

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:

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

**SEND Improvement
Programme Lifecycle**

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.

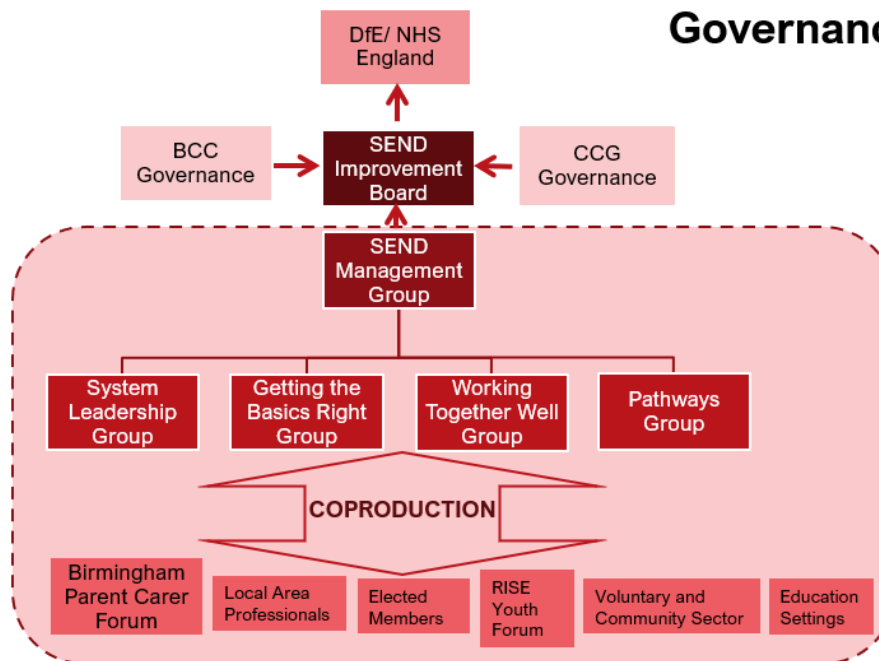
Each Objective has its own sponsor (Senior Responsible Officer -SRO), project manager, project plans and benefits to be realised. These benefits have appropriate targets and intervals through which they will be monitored and reported widely and transparently. Once the APP is published, a dashboard will 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 6 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), other elected members DfE and NHS England.

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	<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> % 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





	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> %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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> % 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Attainment and Progress data EHCPs Attainment and Progress data SEN Support Attendance for SEN Support and EHCPs % of the Unknowns 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




	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> % 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 SEND Strategy <ul style="list-style-type: none"> Scope content Coproduce desired outcomes Agree sufficiency plan 	Director of SEND and Inclusion	30 May 2022 (complete) 31 Aug 2022 (complete) 31 st Mar 2023 (complete)	  

	<ul style="list-style-type: none"> - Agree draft format and content of the strategy - Complete Draft SEND Strategy - Multi-agency Launch SEND Strategy - Publish Annual Report 		<p>30 Sep 2022 (complete)</p> <p>23rd Jan 2023 (complete)</p> <p>10th Jul 2023 (complete)</p> <p>June 2024</p>	
ASL2	<p>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</p> <ul style="list-style-type: none"> - Vision and commitment agreed with local leadership - Draft JWP completed and agreed (without all SOPs ready) - Standard Operating Procedures developed including co-production <ul style="list-style-type: none"> o Assessment, Annual Reviews o Sub-procedures - 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. 	<p>Director of SEND and Inclusion (BCC) with Director of Nursing and Quality (NHS) with Director of Practice (BCT)</p>	<p>30 Apr 2022 (Complete)</p> <p>30 April 2022 (Complete)</p> <p>30 May 2023 (Complete)</p> <p>30 May 2023 (Complete)</p> <p>31 January 2024</p>	
ASL3	<p>Develop and Implement a Learning and Development Strategy across the partnership</p> <ul style="list-style-type: none"> - Understand the need for learning and development (Knowledge/Learning Needs Analysis) 	<p>Director of SEND and Inclusion (BCC) with Director of Nursing and Quality (NHS)</p>	<p>December 2023</p>	

