

	WSOA Section	Sub-section	No of Responses	R - Overdue	A - Risk of overdue	G - On track	B - Complete	Archived*	% Complete** Subsection / Total	
1.1	Overarching approach or joined up strategy	Strategic and coordinated leadership / Programme Governance	6	0	0	0	5	1	99%	96%
1.2		Joint SEND Strategy & new SEND Service Model	8	3	0	1	4	0	93%	
1.3		Strategic planning	6	0	0	1	4	1	96%	
2	Effectiveness of inter-agency working		10	3	0	0	6	1		95%
3	Coordination of assessments of needs between agencies		11	1	0	0	9	1		99%
4	Integrated Commissioning		8	1	0	0	7	0		95%
5	Co-production		6	1	1	1	2	1		91%
6.1	Parental engagement and satisfaction of parents	Comms and 'tell it once'	5	1	1	0	3	0	76%	85%
6.2		Parent satisfaction	10	2	0	0	6	2	94%	
7	Accessibility and currency of the Local Offer		7	2	0	0	5	0		81%
8.1	Quality of EHC Plans	Capacity of DMO	5	1	0	0	4	0	98%	89%
8.2		EHCP Quality Framework	8	1	0	0	5	2	94%	
8.3		SENAR Function	2	1	0	0	1	0	75%	
9	Waiting times and access to therapies and professionals in CDCs		8	0	0	0	8	0		98%
10	Academic progress when compared to all pupils nationally		7	2	1	0	4	0		86%
11	Absence and exclusions		5	1	0	1	3	0		88%
12	Employment Opportunities		5	3	0	0	2	0		75%
	TOTAL		117	23	3	4	78	9		91%

* Archived activities - Some activity was duplicated across different sections in the action plan. Any archived items are recorded in the action plan

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WORKSTREAMS FILTER - YEAR 2

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1		AREA OF WEAKNESS: The lack of an overarching approach or joined up strategy for improving provision and outcomes for children and young people who have SEN and/or disabilities across Birmingham							96%						
1.1		MAIN FINDING / AREA FOR DEVELOPMENT: A lack of strategic and coordinated leadership means that pupils who have SEN and/or disabilities have failed to achieve as well as they should have done.	AREA FOR DEVELOPMENT OUTCOME: There are robust levels of challenge and support to agencies through the Children's Strategic Partnership Executive delivering the improvements, with commitment from Members and senior leaders, with understood routes of escalation that lead to practical changes and improve outcomes for children and young people with SEND. Author: SEND Board	Jun-18	Jun-20				99%						
1.1a	Response	RESPONSE: Have an agreed strategic approach to SEND underpinned by a SEND Improvement Programme - this will have been co-produced by partners and consulted on with schools, GP's, children, young people, parents and carers.	RESPONSE SUCCESS CRITERIA: Feedback from parents / carers highlights that the improvement plan is making a difference to parental / carer experience: Regular parent/carers views and satisfaction are sought through active discussion with individuals and groups; analysis of complaints and compliments feedback and satisfaction questionnaires identify increased levels of satisfaction. There is evidence that parent/carers/CYP views and advice on the best way to deliver services are translated into actual commissioning decisions. Parents and carers are represented on decision making bodies or advisory bodies able to shape commissioning policy and decisions. Author: SEND Board	Jul-18	Jan-19		5. Completed	B	100%						Year 1 - L&I
	1.1a.1	Establish SEND Improvement Programme Board		Jul-18	Jul-18		5. Completed	B							
	1.1a.2	Agreed SEND Improvement Plan in consultation with Parent carer Forum and partners, which includes areas for immediate, priority and long-term action – sign off through partnership and individual governance processes		Aug-18	Dec-18		5. Completed	B							
	1.1a.3	Publish Written Statement of Action		Dec-18	Jan-19		5. Completed	B							
1.1b	Response	RESPONSE: Agreed a children's services concordat/pledge (Birmingham Promise) of our behaviours and values which will inform and is embedded across all our practice	RESPONSE SUCCESS CRITERIA: Birmingham Promise agreed, tested and published on website, and within a year we are able to evidence the values within it are being demonstrably used within service delivery Able to demonstrate the training has taken place, a new culture is being achieved and the satisfaction of parents and families has improved Author: SEND Board/ <i>Parent Carer Forum</i>	Nov-18	Jun-20		5. Completed	B	95%	Building Capacity / Training			Quality Assurance & Performance		Prog
	1.1b.1	Develop and consult upon a new pledge to creating a culture of aspiration and independence, to inform our practice		Nov-18	Feb-19		5. Completed	B							

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	1.1b.2	Sign-off Birmingham Promise (Terminology updated September 2019 as part of agreement on SEND Strategy)		Jan-19	Feb-19	Aug-19	5. Completed	B							
	1.1b.3	Partnership OD programme developed to embed the Birmingham Promise for our Children's partnership and integrated working		Feb-19	Feb-20		5. Completed	B		Building Capacity / Training					
	1.1b.4	Demonstrate that our pledge "The Birmingham Promise" and new values and behaviours are a key element of practice		Feb-20	Jun-20	Sept-20 ongoing	5. Completed	B		Building Capacity / Training			Quality Assurance & Performance		
1.1c	Response	RESPONSE: Established a children's improvement team to take forward the SEND and other wider children improvement programme.	RESPONSE SUCCESS CRITERIA: Birmingham has effective arrangements for holding leaders to account across education, health and social care through the SEND Improvement Board and that there is evidence that concerns raised by parents/carers have been raised with and addressed by accountable leaders in the system. The feedback loop is closed by responding in full to concerns raised by parents/carers about services. Author: BCP Exec / SEND Board	Sep-18	Dec-18		5. Completed	B	100%						Year 1 - L&I
	1.1c.1	Complete resource plan to identify team requirements		Oct-18	Dec-18		5. Completed	B							
	1.1c.2	Agree Workstream Lead, senior leadership and thematic SMEs for core workstreams		Sep-18	Sep-18		5. Completed	B							
	1.1c.3	Agree resources from key partner organisations		Oct-18	Oct-18		5. Completed	B							
1.1d	Response	RESPONSE: Have embedded the Birmingham Children's Strategic Partnership Executive and be demonstrating our agreed set of partnership behaviours and improvements in children's outcomes.	RESPONSE SUCCESS CRITERIA: Regular flow of multi-agency reports to the CPSE, with updated action plans and clear evidence of how the voice of children, young people, parents / carers has informed decision making. Author: SEND Board / Parent Carer Forum	Jul-18	Dec-18		5. Completed	B	100%				Quality Assurance & Performance		Year 1 - L&I
	1.1d.1	First meeting of the Partnership Executive; to deliver SEND and wider children's outcomes for the city		Oct-18	Oct-18		5. Completed	B							
	1.1d.2	Planning and Engagement with partner CEOs to shape agenda for Children's Improvement Forum		Sep-18	Oct-18		5. Completed	B							
	1.1d.3	Children's Improvement Forum established and outputs reported to CSPE		Oct-18	Dec-18		5. Completed	B							
1.1e	Response	RESPONSE: (Archived as duplicate of 4.1a) Have an agreed memorandum of understanding to identify areas for joint commissioning or services (either integrated commissioning for individuals or commissioning services for groups) informed by SEND JSNA.	RESPONSE SUCCESS CRITERIA: MoU is agreed and signed off by all stakeholders. Author: SEND Board	Nov-18	Apr-19		6. Archived					Year 1 - IC			

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	1.1e.1	Proposal to CYPSPF, Cabinet, trust boards, governing bodies for proposal to take forward integrated commissioning		Dec-18	Dec-18		6. Archived								
	1.1e.2	Worked up approach and road map for our phased implementation of integrated commissioning (developed through consultation with stakeholders) to Cabinet, Trust board, governing body		Nov-18	Jan-19		6. Archived								
	1.1e.3	Memorandum agreed and implemented into future integrated commissioning of services		Mar-19	Apr-19		6. Archived								
1.1f	Response	RESPONSE: Have in place substantive senior leadership capacity for SEND.	RESPONSE SUCCESS CRITERIA: We will know we have made an impact when there is a clearly understood and visible leadership for children's services, and particularly SEND, in the Birmingham system, that there is representation from senior leaders from ALL key stakeholder organisations who meet regularly and are actively engaged in the strategic direction of services development. That there is a clearly understood and active governance process for SEND outcomes in Birmingham which is able to demonstrate the ability to process and communicate decision making and authority to bodies charged with improving SEND provision. Author: SEND Board	Jun-18	Mar-19	Jul-19	5. Completed	B	100%						BCP
	1.1f.1	Revised SEND governance in place for SEND		Jun-18	Dec-18		5. Completed	B							
	1.1f.2	Establish Children's Strategic Partnership Executive		Jun-18	Sep-18		5. Completed	B							
	1.1f.3	Establish Children's Improvement Team		Sep-18	Mar-19	Jul-19	5. Completed	B							BCP
	1.1f.4	Delivery of improvement plan with local officers		Aug-18	Jun-20		3. In Progress	G							BCP
1.2		MAIN FINDING / AREA FOR DEVELOPMENT: Significant periods of change across the partnership have led to a lack of an overarching approach. There is not a joined-up strategy for SEN and/or disabilities across Birmingham.	AREA FOR DEVELOPMENT OUTCOME: Service user and partner sampling demonstrates greater awareness and ownership of the SEND strategy and shared vision across the city. Author: SEND Board	Sep-18	Apr-22				93%						
1.2a	Response	RESPONSE: Learn from best practice examples across the country to develop a transformed SEND services in Birmingham.	RESPONSE SUCCESS CRITERIA: Best practice examples of SEND provision from across the country will be explored and the learning will be incorporated into the SEND strategy and planning for service development. Author: SEND Board	Nov-18	Apr-21		5. Completed	B	100%	Year 1 - Leadership			Year 1 - Leadership		

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	1.2a.1	Conduct Best Practice Research and analyse report findings		Nov-18	Dec-18		5. Completed	B							
	1.2a.2	Complete Best Practice findings document		Jan-19	Feb-19		5. Completed	B							
	1.2a.3	Engage/consult with interested/impacted stakeholders and complete SEND consultation report		Feb-19	Jun-19		6. Archived								
	1.2a.4	Agree and implement final Send Transformation Plan		Apr-19	Mar-20		6. Archived								
	1.2a.5	Annual Performance report and improvement plan		Feb-21	Apr-21		6. Archived								
1.2b	Response	RESPONSE: Use the full baseline review across the partnership of the commissioning and provisions of SEND to inform a future integrated commissioning and integrated care delivery for SEND – including, for example, SENAR and Access to Education (A2E).	RESPONSE SUCCESS CRITERIA: The commissioning and provision of SEND services has been fully described and is clearly understood by commissioners across all stakeholder organisations and that a process for gathering, analysing and reporting performance and quality information with regard to SEND services is embedded within the system. Multi-agency performance dashboards will be introduced in 2019 to help inform this process. A joint integrated commissioning strategy is in place and working effectively. There are comprehensive and good SEND provision throughout Birmingham Author: SEND Board	Nov-18	Sep-19		5. Completed	B	100%	Integrated Model / Building Capacity		Integrated Commissioning			
	1.2b.1	Conduct baseline review of Birmingham City Council / NHS / Birmingham Children's Trust commissioning and provisions for SEND		Nov-18	Jan-19		6. Archived								
	1.2b.2	Complete Partnership Baseline Review Document		Jan-19	Feb-19		6. Archived								
	1.2b.3	Consult with stakeholders regarding new model to complete initial draft of Birmingham's future integrated commissioning and care delivery model for SEND		Oct-18	Jun-19	Jun-19	5. Completed	B		Integrated Model / Building Capacity		Integrated Commissioning			
	1.2b.4	Complete final version of Birmingham's future integrated commissioning and care delivery model for SEND, including underpinning key performance indicators		Jul-19	Sep-19	Feb-20	5. Completed	B		Integrated Model / Building Capacity		Integrated Commissioning			

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1.2c	Response	RESPONSE: Implemented the new integrated commissioning and care delivery model and be monitoring its outcomes.	RESPONSE SUCCESS CRITERIA: The Outcomes Framework describes the things that are important to families in the delivery of services. Services meeting these needs will regularly gather information on how well those needs are being met and will make that information public so that parents/carers will be able to see clearly how well services are meeting need and how the process of improving SEND services is being progressed. Author: SEND Board / <i>Parent Carer forum</i>	Jan-19	Apr-22		3. In Progress	G	75%	Integrated Model / Building Capacity		Integrated Commissioning	Quality Assurance & Performance		
	1.2c.1	Implement Birmingham's future integrated commissioning and care delivery plan for SEND		Jan-19	Mar-20	Apr-21	3. In Progress	G		Integrated Model / Building Capacity		Integrated Commissioning			
	1.2c.2	Annual review of performance against Birmingham's future integrated commissioning and care delivery plan for SEND		Jan-21	Apr-22		1. Not Started	N/A					Quality Assurance & Performance		
1.2d	Response	RESPONSE: Have co-produced a shared SEND strategy that has been formally approved by the relevant decision-making bodies.	RESPONSE SUCCESS CRITERIA: The new SEND strategy will be co-produced with parents and carers and we will be able to demonstrate that the issues which are most important to them has been translated into the strategy and from there into meaningful service change. Minutes from meeting with parents and carers, both formally and informally, will show how their views have been used to inform and shape the new SEND strategy. <i>The SEND inclusion strategy has an explicit focus on improving holistic outcomes for children with SEND (Transferred from 1.3c)</i> Author: SEND Board	Sep-18	Mar-19	Aug-19	5. Completed	B	95%	Integrated Model / Building Capacity			Year 1 - Leadership		
	1.2d.1	Review current strategy for SEND		Sep-18	Oct-18		5. Completed	B							
	1.2d.2	Engage with interested / impacted stakeholders and complete first draft of refreshed SEND strategy so it reflects and promotes a multi-agency holistic approach across health and social care.		Nov-18	Feb-19	Jul-19	5. Completed	B							
	1.2d.3	Complete approved final version of Birmingham's SEND Strategy to inform transformation plan		Mar-19	Mar-19	Sep-19	5. Completed	B							
	1.2d.4	SEND Strategy Implemented. First year evaluated.		Mar-20	Mar-20	Sep-20	3. In Progress	G		Integrated Model / Building Capacity			Quality Assurance & Performance		
1.2e	Response	RESPONSE: Have established the governance framework and structures to support joint-working across all key stakeholder organisations and will have made integrated commissioning decisions which impact positively on children's services for SEND.	RESPONSE SUCCESS CRITERIA: Commissioning decisions for children's services will have been made though joint working across organisations and will have been supported and assured though the agreed governance structure. Author: SEND Board	Sep-18	Apr-19		5. Completed	B	100%			Year 1 - L&I			
	1.2e.1	Interim Governance Framework established		Sep-18	Nov-18		5. Completed	B							

