	48.89	44.68%	43.14%	42.31%	42.31%	38.5%				100%	n/a
No. of permanent qualified Educational Psychologists in post (FTE)	▲	13	13.4	12.4	12.4	12.4	12.1	12.1	12.1	12.1	10.6				n/a	n/a
No. of Looked After Children with an EHCP	▼	136	137	137	140	136	133	139	138	144	148				n/a	n/a
No of children in mainstream (or AP) waiting for specialist placement	▼	TBC	TBC	159	250	216	223	225	236	244	143				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 Work underway and on track	
6.2	Education & Skills Diagnostic	Develop and Launch a SEND Sufficiency Strategy	Tanya Smith, Head of Place Planning, Admissions & Capital	31/08/24	▲	Strategy in place Termly update to SIB	Draft SEND sufficiency strategy produced by commercially public. Further development by Bedford SLIP, TS and SEND underway ensuring development of linked AP strategy. Updated SEND projection scenarios are in development to reflect current activity/front door experience. Schools and PCF/T – work underway	A first draft of a 2 year SEND Sufficiency Strategy is complete. SEND Projections compiled for statutory school age range as part of annual SCAP return.
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	Sarah Langdale – Head of Commissioning / David Freeman - Chief Commissioning Officer – NHS Dorset	31/8/24	▲	Will ensure a strong universal offer which aligns with early identification and early advice and support. Commissioning decisions are effective and resource is targeted to area of need Co-produced Joint commissioning arrangements deliver place priorities Population need is met effectively and at pace. There is a reduction of	Health Update - There is progression towards a secondment for a joint commissioning/planning role from NHS Dorset BCP place team into the local authority. There are additional conversations planned around the alignment of the transformation work and how this links into a joint commissioning plan. Commissioning Update: Joint SEND Commissioning Strategy - SL will discuss with KS / SM to seek clarification and agreement on how to move forward.	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
						inefficient use resources and duplication. There is a skilled and sustainable workforce through joint commissioning	Sufficiency and commissioning intentions based on JSNA – SL will make links with HoS for Pupil Place Planning who is leading on future projections. Consideration of how this data will link to the development of Short Breaks services.	
6.4	Education and Skills Diagnostic	Review of Policy and Pathway for Medical Provision ensure SEND needs are met	Chloe Morley - DCO, SEND, NHS Dorset Bedford SLIP	30/09/24		Policy in place Pathway agreed Improvement areas identified in sufficiency strategy Outcomes are improved for children and young people	A second workshop has been held with stakeholders to focus on nursing provision in special schools. The workshops shaped summary paper to the Joint Commissioning Board July 24. Next steps include writing a detailed business case and includes sharing practice/policy from Dorset to inform current funding arrangements and procedures when CYP have health needs but do not require SEN/EHCP support. The task and finish medical needs in schools group continues to meet on a quarterly basis with a focus on workforce development that includes supporting medical needs in schools' guidance and the graduated approach.	
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 Reduced number of children in unregistered AP Total AP use reduces Clear QA process in place around providers Parent Carer groups are involved in workshops	Linked to wider AP Improvement work. Strategy in production and on target for timelines 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. AP Improvement Plan in place and draft of AP strategy to be incorporated with SEND Strategy to ensure 1 holistic Strategy. To be ready for socialisation at Education Conference 27.06.24 SEND/AP Strategy on a page socialised at EC 27.06.24 and feedback received. Final version of Strategy to be ready for roll-out in Autumn Term. Final roll out by end Oct 24	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
6.6	Education and Skills Diagnostic	Develop and implement an Alternative Provision (AP) Commissioning Strategy	Sarah Langdale – Head of Commissioning	31/03/24		Strategy in place Reduction in use of non-registered AP	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 will 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.	Sarah Langdale – Head of Commissioning	31/12/24		Short Breaks statement updated on Local Offer Sufficient and successful short breaks service in place	Short Breaks Position Statement and Exec Summary has been produced. Provides an overarching summary of all internal and commissioned services. Signed off at SEND QPIB and Children's Services SLT – July 2024. Draft 'Action Plan' produced / Terms of Reference for the Co-Production Implementation Group have been produced. Q3 – Dedicated Commissioning lead has been identified. Co-production Group / Workstream Group leads identified will both will become operational. Regular reporting on progress via SEND Governance.	
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. The timeframe for this work to be achieved will be within Quarter 2 and Quarter 3 24/25. We are still working to this ambition and working our way through the funding transfer mechanisms with local authority partners	
6.9	Local Authority Senior Management Team Action	Jointly review demand for Mental Health Support for schools, EBSA and SEMH (4.9 KT). Determine gaps in service provision and how schools are making use of these offers and identify impact on	Julia Coleman Head of EI/ Chloe Morley – DCO – NHS Dorset/ Schools (Link to	30/09/24		Gaps identified Schools use of service and impact monitored Improved outcomes for children and young people	Draft audit is underway (for schools) and data shared by Outreach teams.	See work on educational transitions. Joint workshop with PH Dorset, NHS, SEND and Education underway.

