Annex A: Accelerated Progress Plan for an Area following the judgement by Ofsted/CQC that sufficient progress had not been made against the weaknesses outlined by the Inspection

Name of the Local Area	Birmingham
Date of Inspection	24-27 May 2021
Date of Publication of the Revisit report	14 July 2021
Accountable Officers from the LA and CCG	Director of Children and Families and Chief Nurse
DfE and NHSE Advisers	Pat Tate and Deborah Ward

Governance and Accountability

Please describe here the governance and accountability structures and processes that will be supporting your next phase of improvement. Please make clear which are information/reporting lines and where the challenge accountability sits within both the Local Authority and the CCG

Governance and accountability structures and processes
As response to the Statutory Direction, the Local Area has identified 4 Objectives for children and young people (CYP) with SEND in Birmingham. These Objectives cover the 12 areas of significant weakness (as seen in the table below) and have been developed in partnership with professionals, parents/carers, young people, education settings and the voluntary and community sector. Workplans are aligned to be able to meet those objectives, and to measure the progress against achieving the desired benefits. Due to challenges to recruit and deploy resources for the programme, these objectives are at different stages of maturity (Objectives 2 and 3 are more developed and in delivery phase, whereas Objectives 1 and 4 are at the more initial stages of scoping and implementation). This accounts for some milestones having to be moved. The programme of work is now fully staffed, which also ensured that by reviewing the APP there is a more confident understanding on how long it would take to bring about the necessary changes. The diagram below describes the cycle of the APP, and where we currently are:

SEND Improvement Programme Lifecyle

Phase One: Set Up
July 2021 to March 2022
- Cabinet Paper sign off and agree funding
- Recruit to key programme roles
- Sign off APP
- Improvement Board set up, SROs in place

Phase Two: Deliver
October 2021 to July 2023
- All workstreams initiated and work commenced
- Dashboards initiated
- Key deliverables completed
- Service performance improvement
- Impact measurement

Phase Three: Embed
June 2022 to December 2023
- New AD SEND recruited and in post
- Permanent staff or FTC staff recruited to key roles e.g. Programme Manager
- Co-production embedded
- New AD SEND Transformation in post
- Workstream 3 closed down and embedded

The APP was produced based on feedback from Young People, Parents/Carers, education settings and the voluntary and community sector. This feedback can be seen in Annex C of the APP.

Each Objective has its own sponsor (Senior Responsible Officer -SRO), project manager, project plans and benefits to be realised. These benefits have appropriate targets and intervals through which they will be monitored and reported widely and transparently. Once the APP is published, a dashboard will be published every 6 months on the Local Offer to show where the Local Area is in terms of its progress to achieve those outcomes.

The SEND Improvement Programme (SIP) is governed through the SEND Improvement Board chaired by the DfE appointed commissioner. The SEND Improvement Board meets every 4 weeks and highlight reports are produced for each of the outcomes agreed. The Board has representation from the Local Authority, the Clinical Commissioning Group and NHS Provider, Birmingham Children's Trust, education settings representatives, Birmingham Parent Carer Forum, the Leader of the Council, the Cabinet Member (Vulnerable Children and Families) and other elected members.

The governance structure can be seen below:

Governance
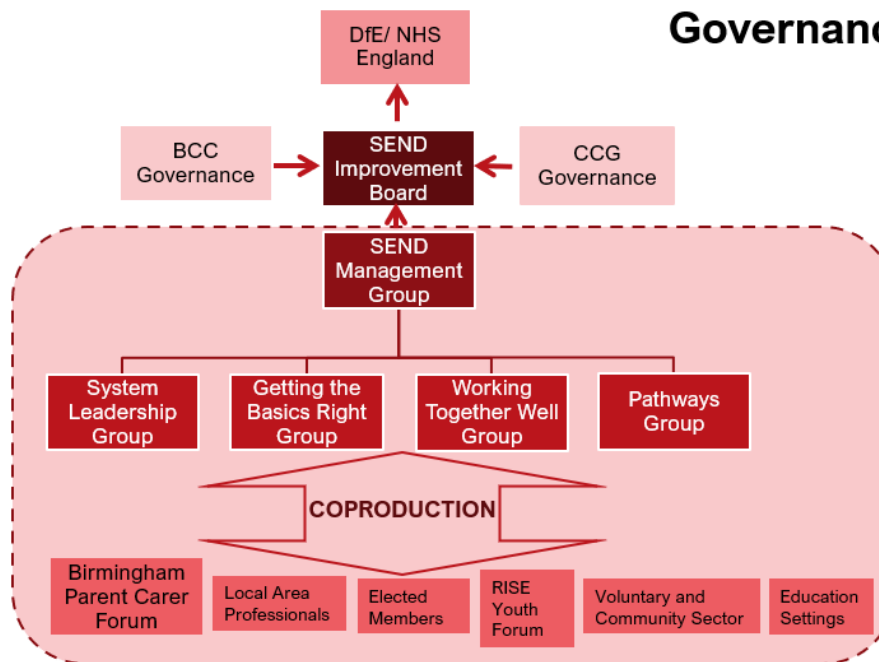
The objectives described in the governance structure above require co-production across the partnership (this sits at the forefront of the programme, illustrated as the light red shading that encapsulates the working groups, based on coproduction with families, education settings, local area professionals, elected members and the voluntary and community sector). In the interim the Local Area has grouped the work required to make significant improvement in the 12 areas of areas of weakness into four themes (see below):

Theme/ Objectives	Area of Significant Weakness	Key Measures of Success/ KPIs
System Leadership	• The initial inspection found that there was a lack of an overarching approach or joined-up **strategy for improving provision and outcomes** for children and young people with special educational needs and/or disabilities (SEND)	• % of professionals in the partnership that understand the vision • % of pupils with EHCP educated in mainstream environment • % EHCNA advice received within 6 weeks • Attendance monitoring at mandatory SEND training • Satisfaction rates Local Offer Website through a dedicated survey • Local Offer Website Traffic monitoring

