

Cabinet

Dorset County Council



Date of Meeting	6 September 2017
Officer	<p><u>Lead Member</u> Cllr Deborah Croney, Cabinet Member for Economy, Education, Learning and Skills</p> <p><u>Director</u> Sara Tough, Corporate Director for Children, Adults and Communities</p>
Subject of Report	Special Educational Needs and Disability – Written Statement of Action
Executive Summary	<p>Children’s Services and their partners were subject to a joint inspection by Ofsted and the Care Quality Commission (CQC) of support for children and young people SEND in the Dorset local area between 23 and 27 January 2017. This looked at how well all partners in Dorset were putting the government’s 2014 SEND reforms into practice. Inspectors spoke with children and young people, parents and carers, and staff from the council and NHS. They also visited schools and looked at a wide range of information, including what we said about ourselves.</p> <p>What did Ofsted say? On 16 March 2017, the lead inspector informed partners their findings. There were a large number of strengths recorded in the report but the inspectors highlighted four main areas where they felt Dorset needs to improve:</p> <ol style="list-style-type: none"> 1. Strategic planning across education, health and social care including checks to make sure leaders are held to account. 2. Delays in turning statements of special educational needs into Education, Health and Care Plans (EHCPs) and completing new EHCPs. 3. Parents experiencing a lack of support, communication and involvement. 4. Monitoring and quality assurance to challenge and support services and improve outcomes for children and young people. <p>As a result the partners were required to produce a joint Written Statement of Action (WSOA) setting out how we will tackle these areas. The attached document is the final written statement of action that has been accepted as fit for purpose by Ofsted and the CQC. This very clearly sets out our priorities and the actions that will be undertaken by partners to make the experience of children and young people with SEND and their families a good one in relation to the services we provide.</p>

Special Educational Needs and Disability – Written Statement of Action

Budget	Capacity and volume have been cited in the WSOA as impacting on our ability to fulfil some of the timescales that are resulting in parental dissatisfaction. Some activity is already underway to address at least some of these issues for 2017-18, SEND reform grant is being used to fund the additional cost but a residual net cost of £45k is anticipated. There are financial implications of meeting the requirements of the WSOA beyond 2017-18 and these will be brought back to Cabinet in another paper in October once these have been fully assessed.
Impact Assessment: <i>Please refer to the protocol for writing reports.</i>	Equalities Impact Assessment: The work to which the WSOA refers is directed towards Children with SEN and or a disability. It is part of our overall work that supports the education, care and wellbeing which is detailed in other EQIA's
	Use of Evidence: Ofsted and the CQC used a range of evidence to make their judgements and we have responded to those statements with a range of activities that are evidence based. We have a good knowledge of needs of Children and Young People with SEND and this has been applied in the context of the work set out in the WSOA
	Implications for Health and Wellbeing: Through the WSOA we will with partners improve children and young people's experience of services, including health.
	Risk Assessment: Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as: Current Risk: Medium Residual Risk: Medium Mitigated through monitoring of the action plan by the SEND Improvement Delivery Group and regular feedback to Department for Education representative.
Recommendation	That Cabinet note the contents of the WSOA and request updates on progress towards the outcomes detailed in the statement.
Reason for Recommendation	It is important that Cabinet due to the financial and reputational impacts of this area of work remains informed on progress and achievement against the Written Statement of Action.
Appendices	<ul style="list-style-type: none"> A. Ofsted acceptance of final WSOA B. Written Statement of Action
Background Papers	None
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3 August 2017

Ms Sara Tough
Director of Children's Services
Dorset County Council
Colliton Park
Dorchester
DT1 1XJ

Dear Ms Tough

This letter is written in accordance with The Children Act 2004 (Joint Area Reviews) Regulations 2015¹ to inform the principal authority of Dorset that Ofsted and the Care Quality Commission have jointly evaluated the written statement of action submitted to Ofsted on 1 August 2017.

The statement of action is deemed to be fit for purpose in setting out how the local area will tackle the significant areas of weakness identified in the published report letter.

I note and appreciate your acknowledgement and swift response to strengthen your statement of action to tackle the four key weaknesses identified at the inspection in January 2017. Your revised action plan confirms your collaborative approach, working with the area's clinical commissioning group and a range of partners and stakeholders including schools, health services and social care. You have also included arrangements to include representation from parents, carers, children and young people in the delivery of your strategy.

Your written statement of action records the considerable progress you have made to tackle the identified weaknesses since the inspection. You have included appropriate success criteria and milestones for completion of actions with designated leaders set against each action. This will enable leaders across the local area to evaluate the impact your actions are having on improving services for children and young people who have special educational needs and/or disabilities. It is reassuring to note your drive and commitment to ensure that 100% of statements will be converted to education, health and care plans in time to meet statutory timescales.

¹ The Children Act 2004 (Joint Area Reviews) Regulations 2015
www.legislation.gov.uk/ukSI/2015/1972/regulation/4/made.



The written statement of action must be published on local websites² so that parents, carers, children and young people can understand the actions you are taking to improve the effectiveness of the local area in identifying and meeting needs, and improving outcomes for children and young people who have special educational needs and/or disabilities.

Yours sincerely,

A handwritten signature in black ink that reads 'Bradley Simmons'.

Bradley Simmons, HMI
Regional Director South West

² Regulation 4 (5); www.legislation.gov.uk/uksi/2015/1792/regulation/4/made



Dorset Local Area Written Statement of Action for Special Educational Needs and Disabilities (SEND) 23 June 2017

Purpose of this statement

Between 23 January and 27 January 2017, Ofsted and the Care Quality Commission (CQC) conducted a joint inspection of the Dorset local area to judge its effectiveness in implementing the special educational needs and disability (SEND) reforms set out in the Children and Families Act 2014. As a result of the findings of the inspection, Her Majesty's Chief Inspector (HMCI) determined that a Written Statement of Action is required to address four areas of significant weakness in the local area's practice. Dorset County Council (DCC) and the NHS Dorset Clinical Commissioning Group (CCG) are jointly responsible for submitting the written statement.

Since the inspection, the county council's Corporate Director of Children, Adults and Community Services and the CCG's Director of Service Delivery have been working with services and stakeholders to understand the actions we need to take to make improvements. These include: parent/carer representatives; employees of DCC and Dorset CCG; schools and colleges; Schools Forum; Public Health Dorset; Dorset HealthCare University Foundation Trust and other health care providers; and voluntary and community sector organisations.