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
		outcomes and engagement in learning	MH Transformation)					
6.10	Local Authority Senior Management Team Action	Jointly Review Tier 4 complex case pathway and ability to meet need	Sarah Langdale – Head of Strategic Commissioning - LA /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.	BCP Update Cohort identified (to aid learning) – mapping of pathway into and out of Pebble Lodge has commenced. Priority is to identify missed opportunities and or service needs. Young People with ‘eating disorders’ have been identified as an anomaly in terms of identification. Consider the need to link with priority 7.15 to avoid duplication – being worked on with outcome by end Sept 2024 Joint Funding Protocol – discussions ongoing in respect of a BCP joint ‘CHC / CYPCC All Age Hub’ with ASC. Eight week working group to mobilise in order to under need and impact. Initial email and briefing has been shared with leads.	
6.11	Local Authority Senior Management Team Action	LA deliver against identified capital projects for 23/24 and 24/25	Tanya Smith, Head of Place Planning, Admissions & Capital	31/08/25		Twice yearly update to SIB informing of progress	5 Bespoke provision projects are approved and implemented providing EYFS/KS1 up to 70 places as part of EOI Round 1.	Increased sufficiency of places in the short term. Local children with an EHCP requiring provision ‘other than mainstream’ attending local schools tailored to meet needs.
6.12	Local Authority Senior Management Team Action	School Transport – Review existing HTST against ADEPT guidance and determine opportunities to better manage demand and ensure the home to school transport service is sustainable and affordable. Achieve savings and policy changes for implementation in academic year 2025/26.	Tanya Smith, Head of Place Planning, Admissions & Capital	1/09/25 Implementati on for projects 3,4 and 5		Project deliverables across 5 new projects are implemented to achieve savings in expenditure on home to school transport. Children and Young People access a menu of travel options including independent travel and costs per child/high cost travellers and journey times are reduced.	5 projects and project deliverables for each have been identified. Recruitment of Project Officer underway to lead on project implementation Children with EHCPs mapped and local sustainability of SEND places/travel implications considered as a factor in commissioning decisions about what new places are created and where. This enables decisions about the sufficiency of places to take account of the resident location of children and associated journey times.	Project 1 New IT system underway. New system to be introduced in February 2025 enabling performance management of function. Testing during autumn 2024 Project 2 – ITT all resources developed and co-produced. Pilot planned in Autumn 2024. <i>See action reference 7.5 PFA</i> Project 3 (centralised pick-ups) Project 4 (fleet review) and 5 (changes to policy) encountered delays owing to delays with recruitment and lack of capacity in existing resource to progress.

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
6.13	Local Authority Senior Management Team Action	Review of monitoring arrangements for SEND Personal Budgets	Mary Diffey – Head of SEND, Assessment and Review	30/07/24		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	BCP information re SEND/SC and Health PB's reviewed. Personal Budget Policy in place and available on the Local Offer (dated 2021) Clear PB application process (on Local Offer) /compared with DC policy and deemed compliant Work underway to identify all CYP in receipt of a PB (as not accurately reflected in data currently) Review of materials for recording /monitoring and review of CYP in receipt of a PB began August. Training programme for staff TBA when reviewed process in place	
6.14	LA WSOA	Agree roll, designation and function of special schools	Bedford SLIP/ Tanya Smith, Head of Place Planning, Admissions & Capital	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 March, April and May. Coproduced designed principles on banding and outreach established	Agreed to include availability of local specialist places in the SEND scorecard. For this purpose, agreed to resurrect termly SEND NOR survey with schools. Total designation and places to be submitted in November 2024 APT.
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 their schools who may be better placed in mainstream. A number of pupils (15 from a 50 sample) did not require a special school but changes to provision, EHCP quality to aide delivery of provision and potential resource base for a short period of time. This has been communicated to parents. CYP have been analysed and their anonymised plans shared to gain a general consensus on quality, provision and the cost of provision.	75 pupils have secured provision from September 24. A further 30 pupils being explored as to the best bespoke provision for their needs.

