North Somerset Local Area - SEND Improvement Plan

JANUARY 2022

Contents

	Page
Introduction	**3**
The SEND Improvement Plan	**3**
North Somerset's Vision	**3**
Laying the foundations for a step change for children with SEND in North Somerset	**4**
Governance	**7**
Area 1 - A lack of strategic direction and planning by senior leaders across the local area to implement the SEND reforms through an effective SEND strategy	**8**
Area 2 - A lack of capacity within the local area to implement the SEND reforms effectively	**11**
Area 3 - The standards achieved, and the progress made by the children and young people with SEND were not good enough.	**13**
Area 4 - There were weaknesses in the variability of Education & Health Care Plans (EHCPs), including the variable contributions from health and social care, and a lack of processes to check and review the quality of EHCP's	**16**
Area 5 - Underdeveloped arrangements for joint commissioning	**19**
Area 6 - A lack of systems to track outcomes, including exclusions, for children and young people with SEND across the partnership.	**22**
Risk Register	**24**
Impact Score Card	**31**
North Somerset SEND Partnership Improvement Board Report	**53**
North Somerset SEND Dashboard	**54**

Introduction

The North Somerset SEND Partnership is a partnership between all organisations who provide services for children and young people who have Special Educational Needs (SEND) as well as the parents and carers and wherever possible, the children and young people themselves. The Lead partners driving the transformation through their own organisations and others are North Somerset Council and the Chief Executive Officers and they share accountability on behalf of the Partnership for the progress made in SEND when reporting to the Department for Education and NHS England. The Partnership is very much strengthened by the invaluable voices of parents and carers who help us to understand what impact we are having, sharing emerging priorities and being a critical friend in all that we do. The North Somerset Parent Carers Working Together forum and SENDIAS actively participate in all key SEND discussions and provide both challenge and support throughout.

We made a commitment to fundamentally change the experiences and outcomes of children and young people and we have achieved a great deal, **but** we have not made enough progress in enough areas. More importantly, and because some of the changes we needed to make involved major changes to whole systems, or required us to secure additional funding, the changes have not yet been felt by enough children and young people in their everyday lives. Now, through the work set out in this Improvement Plan, we intend to put that right.

The SEND Improvement Plan

The SEND Improvement Plan captures all the commitments we've made across the local area to improve things for children and young people with SEND. It includes actions from a range of partners and also makes clear what progress we intend to make over time, what impact we intend for this to have on outcomes and how we will know when the change has happened.

A very large number of stakeholders have been involved in putting plans together for SEND in recent years and some important foundations have been laid. We want to acknowledge their contributions and help orientate people who are new to this plan by setting out some of the progress we have made.

North Somerset's Vision is:

In North Somerset we will work together as a local area to support all children and young people with additional needs to fulfil their full potential.

We have very high ambitions for our children and young people with SEND and are confident that with the increased capacity, focus and commitment within the local area, we will make significant progress over the next 18 months. We want to see all children with SEND enjoying the same opportunities as their peers, supported by confident practitioners working in seamless partnership with their parents and carers.

We want to secure the same high-quality outcomes for these children as all other children in North Somerset and we are determined to systematically remove the barriers that currently prevent this from happening.

Laying the foundations for a step change for children with SEND in North Somerset

North Somerset has made important progress towards achieving change for children with SEND:

AREA 1
To improve Governance and System Leadership we have:

- Created a SEND Improvement Board. This is chaired by the Executive Member for Children's Services and Lifelong Learning. Chief Executive Officers from North Somerset Council, Bristol, North Somerset, South Gloucestershire Clinical Commissioning Group (BNSSG CCG) and Sirona (community health provider) are members with North Somerset Parent Carers Working Together and school leaders acting as professional advisers to the Board. The Director of Children's Services from North Somerset Council and the Clinical Commissioning Group's Director of Commissioning are answerable to the Board for the progress of the Plan. Each workstream is now being led from within the SEND system in the local area and area leads report to the SEND Improvement Board using the same highlight report
- Appointed an interim Assistant Director of Education Partnerships within the council whilst we recruit to a permanent position. We have also appointed a dedicated Clinical Commissioning Group Strategic SEND Manager. These two senior systems leaders work with area leads to take forward the SEND Improvement Plan, including facilitation of the strategic work within their respective organisations and joint working initiatives. A Community of Practice in SEND of multi-agency system leaders also now meets every fortnight to exchange good practice ideas and to identify solutions together

AREA 2
To improve capacity within the system we have:

- Made a significant investment in Autistic Spectrum Disorder (ASD) services across BNSSG CCG improving wait times and providing early support services
- Developed a team of Specialist Health Advisers for SEND who provide an appropriate health response to needs assessment requests for those children who are either not known to community health services or have been referred and awaiting first appointment
- Undertaken a flagship co-production project of a 9 strong Keyworker Team supporting young people with a diagnosis of learning disabilities and/or Autism preventing crisis and inpatient admission
- Increased Designated Clinical Officer capacity across BNSSG CCG.

- Appointed a lead SEND consultant paediatrician
- Refreshed the Graduated Response through the Community of Practice working groups to make it more accessible and user friendly with a view to publishing and relaunching it in March 2022
- Increased capacity in Early Years provision with 22 Childminders now trained to support children with SEND, an increase in Top Up Funding in Early Years and an increase in requests for statutory assessments for very young children. Our multi-agency group for the most vulnerable children, Multi-Agency Identification and Support in the Early Years (MAISEY), goes from strength to strength in identifying the needs of our youngest children at the earliest opportunity
- Committed to working with partners to create an Early Years Strategy

AREA 3
To improve outcomes for children with SEND in schools we have:

- Increased the number of specialist SEND school places through specialist Social Emotional and Mental Health provision opening in 2022
- Worked with our existing providers to develop three 15 place Hubs for September 2022, one for children in KS1 with trauma and two for KS4 young people with anxiety-based school refusal
- Committed to commissioning for Nurture Groups in schools for September 2022
- Worked with Whole School SEND to create a mechanism for all schools to understand the gaps in progress and attainment for children and young people with SEND and to develop strategies to close these
- Commissioned Governor Training for all North Somerset Governors
- Commissioned Quality First Teaching Training for all North Somerset Schools
- Brokered strategic discussions between schools, parents and practitioners to understand what the barriers are to admitting and supporting children with SEND
- Allocated over 10% more places in mainstream schools to children with SEND

AREA 4
To improve the quality of EHCP's we have:

- Commissioned and implemented a SEND EHCP Portal which can be accessed by all professionals, parents and children and young people themselves. The Portal holds a single record of key information about children and young people and issues reminders to contributors to the Plan for key deadlines and dates

- Improved the timeliness of completed Statutory Assessments to 65% whilst managing a 27% rise in requests
- Increased the multi-agency representation in the EHC Panels and contributions to Plans
- Worked with SENDIAS to support parents who are in the early stages of considering a statutory assessment to ensure their needs are met

