

# SEND Strategy Improvement Plan 2019- 20



This improvement plan was formulated to address the improvements identified during self evaluation by all partners. It is owned by The Poole Children's Trust board (CTB) and implemented by partners who form the Poole Strategic SEND Partnership group (SSPG). The lead partner is the Borough of Poole who takes responsibility for the collation of the monitoring and reporting on behalf of the SSPG partners. During 2019 the contents of this plan will be taken forward to form the new Bournemouth, Christchurch and Poole SEND Improvement plan.

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**Improvement priority 1:  
Improve educational and lifelong outcomes for children and young people with special educational needs and disabilities**

**What the data/evidence tells us:**

- Educational outcomes for SEND pupils at key stage 2 are not good enough and more consistency in performance across all key stages is required
- Absence and exclusion rates are too high and need to be reduced
- The SENCO champion role is starting to see impact but there is more that could be done
- Use of high cost specialist provision is still too high and placing undue pressure on budgets
- The short breaks offer does not include enough choice and control over how to receive personal budgets across health and social care

<b>Actions</b>	<b>Lead Accountable Persons/Groups (LAPs/LAGs)</b>	<b>Measurable date/s and expected outcomes</b>
1.1 Identify strategies that work for improving outcomes and attendance alongside reducing exclusions and embed good practice across all schools.	BCP Learning Partnership	<b>1.1, 1.2 - 2019 SEND pupil outcome data release</b> Improvement in KS outcomes and progress for pupils with SEND in Poole schools and those outside Poole with EHCPs year on year and to be aligned to national figures. A narrowing of the attainment and progress gap for pupils with SEND.
1.2 Ensure EHCPs and the annual reviews have clear measurable targets for outcomes that are monitored frequently to ensure provision meets need and that the outcomes are achievable	Strategic SEND lead at Borough of Poole	<b>1.3 - 2019 SEND exclusions data release</b> Reduction of exclusion rates for SEND pupils in Poole schools as a percentage of the number of pupils on roll and to be aligned to national figures.
1.3 Analyse exclusion data and work across BCP on how to reduce exclusions and the Alternative Provision offer.	BCP Exclusions group	<b>1.4 - 2019 SEND attendance data release</b> A year on year increase in attendance rates of pupils in Poole schools with SEND especially those who are persistently absent and to be aligned to national figures
1.4 Analyse attendance data and schools to work with the LA on how to increase the attendance of SEND pupils.	Senior Manager 5-19 services at Borough of Poole	
1.5 Developing the SENCO Champion role and increasing the sharing of good practise across mainstream schools.	Strategic SEND lead at Borough of Poole	<b>1.3, - 1.7 - End of Academic year 18-19</b> Case studies evidence impact on pupils outcomes

1.6 Ensure all SENCOs are making best use of the graduated response across all Key Stages.	Strategic SEND lead at Borough of Poole	<b>1.6,1.7,1.8 – 2019 EHCP termly panel data</b> Evidence of a reduction in requests for EHCPs
1.7 Development of the Mainstream Plus offer across more schools including the creation of specialist satellite bases and improvements to the 14+ alternative provision offer as per approved plan.	Strategic SEND lead at Borough of Poole	
1.8 Further develop the recently reviewed 'outreach' offer to provide support to mainstream schools with SEND pupils.	LA and schools	
1.9 To ensure statutory requirements and timescales are met for Initial health assessments (IHAs) and Review health assessment (RHAs), screening and immunisation for Looked after Children (LAC) who may have special educational needs and/or disabilities.	Head of Service (Children's and Learning Disability) at Dorset CCG  Designated nurse for Looked after Children at Dorset CCG	<b>1.9 - Aug 19 annual academic year data collection</b> Sustained year on year improvement in compliance with statutory requirements for IHAs and RHAs and meeting timescale targets. <b>1.9 - July and December 19</b> Pan Dorset Multi agency QA audits and 6 monthly random dip samples of EHCPs evidence, a timely input from Health and Social care and specifically that EHCPs and annual reviews contain required IHA or RHA information for LAC.
1.10 Continue to challenge relevant service providers and agencies when LAC pupils with SEND have poor outcomes, attendance, no school place or have been excluded.	Exec Head of Virtual school at Borough of Bournemouth and Poole.	<b>1.10 - Dec 19 Virtual school annual report</b> Data to evidence improved outcomes for pupils with SEND, a decrease in exclusions, an increase in attendance and the numbers of pupils not on roll to be at a minimum
1.11 Update existing policy for personal budgets and direct payments to be clearer, easier to implement and more effective. After an implementation period the data will be measured.	Strategic SEND lead at Borough of Poole	<b>1.11 - Summer and Autumn 19 feedback from parents/carers</b> Evidence parents are making informed choices to use or not use personal budgets and direct payments