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							Schools engaged in the process agreed. the ones circulated where the banding was inflated – they were in agreement	
6.16	Local Authority Senior Management Team Action	Expanding EY Provision to deliver new extended entitlement for Early Years	Tanya Smith, Head of Place Planning, Admissions & Capital	1/09/25	↔	Sufficient SEND EY provision	High Level Delivery Plan for Wraparound Programme submitted for DfE deadline of 15 June 2024. This is informed by survey data showing majority of our schools and providers of wraparound care provide between the hours 8-6pm. Workshop with sector held in July 24 to share details of the programme with settings and co-develop process and criteria for access to funding. Project Plan updated and sufficiency gaps/highlights reported as part of Education & Skills Performance Action Group.	Readiness surveys submitted to DfE in line with requirements. Programme Project Officer in post. Survey and data analysis helping to inform sufficiency gaps and commissioning specification and lots identified for application from settings in December 2024.
6.17	Ed and Skills Diagnostic	Develop and submit Capital Safety Valve bid to DfE for the provision of Early Years, Post 16 and AP places as part of DSG Recovery Plans	Tanya Smith, Head of Place Planning, Admissions & Capital	31/01/24	↔	Bid submitted on time aligned to our DSG Recovery Plan targets and assumptions. Safety Valve bid for capital funding is approved. New places are developed which positively impact the trajectory of the high needs budget and contribute to a changed pattern of provision.	Updated data and information submitted to the DfE on 15 May 2024 setting out the status of projects, key milestones, timescales and risks. Outcome of bid anticipated and imminent.	Opportunities for capital investment are maximised and investment in buildings support delivery of DSG Recovery Plan.
6.18	Ed and Skills Diagnostic	As part of DfE's Free School Wave, review and reconfirm BCP's interest in commissioning two new Special Free School applications for CYP with ASD and SEMH	Tanya Smith Head of Place Planning, Admissions & Capital	12/04/24	↑	The outcome of one or both of the Council's bids is favourable which increases investment in BCP's school estate and increase the availability of specialist places to meet growth in EHCPs in the medium term	DfE confirmed that BCP's bid is approved for a new Special Free School for 180 children with ASC. Detailed specification published and shared with prospective sponsors. New Free School factored into SEND Sufficiency Strategy and new pattern of provision/forecasts.	The Free School will address demand for special school places in the longer term. Deadline for applications in July 2024 – applications submitted direct to DfE free schools team.
6.19	Local Authority Senior Management Team Action	Plan, develop and commission innovative models of specialist provision to meet unmet need for academic year 2024/25 ensuring short term proposals feed into longer term sufficiency plans and progression pathways for all children are established. Establish appropriate governance through development of SEND Programme Board	Tanya Smith Head of Place Planning, Admissions & Capital/Tia Sohi/DfE SLIP	31/07/24 Round 1 1/4/2025 Round 2	↔	Analysis of needs of CYP informs an invitation to headteachers to submit bids for specialist provision. Bids are received/evaluated and awarded and unplaced children are provided appropriate specialist provision. Impact is monitored against outcomes included in SLA schedules. Programme Board established.	Bid process implemented and a dedicated Panel assessed/scored all Phase 1 bids. Due diligence for successful Round 1 EOI bids underway. First activity is to confirm cohorts of children by need and share with headteachers – this information is currently being reviewed by headteachers and represents a pre-consult phase. Roadmap shared with headteachers and detailed	Bids approved and implemented for just over 70 specialist places for unplaced children. Panel evaluation of bids providing recommendations for the new Board to consider and approve. Process, evaluation and approval co-produced to meet needs and boost parental confidence.

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							timeline and pack for each project is under development. Round 2 cohort analysis complete/ready to inform Phase 2 EOI. SEND Sufficiency Programme Board established. ToR agreed and first meeting held.	Model SLA agreed. Funding model and staffing model of bespoke provisions agreed. Round 2 to benefit from lessons learned in Round 1. Improved oversight and governance and explicit links to the 15 Year DSG Recovery Plan.
6.20	Ed and Skills Diagnostic	Ensure SEND Sufficiency provides local places for local children and the strategy supports the Council's drive to deliver a sustainable and affordable home to school transport offer	Tanya Smith Head of Place Planning, Admissions & Capital	31/08/24		Two-year strategy agreed. Strategy co-produced and developed with all parties. Strategy delivers sufficient local places and demand is managed through greater inclusion in mainstream schools.	Forecast scenarios developed. Max scenario in next two years followed by stability in system. Forecasts submitted as part of the SCAP return 24. Draft strategy finalised for review with two overarching priorities including priority 1: Early Intervention, Right support, right time and right type including graduated approach, whole school SEND, inclusion in mainstream schools and innovation fund. Priority 2 Local access to sufficient, quality places to meet need – responding to increased numbers of EHCPs, unplaced children, AP sufficiency and Post 16 pathways and sufficiency. SEND Sufficiency Planning day held in August 2024 actions focus on growth, belonging, AP, OAP, whole school SEND.	Forecasts indicate number of additional places to achieve mitigated pattern of provision. New strategy to articulate strategic direction and needs based on evidence.