This is our statement of action. It sets out:

1. Our vision for improvement and the values that will drive culture change;
2. The arrangements for working together to oversee this work;
3. A summary of the outcomes we are seeking to achieve to address the weaknesses identified and the improvements we will make;
4. The high priority actions we will take to address the weaknesses identified by inspectors.

In addition, we include:

5. A summary of the additional areas for development and the improvements we will make to address these;
6. The actions we will take to address the areas for development identified by the inspectors;
7. The framework we will use to measure our performance.

A glossary in [Appendix 1](#) explains some of the terms we use throughout the document.

Special Educational Needs and Disability – Written Statement of Action

1. Our vision and values

Our vision is to have a well-planned system that works across education, health and social care to improve outcomes for children, young people with SEND and their families.

This will make sure we:

- provide help early
- complete assessments and plans on time, and;
- involve and listen to children with SEND and their families.

We will work together to give children and young people with SEND in Dorset the best chance to succeed in life. We want them to enjoy family life and to go to school as near to their home as possible.

To do this we will work to understand how:

- families can be best supported to care for children through early action;
- universal services can be more inclusive;
- we can use data to inform future provision of specialist bases and special schools;
- we can deliver a seamless pathway to adulthood and independence;
- services can be integrated where it can improve outcomes, and;
- Education Health and Care assessments are completed within statutory timescales.

Together we will support children and young people with SEND to maximise their potential at home, at school and at college and to prepare well for adulthood. Our young people will have opportunities to work, live independently, participate fully in their community and live full, healthy lives.

Our work will be shaped by a number of core values to make sure everything we do is in keeping with our vision, the SEND reforms and the Care Act. These values will be shared by all involved in our work and will drive our improvement programme. We will:

- make it easy for you to get the support you need and make sure you get it at the right time
- be person-centred and celebrate your individuality
- be outcomes-focussed and make sure we make a difference work with you, rather than do things to or for you.

2. The way we will work together

We will make sure the right people are involved in this improvement plan and in development of our joint strategy. This will include councillors, senior leaders, partners, schools, colleges, staff, parents and carers, and young people. Improvement work will be delivered through a set of work-streams overseen by a joint SEND Improvement Delivery Group. This group will be jointly accountable to the Dorset Strategic Alliance, a sub-group of the [Dorset Health and Wellbeing Board](#), which is leading integration and partnership work between the county council, public health and NHS bodies and the Dorset Schools Forum which has responsibility for the High Needs Block of the Dedicated Schools Grant. The work of the SEND Delivery Group will also be reported to the CCG's Audit and Quality Group and the County Council's Transformation Programme Board.

The structure in [Appendix 2](#) shows how communication, delivery and accountability will work.

1. Key Outcomes to achieve the vision

We have identified a set of outcomes linked directly to the areas of weakness identified by inspectors. These are provided in the table below along with a summary of the key improvements that we will make to have the greatest impact.

Outcome 1: A single system working together across education, health and social care for joint outcomes	
What Ofsted and CQC said	Outcome we are seeking to achieve
<p><i>“... weaknesses in strategic planning, integrated with health and social care, which include clear monitoring and evaluation arrangements to ensure that leaders are held to account for improving children and young people’s outcomes”</i></p>	<p>Improvements in the quality, timeliness, accessibility and reliability of services mean that children and young people with SEND, and their families, can trust and have confidence that services are working together. This leads to improvement in their child’s outcomes and enables effective preparation for adulthood.</p>
What we are doing about it	
<p>We will have a joint strategy between education, health and care ensuring that:</p> <ul style="list-style-type: none"> • All relevant professionals will contribute to planning to meet the needs of children and young people with SEND including appropriate preparation for adulthood • There is more consistent early identification, assessment of need and offer of early help • Attainment of children and young people with SEND improves • Professionals working with children and young people with SEND and their families have the skills and knowledge they need to ensure that they work together effectively 	
Outcome 2: Getting it right first time: appropriate, effective and timely joint assessment, planning and review of need that is personalised to the child or young person with SEND	
What Ofsted and CQC Said	Outcome we are seeking to achieve
<p><i>“... low conversion rates from statements of special educational needs to education, health and care plans and a lack of timely completions of new EHC plans with appropriate and personalised outcomes”</i></p>	<p>Children and young people, and their families, are easily able to access advice, information and support. Where specialist assessment is necessary, this takes place in a timely way and leads to effective and personalised plans. These plans are reviewed so that they remain relevant to the changing needs of children and their families, leading to improved life chances. All SEN Statements are converted to EHC Plans by the end of March 2018</p>

Special Educational Needs and Disability – Written Statement of Action

What we are doing about it

We will work together to ensure that:

- Assessments, conversions and reviews are completed within the statutory timescale of 20 weeks
- There is timely transfer of statements to EHCPs by end of March 2018
- Plans are outcomes focused and personalised
- Professionals have the skills and knowledge they need to ensure they contribute effectively to SEND assessment, planning and review processes

Outcome 3: Talking to, listening to and involving children, young people and parents and carers

What Ofsted and CQC said

“... a significant proportion of parents describe their concerns at the extent of the delays, the lack of support and lack of communication, transparency and involvement at strategic and individual level”

Outcome we are seeking to achieve

Children and young people, and their families, are listened to, and their views and wishes are acted on and respected.

What we are doing about it

We will work together to make sure that:

- Children, young people, parents and carers have greater involvement in service planning, development and evaluation
- Children, young people, parents and carers have access to better information about help, support and provision
- We improve the customer experience of all SEND processes
- Professionals working with children, families and young people with SEND have the skills and knowledge to communicate and engage effectively with them and work in a person-centred, outcome-focused way.

Outcome 4: Use effective monitoring and quality assurance procedures to challenge, support and develop provision

What Ofsted and CQC said

“... weaknesses in the monitoring and quality assurance procedures to challenge and support provision and improve outcomes for children and young people.”

Outcome we are seeking to achieve

A culture of accountability ensures that all parts of the system focus on making life better for children and their families. Business intelligence is used to identify emerging need and plan excellent services and settings that support children and young people to meet their aspirations. We produce high quality Education, Health and Care Plans

What we are doing about it

Special Educational Needs and Disability – Written Statement of Action

We will make sure there is shared accountability across the system by:

- Ensuring all organisations monitor performance
- Using business intelligence to plan services and provision
- Sharing data and information to provide better support
- Always seeking to improve, particularly the quality of Education, Health and Care Plans

2. Action plan to address the areas of weakness identified during the inspection

This section shows the **high priority actions** we will take to address the areas of significant weakness identified during the inspection.