	<ul style="list-style-type: none"> - Develop Learning and Development Strategy - Procure Learning Modules/ Platform (if appropriate) - Implement and evaluate the Learning and Development Strategy 	with Director of Practice (BCT) HR&OD Departments	<p>December 2023</p> <p>December 2023</p> <p>Jan to March 2024</p>	
ASL4	<p>Develop a Workforce Strategy to ensure staff sufficiency across the partnership (Education, Health and Social Care)</p> <ul style="list-style-type: none"> - Workforce Gap Analysis - Develop Workforce Strategy - Recruitment and CPD plan in place - Measure families' satisfaction with workforce - Evaluate effectiveness of recruitment methods 	Director of SEND and Inclusion (BCC) with Director of Nursing and Quality (NHS) with Director of Practice (BCT) HR&OD Departments	<p>December 2023</p> <p>December 2023</p> <p>December 2023</p> <p>April 2024</p> <p>June 2024</p>	
ASL5	<p>Improve the Local Offer Website:</p> <ul style="list-style-type: none"> - 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. 	Director of SEND and Inclusion (BCC) with Director of Nursing and Quality (NHS) with Director of Practice (BCT)	<p>21 Jul 2022 (complete)</p> <p>31 Dec 2022 (complete)</p> <p>31 Dec 2022 (complete)</p> <p>31 Mar 2023 (complete)</p> <p>31 Mar 2023 (complete)</p>	
ASL6	<p>Review of Data Management and Introduction of New Data Management and Performance Policy</p> <ul style="list-style-type: none"> - Task and Finish Think Tank to review and ensure alignment between systems wherever possible - Ensure NEXUS is aligned and data 	SEND Data and Performance Manager, SEND Commissioning	<p>August 2023</p> <p>30 April 2023</p>	

	performance policy has standard operating procedures - New data management policy - New data and performance policy - Publish policies		30 April 2023 30 April 2023 30 April 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.

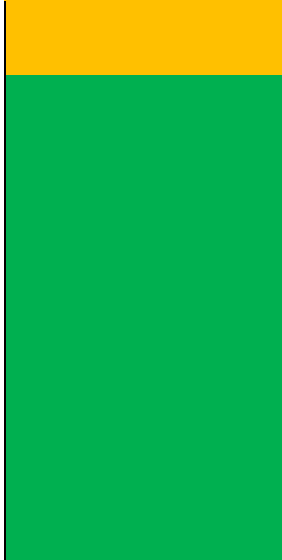
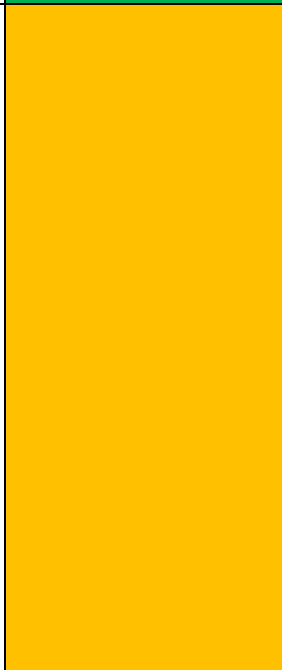
SIP Objective and areas of weakness identified in the original inspection				
Getting the basics right – identifying and assessing need (Coordination of Assessments, Quality of EHC Plans, Waiting Times)				
Actions designed to lead to improvement				
ID	Action	Responsible	By When	Action RAG

		officers		
AGBR1	<p>Improve EHCNA process with a view of increasing coproduction at an individual level by looking at:</p> <ul style="list-style-type: none"> - 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 - Review team structure - Review Assessment SOPs for compliance and quality - Review all SOPs for compliance and quality, including partners - Fully Embed the SOPs into working practice - Review and evaluate the new process 	Director of SEND and Inclusion (BCC)	<p>30 Apr 2022 (Complete)</p> <p>30 Apr 2022 (Complete)</p> <p>30 Apr 2022 (Complete)</p> <p>31 May 2022 (Complete) 03 July 2023 (Complete) 30 Apr 2022 (Complete)</p> <p>30 Apr 2022 (Complete)</p> <p>03 July 2023 (Complete)</p> <p>31 July 2023</p> <p>03 July 2023 (Complete)</p> <p>30 August 2023</p>	
AGBR2	<p>Improve Annual Review process with a view of increasing coproduction at an individual level:</p> <ul style="list-style-type: none"> - Coproduce the general annual review process - Coproduce the phase transfer processes - Review all associated documentation 	Director of SEND and Inclusion (BCC)	<p>30 Jun 2022 (Complete)</p> <p>30 Jun 2022 (Complete)</p> <p>30 Jun 2022 (Complete)</p>	

