SPECIAL EDUCATIONAL NEEDS AND/OR DISABILITIES INSPECTION

WRITTEN STATEMENT OF ACTION - OCTOBER 2017

Senior Management Commitment Statement

This Written Statement Of Action sets out the actions that will be taken to address the areas of weakness identified by Ofsted and Care Quality Commission in the joint local area Special Educational Needs and / or Disabilities inspection undertaken between 12 and 16 June 2017. The development of these actions has been led by Bury Council and Bury Clinical Commissioning Group with the involvement of a wide range of stakeholders through a series of focus groups. Parents and young people have been involved in the groups over a number of separate sessions; their views have very much determined what actions need to be taken in the Bury area to ensure that children and young people and their families are involved in all aspects of the SEND delivery, and that every child has the opportunity to develop their full potential.

There will be a lot of detail that sits beneath all of these actions and we will ensure that they work to the following principles that have been highlighted by parents:
• That the thresholds to access social care are transparent and applied consistently;
• That parents and children only have to tell their story once;
• That families have a key worker to coordinate services around them;
• That the Bury local offer is clear, accessible and informed by parents, children and young people;
• That the early years offer is supportive to children remaining in mainstream school if at all possible;
• That good early help support is crucial to support families.

Plan Overview

This plan is mapped against the eight specific areas of significant weakness identified by the inspection and as a response, Bury Local Area intends to:
• Develop the strategic leadership and vision to drive the reforms;
• Ensure that coproduction is at the heart of all strategic considerations;
• Ensure that there is joined up working so that all agencies and services are working together for children and young people who have special educational needs and or disabilities;
• Improve the sharing of important information from health services both between different health disciplines and other external agencies;
• Improve the awareness and understanding of the local offer;
• Accurately and consistently identify special education needs and / or disabilities at school level;
• Ensure that all health practitioners are aware of children and young people's EHC Plans;
• Improve the arrangements for joint commissioning.

The action plan will be delivered within the context of a co-designed Special Educational Needs and/or Disabilities 0-25 years strategic framework. The plan will initially be monitored on a monthly basis with a report to each meeting of the SEND Partnership Board and RAG rated using the key below. Actions within the plan will be reallocated once sub-groups are established and therefore leads may change. There will be a report to Strategic Leadership Team and Health and Wellbeing board at each meeting, with regular updates to the Bury Clinical Commissioning Group Cabinet and the Bury Council Overview and Scrutiny Committee. The plan will remain in place until Ofsted/Care Quality Commission are assured that sufficient progress has been made against the written statement of action or that additional action will be taken.

Moving this Plan Forward:
Where the original actions have been completed and additional tasks have been agreed by the local authority and partners to move action plan forward these have been recorded within this plan in red text.