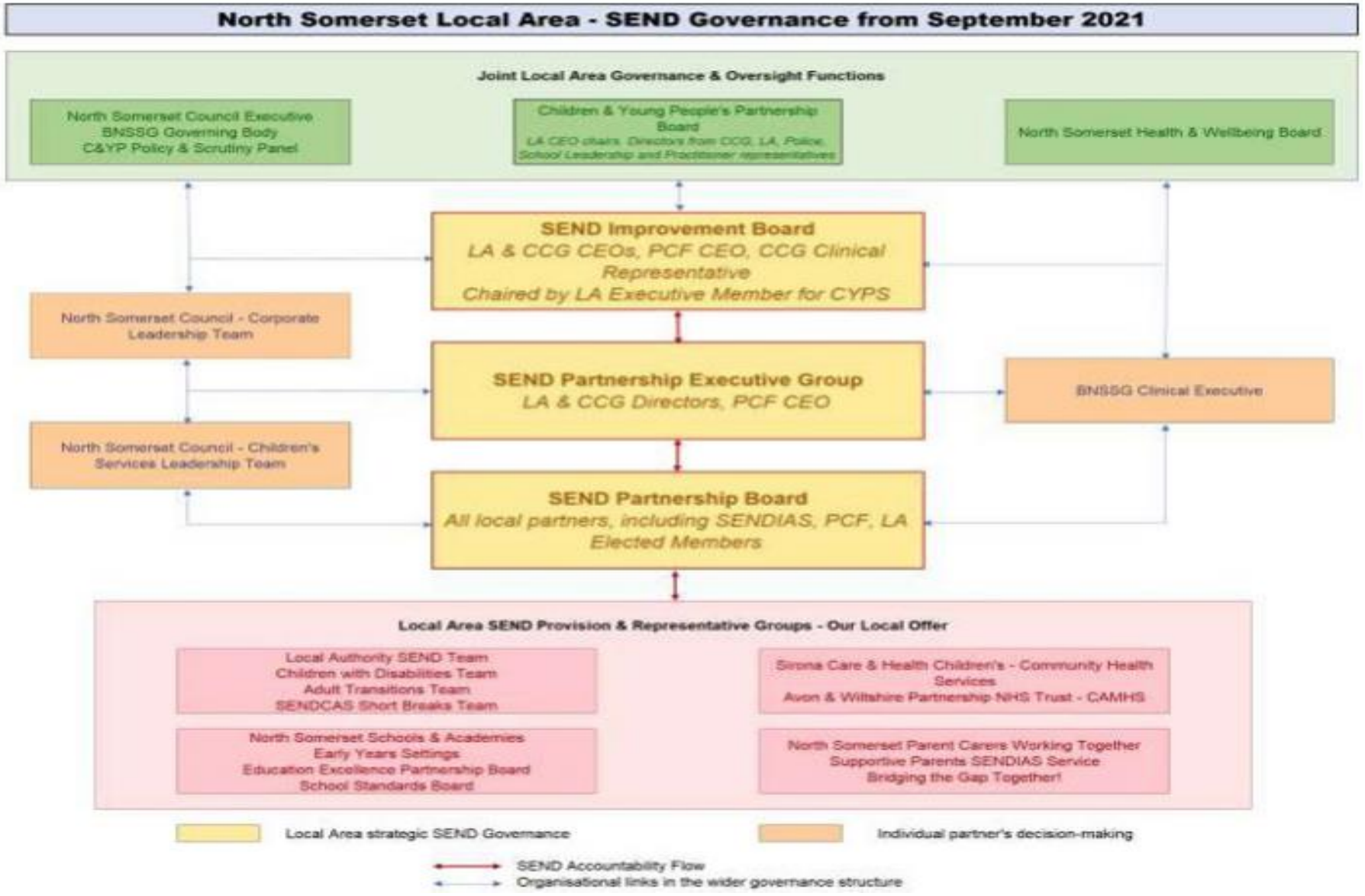
AREA 5
To increase joint commissioning, we have:

- Co-commissioned the EHCP Portal with full participation of parents and carers, health and local authority partners
- Increased funding to the Parent Carer Forum to ensure a sustainable infrastructure
- Identified an office base for the Parent Carer Forum from within the council's estate
- Co-created the Graduated Response
- Co-produced and parent carer forum delivered Peer + Professional Workshops supporting families on the waiting list for autism assessment
- Created an Autism pathway with full participation of parents and carers, including the use of a video to share the lived experience of a child with autism
- Initiated a Children and Young People's SEND Council which meets for the first time in January 2022

AREA 6
Towards active use of a single data set to inform our work we have:

- Developed an up to date SEND Joint Strategic Needs Assessment (JSNA)
- Developed performance measures for every commitment in this Plan to ensure progress is made at pace
- Developed an integrated SEND data dashboard that the local area is now using to understand SEND need - this is updated monthly to show the impact of our actions on children with SEND

GOVERNANCE


North Somerset Local Area - SEND Governance from September 2021
Joint Local Area Governance & Oversight Functions
North Somerset Council Executive
BNSSG Governing Body
C&YP Policy & Scrutiny Panel
Children & Young People's Partnership Board
LA CEO chairs. Directors from CCG, LA, Police, School Leadership and Practitioner representatives
North Somerset Health & Wellbeing Board
SEND Improvement Board
LA & CCG CEOs, PCF CEO, CCG Clinical Representative
Chaired by LA Executive Member for CYPS
North Somerset Council - Corporate Leadership Team
SEND Partnership Executive Group
LA & CCG Directors, PCF CEO
BNSSG Clinical Executive
North Somerset Council - Children's Services Leadership Team
SEND Partnership Board
All local partners, including SENDIAS, PCF, LA Elected Members
Local Area SEND Provision & Representative Groups - Our Local Offer
Local Authority SEND Team
Children with Disabilities Team
Adult Transitions Team
SENDCAS Short Breaks Team
Sirona Care & Health Children's - Community Health Services
Avon & Wiltshire Partnership NHS Trust - CAMHS
North Somerset Schools & Academies
Early Years Settings
Education Excellence Partnership Board
School Standards Board
North Somerset Parent Carers Working Together
Supportive Parents SENDIAS Service
Bridging the Gap Together!
Local Area strategic SEND Governance
Individual partner's decision-making
SEND Accountability Flow
Organisational links in the wider governance structure

Area 1 - A lack of strategic direction and planning by senior leaders across the local area to implement the SEND reforms through an effective SEND strategy

Area Leads – Sheila Smith (NSC) / Pip Hesketh (Education, NSC) / Lisa Manson (CCG) / Mark Hemmings (CCG) / Lorraine McMullen (Sirona)

End Outcome - There is an adopted SEND Strategy which enables implementation of SEND reforms. These reforms are driven by strong leadership across the local area which is well coordinated and effective

	Action	By When	Responsible Officer	Action RAG	Key Performance Indicators - How we will measure progress	Progress 28 April 2022
1.1	Refresh, re-launch and ensure all agencies adopt the SEND Strategy to reflect higher aspirations, ambitious targets, stronger partnerships and collaboration, and a committed inclusive culture All agencies will adopt a refreshed SEND Strategy which is driven by the things that really matter and make a difference to children and their families	May 22	Sheila Smith Lisa Manson		KPI: More than 90% of agencies can evidence adoption of the strategy KPI: There is a high level of multi-agency attendance at: • SEND Improvement Board • SEND Partnership Board • Community of Practice in SEND Evidenced by the meeting minutes and attendance logs.	The 2nd Young People's SEND Council on 25 Jan will be discussing their priorities for SEND Next Partnership Board on 17 February 2020 will work on refreshed SEND Strategy (which incorporates SEND Improvement Plan)
1.2	Embed the SEND Strategy within each agency's Performance Management Framework	Aug 22	Sheila Smith Lisa Manson		KPI: More than 90% of annual team plans (of education children's, social care and health staff directly involved) include the following as a priority: *contribute to delivery of the SEND Strategy and improvement plan* KPI: More than 80% of annual appraisals (of education children's, social care and health staff directly involved) include the following as a	SEND Strategy to be tabled at next SEND Partnership Board on 17 February 2022 **All to send Team Plans to Hannah Batts – business.planning@n-somerset.gov.uk**

	Action	By When	Responsible Officer	Action RAG	Key Performance Indicators - How we will measure progress	Progress 28 April 2022
					priority: *contribute to delivery of the SEND Strategy and improvement plan*	**Programme Manager to collate appraisals as evidence (anonymously)**
1.3	Recruit to the Permanent Assistant Director Post for Education Partnerships	March 22	Sheila Smith		KPI: A permanent Assistant Director for Education Partnerships is appointed and in post	**Complete**
1.4	Establish a Children and Young People's SEND Council to enable young people to influence change	Dec 21	Pip Hesketh Lorraine McMullen Becky Hopkins Jess Aston		KPI: A monthly meeting of the Children and Young People's SEND Council is held with senior leaders during 2022 evidenced by the meeting minutes and 'You Said We Did'	**Complete**
1.5	Development of an integrated SEND data dashboard	Jan 22	Mark Hemmings		KPI: A monthly data and performance dashboard is produced and presented to the SEND Partnership Board during 2022 evidenced by the meeting minutes	The Dashboard is in place. The SEND Data Dashboard will be a standing agenda item for both the SEND Partnership Board and the SEND Improvement Board. The name will change to the SEND Data and Performance Dashboard and will also report on performance