**Improvement priority 2:  
Preparation for adulthood from the earliest years**

**What the data/evidence tells us:**

- There are some gaps in provision for those with the most complex needs and young people aged 14+
- Transition arrangements are not always effective for all young people
- EHCPs for year 9 have been revised and now need to include clear focus on PfA outcomes including independent living skills, access to housing support, post 6 options etc.
- Supported internships are effective at preparing young people for adulthood and employment but uptake is not high enough
- Post 16 provision needs to be more diverse in its offer to enable more young people to remain in their local community
- There are gaps in Post 19 provision across Education, Health and Care

<b>Actions</b>	<b>Lead Accountable Persons/Groups (LAPs/LAGs)</b>	<b>Measurable date/s and expected outcomes</b>
2.1 Ensure all young people at and over the age of 14, with a learning disability are offered an annual Health Check and have Health Action plans integrated into their EHCP.	Designated Clinical Officer at Dorset CCG	<p><b>2.1 – Annual provider contract reviews</b> Evidence that contracted providers are meeting targets to carry out Health Checks.</p> <p><b>2.1 - July and December 19</b> Pan Dorset Multi agency QA audits and 6 monthly random dip samples of EHCPs evidence, a timely input from Health and Social care and specifically that EHCPs and annual reviews contain required IHA or RHA information and specifically for young people with learning disabilities.</p>
2.2 Data from Health checks is collated to inform provision development and gaps in provision are commissioned.	Designated Clinical Officer at Dorset CCG	<p><b>2.2 Autumn 19 termly report to SSPG</b> Evidence that provision needs identified in the collation of Health Checks data have been/will be addressed</p>
2.3 New PfA specialist role to be developed to provide better links between the planning and delivery of provision between children and adults services for young people with SEND.	Strategic SEND lead at Borough of Poole	<p><b>2.3 - Autumn 19 termly report to SSPG</b> Evidence a person has been appointed and activities to link services has commenced.</p>

<p>2.4 Work with schools, employers and providers to increase Post 16 opportunities for young people with SEND including those with complex needs.</p>	<p>11-19 Strategic lead for Bournemouth and Poole LA working with SEND leads and providers</p>	<p><b>2.4 - Autumn 19 data collection</b> Reduction in NEETs numbers for pupils with SEND. Evidence of increase in the uptake of supported internships and preparation for work programme that lead to supported internships.</p>
<p>2.5 Review all current support and advice publications; agree a new strategy for information and communication that will include a more interactive, customer facing, easier to access via events in the community alongside a new BCP website for 11-19 with a clear focus on support for SEND. Update links in the Local offer.</p>	<p>11-19 Strategic lead for Bournemouth and Poole LA working with SEND leads and providers</p>	<p><b>2.5 - Autumn 19 feedback from young people</b> Evidence that young people with SEND can find the guidance, understand it and that they have feel informed of their options and support on offer for those with SEND</p>
<p>2.6 Formulate a new 11-19 plan with an updated provision matrix that addresses local need and makes clear the provision and support available for young people with SEND and LAC with SEND. Publish new plan on the new BCP 11-19 website and update links in the Local Offer</p>	<p>11-19 Strategic lead for Bournemouth and Poole LA</p>	<p><b>2.6 - Autumn 19 feedback from parents/carers</b> Evidence that parents/carers feel confident that the plan is able to deliver improvements for pupils with SEND</p>
<p>2.7 Develop and publish a graduated response guidance and toolkit for post 16 provision to enable providers and employers to best support young people with SEND in education, employment or training.</p>	<p>Strategic SEND lead at Borough of Poole</p>	<p><b>2.7 Autumn 19 feedback from employers and providers</b> Evidence that employers and providers have used the guidance and toolkit to put effective support in to their programmes for young people with SEND.</p>
<p>2.8 Finalise the Housing options pathway to provide clear guidance for young people with Learning Disabilities and publish on the Local Offer.</p> <p>2.9 Contribute to future ‘time to talk’ events to inform parents / carers and promote the new pathway.</p>	<p>Principal Officer for Joint Commissioning Learning Disabilities at Borough of Poole</p>	<p><b>2.8, 2.9, 2.10, 2.11 - Summer and Autumn 19 feedback from young people and Summer and Autumn 19 feedback from parents/carers</b>  Evidence that young people can find the web pages, pathway and guidance documents, that they understand them and that they feel able to access support on offer</p>