	• The initial inspection found that **inter-agency working** was ineffective • The initial inspection found that Birmingham had not ensured that the published **local offer** was a useful means of communicating with parents and it was difficult to locate	
Getting the basics right – identifying and assessing need	• The initial inspection found that the **coordination of assessments** of children and young people's needs between agencies was poor • The initial inspection found that the **quality of EHC plans** was variable • The initial inspection found that **waiting times** were too long and children and young people were not seen quickly enough by therapists or professionals in CDCs	• %EHCPs issued within 20 weeks • Family Satisfaction with the EHCNA process • SENCO Satisfaction with the EHCNA process • % Annual Reviews actioned within 4 weeks of the meeting • % of EHCPs rated good and outstanding • % of CYP who complete their secondary phase transfer by the 15th of February. • % of post 16 young people who complete transfer documentation by 31st March. • % of EHCPs NEET • Number of children waiting specialist placements • Statistics about waiting times (therapies and neuro-developmental pathway)
Working Together Well	• The initial inspection found that **co-production** was not embedded in the local area • The initial inspection found that **parental engagement** was weak • The initial inspection found that there was a great deal of **parental dissatisfaction**	• % of parental surveys returned • % of parental satisfaction measured through the parental surveys • % of education settings responding positive to surveys • % of partner organisations responding positive to surveys • Number of Mediations and % with positive outcome • Number of appeals lodged at SENDIST • Number of Complaints • % of Complaints that were satisfactorily dealt with
Pathways – meeting need and improving outcomes	• The initial inspection found that pupils with SEND make **weak academic progress** when compared with all pupils nationally. • The initial inspection found that pupils with SEND **attend less often and are excluded more frequently** than other pupils in Birmingham and all pupils nationally	• Attainment and Progress data EHCPs • Attainment and Progress data SEN Support • Attendance for SEN Support and EHCPs • % of the Unknows in the NEET category • % of Special Schools rated Good or Outstanding • % of Mainstream Schools rated Good or Outstanding • % of Early Years rated Good or Outstanding • % of CYP with EHCPs that attend settings rated Good or Outstanding

	• The initial inspection found that not enough young people with SEND are entering **employment or supported employment** and the proportion of adults with learning disabilities in paid employment is below the national average	• % of Take up of 2 Year Old Offer • % of permanent exclusions and fixed term exclusions for EHCPs • % of permanent exclusions and fixed term exclusions for SEN Support • % young people with LD in paid employment or apprenticeships	

The focus of this plan is each area of weakness from the original inspection where, in the revisit, Ofsted/CQC have judged that sufficient progress has not been made. For each weakness, you should identify:

- *the actions you are taking to achieve improvement*
- *how you will measure success/impact of the actions*
- *the milestones you will need in order to achieve your targeted improvement (which can be found in the scorecard section).*

RAG Rating Key

Red		Delayed
Amber		Actions On track
Green		Action Completed
Blue		Change Embedded and gathering impact evidence

SIP Objective and areas of weakness identified in the original inspection			
System Leadership (SEND Strategy, Inter-agency Working, Local Offer)			
Actions designed to lead to improvement			
ID	Action	Responsible officers	By When	Action RAG
ASL1	Implement a new the SEND Strategy - Scope content - Coproduce desired outcomes - Agree sufficiency plan	AD SEND, Inclusion and Wellbeing	30 May 2022 31 Aug 2022 31 Jul 2022	

	- Agree draft format and content of the strategy - Launch Draft SEND Strategy		30 Sep 2022 30 Nov 2022	
ASL2	Develop and Implement a Joint Working Protocol (JWP) with Standard Operating Procedures (SOPs) across the partnership, to ensure that clarity of roles and procedures is embedded - Vision and commitment agreed with local leadership - Draft JWP completed and agreed (without all SOPs ready) - Standard Operating Procedures developed - Joint Working Protocol signed - Practices and procedures are improved within the teams working in Birmingham. These result in sustained and embedded positive behaviour change for the relationships with families, between organisations and the outcomes we want to see.	AD SEND, Inclusion and Wellbeing/ Director of Nursing and Quality/ Director of Practice	30 Apr 2022 (Complete) 30 April 2022 (Complete) 31 Aug 2022 31 Aug 2022 31 Dec 2022	
ASL3	Develop and Implement a Learning and Development Strategy across the partnership - Understand the need for learning and development (Knowledge/Learning Needs Analysis) - Develop Learning and Development Strategy - Procure Learning Modules/ Platform (if appropriate) - Implement and evaluate the Learning and Development Strategy	AD SEND, Inclusion and Wellbeing/ Director of Nursing and Quality/ Director of Practice/ HR&OD Departments	30 Sep 2022 24 Dec 2022 24 Dec 2022 31 Mar 2023	
ASL4	Develop a Workforce Strategy to ensure staff sufficiency across the partnership (Education, Health and Social Care) - Workforce Gap Analysis - Develop Workforce Strategy - Recruitment and CPD plan in place - Measure families' satisfaction with workforce	Director of Education and Skills/ Chief Nurse	30 Sep 2022 24 Dec 2022 24 Dec 2022 30 Jun 2022	

			24 Dec 2022	
ASL5	Improve the Local Offer Website: - SEND Local Offer Website known to and accessible for all - Content of the local offer is comprehensive and meets needs of those we support (developed through coproduction) - Navigation of SEND Local Offer is easy - SEND Local Offer Website is easy for stakeholders to maintain up-to-date information regarding the opportunities they provide - Maintain the SEND Local Offer to ensure it remains compliant with necessary standards when changes are needed.	AD SEND, Inclusion and Wellbeing/ Director of Nursing and Quality	21 Jul 2022 31 Dec 2022 31 Dec 2022 31 Mar 2023 31 Mar 2023	
ASL6	Review of Data Management and Introduction of New Data Management and Performance Policy - Task and Finish Think Tank to review and ensure alignment between systems wherever possible - Ensure NEXUS is aligned and data performance policy has standard operating procedures - New data management policy - New data and performance policy - Publish policies	Transformation Director, Education and Skills	30 May 2022 31 Aug 2022 30 Sep 2022 31 Mar 2023 31 Mar 2023	

Impact measures and justification narrative		
ID	KPI reference	Justification narrative
SL1	% of professionals in the partnership that understand the vision	Through performing 6 monthly professionals survey, it will be ascertained if the vision is understood.
SL2	% of pupils with EHCP educated in mainstream environment	Through tracking the % of pupils with EHCPs educated in mainstream environment, it will be ascertained whether inter-agency working is successful at supporting settings to meet needs better.
SL3	% EHCNA professional advice received within 6 weeks	Through tracking (on 12 months average basis) the statutory 6 weeks compliance with professionals contributing to the

		EHCNA, it will be ascertained whether inter-agency working is successful to identify and assess needs.
SL4	Attendance monitoring at mandatory SEND training	Through tracking attendance, it will be ensured that the partnership engages with professional development around the Code of Practice 2015 and the CFA 2014.
SL5	Satisfaction rates Local Offer Website through a dedicated survey	Through surveys aimed at parent/carers, young people and professionals, it will be ascertained if the information on the Local Offer website is relevant and useful.
SL6	Local Offer Website Traffic monitoring	Through tracking the traffic of the Local Offer website, it will be ascertained how often the website is accessed and its popularity.