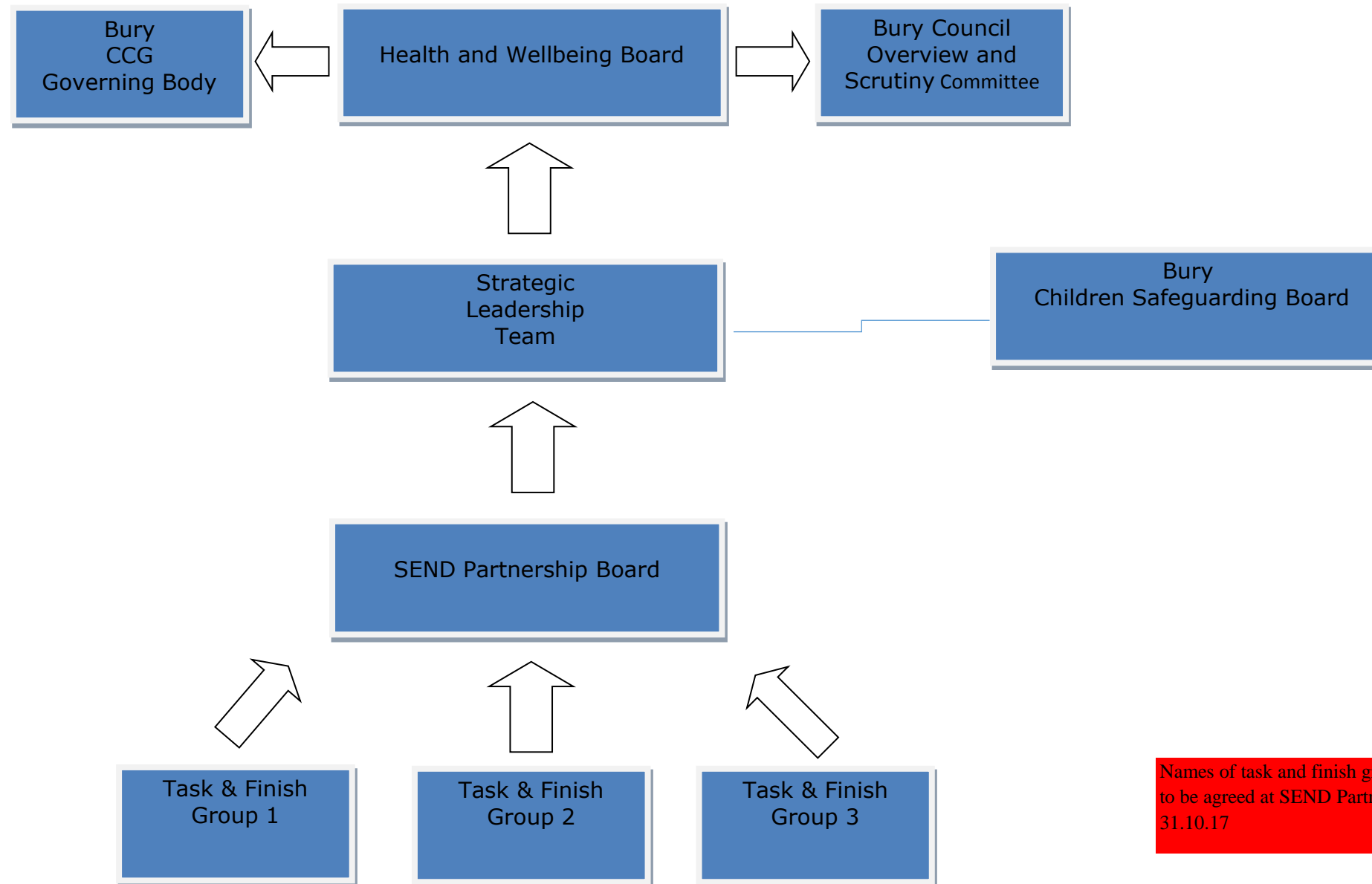| Lead Officers		
	LA - Liza Alexandra, Senior Manager, Pennine Care NHS Foundation Trust	TD - Tony Decrop , Interim Assistant Director, Social Care
	KD - Karen Dolton, Interim Executive Director, Children, Young People & Culture	CD - Caroline Drysdale, Managing Director, Pennine Care NHS Foundation Trust
	JG - Julia Gonda, Acting Executive Director for Communities & Wellbeing	JH - John Hampson, Bury CCG Clinical Lead, Information Management & Technology
	TM - Tracy Minshull, Acting Assistant Director, Strategy, Procurement & Finance	LM - Louise Mort, Programme Director, Bury Provider Alliance, Pennine Care
	SN - Stuart North, Chief Office, CCG	KR - Karen Richardson, Deputy Director of Commissioning
	KLR - Klare Rufo, Assistant Director, Learning	WT - Wendy Thompson, Senior Manager, Pennine Care NHS Trust
	RW - Ruth Wheatley, Strategic Lead, Strategy and Commissioning	KW- Karen Whitehead, Strategic Lead Health, Families, Partnerships & Complex Care

RAG STATUS

Action Completed and Signed off
Action not started and behind target for completion within timescale
Action underway but behind target or at risk for completion within timescale
Action underway and on target for completion within timescale

CONTENTS

GOVERNANCE STRUCTURE

The governance framework for SEND is:

Bury CCG Governing Body	←	Health and Wellbeing Board	→	Bury Council Overview and Scrutiny Committee

Strategic Leadership Team ——— Bury Children Safeguarding Board

SEND Partnership Board

Task & Finish Group 1	Task & Finish Group 2	Task & Finish Group 3

Names of task and finish groups required - to be agreed at SEND Partnership Board 31.10.17

1. Develop the strategic leadership and vision to drive the reforms

SLT Owner	Pat Jones- Greenhalgh (Council Chief Executive (Interim)) and Stuart North (CCG Chief Officer)
Senior Officer Support	Karen Dolton (Director of Children's Services (Interim)), Julie Gonda, (Acting Executive Director for Communities & Wellbeing) Klare Rufo (Assistant Director of Learning) & Karen Richardson (Deputy Director of Commissioning)
Priority 1.1	To improve the Strategic leadership and Vision for SEND across the Council, CCG, partners, providers & parents
Priority 1.2	To implement a joint strategic framework for SEND 0-25 across the Council & CCG
Priority 1.3	To implement a SEND 0-25 Integrated Service Delivery Model