1. The development of an education, health and care joint strategy for SEND						
	Action	Timescale	Measures of success	Lead	Progress and Milestones	Status
1.1	Engage with stakeholders	May to June 2017	Engagement by stakeholders from education, health and social care at relevant workshops and meetings.	Corporate Director of Children, Adults and Community Services SRO for Dorset CCG, Director of Nursing and Quality, CCG and Head of Partnerships (Children's Services) Dorset CCG	Engagement with schools, health services, voluntary and community sector, parents and carers to identify priorities (Jun 17)	Complete
1.2	Establish governance arrangements to deliver improvements	July 2017	There are clear lines of accountability for monitoring progress and delivering improvements.	Assistant Director Strategy, Design and Development, DCC	SEND Improvement Board established and met three times (Jul 17)	Complete
					Review of existing groups and governance arrangements (Jul 17)	Complete

Special Educational Needs and Disability – Written Statement of Action

			Regular attendance of appropriate professionals at relevant groups There is appropriate partner representation (including parents and carers) on working groups to deliver the strategy.		SEND Health Forum re-established and meeting bi-monthly (Jun 17)	Complete
					Long term governance arrangements agreed (Jul 17)	Complete
					SEND Delivery Group established (Jul 17)	Complete
1.3	Publish Strategy	Dec 2017	Draft strategy published for consultation.	Assistant Director	Review of best practice (Jul 17)	Complete

1. The development of an education, health and care joint strategy for SEND

	Action	Timescale	Measures of success	Lead	Progress and Milestones	Status
			Feedback received from all relevant stakeholders from education, health and social care and from children, young people and parents and carers Strategy agreed by relevant governance groups Joint strategy is known and referred to as the key driver for SEND Strategic Planning and review across the local area	Strategy, Design and Development, DCC Head of Partnerships (Children's Services) Dorset CCG	Joint strategy working group established (Jul 17) Analysis of areas for development (Aug) Draft strategy agreed by SEND Delivery Group (Sep 17) Public consultation on draft strategy (Oct to Dec 17) Consultation with and ratification of strategy with Strategic Alliance, Schools Forum and CCG Audit and Quality (Oct to Dec 17) Final Strategy published (Dec 17)	Complete On target On target On target On target

Special Educational Needs and Disability – Written Statement of Action

					Identification of areas for development (Sep17)	On target
1.4	Design and agree a Performance Management Framework	Dec 2017	We will understand our current performance, identify where we need to focus attention and put an action plan in place to make improvements.	Senior Manager – Business Intelligence, DCC	Baseline assessment of performance (Aug 17)	On target
			This will enable a suite of performance measures to be put in place.	Assistant Director Strategy, Design and Development DCC Head of Partnerships (Children’s	Identification of areas for improvement (Sep 17)	On target
			An outcomes based accountability (OBA) performance management framework is in place with measures from across the system. A whole system approach is taken to understand whether joint priorities		Suite of performance measures and targets agreed by SEND Delivery Group (Sep 17)	On target

1. The development of an education, health and care joint strategy for SEND

	Action	Timescale	Measures of success	Lead	Progress and Milestones	Status
			are being met across education, social care and health	Services) Dorset CCG		
			Action is taken to address areas of poor performance Learning is shared across the system Reporting at the Strategic Alliance enables leaders from across the system to take responsibility, action and learning from the agreed performance management framework.	Corporate Director of Children, Adults and Community Services, DCC Director of Nursing and Quality, CCG	Performance reporting on agreed measures at Strategic Alliance commences (Dec 17)	On target

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2. Ensuring assessments, conversions and reviews of children and young people’s education, health and care needs assessments and plans (EHCPs) are completed within the statutory timescale of 20 weeks

	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
2.1	Increase capacity in SEND team: <ul style="list-style-type: none"> • 1FTE Manager • 1FTE Team leader • 1FTE data administrator • 3.8 FTE Business support • 3 FTE Planning coordinators • 2 FTE Contacts assistants 	June 2017	Staff in post Due to an increase in capacity the % of new EHCPs completed within statutory timescales of 20 weeks increases by 10% each month to reach 100% by March 31 st . 100% conversions of statements to EHCPs by deadline of 31 st March 2018	Manager SEN Team, DCC	Recruit additional staff in SEND Assessment and Review Team (Jun 17)	Complete
					Extend contracts for Planning and Review Officers to April 2018 (Jun 17)	Complete
					100% conversions completed (Mar 18)	On target
					100% EHC Plans completed within statutory timescales	On target
2.2	Commission an external provider to increase capacity for transfer processes	June 2017	100% conversions of statements to EHCPs by deadline of 31 st March 2018	SEN Commissioner, DCC	Pilot contract awarded (Jun 17)	Complete
					Quality assurance test (Jul 17)	Complete
					Providers appointed (Jul 17)	On target
					100 conversions completed per month (June – Mar 18)	On target
					100% conversions completed (Mar 18)	On target

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2.3	Introduce targets for SEND case workers to help us understand and measure performance	Aug 2017	% of new EHCPs completed within statutory timescales of 20 weeks increases by 10% each month to reach 100% by March 31 st	Manager SEN Team, DCC	Targets introduced and individual performance is being reviewed monthly by team managers (Jun 17)	Complete
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2. Ensuring assessments, conversions and reviews of children and young people’s education, health and care needs assessments and plans (EHCPs) are completed within the statutory timescale of 20 weeks

	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
			Parent/carer and child/young people’s satisfaction surveys indicate reduced levels of stress and greater levels of confidence in the system		Weekly reporting to Senior Leadership Team commences (Jul 17)	Complete
				Senior Manager – SEND, DCC	Team performance monitoring of trajectory improvement plan at monthly leadership team meetings (50% Oct 17; 100% Mar 18)	On target
2.4	Set targets for and monitor EHC plan timeliness to ensure compliance with statutory timescales	Mar 2018	<p>% of new EHCPs completed within statutory timescales of 20 weeks increases by 10% each month to reach 100% by March 31st</p> <p>% Decision to assess within 6 weeks increases to 100%</p> <p>% Decision to issue final plan within 16 increases to 100%</p>	Children’s Services Leadership Team, DCC	<p>Monthly monitoring at leadership team meetings commences (Jun 17)</p> <ul style="list-style-type: none"> % decisions to assess within 6 weeks % decisions to issue plan within 16 weeks % final plan issues at 20 weeks 	Complete
					All late statements issued (Aug 17)	On target
					50% EHCP issued within 20 weeks (Oct 17)	On target