SIP Objective and areas of weakness identified in the original inspection

Getting the basics right – identifying and assessing need (Coordination of Assessments, Quality of EHC Plans, Waiting Times)
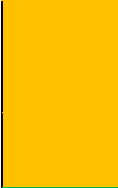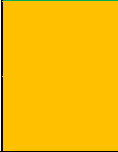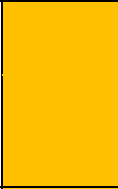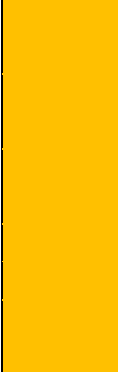
Actions designed to lead to improvement				
ID	Action	Responsible officers	By When	Action RAG
AGBR1	Improve EHCNA process with a view of increasing coproduction at an individual level by looking at: - Review EHCP template - Review Process for seeking advice - Coproducing the 20 week process - Coproducing the templates and letters - Training plan for all staff - Co-produce reference documentation for service officers	AD SEND, Inclusion and Wellbeing	30 Apr 2022 (Complete) 30 Apr 2022 (Complete) 30 Apr 2022 (Complete) 31 May 2022 31 May 2022 30 Apr 2022 (Complete)	

	- Review team structure		30 Apr 2022 (Complete)	
	- Review and evaluate the new process		31 Jul 2022	
AGBR2	Improve Annual Review process with a view of increasing coproduction at an individual level: - Coproduce the general annual review process - Coproduce the phase transfer processes - Review all associated documentation - Training plan for all staff - Co-produce reference documentation for service officers - Review team structure - Review and evaluate the new process	AD SEND, Inclusion and Wellbeing	30 Jun 2022 30 Jun 2022 30 Jun 2022 31 May 2022 31 May 2022 30 Apr 2022 (Complete) 31 Jul 2022	
AGBR3	Upgrade SENAR Case Management System - IT and directorate roles and responsibilities agreed - Internal review of system and capability - Decision to proceed or hold based on green paper - Progress implementation with CACI - Communication with partners - Communicate use of Parent Portal - Deliver training to staff and partners	AD SEND, Inclusion and Wellbeing	30 Apr 2022 (Complete) 30 Apr 2022 (Complete) 30 Apr 2022 (Complete) 31 May 2022 31 Aug 2022 31 Aug 2022 31 Aug 2022	
AGBR4	Agree a permanent structure with funding understood and growth budget allocated (sustainable) SENAR service capable of delivering good outcomes for CYP with SEND,	AD SEND, Inclusion and Wellbeing		

	in accordance to the CFA14 and COP15. - Review best practice - Proposed structure with colleagues and DfE support officer - Proposed permanent structure - Review proposed structure against proposed directorate structure - Review financial implications for inclusion in Growth bid in September 2022 - Communication strategy and ensure S188 colleagues are engaged - Detailed action to follow from Growth Bid. - Funding Secured through the Growth Bid.		31 May 2022 31 May 2022 31 May 2022 31 May 2022 30 Jun 2022 30 Jun 2022 31 Aug 2022 30 Sep 2022	
AGBR5	Agree a Quality Assurance (QA) Framework by building on the existing QA activity. The purpose of the framework is to establish what good looks like and to ensure that is embedded across the partnership. - Finalise QA framework based on Partner feedback - Communicate QA framework - Publish QA framework on Local Offer - Training on QA framework to all service officers - Review of QA tool – Invision - Robust Audit on outcomes and timescales - Review Health QA criteria for EHCP - Integrate Health QA criteria into EHCP QA Framework - Establish regular programme of QA audits	AD SEND, Inclusion and Wellbeing/ Director of Nursing and Quality/ Director of Practice	31 May 2022 31 May 2022 31 May 2022 31 May 2022 31 May 2022 31 May 2022 31 May 2022 31 May 2022 30 June 2022	
AGBR6	**Develop recovery trajectory planning to support the robust management of wating lists (for all therapy services** Implement all therapy and Neurodevelopment recovery trajectories. Conclude and refine capacity and demand work to further inform future provision and ongoing trajectory planning.	Director of Joint Commissioning (CCG)/ Divisional Director Children and Families Division (Birmingham Community Healthcare NHS Foundation Trust)	31 Mar 2023 31 Mar 2023	

AGBR7	**Continue to improve the process for monitoring and managing waiting lists**	Director of Joint Commissioning (CCG)/ Divisional Director Children and Families Division (Birmingham Community Healthcare NHS Foundation Trust)		
	Utilisation of the new clinical priority model (for clinics) to support the ongoing recovery plan		Implemented	🟩
	Utilisation of productivity tool to enable effective monitoring of waiting lists		Implemented	🟩
	Update trajectory planning to reflect expected waiting list reductions over a specified timeframe		31 Mar 2023	🟧
	Monthly reporting to monitor progress and update system colleagues		Implemented	🟩
	Monitor waiting lists via contract review meetings		Implemented	🟩
	Improve communication channels with families re: waiting list updates (via Birmingham SEND newsletter)		31 Mar 2023	🟧
	Sharing best practice and models where trajectories have been met e.g. OT		Implemented	🟩
	Utilise engagement opportunities via forums e.g. Health Parent Carer Forum, SLCN governance to gain qualitative feedback		31 Mar 2023	🟧
	Provide support to CYP, parents carers and professionals while CYP are on the waiting list e.g. advice lines, accessible resources online, videos		Implemented	🟩
AGBR8	**Speech, Language and Communication Needs (SLCN) Phased transformation commencing Sept 2021 – March 2024**	Director of Joint Commissioning (CCG)/ Divisional Director Children and Families Division (Birmingham Community Healthcare NHS Foundation Trust)/ AD SEND, Inclusion and Wellbeing		🟧
	SLCN governance, strategy group and SLCN design group monitor project plan and progress		31 Mar 2024	
	Embed a system wide approach to SLCN - transformation to the Balanced System		31 Mar 2024	
	Embed collaborative working and establish joint ownership across the CYP system to support the transformation to the Balanced System		31 Mar 2024	
	Implementation of an integrated approach to continuous monitoring of wait times during the transition period.		31 Mar 2024	