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%	11.0%	10.8%	10.6%	10.1%	10.4%	11.3%				5%	5.2%
% of young people in INMSS provision (post 16)	▼					6.7%	6.6%	6.6%	6.5%	8.0%	5.9%				n/a	n/a
% post 16 EHCP engaged in mainstream FE provision (termly)	▲	38.3%	38.3%	36.3%	36.3%	36.3%	35.0%	34.0%	33.5%	39.3	38.7%				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	Mary Diffey – Head of SEND, Assessment and Review	31/05/24		Strategy and Action Plan launched. PfA outcomes being met for young people Aligned to NEET Strategy	Final prep to PfA Strategy doc –KC and Nicky working on adding photos DfE thematic Review published 8.2.24 incorporated into Final draft Strategy Themes from WSoA and SEND Improvement Plan priorities incorporated into Strategy Priority Leads identified. Priority Group meetings in place (April and May 24) Action plans under the strategy agreed. Will report to July 24 PfA Board Business Support (2 hours pw) secured to support Board functions from June 24 SEND representation in Priority Groups 2 and 4 secured June 24 Additional (interim) PfA SEND Lead and Engagement Officers in post end August. Either /or will attend each Priority Working Group in response to WG’s request for increased SEND presence across all groups at Board meeting July 24 Next Board meeting scheduled for December 24	Parent /carer co-produced Strategy and membership of Priority Groups Priority Group meetings have taken place in line with schedules Interim PfA Officers now attending Priority Working Groups from September 2024. Officers within Post 16 POD will take this over. PfA strategy document going to ED SLT for approval (Betty Butlin /Sharon et al) October /November

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
7.2	Education and Skills Diagnostic/ WSoA	Design and Secure Pathway into Adult Social Care (link to Priority 6.10 above)	Mary Diffey – Head of SEND, Assessment and Review	31/7/24		Pathway documented. Clear development areas identified.	New KPI June 24 – increase in number of YR10 AR attended by PfA Team August strategic highlight report New KPI for SEND Officer to attend Year 9 as work needs to begin then not at Year 10 as per CoP Meeting with ASC (J C-H) and Nicole M Corporate Parenting Director June 24) - was cancelled Work underway to improve pathway for CiC from CSC to ASC, links to be made to prevent duplication of pathways. Interim PfA Lead and Engagement Lead in post end of August 2024 will take this forward and hand over to relevant PODS within the new structure (September 2024) Initial meetings scheduled for first two weeks September (KC) Work underway cross service contained in the PfA interim work /Action Plan) –PfA interim Leads and from November, Post 16 Team Manager and Pathways and Process Lead to take this work forward from November. New HoS Lead to be identified	
7.3	Education and Skills Diagnostic/WSoA	Secure partnership PfA Links between LA and health (link to Priorities 6.10 and 7.6) 7.3 (Links to 7.15 /could we combine?)	Mary Diffey – Head of SEND, Assessment and Review	31/06/24		There is a partnership agreement in place that stipulates how the services will work together to identify gaps and opportunities for joint working	Health colleagues are collaborating to share existing best practice on PfA , transitions and resources to develop pathways for our CYP and families. Work around the Key Performance Indicators with our local authority partners and parent carers is a key element of this work, through the Priority Working Groups (PfA strategy) Need to identify new HoS lead	Making best use of the annual health check offer for young people from 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%. Data at the end of May indicates a 10.1% completion rate compared to 5.9 % 23/24 Data at the end of July indicates a 16.6% completion rate (YTD) compared to 11.2 % 23/24. (YTD)
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 – Head of SEND, Assessment and Review	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 14th. SEND pupils from 23 specialist and 5 mainstream attended tailored