2.10 Work with the new PFA specialist once appointed to adapt the pathway and associated guidance booklet for more generic use for young people with a wider range of SEND needs		Attendance at events attracts the targeted numbers, feedback is positive and there is evidence of action taken post event.
2.11 Work with the Borough of Poole housing dept to update their web pages and the 'moving out guide for young people' to include info / web links to support informed choice for young people with SEND.	Strategic SEND lead at Borough of Poole	
2.12 Develop the Preparing for Adulthood (PfA) pathway and publish on the Local offer.	Strategic SEND lead at Borough of Poole	<b>2.12 - Summer and Autumn 19 feedback from families and young people</b> Evidence that families and young people with SEND have contributed to the pathway development and that they use it to access support and services.
2.13 Identify gaps in Education, Health and Care provision for 19-25 year olds with SEND and commission provision to meet need.	All partners of the Strategic SEND partnership group (SSPG)	<b>2.13 – Annual reporting to CTB in Dec 19</b> Evidence that the report confirms gaps have been identified and provision commissioned / planned to be commissioned to fill gaps.

**Improvement priority 3:  
Involving, working and communicating in partnership with children, young people, parents and carers**

**What the data/evidence tells us:**

- There are pockets of information that parents find difficult to access and sometimes we use language that is not easy to understand
- The published local offer is, in places, difficult to navigate and links are not always up to date
- Opportunities for parents to directly influence strategic and operational change are available but not yet widespread enough
- There are several ways that parents/carers, children and young people’s views are obtained but these are often disjointed and for specific purpose of one organisation, not widely shared by all agencies to compare views and take ‘joined up’ action
- There is still room for improvement in providing services that are ‘family need’ led rather than policy or service led
- Keeping parents/carers informed of forthcoming engagements events, planned changes and access to key information is improving but still needs to be more robust at getting to more of our key stakeholders and service users

<b>Actions</b>	<b>Lead Accountable Persons/Groups (LAPs/LAGs)</b>	<b>Measurable date/s and expected outcomes</b>
3.1 Continue to review and update the local offer including access, homepage categories, and sub categories. Gain feedback from parents/carers and young people on its user friendliness and content accuracy.	Early Years service manager	<b>3.1 - Summer and Autumn 19 feedback from families and young people</b> Evidence that families and young people with SEND have found it easier to access the pages they need and that the homepage is clearer and more user friendly.
3.2 Compile a map of all participation activity (parents/carers and young people) currently in place to ensure that feedback can be systematically requested, collected and used for several purposes in an agreed format. Identify gaps in participation and action accordingly.	Strategic SEND lead at Borough of Poole	<b>3.2, 3.3 – Summer 19</b> Map published and an agreed set of criteria for feedback in place and being used regularly. Evidence that parents/carers and young people’s voice has been shared across several agencies for maximum learning opportunities.
3.4 Increasing the involvement of families and young people with SEND to contribute to key developments in service design and delivery by increasing access to Senior Leadership and membership of Poole Parent and Carers forum which is a key communication flow..	Strategic SEND lead at Borough of Poole	<b>3.4, 3.5 – Spring &amp; Summer Events 19</b> An increase in numbers attending ‘time to talk’ each term and positive feedback obtained. Evidence that feedback from these and other events directly contributes to developments.



3.5 Build on the successful 'time to talk' events and run them regularly with parents/carers deciding main agenda items and guest speakers.		
3.6 Build on the 'you said, we did' pages of the Family Information Directory / Local Offer to ensure parent/carer voice is heard and acted upon.		<p><b>3.6 - Summer and Autumn 19 feedback from 3.6 families and young people</b></p> <p>Evidence that feedback from these and other interactions with parents/carers directly contributes to developments.</p>

**Improvement priority 4:  
Appropriate, effective and timely identification and assessment of need in education, health and social care, that is personalised to the child or young person**

- What the data/evidence tells us:**
- We are not consistently meeting the 20 week deadline to complete statutory assessments
  - Some annual reviews are not completed within timescale
  - Recent QA audits of EHCPs and annual reviews indicate that input from Health and Social care need to improve for a more integrated plan to be produced
  - The Early Help offer launch has been positive in engaging with families whose children have SEND but it now needs to develop further to be able to measure data against identified outcomes
  - Access to services during the pre assessment stage and during assessment is not clear for parents
  - Access to CAMHS services are sometimes perceived as problematic and difficult by schools, parents/carers and young people
  - We are not yet at the point where enough parents contribute to form a full co production model