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					100% EHC Plans issued within 20 weeks (Mar 17)	On target
2.5	Increase Education Psychology contribution to statutory processes	Sept 2017	Quarterly monitoring shows appropriate contribution by Education Psychology Services	Principal Educational Psychologist, DCC	Define the core role of the Educational Psychology Service (Jun 17)	Complete
					Allocate Educational Psychology time (Jul 17)	Complete
					Quarterly monitoring of contribution commences (Sep 17)	On target

2. Ensuring assessments, conversions and reviews of children and young people's education, health and care needs assessments and plans (EHCPs) are completed within the statutory timescale of 20 weeks

	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
2.6	Audit timeliness of contributions from health and social care to EHCPs	Oct 2017	Quarterly monitoring shows that contributions to EHCP are timely, transparent and appropriate. Where there are areas of poor performance the issues are appropriately escalated, and acted upon.	Manager SEN Team, DCC Designated Medical Officer	Develop a process for monitoring contributions and attendance through our IT systems ((May 17)	Complete
					Test process (Jul 17)	On target
					Stronger links between DMO and SEN team established (Jul 17)	On target
					Quarterly monitoring of contribution commences (Sep 17)	On target
2.7	Produce a Toolkit regarding Annual	Dec 2017	Improvements in quality of annual reviews including a true person	Manager SEN Team, DCC	Review of current guidance on 'Schoolsnet' (Aug 2017)	On target

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	Reviews for schools/settings practitioners and families		centred approach across all schools, settings and services. Measured through regular audits of reviews by the SEN Assessment Team.		New revised toolkit produced (Nov 17)	On target
					Toolkit available on Dorset Nexus website (Dec 17)	On target
2.8	Jointly review pathways and information flows for EHCP processes to identify and address delays in the process including reviewing the paperwork we use to make it as easy as possible for everyone to contribute	Dec 2017	Pathway reviewed and areas for improvement identified SEND team are judged to have efficient processes (SW Audit) Processes are proportionate and flexible to meet individual need	Manager SEN Team, DCC	Map current processes (Jun 17)	Complete
				Head of Partnerships (Children's Services) Dorset CCG	Joint meeting between health and DCC to map information flows (Jun 17)	Complete
				Business Analyst, DCC	Identify appropriate electronic case recording system (Dec 17)	On target
				Designated Medical Officer	Revise health medical report into standard form (Sep 17)	On target
				Manager SEN Team, DCC	Review all forms and paperwork (Dec 17)	On target
				Programme Manager (DCC)	Introduction of Dorset Care Record (electronic system for sharing	On target

2. Ensuring assessments, conversions and reviews of children and young people's education, health and care needs assessments and plans (EHCPs) are completed within the statutory timescale of 20 weeks

	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
					information between health and social care (Sept 18)	
2.9	We will make sure that there is attendance at	Jan 18	Attendance at reviews	Director of Children, Adults and Community Services/	Attendance at all transfer reviews by DCC officers (Jul 17)	Complete

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	<p>reviews by appropriate education, health, and social care practitioners. Priority will be given to:</p> <p>All Transfer Reviews Y9 Transition Reviews Complex cases requiring multiagency attendance</p>		<p>QA process of reviews is designed and in place to ensure quality and identify opportunities improvement</p>	<p>Head of Partnerships (Children’s Services) Dorset CCG Manager SEN Team, DCC</p>	<p>Finalise operational agreement between CCG and health providers clarifying expectations (Oct17)</p>	<p>On target</p>
					<p>Attendance at all Year 9 Transfer Reviews (Dec 17)</p>	<p>On target</p>
					<p>Attendance by all professionals at all complex cases (Dec 17)</p>	<p>On target</p>
					<p>Ratification of agreement (Jan 18)</p>	<p>On target</p>
					<p>Implementation of agreement (Oct 18)</p>	<p>On target</p>
					<p>Identify and implement a process for overseeing the reviews of (Mar 18)</p>	<p>On target</p>
2.10	<p>Monitor provider performance to ensure that statutory requirements are met and put an improvement programme in place to ensure they comply with statutory requirements</p>	<p>Sept 18</p>	<p>Ratified Joint Agreement will form part of systematic monitoring arrangements within contractual arrangements. Reporting to Audit and Quality in the CCG</p> <p>Quarterly monitoring of timeliness demonstrates improved performance</p>	<p>Director of Service Delivery, Dorset CCG.</p>	<p>Agree monitoring requirements with providers (Jan 18)</p>	<p>On target</p>
					<p>Systematic Performance Monitoring in place (Sep 18)</p>	<p>On target</p>

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3. Involving children, young people and their families in developing our provision and services

	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
3.1	Write a joint communication plan that shares the improvement work we are doing for use by all partner agencies.	Sept 2017	Children, young people and their families know the issues we are trying to address and what we are doing about them Professionals working with children, young people know the issues we are trying to address and what we are doing about them	Chair – SEND Delivery Group in collaboration with communication leads from partner organisations	Director letter to parents/carers (April 17)	Complete
					Parent Carer Council release statement (May 17)	Complete
					Review Dorset Parent Carer Survey Results survey results and young researcher's surveys to inform communication (Jul 17)	Complete
					Stakeholder Engagement (Jun 17)	Complete
					Agree a set of key messages to be used by all partners across the SEND system (Sept 17)	On target
3.2	Ensure appropriate parent/carer and/or child/young person representation at key decision making groups and forums including (but not limited to): <ul style="list-style-type: none"> SEND Delivery Group SEND Health Forum Person Centred Approaches 	June 2017	Participants report feeling listened to and that action is taken to meet their needs	Chair – SEND Delivery Group	Invite Dorset Parent Carer Council to SEND Improvement Board (Apr 17)	Complete
					Invite the Dorset Parent Carer Council to SEND Delivery Group (Jun 17)	Complete
				Head of Partnerships	Invite Parent/Carer representation to Health Forum (Jun 17)	Complete