	Co-production of the balanced system model with children, young people and families (representatives are included within the SLCN governance)		31 Mar 2024	🟧
	Utilise feedback gained from engagement to inform the development of the Balanced System model		31 Mar 2024	🟧
	Utilise mapping and intelligence to identify system gaps, duplications and areas for development		Mapping Completed	🟩
	Co-development of SLCN outcomes and measures of success		31 Mar 2024	🟧
	Continue to monitor the current SLT trajectory planning through the transition to the Balanced System		31 Mar 2024	🟧
AGBR9	**Joint Commissioning arrangement for SLCN** Continue to monitor impact and evaluation of current formalised arrangement between BSol CCG and Birmingham City Council (Speech and Language). Identify new opportunities for joint commissioning across the system	Director of Joint Commissioning (CCG) / AD SEND, Inclusion and Wellbeing	Complete, it is now in monitoring and implementation phase (this links with AGBR6 and AGBR8)	🟩
AGBR10	**Increase capacity to support autism assessments (over 7year olds)** Commission additional capacity from Healios (phase 5) for autism assessments – Commenced Jan 2022 Healios will be able to see a further 330 children.	Director of Joint Commissioning (CCG)/ Divisional Director Children and Families Division (Birmingham Community Healthcare NHS Foundation Trust)	31 Jan 2022	🟧
	Commence the Phase 6 assessments commissioned (Healios will be able to see a further 330 children)		30 Apr 2022	🟧
	Implementation of a recruitment strategy to support the roll out of recruitment programme		31 Mar 2023	
	Active recruitment to support capacity within the team demand		31 Mar 2023	
	Remodel the current pathway		31 Mar 2023	
	Deliver trajectory		31 May 2022	
	Development of a comms plan to support co-production and engagement with service users particularly with the		31 Mar 2023	

	pathway remodelling Ensure ongoing co-production and qualitative feedback is sought. Explore subcontract arrangements with a proposal to ICS in June.		31 May 2022	
AGBR11	**Improve the ASD assessment process and wait times to ensure children under 7yrs old are assessed in a timely manner** Development and implementation of a new timetable for under 7-year-old waits (ASD assessments). Monitor effectiveness and gain feedback on the new QBTest tool Commission Clinical pathways initially for a pilot to see 100 children face to face. This commenced in Feb 2022 and will focus on the 5-6 cohort	Director of Joint Commissioning (CCG)/ Divisional Director Children and Families Division (Birmingham Community Healthcare NHS Foundation Trust)	30 Sep 2022 (linked to 0-16 pathway below) 30 Sep 2022 28 Feb 2022	
AGBR12	**Improve timeliness of ADHD assessments** Monitor the implementation of a new tool to support ADHD assessments including the identification of ADHD Upskilling of staff (CDC and ND staff) to support utilisation of the tool in order to speed up the assessment process for ADHD and reduce waiting lists. Regularly monitor waiting lists and report on progress within the current governance structure e.g. joint therapies meeting, contract review meetings. Development of a comms plan to support co-production and engagement with service users particularly with the pathway remodelling Evaluate the effectiveness of the new tool in supporting the timeliness of assessment and service user experience (consider pre and post assessment) Gain qualitative feedback and utilise the feedback to support further service improvements and the evaluation	Director of Joint Commissioning (CCG)/ Divisional Director Children and Families Division (Birmingham Community Healthcare NHS Foundation Trust)	New process commenced Oct 2020 and continues to be monitored through the agreed governance structure.	

ID			
	process		
AGBR13	**Development of a 0-16year old ND pathway - including recruitment strategy in line with national staff shortage issues e.g., clinical psychology and working on an exit plan for Healios.** There are 2 elements to address the waiting times: - A steady state to ensure we have the capacity to meet new demand. - A Backlog Plan to see the children already on the waiting list. Considerable work is now supporting the digitalisation of the pathway and mobilisation of the single point of access, e-referral and booking process that will commence in April 22.	Director of Joint Commissioning (CCG)/ Divisional Director Children and Families Division (Birmingham Community Healthcare NHS Foundation Trust)	March 2023

Impact measures and justification narrative		
ID	KPI reference	Justification narrative
GBR1	%EHCPs issued within 20 weeks	Through tracking (on a 12 months average) the compliance with the statutory 20 weeks EHCNA process, it will be ascertained if the coordination of assessment is efficient and appropriate.
GBR2	% Annual Reviews actioned within 4 weeks of the meeting	Through tracking the compliance with the annual reviews process, it will be ascertained if the coordination of the annual review is efficient and appropriate.
GBR3	% of EHCPs rated good and outstanding	Through EHCP audits, it will be ascertained if the quality of the EHCPs is good, so that they can meet the needs in the plan and achieve the objectives within it for the child/ young person.
GBR4	Young People and Parents/Carers Satisfaction with the EHCNA and Annual Review process	Through tracking the satisfaction with the statutory 20 weeks EHCNA process, it will be ascertained if the coordination of assessment is a good experience for families.
GBR5	SENCO Satisfaction with the EHCNA and Annual Review process	Through tracking the satisfaction with the statutory 20 weeks

		EHCNA process, it will be ascertained if the coordination of assessment is a good experience for education settings.
GBR6	% of CYP who complete their secondary phase transfer by the 15th of February	Through tracking the compliance with phase transfer process, it will be ascertained if the coordination of the process is efficient and appropriate.
GBR7	% of post 16 young people who complete transfer documentation by 31st March.	
GBR8	% of EHCPs NEET	Through tracking the level of NEETs for children and young people with EHCPs, it will be ascertained if the partnership is correctly assessing need, so that the right placements are made, and appropriate support put in place.
GBR8.1	Number of children waiting for specialist placement	Providing a targeted approach to specialist placements through the creation of a specialist team in the service and moving those CYP who are not in a secure placement into a single team will support us to be able to increase the capacity of the service to process annual reviews and be able to work strategically with the cohort of children and young people in relation to understanding need and securing placements.
GBR9	Average wait for OT	Through tracking the average and longest waiting times for therapies (Speech and Language, Occupational and Physio) and the neuro-developmental pathway, it will be ascertained if children and young people with SEND receive timely service, to support with achieving their objectives, as stated in their EHCPs.