Key actions to address the areas for development	Date to be completed By	Lead Officer	Success Criteria / Measures	Progress Update
SP 1.1 To improve the Strategic leadership and Vision for SEND across the Council, CCG, partners, providers & parents				
1.1.1 Identify Champion/s for SEND at strategic and operational level. • Councillor/s & Senior Management of Council & CCG	31-Oct-17	KD	Champions appointed	
1.1.2 Communicate and promote role of Champion to children, young people and families	30-Nov-17	KD	Communication Plan developed to support role	
1.1.3 Develop the Vision and Strategy for SEND in Bury through co-production with families & in consultation with stakeholders	31-Mar-18	KD	SEND Strategy produced	
1.1.4 Develop and implement a fully robust Governance Structure for SEND with children young people and parents represented	30-Nov-17	KD	Governance arrangements in place and working	
1.1.5 Develop Work-streams under the Governance Structure to address weaknesses and drive forward the Reforms	31-Dec-17	Work-stream Leads	Work-plans developed for each work-stream	
SP 1.2 To implement a joint strategic framework for SEND 0-25 across the Council & CCG				
1.2.1 Develop a Self Assessment Framework to ensure an accurate self-view of SEND which will inform the strategy and commissioning priorities	31-Mar-18	KD / JG / SN	Self assessment produced	
1.2.2 Develop an Outcome Based Performance Framework & jointly owned Performance Measures across the Council & CCG	31-Mar-18	KD / JG / SN	Framework developed	
1.2.3 Develop Quality Assurance processes for SEND which tests and challenges the capacity and structure of the system to deliver the SEND Reforms	30-Jun-18	KD / JG / SN	QA system embedded	
1.3 To implement a SEND 0-25 Integrated Service Delivery Model				
1.3.1 Review the current SEND structures, capacity & workforce competency in the Council & CCG	31-Mar-18	KD / JG / SN	Mapping produced	
1.3.2 Design and develop model/s in co-production with families for an integrated 0-25 service to ensure the long term delivery of the SEND Reforms (following evaluation of pilot 3.1.3)	31-Dec-18	KD / JG / SN	Options Paper for SLT produced	
1.3.3 Implement a 0-25 years integrated service delivery model for SEND (following evaluation of pilot 3.1.3)	30-Sep-19	KD / JG / SN	Integrated workforce Pooled budget Joint service commissioning Shared outcomes	

Key actions to address the areas for development	Date to be completed By	Lead Officer	Success Criteria / Measures	Progress Update
1.3.4 Develop and implement a strategic workforce development strategy for SEND across the Council & CCG to deliver improved outcomes for children, young people and families	31-Dec-18	KD / JG / SN	Job descriptions appropriate for the job role Competency of workforce measured by the uptake of initial training & review of CPD interviews	

Evidence of Improvement/Progress

2. Ensure that coproduction is at the heart of all strategic considerations				
SLT Owner	Stuart North (CCG Chief Officer), Karen Dolton (Director of Children's Services (Interim)) & Julie Gonda (Director of Adult Services (Interim))			
Senior Officer Support	Klare Rufo (Assistant Director of Learning), Tracy Minshull (Acting Assistant Director, Strategy, Procurement & Finance), Karen Whitehead, (Strategic Lead Health, Families, Partnerships & Complex Care) and Karen Richardson, (Deputy Director of Commissioning)			
Priority 2.1	Embed a culture of co-production across all organisations & for all strategic considerations			
Priority 2.2	Involve parents and children and young people in service development and the commissioning of services			

Key actions to address the areas for development	Date to be completed By	Lead Officer	Success Criteria / Measures	Progress Update
SP 2.1 Embed a culture of co-production across all organisations & for all strategic considerations				
2.1.1 Gain senior level commitment to an agreed understanding across all organisations of co-production and for all staff to adopt in their working processes and practices	31-Dec-17	KD / SN	High level Statement of Commitment released	
2.1.2 Research and review good practice models of co-production (locally & regionally) with all partners & stakeholders including the 3rd sector	31-Dec-17	KD / SN	Review shared	
2.1.3 Establish a set of principles with children, young people & parents for co-production across the Council & CCG	31-Mar-18	KD / KLR / KR	Set of Principles Produced	
2.1.4 Develop an Engagement Strategy that effectively establishes how coproduction will work In Bury for users, providers including the 3rd sector and commissioners	30-Jun-18	KD / KLR / KR	Examples of Co-production	
2.1.5 Develop a Statement of Expectations (part of engagement strategy 2.1.4) for strategic co-production and individual planning	31-Mar-18	KD / KLR / KR	Examples of strategic co-production Every EHCP co-produced	
2.1.6 Develop models & mechanisms for children, young people & parents to be part of co-production e.g. GPs Reference Groups; Children & Family Forums	30-Jun-18	KD / KLR / KR	Parents, children and young people engaged in co-production	

SP 2.2 Involve parents and children and young people in service development and the commissioning of services				
2.2.1 (also 8.2.1) Embed co-production in the identification of needs & gaps, development of services and in all commissioning processes for education health social care	31-Dec-18	KD / KLR / KR	Engagement mapped Satisfaction Feedback	

Evidence of Improvement/Progress

3. Ensure that there is joined-up working so that all agencies and services are working together for children and young people who have special educational and/or disabilities