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<ul style="list-style-type: none"> Local Offer Steering Group Integrated Children's Community Health Services Programme 	(Children's Services) Dorset CCG	Parents and Carers fully involved in Integrated Children's Community Health Services Programme (Jun 17)	Complete
	Chair – SEND Delivery Group	Review Terms of Reference of decision making groups and identify appropriate parent/carer representation (Sep 17)	On target

3. Involving children, young people and their families in developing our provision and services

	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
				SEND, Participation and Engagement Lead, DCC	Consult with children and young people on how best to ensure representation and the support required (Oct 17)	On target
3.3	Collect feedback on service satisfaction and customer experience	Sept 2017	Satisfaction with process/support and services understood and areas for development identified	Partnership and Workforce Manager, DCC	Establish feedback mechanism on front of the local offer to collect feedback (Jun 17)	Complete
					Publish 'You said, we did' on local offer	Complete
				Senior Manager – Business Intelligence, DCC	Undertake a survey of parents and carers (Sept 17)	On target
3.4	Facilitate an annual conference for children and young people with SEND and professionals across the SEND system to work together on service planning and evaluation	Feb 2018	Attendance and satisfaction survey of events	Chair – SEND Delivery Group	Planning commences (Sep 17)	On target
					Conference held (Feb 18)	On target

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3.5	Work with children, young people and families to review our local offer to ensure that it appropriate, easy to understand and improve accessibility and search function on web hosted information	March 2018	SEND children and young people and their families/carers actively participate in the further development of Dorset's local offer and other communication channels as measured by LO feedback All providers have reviewed their local offer record within timescales	Chair – Local Offer Steering Group	Appoint an administrator to oversee and coordinate contributions to the local offer and website reviews (Sep 17)	On target
				Partnerships and Workforce Manager, DCC		
				DCC Corporate Communications Lead	Review branding of Local Offer (Aug 17)	On target
				Partnerships and Workforce Manager, DCC	Write a marketing plan to ensure local offer reaches those that need to know about it (Jun 17)	Complete

3. Involving children, young people and their families in developing our provision and services

	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
				Head of Partnerships (Children's Services) Dorset CCG	Review of health section of the Local Offer by CCG and parents and carers (Sep 17)	On target
				Partnerships and Workforce Manager, DCC	Relaunch Local Offer with marketing plan (Jan 18)	On target
					Streamline publication of individual Local Offers for schools, childcare, Further Education and health services on our directory (Mar 18)	On target
					Migrate Local Offer to new website as part of DCC website replacement (Mar 18)	On target

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3.6	Undertake further engagement with children, young people, parents and carers in relation to SEND as part of the clinical services review (CSR) transformation programme to coproduce new service delivery models that will meet required needs. Review the plan for CSR and the Equality Impact Assessment to ensure that the needs of children and young people with SEND and their families are fully considered.	Dec 2017	Communication plan for CSR fully considers children and young people with SEND Children, young people and families have confidence they have been part of the process and understand the need for transformation Any new service model(s) meets required needs and are coproduced.	Head of Partnerships (Children's Services) Dorset CCG	Update Equality Impact Assessment (May 17)	Complete
					Independent analysis of consultation findings published (Jun 17)	Complete
					Establish work streams and develop plans and timescales following CCG Governing Body decision (Sep 17)	On target
3.7	Write the Dorset SEND Participation and Engagement	March 2018	SEND children and young people and their		Appoint Participation and Engagement Officer (Sep 17)	On target

3. Involving children, young people and their families in developing our provision and services

	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
	Strategy in co-production with parents, young people and stakeholders		families/carers actively participate in service design and planning	SEND Participation and Engagement Officer, DCC	Engagement and co-production activities (Sep to Dec 17)	On target
					Draft strategy published (Jan 18)	On target
					Final Strategy and implementation plan agreed (Mar 18)	On target
3.8	Improve the customer experience of the EHCP process	Mar 2018	Reduction in number and associated costs of complaints and tribunals and	Manager SEND Team, DCC	Ensure single point of contact regarding assessment and plan and add direct contact details to all correspondence with families (Jun 17)	Complete

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			subsequent request for formal mediation	Chair SEND Delivery Group	Workshop on identifying professionals that can take on key worker role and development of plan to take this forward (Sept 17)	On target
			Parental survey shows there is a high level of communication, honesty and transparency; they feel informed and included; any delays and reasons have been communicated, with expected completion date	Manager SEND Team, DCC	Publish clear and detailed information on EHCP process for on Dorset Local Offer (Sep 17)	On target
					Publish information on the roles and responsibilities of key professionals on the Dorset Local Offer (Sep 17)	On target
			DCC Customer Service Standards are met Professionals have the information they need to support children with SEND effectively		Update printed literature (Sep 17)	On target
					Co-produce information guides with Dorset Parent Carer Council and SENDIASS (Sep 17)	On target
					Review all templates letters, forms and correspondence with parents and carers to ensure accessibility (Dec 17)	On target

3. Involving children, young people and their families in developing our provision and services

	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
					Customer Care Training module for staff includes effective written communication (Jan 18)	On target
				Senior Manager – SEND, DCC	Co-production workshop with SENCos (Nov 17)	On target

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4. Improving the monitoring and quality assurance						
	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
4.1	Develop regular management review of health SEND arrangements that will be reported to the Audit and Quality Group in Dorset CCG on a quarterly basis.	Oct 17	There are clear lines of accountability within organisations for the delivery of SEND improvement	Director of Service Delivery, Dorset CCG Head of Partnerships (Children's Services) Dorset CCG	Confirm Senior Responsible Owner and CCG Health Champion (Jul 18)	Complete
					Reporting to Quality and Group commences (Jun 18)	Complete
					Workshop on health outcomes (Sep 17)	On target
4.2	Implement regular management review of local authority SEND arrangements that will be reported to Children's Services Leadership Team within Dorset County Council, including the quality of EHC plans.	Sept 17	There are clear lines of accountability within organisations for the delivery of SEND improvement	DCC Children's Services Leadership Team	Develop new reports from IT system (Jul 17)	Complete
					Develop OBA reporting framework (Aug 17)	On target
4.3	Carry out SEN Reviews in all priority schools where our data shows us that the attainment gap for SEN groups is widest. Give recommendations and support for improvement. Use school self-evaluation frameworks to monitor effectiveness of schools/education settings	July 2018	Schools deliver the recommendations given and the SEN gap for these schools narrows. There are clear lines of accountability within organisations for the delivery of SEND improvement School improvement plans to demonstrate SEND/inclusion as a priority where whole school review has identified weaknesses in inclusive practice.	Principal Advisor Education Services Senior Manager for SEN, DCC	Shared a draft inclusion selfevaluation framework for inclusion with SENCos (Jun 17)	Complete
					SEN Reviews completed in KS2 Priority schools (Jul 17)	Complete
					Recommendations and offer of support (Jul 17)	Complete
					Follow up visits to monitor progress (Dec 17)	On target