<b>Actions</b>	<b>Lead Accountable Persons/Groups (LAPs/LAGs)</b>	<b>Measurable date/s and expected outcomes</b>
<p>4.1 Continue to support schools to make best use of the graduated response toolkit and present high quality EHCP applications to the panels.</p> <p>4.2 Improve and increase the opportunities for parents/carers and young people to co-produce a plan and contribute to assessment of their needs.</p> <p>4.3 Continue to identify the stages within the processes around meeting the 20 week deadline and work with partners to address them.</p> <p>4.4 Ensure annual reviews take place on time</p>	<p>Strategic SEND lead at Borough of Poole</p>	<p><b>4.1 - Termly panel data</b> Data indicates a reduction in applications being refused thereby moving toward a longer term target of successful applications of 100%</p> <p><b>4.2 - July and December 19</b> Pan Dorset Multi agency QA audits and 6 monthly random dip samples of EHCPs evidence that parents contributions has increased working towards a longer term target of 100% demonstrating co production.</p> <p><b>4.3, 4.4 - Termly EHCP and annual review completion data</b> Data increases to initially meet national completion rates and longer term exceed them.</p>

<p>4.5 Ensure Health and social care provide timely input to EHCPs which provides clear guidance on need and services that will be provided.</p> <p>4.6 Embed the THRIVE model to ensure access to CAMHS is based on need and communicate this to key stakeholders.</p>	<p>Principal Manager Children in Care Service at Borough of Poole</p> <p>Mental Health Commissioner at Dorset CCG</p>	<p><b>4.5 - July and December 19</b> Pan Dorset Multi agency QA audits and 6 monthly random dip samples of EHCPs evidence, a timely input from Health and Social care</p> <p><b>4.6 - Summer and Autumn 19 feedback from families and young people</b> Evidence that families and young people with SEND have found it easier to access CAMHS services for those who meet the thresholds.</p>
<p>4.7 Monitor advice provided within the EHAP offer to ensure it offers the right support at the earliest opportunity for those with SEND</p> <p>4.8 Ensure support provided at level 1 addresses need identified and any further referrals are made promptly.</p>	<p>Senior Manager 5-19 services at Borough of Poole</p>	<p><b>4.7, 4.8 - Annual referrals data collection Aug 19</b> Data indicates need identified is accurate and referrals are made within agreed timescales.</p>
<p>4.9 Improve analysis and use of data to ensure information is used for maximum impact across all partner organisations to best identify future need and improvements required.</p>	<p>All partners of the Strategic SEND partnership group (SSPG)</p>	<p><b>4.9 - Minutes of termly SSPG meetings</b> Evidence that sharing of data analysis identifies joint areas of future work, inform the ongoing development of the Poole improvement plan, and the drafting of a new BCP improvement plan.</p>

**Improvement priority 5:  
Working together across education, health and social care to jointly commission outcomes for children and young people**

**What the data/evidence tells us:**

- The development of pathways is emerging but needs further development
- Families tell us that they often have to repeat the same information to different services and we know there are still some gaps in services
- Boundaries in working practice and organisational thresholds are sometimes be cited by parents/carers as a barrier to positive outcomes
- Whilst the graduated response guidance and toolkit has made a difference for all school age pupils it now needs to further support a reduction in numbers of those pupils on the SEND support register
- A post 16 graduated response guidance and toolkit is needed to support young people in education, training and employment
- Young people feel there is more we can do to support their mental health needs and emotional wellbeing
- Several data collections take place routinely but these are not always used across all agencies
- Data and information sharing policies or procedures sometimes prohibit knowledge for service managers and can on occasion hinder progress in improvements for service users
- Comparison between these 3 sets of interlinked data : ASQ3 Health Child Review data, Health & Children’s Centres Joint Outcomes and EYFS Profile has identified a need to improve analysis so that joint working improves outcomes for vulnerable under 5s in Poole with SEND
- Joint commissioning and joint accountability continue to be a challenge in finding solutions for improved service delivery

<b>Actions</b>	<b>Lead Accountable Persons/Groups (LAPs/LAGs)</b>	<b>Measurable date/s and expected outcomes</b>
5.1 Embed the behaviour and development pathway to increase and improve the understanding of needs and prompt assessment and diagnosis.	Designated Clinical Officer at Dorset CCG	<b>5.1 Summer and Autumn 19 feedback from families and young people</b> Evidence that the pathway has provided clarity and understanding of how to access support and assessment routes available.
5.2 Work with partners in the new LGR area to ensure a new improved SEND outreach offer across the conurbation continues to meet the 3 areas combined needs and identifies any gaps in services that need to be commissioned.	LA and schools	<b>5.2 - Termly reporting to SSPG and Annual reporting to CTB in Dec 19</b> Evidence of impact that the new offer in data collected and analysed.