There will be the opportunity within current governance to focus on the impact and outcomes for children, young people and families. The triangulation of evidence will support this by utilising qualitative methods for example, case studies or feedback gained that clearly demonstrates the difference the support has made to children, young people and families lives. This will be explored further once the focused work on waiting lists has progressed further. |
GBR10	Average wait for SLT	
GBR11	Average wait for PT	
GBR12	Average wait for ND	
GBR13	Longest wait for OT	
GBR14	Longest wait for SLT	
GBR15	Longest wait for PT	
GBR16	Longest wait for ND	

SIP Objective and areas of weakness identified in the original inspection

Working Together Well (coproduction, parental engagement, parental satisfaction)

Actions designed to lead to improvement				
ID	Action	Responsible officers	By When	Action RAG
AWTW1	Design a co-production and engagement framework and plan to ensure that the Younge Person's Voice and the Parent/Carer Voice is at the heart of strategic planning and operational delivery. - Co-Produce First Draft - Final Draft with design - SIB Sign Off (then signatures obtained) - Sign off at Partner Boards and Publication	Coproduction Officer	30 Apr 2022 (Completed) 30 May 2022 30 Jun 2022 31 Jul 2022	
AWTW2	Embed Voluntary Sector representation in Working Together Well Governance and Co-Production activity at strategic and operational levels.	Director of Education and Skills	31 Mar 2022 (Complete)	
AWTW3	Design and implement a communications strategy and Plan to ensure that effective communication is at the heart of everything we do - First Draft - Final Draft with design - SIB Sign Off - Publication online and in different formats	Comms from BCC, CCG and BCT	30 Apr 2022 (Complete) 31 May 2022 30 Jun 2022 31 Jul 2022	
AWTW4	Launch Parent Portal as part of the SENAR Case management System Upgrade, to ensure that families have an easier access of the EHCNA process. This will give parents/carers direct access into the statutory process and communications. This promotes real time updating and interaction. Parents/carers and other professionals will also be able to view and update the plan in real	Transformation Director, Education and Skills	31 October 2022	

	time.			█
AWTW5	Design and develop a SEND partnership agreement in collaboration with all stakeholders (part of AWTW1 – Co-Production Framework) - -Final Draft - -SIB Sign Off (then signatures obtained)	Coproduction Officer	30 May 2022 31 Jul 2022	█
AWTW6	Review the role of SENDIASS - Scope the Review - Conclude the review	Director of Education and Skills	30 Mar 2022 (Complete) 30 Jun 2022	█

Impact measures and justification narrative		
ID	KPI reference	Justification narrative
WTW1	Number of parental surveys returned	Through tracking the % of responders to surveys, the quality of engagement will be ascertained. This survey will be co-produced with families to ascertain what they would look at, frequency and medium of use.
WTW2	% of parental satisfaction measured through the parental surveys	Through tracking satisfaction from parental surveys, the parental satisfaction will be ascertained.
WTW3	% of education settings responding positive to surveys	Through tracking satisfaction with how professionals support each other, the satisfaction with the SEND system in Birmingham will be ascertained.
WTW4	% of partner organisations responding positive to surveys	
WTW5	Number of Mediations and % with positive outcome	Through tracking the number of mediations, appeals and complaints lodged/raised, the quality of engagement, co-production (at a family unit level) and satisfaction with the SEND system in Birmingham will be ascertained.
WTW6	Number of appeals lodged at SENDIST	
WTW7	Number of Complaints	
WTW8	% of Complaints that were satisfactorily dealt with	Through tracking the % of complaints that were satisfactorily dealt with, it will be ascertained whether professionals work with families in a co-productive way to find solutions.

SIP Objective and areas of weakness identified in the original inspection

Pathways – meeting need and improving outcomes (academic progress, attendance and exclusions, employment)

Actions designed to lead to improvement

ID	Action	Responsible officers	By When	Action RAG
AP1	Develop an Inclusion Strategy - Agree content and scope - Co-produce Desired Outcomes - Events with education settings - Agree Draft Content - Consultation events - Draft Strategy for Partnership Approval (in line with SEND strategy development)	AD SEND, Inclusion and Wellbeing	31 Jul 2022 31 Aug 2022 31 Jul 2022 30 Sep 2022 30 Oct 2022 31 Nov 2022	
AP2	Deliver the Developing Local Provision project - Consortia and Network projects to complete Spring Term 2022 Reports, evidencing project impact and progress - BEP Consortia Partners to produce evaluation reports for all consortias detailing effectiveness of implemented projects - Mainstream mid-project review and evaluation of implementation, impact and progress shared with stakeholders - Consortia and Network projects to complete Summer 22 Term Reports, evidencing project impact and progress - Consortia and Network projects to complete Autumn 23 Term Reports, evidencing project impact and progress Improving Progress & Outcomes - LA SEND services to present draft proposal for work to improve outcomes - Data collection tool pilot with some Mainstream Primary,	AD SEND, Inclusion and Wellbeing	29 April 2022 (Complete) 13 May 2022 29 July 2022 16 Sept 22 16 Jan 23 28 April 22 (Complete) 02 May 22	

ID			Date
	Mainstream Secondary and Special Schools - Full roll out of city-wide Progress data collection - Analyse and review data received from all schools and present comparative data		11 July 22 05 Sept 22
AP3	Review the Children Out of School Process for CYPs with EHCPs - Define and agree scope for 'out of school processes' - Review of current Processes - Proposal for Improvement - Implementation	AD SEND, Inclusion and Wellbeing	31 May 2022 31 Jul 2022 30 Oct 2022 31 Mar 2023
AP4	Review the allocation of the HNB with the support of CIPFA to ensure that funding is appropriately used to enable greater support for children and young people with SEND CIPFA Report has been received HNB for 2022/23 has been set (Schools Forum10.3.22)	AD SEND, Inclusion and Wellbeing	30 Mar 2023
AP5	14-19 Review of Employment Pathways for YP with SEND - Define and agree scope - Review of current Processes - Proposal for Improvement - Implementation	AD Employment and Skills	31 May 2022 30 Sep 2022 31 Dec 2022 31 Mar 2023
AP6	Review of Internal Processes to ensure that CYPs pathways are correctly tracked - Define and agree scope - Review of current Processes - Proposal for Improvement - Implementation	Director of Education and Skills/ Chief Nurse/ Director of Commissioning and Corporate Parenting	31 May 2022 30 Sep 2022 31 Dec 2022 31 Mar 2023