SLT Owner	Stuart North (CCG Chief Officer), Karen Dolton (Council Director of Children's Services (Interim)), Julie Gonda (Acting Executive Director for Communities & Wellbeing)
Senior Officer Support	Klare Rufo, (AD Learning), Karen Whitehead (Strategic Lead, Health, Families, Partnerships and Complex Care), Tracy Minshull (Acting Assistant Director, Strategy, Procurement & Finance), Karen Richardson (Deputy Director of Commissioning)
Priority 3.1	To develop an 0-25 integrated model of SEND systems and processes across agencies and services
Priority 3.2	To improve the outcomes for young people transitioning into adult hood
Priority 3.3	To develop a workforce strategy for staff in SEND frontline and supporting roles

Key actions to address the areas for development	Date to be completed By	Lead Officer	Success Criteria / Measures	Progress Update
SP 3.1 To develop an 0-25 integrated model of SEND systems and processes across agencies and services				
3.1.1 (also 1.3.1) Review the current SEND structures, capacity & workforce competency in the Council & CCG	31-Mar-18	KD / JG / SN	Mapping produced	
3.1.2 (also 1.3.2) Design and develop model/s in co-production with families for an integrated 0-25 service to ensure the long term delivery of the SEND Reforms (following evaluation of pilot at 3.1.3)	31-Dec-18	KD / JG / SN	Options Paper for SLT produced	
3.1.3 Pilot a 14-25 integrated transition model (as part of the implementation of a longer term 0-25 years integrated service delivery model for 30 Sept 19 - see 1.3.3)	30-Sep-18	KD / JG / SN	Pilot outcomes (14-25): Integrated workforce Pooled budget Joint service commissioning Shared outcomes	
3.1.4 Engage with all stakeholders including the 3rd sector in the development of model/s for integrated working across SEND services	31-Mar-18	KD / JG / SN	3rd sector involvement	

SP 3.2 To improve the outcomes for young people transitioning into adulthood

3.2.1 Develop or strengthen and implement the pathways for transition from children's to adults in particular • paediatric health services to adults • children's community nursing & OTs to adult services • children's care to adult social services	31-Mar-18	KLR / TD / TM / KR	No of young people transferred through integrated planning	
3.2.2 Develop an employment strategy and pathways for young people with SEND	31-Mar-18	KLR/RW	Increase % in • employer based training P4 • other employment P5	
3.2.3 Commission outcome based services which prepare young people for adulthood in the four Preparing for Adulthood domains	31-Mar-18	KLR / TM / KR	Increase % in: • supported employment P4 P5 • Internships P3 • community/volunteering P6 P8 • supported/independent living P9 • health wellbeing P10 • EET Figures P1 P2	

SP 3.3 To develop a workforce strategy for staff in SEND frontline and supporting roles which addresses the lack of practitioner knowledge of SEND services				
3.3.1 (also 1.3.4) Develop a strategic workforce development strategy for SEND across the Council & CCG to deliver improved outcomes for children, young people and families	31-Dec-18	KD / JG / SN	Workforce able to demonstarte competence through CPD reviews	
3.3.2 Use awareness & training modules from other areas (or develop own) including on-line for groups of staff practitioners: schools; social workers; health professionals on SEND including EHCPs; co-production; transitions; service pathways	30-Sep-18	KLR / TD / TM / KR	% Staff of wider partners have taken up training to raise awareness	

Evidence of Improvement/Progress

4. Improve the sharing of important information from health services both between different health disciplines and other external agencies

SLT Owner	Pat Jones Greenhalgh (Council Chief Executive (Interim)) & Stuart North (CCG Chief Officer)
Senior Officer Support	Caroline Drysdale (Managing Director, Pennine Care Foundation Trust)
Priority 4.1	To establish an Information Governance Protocol between all partner agencies to support the "tell it once" culture
Priority 4.2	To develop an ICT / digital strategy which works towards a single IT system for integrated health assessments which supports the "tell it once" culture
Priority 4.3	To establish and embed systems and procedures in order that information within Health Services is shared in an appropriate and timely manner

Key actions to address the areas for development	Date to be completed By	Lead Officer	Success Criteria / Measures	Progress Update
SP 4.1 To establish an Information Governance Protocol between all partner agencies to support the "Tell it once" culture				
4.1.1 Work with Partners to develop, consult, and sign off an information governance protocol across all health and social care partners;	31-Mar-18	WT / LA	Protocol Signed off by Senior Management	
4.1.2 All partners to sign up to the GM Information Sharing Gateway (cross reference Hartlepool data sharing between health and the local authority)	31-Mar-18	WT / LA	Use of the Information Sharing Gateway	

SP 4.2 To develop an ICT / Digital Strategy to support the "Tell it once" culture				
4.2.1 Obtain the agreement amongst all community providers to adopt GP Vision	31-Oct-17	WT / LA	Agreement for GP Vision	
4.2.2 Develop the Bury version of the Vision Community Module (following approval of application for GM Digital Funding for system development & support - decision 31 Oct 17)	31-Mar-18	JH	Vision Community module rolled out	
4.2.3 Establish a working group of clinicians and professionals to scope out a standard data set of service user personal details with additional data sets dependent on service areas	30-Apr-18	WT / LA	A single community out of hospital system embedded	
4.2.4 Draw up agreements of information sets in Gateway specific to service areas so that community healthcare staff are able to share information using Vision compliant mobile devices (staff have been issued to staff)	30-Apr-18	WT / LA	Community Health staff share information	