	Action	By When	Responsible Officer	Action RAG	Key Performance Indicators - How we will measure progress	Progress 28 April 2022
1.6	Establish clear, regular and meaningful communication between partner agencies and parents and carers Capacity in a new Customer Service Role. The post holder will develop and produce a communications and engagement plan	Apr 22	Pip Hesketh Mark Hemmings		KPI: A quarterly meeting with parent and carer representatives is held during 2022 evidenced by the meeting minutes	Newsletter is being drafted and will go out fortnightly to all who work in Children's Services across North Somerset

Area 2 - A lack of capacity within the local area to implement the SEND reforms effectively
Area Leads - Sheila Smith (NSC) / Lisa Manson (CCG) **/ Pip Hesketh (Education NSC) / Mark Hemmings (CCG)**
Project Team - Sarah Bishop / Karen Jarvis / Wendy Packer / Emma Whitehead / Anthony Webster / Shaun Cheesman / Guy Clayton / Paul Cox / Matt Lenny / Anna Clark / Heather Kapeluch / Gerry Bates / Kenton Mee

End Outcome – There is enough capacity within the local area to understand, meet and provide support, implementing the SEND reforms effectively

	Action	By When	Responsible Officer	Action RAG	Key Performance Indicators - How we will measure progress	Progress 28 April 2022
2.1	Improve the Early Identification of Need by revising, adopting and re launching the Graduated Response .	April 22	Pip Hesketh Gerry Bates Sarah Bishop		KPI: 30 schools and settings including post 16 participating in relaunch of Graduated Response and number of schools and settings who confirm active adoption of the policy. KPI: SENDIAS and Parent Carer Forum survey of Parents to confirm understanding and use of Graduated Response	Work has commenced on all three phases but working groups would like to make versions more accessible to practitioners and parents
2.2	Launch one Resource Hub for KS1 pupils with trauma at Bournville School (based on Nurture Group principles)	Sept 22	Wendy Packer		KPI: One Resource Hub commissioned, and children start placement September 2022	**Model now agreed with CLF and ELAN.**
2.3	Launch 4 school-based Nurture Hubs	Sept 22	Guy Clayton		KPI: Four Nurture Groups have been commissioned and children start placement September 2022 (two in primary and two in secondary schools)	**Model now agreed and schools selected**

	Action	By When	Responsible Officer	Action RAG	Key Performance Indicators - How we will measure progress	Progress 28 April 2022
2.4	Embed a whole school/college approach to mental health wellbeing	Jul 22	Shaun Cheeseman		KPI: The Mental Health Support Teams are in school and operational. KPI: More than 90% of schools have an identified Senior Mental Health Lead	Mental Health Leads being recruited, and schools have been identified
2.5	Ensure alignment of community children's health partnership services with those in Bristol and South Gloucestershire ensuring improved service quality and timeliness	Mar 22	Anna Clark		KPI: 92% within 18-week referral to treatment target for Therapies, School Nursing and Community paediatrics KPI: Health Visitor checks 90% within 2.5 years KPI: Workforce– substantive recruitment data and vacancy rates	Autism diagnosis waiting list initiative underway Substantive Consultant Paediatrician recruited SEND lead Consultant Paediatrician redeployed permanently in North Somerset Child and Adult Mental Health Service (CAMHS) Consultant Psychiatrist recruited

Area 3 - The standards achieved, and the progress made by the children and young people with SEND were not good enough.
Area Leads – Secondary Heads in North Somerset (SHINS) / Primary Heads Across North Somerset (PHANS) / Special Education Needs Schools (SENS) / Lisa Manson (CCG) / Mark Hemmings (CCG) / Pip Hesketh (Education NSC)
Project Group - School Head Teachers and SENCOs / Jaida Aldred / Strategic Schools Forum

End Outcome - The standards achieved by CYP with SEND are in line with statistical neighbours. Increased parental confidence of parents and carers that mainstream school will meet their children's needs

	Action	By When	Responsible Officer	Action RAG	Key Performance Indicators - How we will measure progress	Progress 28 April 2022
3.1	Create Education /School Standards Strategy for closing the gap that is owned by all school staff and Governors	May 22	Pip Hesketh Secondary Heads in North Somerset Primary Heads Across North Somerset Special Education Needs Schools		KPI: A quarterly meeting of the School Standards Board is held during 2022 evidenced by the meeting minutes KPI: More than 90% of schools have school Information reports KPI: More than 90% of schools participate in Quality First Training KPI: More than 90% of schools include the SEND Strategy in their School Improvement Plan KPI: More than 90% of schools set Progress Improvement Targets KPI: More than 90% of schools set Attainment Targets for Children with SEND KPI: More than 90% of Progress targets are achieved for children with SEND at end year	Regular School Standards meetings have been reintroduced and will run alongside Education Excellence Partnership Board meetings. Individual school data profiles for every school (Analyse School Performance (ASP)) have been complied and shared with schools Governor Training has been delivered and will be re-run in May 2022

	Action	By When	Responsible Officer	Action RAG	Key Performance Indicators - How we will measure progress	Progress 28 April 2022
					KPI: Over 75% of children with SEND are attending educational provision for more than 25 hours a week KPI: Exclusions for children with SEND are reduced by 50% KPI: Warning Notices are issued for all unlawful exclusions (maintained schools) RSC notified for all Academies KPI: There are fewer children with SEND leaving to become EHE KPI: There is a reduction of children with SEND who are not in education, employment or training, with a target of less than 65% KPI: Increase the number of children with EHCP's attending mainstream school	Principles for Education Strategy to be discussed at Education Excellence Partnership Board on 1 February Quality First Teaching Programme for schools has been delivered and an additional course to be delivered in May 2022
3.2	Implement high quality training across North Somerset schools for all staff and governors	Nov 22	Pip Hesketh Secondary Heads in North Somerset Primary Heads Across North Somerset		KPI: More than 90% of schools have participated in Quality First SEND training KPI: More than 90% of schools have participated in Governor SEND Responsibilities training	**Quality First Training has been delivered and will be rescheduled in May 2022.**

	Action	By When	Responsible Officer	Action RAG	Key Performance Indicators - How we will measure progress	Progress 28 April 2022
			Special Education Needs Schools		KPI: More than 90% of Progress targets are achieved for children with SEND at end year	
3.3	Ensure there is a SEND School Organisational Plan in place to address the issues raised by parents and partners to reduce the number of children in independent placements	Nov 22	Pip Hesketh Strategic Schools Forum		KPI: There is a 15% increase in children with SEND in mainstream schools by August 2022	SEND Demand Forecasts are being reviewed Capacity in existing schools under review with planned expansion of Baytree School New capacity through Social, Emotional & Mental Health Free School in Sept 2022 Places to be allocated to children with EHCP's on 15 February

Area 4 - There were weaknesses in the variability of Education, Health & Care Plans, including the variable contributions from health and social care, and a lack of processes to check and review the quality of Education, Health & Care Plans

Area Leads - Pip Hesketh (Education NSC) **/ Wendy Packer (Inclusion, NSC)** / Lisa Manson (CCG) / Lorraine McMullen (Sirona)

Project Leads - Anthony Webster / Mandy Plumridge / Mark Hemmings / Guy Clayton / Shelley Caldwell/ Sarah Bishop / Mark Hemmings / Gerry Bates

End Outcome - All agencies contribute fully and in a timely way to Education Health & Care Plans which are High Quality and Aspirational, with processes in place for monitoring the quality of plans.