Impact measures and justification narrative		
ID	KPI reference	Justification narrative
P1	Attainment and Progress data EHCPs	Through tracking progress and attainment data for children and young people with SEND, it will be ascertained how well Birmingham improves outcomes for this cohort.
P2	Attainment and Progress data SEN Support	
P3, 4	Attendance for SEN Support and EHCPs	Through tracking the levels of attendance for children and young people with SEND, it will be ascertained how well Birmingham

		supports the cohort to remain in education and offers an inclusive environment.
P5	% of the Unknows in the NEET category	Through tracking the levels of unknowns in the NEET category, it will be ascertained how well the partnership is doing at pathways tracking.
P6	% of Special Schools rated Good or Outstanding	Through tracking the Ofsted rating of education settings and the 2 Year Old Offer, and the prevalence of EHCPs in those settings, it will be ascertained how well Birmingham offers an inclusive environment and best chances for the cohort to succeed. The SEND references in education settings Ofsted reports will also be used as case studies.
P7	% of Mainstream Schools rated Good or Outstanding	
P8	% of Early Years rated Good or Outstanding	
P9	% of CYP with EHCPs that attend settings rated Good or Outstanding	
P10	% of Take up of 2 Year Old Offer	
P11,12	% of permanent exclusions and fixed term exclusions for EHCPs	Through tracking the levels of exclusion for children and young people with SEND, it will be ascertained how well Birmingham supports the cohort to remain in education and offers an inclusive environment.
P13,14	% of permanent exclusions and fixed term exclusions for SEN Support	
P15	% young people with LD in paid employment or apprenticeships	Through tracking the % of young people with learning disabilities in paid employment or apprenticeships, it will be ascertained how well Birmingham prepares young people with LD for adulthood.

If you have a council wide risk register format you can insert that here, otherwise please use this one. At this stage it is critical both for yourself, DfE, NHS England and DHSC that you identify early any risks and can demonstrate appropriate and decisive action. The progress of your Plan will be evaluated with you initially at 6 months to determine any further action which may be required.

Risk Register

Date	Risk	Severity/Impact	Mitigation	Progress following action
28/09/2021	Lack of resources to implement the desired outcomes	Low	A paper for transformation resources is being put through Cabinet in October 2021.	Cabinet has approved the required budget for transformation. Posts have been agreed in consultation with the Cabinet Member for Finance and the Cabinet Member for Vulnerable children. The programme is now

				fully staffed.
28/09/2021	Failure to recruit sufficient experienced workforce	High	A workforce strategy will be developed, looking at how best to recruit, keep and grow our own staff in key posts.	Over 50 additional posts have been recruited into the SENAR team since September 2021 on a temporary basis to meet increased demand and improve working practices. Work is underway under AGBR4 to build a sustainable permanent structure.
28/09/2021	Lack of robust data for baselining and monitoring impact	High	A Performance Officer is being recruited, to work with the partnership to build the SEND Improvement Dashboard	The Performance Officer has been recruited and work on establishing baselines has started.
29/09/2021	Lack of recent national and local data on Attainment and Progress	Medium	We will work with Education settings to set up a local process through which we can monitor Attainment and Progress for those children and young people with SEND	Through Objective 4, we are working with education settings and Mime in order to produce a local data base for progress and attainment, which will enable comparison by school, cluster, ward authority, etc.
28/09/2021	Lack of co-production and engagement	Medium	We have a appointed a Coproduction Officer, who will help the Local Area partnership with engaging and coproducing across the local area	Work has started on mapping existing coproduction in Birmingham, which will help in shaping and developing the Coproduction Framework. The first draft of the report and recommendations will be ready for July SEND Improvement Board.
10/11/2021	Lack of placement sufficiency for children and young people with EHC Plans	Low	As part of the programme, there will be a focus on building a sufficiency plan for the City, so that the appropriate quantity of placements is made available.	A dedicated officer has been deployed to put together a sufficiency plan for the immediate and medium term placement requirements across the range of needs and locations in Birmingham.

Score card

This is the summary of all the ways you are going to measure the overall effectiveness of your plan. For example, if measuring the impact of the improvement of the quality of EHCPs, you may look at the improvement in attendance, exclusions and outcome measures for CYP with EHC plans.

KPI ID	KPI	Baseline (May 2021 or most recent available data)	6 months Target Nov 2021	RAG and Actual	12 months Target May 2022	RAG and Actual (April 2022)	18 months Target Nov 2022	RAG and Actual	24 months Target May 2023	RAG and Actual
SL1	% of professionals in the partnership that understand the vision	**Requires baseline**								
SL2	% of pupils with EHCP educated in mainstream environment (based on SEN2)	**26%**	**28%**	**28%**	**30%**	**30%**	**35%**		**40%**	
SL3	% EHCNA professional advice received within 6 weeks	**Requires baseline**								
SL4	Satisfaction rates Local Offer Website through a dedicated survey	**Requires baseline**								
SL6	Local Offer Website Traffic	**15252 views/**	**>16000 views/**	**30777 views/**	**>16000 views/**	**16935 views/**	**>16000 views/**		**>16000 views/**	

KPI ID	KPI	Baseline (May 2021 or most recent available data)	6 months Target Nov 2021	RAG and Actual	12 months Target May 2022	RAG and Actual (April 2022)	18 months Target Nov 2022	RAG and Actual	24 months Target May 2023	RAG and Actual
	monitoring (Pageviews)	month	month	month	month	month	month		month	
SL6	Attendance monitoring at mandatory SEND training	**Requires baseline**								
GBR1a	%EHCPs issued within 20 weeks (12 months rolling)	**53%**	**60%**	**58%**	**60%**	**63%**	**70%**		**80%**	
GBR1b	2021 Finals Issued			**105**		**148**				
GBR2a	% Annual Reviews actioned within 4 weeks of the meeting	**2%**	**20%**	**3.1%**	**20%**	**25%**	**30%**		**40%**	
GBR2b	Number of Annual Review actioned			**195**		**346**				
GBR3	% of EHCPs rated good and outstanding	**Requires baseline**								
GBR4	Family Satisfaction with the EHCNA and Annual Review process	**Requires baseline**								
GBR5	SENCO Satisfaction with the EHCNA and Annual Review process	**Requires baseline**								
GBR6	% of CYP who complete their	**0%**	**n/a**	**n/a**	**80%**	**98.8%**	**n/a**	**n/a**	**95%**	