	<ul style="list-style-type: none"> - Training plan for all staff - Co-produce reference documentation for service officers - Review team structure - Review Annual Review SOPs for compliance and quality - Review all SOPs for compliance and quality, including partners - Fully Embed the SOPs into working practice - Review and evaluate the new process 		<p>03 July 2023 (Complete) 31 July 2023</p> <p>30 Apr 2022 (Complete) 03 July 2023 (Complete)</p> <p>31 July 2023</p> <p>03 July 2023 (Complete)</p> <p>30 August 2023</p>	
AGBR3	<p>Upgrade SENAR Case Management System</p> <ul style="list-style-type: none"> - 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 - Deliver training to partners - Deliver integrated Plan Writer - Data cleanse of NEXUS data - Deliver Initial NEXUS Dashboard - Deliver Complete Reporting Suite - Deliver workflow management 	Director of SEND and Inclusion (BCC)	<p>30 Apr 2023 (Complete)</p> <p>30 Apr 2022 (Complete)</p> <p>30 Apr 2022 (Complete)</p> <p>31 May 2022 (complete)</p> <p>31 Aug 2023 (Complete)</p> <p>31 Dec 2023</p> <p>31 Aug 2023</p> <p>31 Aug 2023</p> <p>31 July 2023</p> <p>31 Dec 2023</p> <p>30 May 2023 (Complete)</p> <p>30 Aug 2023</p> <p>30 Aug 2023</p>	

AGBR4	<p>Agree a permanent structure with funding understood and growth budget allocated (sustainable) SENAR service capable of delivering good outcomes for CYP with SEND, in accordance to the CFA14 and COP15.</p> <ul style="list-style-type: none"> - 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 - Communication strategy and ensure S188 colleagues are engaged - Detailed action to follow from Growth Bid. - Funding Secured through the Growth Bid. 	Director of SEND and Inclusion (BCC)	<p>31 May 2022 (Complete) 31 May 2022 (Complete)</p> <p>31 May 2022 (Complete) 31 May 2022 (Complete)</p> <p>30 Jun 2022 (Complete)</p> <p>30 Jun 2022 (Complete)</p> <p>31 Aug 2022 (Complete)</p> <p>SENAR structure and consultation commenced July 2023. Funding secured as of March 2023.</p>	
AGBR5	<p>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.</p> <ul style="list-style-type: none"> - Finalise QA framework based on Partner feedback - Communicate QA framework - Publish QA framework on Local Offer - Develop QA Process Map to assist staff's understanding & facilitate a robust roll out across SEND Services 	Director of SEND and Inclusion (BCC) with Director of Nursing and Quality (NHS) with Director of Practice (BCT)	<p>31 May 2022 (complete)</p> <p>31 May 2022 (Complete)</p> <p>31 May 2022 (Completed)</p> <p>June 2023 (Completed)</p>	

	<ul style="list-style-type: none"> - Training on QA framework to all service officers - Review of QA tool for Assessments– Invision - Create Baseline Assessment Audit - Rollout of use of Invision for Assessment Audits to all Assessment team - Review of QA tool for Annual Reviews– Invision - Request Updates from Invision - Rollout of use of Invision for Assessment Audits to all Assessment team - 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 		<p>30 Sep 2023</p> <p>31 March 2023 (complete) 31 May 2023 (complete) 31 Jul 2023</p> <p>31 Jul 2023</p> <p>July 2023 onwards 31 Jul 2023</p> <p>30 Sep 2023 30 Oct 2023 30 Oct 2023</p> <p>31 Jul 2023 onwards</p>	
AGBR6	<p>Develop recovery trajectory planning to support the robust management of waiting lists (for all therapy services)</p> <p>Implement all therapy and Neurodevelopment recovery trajectories. Conclude and refine capacity and demand work to further inform future provision and ongoing trajectory planning.</p>	Director of Joint Commissioning (ICS/B) and Divisional Director Children and Families Division (Birmingham Community Healthcare NHS Foundation Trust)	<p>31 Mar 2023</p> <p>31 Mar 2023</p>	
AGBR7	<p>Continue to improve the process for monitoring and managing waiting lists</p> <p>Utilisation of the new clinical priority model (for clinics) to support the ongoing recovery plan Utilisation of productivity tool to enable effective monitoring of waiting lists</p>	Director of Joint Commissioning (ICS/B) and Divisional Director Children and Families Division	<p>Implemented</p> <p>Implemented</p>	