	Action	By When	Responsible Officer	Action RAG	Key Performance Indicators - How we will measure progress	Progress 28 April 2022
4.1	All Partners contribute to the Online Portal enabling systematic monitoring and quality assurance of plans DCO & CCHP staff active members of EHCP QA process	May 22	Anthony Webster		KPI: Increase in the number of EHCP's on the Portal KPI: 60% of all EHCP's on the Portal are being Quality Assured each month - this is a rolling target	The Portal is in place and being used A Quality Assurance team now regularly reviews the quality of plans and further resources are being sought to increase the quality assurance work
4.2	Parents, carers and professionals have a good understanding of the EHCP Process including use of the Education, Health & Care Plan online Portal. Parents are clear how they can voice their views Easy read for Education, Health & Care assessment and social story for what Education Health & Care assessment is. Build on the	Aug 22	Anthony Webster		KPI: More than 90% of parents on the EHCP Portal know how to voice their views	To be progressed in April 2022

	Action	By When	Responsible Officer	Action RAG	Key Performance Indicators - How we will measure progress	Progress 28 April 2022
	current easy read. Work with Children with Disabilities					
4.3	All agencies to participate in development of Education, Health & Care Needs Assessment in a timely way Good standard for advice givers drawn up on what is expected with advice. Guidance created for preparation for adulthood including use of resources (Direct Payments)	May 22	Anthony Webster		KPI: 90% of agencies respond to requests for Education, Health & Care Needs Assessments within 6 weeks	Attendance and participation have increased. February participation to reported to the SEND Improvement Board
4.4	Quality assurance process of new plans is implemented which ensures all plans have SMARTER outcomes	May 22	Anthony Webster		KPI: 65% of new EHCP's on the Portal are being Quality Assured each month See 4.1 KPI: Following Quality Assurance, More than 90% new plans have confirmed SMART Outcomes	Additional Quality Assurance Resources are being sought but Quality Assurance Panel in place All members of the SEND Partnership Board have been tasked to report back on the training programme for their staff on the Outcomes Framework. All Early Years staff have

	Action	By When	Responsible Officer	Action RAG	Key Performance Indicators - How we will measure progress	Progress 28 April 2022
						undertaken this training SEND Casework Team to undertake SEND Casework Award commencing January 2022 Recruiting to 2 x Senior SEND posts for QA
4.5	A customer satisfaction questionnaire is added to Education, Health & Care Plan Portal letters (See 6.4)	May 22	Anthony Webster Mandy Plumridge		KPI: More than 90% of parents on the Education, Health & Care Plan Portal are satisfied with the process	**Complete – take up and effectiveness to be tested**
4.6	EHCP Annual Reviews – Health contributions	Nov 22	Gerry Bates		KPI: Target is for health partners to contribute to more than 90% but will work towards target of 80 % of EHCP annual reviews for CYP known to Community Health Services using graded response in 12 months	Memorandum of Understanding operational
4.7	In co-production with parents, the SEND Team and the Integrated Transport Unit (ITU) will develop methods of working which integrate assessment of travel needs with the EHCP	Nov 22	Huw Thomas		KPI: To be confirmed following process review. Process in place which integrates assessment of travel needs in Education, Health & Care Plan process	**New internal process in place between SEND and ITU transport**

	Action	By When	Responsible Officer	Action RAG	Key Performance Indicators - How we will measure progress	Progress 28 April 2022
	process. This process will be trialled.				Trial carried out Full process in place for all families	

Area 5 - Underdeveloped arrangements for joint commissioning
Area Leads - Becky Hopkins (Social Care NSC) / Lisa Manson (CCG) / Alison Stone (Commissioning NSC) / Anna Clark (CCG)
Project Team - Katherine Sokol, Strategic Schools Forum, Mark Hemmings, Kenton Mee, Martin Hawketts, Shelley Caldwell

End Outcome – Arrangements for joint commissioning are well developed

	Action	By When	Responsible Officer	Action RAG	Key Performance Indicators - How we will measure progress	Progress 28 April 2022
5.1	Co-production Charter revised and relaunched Embed formal meetings to consistently meet with young people, parents and carers to ensure their views are regularly, consistently and systematically contributing to improvement planning	May 22	Becky Hopkins Pip Hesketh Anna Clark		KPI: A quarterly meeting with parent and carer representatives is held during 2022 evidenced by the meeting minutes – 'You Said We Did'. KPI: SEND young people's Council will meet monthly. Their views will be evidenced by meeting minutes and 'You Said We Did' reports. KPI: Improvement plan adapted to include parent/carer and young people's views.	**Established You Said, We Did**
5.2	Forward plan is co-produced, and priorities agreed for 2022 – 2025 There are evidence-based assessments of commissioning need based on qualitative and quantitative data	May 22	Alison Stone Anna Clark		KPI: There is a decrease of 65% of children placed out of authority KPI: There is a decrease in the number of children in independent placements	JSNA completed Forward Plan to be created February/March 2022
5.3	Move to a neurodiversity needs led support approach	Sept 22	Mark Hemmings		KPI: there is a reduction in number of children waiting beyond 18 weeks from	**Keyworker team – Team Leader and**

	Action	By When	Responsible Officer	Action RAG	Key Performance Indicators - How we will measure progress	Progress 28 April 2022
					referral to completion for autism diagnosis assessment. KPI: All young people red on Dynamic Support register are allocated a keyworker KPI: Peer + Professional Autism Diagnosis Pathway Workshop data – 10 workshops held per annum	**Admin recruitment complete** **Keyworker Team fully operational from 15/05/2022** **11 needs led projects identified and grant funded – go live 01.04.22** NHSE funding secured for development phase of UX Digital Project – **procurement started for provider to take to next development stage**
5.4	Joint commissioning of North Somerset Parent Carers Working Together (NSPCWT)	Mar 22	Lisa Manson Alison Stone Kenton Mee		KPI: Formal meetings are in place to ensure that parent carers forum is part of the regular commissioning cycle.	This has been agreed NSPCWT will be accommodated in 'The Firs' as an on-going base **Meeting to be set up to discuss with Kenton/Pip/Sheila/ Anna**

	Action	By When	Responsible Officer	Action RAG	Key Performance Indicators - How we will measure progress	Progress 28 April 2022
5.5	Co-produce and embed a process that ensures a timely joined up transition from children's services to adult services for all children who are eligible	May 22	Martin Hawketts Shelley Caldwell		KPI: 85% of young people who use transition services are satisfied with their experience	SENDIAS and Parent Carer Forum have had oversight and the document is ready for sign off Strategic discussion within North Somerset to consider structure of SEND casework team to create a 14+ service
5.6	North Somerset to identify resource currently committed to independent commissioned Occupational Therapy (OT) and Speech & Language Therapy (S&LT) reports and this to inform BNSSG Commissioning activity Revisit the contractual position re Sirona and Tribunals	August 22	Anna Clark/ Alison Stone		KPI: More than 90% of spot purchasing commissioned from single community provider	Financial envelope identified. Sirona can meet the commissioning contract. This is being drawn up between North Somerset and Sirona

Area 6 - A lack of systems to track outcomes, including exclusions, for children and young people with SEND across the partnership.
Area Leads - Amy Webb (Corporate Services NSC) / **Emma Diakou (Business Intelligence, NSC)** / Mark Hemmings (CCG) / Wendy Packer (Inclusion, NSC)
Project Team - Emma Diakou/Gerry Bates/Kate Blackburn/Mark Hemmings/Dave Ostry

End Outcome: there are robust systems to track outcomes for children and young people with SEND across the partnership. These outcomes and associated targets are regularly reviewed by senior leaders

	Action	By When	Responsible Officer	Action RAG	Key Performance Indicators - How we will measure progress	Progress 25 January 22
6.1	A revised and updated JSNA informs a strategic understanding of the needs of children across North Somerset	January 2022	Emma Diakou		KPI: JSNA has been published to include the following: • Published overview document • Published data dashboard • Published spotlight reports aligned to the life course • Published supporting ward profiles KPI: a bi-monthly meeting of the JSNA advisory group is held in 2022 as evidenced by the meeting minutes KPI: 3 webinars held to raise awareness of the JSNA across the area	JSNA will be published at the end of January 22
6.2	All staff complete the Council for Disabled Children (CDC) Outcomes training and are aware of the North Somerset Joint Outcomes Framework (JOINS) and their responsibilities to children with SEND	Sept 22	Pip Hesketh		KPI: CDC SEND Outcome training part of new staff induction and work towards more than 90% completion. KPI: CDC SEND Outcome training part of existing staff work towards more than 90% completion by September 2022	This is in place for Health Partners SEND Partnership Board members to report back in February Board on commitments to training within own teams

	Action	By When	Responsible Officer	Action RAG	Key Performance Indicators - How we will measure progress	Progress 25 January 22
6.3	An integrated SEND data dashboard will be shared across the partnership including Education Leaders and used to inform future service development and priorities. The board will commit to requesting deep dives on data within the dashboard where performance is poor, or the data indicates an emerging problem	Feb 22	Emma Diakou / Mark Hemmings		KPI: A monthly data and performance dashboard is produced and presented to the SEND Partnership Board during 2022 evidenced by the meeting minutes	This is in place and will be a standing agenda item at both boards
6.4	Customer satisfaction questionnaires to accompany key parts of service including health appointments and statutory needs assessment (See 4.5) A review will be undertaken of current mechanisms to gather satisfaction to ensure they are fit for purpose, if they are not new mechanisms will be developed, co-produced with young people and their parents and carers	May 22	Sally Varley		KPI: Increased percentage of parents satisfied with their interactions and outcomes (to be confirmed following review)	Resourcing and capacity discussions underway

Risk Register

GREEN: successful delivery is highly likely. There are no major issues at this stage that appear to threaten delivery.
AMBER: successful delivery appears feasible, but issues already exist that require management attention. These appear resolvable at this stage if addressed promptly.
RED: successful delivery appears unachievable. There are major issues which do not appear to be manageable or resolvable. These must be escalated for immediate management attention.