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
			EIT & Careers' Hub				EIT attending new assessment panels post-16 weekly until November to support better IAG for post 16 SEND families and identifying more appropriate providers.	IAG/transition event at Merley House. 100% positive evaluation by providers & YP 9/5/24. SEND schools and mainstream schools in BCP are achieving highly against the Gatsby Benchmarks in relation to work related learning, PfA and bespoke IAG. At the end of year review in June 2024, 17 schools (just under 50%) achieved 8 of the GB. GB 3 which relates to a bespoke Careers plan for individual pupils was 71% achieved in BCP schools and 100% in SEND schools compared to National at 58%. BCP is in the first Quartile for Work Experience GB 5. In GB 8 which is for personal guidance 87% of schools achieved this BM compared to 77% National and 100% of our SEND Schools.
7.5	Local Authority Senior Management Team Action	Promote and implement Independent Travel Training (ITT) where appropriate to support independence	Tanya Smith – Head of Place Planning, Admissions and Capital	31/10/24		Implement an ITT offer Work with SEND Statutory service to up skill staff for AR discussions for this cohort. Increase in number of young people who have access ITT (baseline once programme is up and running)	Documents required for delivery have been co-produced. A training guide has been produced. supported by the Education Improvement Team. Our attention now turns to piloting and recruitment and following this, training. There has been a period of delay with launching the ITT offer. This reflects other pressures and priorities including unexpected work which has taken priority. As we enter the summer period, this work is being reinvigorated. Existing ITT programme embedded in Supported Internship. Cohort 2 had training frontloaded for placement 1. KPIs in development. Whilst specific resource to deliver is being identified. School Imp to support delivery and implementation of training.	ITT demonstrates progress for YP against PfA outcomes and potential for cost avoidance contributing to a sustainable and affordable home to school transport service. A pilot is planned in autumn term 2024. School and children to be identified in October.
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 School Improvement	29/04/24		Strategy and supporting action plan in place by February 2024. All SEND pupils are in schools who meet 5 Gatsby benchmarks by June 2024 Supported internships, apprenticeships and	Workshop with all stakeholders planned for 26/02/24. Draft Strategy approved by EET Board (Employment, Education and Training) Follow up event at Merley House for 23 SEND schools/settings and 5 mainstream for give 400 SEND YP personalised IAG 9/5/24	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. 7/5/24 SEND Transition Event at Merley House with 23 SEND and 5

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
						other work related pathways are open to SEND CYP for September 2024. SEND parents better understand what the options are.	NEET Strategy shared with HTs from 22/5/24 and matched to Inclusion/Belonging Strategy from 24/5/24	mainstream schools with SEND pupils at risk of NEET attended a bespoke SEND Careers transition event for SEND YP Y9-13. 93% employer positive feedback and 85% SEND YP + feedback. QA of Supported Intern' Programme shows high level of engagement by YP who would've been NEET. 5 have already been offered work for end of course in July.
7.7	Local Authority Senior Management Team Action	Increase the number of mainstream Further Education and University access/ spaces for young people with SEND, including those young people aged 18-25	Julia Coleman - Head of School Improvement /Tanya Smith – Head of Place Planning, Admissions and Capital	29/09/24		Local Market Information is used to inform curriculum development post 14. Curriculum conference to be hosted by secondary HTs and Principal of B&P College Autumn 2024. Careers Hub to host planning meeting for FE to re-create post 14 pathway for SEND including EHE March 2024.	Planning on track	Report to O&S for June 2024 shows that SEND YP who stay in their mainstream setting to 18 outperform their SEND peers nationally (2022/23). BCP SEN and non-SEN pupils have consistently outperformed their peers nationally in all KS4 attainment measures over the last three years. KS4 Average Progress 8 Score for children with an EHCP for 2022/23 - 0.90 BCP compared to –1.12 England. SEN Support Progress 8 score of –0.26 BCP compared to – 0.45 England. The percentage of pupils achieving grade 5 or above in English and maths GCSEs with a EHCP is 12.5% compared to just 6.*% across England. SEN Support 36.1% compared to 20.5% across England. The number of potential EHCP students in BCP dropped from 138 students in 2018/19 to 95 in 2022/23. Of these 85 EHCP students eight were entered into a least one A level. This equated to 8.4% of potential EHCP students being entered into at least one A Level, this is an increase from 2018/19 of 2.2% and 2021/22 of 8.2%. This is slightly above the national proportion for 2022/23 at 7.4%. In 2018/2019 the proportion on BCP SEN Support students being entered