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4.4	Introduce a multi-disciplinary case file auditing system that identifies themes for improvement:	March 2018	Improvements in the quality of our work results in reduction in complaints and appeals.	SEND Senior Leadership Team, DCC	Review multi-agency auditing process currently adopted by the Safeguarding Children’s Board (Sept 17)	On target
4. Improving the monitoring and quality assurance						
	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
			Case monitoring shows robust record keeping and good customer service		Pilot case auditing process (Oct 17 – Jan 18)	On target
					Roll out process across the county (Jan to Mar 18)	On target
4.5	Implement a system for collecting customer experience information and share this as well as learning from complaints across the SEND system	Dec 17	The workforce will report feeling valued and report greater confidence through annual survey Service user satisfaction will increase and the number of tribunals will reduce	Senior Manager SEND, DCC	Appoint a Complaints Officer for SEND in DCC to help coordinate and share learning (Jun 17)	Complete
					Design online feedback mechanism (Sept 17)	On target
				Senior Manager – Business Intelligence, DCC	Implement feedback mechanism (Oct 17)	On target
				Chair – SEND Delivery Group	Quarterly reporting on customer experience commences (Dec 17)	On target
4.6	Agree and use self- evaluation frameworks as tools for continuous improvement	July 2018	Self-evaluation frameworks are used and lead to improvement	Senior Manager SEND, DCC	Review current self-evaluation tools (Dec 17)	On target

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			plans resulting in improved outcomes		Consult on application across system (Jan 18)	On target
					Develop new self-evaluation tools (Mar 18)	On target
					Roll out across the county (Jul 18)	On target

3. Other areas for development

The next section focuses on the areas for development identified by inspectors along with a summary of the additional improvements we will make to address these.

	What Ofsted and CQC said	What we are doing about it
1.	<i>“...Until recently, the local area did not meet the statutory timescales for the assessment of needs for children and young people who have special educational needs and/or disabilities. In addition, parents confirm that they continue to experience long delays with the completion of EHC plans. Leaders are determined to tackle this as a priority. Some recent signs of improvement are evident. Nonetheless, of the hundred or so parents who provided their views during the inspection, a significant proportion lack the confidence that the local area will provide timely assessments and effective support for their children.”</i>	We will put additional resources into the SEN assessment process to clear the backlog of transfers and bring new assessments into compliance with the timescale. In the short term, we will review all the processes associated with assessment and develop a plan to make these more streamlined, efficient and customer focused.
2.	<i>“...The educational psychology service has experienced a lack of capacity over a significant period, impacting on the work they do to identify needs quickly. This has contributed to the delays in completing assessments and EHC plans in a timely way.”</i>	We will ensure increased Educational Psychology contribution to statutory processes and develop a preventive model for the education psychology service which supports the graduated offer, and the timely completion of assessments

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3.	<p><i>“...Although health professionals are usually notified when an EHC plan is being considered and produced, the inspection found that the community nursing team, who work with children and young people with complex health needs and life-limiting conditions, were not always asked to contribute advice and information. Consequently, some EHC plans lack important input from health professionals. Many parents stated that they are unclear about what to expect in relation to the involvement of health professionals. They do not know who to approach to ensure that the plan is effective in meeting the health needs of their child and that it is kept up to date.”</i></p>	<p>We will develop a joint operational agreement for SEND between Dorset CCG and the range of health providers. This will fully outline health responsibilities and include a focus on children in care and those in out of area placements and we will make sure that local authorities, health service clinicians and parents /carers are clear about their role and who to contact. The Dorset Care Record will enable information to be shared digitally between professionals. Young people and parents should be able to use a portal function to see who is involved in their assessment and plan, track progress, and provide input.</p>
4.	<p><i>“...The local area’s ‘graduated pathway’ is known and implemented by schools, health and social care professionals. This approach ensures that professionals identify the needs of children and young people and plan appropriate targets with realistic outcomes. Where this works well, parents confirm that their children achieve and make good progress in their academic and personal development. However, inspectors found inconsistency in the implementation of this agreed approach. In particular, the inspection confirmed delays in early assessment of children’s needs and, at times, a lack of timely and appropriate support, impacting detrimentally on children and young people’s outcomes.”</i></p>	<p>We will build on the strengths in early years so that children and their parents can access support and early help. We will ensure that family partnership zones engage multi-agency professional groups to ensure that the graduated offer is supported by an effective and proactive early help offer</p>

What Ofsted and CQC said	What we are doing about it
<p>5. <i>“... Parents confirm their dissatisfaction with the local area’s arrangements for assessment and planning to meet their child’s needs. In particular, the failure over time to meet statutory timescales for assessments and completion of EHC plans has resulted in continuing levels of registration of appeals to first-tier tribunal. Many appeals have been settled with parents in recognition of the delays which have occurred. However, leaders recognise the urgency of completing EHC plans on time. Since November 2016, improvements have been made.</i></p>	<p>We will put additional resources into the SEN assessment process to clear the backlog of transfers and bring new assessments into compliance with timescale. In the short term, we will review all the processes associated with assessment and develop a plan to make these more streamlined, efficient and customer focused. We will make sure that all services comply with statutory timescales so that children and young people have their needs identified and met in a timely way.</p>