	Date	Risk	Severity Impact	Mitigation	Severity Impact Post mitigation	Post Mitigation
1	December 21	Partnership working deteriorates under operational pressure and additional scrutiny to perform highly	RED	1. Robust governance now in place 2. Partnership Communication circulated monthly 3. Joint working embedded throughout such as the SEND Partnership Board, Community of Practice/Inclusion Panels and Education, Health and Care Panels 4. Leadership Team of 4 agencies (Police included) have regular monthly meetings	AMBER	

	Date	Risk	Severity Impact	Mitigation	Severity Impact Post mitigation	Post Mitigation
				5. Regular temperature check with staff - how is the partnership working? Results fed into the SEND Improvement Board		
2	December 21	Relationship with Parent Carer Forum deteriorates/becomes adversarial	AMBER	1. Partnership Communication on Local Offer 2. Temperature check with Parent Carer Forum with feedback to SEND Improvement Board 3. Customer Satisfaction Surveys and well managed customer complaints. Regular meetings are in place with Parent Carer Forum	GREEN	
3	December 21	Fragmented Multi Academy Trust landscape reduces the	RED	1.Strategic Schools Forum, Education Excellence	AMBER	

	Date	Risk	Severity Impact	Mitigation	Severity Impact Post mitigation	Post Mitigation
		ability to secure collective buy in		Partnership Board and School Standards Board all play a role in ensuring complete buy in. Education Vision and Strategy to be agreed with schools 2. Performance data to be shared across educational establishments, especially closing the gap 3. Schools represented on SEND Improvement Board		
4	December 21	Poor performance against SEND Improvement Plan affects North Somerset Council and BNSSG CCG reputation - attracting/retaining high calibre staff affected or central government support	RED	1. Vision, strategy and investment counteract the effect of Improvement Notice and provide credibility and ambition 2. Comms Plan for recruitment to provide additional capacity	GREEN	

	Date	Risk	Severity Impact	Mitigation	Severity Impact Post mitigation	Post Mitigation
5	December 21	Poor reputation increases adversarial relationships with parents/carers/providers and tribunals	AMBER	Improve Customer Service and communication to counteract the effect	GREEN	
6	December 21	High expectations/finite budgets	AMBER	Partnership newsletter and understanding of Value for Money Tests - increased governance and scrutiny of budgets	AMBER	
7	December 21	Insufficient resources/capacity	RED	1. Proactive promotion of need, high performance and evidence of Value for Money with political and senior leadership i.e. comparative costs of adult care, incidence of health dependency etc 2. Prioritisation of budgets 3. Proactive campaigns to recruit where there are known skills shortages	RED	

	Date	Risk	Severity Impact	Mitigation	Severity Impact Post mitigation	Post Mitigation
8	December 21	Overspend on services in order to meet legal duties (lack of capacity in the system)	RED	Create additional capacity for school places locally within schools through SEND School Organisation Plan	AMBER	
9	December 21	Financial accountability unclear for joint commissioning etc	RED	Proactive scheduling of meetings to broker agreement	AMBER	
10	December 21	SEND Review may change requirements and expectations	AMBER	Leaders to seek early briefings on SEND Review - possible improvements to system	AMBER	
11		Staff become conflicted about whether to prioritise the Improvement plan or respond to the immediacy of children's needs	RED	System leaders to ensure that Improvement Plan is built into day-to-day workplans wherever possible and that additional capacity is secured where necessary	AMBER	
12	December 21	Effect of organisational change on the Clinical	RED	Clinical Commissioning Group will do a thorough	AMBER	

	Date	Risk	Severity Impact	Mitigation	Severity Impact Post mitigation	Post Mitigation
		Commissioning Group's leadership		handover to the Integrated Care Board and functional and clinical leadership for SEND remains consistent North Somerset Council Leadership remains consistent Consistency provided by Healthier Together Children, Families & Maternity Steering Group		
13	December 21	The Assistant Director for Education Partnerships is an interim and therefore there will be further change in leadership		SEND Improvement is a key area for the candidate search and selection process. Agreement for interim Assistant Director to provide leadership continuity and progress plans until permanent appointee is in post		

	Date	Risk	Severity Impact	Mitigation	Severity Impact Post mitigation	Post Mitigation
14	December 21	Capacity of NSPCWT to deliver genuine co-production	AMBER	Provided stable accommodation arrangements to NSPCWT and draft commissioning plan.	GREEN	

Impact Score Card - This is a summary of all the ways we are going to measure the overall effectiveness

KPI Ref	Key Performance Indicators – How we will measure Progress	Baseline	3 months – February	6 months – May	12 months - November
Area 1 - A lack of strategic direction and planning by senior leaders across the local area to implement the SEND reforms through an effective SEND strategy					
1.1	KPI: More than 90% of agencies can evidence adoption the strategy KPI: At least 90% of expected attendance from partners at:	The Strategy is viewed as a document for the centre and is not widely owned across the Partnership At least 90% of expected attendance from partners at every board and Community of Practice (CoP) evidenced by the meeting minutes	SEND Strategy agenda Item for Partnership Board Monthly highlight reports reviewed by the SEND Improvement Board At least 90% of expected attendance from partners at every board and Community of Practice (CoP) evidenced by the meeting minutes	KPI: Over 60% of agencies can evidence adoption of the strategy Monthly highlight reports reviewed by the SEND Improvement Board Annual North Somerset Parent Carers Survey is undertaken in February and reported in May At least 90% of expected attendance from partners at every board and Community of Practice (CoP)	KPI: 80% of agencies can evidence adoption of the strategy. This is confirmed by either a Stakeholder survey or a Peer Review 12 Month review by DfE and NHS England Inspectors Panel feedback from Children & Young People's SEND Council and NSPCWT. At least 90% of expected attendance from partners at every board and Community of Practice (CoP)

KPI Ref	Key Performance Indicators – How we will measure Progress	Baseline	3 months – February	6 months – May	12 months - November
	• SEND Improvement Board • SEND Partnership Board • Community of Practice in SEND Evidenced by the meeting minutes and attendance logs			evidenced by the meeting minutes	evidenced by the meeting minutes
1.2	KPI: More than 90% of annual team plans (of education children's, social care and health staff directly involved) include the following as a priority: *contribute to delivery of the SEND Strategy and improvement plan*	Shared Strategy SEND Improvement Plan, Governance arrangements but these need to follow through into individual performance targets	Training on setting performance objectives in each agency	KPI: Greater that 90% of annual team plans (of education children's, social care and health staff directly involved) include the following as a priority: *contribute to delivery of the SEND Strategy and improvement plan* Staff SEND performance objectives agreed at Annual Performance Reviews	KPI: Greater than 90% of annual team plans (of education children's, social care and health staff directly involved) include the following as a priority: *contribute to delivery of the SEND Strategy and improvement plan* 6 monthly staff Appraisal Reviews