SP 4.3 To establish and embed systems and procedures in order that information within Health Services is shared in an appropriate and timely manner				
4.3.1 Develop staff awareness on Information Governance Training sessions to include policy and framework	30-Jun-18	WT / LA	100% of staff trained	
4.3.2 Scope the further use of MIG (Medical Interoperability Gateway) Health System to improve information sharing across health and social care services	31-Mar-18	LM / JH	Scoping specification developed	
4.3.3 Embed multi-disciplinary working across health township teams to enhance sharing of information	31-Dec-18	CD / JH	Information Sharing across Community Health Teams	
4.3.4 Embed multi-disciplinary working across township teams for health and social care to enhance sharing of information	01-Jul-19	CD / JH	Information Sharing across Community Health Teams	

Evidence of Improvement/Progress

5. Improve the awareness and understanding of the local offer

SLT Owner	**Karen Dolton (Director of Children's Services (Interim)) & Julie Gonda (Acting Executive Director for Communities & Wellbeing)**
Senior Officer Support	**Klare Rufo, (Assistant Director Learning) and Tracy Minshull (Acting Assistant Director Strategy, Procurement & Finance)**

Priority 5.1	To develop the Local Offer including the Third Sector with children, young people and families so used by all including professionals
Priority 5.2	To improve the accessibility of the Local Offer for children, parents and families
Priority 5.3	To raise the awareness of the Local Offer by children, parents and families
Priority 5.4	To develop the Local Offer as a tool to inform planning and commissioning of services

Key actions to address the areas for development	Date to be completed By	Lead Officer	Success Criteria / Measures	Progress Update
SP 5.1 To develop the Local Offer including the Third Sector with children, young people and families so used by all including professionals				
5.1.1 Review the document giving the LA's expectations of all schools/colleges in providing support for children with SEND	31-Dec-17	KLR	Document re-launched to schools/colleges	
5.1.2 Reinforce with schools' their statutory obligations for SEND to provide school information reports			School information reports & web page links to the Local Offer	
5.1.3 Define and develop the customer journeys in co-production with SEND service users	31-Mar-18	KLR / TM	Customer journeys produced	
5.1.4 Refresh the content of the Local Offer including the 3rd sector offer in co-production with SEND service users	30-Sep-18	KLR/ TM	Content updated	
5.1.5 Review the Governance arrangements for the Local offer to include service users, stakeholders including the 3rd sector and professionals; and the relationship with Bury Directory so both systems are operationally complimentary	31-Dec-17	KLR/ TM	Governance arrangements in place and working	
5.1.6 Review officer responsibility and scope for key areas such as content development, quality assurance, communications & management reporting for the Local Offer	31-Dec-17	KLR/ TM	Roles and Responsibilities defined	
5.1.7 Establish a mechanism to collect and respond to feedback from parents of the Local Offer	31-Dec-17	KLR/ TM	You said we did Immediate response to queries Annual statement published	
SP 5.2 To improve the accessibility of the Local Offer for children, parents and families				
5.2.1 Design user friendly landing pages	30-Sep-18	KLR/ TM	Increased usage of Local Offer L1	
5.2.2 Develop the search capability of the Local Offer based on the SEND customer journeys	30-Sep-18	KLR/ TM	Increased usage of Local Offer L1	
SP 5.3 To raise the awareness of the Local Offer by children, parents and families				
5.3.1 Develop a Communications Strategy to promote the Local Offer internally and externally	31-Mar-18	KLR / TM / KR / TD	Strategy produced	
5.3.2 Review Training Plan and Guidance for Professionals as part of the refresh of the Local Offer	31-Dec-18	KLR / TM / KR / TD	Training Plan developed	
Key actions to address the areas for development	Date to be completed By	Lead Officer	Success Criteria / Measures	Progress Update

	Date to be completed By	Lead Officer	Success Criteria / Measures	Progress Update
5.3.3 Raise awareness with Health and Social Care practitioners to ensure ownership of the Local Offer across all SEND services	31-Mar-18	KLR / TM / KR / TD	Health Social Care on Local Offer Staff training awareness sessions delivered L2	

SP 5.4 To develop the Local Offer as a tool to inform planning and commissioning of services

	Date to be completed By	Lead Officer	Success Criteria / Measures	Progress Update
5.4.1 Embed the Local Offer along with the JSNA etc. as a source of intelligence to identify gaps and future needs as part of the planning cycle for SEND services	30-Sep-18	KLR / TM / KR	Annual gap analysis undertaken	
5.4.2 Utilise the Local Offer within an asset based approach to neighbourhood working	31-Dec-18	KLR / TM / KR	Neighbourhood planning of services	