	<p>Update trajectory planning to reflect expected waiting list reductions over a specified timeframe</p> <p>Monthly reporting to monitor progress and update system colleagues</p> <p>Monitor waiting lists via contract review meetings</p> <p>Improve communication channels with families re: waiting list updates (via Birmingham SEND newsletter)</p> <p>Sharing best practice and models where trajectories have been met e.g. OT</p> <p>Utilise engagement opportunities via forums e.g. Health Parent Carer Forum, SLCN governance to gain qualitative feedback</p> <p>Provide support to CYP, parents carers and professionals while CYP are on the waiting list e.g. advice lines, accessible resources online, videos</p>	<p>(Birmingham Community Healthcare NHS Foundation Trust)</p>	<p>31 Mar 2023</p> <p>Implemented</p> <p>Implemented</p> <p>31 Mar 2023</p> <p>Implemented</p> <p>31 Mar 2023</p> <p>Implemented</p>	
AGBR8	<p>Speech, Language and Communication Needs (SLCN)</p> <p>Phased transformation commencing Sept 2021 – March 2024</p> <p>SLCN governance, strategy group and SLCN design group monitor project plan and progress</p> <p>Embed a system wide approach to SLCN - transformation to the Balanced System</p> <p>Embed collaborative working and establish joint ownership across the CYP system to support the transformation to the Balanced System</p> <p>Implementation of an integrated approach to continuous monitoring of wait times during the transition period.</p> <p>Co-production of the balanced system model with children, young people and families (representatives are included within the SLCN governance)</p> <p>Utilise feedback gained from engagement to inform</p>	<p>Director of Joint Commissioning (ICS/B) and Divisional Director Children and Families Division (Birmingham Community Healthcare NHS Foundation Trust)</p>	<p>31 Mar 2024</p> <p>31 Mar 2024</p> <p>31 Mar 2024</p> <p>31 Mar 2024</p> <p>31 Mar 2024</p> <p>31 Mar 2024</p>	

	<p>the development of the Balanced System model Utilise mapping and intelligence to identify system gaps, duplications and areas for development Co-development of SLCN outcomes and measures of success Continue to monitor the current SLT trajectory planning through the transition to the Balanced System</p>		<p>Mapping Completed</p> <p>31 Mar 2024</p> <p>31 Mar 2024</p>	
AGBR9	<p>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</p>	<p>Director of Joint Commissioning (ICS/B) and Director of SEND and Inclusion (BCC)</p>	<p>Complete, it is now in monitoring and implementation phase (this links with AGBR6 and AGBR8)</p>	
AGBR10	<p>Increase capacity to support autism assessments (over 7 year olds) Commission additional capacity from Healios (phase 5) for autism assessments – Commenced Jan 2022 Healios will be able to see a further 330 children. Commence the Phase 6 assessments commissioned (Healios will be able to see a further 330 children) Implementation of a recruitment strategy to support the roll out of recruitment programme Active recruitment to support capacity within the team demand Remodel the current pathway Deliver trajectory Development of a comms plan to support co-production and engagement with service users particularly with the pathway remodelling Ensure ongoing co-production and qualitative feedback is sought. Explore subcontract arrangements with a proposal to ICS in June.</p>	<p>Director of Joint Commissioning (ICS/B) and Divisional Director Children and Families Division (Birmingham Community Healthcare NHS Foundation Trust)</p>	<p>31 Jan 2022</p> <p>30 Apr 2022</p> <p>31 Mar 2023</p> <p>31 Mar 2023</p> <p>31 Mar 2023</p> <p>31 May 2022</p> <p>31 Mar 2023</p> <p>31 May 2022</p>	