KPI Ref	Key Performance Indicators – How we will measure Progress	Baseline	3 months – February	6 months – May	12 months - November
	KPI: More than 80% of annual appraisals (of education children's, social care and health staff directly involved) include the following as a priority: *contribute to delivery of the SEND Strategy and improvement plan*				KPI: More than 80% of annual appraisals (of education children's, social care and health staff directly involved) include the following as a priority: *contribute to delivery of the SEND Strategy and improvement plan*
1.3	KPI: Permanent Assistant Director for Education Partnerships appointed and in post	Interim Assistant Director in post who is committed to stay until appointment of permanent Assistant Director joins North Somerset	Assistant Director appointed	Assistant Director in post	6-month probation appraisal of Assistant Director
1.4	KPI: A monthly meeting of the Children and Young Peoples SEND council is held with senior leaders during 2022 evidenced by the meeting minutes and 'You Said We Did'	Recruitment to SEND Council underway and monthly meetings of Young People's SEND Council are in place A monthly meeting of the Children and Young Peoples SEND council is held with senior leaders	Terms of Reference agreed Membership established A monthly meeting of the Children and Young Peoples SEND council is held with senior leaders during 2022 evidenced by the meeting minutes	Report to SEND Improvement Board Newsletter for all children and young people with SEND Improvements to Local Offer	Report to Improvement Board More than 60% of actions of You Said We Did have been actioned (rolling action list)

KPI Ref	Key Performance Indicators – How we will measure Progress	Baseline	3 months – February	6 months – May	12 months - November
		during 2022 evidenced by the meeting minutes	Priorities identified by Children & Young People's SEND Council You Said We Did in development	More than 60% of actions of You Said We Did have been actioned (rolling action list)	
1.5	KPI: A monthly data and performance dashboard is produced and presented to the SEND Partnership Board during 2022 evidenced by the meeting minutes	Performance Dashboard is in Place	More than 60% of indicators show improvement Joint SEND data dashboard developed SEND dashboard standing agenda item on SEND Partnership Board and SEND Improvement Board agendas	More than 80% of indicators show improvement SEND dashboard being interrogated by SEND Partnership Board and escalated to Improvement Board as necessary SEND Partnership Board agenda and minutes	More than 80% of indicators show improvement Review suitability and usefulness of SEND dashboard Evidence that decisions about sufficiency and demand-capacity planning are using SEND data to inform decisions
1.6	KPI: A quarterly meeting with parent and carer representatives is held during 2022 evidenced	Communication is variable and sometimes very strong but frequently not joined up or aligned with agreed priorities	Permanent Customer Services Officer agreed by full Council	Permanent Customer Services Officer in post A monthly newsletter is in place which includes	Communications plan reviewed to reflect feedback from parents and carers

KPI Ref	Key Performance Indicators – How we will measure Progress	Baseline	3 months – February	6 months – May	12 months - November
	by the meeting minutes			updates from the SEND Improvement Board, the SEND Partnership Board, the Engine Room and the Young People's SEND Panel and Progress data A communication plan is in place. Local Offer pages are kept up to date.	
Area 2 - A lack of capacity within the local area to implement the SEND reforms effectively					
2.1	KPI: An increased number of schools and settings including post 16 participating in relaunch of Graduated Response and number of schools and settings who confirm active adoption of the policy.	Graduated Response is drafted but Community of Practice want to improve and re-launch this Pilot for special educational needs support began in September 2021	Updated Graduated Response Models agreed	All senior leaders, middle leaders, and practitioners to receive Graduated Response Training 30 schools are using the Graduated Response model	Graduated Response Model linked to Education, Health and Care Plan Portal 60 schools are using the Graduated Response model

KPI Ref	Key Performance Indicators – How we will measure Progress	Baseline	3 months – February	6 months – May	12 months - November
	KPI: SENDIAS and Parent Carer Forum survey of Parents to confirm understanding and use of Graduated Response		Recommission SENDIAS to work with parents to use the Graduated Response		
2.2	KPI: One Resource Hub commissioned, and children start placement September 2022	Some children referred for SEN Needs assessment rather than identifying trauma led behaviour and supporting child and family with appropriate services	Model agreed, Steering Group Established	SEND School Organisation Plan produced	Set up of KS1 provision including completion of capital works
2.3	KPI: Four Nurture Groups have been commissioned and children start placement September 2022 (two in primary and two in secondary schools)	In discussion with School and MAT Leaders	Model agreed, Steering Group Established	SEND School Organisation Plan produced	Capital works complete and preparation for first intake
2.4	KPI: The Mental Health Support Teams are in school and operational.	Staff who are running the MHST have been employed Placement schools have been finalised for the Mental Health Support Teams.	Placement Schools have been identified. MHST trainees have started their training and are preparing to meet placement schools.	All schools who are in the first two mental Health support teams are agreed (37 schools)	MHST teams are fully operational (Dec 22) Audits in MHST schools completed.

KPI Ref	Key Performance Indicators – How we will measure Progress	Baseline	3 months – February	6 months – May	12 months - November
	KPI: More than 90% of schools have an identified a Senior Mental Health Lead	A mental health award audit has been drafted for comparison with MHST audit. Schools invited to nominate Senior Mental Health Leads. Senior Mental Health Leads' training has started. Mental Health network meetings in place across NS	First Senior Mental Health Leads' training completed Confirm with schools how many have taken up the government offer Mental Health network meetings in place across NS and attended by approx. 50% of schools	Audit tool agreed and disseminated Further training for Senior Mental Health Leads to access accessing training (dependent on DfE roll-out); MHST trainees started in placement schools. Mental Health network meetings in place across NS and attended by approx. 65% of schools (Meetings in June)	More than 90% of schools have senior mental health leads Mental Health network meetings in place across NS and attended by approx. 75% of schools (Meetings in June)
2.5	KPI: 92% within 18-week referral to treatment target for Therapies KPI: Paediatric 92%	Nov 21 Paediatric 7.5% Speech & Language 92.3%	Autism diagnosis waiting list initiative underway Substantive Consultant Paediatrician recruited	Monitored Monthly Paediatric 25% Speech & Language 92%	Monitored Monthly Paediatric 50% Speech & Language 92%

KPI Ref	Key Performance Indicators – How we will measure Progress	Baseline	3 months – February	6 months – May	12 months - November
	KPI: Speech and Language 92% KPI: Physiotherapy 92% KPI: OT 92% KPI: Health Visitor checks 90% within 2.5 year Workforce– substantive recruitment data and vacancy rates Autistic Spectrum Disorder (see 5.3 below)	Physiotherapy 75% Occupational Therapy 25% Health Visitor 2-2.5year checks 86% Child & Adult Mental Health Service emergency 100%	SEND lead Consultant Paediatrician redeployed permanently in North Somerset Child & Adult Mental Health Service Consultant Psychiatrist recruited Paediatric 15% Speech & Language 92% Physiotherapy 80% Occupational Therapy 50% Health Visitor 2-2.5year checks 90%	Physiotherapy 85% Occupational Therapy 75% Health Visitor 2-2.5year checks 90%	Physiotherapy 92% Occupational Therapy 92% Health Visitor 2-2.5year checks 90%
Area 3 - The standards achieved, and the progress made by the children and young people with SEND were not good enough.					
3.1	KPI: A quarterly meeting of the School Standards Board is held during 2022 evidenced by the meeting minutes	Education Excellence Partnership Board has agreed to restart School Standards Board, to regularly focus on SEND and sharing of data sets	Monthly data set in circulation Draft Education/School Standards Strategy	Every school to integrate targets and standards	Increased cohort of children with SEND in mainstream schools by 15 children

KPI Ref	Key Performance Indicators – How we will measure Progress	Baseline	3 months – February	6 months – May	12 months - November
	KPI: More than 90% of schools have school Information reports	Schools now have membership at Improvement Board with lead responsibility for Area 3 An audit is required to establish baseline	Each school produced SEND Information Report on Website First meeting of Schools Standard Board	50% of schools have produced SEND Information Report on Website	80% of schools have produced SEND Information Report on Website
	KPI: More than 90% of schools participate in Quality First Training		Quality First Training dates set	More than 60% of schools participate in Quality First Training	More than 80% of schools participate in Quality First Training
	KPI: More than 90% of schools include the SEND Strategy in their School Improvement Plan			KPI: More than 60% of schools include the SEND Strategy in their School Improvement Plan	KPI: More than 80% of schools include the SEND Strategy in their School Improvement Plan
	KPI: More than 90% of schools set Progress Improvement Targets			KPI: More than 60% of schools set Progress Improvement Targets	KPI: More than 80% of schools set Progress Improvement Targets
	KPI: More than 90% of schools set Attainment			KPI: More than 60% of schools set Attainment	KPI: More than 80% of schools set Attainment