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
								for A Levels at 17.1% was the same as SEN Support students nationally, by 2022/23 the proportion in BCP had risen to 21.5% this is slightly higher than the equivalent proportion nationally of 21.2% Number of pupils with EHCPs in our mainstream sixth forms (A Levels) has increased in the last 3 years. Numbers are still small but a year on year increase has seen EHCP move from 0.2% in 2018 to 0.5% in 2023. SEN Support has also increased from 5.2% in 2019 to 6.3% in 2023. Pupils with an EHCP have improved their grade per entry from C+ in 2019 to B in 2023.. SEN support pupils have increased their grade per entry from C+ in 2019 to B- in 2023. The increase in A level APS between 2018/19 to 2022/23 for BCP EHCP students at 6.54 points was higher than national at 1.59. The increase for pupils with no identified SEN at 0.56 points was below national, 1.44 points. However, the increase for BCP SEN Support students at 2.49 was above national at 1.61 points
7.8	Local Authority Senior Management Team Action	Ensure we have good quality IAG to support PfA principles and objectives	Julia Coleman Head of School Improvement / Mary Diffey – Head of SEND, Assessment and Review	30/06/24		Training in SEND Careers' pathways in February 2024 for all SEND case officers. Most mainstream schools achieve all 7-8 Gatsby benchmarks by July 2024. SEND places reserved for parents & carers at the Careers & Apprenticeship Show evening event; 14/3/23	Training is underway and has started with Progression Pathways and Functional Skills.; 16 case officer have attended training on this post-14 work. CAS 2025 booked at the BiC Tuesday 18th March. See 7.6. SEND YP in BCP are getting access to high quality IAG bespoke to their needs in and out of school	Staff who attended CAS as stall holders reported "high levels of understanding of SEND pathways" into EET post 16 in evaluations. CAS impact on economy & IAG is substantial. 80% of sponsored space for March 2025 now sold; this will subsidise free stalls for Local Offer in SEND Zone. Supported Internship (SI) has shown impact of better IAG and workforce understanding of SI pathway. Cohort 2 have been observed and interviewed on BCP SI by British Association of Supported Employment (BASE) they report "the interns are thriving, report significant personal

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
								developments and are extremely complementary of the programme” Cohort 3 will be the largest yet and includes 2 girls. SEND Case officers who have attended training report higher confidence in discussing pathways with parents. CAS 2025 has 1500 pupils booked in an 85% of sponsorship sold already.
7.9	Local Authority Senior Management Team Safety Valve work	Ensure that more CYP Post 16 are accessing education in mainstream settings	Mary Diffey – Head of SEND, Assessment and Review	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 includes projects to support/deliver post-16 provision. Bid being reviewed by DfE – outcome anticipated shortly – refer to 6.17. PfA work to support. New structure identifies specific SEND Team to improve outcomes and the Lived Experience of children and families. Implementation September 2024 (Destination data project will identify best providers for post-16 SEND.)? Deep dive to understand factors which led to the 25 most costly INMSS placements scheduled for June 24. This has now stalled due to CB staff absence. Ongoing difficulties obtaining accurate data set (David Clarke now dealing with) KC Provided operational staff / CO's with guidance on approaches at Year 9 and above Annual Reviews - PfA specific-shared service wide. Specific focus on Secondary and Post 16 PODS. Co-produced with QA TEam Attended all Year 11 and Year 13 INMS (mainstream independent) AR meetings Provided in person narrative at the meetings. Engagement Lead also attended and can provide continuity to the cyp /family/ LA response to AR Bournemouth College Began work with Sufficiency/ HoS School place planning /admissions to identify cohort of cyp who could (potentially) transfer to BP College (including therapies etc) -ongoing	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							Identified gaps (BCP provision) for sport and animal Care (often reasons for going to INMS) Early discussions about meeting EBSA pathways /identifying ways of adapting spaces Established (new) regular meetings (monthly or bi- monthly tbc) between BP College and SEND Engagement Lead	
7.10	WSOA	Increase number of Supported Internship opportunities in BCP area	Julia Coleman Head of School Improvement	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. Adult SC now has placements ready for Cohort 3 for October 2024. This will see SI on placements with ASC Team in job roles written with the NHS. This will also see SI placements in the BCP family go from 7 teams into 21. QA of SI conducted by BASE over 2 days confirmed; Excellent corporate leadership Championing by DCS and CEO High level of engagement with BCP employers and 21 BCP staff teams
7.11	PfA Strategy	Improve access to information and guidance on PfA for those with and without an EHCP - Preparation for Employment Links to 5.15)	Julia Coleman – Head of School Improvement	30/06/24		Suite of PfA Guidance Documents are in place to support parents and carers to prepare their young person for adulthood. All SEND YP in Y10 and Y12 invited to attend CAS or a bespoke event.	PfA Board – PfA Strategy incorporates priority focussed on improving information and advice. Priority Group 1, led by P/C groups with focus on Local Offer information as well as hard copy information. Review of Local Offer page underway (PfA Priority Group 1) June 24 Priority Group reported to Board July 24 they are struggling with this work (led by PCF rep). Interim PfA Lead /Engagement Officers (followed by new permanent Officer roles in SEND re-structure) will be present in each Priority Group to provide strong lead from September 2024	See feedback on bespoke events 7,6. All SEND specialist schools have access to support from Careers Co-ordinator and the Dorset Careers Hub. Linked employer support and mentoring and personalised events. BCP SEND schools and settings have improved against the Gatsby benchmarks by 2 benchmarks from 2022/23; all but one improving to 7+. These benchmarks directly improve employability and independence of YP. 12 interns started in September plus 5 at B&P College supported by BCP team.
7.12	PfA Strategy	All care experienced young people with who have an EHCP are offered information and support to	Julia Coleman – Head of SI	01/04/24 & ongoing		Places for parents/carers of YP with Care Experience in Y10, 11 and 12 will be	Action in PfA Strategy linked to delivering this. PfA priority Groups will meet and report back to next Strategy Board meeting 15th July 24.	Just under 900 parents and carers attended CAS on March 14th in the evening. SEND parents and those with children with experience of care