AGBR11	<p>Improve the ASD assessment process and wait times to ensure children under 7yrs old are assessed in a timely manner</p> <p>Development and implementation of a new timetable for under 7-year-old waits (ASD assessments).</p> <p>Monitor effectiveness and gain feedback on the new QB Test tool</p> <p>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</p>	<p>Director of Joint Commissioning (ICS/B) and Divisional Director Children and Families Division (Birmingham Community Healthcare NHS Foundation Trust)</p>	<p>30 Sep 2022 (linked to 0-16 pathway below)</p> <p>30 Sep 2022</p> <p>28 Feb 2022</p>	
AGBR12	<p><u>Improve timeliness of ADHD assessments</u></p> <p>Monitor the implementation of a new tool to support ADHD assessments including the identification of ADHD</p> <p>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.</p> <p>Regularly monitor waiting lists and report on progress within the current governance structure e.g. joint therapies meeting, contract review meetings.</p> <p>Development of a comms plan to support co-production and engagement with service users particularly with the pathway remodelling</p> <p>Evaluate the effectiveness of the new tool in supporting the timeliness of assessment and service user experience (consider pre and post assessment)</p> <p>Gain qualitative feedback and utilise the feedback to support further service improvements and the evaluation process</p>	<p>Director of Joint Commissioning (ICS/B) and Divisional Director Children and Families Division (Birmingham Community Healthcare NHS Foundation Trust)</p>	<p>New process commenced Oct 2020 and continues to be monitored through the agreed governance structure.</p>	
AGBR13	<p><u>Development of a 0-16 year old ND pathway -</u></p>	<p>Director of Joint</p>	<p>March 2023 - complete</p>	

	<p>including recruitment strategy in line with national staff shortage issues e.g., clinical psychology and working on an exit plan for Healios.</p> <p>There are 2 elements to address the waiting times:</p> <ul style="list-style-type: none"> - 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. 	<p>Commissioning (ICS/B) and Divisional Director Children and Families Division (Birmingham Community Healthcare NHS Foundation Trust)</p>		
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 15 th 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.
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			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.

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 Young Person's Voice and the Parent/Carer Voice is at the heart of strategic planning and operational delivery. <ul style="list-style-type: none"> - 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 (Completed) 30 Jun 2022 (Completed) 31 Jul 2022 (Completed)	
AWTW2	Embed Voluntary Sector representation in Working Together Well Governance and Co-Production activity at strategic and operational levels.	Director of Education and Skills (as was)	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 <ul style="list-style-type: none"> - 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 (Complete) 30 Jun 2022 (Complete) 31 Jul 2022(Complete)	

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 time.	Director of SEND and Inclusion (BCC)	28 February 2023	
AWTW5	Design and develop a SEND partnership agreement in collaboration with all stakeholders (part of AWTW1 – Co-Production Framework) <ul style="list-style-type: none"> - -Final Draft - -SIB Sign Off (then signatures obtained) 	Coproduction Officer	30 May 2022(Complete) 31 Jul 2022 (Complete)	
AWTW6	Review the role of SENDIASS <ul style="list-style-type: none"> - Scope the Review - Conclude the review 	Director for Children and Families	30 Mar 2022 (Complete) 30 Jun 2022 (Complete)	
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	

WTW4	% of partner organisations responding positive to surveys		each other, the satisfaction with the SEND system in Birmingham will be ascertained.
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 and implement an Inclusion Strategy <ul style="list-style-type: none"> - Agree content and scope - Co-produce Desired Outcomes - Events with education settings - Agree Draft Content - Consultation events - Complete Draft Inclusion Strategy (in line with SEND strategy development) - Governance processes - sign off for strategy - Communications plan to support launch of Inclusion Strategy (alongside SEND Strategy) - Governance/monitoring mechanisms to be established to oversee this work - Multi-agency launch for Inclusion Strategy (alongside the 	Director of SEND and Inclusion	31 Jul 2022 31 Aug 2022 31 Jul 2022 30 Sep 2022 30 Oct 2022 30 Jan 2023 30 Mar 2023 30 May 2023 30 June 2023 10 th July 2023	<div style="background-color: #008000; height: 15px; width: 100%;"></div> <div style="background-color: #008000; height: 15px; width: 100%;"></div> <div style="background-color: #008000; height: 15px; width: 100%;"></div> <div style="background-color: #008000; height: 15px; width: 100%;"></div> <div style="background-color: #008000; height: 15px; width: 100%;"></div> <div style="background-color: #008000; height: 15px; width: 100%;"></div> <div style="background-color: #008000; height: 15px; width: 100%;"></div> <div style="background-color: #008000; height: 15px; width: 100%;"></div> <div style="background-color: #008000; height: 15px; width: 100%;"></div>