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	1.2e.2	Governance Framework for SEND embedded across partnership		Feb-19	Apr-19		5. Completed	B							
1.2f	Response	RESPONSE: Have put in place joint training on key areas that will improve the quality of information and documentation for families (for example, report writing).	RESPONSE SUCCESS CRITERIA: Able to demonstrate the training has taken place, and the quality of information is improving - evidenced through improved satisfaction of parents and families Author: SEND Board / Parent Carer Forum	Dec-18	Apr-20	Sept-20 ongoing	3. In Progress	R	90%	Building Capacity / Training					
	1.2f.1	Co-production with parent carer forum re current quality of information to inform development plan		Dec-18	Dec-18		5. Completed	B							
	1.2f.2	Training Products and supporting documentation for assessment and report writing designed/compiled - as part of the comprehensive Training Plan		Jan-19	Apr-19	Dec-19	5. Completed	B		Building Capacity / Training					
	1.2f.3	Joint Training implemented		May-19	Oct-19	Jul-20	3. In Progress	R		Building Capacity / Training					
	1.2f.4	Impact of joint training evaluated		Jan-20	Apr-20	Dec-20	3. In Progress	R		Building Capacity / Training					
1.2g	Response	RESPONSE: Have embedded our quality assurance as a single framework across the partnership.	RESPONSE SUCCESS CRITERIA: The QA framework will have been embedded across the partnership and will demonstrate improvements in quality and consistency of services across the system. Author: SEND Board	Feb-19	Jul-19		3. In Progress	R	90%						
	1.2g.1	Develop single integrated quality assurance framework for use across the partnership		Feb-19	Apr-19	Jun-19	5. Completed	B							
	1.2g.2	Single integrated quality assurance framework adopted by partner organisations		May-19	Jul-19		5. Completed	B							
1.2h	Response	RESPONSE: Self-regulate through our Children's Quality assurance governance.	RESPONSE SUCCESS CRITERIA: The assurance framework for children's services will provide the necessary confidence that services are delivering at the required quality. Author: SEND Board	Oct-18	Mar-20		3. In Progress	R	90%				Quality Assurance & Performance		
	1.2h.1	Review Ofsted / CQC service standards to determine agreed 'what good looks like'		Oct-18	Dec-18		5. Completed	B							
	1.2h.2	SEND Improvement Board agree success criteria		Dec-18	Dec-18		5. Completed	B							

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WSOA Response Ref	Action Ref	Objectives / Key Areas for development	Outcome / Response Success Criteria	Start date	Due date in WSOA (not to be changed)	Expected end date (if different)	Delivery Status	RAG Rating	% Complete (Response only)	Yr2 Building Capacity / Integrated Model Nichola Jones	Yr2 Developing Support & Provision Nichola Jones	Yr2 Integrated Commissioning Jo Carney	Yr2 Quality Assurance & Performance	Yr2 Preparation for Adulthood Linda Harper / David	Yr2 Other Programme / Comms / BCP
	1.2h.3	Quarterly report to SEND Improvement Board / BCP Board regarding progress in accordance with 'what good looks like'		Mar-19	Mar-20		3. In Progress	R					Quality Assurance & Performance		
1.3		MAIN FINDING / AREA FOR DEVELOPMENT: Actions to benefit children and young people who have SEN and/or disabilities have been happening in isolation. There has been a complete lack of strategic planning. A great deal of what is good is the result of the qualities of the individuals who are delivering aspects of the provision.	AREA FOR DEVELOPMENT OUTCOME: We will know we have made an impact when there is a single, shared strategic approach to SEND in Birmingham that drives the implementation of service changes, improved outcomes and improved value for money. Children and Young People's needs are understood and resources applied so they get what they need when they need it. Author: SEND Board	Sep-18	Aug-20				96%						
1.3a	Response	RESPONSE: Develop and agree a shared SEND JSNA for the city.	RESPONSE SUCCESS CRITERIA: A shared JSNA will be developed and shared across the city which meets the requirements of children and young people and their carers and helps drive delivery of improvements in services. Author: SEND Board	Sep-18	Feb-19		5. Completed	B	100%	Integrated Model / Building Capacity			Year 1 - L&I		
	1.3a.1	Carry out baseline data and needs analysis, population projections and forecast		Sep-18	Dec-18		5. Completed	B							
	1.3a.2	Sign off JSNA at SEND Improvement Board and Health and Wellbeing Board		Nov-18	Feb-19		5. Completed	B							
	1.3a.3	Communicate JSNA - ensure link is on WSOA page on BCC website and partner websites - Communicate to school forum(s) and other partners		May-19	Jun-19		5. Completed	B							
	1.3a.4	Consider needs analysis in the development of the new model and take prioritisation decisions on any gaps in provision		Mar-19	Sep-19		5. Completed	B		Integrated Model / Building Capacity					
1.3b	Response	RESPONSE: Align the priorities captured within the updated SEND JSNA and other needs assessments and ensure any gaps in provision (and data) are identified. The JSNA will also map out current and projected future demand for services, including the impact of predicted population growth.	RESPONSE SUCCESS CRITERIA: To increase the number of locally commissioned placements To reduce out of county or emergency placements Needs analysis determining strength and gaps in the Local Offer (commissioning and service planning) with prompt/timely action taken to address areas requiring improvement. Needs identification and response published on the Local Offer Author: SEND Board	Dec-18	Sep-19	Feb-20	5. Completed	B	100%		Developing Support & Provision / Specialist Provision review				
	1.3b.1	Conduct sufficiency review of provision - Education		Dec-18	Feb-19	Feb-20	5. Completed	B			Developing Support & Provision / Specialist				
	1.3b.2	Conduct sufficiency review of provision - Health		Dec-18	Feb-19	Jun-19	5. Completed	B							

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	1.3b.3	Conduct sufficiency review of provision - Social Care		Jan-19	Feb-19		5. Completed	B							
1.3c	Response	RESPONSE: (Archived as duplicate of 1.2d) Have reviewed the SEND inclusion strategy to reflect and promote a multi-agency holistic approach across health and social care.	RESPONSE SUCCESS CRITERIA: The SEND inclusion strategy has an explicit focus on improving holistic outcomes for children with SEND. Author: SEND Board	Nov-18	Mar-19		6. Archived								
	1.3c.1	Co-produce a shared SEND strategy to be formally approved by the relevant decision making bodies		Nov-18	Mar-19		6. Archived								
1.3d	Response	RESPONSE: Fully established the Birmingham Strategic Partnership Executive for Children with a clear set of improvement priorities.	RESPONSE SUCCESS CRITERIA: BSPE will meet on a regular basis, will be supported by all stakeholders and will be able to demonstrate that strategic decisions have been taken which have contributed to delivering the improvements identified in the WSoA and SEND improvement strategy. Author: SEND Board	Sep-18	Feb-19		5. Completed	B	100%						Year 1 - L&I
	1.3d.1	Birmingham Strategic Partnership Executive for Children established		Sep-18	Nov-18		5. Completed	B							
	1.3d.2	Hold a system leader improvement forum to identify clear strategic priorities for children in the city		Sep-18	Dec-18		5. Completed	B							
	1.3d.3	A clear set of improvement priorities agreed by CYPSP		Dec-18	Feb-19		5. Completed	B							
1.3e	Response	RESPONSE: Fully established the SEND Improvement Programme, and have consistent integrated reporting through the SEND governance and statutory bodies.	RESPONSE SUCCESS CRITERIA: The established governance structure will support the delivery of the SEND improvement programme and will receive regular assurance on progress made through the activity of the four working groups and performance information gathered on the integrated dashboard. Author: SEND Board	Jul-18	Dec-18		5. Completed	B	100%						Year 1 - L&I
	1.3e.1	Terms of reference developed for SEND Board, PMO and Delivery Working Groups		Jul-18	Dec-18		5. Completed	B							
	1.3e.2	Project Plan and programme reporting mechanism confirmed		Nov-18	Dec-18		5. Completed	B							
	1.3e.3	Resource Plan		Sep-18	Dec-18		5. Completed	B							

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1.3f	Response	RESPONSE: Where appropriate explore the alignment of budget and or resources across partner organisations.	RESPONSE SUCCESS CRITERIA: Engagement with current and prospective providers about current targets and future outcomes. Author: SEND Board	Oct-18	Aug-20	Sep-20	3. In Progress	G	80%			Integrated Commissioning			
	1.3f.1	Undertake baseline of current spend and service offer / provision costs		Oct-18	Dec-18		6. Archived								
	1.3f.2	Undertake baseline of schools funding for SEND		Oct-18	Dec-18		6. Archived								
	1.3f.3	Joint review of 'top 20 cases' in each risk segment to inform joint commissioning and integrated provision options and to identify areas for immediate improvement		Oct-18	Dec-18		5. Completed	B							
	1.3f.4a	Identify areas of cost savings and efficiencies 1) Opportunities for efficiencies at provider level		Dec-18	Feb-19	Aug-19	5. Completed	B				Integrated Commissioning			
	1.3f.4b	Identify areas of cost savings and efficiencies 2) Review and refresh current		Dec-18	Feb-19	Aug-19	5. Completed	B				Integrated Commissioning			
	1.3f.5	Review and refresh current arrangements for integrated funding between Education, Health and Social Care taking into account national best practice		Dec-18	Feb-19	Aug-19	5. Completed	B				Integrated Commissioning			
	1.3f.6	Develop joint funding agreements, principles, policies, processes and guidance - Updated to signing off Section 75 Agreement		Dec-18	Jan-19	Aug-20	3. In Progress	G				Integrated Commissioning			
	1.3f.7	Agreement of new joint funding formula		Jan-19	Mar-19		6. Archived	N/A				Integrated Commissioning			
	1.3f.8	Develop/Design and agree unified resource and activity profiling allocation system		Mar-19	Jul-19		6. Archived	N/A				Integrated Commissioning			
	1.3f.9	Implement a unified resource allocation system		Aug-19	Aug-20		6. Archived	N/A				Integrated Commissioning			
2		AREA OF WEAKNESS: The effectiveness of inter-agency working													

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2.1		MAIN FINDING / AREA FOR DEVELOPMENT: Leaders have not ensured that the 2014 reforms have had a marked impact on improving provision and outcomes for children and young people who have SEN and/or disabilities. Until very recently, health, education and social care teams have not worked together effectively at a strategic level. As no one has taken a clear and cohesive overview of provision and outcomes for children and young people who have SEN and/or disabilities, the local area has not implemented the reforms effectively.	AREA FOR DEVELOPMENT OUTCOME: We will know we have made an impact when the experiences and outcomes of children and families using our services have improved and families understand and can navigate the Local Offer, as evidenced through the parent carer survey tool. We fully meet the requirements of the Act. Author: SEND Board	Nov-18	Oct-20				95%						
2.1a	Response	RESPONSE: Undertake a collective baseline review of current service delivery and practice against the 2014 reforms and the 2015 Code of Practice (in part informed by SEND JSNA). The outcomes of this review will contribute to the development of the SEND Improvement Programme and the case for change for integrated commissioning and integrated care delivery model.	RESPONSE SUCCESS CRITERIA: Accurate understanding of the effectiveness of the local area in comparison to identified benchmark areas and responses to challenge taken up and addressed in a timely manner. Author: SEND Board	Dec-18	Oct-20		5. Completed	B	100%	Year 1 - L&I		Year 1 - L&I			
	2.1a.1a	Conduct baseline review of Birmingham City Council commissioning and provisions for SEND		Nov-18	Jan-19	Jun-19	5. Completed	B							
	2.1a.1b	Conduct baseline review of NHS commissioning and provisions for SEND		Nov-18	Jan-19	Jun-19	5. Completed	B							
	2.1a.1c	Conduct baseline review of Birmingham Children's Trust commissioning and provisions for SEND		Nov-18	Jan-19	May-19	5. Completed	B							
	2.1a.1a	Undertake baseline of schools funding for SEND		Oct-18	Dec-18		5. Completed	B							
	2.1a.2	Complete Partnership Baseline Review Document		Jan-19	Feb-19	Jun-19	5. Completed	B							
	2.1a.1	Baseline Review undertaken		Dec-18	Feb-19		6. Archived								
	2.1a.2	Use findings to outline actions for the SEND Improvement plan		Jan-19	Apr-19		6. Archived								

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	2.1a.3	Implement SEND Improvement plan		Mar-19	Oct-20		6. Archived								
2.1b	Response	RESPONSE: Develop from the SEND improvement plan and baseline reviews a new model of commissioning and case for SEND to transform and sustain our services for current and future generations.	RESPONSE SUCCESS CRITERIA: The commissioning and provision of SEND services has been fully described and is clearly understood by commissioners across all stakeholder organisations and that a process for gathering, analysing and reporting performance and quality information with regard to SEND services is embedded within the system. Multi-agency performance dashboards will be introduced in 2019 to help inform this process. Author: SEND Board	Feb-19	Jul-20	Sept-20 ongoing	5. Completed	B	100%			Integrated Commissioning			
	2.1b.1	Baseline review of current commissioning arrangements, funding, service provision/offer and cost of service offer. Using the information gathered as part of the Journey of Children Workshop and the top cases review		Feb-19	May-19	Jun-19	5. Completed	B							
	2.1b.2	Review of best practice and models around the country that are 'best in class. For send outcomes		Feb-19	May-19		5. Completed	B							
	2.1b.3	Co-produce model of commissioning (framework) and case for SEND transformation based on best practice and baseline		Jun-19	Aug-19	Sep-19	5. Completed	B				Integrated Commissioning			
	2.1b.4	Deliver implementation plan for model of commissioning and case for SEND transformation		Sep-19	Jul-20	Sept-20 ongoing	5. Completed	B				Integrated Commissioning			
2.1c	Response	RESPONSE: Put in place information and training for professionals on the SEND reforms and Code of Practice and establish an information repository of 'what good looks like'.	RESPONSE SUCCESS CRITERIA: Able to demonstrate training on the SEND reforms and Code of Practice has taken place, professionals understanding on this has improved, and the information repository contains examples of best practice. Author: SEND Board	Dec-18	Apr-19		5. Completed	B	100%	Building Capacity / Training					
	2.1c.1	Develop and Deliver training to professionals		Dec-18	Apr-19	Dec-19	5. Completed	B		Building Capacity / Training					
	2.1c.2	Agree and create a repository of 'what good looks like'		Dec-18	Apr-19	Jul-19	5. Completed	B		Building Capacity / Training					
	2.1c.3	Promote use of repository, share best practice		Apr-19	Ongoing	Jul-19	5. Completed	B		Building Capacity / Training					

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2.1d	Response	RESPONSE: Have developed an outline workforce development strategy and plan, including skills and expertise relating to service transformation and improvement, joint and integrated working, cultural and behavioural change and co-production.	RESPONSE SUCCESS CRITERIA: Demonstrate there is a consistent methodology or tool which is used for integrated workforce planning and development (moved from 3.1e) Through discussion with the parent carer forum we are able to demonstrate that co-production is taking place, and parent carers are satisfied that their input is listened to and incorporated into outputs Author: SEND Board / <i>Parent Carer Forum</i>	Jan-19	Jun-20		3. In Progress	R	90%	Building Capacity / Training					
	2.1d.1	Undertake a baseline across the partnership of current SEND workforce development needs and capacity		Jan-19	Feb-19	Dec-19	5. Completed	B		Integrated Model / Building Capacity					
	2.1d.2	Develop outline joint workforce development strategy and implementation plan across Education (BBC/Schools), Health and Social Care		Mar-19	Mar-20	Jul-20	3. In Progress	R		Integrated Model / Building Capacity					
	2.1d.3	Deliver workforce development implementation plan		Apr-20	Apr-21	Feb-20 ongoing	3. In Progress	G		Integrated Model / Building Capacity					
	2.1d.4	Measure impact		Apr-21	Jun-22		1. Not Started	N/A		Integrated Model / Building Capacity					
2.1e	Response	RESPONSE: Have deployed the increased capacity in Designated Clinical Officer and Designated Medical Officer roles to provide assurance around meeting the health need requirements of the Children and Families Act and improve the quality of health input into EHCPs.	RESPONSE SUCCESS CRITERIA: More meaningful and comprehensive EHCPs that reflect the child's health needs more accurately Author: SEND Board/ <i>Parent Carer Forum</i>	Jan-19	Jan-19 Ongoing		5. Completed	B	100%		Developing Support & Provision / EHCP Process		Quality Assurance & Performance / EHCPs		
	2.1e.1	Agreed processes between partners for returning Health advice for an assessment		Jan-19	Jan-19	Nov-19	5. Completed	B			Developing Support & Provision / EHCP Process		Quality Assurance & Performance / EHCPs		
	2.1e.2	Agreed processes between partners re communicating need for Annual Review		Jan-19	Jan-19	May-20	5. Completed	B			Developing Support & Provision / EHCP Process		Quality Assurance & Performance / EHCPs		
	2.1e.3	Agreed process to plan for Team around the child response		Jan-19	Jan-19	Jun-19	5. Completed	B							
	2.1e.4	Review workplan and capacity of DMO / DCO to confirm if any additional capacity required		Mar-20	Sep-20		5. Completed	B							
2.1f	Response	RESPONSE: <i>(Archived as duplicate of 1.1b)</i> Have developed and started to embed a new culture – as set out in the Code of Practice – that creates a culture of aspiration and independence.	RESPONSE SUCCESS CRITERIA: Able to demonstrate the training has taken place, a new culture is being achieved and the satisfaction of parents and families has improved Author: SEND Board / <i>Parent Carer Forum</i>	Feb-19	Jun-19 ongoing		6. Archived								