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
		map their PfA Pathway	Mary Diffey – Head of SEND, Assessment and Review			reserved each year at CAS (Careers & Enterprise Show) All Care Experienced young people with SEND will have access to a PfA consultation with SEND Transition Navigator no later than YR 10 SEND Team attend all Year 9 Annual Reviews (links to SEND Service Plan and Sufficiency)	Interim PfA Lead /Engagement Officers (followed by new permanent Officer roles in SEND re-structure) will be present in each Priority Group to provide strong lead from September 2024 Analysis to be based on DfE thematic review SEND Participation and Engagement Officer (CiC and Care experienced) now member of Priority 2 (PfA Strategy) working Group (May 24) New KPI on Scorecard; % of all Y9 CYPs with an EHCP where a representative from SEN attended (began May 24)	were given first free tickets. VS worker attended with Y11 students to the evening session. 27 schools & settings attended during the day and attendance at the SEND zone was high and universally praised. Extension event for SEND pupils took place at Merley House 9 th May. 23 specialist & 5 mainstream settings took part.
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	Mary Diffey – Head of SEND, Assessment and Review	30/08/24	↑	Number of young people aged 18 and over in INMSS decreases. Increased number of 18+ specialist provision placements baseline September 2023	Data set to support this work has been built. Incorporated as part of the Safety Valve proposal work. There is a provider matrix for SEND in place and fortnightly apprenticeship updates in BCP schools, settings and for SEND Team. Priority work set by KC and Mary Diffey for Interim PfA Lead /Engagement Officers (followed by new permanent Officer roles in SEND re-structure) from September 2024	
7.15	Parent/Carers	Ensure that robust plans are in place for PfA cohort with high medical needs.	Mary Diffey – Head of SEND, Assessment and Review	01/09/24	↔	Cohort identified Annual Reviews set out clear approach to PfA outcomes. 90% plans good or better.	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 Discussion started around how to capture the medical needs in schools and look at the CYP receiving CHC. Concluded –SEND do not receive or record this information systematically. DCO has shared a spreadsheet. Need Synergy to be developed to record this - for HoS Assmnt and Review in new SEND structure? Recognised need to be aware of CYP who don't qualify as children who may qualify as	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							adults –how do we anticipate this? (position holder)	
7.16	C&YP Lived Experience	PfA pathway includes assessing capacity for post-16 and subsequently seeking updated consent directly from YP who have capacity	Mary Diffey – Head of SEND, Assessment and Review	01/09/24	↑	Updated consent sought from yp from age 16	Draft consent process in circulation among LA Officers.	