Evidence of Improvement/Progress

6. Accurately and consistently identify special educational needs and/or disabilities at school level

SLT Owner	**Karen Dolton (Director of Children's Services (Interim))**
Senior Officer Support	**Klare Rufo (Assistant Director Learning)**
Priority 6.1	**To create a culture of inclusiveness using a restorative practice model embedded in all schools in Bury**
Priority 6.2	**To implement a robust SEN graduated support offer in the borough in partnership with schools**
Priority 6.3	**To develop SEMH Partnership Strategy to support schools**
Priority 6.4	**To develop an autism strategy**
Priority 6.5	**To improve transition arrangements from school at 16 (and 19) for SEND Young People both in and out of borough**

Key actions to address the areas for development	**Date to be completed By**	**Lead Officer**	**Success Criteria / Measures**	**Progress Update**
SP 6.1 To create a culture of inclusiveness using a restorative practice model embedded in all schools in Bury				
6.1.1 Adopt a borough wide Inclusion Standard across all Bury schools for 18/19 academic year.	01-Sep-18	KLR	Reductions in EHCPs S6 - S10 Exclusions (fixed & permanent) reduced E7 - E10 Less OOB placements S13 Less Disputes S11 - S12	

Key actions	Date to be completed By	Lead Officer	Success Criteria / Measures	Progress Update
6.1.2 Recruit and employ a team of inclusion managers to facilitate self assessment against the agreed inclusion standards and develop training plans at individual school level.	31-Mar-18	KLR	Team in place	
6.1.3 Implement Restorative Practice programme in all schools.	01-Sep-18	KLR	Reductions in EHCPs S6 - S10 Exclusions (fixed & permanent) reduced E7 - E10 Less OOB placements S13 Less Disputes S11 - S12	
6.1.4 Develop SEN inclusion partnerships between schools which provide support and challenge through a school led school improvement model and use all available resources including the London Leadership Training; working with other LAs with Opportunity Status (Rochdale/Oldham/Blackpool)	31-Mar-18	KLR	Reductions in EHCPs S6 - S10 Exclusions (fixed & permanent) reduced E7 - E10 Less OOB placements S13 Less Disputes S11 - S12	

Key actions to address the areas for development	Date to be completed By	Lead Officer	Success Criteria / Measures	Progress Update
SP 6.2 To implement a robust SEN graduated support offer in the borough in partnership with schools				
6.2.1 Develop with partners an agreed vision for SEND in schools for an integrated Early Help and SEN Support model	30-Nov-17	KLR	Vision agreed at board level and adopted by all partners	
6.2.2 Develop in coproduction a clear Early Help Strategy with an integrated SEN Support offer which uses all available LA resources to build the capacity of SEN Support in schools	31-Dec-17	KLR	Strategy developed	
6.2.3 Design in consultation a model of SEN graduated support in mainstream schools which differentiates across the spectrum of educational, behavioural and pastoral needs	28-Feb-18	KLR	Model and educational information agreed at board level	
6.2.4 Redesign in co-production the Early Help offer of statutory, targeted and specialist services to support mainstream and special schools.	31-Mar-18	KLR	Early Help Offer understood and accessed by schools	
6.2.5 Roll out the new offer and model for SEN graduated support to schools in the borough to ensure a comprehensive and consistent approach to Early Help	01-Sep-18	KLR	Exclusions reduced E7-E10 Less OOB placements Improved outcomes at key transition points E1-E6 Increase in PfA outcomes P4 - P10 Less Disputes S11 - S12	
SP6.3 To develop SEMH Partnership Strategy to support schools				

Key action	Date to be completed By	Lead Officer	Success Criteria / Measures	Progress Update
6.3.1 Develop a one front door one pathway model for schools to access support for SEMH.	01-Sep-18	KLR	Exclusions reduced E7-E10 Less OOB placements S13 Improved outcomes at key transition points E1-E6 Increase in PfA outcomes P4 - P10 Less Disputes S11 - S12	

SP6.4 To develop an autism strategy				
6.4.1 To develop and consult on an autism strategy for children which aligns with Bury Adult Autism Strategy 2013-16 (under review), includes the CQC Autism Pathway and incorporates good practice from the Rochdale Pathway	30-Sep-18	KLR	Strategy adopted by partners Targets explicit in Strategy	

SP6.5 To improve transition arrangements from school at 16 (and 19) for SEND Young People both in and out of borough				
6.5.1 Embed within the Annual Reviews of EHCPs progress towards Preparing for Adulthood outcomes and the steps required to achieve	31-Mar-18	KLR / RW	All Y9 Reviews have PfA outcomes	
6.5.2 Review and strengthen the transition planning mechanisms across school, post 16 providers, Children's and Adult Social Care, health, parents / young people, Connexions, SEN assessment, transport and commissioning teams.	30-Sep-18	KLR / RW	14-25 Pilot Outcomes	