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	2.1f.1	Partnership OD programme developed to embed the values, behaviours and culture for our Children's partnership and integrated working		Feb-19	Feb-20		6. Archived								
	2.1f.2	Test the impact of the values, behaviours and culture in the OD programme		Jun-19	Jun-19 ongoing		6. Archived								
2.1g	Response	RESPONSE: Have in place an integrated SEND Outcomes Framework to monitor and self-regulate our improvement activity to ensure we are making progress in inputs and outcomes for individuals with SEND.	RESPONSE SUCCESS CRITERIA: The integrated outcomes framework will be developed and agreed by all partners, including parents and carers to ensure we are measuring (where possible) the things that matter to them. The outcomes framework will become the default measure of quality and will enable us to identify improvements in services where they occur and to highlight areas of concern in a timely way. Author: SEND Board / <i>Parent Carer Forum</i>	Dec-18	Jul-20		3. In Progress	R	90%	Integrated Model / Building Capacity			Quality Assurance & Performance		
	2.1g.1	Co-produce integrated SEND Outcomes Framework		Dec-18	Feb-19	Aug-19	5. Completed	B		Integrated Model / Building Capacity			Quality Assurance & Performance		
	2.1g.2	Implement integrated SEND Outcomes Framework into practice		Mar-19	Jul-19	Sep-19	3. In Progress	R		Integrated Model / Building Capacity			Quality Assurance & Performance		
	2.1g.3	Annually review outcomes framework in line with evolution of new model		Jul-19	Jul-20	ongoing	3. In Progress	G		Integrated Model / Building Capacity			Quality Assurance & Performance		
2.1h	Response	RESPONSE: Ensure transitions at key points will be standardised through multi-agency approaches – this will include necessary focus on preparation for adulthood.	RESPONSE SUCCESS CRITERIA: An agreed multi-agency leadership approach for transitions across the city and a single leadership improvement plan which demonstrates improved outcomes for CYP in relation to preparation for adulthood Author: SEND Board / <i>Parent Carer Forum</i>	Nov-18	Jul-19		5. Completed	B	100%					Preparation for Adulthood	
	2.1h.1	Adoption and sign up to BCC Transitions Strategy across the Partnership		Nov-18	Jan-19		5. Completed	B						Year 1 - Preparation for Adulthood	
	2.1h.2	Develop a single implementation plan for transitions 0-25 years across education, health, social care		Jan-19	Mar-19		5. Completed	B						Year 1 - Preparation for Adulthood	
	2.1h.3	Implement Transitions Dashboard to measure improvements in a standardised way and progress is regularly reported on		Mar-19	Apr-19	Jun-19	5. Completed	B						Year 1 - L&I	
	2.1h.4	Identify and Develop standardised protocols for transitions to be used across the partnership		Apr-19	Jul-19	Oct-19	5. Completed	B						Preparation for Adulthood	

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WORKSTREAMS FILTER - YEAR 2

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2.1i	Response	RESPONSE: Improve communication and co-ordination through the review of SENAR as a multi-agency service.	RESPONSE SUCCESS CRITERIA: The EHCP process will be able to demonstrate much greater levels of multi-agency working and a greater emphasis on the quality of, and review of, EHC plans. There will also be much more effective communication with parents/carers about the EHC process, demonstrated by active involvement of the parent carer forum and higher levels of satisfaction with the process identified in satisfaction questionnaires and analysis of complaints. Author: SEND Board	Jan-19	Apr-19	Dec-20	3. In Progress	R	75%		Developing Support & Provision / SENAR				
	2.1i.1	As part of a service wide reorganisation, SENAR to become the 'EHC Assessment Team' . (Initial review completed April 2019, followed up June 2019 with interim AD for SEND) Archived as duplicate of 8.3		Jan-19	Apr-19		6. Archived	N/A			Developing Support & Provision / SENAR				
	2.1i.2	Interim structure for SENAR implemented (during covid-19)		Aug-20	Sep-20		3. In Progress	G			Developing Support & Provision / SENAR				
	2.1i.3	Final structure for SENAR implmented (autumn term)		Sep-20	Dec-20		3. In Progress	G			Developing Support & Provision / SENAR				
2.1j	Response	RESPONSE: Ensure robust information sharing agreements, developed by specialist information governance leads across the system, are in place to support and promote effective sharing of information.	RESPONSE SUCCESS CRITERIA: Information and business intelligence (BI) specialists across all stakeholder organisations are engaged in developing a multi-agency performance dashboard using metrics agreed across the agencies involved as well as parents and carers. This will be developed in 2019 and will become an integral part of how SEND performance and the improvement programme is assured through the agreed governance process. Author: SEND Board	Jan-19	Aug-19		5. Completed	B	100%				Quality Assurance & Performance / IG		
	2.1j.1	Establish information governance working group across partner organisations		Jan-19	Jan-19		5. Completed	B							
	2.1j.2	Develop and implement information sharing agreements across the partnership - for SEND		Feb-19	Aug-19	Dec-19	5. Completed	B					Quality Assurance & Performance / IG		
3		AREA OF WEAKNESS: The coordination of assessments of children and young people's needs between agencies													

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3.1		MAIN FINDING / AREA FOR DEVELOPMENT: There has not been a robust and coordinated implementation plan to realise the desire of professionals who want to do the right things for children and young people in Birmingham. The local area cannot simply adapt what is already in place to improve provision and outcomes.	AREA FOR DEVELOPMENT OUTCOME: We will know we have made an impact when there is clear evidence of pride and ownership in regard to professional engagement and involvement in our SEND services and an improvement in our staff survey results, retention and recruitment rates. Increased understanding, support, and challenge of SEND improvement action plan in the city which will be evidenced in QA reports. Author: SEND Board / Parent Carer Forum	Jun-18	Jun-20				99%						
3.1a	Response	RESPONSE: Have held a multiagency and multi-professional head of services workshop to map together the current journey of the child and discuss areas where that journey is not delivering for the child, staff and partners to deliver the best services we can.	RESPONSE SUCCESS CRITERIA: Pinch points across the child's journey will have been identified and measures put in place to address, that result in a more seamless service and experience for parents and carers of children and young people with SEND Author: SEND Board / <i>Parent Carer Forum</i>	Sep-18	Apr-19		5. Completed	B	100%	Year 1 - JOC					
	3.1a.1	Plan initial workshop approach and key attendees		Sep-18	Oct-18		5. Completed	B							
	3.1a.2	Deliver workshops to map services and the journey to access universal, targeted, and specialist support, and then to collate input		Nov-18	Mar-19	May-19	5. Completed	B							
	3.1a.3	Summary report to inform new model of care and areas for immediate improvement		Apr-19	Apr-19	Jun-19	5. Completed	B							
3.1b	Response	RESPONSE: Have developed a mechanism for sharing of good practice across and within agencies.	RESPONSE SUCCESS CRITERIA: Demonstrating the sharing of good practice via website, staff meetings and commissioning of services, and day to day delivery of services Author: SEND Board	Jan-19	Jun-20		5. Completed	B	100%	Building Capacity / Training					
	3.1b.1	Identify and agree what good practice looks like <i>when coordinating assessments between agencies</i>		Jan-19	Feb-19	Jul-19	5. Completed	B							
	3.1b.2	Agree ways sharing best practice examples		Mar-19	Mar-20		5. Completed	B		Building Capacity / Training					
	3.1b.3	Set up mechanism of sharing information across agencies and evaluate impact		Apr-20	Jun-20	Sept-20 ongoing	5. Completed	B		Building Capacity / Training					

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3.1c	Response	RESPONSE: Identify immediate improvements areas from the journey of the child mapping and those which will inform our wider transformation of the SEND commissioning and service offer.	RESPONSE SUCCESS CRITERIA: Pinch points across the child's journey will have been identified and measures put in place to address. that result in a more seamless service and experience for parents and carers of children and young people with SEND Author: SEND Board / <i>Parent Carer Forum</i>	Nov-18	Sep-19		5. Completed	B	100%	Year 1 - JOC					
	3.1c.1	Identify areas of improvements		Nov-18	Feb-19	Jun-19	5. Completed	B							
	3.1c.2	Develop, implement and review improvement plan		Mar-19	Sep-19	Sep-19	6. Archived								
3.1d	Response	RESPONSE: Share multi-agency SEND performance management information across the partnership that will inform decision making and report caseload management'.	RESPONSE SUCCESS CRITERIA: Multiagency performance indicators on SEND Improvement Board scorecard and incorporated in reports to Children's Services Partnership Executive Author: SEND Board	Nov-18	Jan-19		5. Completed	B	100%				Year 1 - L&I		
	3.1d.1	Gather performance information currently held in all the partner organisations		Nov-18	Dec-18	Jun-19	5. Completed	B							
	3.1d.2	Identify and review best practice around SEND Scorecards in other authorities - guided by DfE and other WSOA examples		Nov-18	Dec-18		5. Completed	B							
	3.1d.3	Develop and implement multi-agency SEND Scorecard		Jan-19	Feb-19	Jun-19	5. Completed	B							
3.1e	Response	RESPONSE: (<i>Archived as duplicate of 2.1d</i>) Have an agreed approach to integrated workforce planning and development.	RESPONSE SUCCESS CRITERIA: Demonstrate there is a consistent methodology or tool which is used for integrated workforce planning and development Author: SEND Board	Feb-19	Jun-20		6. Archived								
	3.1e.1	Identify scope or areas of integrated workforce planning and development		Feb-19	May-19		6. Archived								
	3.1e.2	Develop tool or methodology for ongoing workforce planning and development		Jun-19	Jun-20		6. Archived								
3.1f	Response	RESPONSE: Have an agreed and embedded process between SENAR and Health to communicate the need for a health assessment or report at both the initial and review stage of the process and compliance is monitored.	RESPONSE SUCCESS CRITERIA: Increased involvement of health practitioners with the assessment and review process will enable both the EHCP and Annual Reviews to be more accurate in reflecting the needs of the child Author: SEND Board / <i>Parent Carer Forum</i>	Oct-18	Nov-18		5. Completed	B	100%		Year 1 - JOC				
	3.1f.1	Implement timely communication processes between SENAR and health - Initial assessments or reports		Oct-18	Nov-18		5. Completed	B							

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	3.1f.2	Implement timely communication processes between SENAR and health - Review stage		Oct-18	Nov-18		5. Completed	B							
	3.1f.3	Single approach to advice in for EHCP Assessments and Reviews across education, health and social care		Feb-19	Apr-19		6. Archived								
3.1g	Response	RESPONSE: Have implemented changes to how we work to ensure the engagement and involvement of professionals in service planning, development, delivery and review.	RESPONSE SUCCESS CRITERIA: All service users and service providers report improved satisfaction with the services they receive and the services they provide Author: SEND Board	Mar-19	Sep-19	Jan-20	5. Completed	B	100%	Integrated Model / Building Capacity					
	3.1g.1	Develop and Implement joint and coordinated planning		Mar-19	Sep-19	Jan-20	5. Completed	B		Integrated Model / Building Capacity					
3.1h	Response	RESPONSE: Promote education / awareness of the needs of children and young people with SEN and/or disabilities with professionals	RESPONSE SUCCESS CRITERIA: A completed plan of engagement as been delivered and parents and families report improved awareness of the needs of children and young people with SEN and/or disabilities Author: SEND Board / <i>Parent Carer Forum</i>	Jan-19	Apr-20	Dec-20	3. In Progress	R	90%	Building Capacity / Training					
	3.1h.1	Develop a Programme of workforce engagement to raise awareness of needs of children and young people with SEND - <i>Now superceded by a wide range of activities including professional development programme for schools and settings, training and e-learning, newsletters</i>		Jan-19	Apr-19	Jan-20	5. Completed	B		Building Capacity / Training					
	3.1h.2	Deliver campaign / engagement		Nov-19	Dec-19	Jan-20	5. Completed	B		Building Capacity / Training					
	3.1h.3	Evaluate impact of improved awareness with families		Apr-20	Apr-20	Dec-20	3. In Progress	R		Building Capacity / Training					
3.1i	Response	RESPONSE: Explore the opportunity to develop the case for change for a new model of integrated care delivery for SEND.	RESPONSE SUCCESS CRITERIA: An integrated workforce plan including new joint roles are in place and we are able to demonstrate joint working in our new integrated care delivery model for SEND. Author: SEND Board	Jan-19	Sep-19		5. Completed	B	100%	Integrated Model / Building Capacity					
	3.1i.1	Develop new workforce requirements for new Model		Jan-19	May-19	Jan-20	5. Completed	B		Integrated Model / Building Capacity					
	3.1i.2	Workforce plan signed off by all partners		Jun-19	Jul-19	Feb-20	5. Completed	B		Integrated Model / Building Capacity					

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	3.1i.3	Implement workforce plan		Aug-19	Sep-19	Feb-20	5. Completed	B		Integrated Model / Building Capacity					
3.1j	Response	RESPONSE: Include NHS numbers on all plans and plans to be shared between contributing agencies. The plans will be uploaded and flagged on the respective clinical information systems within health.	RESPONSE SUCCESS CRITERIA: Improved production and quality of performance reporting which will enable better monitoring of service provision Author: <i>SEND Board</i>	Nov-18	Jan-19		5. Completed	B	100%		Year 1 - JOC		Year 1 - JOC		
	3.1j.1	NHS numbers to be included in EHC Plans and information regularly shared to ensure flagging on respective clinical information systems		Nov-18	Jan-19		5. Completed	B							
3.1k	Response	RESPONSE: Review and consider implementation of multiagency care plans for those not eligible for EHCP but who have additional educational, social and / or health needs.	RESPONSE SUCCESS CRITERIA: SEN support plans working well in mainstream schools Author: <i>SEND Board / Parent Carer Forum</i>	Jun-18	Jun-19		5. Completed	B	100%	Year 1 - JOC					
	3.1k.1	Develop SEN Support Plan template		Jun-18	Jul-18		5. Completed	B							
	3.1k.2	Pilot in schools		Sep-18	Dec-18		5. Completed	B							
	3.1k.3	Review/evaluate pilot and develop recommendations for roll out		Jan-19	Mar-19		5. Completed	B							
	3.1k.4	Additional pilot for funded element		Apr-19	Sep-19		6. Archived								
	3.1k.5	Evaluation of funded SEN support pilot		Jul-19	Sep-19		6. Archived								
	3.1k.6	Roll out SEN Support Plans & CRISP to all schools		Sep-19	Dec-19	Jan-20	5. Completed	B		Building Capacity / Locality Teams	Developing Support & Provision - Gov model				
4		AREA OF WEAKNESS: <i>Integrated Commissioning</i>													