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)
% of EHCPs in Other - arrangements by LA (EOTAS) (as main provision listed)	▼	4.2%	4.5%	4.8%	4.4%	6.0%	5.3%	5.6%	4.0%	4.3%	5.2%				2.0%	1.6%
No. of children placed in alternative provision due to an EHCP	▼					307	367	416	188	142	349				n/a	n/a
No of cyp in Primary in Non-Maintained Special Sch	▼	89 92	89 94	89 95	89 97	89 100	89 99	99							n/a	n/a
Cost of Primary in Non-Maintained (£ amount)	▼	3.9M	3.9M	3.9M	3.9M	3.9M	3.9M	3.9M							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. Schools SV event planned 28 th and 29 th Feb. Work still underway with DfE re next steps.	
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	Ongoing monthly review in place via scorecard and grant returns. Improvements underway.	
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. No news from DfE re next steps. Awaiting to revised forecast following significant increase in ECHP backlog and new volume of assessments. This work will be completed at the end of term.	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
8.4	Local Authority Senior Management Team Action	Complete throughput analysis and demand forecast for Education Psychology Service (EPS). Establish future options.	Head of SEND, Strategic	01/02/24		Bedford SLIP engaged. CP Full report in place with future recommendations	Forecasted model highlights 70 new assessments per month which exceeds current capacity modelling. Work underway with Bedford SLIP to review ways to deliver advice reports. EPS Service offer with launch at Education Conference with launch in September 2024. JN linked to Bedford PEP and other LA PEPs. Future costing options being developed with finance colleagues with a likely cost per pupil agreed. It is planned to start with a limited traded officer in September 2024 to growth plan to September 2025	
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 agreed at SLT and CMB	
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)	Head of SEND, Strategic	30/09/24		Report in place with potential income forecast	An exciting new EP Traded Offer to be launched at the Education Conference at the end of June, will include innovative solutions to advice giving and observations. Clear accessible charging system – easy for schools to understand.	
8.8	Local Authority Senior Management Team Action	Identify those services that can attract income (Early Years)	Jeanette Yorke - Early Years Operational Manager	01/02/24		Report in place with potential income forecast	Launching action plan September 2024. Work has commenced £500 income generated 2024.	
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	Workshops and events underway, due to be complete by the end of May. Good progress being made proposals being finalised during June.	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
8.10	Local Authority Senior Management Team Action	Complete analysis of all existing outreach/inclusion systems e.g. Early Bird, Mainstream Plus, HIVI	Chris Lee, Interim Head of Inclusion, Tanya Smith, Head of Place Planning, Admissions & Capital/Tia Sohi – Bedford SLIP	31/12/24		Future options paper produced	AP, outreach models and early intervention via universal, targeted and specialist pathways Further discussions held at EC on 27.06.24 and feedback received. Further development of final proposals to now take place ready for roll out by October 2024. Inclusion fund proposals to be shared with HTs 19/09/24 including use of portion of funds to support Outreach development. Final sessions to then be held to agree with providers on outreach, in-reach and training model to be implemented. Report to be produced as per action to present final model. Final session second half of Autumn Term, with a view to producing options paper within 2 weeks of event.	
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	31/12/24		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 Better value for money Quality Assurance Framework audit shows 95% good outcomes	AP Improvement Plan ready for launch with clear sprints planned. Launch meeting with leads scheduled for 15/05/24 Launch meeting held and actions agreed. New AP Project Manager commenced 03.06.24 First AP Improvement Board to be held June 24 to monitor progress. AP Improvement Board to be held 11.07.24. Improvement Plan being refined into Now, Next, Future priorities. Approved list of Alternative Provision settings available for schools to access.	

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
8.12	Local Authority Senior Management Team Action	Review of joint LA/Health funding for PCT	Sarah Langdale Head of Strategic Commissioning / Mark Harris – Deputy Director of BCP Place - NHSD	31/03/24		Commissioning engaged Contract drafted and finalised between LA/Health and PCT There is co-production throughout BCP 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 and can see the impact of their contributions. 'You said We did '	Health Update - 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 Commissioning Update - Current SLA with the PCT has expired. New Parent Carer Forum Contract and service specification drafted based on historic delivery. PCT confirmed they do not wish to move forward with proposed collaboration and revised delivery model. Focus on BAU under existing contractual arrangements. Links with internal new SEND Co-Production Lead to be made and embedded within practice.	
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 18th April New approach agreed for January completion.	
8.15	LA – Safety Valve	Produce updated Capital Bid Development Proposal in support of Safety Valve proposals	Tanya Smith Head of Place Planning, Admissions and Capital	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	Karen Starkey – Interim Director of Children's Commissioning/ Jonathan Wade – Interim Head of Service, Placements and Resources	31/07/24		No delays in funding payments to schools. Accurate reporting in place for schools	New MS form in place for providers to query payments Diagnostic on data quality and process completed, additional resources identified to address increased numbers of EHCPs and AP	93% of SEND payments matched and processed first time 85% of AP payments matched first time Payment on 30-day terms

Ref	Origin	Action	Lead	Deadline	RAG	Success measures	Progress to date	Impact to date
							Timeliness and accuracy of payments being tracked	
8.17	WSoA	Publish an updated and coproduced Direct Payments Policy	Aleks Zabielska – Service Manager CHAD	31/7/24	↔	Signed off and Published Direct Payments Policy in place	Direct Payments policy taken to SLT. Work being undertaken to place on Local Offer.	

Glossary:

AR	Annual Review
AP	Alternative Provision
ASC	Adult Social Care
BCP	Bournemouth, Christchurch and Poole
BASE	British Association for Supported Employment
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