<p>5.3 Look in depth at Health ASQ3 data / EYFSP data / Joint Outcomes at Early Years School Readiness group meetings to identify key areas of focus for CCs / HV teams/ PVI sector Key Person/SENCOs and School Reception class teachers/SENCOs</p>	<p>Early Learning &amp; Inclusion Team Manager at Borough of Poole</p> <p>Health Visiting Locality Lead at DHC Poole</p> <p>Deputy Children's Centre Services Manager at Borough of Poole</p>	<p><b>5.3 End of academic year ASQ3 data</b> Data indicates improvements in outcomes for vulnerable under 5S with SEND</p>
<p>5.4 Provide training to health visiting teams around tracking progress and/or EYFSP data if required</p>	<p>Lead Teacher at Borough of Poole</p>	
<p>5.5 Based on shared understanding of above data sets - develop an information sharing protocol between Health and Children's Centres to ensure families are referred into CC services in a timely manner</p>	<p>Early Learning &amp; Inclusion Team Manager at Borough of Poole</p> <p>Deputy Children's Centre Services Manager at Borough of Poole</p>	
<p>5.6 Continue to jointly commission services to fill identified gaps eg new S&amp;LT project to improve support for children with speech, language and communication needs.</p>	<p>All partners of the Strategic SEND partnership group (SSPG)</p>	<p><b>5.6 Termly reporting to SSPG and Annual reporting to CTB in Dec 19</b> Evidence of impact that the project is having a positive impact on children with speech, language and communication needs.</p>

**Improvement priority 6:  
Multi agency workforce development to meet our new approach**

**What the data/evidence tells us:**

- A new Multi agency competency framework has been designed but now needs fully developing
- There is no matrix to identify cross border and cross agency training available for adults working with SEND children and young people.
- Gaps in specialist roles can if not addressed cause delay in identifying, assessing and meeting needs of those children and young people with SEND

<b>Actions</b>	<b>Lead Accountable Persons/Groups (LAPs/LAGs)</b>	<b>Measurable date/s and expected outcomes</b>
<p>6.1 Further develop the framework to include identified requirements for those working at tiers 2 – 4 using the support from the Council for Disabled Children (CDC)</p> <p>6.2 Design and publish a provision matrix to support the framework that identifies how to source all recommended courses on the framework.</p> <p>6.3 Framework and matrix to be taken into each organisation and used to support effective workforce development from induction through to management development.</p>	<p>Multi agency framework group led by Programme officer for primary and community directorate at the CCG</p>	<p><b>6.1 Termly reporting to SSPG and Annual reporting to CTB in Dec 19</b> Evidence that the framework is completed and has been sent to all organisations for implementation.</p> <p>Evidence that a matrix has been drafted to support the framework.</p> <p>Evidence that the framework and matrix have been actively used by organisations.</p>

## Monitoring arrangements

A monitoring spreadsheet will be designed by the Senior Policy officer at the Borough of Poole and agreed by SSPG. All lead accountable persons and Lead accountable groups (LAPs/LAGs) will be asked to provide input to the spreadsheet issued at set monitoring dates during the year. These dates will be agreed in advance and will always precede the SSPG meetings and the Children's Trust board meetings in order that the reporting requirements of those groups are able to be met. The LAPs/LAGs may not necessarily be the person/s who is carrying out the actions so collecting the information from partners, colleagues and team members needs to be planned for in order to meet the agreed monitoring dates.

The spreadsheet will be collated by the Senior Policy officer and will require the LAPs/LAGs to use a rating system with accompanying comments against targeted timescales for all actions. These timescales will have been agreed with the LAPs initially before monitoring commences. The ratings will give a choice of 'started' denoting the action has commenced on time. 'In progress' denoting that the action is well under way and on schedule to be completed. 'Completed' denoting that action has been completed and the scheduled impact measures are able to be carried out. If during the time of completing the monitoring spreadsheet it becomes apparent that timescales need to be adjusted then this can be noted in the comments section and included within the report to SSPG and CTB.

**Reporting arrangements** - a timetable will be agreed and put into place to cover the arrangements below:

- **Termly reporting of progress to key strategic groups** – compiled by the Senior Policy Officer using the monitoring spreadsheet.
- **Reporting to Children's Trust board at each meeting** – compiled in a narrative format by whoever the Board has agreed in the forward plan will report at that meeting. This may focus on a key area requested by the Board to be reported on in depth.
- **Annual reporting to Children's Trust Board** – using data and evidence in a data dashboard with accompanying narrative collated from the LAPs as identified under 'expected impact', compiled by the Senior Policy officer and approved by SSPG