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4.1		MAIN FINDING / AREA FOR DEVELOPMENT: Integrated commissioning is significantly underdeveloped across the local area. Professionals were unable to identify or articulate a clear view, either individually or as a partnership, about their main priorities for integrated commissioning. As service development and capacity does not match demand, the needs of children and young people are not being met. This is particularly evident within the speech and language therapy (SALT) services.	AREA FOR DEVELOPMENT OUTCOME: We will know we have made an impact when we can evidence that our joint commissioning activity enables the provision of services that better meet need and that provide good value for money. Children and Young People's needs are assessed and met in a timely and purposeful manner, with needs identified at the earliest point and appropriate support put in place. Author: SEND Board / Parent Carer Forum	Nov-18	Mar-20				94%						
4.1a	Response	RESPONSE: Secured mandate to proceed to establishing integrated commissioning and roadmap for when and how we will achieve this.	RESPONSE SUCCESS CRITERIA: We will know we have made an impact when there is a single, shared strategic approach to SEND in Birmingham underpinned by integrated commissioning and integrated care delivery models. This will be ensured by the establishment of commissioning structures which integrate stakeholders form organisations which have previously worked in isolation or who have not had a meaningful history of joint commission.	Nov-18	Jan-19		5. Completed	B	100%			Year 1 - L&I			
	4.1a.1	Mandate and approach to integrated commissioning is developed and agreed		Nov-18	Jan-19	May-19	5. Completed	B							
	4.1a.2	Worked up approach and road map for our phased implementation of integrated commissioning (developed through consultation with stakeholders) to Cabinet, Trust board, governing body		Nov-18	Jan-19		5. Completed	B							
	4.1a.3	Memorandum agreed and implemented into future integrated commissioning of services		Mar-19	Apr-19		5. Completed	B							
4.1b	Response	RESPONSE: Developed our strategic approach to aligned and integrated commissioning, including the development of a shared outcomes framework, recognising the different approaches for individual and strategic level commissioning. The first outline framework to be considered for approval by partners by November / December 2018 to enable effective co-production with partners and formal approval by January 2019. This strategy development will include: - Identifying the current commissioning arrangements for all partners; - Identifying all budgets that are allocated to services that could be jointly commissioned; and - Identifying the current capacity and demand for all services, understanding current gaps. A key focus will be on speech and language therapy, occupational therapy and physiotherapy.	RESPONSE SUCCESS CRITERIA: Increased quality of jointly commissioned services, leading to improved outcomes for children, as demonstrated through the performance dashboard. Increased value for money from commissioned provision though increased levels of satisfaction without necessitating major increases in funding. Improved access to services through joint commissioning (including reduced waiting times to access provision). This will be achieved by bringing service provision much closer together e.g. integrating the commissioning of speech and language services across health, social care and schools. Improved understanding of demand for services to inform future commissioning activity by intelligently using the service mapping and performance information which will be an integral part of there commissioning process. Author: SEND Board	Nov-18	Mar-19	Aug-19	5. Completed	B	100%			Integrated Commissioning			

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	4.1b.1a	The first outline of Joint Commissioning framework		Nov-18	Jan-19	Jun-19	5. Completed	B							
	4.1b.1b	Annual plan developed (for delivery of Joint Commissioning Framework)		Nov-18	Jan-19		6. Archived	N/A				Integrated Commissioning			
	4.1b.2	Co-production with partners on the Joint Commissioning framework		Dec-18	Feb-19	Jun-19	5. Completed	B							
	4.1b.3	Formal approval of Joint Commissioning Framework by Partners		Feb-19	Mar-19	Aug-19	5. Completed	B				Integrated Commissioning			
4.1c	Response	RESPONSE: Provided clear oversight and governance for aligned and integrated commissioning, including reviewing the outcomes of panel requests and decisions, and the introduction of a complex care panel.	RESPONSE SUCCESS CRITERIA: An established governance mechanism to review and determine good strategic commissioning and the review of contract impact that regularly reports to the Children's strategic Partnership Executive. Author: SEND Board	Nov-18	May-19	Dec-20	3. In Progress	R	50%			Integrated Commissioning			
	4.1c.1	Undertake review of existing aligned and joint commissioning governance arrangements, including panel arrangements		Nov-18	Jan-19		5. Completed	B							
	4.1c.2	Develop proposals for future aligned and joint commissioning governance arrangements across partners		Nov-18	Jan-19	Oct-20	3. In Progress	R				Integrated Commissioning			
	4.1c.3	Implement in phases proposals for the governance of joint and integrated commissioning across the partnership		Feb-19	May-19	Dec-20	3. In Progress	R				Integrated Commissioning			
	4.1c.4	Establish a partnership complex care panel		Apr-19	May-19		3. In Progress	R							
4.1d	Response	RESPONSE: Identified the current capacity and skills of associated commissioning capacity across the partners and will have produced a plan to pool or align resources, including developing additional capacity to improve the speed of our response to deliver on the action plan.	RESPONSE SUCCESS CRITERIA: An integrated commissioning process across stakeholder organisations will produce much greater joint working across the system, new structures may be appropriate which will be able to use the skills across different organisations e.g. local authority commissioners are able to inform health commissioning a vice versa Author: SEND Board	Nov-18	Apr-19		5. Completed	B	100%			Integrated Commissioning			
	4.1d.1	Review as-is commissioning capacity and skills across partner organisations		Nov-18	Dec-18		5. Completed	B							
	4.1d.2	Develop and agree proposals for future commissioning capacity and skills		Dec-18	Jan-19		5. Completed	B				Integrated Commissioning			

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WORKSTREAMS FILTER - YEAR 2

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	4.1d.3	Implement agreed proposals		Feb-19	Apr-19		5. Completed	B				Integrated Commissioning			
4.1e	Response	RESPONSE: Developed an agreed approach to co-production, defining all partners' roles and responsibilities and ensures that the views and experiences of children, young people and parents and carers are at the centre of all planning and delivery of provision.	RESPONSE SUCCESS CRITERIA: The improved process of identifying parent/carer views on services, both formally and informally, are able to feed into commissioning decisions. We are able to demonstrate how the issues which are of concern to service users are picked up in commissioning plans and that performance metrics are able to identify how those concerns are being met. Author: SEND Board / <i>Parent Carer Forum</i>	Nov-18	Feb-19		5. Completed	B	100%	Year 1 - L&I		Year 1 - L&I			
	4.1e.1	Develop an approach to co-produce in consultation with parents, carers and young people		Nov-18	Feb-19		5. Completed	B							
4.1f	Response	RESPONSE: Gained an improved understanding of unmet needs through co-producing our outcomes framework with all partners and through improved analysis of panel requests, Early Help Assessments and other local intelligence. This will include gathering qualitative information from children, young people, parent carers and all partners.	RESPONSE SUCCESS CRITERIA: Improved understanding of children, young people with SEND and their family's need to better inform strategic future commissioning plans and demonstrate how we are using that information to shape services and monitor performance against ambitious targets. Author: SEND Board / <i>Parent Carer Forum</i>	Dec-18	Mar-19	Jun-19	5. Completed	B	100%				Year 1 - L&I		
	4.1f.1	Identify and evaluate sources of data (qualitative and quantitatively) that can contribute to our understanding of unmet need		Dec-18	Jan-19	Jun-19	5. Completed	B							
	4.1f.2	Compile findings of data review and identified unmet needs		Jan-19	Mar-19	Jun-19	5. Completed	B							
4.1g	Response	RESPONSE: Considered and taken decision on models to bring waiting lists for assessment and therapies back in line with 18 weeks.	RESPONSE SUCCESS CRITERIA: Family satisfaction levels will increase as a consequence of reduced waiting times Author: SEND Board / <i>Parent Carer Forum</i>	Dec-18	Mar-20		5. Completed	B	100%			Integrated Commissioning			
	4.1g.1	Considered and taken decision on models to bring waiting lists for assessment and therapies towards the 18 weeks target		Dec-18	Mar-19		5. Completed	B							
	4.1g.2	Developed business case to navigate organisational governance, prioritising speech and language therapies		Apr-19	Jun-19		5. Completed	B							
	4.1g.3	Commissioned new service delivery for speech and language therapy		Jul-19	Sep-19		5. Completed	B							
	4.1g.4	Developed business cases to navigate organisational governance occupational therapy and physiotherapy		Sep-19	Dec-19		5. Completed	B							

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	4.1g.5	Commissioned new service delivery for occupational therapy and physiotherapy		Jan-20	Mar-20		5. Completed	B				Integrated Commissioning			
4.1h	Response	RESPONSE: Ensure a life-course approach to commissioning including integrated commissioning with adult services for preparation for adulthood.	RESPONSE SUCCESS CRITERIA: Commissioning for children with SEND will ensure that services which impact on the life of children at whatever age, across children's and adult services where appropriate, are included. Author: SEND Board / Parent Carer Forum	Dec-18	Mar-19	Feb-20	5. Completed	B	100%			Integrated Commissioning - PFA		Preparation for Adulthood	
	4.1h.1	Engagement with adult services to determine the scope of outcomes that may be commissioned through the adoption of a life-course approach		Dec-18	Jan-19	Jan-20	5. Completed	B				Integrated Commissioning - PFA		Preparation for Adulthood	
	4.1h.2	Development of joint commissioning arrangements to promote improved outcomes for young people transitioning to adult services		Feb-19	Mar-19	Feb-20	5. Completed	B				Integrated Commissioning - PFA		Preparation for Adulthood	
5		AREA OF WEAKNESS: Co-Production													
5.1		MAIN FINDING / AREA FOR DEVELOPMENT: Co-production (a way of working where children and young people, families and those that provide the services work together to create a decision or a service which works for them all) is not embedded in the local area. Actively engaging with parents to help shape services and commissioning is very rare in Birmingham.	AREA FOR DEVELOPMENT OUTCOME: We will know we have made an impact when children, parents and carers tell us, consistently, that we do things differently and that co-production is getting to be the 'norm'. A culture of co-production is evident in future commissioning projects and services appear more responsive to CYP and their families needs resulting in: improved access to services improved satisfaction reduction in complaints.	Sep-18	May-20				91%						
5.1a	Response	RESPONSE: Reviewed and mapped our current engagement and communication activities and engage with children and families to make recommendations for how we can make improvements.	RESPONSE SUCCESS CRITERIA: We are able to evidence that the review has been taken place and recommendations have been acted upon Author: SEND Board / Parent Carer Forum	Oct-18	Mar-19 onwards		5. Completed	B	100%	Building Capacity / Yr 1 Working Together			Year 1 - WT		Comms & Engagement
	5.1a.1	Baseline assessment of current arrangements for engaging and communicating with CYP & Families, identifying areas for improved and / or increased focus		Oct-18	Jan-19		5. Completed	B							
	5.1a.2	Develop and agree recommendations for engagement improvements with CYP and Families		Jan-19	Feb-19	Sep-19	5. Completed	B							Comms & Engagement
	5.1a.3	Implement recommendations		Mar-19	Mar-19 onwards	Jan-20	5. Completed	B							Comms & Engagement

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5.1b	Response	RESPONSE: Embedded co-production across our services	RESPONSE SUCCESS CRITERIA: At the end of the programme, each workstream is able to demonstrate that they have undertaken co-production in development of their solutions and parents are able to articulate that view also. The improved process of identifying parent/carer views on services, both formally and informally, are able to feed into commissioning decisions. We are able to demonstrate how the issues which are of concern to service users are picked up in commissioning plans and that performance metrics are able to identify how those concerns are being met (moved from 4.1e) Author: SEND Board / <i>Parent Carer Forum</i>	Feb-19	Sep-19	Ongoing	3. In Progress	A	90%	Building Capacity / Training					
	5.1b.1	Co-produce the model/principles for Co-production throughout SEND Services and commissioning		Feb-19	Jul-19		5. Completed	B							
	5.1b.2	Roll out training and awareness to all staff about how to embed co-production within service development and commissioning (through the Professional Development Framework and SEND Family Forums)		Sep-19	Onwards		5. Completed	B		Building Capacity / Training					
	5.1b.3	Evaluate and measure the extent of co-production throughout SEND services		Sep-19	Onwards		3. In Progress	A		Building Capacity / Training					
5.1c	Response	RESPONSE: Regularly engaged and surveyed children and families to seek their views of key elements of the SEND service to inform our improvements and service delivery, and the published Local Offer.	RESPONSE SUCCESS CRITERIA: An ongoing programme of engagement is established with parents and carers, with surveys undertaken every six months and the results publicly shared (5.1c) <i>Parent Carer Forum is regularly consulted and their feedback informs the transformation of SEND services. They are in receipt of regular updates through the SEND Improvement Board and publishing of reports and progress through the Local Offer webpages (6.2e)</i>	Oct-18	May-20	Jul-20	3. In Progress	G	90%	Integrated Model / Building Capacity			Quality Assurance & Performance / Parent Carer Surveys		
	5.1c.1	Co-produce Survey questions and agree frequency		Oct-18	Oct-18		5. Completed	B							
	5.1c.2	Conduct six monthly surveys		Oct-18	Apr-20	Ongoing	3. In Progress	G		Integrated Model / Building Capacity			Quality Assurance & Performance / Parent Carer Quality		
	5.1c.3	Analyse and Identify Improvements and priorities with parents and families that will inform the SEND Improvement board improvement programme		Nov-18	May-20	Ongoing	3. In Progress	G		Integrated Model / Building Capacity			Assurance & Performance / Parent Carer		
5.1d	Response	RESPONSE: (Archived as duplicate of 7.1a & 7.1c) Significantly improve our online Local Offer 'portal' and support material for children, families, and professionals.	RESPONSE SUCCESS CRITERIA: The local offer is co-produced with children and families and professionals and feedback about the site is improving Author: SEND Board / <i>Parent Carer Forum</i>	Nov-18	Jun-19		6. Archived								
	5.1d.1	Analyse feedback on Local Offer from Nov 2018 Parent Carer, and Feedback report from Local Offer website		Nov-18	Dec-18		6. Archived								

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	5.1d.2	Identify and review best practice examples of the local offer		Dec-18	Jan-19		6. Archived								
	5.1d.3	Local Offer website is reviewed and co-produced with parents with a public re-launch in April.		Feb-19	Apr-19		6. Archived								
	5.1d.4	Review and evaluate ongoing feedback and publish an Annual Report on improvements		Apr-19	Jun-19 and ongoing		6. Archived								
5.1e	Response	RESPONSE: Active partnership forums with parents and carers to share plans to improve the provision of services.	RESPONSE SUCCESS CRITERIA: Parents and carers fully involved in strategic planning and development of SEND services across the local area, and report satisfaction in process and outcomes All partners in the local area engage in a process of continual positive change determined by service user feedback. Author: SEND Board / <i>Parent Carer Forum</i>	Sep-18	Feb-19		5. Completed	B	100%	Year 1 - Working Together					
	5.1e.1	Support the re-establishment of the Birmingham Parent Carer Forum, and attend their meetings on a regular basis to report progress on the SEND Improvement Programme		Sep-18	Feb-19		5. Completed	B							
5.1f	Response	RESPONSE: Developed strategies for obtaining the 'voice of the child', especially those with communication difficulties and very young children.	RESPONSE SUCCESS CRITERIA: Evidence that the voices of children and young people are used at every level of the planning process (i.e. Individual, Service and Strategic Level) including some who are empowered to hold the SEND Improvement Board to account. Author: SEND Board / <i>Parent Carer Forum</i>	Jan-19	Mar-19		3. In Progress	R	75%	Building Capacity / SEND Youth Forum					Comms & Engagement
	5.1f.1	Develop and agree an Engagement Plan to ensure the Voice of the CYP with SEN and/or disabilities is captured at every level of the planning process (Individual, Service and Strategic Level), including those CYP or families who are 'hard to reach'		Jan-19	Mar-19	Jan-20	3. In Progress	R		Building Capacity / SEND Youth Forum					Comms & Engagement
6		AREA OF WEAKNESS: Parental Engagement and Satisfaction of Parents													
6.1		MAIN FINDING / AREA FOR DEVELOPMENT: Communication within and between services is ineffective. Parents consistently report that the 'tell it once' approach is not established in the local area. Parents having to repeat their stories over and over again.	AREA FOR DEVELOPMENT OUTCOME: We will know when we have made a difference when parental satisfaction with the services have improved and this will be judged using our survey tools Author: SEND Board / <i>Parent Carer Forum</i>	Nov-18	Jun-20				76%						
6.1a	Response	RESPONSE: Reviewed best practice and embedded change that enables families to share their story once in digital ways that can be shared between services as appropriate.	RESPONSE SUCCESS CRITERIA: We will be able to demonstrate that parents can digitally share the stories they wish to, which will enhance further conversations with professionals Author: SEND Board / <i>Parent Carer Forum</i>	Nov-18	Jul-19	Nov-20	3. In Progress	A	60%	Building Capacity / Rix Wiki					
	6.1a.1	Explore options and determine best practice and digital solutions that enables families to share their story once		Nov-18	Jan-19		5. Completed	B							