KPI Ref	Key Performance Indicators – How we will measure Progress	Baseline	3 months – February	6 months – May	12 months - November
	Targets for Children with SEND KPI: More than 90% of Progress targets are achieved for children with SEND at end year KPI: Over 75% of children with SEND are attending educational provision for more than 25 hours a week KPI: Permanent Exclusions for children with SEND are reduced by 50% KPI: Temporary Exclusions for children	47 children with less than 25 hours with an EHCP or SEN support Active work to identify children not yet known to have 25 hours per week 4 Permanent Exclusions for children with EHCP or send support 1 x EHCP 3 x SEN Support 240 Suspensions for children with EHCP or send support	Baseline – 20% Rolling total subject to change as more children identified Baseline 4 (1 x EHCP 3 x SEN support)	Targets for Children with SEND February minus 20% Rolling total subject to change as more children identified Fewer than 50%	Targets for Children with SEND 60% of children achieve their progress targets Rolling total subject to change as more children identified Fewer than 70%

KPI Ref	Key Performance Indicators – How we will measure Progress	Baseline	3 months – February	6 months – May	12 months - November
	with SEND are reduced by 50% KPI: Warning Notices are issued for all unlawful exclusions (maintained schools) RSC notified for all Academies KPI: There are fewer children with SEND leaving to become EHE KPI: There is a reduction of children with SEND who are not in education, employment or training, with a target of less than 65% KPI: Increase the number of children with EHCP's attending mainstream school	Report of numbers 21 children with EHCP's currently EHE 13 young people with EHCP who are NEET 28% of children with EHCP's are in mainstream school (Nov 21)	Report of numbers Two in January 22 13 young people with EHCP who are NEET	Report of numbers Fewer than 2 Fewer than 5 young people with EHCP who are NEET	Report of numbers Fewer than 2 Fewer than 5 young people with EHCP who are NEET Increase by 10%

KPI Ref	Key Performance Indicators – How we will measure Progress	Baseline	3 months – February	6 months – May	12 months - November
3.2	KPI: More than 90% of schools have participated in Quality First SEND training KPI: More than 90% of schools have participated in Governor SEND Responsibilities training KPI: More than 90% of Progress targets are achieved for children with SEND at end year	Schools, Academies, MATs and Single Academy Trusts (SATs) are in agreement with making SEND a focus this year and to share data sets. ASP training for all schools scheduled for Feb and March 2022 Governor training scheduled for 1 March	School Leaders and SEND Co-ordinator (SENCO) sharing Graduated Response to support all children with SEND	Greater than 50% of schools have participated in Quality First SEND training Reduction in exclusions and managed moves and increase in attendance Greater than 50% of schools have participated in Governor training.	Greater than 70% of schools have participated in Quality First SEND training Increase in SEND attendance by 15% Greater than 70% of schools have participated in Governor training. 60% of progress targets are achieved for children with SEND at the end of the year
3.3	KPI: There is a 15% increase in children with EHCP's in	Work underway on SEND Organisational Plan	Parent/ carer /pupil questionnaire in each school to get	Each MAT/SAT to have SEND Strategy / Implementation Plan in	Parent Carer Meetings in schools

KPI Ref	Key Performance Indicators – How we will measure Progress	Baseline	3 months – February	6 months – May	12 months - November
	mainstream schools by August 2022	Awareness of which independent placements have been commissioned and why, to ensure there is an understanding of the gaps in local provision	understanding of improvements needed School clarity around support to meet young people's needs	place informed by training analysis, Inspections, Self-Evaluation and Parent/Carer/Pupil feedback SEND Information Report on every school website	An increase of 15% of children with EHCP's in mainstream schools
Area 4 - There were weaknesses in the variability of education, health and care plans (EHC plans), including the variable contributions from health and social care, and a lack of processes to check and review the quality of EHC plans					
4.1	KPI: Increase the number of EHCP's on the portal KPI: 60% of all EHCP's on the Portal are being Quality Assured each month - this is a rolling target	1500 EHCP's need to be added to the portal The number of EHCP's being quality assured each month is random and doesn't follow a systematic process Quality Assurance Framework guidance in place.	Funding secured for staff to update EHCP's onto the portal Sign off for new Quality Assurance post in SEND in the LA	50% of old EHCP's are on the portal 40% of new EHCP's are quality assured each month More than 60% of plans audited are agreed as good or better.	95% number of EHCP's are on the portal 60% of EHCP's being quality assured each month Increase the number of good plans to 80%

KPI Ref	Key Performance Indicators – How we will measure Progress	Baseline	3 months – February	6 months – May	12 months - November
		Module for automatic QA process is being commissioned Issues of variability of quality of advice		New Quality Assurance person in post. In LA Data will be available on how many plans have been Quality Assured	
4.2	KPI: More than 90% of parents on the EHCP Portal, know how to voice their views	Basic understanding but need to build on the new product with more support One Page Profile Guidance development. Customer Service Questionnaire has been added to portal Portal training has been organised	Customer Service Questionnaire has been added to portal Portal training has been organised	More than 60% of parents are voicing their views via the portal Spot check 20 plans a month for evidence of child's voice – 75% of checked plans compliant Measure the use of SENDIAS by children	More than 80% of parents are voicing their views via the portal 12th month review of participation rates with using the Portal
4.3	KPI: 90% of agencies respond to requests for Education Health and Care Needs Assessments within 6-weeks	Not all agencies consistently contribute towards EHCP's in a timely way	More than 65% of agencies respond to requests for Education Health and Care Needs Assessments within 6-weeks • EP • CAMHS	More than 75% of agencies respond to requests for Education Health and Care Needs Assessments within 6-weeks • EP	More than 85% of agencies respond to requests for Education Health and Care Needs Assessments within 6-weeks • EP

KPI Ref	Key Performance Indicators – How we will measure Progress	Baseline	3 months – February	6 months – May	12 months - November
			• SALT • OT • Community Paediatrics • Children's Social Care	• CAMHS • SALT • OT • Community Paediatrics • Children's Social Care	• CAMHS • SALT • OT • Community Paediatrics • Children's Social Care
4.4	KPI: 65% of new EHCP's on the Portal are being Quality Assured each month See 4.1 KPI: Following Quality Assurance, more than 90% new plans have confirmed SMART Outcomes	Unable to report on progress of outcomes	Plan of how old EHCP's are added to the Portal and a training plan rolled out to schools on using Portal to conduct annual review process	120 of annual reviews due will have been added to the Portal More than 75% of plans have smart targets	More than 90% EHCP's / Annual Reviews will be managed by the Portal More than 85% of plans have smart targets
4.5	KPI: More than 80% of parents on the Education, Health & Care Plan Portal are satisfied with the process	It is unknown number of parents on the portal are satisfied with the process	Questionnaire added to letters on EHC Portal	40% number of parents on the portal are satisfied with the process	70% number of parents on the portal are satisfied with the process The number of good or better plans is

KPI Ref	Key Performance Indicators – How we will measure Progress	Baseline	3 months – February	6 months – May	12 months - November
				Questionnaire data reported on via Business Intelligence	maintained or increased
4.6	KPI: Target is for health partners to contribute to more than 90% but will work towards target of 80% of EHCP annual reviews for CYP known to Community Health Services using graded response in 12 months	Jan 21 = 70%	70%	80%	90%
4.7	KPI: To be confirmed following Process Review. Process in place which integrates assessment of travel needs in EHCP process. Trial carried out. Full process in place for all families	Process in discussion with parents	Process has been agreed in consultation with Parents and Carers	Trial pilot is completed	New process is in place for all children
Area 5 - Underdeveloped arrangements for joint commissioning					