	SEND Strategy)			
	- Publish annual report		10 th July 2024	
AP2	<p>Deliver the Developing Local Provision project</p> <ul style="list-style-type: none"> - Consortia and Network projects to complete Spring Term 2022 Reports, evidencing project impact and progress - BEP Consortia Partners to produce evaluation reports for all consortia 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 22 Term Reports, evidencing project impact and progress <ul style="list-style-type: none"> - Spring and Summer Term reports from Networks and Consortia and Consortia Partners submitted, documenting progress and impact. - Analysed Autumn 22, Spring and Summer 23 Term reports for key strengths, areas for action and impact. - Actions agreed and implemented where necessary to address weakness and to speed progress for Consortia and Networks - Impact Statement collated and reported <p>DLP Phase 2</p> <ul style="list-style-type: none"> - DLP Phase 2 agreed with DCS and Director for SEND and 	Director of SEND and Inclusion	<p>29 April 2022 (Completed)</p> <p>25 July 2023</p> <p>29 July 2022 (Completed)</p> <p>16 Sept 22 (Completed)</p> <p>16 Jan 23 (Completed)</p> <p>28 April 22 (Completed)</p> <p>April and July 2023</p> <p>April 2023 – July</p>	

	<p>Inclusion</p> <ul style="list-style-type: none"> - Directed KPIs using DfE benchmarking, identified and shared with Schools through Roadshows with Heads - Training and documentation with guidance to support startup of Phase 2, developed and shared with schools. - Consortia and Networks have submitted DLP phase 2 proposals - New Reference Grup established for P2 with Headteachers, and LA officers - Project Approval process and QA by Directors in place and began July 2023 - Special School DLP for 2023 agreed and in process <p>Improving Progress & Outcomes</p> <ul style="list-style-type: none"> - LA SEND services to present draft proposal for work to improve outcomes - Data collection tool pilot with some Mainstream Primary, 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 - Comparative data sent out to all Schools with guidance on moderation of all data <ul style="list-style-type: none"> - 2022 process reviewed with Head teachers alongside evaluation of process. - Headteacher agreement to repeat activity 2023 - 2023 Progress data collection template circulated to all schools - Schools submitting progress data for analysis to MIME - Comparative Data analysis to be undertaken over the Summer break 		<p>2023</p> <p>02 May 22 (Completed) 28 November 2022</p> <p>September 2022 – December 2022</p> <p>April 2023 – July 2023</p>	
AP3	Review the Children Out of School Process for CYPs with EHCPs	Director of SEND and Inclusion		

	<ul style="list-style-type: none"> - Define and agree scope for ‘out of school processes’ - Review of current processes - Proposal for Improvement – for processes into and out of the Home Bridging Team looking at consistency of decision making and the educational offer for this cohort of children. This will help to understand reasons why and factors leading up to children being referred to the HBT, which may be symptomatic of failures elsewhere in the system. Reviewing and improving processes to ensure appropriate usage of the service and ensure suitable education offers for this cohort of children. Improving data recording/tracking processes. - Implementation – extended date to take into account moving data onto NEXUS and the move away from reliance on multiple spreadsheets. Amended date in line with NEXUS go-live. - Report on HBT review to document changes to processes and recommendations 		<p>31 May 2022 31 Jul 2022 31st Dec 2022 (Completed)</p> <p>30th Sept 2023</p> <p>31st Aug 2023</p>	
AP4	<p>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)</p>	Director of SEND and Inclusion	30 Mar 2023 This will be addressed through DBV	
AP5	<p>14-19 Review of Employment Pathways for YP with SEND</p> <ul style="list-style-type: none"> - Define and agree scope - Review of current Processes - Proposal for Improvement – 7 areas of development including: supported internship and inclusive apprenticeship development; promotional campaign to raise awareness and increase SEND confident employers; Linking with the production of a directory or 	AD Employment and Skills (as was)	<p>31 May 2022 (Completed) 30 Sep 2022 (Completed)</p> <p>31 Dec 2022 (Completed)</p>	

	<p>day opportunities and range of developments for day time support for young adults with SEND aged 18-30; working with the voluntary and community sector to learning lessons, support and develop and share good practice; procurement and planning, social value ask re: SEND.</p> <ul style="list-style-type: none"> - Aiming towards implementation into business as usual; some of this work will naturally extend to beginning of academic year 2023, but will sit with BAU through its progression 		30 Sept 2023	
AP6	<p>Review of Internal Processes to ensure that CYPs pathways are correctly tracked</p> <ul style="list-style-type: none"> - Define and agree scope - Review of current Processes - Proposal for Improvement - improve existing tracking processes for yp as well as ongoing process refinement, with a focus on SEND. Data analyst appointed to support. - Implementation - This work can now start to move into implementation to business as usual, with improved tracking processes and higher targets set for next time. Working to improve data sharing with post 16 SENAR team. Proposal to be developed for data cleansing of DfE compliance. Foundations to be set in place up to March 2023, to September to embed. Impact to be seen in September Guarantee 2023. 	AD Employment and Skills (as was)	<p>31 May 2022 (Completed) 30 Sep 2022 (Completed) 31 Dec 2022 (Completed)</p> <p>30 Sep 2023</p>	
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 Unknowns 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	Low	A paper for transformation resources is being put	Cabinet has approved the required budget for transformation. Posts have been agreed in

	desired outcomes		through Cabinet in October 2021.	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 AGR4 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 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. Co-production training has been delivered to several organisations and 100s of professionals. A co-production certification scheme is live and