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	6.1a.2	Agree approach for enabling families to share their story once, through engagement with Parent Carer Forum		Feb-19	Feb-19		5. Completed	B							
	6.1a.3	Implement Rix Wiki and evaluate outcome		Mar-19	Jul-19	Nov-20	3. In Progress	A		Building Capacity / Rix Wiki					
6.1b	Response	RESPONSE: Consider approach for putting in place the 'lead professional' model or similar to improve lines of communication with parents, parental satisfaction and act as a conduit for questions and concerns.	RESPONSE SUCCESS CRITERIA: Parent Carer feedback says that there are improved lines of communication with them and between agencies, and there is an increased satisfaction around their questions and concerns being addressed. Author: SEND Board / <i>Parent Carer Forum</i>	Jan-19	Jun-20		5. Completed	B	100%	Integrated Model / Building Capacity					
	6.1b.1	Identify options for a 'lead professional' type model		Jan-19	May-19	Mar-20	5. Completed	B		Integrated Model / Building Capacity					
	6.1b.2	Agree approach to be adopted for the lead professional model, in consultation with CYP, parents and families		Jun-19	Jul-19	Jul-20	5. Completed	B		Integrated Model / Building Capacity					
	6.1b.3	Implement the lead professional model or similar		Aug-19	Jun-20	Jul-20	5. Completed	B		Integrated Model / Building Capacity					
6.1c	Response	RESPONSE: Have secured agreement across partners in relation to shared record keeping and information management systems.	RESPONSE SUCCESS CRITERIA: Agreement on sharing records and information between organisations will be reached. Author: SEND Board / <i>Parent Carer Forum</i>	Dec-18	Mar-19		5. Completed	B	100%				Quality Assurance & Performance / IG		
	6.1c.1	Draft principles on which shared record keeping and information management systems can be established		Dec-18	Jan-19	Dec-19	5. Completed	B					Quality Assurance & Performance / IG		
	6.1c.2	Seek agreement for principles with all relevant partners		Jan-19	Mar-19	Feb-20	3. In Progress	B					Quality Assurance & Performance / IG		
6.1d	Response	RESPONSE: Digital single care records accessible across the partnership.	RESPONSE SUCCESS CRITERIA: Roll out of digital single care records will support that the story of the child is only told once Author: SEND Board / <i>Parent Carer Forum</i>	Aug-18	Jan-20 Onwards		3. In Progress	R	25%	Building Capacity / Rix Wiki			Quality Assurance & Performance / IG		
	6.1d.1	Develop business case for a BSol STP person-centred digital care record		Aug-18	Mar-19		5. Completed	B							
	6.1d.2	Pilot a "Tell Us Once" story video solution		Dec-18	Feb-19	Nov-20	3. In Progress	A		Building Capacity / Rix Wiki			Quality Assurance & Performance / IG		

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	6.1d.3	Agree business case		Jun-19	Dec-19		5. Completed	B		Building Capacity / Rix Wiki			Quality Assurance & Performance / IG		
	6.1d.4	Launch procurement		Jun-19	Dec-19		3. In Progress	R		Building Capacity / Rix Wiki			Quality Assurance & Performance / IG		
	6.1d.5	Mobilisation		Jan-20	Jan-20 Onwards		1. Not Started	R		Building Capacity / Rix Wiki			Quality Assurance & Performance / IG		
6.1e	Response	RESPONSE: Developed an annual work plan for the engagement and listening to parent and carers with the parent carer forum.	RESPONSE SUCCESS CRITERIA: Strong and trusting partnership with the Council and Parent Carer Forum - the priorities and planning of the SEND Improvement Plan are aligned to or influenced by the Parent Carer Forum. An annual work plan is in place and parents / carers feel that it is being adhered to Author: SEND Board / <i>Parent Carer Forum</i>	Dec-18	Apr-19		5. Completed	B	95%	Year 1 - Working Together					
	6.1e.1	Draft and co-produce work plan Parent Carer Forum		Dec-18	Jan-19		5. Completed	B							
	6.1e.2	Annual work plan subject to quarterly review with Parent Carer Forum		Apr-19	Apr-19 ongoing		5. Completed	B							
6.2		MAIN FINDING / AREA FOR DEVELOPMENT: There is a great deal of parental dissatisfaction. During the inspection, parents raised several concerns about the needs of children and young people who have SEN and/or disabilities not being met in Birmingham.	AREA FOR DEVELOPMENT OUTCOME: We will know we have made an impact when the majority of our families and children rate our services as satisfactory or better, and we see a reduction in the complaints received by services. Author: SEND Board / Parent Carer Forum	Jul-18	Jul-20				94%						
6.2a	Response	RESPONSE: Developed a strong critical friend type relationship with parent/carer forum.	RESPONSE SUCCESS CRITERIA: The relationship between Birmingham SEND Services and the Parent Carer Forum is improving, as evidenced through the 6 monthly programme of engagement "you said, we did" Author: SEND Board / <i>Parent Carer Forum</i>	Jan-19	Apr-19 ongoing		5. Completed	B	95%	Year 1 Working - Together					
	6.2a.1	Co-produce and agree the scope of the strong critical friend role of the parent/carer forum		Jan-19	Apr-19	May-19	5. Completed	B							
	6.2a.2	Quarterly review of the WSoA is undertaken between the SEND Improvement Board and the Parent / Carer Forum		Apr-19	Apr-19 ongoing		5. Completed	B							
6.2b	Response	RESPONSE: Developed the relationship with all stakeholders, including parents and carers, that support the co-production of provision and services.	RESPONSE SUCCESS CRITERIA: There is strong evidence of co-production with all stakeholders Author: SEND Board / <i>Parent Carer Forum</i>	Oct-19	Oct-19 ongoing		3. In Progress	R	75%	Building Capacity / Training					Comms & Engagement

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	6.2b.1	Undertake stakeholder mapping of all services and provision		Jan-19	Mar-19	Jul-19	5. Completed	B		Building Capacity / Training					Comms & Engagement
	6.2b.2	Implement training on engaging all stakeholders in co-production		Oct-19	Oct-19 ongoing	Ongoing	3. In Progress	R		Building Capacity / Training					
6.2c	Response	RESPONSE: Baselined satisfaction with existing service provision, and use this information as a tool to continually inform decision making to support improved levels of satisfaction of parents and carers.	RESPONSE SUCCESS CRITERIA: Satisfaction of parents is regularly measured and acted upon in the service leading to service improvements Parents, Carers and CYP views are regularly reviewed and their feedback can be demonstrated to improve SEND services Author: SEND Board / Parent Carer Forum	Jul-18	Sep-18		5. Completed	B	100%	Year 1 - working Together			Year 1 - working together		
	6.2c.1a	To baseline current complaints and compliments across partnership SEND services		Jul-18	Sep-18		5. Completed	B							
	6.2c.1b	Develop Action Plan and implement		Mar-19	Apr-19		5. Completed	B							
	6.2c.2	Widen the scope for collecting complaints and compliments across the whole SEND system		Jan-19	Jun-19		5. Completed	B							
	6.2c.3	Analysis of complaints across the partnership to identify areas for joint response		Sep-19	Dec-19	Jun-19	5. Completed	B							
6.2d	Response	RESPONSE: Undertaken regular reviews of complaints and comments across our services, sharing themes and learning.	RESPONSE SUCCESS CRITERIA: Ensure that parent and carer satisfaction surveys are undertaken and analysed, with lessons learnt, by all service areas Author: SEND Board / Parent Carer Forum	Feb-19	Feb-19 Ongoing		5. Completed	B	100%	Year 1 - Working Together			Year 1 - working together		
	6.2d.1	Establish process for regular review of complaints compliments, and how findings will be shared across the partnership		Feb-19	Feb-19 Ongoing		5. Completed	B							
6.2e	Response	RESPONSE: (Archived as duplicate of 5.1c) Undertaken regular parent consultation regarding the SEND Ofsted findings and then our progress on transformation.	RESPONSE SUCCESS CRITERIA: Parent Carer Forum is regularly consulted and their feedback informs the transformation of SEND services. They are in receipt of regular updates through the SEND Improvement Board and publishing of reports and progress through the Local Offer webpages Author: SEND Board / Parent Carer Forum	Oct-18	May-20		6. Archived								
	6.2e.1	Co-produce survey questions and agree frequency		Oct-18	Oct-18		6. Archived								
	6.2e.2	Conduct six monthly surveys		Oct-18	Apr-20		6. Archived								

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	6.2e.3	Analyse and Identify Improvements and priorities with parents and families that will inform the SEND Improvement board improvement programme		Nov-18	May-20		6. Archived								
6.2f	Response	RESPONSE: (Archived as duplicate of 6.2e & 5.1c) Ensured the findings of the review (6.2c) and consultation (6.2e) will be used to improve services and experiences of children with SEND and their parents and carers.	RESPONSE SUCCESS CRITERIA: Parents, Carers and CYP views are regularly reviewed and their feedback can be demonstrated to improve SEND services (merged with 6.2c and archived) Author: SEND Board / Parent Carer Forum	Jul-18	Sep-19 ongoing		6. Archived								
	6.2f.1	Analysis of complaints across the partnership to identify areas for joint response		Jul-18	Sep-19 ongoing		6. Archived								
	6.2f.2	Develop CYP & Families Pledge/New 'Customer Charter' in partnership with parent care forum		Jan-19	Jun-19		6. Archived								
	6.2f.3	Improvements to the Local Offer, informed by co-production and engagement		Mar-19	Mar-19		6. Archived								
6.2g	Response	RESPONSE: Ensured that the SEND strategy has clearly set out, and effectively communicated, to parents and carers what they can expect from the SEND system and how it will improve outcomes for their children.	RESPONSE SUCCESS CRITERIA: Parents and carers are clear able to understand what can be expected from the SEND system and how it can improve outcomes for their children Author: SEND Board / Parent Carer Forum	Nov-18	Apr-20		3. In Progress	R	90%				Quality Assurance & Performance		
	6.2g.1	Co-produce a revised SEND Strategy with Parent Carer Forum		Nov-18	Feb-19	Jun-19	5. Completed	B							
	6.2g.2	Communication plan developed to communicate the revised SEND strategy across all stakeholders		Mar-19	Apr-19	Jul-19	5. Completed	B							
	6.2g.3	Evaluate feedback on the revised Strategy to inform development of future services		Mar-20	Apr-20	Nov-20	3. In Progress	R					Quality Assurance & Performance		
6.2h	Response	RESPONSE: Training raises the confidence of staff to engage with parents in an enabling manner.	RESPONSE SUCCESS CRITERIA: Parents report that staff are engaging with parents in an enabling manner Author: SEND Board / Parent Carer Forum	Apr-19	Mar-20		5. Completed	B	95%	Building Capacity & Training					
	6.2h.1	Workshop with staff who are confident in engaging with parents in an enabling manner to develop key training themes		Apr-19	Jun-19		6. Archived			Building Capacity / Training					
	6.2h.2	Training awareness programme developed in consultation with parents and carers		Jun-19	Sep-19		6. Archived								
	6.2h.3	Evaluate the impact of training with CYP and families		Mar-20	Mar-20		6. Archived			Building Capacity / Training					

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	6.2h.4	Launch of Parent Links service and workforce development		Sep-19	Jan-20		5. Completed	B		Building Capacity / Training					
6.2i	Response	RESPONSE: Clear mechanisms are in place that are well communicated to families about how to raise concerns, complaints and complements.	RESPONSE SUCCESS CRITERIA: There is clear information available to all parents on the Local Offer about the process of raising compliments, comments and complaints and there is evidence these are acted upon in order to ensure continuous service improvement Author: SEND Board / <i>Parent Carer Forum</i>	Jan-19	Apr-19 ongoing	Apr-20	5. Completed	B	100%	Building Capacity / Local Offer					
	6.2i.1	Refresh the information (and accessibility) relating to how to access the Local Offer and how to make a complaint or compliment		Jan-19	Mar-19	Jul-19	5. Completed	B							
	6.2i.2	Publicise the refreshed information on how to access the Local Offer and how to make a complaint or compliment.		Apr-19	Apr-19 ongoing	Apr-20	5. Completed	B		Building Capacity / Local Offer					
6.2j	Response	RESPONSE: A joined up approach for analysing and acting on the themes of complaints, embedded in our self-regulation process ensuring that complaints are logged appropriately and responded to within fifteen working days.	RESPONSE SUCCESS CRITERIA: The iCase system for logging and tracking complaints is working effectively within BCC Author: SEND Board / <i>Parent Carer Forum</i>	Feb-19	Jul-20		5. Completed	B	100%	Year 1 - Working Together			Year 1 - working together		
	6.2j.1	Agree approach for analysing and acting on themes of complaints across partners		Feb-19	Jul-20		5. Completed	B							
7		AREA OF WEAKNESS: The accessibility and currency of the Local Offer													
7.1		MAIN FINDING / AREA FOR DEVELOPMENT: Birmingham has not ensured that the published local offer is a useful means of communicating with families. It is difficult to locate information and many parents and young people are unaware of its existence. Very few were involved in its development.	AREA FOR DEVELOPMENT OUTCOME: Parents/carers routinely refer to the Local Offer and demonstrate they understand what the Local Offer is. We will know we have made an impact when the statutory annual survey shows positive feedback from parents / carers and young people on how easily they were able to find the support and or information they were looking for. The methodology for this will be to use the ladder of engagement model which has been developed by the national parent carer forum. Author: SEND Board / <i>Parent Carer Forum</i>	Nov-18	Jun-20				81%						
7.1a	Response	RESPONSE: Undertaken a comprehensive review of the Birmingham Local Offer, in partnership with children, parents and carers and professionals across the partnership.	RESPONSE SUCCESS CRITERIA: Greater confidence in the Local Offer measured through systematic consultation and review. Local offer is accurate, available, informative and useful to enable Children, Young People and families to access help and information at the earliest possible opportunity. The local offer is co-produced with children and families and professionals and feedback about the site is improving (5.1d) Author: SEND Board / <i>Parent Carer Forum</i>	Sep-18	May-19 Ongoing	Jun-19	5. Completed	B	100%	Building Capacity / Local Offer					

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	7.1a.1	Analyse feedback on Local Offer from Nov 2018 Parent Carer, and Feedback report from Local Offer website		Nov-18	Dec-18		5. Completed	B							
	7.1a.3	Review Local Offer web pages and process for keeping these updated – birmingham.gov.uk		Nov-18	Mar-19	Jun-19	5. Completed	B							
	7.1a.4	Review take up of Early Years Entitlement for SEN Children		Sep-18	Ongoing		5. Completed	B							
	7.1a.5	Review capacity of specialist provision in schools (resource bases and special schools)		Oct-18	May-19		6. Archived								
7.1b	Response	RESPONSE: Considered other Local Offers and identified the key factors for success.	RESPONSE SUCCESS CRITERIA: To improve the evidence/information collated by the Local Offer that informs future commissioning. To improve the number of children accessing social provision. Author: SEND Board / Parent Carer Forum	Nov-18	May-19		5. Completed	B	100%	Building Capacity / Local Offer					
	7.1b.1	Identify any known outstanding examples of the Local Offer - through the DfE		Nov-18	Jan-19		5. Completed	B							
	7.1b.2	Review best practice examples and understand key factors for success		Feb-19	Mar-19		5. Completed	B							
	7.1b.3	Identify Key factors for success		Apr-19	May-19		5. Completed	B							
7.1c	Response	RESPONSE: Improved knowledge and awareness of the Local Offer by having a well-publicised re launch with clear direction to the SEND website that will also provide an 'Annual Review of Parent / Carer Feedback and Partnership Response' - March 2019.	RESPONSE SUCCESS CRITERIA: To improve the quality of information, advice and guidance for children, young people and their families Service users and partners know how and where to hold one another to account and challenge through the publication of revised governance structure on the Local Offer website The local offer is co-produced with children and families and professionals and feedback about the site is improving Author: SEND Board / Parent Carer Forum	Jan-19	Apr-19	Apr-20	5. Completed	B	100%	Building Capacity / Local Offer			Quality Assurance & Performance		
	7.1c.1	Review Local Offer		Jan-19	Feb-19		6. Archived								
	7.1c.1	Identify where improvements could be made to the Birmingham Local Offer		Mar-19	Apr-19	Apr-20	5. Completed	B		Building Capacity / Local Offer					
	7.1c.2	Launch Local Offer		Mar-19	Apr-19	Apr-20	5. Completed	B		Building Capacity / Local Offer					