KPI Ref	Key Performance Indicators – How we will measure Progress	Baseline	3 months – February	6 months – May	12 months - November
5.1	KPI: A quarterly meeting with parent and carer representatives is held during 2022 evidenced by the meeting minutes – 'You Said we Did' KPI: SEND young people's Council will meet monthly. Their views will be evidenced by meeting minutes and 'You Said We Did' reports	A quarterly meeting with parents and carers is in place. SEND young people's Council established and young people are sharing their priorities for change	Appointment of Education commissioner Series of Commissioning Meetings scheduled Children & Young People's SEND Council to contribute views.	Digital Mental Health system in place Education Commissioner in Place Draft Joint Commissioning and co-production charter in consultation You Said We Did from Parent/Carers Forum and children's SEND Council are contributing to improvement planning	Joint Commissioning Strategy & Co-production Charter operational 2022-2025
5.2	KPI: There is a decrease of children placed out of authority. KPI: There is a decrease in the number of children in independent placements	Some work planned but other work reactive 30% of children are educated out of North Somerset	First capture of priorities and testing of value using data and feedback Increase capacity in North Somerset by 56 specialist places by September 22	Evidence based Forward Plan in place Confirm 60 places in Resource Hubs and Nurture Groups	As per Forward Plan Fewer than 20% of children with EHCP's are educated out of North Somerset

KPI Ref	Key Performance Indicators – How we will measure Progress	Baseline	3 months – February	6 months – May	12 months - November
		30% of children are educated in Independent Placements	Increase capacity in North Somerset by 56 specialist places by September 22	Confirm 60 places in Resource Hubs and Nurture Groups	Fewer than 20% of children with EHCP's are educated out of North Somerset
5.3	KPI: there is a reduction in number of children waiting beyond 18 weeks from referral to completion for autism diagnosis assessment. KPI: All young people red on Dynamic Support register are allocated a keyworker KPI: Peer + Professional Autism Diagnosis Pathway Workshop data – 10 workshops held per annum	Dec 21 Av wait = 26.2 weeks Number waiting 12 weeks + = 75 Baseline = 0% Baseline = 0	Av wait = 25 weeks Number waiting 12 weeks + = 75 Target = 0% (Keyworker Team operational from 01.04.22) Target = 3 workshops held	Av wait = 20 weeks Number waiting 12 weeks + = 50 Target = 50% Target 5 workshops held	Av wait = 18 weeks Number waiting 12 weeks + = 30 Target = 90% Target = 10 workshops held
5.4	KPI: Formal meetings are in place to ensure that parent carers	Regular scheduled meetings with parent carer representatives- 1. Parent	Bi-monthly parent carer meeting with health commissioners Quarterly	Bi-monthly parent carer meeting with health commissioners	Bi-monthly meeting with health commissioners

KPI Ref	Key Performance Indicators – How we will measure Progress	Baseline	3 months – February	6 months – May	12 months - November
	forum is part of the regular commissioning cycle.	carers & health commissioners 2. Parent carers and health provider heads of service joint area events e.g. Local Offer Fayre, Transitions Fayre, Meet the Councillors and Meet the Commissioners events	meeting with community health provider Heads of Service	Quarterly meeting with community health provider heads of service	Quarterly meeting with community health provider heads of service
5.5	KPI: 85% of young people who use transition services are satisfied with their experience	Transition's Protocol is in the consultation process Approximately 25 young people transition to adult services each year 66% good 34% don't know	Transition's protocol will have been signed off 66% of young people who use transition services are satisfied with their experience	Transition's protocol will be embedded in practice 75% of young people who use transition services are satisfied with their experience	Review Transition's protocol 80% of young people who use transition services are satisfied with their experience
5.6	KPI: <70% of spot purchasing commissioned from single community provider	Baseline - 0% North Somerset currently spot purchasing advice where child's need does not meet Sirona threshold but does exceed Tribunal threshold. Sirona not	Target - 0% Financial envelope determined Commissioning process underway	Target - 50% Contract in place and service being delivered	Target – 75%

KPI Ref	Key Performance Indicators – How we will measure Progress	Baseline	3 months – February	6 months – May	12 months - November
		currently commissioned for Tribunals			
Area 6 - A lack of systems to track outcomes, including exclusions, for children and young people with SEND across the partnership.					
6.1	KPI: JSNA has been published to include the following: • Published Overview Document • Published Data Dashboard • Published Spotlight Report aligned to the Life Course • Published supporting Ward Profiles KPI: A bi–monthly meeting of the Joint	Completion end Feb 22 Published Published Population – complete Starting well – complete Healthy Places – complete Living well, ageing well and mortality - in progress, estimated completion end Feb Published	JSNA Completion end Feb 22 Spotlight reports complete	Complete	Annual Review of JSNA

KPI Ref	Key Performance Indicators – How we will measure Progress	Baseline	3 months – February	6 months – May	12 months - November
	Strategic Needs Assessment Advisory group is held in 2022 as evidenced by meeting minutes KPI: Three Webinars held to raise awareness of the JSNA across the area	Dates in Diary Comms plan developed and being taken to the Health and Wellbeing Board on 17 February for sign off.	The dashboard will be reviewed at bi-monthly advisory group meetings and reviewed annually at the Health and Wellbeing board in advance of the Health and Wellbeing Strategy refresh At least 10 organisations per webinar taken from the public, voluntary and community sectors.	The dashboard will be reviewed at bi-monthly advisory group meetings and reviewed annually at the Health and Wellbeing board in advance of the Health and Wellbeing Strategy refresh At least 10 organisations per webinar taken from the public, voluntary and community sectors	The dashboard will be reviewed at bi-monthly advisory group meetings and reviewed annually at the Health and Wellbeing board in advance of the Health and Wellbeing Strategy refresh At least 10 organisations per webinar taken from the public, voluntary and community sectors
6.2	KPI: CDC SEND Outcome training part of new staff induction and work towards more than 90% completion.	CDC Outcomes Training included in induction and appraisal for all Sirona and Avon & Wiltshire Partnership operational staff working with children with SEND across the partnership - mandatory for staff involved with SEND	CDC Outcomes Training included as mandatory part on health & care induction	75 % of new staff in health and care complete CDC Outcomes training	100% of new staff in health and care complete CDC Outcomes training

KPI Ref	Key Performance Indicators – How we will measure Progress	Baseline	3 months – February	6 months – May	12 months - November
	KPI: CDC SEND Outcome training part of existing staff work towards 100% completion by September 2022		Existing children's workforce encouraged to complete CDC outcomes training	75% of existing staff completed CDC Outcomes training	More than 80% of existing staff completed CDC Outcomes training
6.3	KPI: A monthly data and Performance Dashboard is produced and presented to the SEND Partnership Board during 2022 as evidenced by the meeting minutes	Single dataset complete (council only data) with comparators with peers. Exploration of combined datasets with health partners Organisational data	Targets as per baseline - please refer to individual schools for actual targets Audit of schools to ensure accessibility with action plans for improvement where needed	Targets as per baseline - please refer to individual schools for actual targets Review dashboard review process	Targets as per baseline - please refer to individual schools for actual targets Review dashboard review process
6.4	KPI: Increased percentage of parents satisfied with their interactions and outcomes (to be confirmed following review)	We have an annual parent/carer survey but will now also introduce customer satisfaction questionnaires within North Somerset Council. Community Children's Health Partnership patient feedback	Develop a baseline survey by February 2022 and piloted Agree with PCF the pivotal indicator's we will report on from their Annual Survey	Full NSPCWT survey run, and results shared for target setting	Improvement in baseline scores

KPI Ref	Key Performance Indicators – How we will measure Progress	Baseline	3 months – February	6 months – May	12 months - November

North Somerset SEND Partnership Improvement Board Report

Area _____ **Area Lead/s**_____ **Date**_____

What's working well?
What's working less well?
Opportunities
Risks / Mitigation (With this priority area)
Challenges
What are the completed milestones?
What are the next milestones?
So What? What difference is this making for children
How can the SEND Improvement Board Help?

North Somerset SEND Partnership
SEND Improvement Dashboard

DRAFT Data Dashboard: November 2021

This data dashboard gives an overview of the key data indicators for the SEND Partnership Board for ***profile***, ***experience*** and ***outcomes***. Data within the dashboard is based on the cohorts either at the time of publication of this dashboard, or as of the last School Census and/or SEN2 returns.