Key actions to address the areas for development	Date to be completed By	Lead Officer	Success Criteria / Measures	Progress Update
6.5.3 (see also 3.2.2) Develop a employment strategy and pathways for young people with SEND	31-Mar-18	KLR/RW	Increase % in • employer based training P4 • other employment P5	

Evidence of Improvement/Progress

7. Ensure that all health practitioners are aware of children and young people's EHC plans	
SLT Owner	Stuart North (CCG Chief Officer), Karen Dolton (Director of Children's Services (Interim)) & Julie Gonda (Acting Executive Director for Communities & Wellbeing)
Senior Officer Support	Klare Rufo (Assistant Director Learning), & Karen Richardson (Deputy Director of Commissioning)

Priority 7 .1	To increase health practitioners and social care practitioners' awareness and understanding of EHCP Plans, their role in contributing to the development of the EHCP and supporting delivery of outcomes in the EHCP

Key actions to address the areas for development	Date to be completed By	Lead Officer	Success Criteria / Measures	Progress Update
SP 7.1 To increase health practitioners and social care practitioners' awareness and understanding of EHCP Plans				
7.1.1 Review current EHCP system and processes with health and social care so that EHCPs are co-produced with children and young people and owned by education health and social care partners	31-Mar-18	KLR / TD / TM / KR / CD	Process Maps for production of plans reviewed	
7.1.2 Improve the alignment of planning systems in education, health and social care for child and young people with EHCPs, Care Plans and CIN Plans	31-Mar-18	KLR / TD / TM / KR / CD	All plans triangulated	
7.1.3 Develop standards for EHCPs which all practitioners work to including specialist teams i.e. social care safeguarding; specialist health visitors, special school nursing services, children's nursing team, and quality assure the practices with the production of EHCPs	30-Jun-18	KLR / TD / TM / KR / CD	90% compliance with standards when audited	
7.1.4 Embed SEND within all partner agencies' workforce development strategy (education, health and social care) and address any awareness or knowledge needs with processes and practices (supported by Priority 4: information sharing across health))	31-Dec-18	KLR / TD / TM / KR / CD	100% of specialist staff aware of their role in SEND	

Evidence of Improvement/Progress

8. Improve the arrangements for joint commissioning

SLT Owner	Pat Jones-Greenhalgh (Council Chief Executive (Interim)) & Stuart North (CCG Chief Officer)
Senior Officer Support	Karen Richardson (Deputy Director of Commissioning), Tracy Minshull (Acting Assistant Director Strategy, Procurement & Finance), Klare Rufo (Assistant Director, Learning) , Karen Whitehead (Strategic Lead, Health, Families, Partnerships & Complex Care) & Ruth Wheatley (Strategic Lead, Strategy & Commissioning)
Priority 8.1	To develop a jointly owned commissioning strategy for SEND across health, social care and education services (0 - 25)
Priority 8.2	To improve the joint commissioning arrangements for SEND services (0-25)

Key actions to address the areas for development	Date to be completed By	Lead Officer	Success Criteria / Measures	Progress Update
SP 8 .1 To develop a jointly owned commissioning strategy for SEND across health, social care and education which parents influence as equal partners				
8.1.1 Gain senior level commitment from all partners to joint commissioning arrangements including the One Commissioning Organisation and establish the scope	31-Dec-17	KD / SN	High level Statement of Commitment released	

8.1.2 Undertake a baseline assessment of current commissioned services (including outcomes & financial resources) across health social care and education including the voluntary sector (& informed by the Local Offer (see 5.1.3))	30-Sep-18	KLR / TM / TD / KR	Strategic Mapping produced	
8.1.3 Map needs of the SEND cohort and complete an intelligence led SEND needs assessment	30-Sep-18	KLR / TM / TD / KR	Section on needs of SEND cohort in JSNA	
8.1.4 Embed the principles for Preparing for Adulthood (PfA) in all service commissioning and in the accommodation strategy for SEND in the borough	30-Sep-18	KLR / TM / TD / KR	PfA Outcomes baselined Section on SEND cohort in Accommodation strategy	
8.1.5 Produce 3 year Joint Commissioning Strategy with outcomes for SEND 0-25 across the Council & CCG in co-production with parents and which identifies and responds to needs	31-Dec-18	KLR / TM / TD / KR	Joint Commissioning Strategy & Outcomes	