KPI ID	KPI	Baseline (May 2021 or most recent available data)	6 months Target Nov 2021	RAG and Actual	12 months Target May 2022	RAG and Actual (April 2022)	18 months Target Nov 2022	RAG and Actual	24 months Target May 2023	RAG and Actual
	secondary phase transfer by the 15th of February									
GBR7	% of post 16 young people who complete transfer documentation by 31st March.	0%	n/a	n/a	80%	99.3%	n/a	n/a	95%	
GBR8.a	% of EHCPs NEET	9%	7%	6.7%	6.5%	4.0%	5%		3.5%	
GBR8.b	Number of children waiting for specialist placement	77	n/a	143	n/a	553	n/a		n/a	
GBR9	Average wait for OT	12 weeks	Maintain 12 weeks	11 weeks	Maintain 12 weeks	9	Maintain 12 weeks		Maintain 12 weeks	
GBR10	Average wait for SLT	75 weeks	25-35 weeks	27 weeks	20-25 weeks	14	20- 25 weeks		20- 25 weeks	
GBR11	Average wait for PT	26 weeks		28 weeks		28 weeks				
GBR12.a	Average wait for ND – School Age	ASD: 31 weeks		32 weeks		31 weeks				
GBR12.b	Average wait for ND – Pre-school	ASD: 54 weeks				53 weeks				
GBR13	Longest wait for OT	54 weeks	35 weeks	31 weeks	30 weeks	32 weeks	30 weeks		30 weeks	

KPI ID	KPI	Baseline (May 2021 or most recent available data)	6 months Target Nov 2021	RAG and Actual	12 months Target May 2022	RAG and Actual (April 2022)	18 months Target Nov 2022	RAG and Actual	24 months Target May 2023	RAG and Actual
GBR14	Longest wait for SLT	**128 weeks**	**40-50 weeks**	**75 weeks**	**40-50 weeks**	**169 weeks**	**30-40 weeks**		**25-30 weeks**	
GBR15	Longest wait for PT	**82 weeks**		**80 weeks**		**99 weeks**				
GBR16.a	Longest wait for ND – school age	**ASD:- 138 weeks**		**141 weeks**		**133 weeks**				
GBR16.b	Longest wait for ND – pre-school age	**ASD:- 129 weeks**				**131 weeks**				
WTW1.a	no of parental surveys returned	**378**				**788**				
WTW1.b	% of parental surveys returned	**3.8%**				**7.2%**				
WTW2	% of parental satisfaction measured through the parental surveys	**Requires baseline**				**32%**				
WTW3	% of education settings responding positive to surveys	**Requires baseline**								
WTW4	% of partner organisations responding positive to surveys	**Requires baseline**								

KPI ID	KPI	Baseline (May 2021 or most recent available data)	6 months Target Nov 2021	RAG and Actual	12 months Target May 2022	RAG and Actual (April 2022)	18 months Target Nov 2022	RAG and Actual	24 months Target May 2023	RAG and Actual
WTW5.a	Number of Mediations (Mediation Sessions Held)	**Requires baseline**		21		44				
WTW5.b	Outcome Mediation Resolved					21				
WTW6	Number of appeals lodged at SENDIST	21		26		40				
WTW7a	Number of Complaints	41		53		27				
WTW7b	Complaints Cases Closed			27		16				
WTW8a	Average Number of Days to close a Complaint	**Requires baseline**		23.3		11.6				
WTW8b	Complaints Number of cases closed within SLA (15WDs)	**Requires baseline**		5		18				
P1	Attainment and Progress data EHCPs	**Requires baseline for 2020/21**								
P2	Attainment and Progress data SEN Support	**Requires baseline for**								

KPI ID	KPI	Baseline (May 2021 or most recent available data)	6 months Target Nov 2021	RAG and Actual	12 months Target May 2022	RAG and Actual (April 2022)	18 months Target Nov 2022	RAG and Actual	24 months Target May 2023	RAG and Actual
		2020/21								
P3	Attendance for SEN Support	**93.5%**								
P4	Attendance for EHCPs	**89.9%**		**76.7%**						
P5	% of the Unknows of EHCPs in the NEET category	**41%**	30%	**30%**	20%	**0%**	10%		5%	
P6	% of Special Schools rated Good or Outstanding	**81%**				**77%**				
P7	% of Mainstream Schools rated Good or Outstanding	**71%**				**82%**				
P8	% of Early Years rated Good or Outstanding	**100%**				**100%**				
P9	% of CYP with EHCPs that attend settings rated Good or Outstanding	**Requires baseline**								
P10	% of Take up of 2 Year Old Offer	**Requires baseline**								
P11	% of permanent exclusions for EHCPs	**0.14%**		**0.05%**	0.10%	**0.03%**			0.07%	

KPI ID	KPI	Baseline (May 2021 or most recent available data)	6 months Target Nov 2021	RAG and Actual	12 months Target May 2022	RAG and Actual (April 2022)	18 months Target Nov 2022	RAG and Actual	24 months Target May 2023	RAG and Actual
P12	% of fixed term exclusions for EHCPs	11.32%		1.10%		1.08%				
P13	% of permanent exclusions for SEN Support	0.45%		0.04%	0.37%	0.03%			0.32%	
P14	% of fixed term exclusions for SEN Support	10.27%		1.86%		1.91%				
P15	% young people with LD in paid employment or apprenticeship (leavers destination)	27%			30%				33%	

Annex B: Supporting statement for the Accelerated Progress Plan

Please include here any significant reasons why you feel you did not make sufficient progress and how you are addressing these

Factors accounting for insufficient progress	How we are addressing these
*ASW1: There was a lack of an overarching approach or joined-up **strategy for improving provision and outcomes** for children and young people with special educational needs and/or disabilities (SEND)*	
Lack of consistent leadership around the SEND System.	With new permanent Leadership in BCC and the ICS (NHS), consistent vision will be provided to ensure that strategic outcomes are realised.