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	7.1c.3	Continue to consult as Local Offer is developed		Apr-19	Apr-20	Mar-21	3. In Progress	G		Building Capacity / Local Offer					
	7.1c.4	1st Annual review of Local Offer parent carer feedback and partnership response		Apr-20	Apr-20	Mar-21	1. Not Started	N/A					Quality Assurance & Performance		
7.1d	Response	RESPONSE: Ensured that the Local Offer will be compliant with the requirements in the SEND Code of Practice 2014, and which will be automatically updated according to changes and improvements to service provision.	RESPONSE SUCCESS CRITERIA: The local offer will be fully compliant with the 2014 code of practice and this offer will be regularly reviewed and kept up to date in line with service developments as part of the SEND improvement programme. Author: SEND Board / <i>Parent Carer Forum</i>	Jan-19	Apr-19	Apr-20	5. Completed	B	100%	Building Capacity / Local Offer					
	7.1d.1	Conduct compliance review		Jan-19	Feb-19	May-19	5. Completed	B							
	7.1d.2	Develop process for automatic updating of the Local offer		Mar-19	Apr-19	Apr-20	5. Completed	B		Building Capacity / Local Offer					
7.1e	Response	RESPONSE: Ensured that staff will be trained to routinely use the Local Offer with parents/carers when they phone in with enquiries about where they might find help and assistance.	RESPONSE SUCCESS CRITERIA: Parents and carers are able to tell us that staff understand the Local Offer Author: SEND Board / <i>Parent Carer Forum</i>	Jan-19	Dec-19	Nov-20	3. In Progress	R	50%	Building Capacity / Training					
	7.1e.1	Consideration of the application of IT software to track demand for available resources		Jan-19	Jun-19		5. Completed	B							
	7.1e.2	Identify how training will be delivered		Jan-19	Jan-19	Nov-20	3. In Progress	R		Building Capacity / Training					
	7.1e.3	Deliver training across the partnership about the Local Offer		Mar-19	Jun-19	Nov-20	3. In Progress	R		Building Capacity / Training					
	7.1e.4	Evaluate impact of training through 'mystery shoppers'		Jul-19	Dec-19	Dec-20	3. In Progress	R		Building Capacity / Training					
7.1f	Response	RESPONSE: Ensured that personal budgets are well publicised to parents and carers, especially where the opportunity supports an efficient use of resources.	RESPONSE SUCCESS CRITERIA: Personal budget guidance is embedded in the Local Offer website Increased requests for and take up of personal budgets Increased breadth of services that families can access using personal budgets Author: SEND Board / <i>Parent Carer Forum</i>	Jan-19	Jun-20	Dec-20	3. In Progress	R	20%	Building Capacity / Local Offer		Integrated Commissioning			
	7.1f.1	Identify where personal budgets could offer more efficient use of resources		Jan-19	Jun-19	Dec-20	3. In Progress	R				Integrated Commissioning			

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	7.1f.2	Develop Personal Budgets communication campaign		Sep-19	Oct-19	Dec-20	1. Not Started	R				Integrated Commissioning			
	7.1f.3	Deliver Personal Budgets campaign		Oct-19	Mar-20	Dec-20	1. Not Started	R				Integrated Commissioning			
	7.1f.4	Evaluate impact of Personal Budget campaign, determine other opportunities		Apr-20	Jun-20		1. Not Started	R				Integrated Commissioning			
7.1g	Response	RESPONSE: Ensured that parents are aware of which short breaks are on offer and how to access them.	RESPONSE SUCCESS CRITERIA: Short break provision and criteria are embedded in the Local Offer website. Families are aware of the short Breaks criteria and how to access leisure opportunities. Increased requests for and take up of short breaks Improved outcomes for children and young people through the take up of short breaks Author: SEND Board / <i>Parent Carer Forum</i>	May-19	Jul-19		5. Completed	B	100%	Building Capacity / Local Offer					Comms & Engagement
	7.1g.1	Review Short Break offer available on the Local Offer and track website demand for individual breaks		May-19	Jul-19		5. Completed	B							
	7.1g.2	Develop and implement the process for the offering of short breaks		Mar-19	Apr-19		5. Completed	B							
	7.1g.3	Communicate range and availability of Short Breaks to parents and carers		May-19	May-19 Ongoing	Jul-19	5. Completed	B		Building Capacity / Local Offer					Comms & Engagement
8		AREA OF WEAKNESS: The quality of EHC plans													
8.1		MAIN FINDING / AREA FOR DEVELOPMENT: The current designated medical officer (DMO) role is under-resourced and lacks capacity. This restricts the effective discharge of the CCG's strategic responsibility for implementing the reforms. There is a lack of training and awareness across the health providers about the reforms. There is no strategic oversight of health professionals' contribution to education, health and care (EHC) plans	AREA FOR DEVELOPMENT OUTCOME: We will know we have made an impact when there is visible clinical leadership that is driving clinical improvements that lead to enhanced services and health providers know and understand the 2014 reforms and their role in meeting these. Improved educational, health and social care outcomes for children with EHCPs Author: SEND Board	Jan-19	Aug-19				98%						
8.1a	Response	RESPONSE: Have increased DMO capacity to 1.5 wte and DCO capacity to 1.0 wte which will greatly enhance the clinical strategic leadership for SEND across the city	RESPONSE SUCCESS CRITERIA: Health related issues raised are taken back to respective operational workstreams and promptly escalated as necessary Evidence within reports submitted of changes made as a direct result of issues raised by PCF members, service users and stakeholders Author: SEND Board / <i>Parent Carer Forum</i>	Dec-18	Feb-19		5. Completed	B	100%				Year 1 - L&I		

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	8.1a.1	Complete recruitment for DMO and DCO		Dec-18	Dec-18		5. Completed	B							
	8.1a.2	Develop work programme for DMO and DCO		Dec-18	Dec-18		5. Completed	B							
	8.1a.3	DMO and DCO induction programme		Feb-19	Feb-19		5. Completed	B							
8.1b	Response	RESPONSE: Have developed and commenced an education and awareness programme to staff and leaders of the 2014 reforms and the 2015 code of practice and roles and responsibilities in together meeting those requirements.	RESPONSE SUCCESS CRITERIA: We are able to evidence that the necessary staff have completed training Author: SEND Board / <i>Parent Carer Forum</i>	Jan-19	Aug-19 ongoing	Ongoing	5. Completed	B	100%	Building Capacity / Training					
	8.1b.1	Identify which staff require training on 2014 reforms and 2015 Code of Practice		Jan-19	Mar-19	Jul-19	5. Completed	B							
	8.1b.2	Develop education and awareness programme		Apr-19	Jul-19	Sep-19	5. Completed	B		Building Capacity / Training					
	8.1b.3	Deliver education and awareness programme		Aug-19	Aug-19 ongoing	Ongoing	3. In Progress	G		Building Capacity / Training					
8.1c	Response	RESPONSE: Have a clear commitment from all partners in making full contributions and information to EHC Plans including final report writing and sharing of final versions across organisations.	RESPONSE SUCCESS CRITERIA: All contributions from all partners are of a high quality enabling high quality EHCPs to be produced and shared appropriately We will know we have made an impact when Birmingham EHCP's are developed within the required timeframes and to the required quality. (from 8.2.d) Author: SEND Board / <i>Parent Carer Forum</i>	Nov-18	Feb-19	Jun-20	5. Completed	B	100%		Developing Support & Provision / EHCP Process				
	8.1c.1	Review EHC planning process to ensure multi-agency input at appropriate times in accordance with the Statutory Code of Practice		Nov-18	Feb-19	Aug-19	5. Completed	B			Developing Support & Provision / EHCP Process				
	8.1c.2	Develop and agree a new EHC planning process, <i>guidances, policies as needed, including a focus on CYP/Parent involvement</i>		Mar-19	Jul-19	Jun-20	5. Completed	B			Developing Support & Provision / EHCP Process				
8.1d	Response	RESPONSE: Have ongoing quality assurance and clinical audit to ensure EHCP process and plans are working effectively and meeting the outcomes for our individuals.	RESPONSE SUCCESS CRITERIA: All assessment reports are cleared at the first Quality Assurance process stage Author: SEND Board / <i>Parent Carer Forum</i>	Dec-18	Feb-19		5. Completed	B	100%				Year 1 - JOC		
	8.1d.1	Develop and implement quality assurance and clinical audit		Dec-18	Feb-19		5. Completed	B							

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8.1e	Response	RESPONSE: Have rolled out a partnership wider education and awareness session for the reforms, it will be a key element of induction and supervision.	RESPONSE SUCCESS CRITERIA: We can evidence through the partnership that the SEND reforms are part of the SEND workforce induction Author: SEND Board / <i>Parent Carer Forum</i>	Aug-19	Aug-19 ongoing		3. In Progress	R	90%	Building Capacity / Training					
	8.1e.1	Obtain partnership agreement that SEND Code of practice is mandatory part of induction programmes.		Aug-19	Aug-19 ongoing		3. In Progress	R		Building Capacity / Training					
8.2		MAIN FINDING / AREA FOR DEVELOPMENT: The quality of EHC plans is variable. Some are good but many of them are poor. They tend to focus on short-term educational outcomes and contain little information about health and social care needs and provision. Outcomes are not sufficiently aspirational or measurable.	AREA FOR DEVELOPMENT OUTCOME: EHCP assessments will: - establish and record the views, interests and aspirations of the parent and child or young person. - provide a full description of the child or young person's special educational needs and any health and social care needs, - establish outcomes across education, health and social care based on the child or young person's needs and aspirations, and help them to prepare for adulthood. - specify the provision required and how education, health and care services will work together to meet the child or young person's needs and support the achievement of the agreed outcomes - use person-centred approaches, transparent systems and decision-making processes with clear lines of governance involving education, health and care. An increasing number of parents / carers report satisfaction with EHCPs. Author: SEND Board / <i>Parent Carer Forum</i>	Oct-18	Dec-19				94%						
8.2a	Response	RESPONSE: Enable the new DCO posts will provide continuity of input into EHCPs from a health perspective including review and quality assurance.	RESPONSE SUCCESS CRITERIA: Health related issues raised are taken back to respective operational workstreams and promptly escalated as necessary Evidence within reports submitted of changes made as a direct result of issues raised by PCF members, service users and stakeholders Author: SEND Board / <i>Parent Carer Forum</i>	Dec-18	Feb-19		5. Completed	B	100%				Year 1 - JOC		
	8.2a.1	DCO posts appointed and in post		Dec-18	Feb-19		6. Archived								
	8.2a.2	DCO in post and oversees health input , review and quality assurance		Dec-18	Feb-19		5. Completed	B							
	8.2a.3	Identify overall strategic health lead for oversight of EHCPs		Dec-18	Feb-19		5. Completed	B							

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8.2b	Response	RESPONSE: Ensure Clinical professionals who provide therapy services will be supported to input into EHCPs, including the identification of Holistic Wellbeing outcomes.	RESPONSE SUCCESS CRITERIA: We will know we have made an impact when Birmingham EHCP's are developed within the required timeframes and to the required quality. - merge with 8.1c Author: SEND Board / <i>Parent Carer Forum</i>	Oct-18	Mar-19		5. Completed	B	100%				Year 1 - JOC		
	8.2b.1	Set up EHC alerts on the RIO case management system		Oct-18	Mar-19		5. Completed	B							
8.2c	Response	RESPONSE: (<i>Archived as duplicate of 8.1c</i>) Develop much more effective joint working between partners who jointly work to assess, develop and review EHC plans that will be embedded in new operational policies.	RESPONSE SUCCESS CRITERIA: We will know we have made an impact when Birmingham EHCP's are developed within the required timeframes and to the required quality. Author: SEND Board / <i>Parent Carer Forum</i>	Nov-18	Nov-18 Ongoing		6. Archived								
	8.2c.1	Ensure that all parties adhere to the SEND Code of Practice and its guidance on joint working		Nov-18	Nov-18 Ongoing		6. Archived								
	8.2c.2	After new EHCP process has been agreed, ensure all partners have new and revised policies		Jul-19	Dec-19		6. Archived								
8.2d	Response	RESPONSE: Agree a joint quality assurance framework for EHCPs, to ensure that Plans are thorough, comprehensive and detailed, and produced within a 20 weeks' timeframe, and reviewed annually.	RESPONSE SUCCESS CRITERIA: A system approach to quality assurance ensures that the production of new EHCPs is informed by accurate needs assessment that leads to measurable improvements in outcome planning Author: SEND Board / <i>Parent Carer Forum</i>	Oct-18	Apr-19	ongoing	3. In Progress	R	65%	Building Capacity / Training	Developing Support & Provision		Quality Assurance & Performance / EHCPs		
	8.2d.1	Develop toolkits that will provide training to improve the quality of assessment report writing, capturing the voice of the child, the writing of Annual Review reports, and how to produce quality EHCPs across all partners		Oct-18	Apr-19		6. Archived			Building Capacity / Training					
	8.2d.2	Develop, agree and implement quality assurance processes including evaluation and review of EHCPs		Jan-19	Apr-19		5. Completed	B			Year 1 - L&I QA Framework		Year 1 - L&I QA Framework		
	8.2d.3a	Develop EHCP QA plan		Jan-19	Apr-19	Jul-19	5. Completed	B			Year 1 - L&I QA Framework		Year 1 - L&I QA Framework		
	8.2d.3b	QA Action plan completed and lessons learnt implemented (including implementation of new Annual Review guidance)		Jan-19	Apr-19	ongoing	3. In Progress	R			Developing Support & Provision		Quality Assurance & Performance / EHCPs		
8.2e	Response	RESPONSE: (<i>Archived as duplicate of 12.1b</i>) Ensure robust processes and sufficient capacity to undertake Year 9 EHCP reviews that will include preparation for adulthood outcomes.	RESPONSE SUCCESS CRITERIA: Year 9 reviews are consistently taking place and include a focus on preparation for adulthood outcomes. There is measurable improvement in these outcomes Author: SEND Board / <i>Parent Carer Forum</i>	Jan-19	Dec-19		6. Archived							Preparation for Adulthood	

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	8.2e.1	Develop requirements for change for Year 9 EHCP reviews. To include templates/process, data collection and workforce training requirements		Jan-19	Feb-19	Jan-20	6. Archived							Preparation for Adulthood	
	8.2e.2	Develop capacity to ensure Year 9 EHCP reviews can be undertaken		Feb-19	Apr-19	Jan-20	6. Archived							Preparation for Adulthood	
	8.2e.3	Implement and evaluate Year 9 review process		May-19	Dec-19	Jun-20	6. Archived							Preparation for Adulthood	
8.2f	Response	RESPONSE: Have made improvements to the EHCP information request form and implemented these improvements.	RESPONSE SUCCESS CRITERIA: A more seamless service and experience for parents and carers of children and young people with SEND Author: SEND Board / <i>Parent Carer Forum</i>	Nov-18	Jan-19		5. Completed	B	100%		Year 1 - JOC				
	8.2f.1	Review EHCP information request form		Nov-18	Dec-18		5. Completed	B							
	8.2f.2	Agree improvements and changes		Nov-18	Dec-18		5. Completed	B							
	8.2f.3	Implement the improvements		Jan-19	Jan-19		5. Completed	B							
8.2g	Response	RESPONSE: Support the increased uptake of annual health checks by inclusion within the CCG Universal Offer to GPs.	RESPONSE SUCCESS CRITERIA: Annual health checks for all targeted children and young people i.e. with identified SEND and/or learning disability are carried out and that primary care clinicians are provided with the necessary resources and training to do so. Author: SEND Board	Dec-18	Oct-19		5. Completed	B	100%	Building Capacity / Training					
	8.2g.1	CCG Primary care commissioners and locality teams to be supported with delivering contracting framework to deliver health checks.		Dec-18	Mar-19		5. Completed	B							
	8.2g.2	Numbers of health checks delivered will be monitored and support given to practices struggling to meet anticipated numbers.		Mar-19	Mar-19 ongoing		5. Completed	B							
	8.2g.3	DMO and DCO team to deliver SEND education programme in primary care.		Mar-19	Oct-19	Ongoing	5. Completed	B		Building Capacity / Training					
8.2h	Response	RESPONSE: Referral guidelines proceed to support appropriate referrals, with sufficient information, to undertake an EHCP assessment.	RESPONSE SUCCESS CRITERIA: A more seamless service and experience for parents and carers of children and young people with SEND Author: SEND Board / <i>Parent Carer Forum</i>	Feb-19	Apr-19 ongoing		5. Completed	B	100%		Developing Support & Provision				