SP 8.2 To improve the joint commissioning arrangements for SEND services				
8.2.1 (see 2.2.1) Embed co-production which includes parents at every step in the identification of needs/gaps, development of services and in all commissioning processes for health social care education including parents at every step	31-Dec-18	KLR / TM / TD / KR	Joint Commissioning Strategy & Plans	
8.2.2 Embed "Plan do review" cycle in the commissioning processes across all agencies and in the quality assurance arrangements of providers	31-Dec-18	KLR / TM / TD / KR	Joint Commissioning Plans	
8.2.3 (see 1.2.2) Develop an integrated monitoring and assurance model for SEND commissioned services with outcomes, impact and VFM	31-Mar-19	KLR / TM / TD / KR	Joint Commissioning Plans	
8.2.4 (see 1.1.1) Develop a set of impact measures owned by all commissioners	31-Mar-18	KLR / TM / TD / KR	Impact measures defined	
8.2.5 Establish a network for users, providers including the 3rd sector and commissioners to influence & feedback on commissioning plans	31-Mar-18	KLR / TM / TD / KR	Evidence of network feedback	
8.2.6 (see 5.1.3/5.4.1) Engage with the Third Sector so that their offer to families is maximised and complements other commissioned services	30-Sep-18	KLR / TM / TD / KR	Local Offer fully inclusive of all services	

Evidence of Improvement/Progress

Ref	SEN overview/workflows	Target	Bench marking Jan-17	Bench marking SN or NW	Bench marking ENG	data source	Priority Overview
S1	Total School Population		29639	1136905 (NW)	8669080 (NW)	SFR37	P6
S2	SEN cohort - % of school population		15.80%	14.4% (NW)	14.4% (NW)	LAIT	P6
S3	SEN Support - % of school population		12.40%	10.20%	11.60%	LAIT	P6
S4	Statement/EHCP -% of school population		3.40%	2.85%	2.80%	LAIT	P6
S5	% of Assessments completed within 20 Weeks		100%	78.18%	55.65%	LAIT	P6
			Q1 2017				
S6	Number of children for whom the LA maintains a Statement of SEN or an EHC Plan (school aged)		1428			SEN Team	P6
S7	Total number transferred to date	929	676			SEN Team	P6
S8	Total number left to complete	0	523			SEN Team	P6
S9	Number of new EHC Plans (school aged)		37			SEN Team	P6
S10	Total number of requests		78			SEN Team	P6
S11	Disputes into mediation		2			SEN Team	P6
S12	Disputes into Tribunal		0			SEN Team	P6
S13	No of OOB Placements in independents / NMSS / SPIs					PPC Team	P6

Ref	Educational Outcomes	Target	Bench marking 2016	Bench marking SN	Bench marking ENG	data source	data source
E1	Percentage of children achieving Level 4+ at Key Stage 2 in Reading, Writing and Maths - SEN without statement		17.0%	15.5%	16.0%	LAIT	P6
E2	Percentage of children achieving Level 4+ at Key Stage 2 in Reading, Writing and Maths - Statement/EHCP		5.0%	7.6%	7.0%	LAIT	P6
E3	Average Attainment 8 score per pupil at end of Key Stage 4 for pupils with SEN Support		38.1	37.12	36.2	LAIT	P6
E4	Average Attainment 8 score per pupil at end of Key Stage 4 for pupils with SEN Statement/EHCP		22.5	16.54	17	LAIT	P6
E5	Average Progress 8 score per pupil at end of Key Stage 4 for pupils with SEN Support		-0.35	-0.49	-0.38	LAIT	P6
E6	Average Progress 8 score per pupil at end of Key Stage 4 for pupils with SEN Statement/EHCP		-0.68	-1.14	-1.03	LAIT	P6
E7	Fixed Term Incidents involving a pupil with a statement/EHCP		58 (4.0%)			SAT team	P6
E8	Fixed term Incidents involving a pupil at SEN Support		603 (41.1%)			SAT team	P6
E9	Exclusions Involving a pupil with a statement or EHCP		2 (2.4%)			SAT team	P6
E10	Exclusions Involving a pupil at SEN Support		22 (26.2%)			SAT team	P6

Ref	Preparing for Adulthood (PfA)	Target	Bench marking	Bench marking SN	Bench marking ENG	data source	data source
P1	Percentage of yp with LDD that are NEET					Connexions	P3 / P8
P2	Percentage of EET - Employment					Connexions	P3 / P8
P3	Percentage of EET - Internships					Connexions	P3 / P8
P4	No of SEND young people in employment based learning					College	P3 / P6 / P8
P5	No of SEND young people in other employment					College	P3 / P6 / P8
P6	No of SEND young people in volunteering opportunities					College	P3 / P6 / P8
P7	No of SEND young people continuing study					College	P3 / P6 / P8
P8	No of SEND young people accessing social care activities					College	P3 / P6 / P8
P9	No of SEND young people living in supported accomodation					College	P3 / P6 / P8
P10	No of SEND young people staying Healthy					Health	P3 / P6 / P8

Ref	Local Offer	Target	Bench marking	Bench marking SN	Bench marking ENG	data source	data source
L1	Number of people access the SEND local offer on the website					TBC	P5
L2	No of staff competed training / Awareness sessions					TBC	P5