Date	Risk	Severity/Impact	Mitigation	Progress following action
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.	organisations are buying into the concept, especially local schools. 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.
01/06/2023	Delays in the NEXUS upgrades result in delays to improved recording and reporting of data	High	BCC corporate IT and SEND Data and Performance Manager contract managing CACI closely.	
01/06/2023				

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 EHCs, 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 Nov 2021	12 months Target May 2022	RAG and Actual May 2022	18 months Target Nov 2022	RAG and Actual Nov 2022	24 months Target May 2023	RAG and Actual May 2023
SL1	% of professionals in the partnership that understand the vision	Requires baseline								
SL2	% of pupils with EHCs educated in mainstream environment (based on SEN2)	26%	28%	28%	30%	30%	35%	31%	40%	33%
SL3	% EHCNA professional advice received within 6 weeks	58%	60%	68%	65%	43%	70%	70%	75%	62%
SL4	Satisfaction rates Local Offer Website through a dedicated survey	Requires baseline								
SL6	Local Offer Website Traffic monitoring (Pageviews)	15252 views/month	>16000 views/month	30777 views/month	>16000 views/month	25,184 views/month	>16000 views/month	23,860 views/month	>16000 views/month	32,158 views/month
SL6	Attendance monitoring at mandatory SEND	Requires baseline								

KPI ID	KPI	Baseline (May 2021 or most recent available data)	6 months Target Nov 2021	RAG and Actual Nov 2021	12 months Target May 2022	RAG and Actual May 2022	18 months Target Nov 2022	RAG and Actual Nov 2022	24 months Target May 2023	RAG and Actual May 2023
	training									
GBR1a	%EHCPs issued within 20 weeks (12 months rolling)	53%	60%	58%	60%	65%	70%	65%	80%	68%
GBR1b	2021 Finals Issued			105		143		146		76
GBR2a	% Annual Reviews actioned within 4 weeks of the meeting	2%	20%	3.1%	20%	25%	30%	51%	40%	62%
GBR2b	Number of Annual Review actioned			195		632		589		1031
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 secondary phase transfer by the 15 th of February	0%	n/a	n/a	80%	98.8%	n/a	n/a	95%	99%
GBR7	% of post 16 young people who	0%	n/a	n/a	80%	99.3%	n/a	n/a	95%	99%

KPI ID	KPI	Baseline (May 2021 or most recent available data)	6 months Target Nov 2021	RAG and Actual Nov 2021	12 months Target May 2022	RAG and Actual May 2022	18 months Target Nov 2022	RAG and Actual Nov 2022	24 months Target May 2023	RAG and Actual May 2023
	complete transfer documentation by 31st March.									
GBR8.a	% of EHCPs NEET	9%	7%	6.7%	6.5%	4.0%	5%	2%	3.5%	1.9%
GBR8.b	Number of children waiting for specialist placement	77	n/a	143	n/a	293	n/a	258	n/a	344
GBR9	Average wait for OT	12 weeks	Maintain 12 weeks	11 weeks	Maintain 12 weeks	7 weeks	Maintain 12 weeks	8 weeks	Maintain 12 weeks	10 weeks
GBR10	Average wait for SLT	75 weeks	25-35 weeks	27 weeks	20-25 weeks	14 weeks	20- 25 weeks	15.8 weeks	20- 25 weeks	22 weeks
GBR11	Average wait for PT	26 weeks		28 weeks		28 weeks		29 weeks		28 weeks
GBR12.a	Average wait for ND – School Age	ASD: 31 weeks		32 weeks		33 weeks		18 weeks		
GBR12.b	Average wait for ND – Pre-school	ASD: 54 weeks				53 weeks		40 weeks		
GBR13	Longest wait for OT	92 weeks	35 weeks	31 weeks	30 weeks	28 weeks	30 weeks	25 weeks	30 weeks	34 weeks
GBR14	Longest wait for SLT	128 weeks	40-50 weeks	75 weeks	40-50 weeks	173 weeks	30-40 weeks	90 weeks	25-30 weeks	81 weeks
GBR15	Longest wait for PT	82 weeks		80 weeks		98 weeks		94 weeks		103 weeks