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	8.2h.1	Develop referral guidelines in accordance with the SEND Code of Practice (EHCAR form updates)		Feb-19	Mar-19		5. Completed	B							
	8.2h.2	Referral guidelines are implemented and compliance monitored on an annual basis		Apr-19	Apr-19 ongoing		5. Completed	B			Developing Support & Provision				
8.3		MAIN FINDING / AREA FOR DEVELOPMENT: The Special Educational Needs Assessment and Review (SENAR) service lacks the capacity and culture to meet its intended aims. In common with other services, there are individuals who are making a difference to children and young people. However, there is a lack of strategic oversight.	AREA FOR DEVELOPMENT OUTCOME: Parents / carers report increasing levels of satisfaction with the services / processes of the SEND delivery model in Birmingham Author: SEND Board / Parent Carer Forum	Oct-18	Mar-19				75%						
8.3a	Response	RESPONSE: Undertaken a comprehensive review of the SENAR service and made recommendations regarding an improved operational model, within the context of a wider model of care review.	RESPONSE SUCCESS CRITERIA: Frontline staff are able to evidence the difference and impact of the new ways of working Author: SEND Board / <i>Parent Carer Forum</i>	Oct-18	Mar-19	Sept-20 ongoing	3. In Progress	R	50%		Developing Support & Provision / SENAR				
	8.3a.1	Undertake a service wide review of SEND services within BCC where SENAR is a part		Oct-18	Mar-19	Mar-20	5. Completed	B			Developing Support & Provision / SENAR				
	8.3a.2	Undertake a detailed review of the SENAR service		Oct-18	Mar-19		6. Archived								
	8.3a.3	Develop BCC in-house capacity to improve EHCP planning and outcomes (implementation of interim structure over summer and full implementation Autumn term)		Oct-18	Mar-19 onward	Jan-20	3. In Progress	R			Developing Support & Provision / SENAR				
8.3b	Response	RESPONSE: Undertaken a review of Appeals and Tribunals, using the findings of the review to inform service improvement.	RESPONSE SUCCESS CRITERIA: We will know we have made an impact when we see a reduction in complaints received by the service and in the number of Tribunals. Author: SEND Board / <i>Parent Carer Forum</i>	Nov-18	Dec-18		5. Completed	B	100%		Developing Support & Provision / EHCP Recovery		Year 1 - Working Together		
	8.3b.1	Analyse the complaints received and draw out the learning points		Nov-18	Dec-18		5. Completed	B							
	8.3b.2	Implement iCase system for complaints		Nov-18	Dec-18		5. Completed	B							
9		AREA OF WEAKNESS: Waiting times and access to therapies and health professionals													

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9.1		MAIN FINDING / AREA FOR DEVELOPMENT: Waiting times are too long. Children and young people are not seen quickly enough by a range of therapists or professionals in the child development centres (CDC).	AREA FOR DEVELOPMENT OUTCOME: We will know we have made an impact when waiting times for services are closer to national and regional averages. Parents and carers report better access to support / tools (available from strategic partners and schools) during the waiting period for services. Author: SEND Board / Parent Carer Forum	Jul-18	Oct-19				98%						
9.1a	Response	RESPONSE: Have agreed a fast-track proposal to tackle the backlog of dysphagia assessments for speech and language therapy assessments.	RESPONSE SUCCESS CRITERIA: Improved parent and carer satisfaction with service provision Author: SEND Board / Parent carer Forum	Jul-18	Mar-19		5. Completed	B	100%			Year 1 - L&I			
	9.1a.1	Develop and submit immediate business case to address current waiting list for children in need of speech and language therapy (SALT) starting school. Multi agency input to address needs at level 0-4 and review of the universal offer		Jul-18	Aug-18		5. Completed	B							
	9.1a.2	Approval of SALT business case and mobilisation plan to address immediate waiting times, and the phased mobilisation of additional SALT capacity		Nov-18	Dec-18		5. Completed	B							
	9.1a.3	Longer term therapy services provision review		Jan-19	Mar-19		6. Archived								
9.1b	Response	RESPONSE: Consider proposals for the re-commissioning of the SALT pathway to reduce waiting lists.	RESPONSE SUCCESS CRITERIA: BSOL CCG will develop a business case for addressing waiting times for therapies in the short term, i.e. immediate response in 2018/19. This will be reviewed by the CCG in December 2018 and will be agreed with the provider Trust. Longer term, the CCG will work with partner organisations like BCHS NHS Trust, BCT and other commissioners from education and social care to review the current provision of community therapies supporting SEND. All options will be considered in improving access to services, including benchmarking against other models of provision, reviewing current pathways and how we target services better in order to meet demand more effectively. This process will be carried out in 2019.	Dec-18	Mar-19		5. Completed	B	100%			Year 1 - L&I			
	9.1b.1	Business case for SALT developed to address current immediate waiting times for SALT		Dec-18	Feb-19		5. Completed	B							
	9.1b.2	Business case developed to explore new models of provision of SALT in order to improve access within available resources		Jan-19	Mar-19		5. Completed	B							
9.1c	Response	RESPONSE: Have developed a universal offer in regard to self-help and care published within the Local Offer.	RESPONSE SUCCESS CRITERIA: Parents and families on waiting lists are supported through a variety of self help options available, advertised through the Local Offer Author: SEND Board	Dec-18	Oct-19		5. Completed	B	100%	Year 1 - L&I		Year 1 - L&I			

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	9.1c.1	Business case for OT establishes a different approach to support parents and children through a clinical support telephone line		Dec-18	Oct-19	Jun-19	5. Completed	B							
	9.1c.2	Therapy website to be updated and redesigned to support children and families whilst waiting for treatment		Feb-19	Apr-19	Apr-19	5. Completed	B							
9.1d	Response	RESPONSE: Have reviewed the current activity, demand and capacity and consider proposals for how we keep pace with rising demand with regards to waiting lists and SALT services	RESPONSE SUCCESS CRITERIA: The anticipated level of demand will be mapped and modelled over the next five years working closely with colleagues in public health and business intelligence. Future service planning will work on the basis of meeting anticipated need for the next five-ten years and, where appropriate, planning will address issues such as staff training and development in order to meet anticipated demand and match that with the right skills and capacity. Author: SEND Board	Dec-18	Feb-19	Jul-19	5. Completed	B	100%			Year 1 - L&I			
	9.1d.1	Review of the current activity, demand and capacity and consider proposals for how we keep pace with rising demand		Dec-18	Feb-19	Jul-19	5. Completed	B							
9.1e	Response	RESPONSE: Have completed work with providers to develop business plans for consideration to improve access to community therapies (SALT, OT, Physiotherapy).	RESPONSE SUCCESS CRITERIA: Access to community therapies will be improved and waiting times will be reduced. Parents and carers will recognise improved access to services and this will be reflected in feedback from PCF and surveys Author: SEND Board / Parent Carer Forum	Sep-18	Jun-19		5. Completed	B	95%	Integrated Model / Building Capacity		Integrated Commissioning			
	9.1e.1	Weekly meetings between BSoL CCG and BCHC to develop plan to improve access to therapies		Sep-18	Oct-18		5. Completed	B							
	9.1e.2	Business case for OT and physiotherapy submitted to the CCG to increase capacity		Sep-18	Oct-18	Jun-19	5. Completed	B							
	9.1e.3	Review longer term therapy model as part of a new transformational send model - dates to align with new model development		Oct-18	Jun-19	Apr-20	5. Completed	B		Integrated Model / Building Capacity		Integrated Commissioning			
	9.1e.4	Additional therapy capacity is in place and actively reducing waiting times for children with EHCP.		Dec-18	Mar-19	Sep-19	5. Completed	B		Integrated Model / Building Capacity		Integrated Commissioning			
9.1f	Response	RESPONSE: Continue to improve therapy pathways to make the best use of the available resources to support children and young people, parents, carers and schools.	RESPONSE SUCCESS CRITERIA: Improved outcomes for children and young people with SEND and improved satisfaction reported by families who are accessing services Author: SEND Board / Parent Carer Forum	Sep-18	Apr-19		5. Completed	B	95%			Year 1 - L&I			
	9.1f.1	Continue work improving therapy pathways to make the best use of the available resources to support children and young people, parents, carers and schools.		Sep-18	Dec-18 ongoing		6. Archived								

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	9.1f.2a	Business case for neurodevelopmental submitted & agreed		Sep-18	Apr-19	Jun-19	5. Completed	B							
	9.1f.2b	Business case for OT submitted & agreed		Jan-19	Apr-19	Jun-19	5. Completed	B							
	9.1f.2c	Business case for Physio submitted & agreed		Jan-19	Apr-19	Jun-19	5. Completed	B							
	9.1f.2d	Business case for SALT submitted & agreed		Jan-19	Apr-19	Jun-19	5. Completed	B							
	9.1f.3	Commence mobilisation of agreed therapy services		Jan-19	Mar-19	Jun-19	5. Completed	B							
	9.1f.4	Phase 1 mobilisation of therapy business case (subject to agreement)		Apr-19	Apr-19 onwards	Jun-19	5. Completed	B							
9.1g	Response	RESPONSE: Look at how we can engage & develop the workforce and parents' / carers' skills to better support children.	RESPONSE SUCCESS CRITERIA: Success criteria to be developed according to outcome of the review Author: SEND Board / <i>Parent Carer Forum</i>	Jan-19	Jun-19 ongoing		5. Completed	B	95%	Building Capacity / Training		Integrated Commissioning			
	9.1g.1	Look at how we can develop the workforce and parents therapeutic skills to better support children		Jan-19	Jun-19		5. Completed	B		Building Capacity / Training		Integrated Commissioning			
	9.1g.2	Develop plan to support wider workforce and parent/carer therapeutic skills		Jul-19	Jun-19 ongoing	Mar-20	5. Completed	B		Building Capacity / Training		Integrated Commissioning			
9.1h	Response	RESPONSE: Develop and consider a case for change for an integrated all age neurodevelopment pathway with direct access to the MDT team at the point of referral.	RESPONSE SUCCESS CRITERIA: A revised neuro developmental pathway will address challenges of lack of integration of services, issues around transitions from children's to adult services and the timeliness of referral to MDT as well as access to key assessments and identification of supportive therapeutic intervention. This pathway will be integrated into commissioning decisions in 2019. Author: SEND Board / <i>Parent Carer Forum</i>	Nov-18	Mar-19		5. Completed	B	95%			Year 1 - L&I			
	9.1h.1	Review the feasibility of aligning social care and education services into a single offer for neuro-developmental pathway.		Nov-18	Dec-18	Jun-19	5. Completed	B							
	9.1h.2	Joint health provider business case to be submitted to joint commissioners and timeline developed for neuro-developmental pathway		Nov-18	Dec-18	Jun-19	5. Completed	B							

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	9.1h.3	Approval of business case and mobilisation plan for neuro-developmental pathway		Dec-18	Jan-19	Jun-19	5. Completed	B							
	9.1h.4	Phased mobilisation of increased capacity and new pathway		Jan-19	Mar-19	Jun-19	5. Completed	B							
10		AREA OF WEAKNESS: Academic progress when compared to all pupils nationally													
10.1		MAIN FINDING / AREA FOR DEVELOPMENT: Pupils who have SEN and/or disabilities make weak academic progress, attend less often and are excluded more frequently than other pupils in Birmingham and all pupils nationally.	AREA FOR DEVELOPMENT OUTCOME: We will know we have made an impact when the achievement gap between children with SEND and their peer group has reduced and when more young people with SEND are in (supported) employment.	Jul-18	Jul-20				86%						
10.1a	Response	RESPONSE: Have completed a baseline review of attendance and exclusions for children and young people with SEND, using the baseline review to set out clear improvement actions that will be delivered by July 2020.	RESPONSE SUCCESS CRITERIA: There is a clear understanding with all partners across education, health and social care of the causes of poor attendance and exclusions for children with SEN and/or disabilities A review of actions that have been taken demonstrate that the achievement gap has been narrowed Author: <i>SEND Board</i>	Jul-18	Jul-20		5. Completed	B	100%	Building Capacity / Inclusion					
	10.1a.1	Development of multi-agency partnerships to support children and young people with social emotional and mental health		Jul-18	Nov-18		5. Completed	B		Building Capacity / Inclusion					
	10.1a.2	Baseline current school absences and exclusions reviewing current performance and identifying causes of exclusion		Sep-18	Oct-18		5. Completed	B		Building Capacity / Inclusion					
	10.1a.3	Identify improvement actions, utilising baseline review findings into agreed action plan		Nov-18	Jul-20		5. Completed	B		Building Capacity / Inclusion					
10.1b	Response	RESPONSE: Commenced contract negotiations with specialist colleges in order to improve service quality, value for money and outcomes for young people.	RESPONSE SUCCESS CRITERIA: Improved access to further and higher education places, and to employment opportunities Author: SEND Board	Jan-19	Jul-19	Dec-20	3. In Progress	R	50%					Preparation for Adulthood	
	10.1b.1	Contract negotiations commence		Jan-19	Jan-19		3. In Progress	B						Preparation for Adulthood	
	10.1b.2	Agreed contract position to deliver improved service quality, value for money and outcomes .		Jan-19	Jul-19	Dec-20	3. In Progress	R						Preparation for Adulthood	
10.1c	Response	RESPONSE: Provided briefings for Careers Advisers around inputting into Year 9 Reviews so they capture the young person's aspirations and PFA outcomes has been delivered and further support is planned as part of the Careers Strategy.	RESPONSE SUCCESS CRITERIA: Careers Advisers are routinely inputting into Year 9 Reviews and ensure young person's aspirations are captured Author: SEND Board / <i>Parent Carer Forum</i>	Nov-18	May-20		5. Completed	B	100%		Developing Support & Provision			Preparation for Adulthood	