*ASW2: **Inter-agency working** was ineffective*	
Lack of inter-agency protocols and understanding of roles and responsibilities.	Though Objective 1 of the APP we are building Joint Working Protocols and Standard Operating Procedures across the partnership, in order to ensure embedded and sustainable practice.
*ASW3: Birmingham had not ensured that the published **local offer** was a useful means of communicating with parents and it was difficult to locate*	
At the time of the revisit the statutory requirement of the "You Said, We Did" was not available. Moreover, the look and feel of the webpage was not popular.	The statutory requirement is now in place. We are working through Objective 1 of the APP to coproduce a refreshed version of the Local Offer Website.
*ASW4: The **coordination of assessments** of children and young people's needs between agencies was poor*	
Lack of staffing was the main issue for the coordination of assessments.	Through Objective 2 of the APP, we are building a sustainable service, effectively growing the team, so that it ca meet demand appropriately.
*ASW5: The **quality of EHC plans** was variable*	
Lack of business as usual resource to ensure an adequate EHCNA and Annual Review Process and the quality of EHCPs.	Cabinet has approved the required budget for SENAR until April 2023. This will help with creating a sustainable SENAR function in Birmingham.
Governance and IT Contractual procedures have delayed the start of the delivery of the upgraded NEXUS system.	We have worked with IT to expedite the contractual processes and now have engaged with the supplier. We have negotiated a project plan with the supplier that will help to ensure that the upgraded NEXUS system is delivered with minimal delay.
*ASW6: **Waiting times** were too long and children and young people were not seen quickly enough by therapists or professionals in CDCs*	
Lack of staffing within the NHS combined with the added pressures of COVID19.	Health have a comprehensive programme of recovery around the waiting times, and progress can be seen currently.
*ASW7: **Co-production** was not embedded in the local area*	
There was no agreed understanding of coproduction across Birmingham.	Through Objective 3 of the APP, we are developing a Coproduction framework, which will sit at the forefront of practice in the City.
*ASW8: **Parental engagement** was weak*	
For the reasons described at ASW4, ASW5 and ASW7, parental engagement was weak.	Through Objective 3 of the APP, we are developing a Communication and Engagement Strategy, which will sit at the forefront of practice in the City.
*ASW9: There was a great deal of **parental dissatisfaction***	
For the reasons described at ASW4, ASW5, ASW6, ASW7 and ASW8, there is a lack of trust and satisfaction from parents on the system.	Everything we are working on in the APP is to build that trust back with families and to improve satisfaction appropriately with the SEND system in Birmingham.

*ASW10: Pupils with SEND make **weak academic progress** when compared with all pupils nationally*	
There was a lack of understanding in the system on measuring academic progress across the city and developing supporting frameworks between education settings to close the gap with national averages.	Through the work in Objective 4, we are working on developing systems to better monitor and track academic process, which will then support local models of improvements in terms of academic progress.
*ASW11: Pupils with SEND **attend less often and are excluded more frequently** than other pupils in Birmingham and all pupils nationally*	
Due to an ineffective SEND System, some education settings would have a higher incidence of excluding children and young people with SEND.	Through the work in Objective 4, we are working on developing an Inclusion strategy, along side better systems through Objective 2, so that most education settings are well experience to adequately support children and young people with SEND.
*ASW12: Not enough young people with SEND are entering **employment or supported employment** and the proportion of adults with learning disabilities in paid employment is below the national average*	
Destination tracking and effective planning was not in place.	Through the work in Objective 4, we are working on developing systems to plan better for adult life, including employment or supported employment pathways.
Accelerated Progress Plan:	
Lack of transformation resource to be able to adequately plan the improvement work. This has resulted in milestones having to be moved back.	Due to challenges to recruit and deploy resources for the programme, the objectives are at different stages of maturity (Objectives 2 and 3 are more developed and in delivery phase, whereas Objectives 1 and 4 are at the more initial stages of implementation). This accounts for some milestones having to be moved. The programme of work is now fully staffed, which also ensured that by reviewing the APP there is a more confident understanding on how long it would take to bring about the necessary changes
The system must be capable of sustaining improvement post April 2023	Senior officers/leaders are meeting with other LA's to determine best practice. Alongside the review of process and getting all basics right the permanent structure is being developed and then a growth bid submitted for cabinet to fund the service long term. This is to ensure a sustainable service fit for the future, taking into consideration the need for targeted work to address backlogs in the short term and the BAU activity in the long term.
Turbulence and conflicting priorities for all agencies within the timeframes are a challenge.	Working collectively through the SIB and APP Objective Management Groups to gain commitment to the short, medium and long term priorities with the timing for each agency/stakeholder.

Please say here how you will ensure that partners, including families, are fully aware and kept informed of you actions and progress

As per the Governance diagram, partners, including families, will be at the heart of the programme, with a robust engagement framework put in place. A dashboard will be published every 6 months on the Local Offer to show where the Local Area is in terms of its progress to achieve those outcomes.

Please say here what support and challenge you feel would be most helpful over the coming months and when

1. Clarity on the development and 'release' of the strategies with time to then implement and embed changes to practice over sensible timeframes for the different partners, all of whom have their own priorities.

Annex C: – Stakeholder Feedback to formulate the APP

Feedback received from young people (RISE Youth Forum)

- We are Additional Needs, not Special. #additionalnotspecial
- Prefer mini-assessments, helps with preparation and managing our anxiety
- We would like support with work experience.
- We want tailored support for exams
- Provide support on how to revise for exams.
- We need alternative ways of learning
- We would like the SEND Improvement Programme to be called "Together we CAN" (Children with Additional Needs)
- Improve support for anxiety and mental health
- We want professionals to talk to each other
- We ned more awareness in schools on what "additional" means
- Don't want to be defined by my additional need.
- We want more opportunities for extra-curricular activities.
- We are all individuals with different needs and abilities.

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Feedback received from parents/carers

Have more opportunities for parents to meet professionals	Have a clearly explained process that we all understand	Be transparent on funding and ensure education settings provide the right support	Ensure that there is permanent staff working for our children
Provide coproduced fit for purpose EHCP plans	Provide genuine multi agency working	Speedy access to diagnosis and treatment	Ensure that there is timely and appropriate provision and support
Improve communication: answer calls and emails	Stop sending EHCPs to the wrong people	Appropriate social care respite and support	Apprenticeship for autism school leavers
Having a named, accessible plan co-ordinator	Reduce waiting times for services like S&L, OT, etc.	Invest more in MH support for parents and children	More specialist training for mainstream schools

Feedback received from education settings

We would like more of these reflective conversations to keep the momentum going

Need to ensure professionals understand their remit

We need to keep SEND Support Provision Plans

Need better transition planning from one phase to the next.

The authority needs permanent staff

We need interim emergency funding to be able to support pupils

Need a fair and transparent funding system

We need clarity on to-up funding for EHCPs

Need to ensure that we decrease the number of children awaiting placements

We need support, so that we reduce part-time timetables

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Feedback received from the voluntary and community sector

We would like to be more involved

We need more support for 14-19 olds

Focus on Early Intervention

The processes for parents and professionals need to be clearer

We need more respite provision in Birmingham

Invest more in Art Therapy

Parents come to us when the professionals are not responsive

The process to get support needs to be shorter

Support education settings to understand needs better

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