KPI ID	KPI	Baseline (May 2021 or most recent available data)	6 months Target Nov 2021	RAG and Actual Nov 2021	12 months Target May 2022	RAG and Actual May 2022	18 months Target Nov 2022	RAG and Actual Nov 2022	24 months Target May 2023	RAG and Actual May 2023
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								
WTW5.a	Number of Mediations (Mediation Sessions Held)	Requires baseline		21		39		52		40
WTW5.b	Outcome					20		20		12

KPI ID	KPI	Baseline (May 2021 or most recent available data)	6 months Target Nov 2021	RAG and Actual Nov 2021	12 months Target May 2022	RAG and Actual May 2022	18 months Target Nov 2022	RAG and Actual Nov 2022	24 months Target May 2023	RAG and Actual May 2023
	Mediation Resolved									
WTW6	Number of appeals lodged at SENDIST	21		26		70		46		30
WTW7a	Number of Complaints	41		53		32		20		19
WTW7b	Complaints Cases Closed			27		23		23		30
WTW8a	Average Number of Days to close a Complaint	Requires baseline		23.3		10.2		22.3		29
WTW8b	Complaints Number of cases closed within SLA (15WDs)	Requires baseline		5		7		17		15
P1	Attainment and Progress data EHCPs	Requires baseline for 2020/21	Education performance and statistics Birmingham City Council							
P2	Attainment and Progress data SEN Support	Requires baseline for 2020/21								
P3	Attendance for SEN Support	93.5%						89%		87.8%
P4	Attendance for EHCPs	89.9%		76.7%				85.8%		84.4%

KPI ID	KPI	Baseline (May 2021 or most recent available data)	6 months Target Nov 2021	RAG and Actual Nov 2021	12 months Target May 2022	RAG and Actual May 2022	18 months Target Nov 2022	RAG and Actual Nov 2022	24 months Target May 2023	RAG and Actual May 2023
P5	% of the Unknows of EHCPs in the NEET category	41%	30%	30%	20%	0%	10%	5%	5%	0.4%
P6	% of Special Schools rated Good or Outstanding	81%				77%				78%
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%		0.03%	0.07%	0.05%
P12	% of fixed term exclusions for EHCPs	11.32%		1.10%		1.08%		1.17%		0.68%
P13	% of permanent exclusions for SEN	0.45%		0.04%	0.37%	0.03%		0.07%	0.32%	0.06%

KPI ID	KPI	Baseline (May 2021 or most recent available data)	6 months Target Nov 2021	RAG and Actual Nov 2021	12 months Target May 2022	RAG and Actual May 2022	18 months Target Nov 2022	RAG and Actual Nov 2022	24 months Target May 2023	RAG and Actual May 2023
	Support									
P14	% of fixed term exclusions for SEN Support	10.27%		1.86%		1.91%		1.51%		1.47%
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
<i>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)</i>	
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.
<i>ASW2: Inter-agency working was ineffective</i>	
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.

<i>ASW3: Birmingham had not ensured that the published local offer was a useful means of communicating with parents and it was difficult to locate</i>	
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.
<i>ASW4: The coordination of assessments of children and young people’s needs between agencies was poor</i>	
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.
<i>ASW5: The quality of EHC plans was variable</i>	
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.
<i>ASW6: Waiting times were too long and children and young people were not seen quickly enough by therapists or professionals in CDCs</i>	
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.
<i>ASW7: Co-production was not embedded in the local area</i>	
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.
<i>ASW8: Parental engagement was weak</i>	
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.
<i>ASW9: There was a great deal of parental dissatisfaction</i>	
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.
<i>ASW10: Pupils with SEND make weak academic progress when compared with all pupils nationally</i>	
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	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.

national averages.	
<i>ASW11: Pupils with SEND attend less often and are excluded more frequently than other pupils in Birmingham and all pupils nationally</i>	
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.
<i>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</i>	
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
Improve support for anxiety and mental health	We want professionals to talk to each other	We need 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.

We would like the SEND Improvement Programme to be called "Together we CAN" (Children with Additional Needs)

Making a positive difference everyday to people's lives



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 top-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

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