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<p>6. <i>Leaders have prioritised the need to complete conversions from statements of special educational needs to EHC plans, particularly at the point of pupils' transfer to the next stage of their education, employment or training. Nonetheless, a considerable backlog of cases remains. In addition, there are inconsistencies across the area. Some statements of special educational needs have been converted to EHC plans in a timely way and are of a high quality. In other settings, children and young people were still waiting. In these cases, pupils did not know which school they were to attend next, adding to their concerns and those of their parents."</i></p>	<p>We will extend contracts for Planning Review Officers to April 2018 and contract with external providers to boost the transfer process to ensure that statements are converted to EHC plans in a timely manner so that young people have their needs met, and do not experience any delay or interruption in the provision of services.</p>
<p>7. <i>"... The local area places a higher proportion of Dorset pupils who have special educational needs and/or disabilities than seen nationally in out-of county provision. Leaders have prioritised the need to develop provision in Dorset, especially for pupils with complex communication needs and social, emotional and mental health difficulties. However, strategic plans to achieve these aims are not yet fully in place. Consequently, school leaders do not have clarity in how this strategic vision will be implemented, which is of concern to them."</i></p>	<p>We have initiated a project to ensure that Dorset County Council has sufficient provision (accommodation), and support services close to home, to meet the needs of the children of Dorset with Special Educational Needs and Disability (SEND), including support for children whose behaviour challenges.</p>
<p>8. <i>"... Assessments for autism and ADHD are taking too long and delays are increasing. These delays are having a significant impact on children and their families who wait to be seen, with many reporting uncertainty and stress as they wait for the final EHC plan to be agreed. Parents and schools also raised concerns about difficulties they have experienced in accessing CAMHS provision. Although waiting times have improved, parents are not clear about what they can expect from this service."</i></p>	<p>The Pathway for Development and Behaviour and child and adolescent mental health pathways will be fully implemented. This will be communicated to parents through the local offer, along with information about services which can support children and young people and their families who do not have a formal diagnosis.</p>
<p>9. <i>"... The timeliness and coverage of initial and review health assessments, dental checks and immunisations of children and young people who are looked after, fall below locally agreed improvement targets. The specialist</i></p>	<p>We will ensure that compliance with statutory requirements for IHAs and RHAs is routinely monitored via provider contract performance and monitoring meetings. The development of the Dorset Care Record and</p>

What Ofsted and CQC said

health team has been recently strengthened. However, this team does not have a complete and up-to-date picture of children who are looked after who have special educational needs and/or disabilities. Consequently, their approach to the provision of comprehensive health care plans is not yet of a high quality."

What we are doing about it

Interoperability with MOSAIC, RIO, and Synergy will ensure that information and tasks are shared between professionals in real time by September 2018.

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<p>10. <i>“... Children’s community nursing provision is currently available on weekdays. Consultation with families identifies the need to strengthen access out of hours. The children’s services review of paediatric services in the area recognises the need to build local capacity to reduce their reliance on hospital-based care. However, currently 33 children and young people (out of 59) are receiving a personal health budget which supports increased choice and control in meeting their needs.”</i></p>	<p>We will review and redesign the Children’s Community Nursing Service to provide greater accessibility and enhanced care for children and young people in the community.</p>
<p>11. <i>“... The proportion of pupils reaching the expected standard at the end of key stage 2 for all pupils in Dorset in reading, writing and mathematics is below the national average (45% in Dorset compared to 53% nationally). This picture is also reflected in outcomes for pupils who have special educational needs/and or disabilities receiving support and with EHC plans, particularly in writing but also in reading and mathematics. Pupils make insufficient progress by the end of Year 6, especially in writing.”</i></p>	<p>We will develop a more sophisticated attainment tracking tool for children receiving school support and with EHC plans which will enable us to support and challenge schools more effectively.</p>
<p>12. <i>“... Delays in the assessment of children and young people’s needs are preventing some pupils from making the progress of which they are capable. Larger schools with greater expertise and resources continue to support pupils while waiting for decisions to be made. However, this is not the case for all pupils. Parents voiced concerns about the quality of support some schools offer, and the impact this has on the progress their children make.”</i></p>	<p>We will build on the strengths in early years so that children and their parents can access support and early help. We will ensure that family partnership zones engage multi-agency professional groups to ensure that the graduated offer is supported by an effective and proactive early help offer</p>
<p>13. <i>“... Leaders have not sufficiently ensured that the work of professionals across the local area and the services provided are effective and of a high quality. Leaders in school confirm that they rarely get feedback about their work but are keen to know how to improve the work they do. This is not helping schools, settings and service providers improve their practice to deliver improved outcomes.”</i></p>	<p>We will implement a workforce development strategy ensure we have a confident and competent workforce that places the child/ young person at the heart of all they do and develop a culture which supports the values and vision for the system.</p> <p>We will ensure that there is effective support and challenge to schools, settings and service providers that contributes to continuous improvement.</p>

4. Additional areas of improvement from the inspection

The following section sets out the additional joint actions we are taking to address the areas for development identified by the inspectors

Outcome 1: A single system working together across education, health and social care for joint outcomes							
	Improvement	Action	Timescale	Measures of success	Lead	Progress/milestones	Status
1.1	Professionals and parents/carers work together to meet the needs of children and young people with SEND including appropriate preparation for adulthood.	We will explore, using research and professional advice, different operational models of joint working for children with complex needs and implement one that works for Dorset.	Nov 18	A model of joint working is agreed and implemented. Positive feedback from children, young people and parents and carers on the quality of services	Corporate Director of Children's, Adult's and Community Services (DCC)	Stakeholder engagement workshop (Jun 17)	Complete
						Co-production activities (Sep to Dec 17)	On target
						Complete Needs Assessment (Dec 17)	On target
						Business Case and options appraisal (Feb 18)	On target
						Service Model Agreed (Mar 18)	On target
						Formal Consultation (Jun to Aug 18)	On target
						New model implemented (Nov 18)	On target
		We will review and redesign the Children's Community Nursing Service to provide greater accessibility and	Timescale to be agreed	Community nursing services are enhanced to increase availability to meet need.	Head of Partnerships (Children's), Dorset CCG	Present draft business case to Dorset Paediatric Acute Vanguard (Jun 17)	Complete

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		service delivery in the community. This		Positive feedback from children, young people and parents and carers on the quality of services		Workshop to further develop Business Case at the Sustainability and	Complete
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Outcome 1: A single system working together across education, health and social care for joint outcomes