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	10.1c.1	Draft briefings for careers advisors and deliver through Career Advisors Networks		Nov-18	May-19		5. Completed	B							
	10.1c.2	Evidence that career advice is input routinely into year 9 reviews - quality assurance and spot checks		May-19	May-20		5. Completed	B						Preparation for Adulthood	
10.1d	Response	RESPONSE: Ensure EHCP reviews consider transition needs including moving from primary to secondary care, and to ongoing higher education, apprenticeships and work.	RESPONSE SUCCESS CRITERIA: Higher education providers report a better understanding of health needs and how to access support and information. Improved access to higher education places Author: SEND Board / <i>Parent Carer Forum</i>	Apr-19	Jul-19	Aug-20 ongoing	3. In Progress	R	75%		Developing Support & Provision			Preparation for Adulthood	
	10.1d.1	Incorporate a standardised approach to transitions in the EHC planning process for all children and young people aged 0-25 - <i>(Process map/Flow diagram)</i>		Apr-19	Jul-19	Dec-20	3. In Progress	R			Developing Support & Provision				
10.1e	Response	RESPONSE: Have in place a robust strategy for supporting ambitions, attendance and attainment for children with SEND in Key Stages 1, 2, 3 and 4, and to promote awareness across all schools and academies of the services available to support inclusive practice.	RESPONSE SUCCESS CRITERIA: Improved consistency of EHCPs which reflect the ambitions that children and young people have and have clear measurable outcomes for improving attendance and attainment Author: SEND Board / <i>Parent Carer Forum</i>	Jan-19	Jul-20		5. Completed	B	100%	Building Capacity / Inclusion					
	10.1e.1	Baseline current attainment levels for SEND children, and review performance to identify causes of attainment gap (JOC focus Key Stages 1,2,3 and PFA focus is Key Stage 4)		Jan-19	Mar-19		5. Completed	B		Building Capacity / Inclusion					
	10.1e.2	Agree strategy and plan in co-production with partners		Mar-19	Jun-19	Mar-20	5. Completed	B		Building Capacity / Inclusion					
	10.1e.3	Implement Planning and evaluate outcomes		Sep-19	Jul-20		5. Completed	B		Building Capacity / Inclusion					
10.1f	Response	Enable the sharing of best practice, culture and leadership in relation to the inclusion of children in mainstream settings and create 'excellence of inclusion practice'.	RESPONSE SUCCESS CRITERIA: All Birmingham mainstream provision is welcoming, accessible and inclusive, adhering to the SEND Code of Practice, so that they can meet the needs of most children and young people, aged 0-25 who have special educational needs and/or disabilities. An increased number of children and young people with SEN with a school place Evidence indicates that health training is consistently accessed by educational establishments	Jan-19	Dec-19		5. Completed	B	100%	Building Capacity / Inclusion					
	10.1f.1	Enable the sharing of best practice, culture and leadership in relation to the inclusion of children in mainstream settings and create 'excellence of inclusion practice'		Jan-19	Dec-19	Mar-20	5. Completed	B		Building Capacity / Inclusion					

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10.1g	Response	(As BSol STP) have gifted of up to 10% of our apprenticeship levy to smaller organisations across the city to be priorities to offer all children leaving care an apprenticeship opportunity across our partnership (by end of 2019).	RESPONSE SUCCESS CRITERIA: Increased numbers of children in care are accessing apprenticeship opportunities across the partnership Author: SEND Board	Oct-18	Jun-20	Nov-20	3. In Progress	A	75%					Preparation for Adulthood	
	10.1g.1	Proposal for levy gifting presented and agreed by BSol STP Board		Oct-18	Oct-18		5. Completed	B							
	10.1g.2	Process and % levied developed and agreed through BSol STP Governance		Nov-18	Dec-18		5. Completed	B							
	10.1g.3	Develop apprentice model and pathways for children leaving care		Jan-19	Jun-19		5. Completed	B						Preparation for Adulthood	
	10.1g.4	Implement apprentice model and pathways		Jun-19	Jun-19 ongoing	Nov-20	3. In Progress	A						Preparation for Adulthood	
11		AREA OF WEAKNESS: Absence and Exclusions													
11.1		MAIN FINDING / AREA FOR DEVELOPMENT: Parents raised concerns about children and young people who are not in education. As leaders are aware that too many pupils who have SEN and/or disabilities are not in school, one of the targets within the education delivery and improvement plan is to reduce this number. This is yet to have a significant and sustained impact. Attendance of pupils with who have SEN and/or disabilities is lower than for other pupils in Birmingham and below the national average. Persistent absence is higher than for other pupils in Birmingham and higher than the national average. Fixed-term and permanent exclusions of pupils who have SEN and/or disabilities are higher than for other pupils in Birmingham and all pupils nationally.	AREA FOR DEVELOPMENT OUTCOME: We know we will have made an impact when we have reduced the gap in attendance between children with SEN or disabilities and those who do not. The number of fixed-term and permanent exclusions of pupils who have SEN and/or disabilities is lower than other pupils in Birmingham and all pupils nationally. Author: SEND Board / Parent Carer Forum	Nov-18	Aug-20				88%						
11.1a	Response	In collaboration between the local authority and schools, worked together to unpack the reasons sitting behind persistent absence, fixed term and permanent exclusions for those children who have SEND, and then to develop strategies to address these reasons.	RESPONSE SUCCESS CRITERIA: The development of an inclusion strategy to improve the percentage of children and young people who remain in / return to mainstream educational settings, co-produced with schools, the local authority, and the PCF A reduction in the number of fixed term and permanent exclusions Persistent absence is lower than that for other pupils in Birmingham and lower than the national average. Author: SEND Board / <i>Parent Carer Forum</i>	Jan-19	Jun-20		5. Completed	B	100%	Building Capacity / Inclusion					

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	11.1a.1	Review data to understand prevalence of absence across the city to understand trends		Jan-19	Feb-19		5. Completed	B		Building Capacity / Inclusion					
	11.1a.2	Develop and implement strategies to address persistent absence in partnership with schools		Mar-19	Apr-19	Sep-19	5. Completed	B		Building Capacity / Inclusion					
	11.1a.3	Evaluate impact of strategies		Apr-20	Jun-20		5. Completed	B		Building Capacity / Inclusion					
11.1b	Response	Ensured all schools are aware of Education and Emotional Well-being Strategy group which will oversee the development of skills, knowledge and understanding of the school workforce.	RESPONSE SUCCESS CRITERIA: When the head teacher reference group reports a measurable impact from integrated initiatives to increase attendance Author: SEND Board	Jan-19	Feb-20 ongoing		5. Completed	B	100%	Year 1 - WT/JOC					Comms & Engagement
	11.1b.1	Publicise the work of the Education & Emotional Wellbeing and Strategy Group		Jan-19	Sep-19		5. Completed	B		Year 1 - WT/JOC					Comms & Engagement
	11.1b.2	Evaluate impact of publicity regarding Education & Emotional wellbeing strategy group		Feb-20	Feb-20 ongoing		5. Completed	B		Year 1 - WT/JOC					Comms & Engagement
11.1c	Response	Ensured all mainstream schools undertake a collaborative approach to inclusive education, reflecting the national priorities of Ofsted, DfE and enhance connectivity with special schools.	RESPONSE SUCCESS CRITERIA: All Birmingham mainstream provision is welcoming, accessible and inclusive, adhering to the SEND Code of Practice, so that they can meet the needs of most children and young people, aged 0-25 who have special educational needs and/or disabilities. Author: SEND Board	Mar-19	Sep-19		5. Completed	B	100%	Building Capacity / Inclusion					
	11.1c.1	Agree approach for inclusion in maintained mainstream schools		Mar-19	Sep-19	Mar-20	5. Completed	B		Building Capacity / Inclusion					
	11.1c.2	Develop a quality assurance system to support the approach		Mar-19	Sep-19	Mar-20	5. Completed	B		Building Capacity / Inclusion					
11.1d	Response	Integrated initiatives such as New Start, Attachment & Trauma Aware Schools, SEMH Pathfinder and Vulnerable & Adolescent Support (via Early Help), allowing and encouraging new and emerging initiatives to be integrated.	RESPONSE SUCCESS CRITERIA: When the head teacher reference group reports a measurable impact from integrated initiatives to increase attendance Author: SEND Board / Parent Carer Forum	Feb-19	Sep-19	Dec-20	3. In Progress	R	50%	Building Capacity / Inclusion					
	11.1d.1	Evaluate the success of the current integrated initiatives and determine the impact of these initiatives and whether further initiatives need to be developed		Feb-19	Sep-19		3. In Progress	R		Building Capacity / Inclusion					

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11.1e	Response	Reduced the number of children with SEN without a school place by working with 'good' or 'outstanding' Alternative Providers.	RESPONSE SUCCESS CRITERIA: No child who has SEND is without a school place Author: SEND Board / <i>Parent Carer Forum</i>	Nov-18	Aug-20	Sept-20 ongoing	3. In Progress	G	90%	Building Capacity / Inclusion					
	11.1e.1	Develop and implement new commissioning arrangements to enable BCC to work with additional alternative providers for children without a school place (<i>Jan-20 - establish Home Bridging team</i>)		Nov-18	Jun-19	Jan-20	5. Completed	B		Building Capacity / Inclusion					
	11.1e.2	Evaluate impact of additional commissioning		Jun-20	Aug-20	Sept-20 ongoing	3. In Progress	G		Building Capacity / Inclusion					
12		AREA OF WEAKNESS: Employment Opportunities													
12.1		MAIN FINDING / AREA FOR DEVELOPMENT: Not enough young people who have SEN and/or disabilities are entering employment or supported employment. The proportion of adults with learning disabilities in paid employment is below the national average.	AREA FOR DEVELOPMENT OUTCOME: We know we will have made an impact when we have increased numbers of young people who have SEN and / or disabilities who enter employment or supported employment, and when the proportion of adults with learning disabilities in paid employment is closer to the national average. Author: SEND Board / Parent Carer Forum	Jan-19	Jul-20				75%						
12.1a	Response	Have completed a baseline review of employment opportunities for children and young people with SEND, using the baseline review to set out clear improvement actions.	RESPONSE SUCCESS CRITERIA: An increase in the number and variety of work placements that are available for young people with SEND - to include work experience, internships, apprenticeships An increase in the number of young people / adults with learning disabilities in paid employment Opportunities publicised widely through the Local Offer, schools, colleges and local media	Feb-19	Jul-20		3. In Progress	R	50%					Preparation for Adulthood	
	12.1a.1	Complete Review of sufficiency and effectiveness of Employment opportunities		Feb-19	May-19	Nov-20	3. In Progress	R						Preparation for Adulthood	
	12.1a.2	BSol STP offering and gifting levy to small and medium enterprises to promote apprenticeships to individuals learning difficulties and SEN		Apr-19	Mar-20		6. Archived							Preparation for Adulthood	
	12.1a.3	Following sufficiency review, develop plan to grow local provision		May-19	Jul-20	Dec-20 ongoing	3. In Progress	R						Preparation for Adulthood	
12.1b	Response	Have specific mechanisms in place to ensure the quality of EHCP plans to address Employment Opportunities from year 9.	RESPONSE SUCCESS CRITERIA: <i>Year 9 reviews are consistently taking place and include a focus on preparation for adulthood outcomes. There is measurable improvement in these outcomes (Moved from 8.2e)</i> An increase in the number of young people in education, employment or training Improved outcomes for young people entering local education, employment and training provision	Jan-19	Dec-19	Sept-20 ongoing	3. In Progress	R	75%		Developing Support & Provision - EHCP Recovery			Preparation for Adulthood	

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	12.1b.1	Understand best practice and develop requirements for change for Year 9 EHCP reviews (specifically in relation to Employment Opportunities). To include templates/process, data collection and workforce training requirements		Jan-19	Mar-19	Jan-20	5. Completed	B			Developing Support & Provision - EHCP Recovery			Preparation for Adulthood	
	12.1b.2	Develop capacity to ensure Year 9 EHCP reviews can be undertaken		Apr-19	Jun-19	Jan-20	5. Completed	B			Developing Support & Provision - EHCP Recovery				
	12.1b.3	Implement and evaluate Year 9 review process		Sep-19	Dec-19	Sept-20 ongoing	3. In Progress	R			Developing Support & Provision - EHCP Recovery				
12.1c	Response	Provided briefings for all services that support 14-25 year olds for inputting into Year 9 Reviews (and then becomes part of Annual Reviews) so they capture the young person's aspirations and PFA outcomes has been delivered and further support is planned.	RESPONSE SUCCESS CRITERIA: Clear evidence of PFA in all EHCPs and annual Reviews Improved retention rates into further education Author: SEND Board / <i>Parent Carer Forum</i>	Jan-19	Dec-19		5. Completed	B	100%		Developing Support & Provision - EHCP Recovery			Preparation for Adulthood	
	12.1c.1	Map and identify services to be briefed		Jan-19	Feb-19	Nov-19	5. Completed	B			Developing Support & Provision - EHCP Recovery			Preparation for Adulthood	
	12.1c.2	Develop briefing / communication plan		Feb-19	Apr-19	Dec-19	5. Completed	B			Developing Support & Provision - EHCP Recovery			Preparation for Adulthood	
	12.1c.3	Implement briefings and evaluate outcomes		May-19	Dec-19	Jan-20	5. Completed	B			Developing Support & Provision - EHCP Recovery			Preparation for Adulthood	
12.1d	Response	Further reviewed the sufficiency and effectiveness of Post 16 pathways into adulthood, particularly higher education pathways, employment pathways and the availability of supported housing options.	RESPONSE SUCCESS CRITERIA: Young people transitioning from children to adult services have seamless transition An increasing number of young adults with SEND being supported to live independently Author: SEND Board / <i>Parent Carer Forum</i>	Feb-19	Jul-20		3. In Progress	R	50%		Developing Support & Provision - Sufficiency			Preparation for Adulthood	
	12.1d.1	Complete Review of sufficiency and effectiveness of Post 16 pathways into adulthood (to include Higher Education, Housing options and Employment pathways)		Feb-19	May-19	Dec-20	3. In Progress	R			Developing Support & Provision - Sufficiency			Preparation for Adulthood	
	12.1d.2	Develop Commissioning Statement and Sufficiency Plan		May-19	Jun-19	Dec-20 ongoing	3. In Progress	R			Developing Support & Provision - Sufficiency			Preparation for Adulthood	
	12.1d.3	Implement and evaluate		Jun-19	Jul-20	Jan-21 ongoing	3. In Progress	R			Developing Support & Provision - Sufficiency			Preparation for Adulthood	

DOCUMENT DATE: 13.10.2020

- * This document is the Action Plan (Appendix A) to accompany the Birmingham area Written Statement of Action (WSOA) agreed by Ofsted & CQC in December 2018.
- * It is a live document, owned and developed by the partnership, and progress will be reported at each SEND Improvement Board and the DfE and NHS England through quarterly monitoring meetings
- * A number of responses or activities were duplicated across the WSOA in different sections, where this is the case duplications have been archived.
- * Percent complete is approximate. It is based on an assumption that each 'response' line (indicated Column B) is single unit although there could be a number of key components/deliverables within these.
- * A number of response statements are regarded as 'complete' at an activity level, but there is ongoing work to measure outcomes through data or feedback and ensure activity is fully embedded and 100% complete as part of continuous improvement.
- * RAG colour is reported against the original date in the WSOA. Where this has passed, a revised expected end date is also recorded

RAG
KEY

GREEN	AMBER	RED	BLUE -	GREY
On Track	At Risk but plan in place to bring back on track	Original due date in WSOA has passed (mitigating plan is underway)	Action competed	N/A

WORKSTREAMS FILTER - YEAR 2

WSOA Respon se Ref	Action Ref	Objectives / Key Areas for development	Outcome / Response Success Criteria	Start date	Due date in WSOA (not to be changed)	Expected end date (if different)	Delivery Status	RAG Rating	% Complete (Response only)	Yr2 Building Capacity / Integrated Model Nichola Jones	Yr2 Developing Support & Provision Nichola Jones	Yr2 Integrated Commissioning Jo Carney	Yr2 Quality Assurance & Performance	Yr2 Preparation for Adulthood Linda Harper / David	Yr2 Other Programme / Comms / BCP
12.1e	Response	Ensure the right culture and leadership in relation to the delivering an aspirational service offer for those aged 14-25 with SEND that feels seamless and integrated to the family and based on principles of inclusion, promoting independence and attainment.	RESPONSE SUCCESS CRITERIA: (likely to be amended to be inline with updated Transitions protocol) There is an increased number and percentage of young people / adults with SEND who are successfully trained to travel independently. Young people report in their Annual Reviews that they are supported to succeed in their journey into adulthood Author: SEND Board / <i>Parent Carer Forum</i>	Feb-19	Jun-20		5. Completed	B	100%					Preparation for Adulthod	
	12.1e.1	Co-produce service offer with CYP and Families		Feb-19	Aug-19	Mar-20	5. Completed	B						Preparation for Adulthod	
	12.1e.2	Implement service offer and evaluate		Sep-19	Jun-20	Sept-20 ongoing	5. Completed	B						Preparation for Adulthod	