	Improvement	Action	Timescale	Measures of success	Lead	Progress/milestones	Status
		will be linked to school health pathway				Transformation Network (Jul17)	
						Governance process for decision making agreed with final decision to be made at System Leadership Team meeting (Sept 17)	On target
		We will make sure that the roles and responsibilities of health professionals are clear by publishing an easy to understand formal statement on the Local Offer and the CCG website	August 2017	Feedback from children, young people and parents and carers shows increasing awareness	Head of Partnerships (Children's) Dorset CCG	Re-establish SEND Health Forum with local authority representation (Jun 17)	Complete
						Create mechanism on Local Offer to publish information (Jun 17)	Complete
						Publish information (Aug 17)	On target
		We will make sure that health providers understand their statutory responsibilities in relation to SEND and put in place a joint operational agreement for SEND between Dorset CCG and local health	October 2018	Outcomes within statutory plans are judged at Quality Assurance as SMART Surveys and feedback from health providers/professionals show increasing awareness	Head of Partnerships (Children's) Dorset CCG	A draft document was shared at the June meeting of SEND Health Forum.	Complete
						Finalise operational agreement between CCG and health providers clarifying expectations (Oct17)	Complete

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		providers that includes looked after children and out of area placements.				Ratification of agreement (Jan 18)	On target
						Implementation of agreement (Oct 18)	On target

Outcome 1: A single system working together across education, health and social care for joint outcomes

	Improvement	Action	Timescale	Measures of success	Lead	Progress/milestones	Status
		<p>We will review our decision-making processes and commissioning panels to make sure that we are planning services together and are clear on the outcomes we are seeking to achieve.</p> <p>We will develop and implement a dispute resolution process across health and the local authority.</p>	Oct 2017	<p>Review of criteria, attendance and evidence submitted to joint commissioning panels shows that provision has been jointly planned and agreed</p> <p>Monitor through service, regular attendance at commissioning and decision making panel meetings</p> <p>Outcome tracking shows improved positive decision making and joint funding agreements in place across services</p>	<p>Assistant Director, Strategy, Design and Development, DCC</p> <p>Head of Partnerships (Children's), Dorset CCG</p>	<p>Review arrangements at Joint Commissioning Operational Group (Jul 17)</p> <p>Review terms of reference for all panels (Sept 17)</p> <p>Review process for joint funding between health and local authority (Oct 17)</p>	<p>Complete</p> <p>On target</p> <p>On target</p>
1.2	All relevant professionals will contribute to planning to meet the needs	We will all make sure that there is attendance at multiagency planning meetings by all relevant professionals including	Oct 2018	Evidence of joint outcomes, joint planning and joint review with families and the children or young people themselves	Senior Manager – Business Intelligence, DCC	<p>Develop a process for monitoring contributions and attendance through our IT systems (May 17)</p> <p>Test process (Jul 17)</p>	<p>Complete</p> <p>On target</p>

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of children and young people with SEND including appropriate preparation for adulthood.	health, social care and adult services. Poor attendance at multi-agency planning meetings will be escalated to the SEND Improvement Board			Designated Medical Officer (DMO)	Stronger links between DMO and SEN team established (Jul 17)	On target
				Senior Manager SEND, DCC	Quarterly monitoring of contribution commences (Sep 17)	On target
				Manager SEN Team, DCC	New admin process in place for invitations to meetings (Oct 18)	On target

Outcome 1: A single system working together across education, health and social care for joint outcomes

	Improvement	Action	Timescale	Measures of success	Lead	Progress/milestones	Status
					Assistant Director Strategy, Design and Development (DCC)	Memorandum of Understanding signed by all agencies prioritising attendance at transition meetings particularly where there is a danger of placement breakdown (Mar 18)	On target
		We will all make sure that there is appropriate written information provided by all relevant professionals when required towards the EHC assessment process including health, social care and adult's services.	Oct 2018	Evidence of joint outcomes, joint planning and joint review with families and the children or young people themselves	Head of Partnerships (Children's) Dorset CCG	Audit tool developed to quality assure health contribution of assessments to EHC Plans (Dec 17)	On target
	December 2017		SEN Manager, DCC		Review assessment request systems between agencies (Nov 17)	On target	
					Redesign of all paperwork and information flows (Dec 17)	On target	

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						New admin process in place for request, receipt and confirmation of information and reports and follow up of missing information (Dec 17)	On target
1.3	More consistent early identification and	We will all make better use of data and information to identify those that might need support early through	June 2018	Data is shared using the Family Partnership Zone Business Intelligence tool to proactively identify children	Senior Manager, Business Intelligence, DCC	Redesign information sharing agreements to enable appropriate sharing of information to support early help (May 17)	Complete

Outcome 1: A single system working together across education, health and social care for joint outcomes

	Improvement	Action	Timescale	Measures of success	Lead	Progress/milestones	Status
	assessment of need.	Family Partnership Zones. We will use screening tools such as the Ages and Stages Questionnaire to identify children that might benefit from early action We will track the progress towards outcomes of identified children		and families that may benefit from early help Termly tracking of progress towards outcomes of identified children and families		Re-issue information sharing agreements (Sept 17)	On target
					Senior Manager – Early Action, DCC	Identify SEND Champion in each Family Partnership Zone (Sep 17)	On target
					Senior Manager – Early Action, DCC	Business Intelligence Tool rolled out across all schools in Dorset (Oct 18)	On target
					Assistant Director (Children) Dorset Health Care University Foundation Trust	Regular sharing of information from Ages and Stages Questionnaire with relevant partners (Jan 18)	On target

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		We will provide support and guidance for universal services such as early year's settings, schools, colleges and post 16 providers to identify SEND and undertake assessments of need.	Dec 2017	Guidance is issued Schools and settings tell us they feel supported and are engaged	Principal Advisor Educational Services/ Senior Manager for SEND, DCC	Guidance issued to all settings (May 17)	Complete
		We will offer training to all universal settings		Take- up of training offer and evaluation Schools and settings tell us they feel supported and are engaged	Principal Advisor Educational Services/ Senior Manager for SEND, DCC	Training Offer reviewed (Jul 17)	Complete
						Training published on Dorset Nexus (Sep 17)	On target

Outcome 1: A single system working together across education, health and social care for joint outcomes

	Improvement	Action	Timescale	Measures of success	Lead	Progress/milestones	Status
1.4	More consistent offer of early help through 'graduated responses'.	We will provide support and challenge to educational settings across the local area to provide personalised planning, intervention and review for young people with SEND.	July 2018	SEND Decision making panels, pre-and post-16 show evidence in paperwork of graduated response to need Visits from advisory teams confirm from visit monitoring reports that there is greater evidence of a graduated response to need Schools and settings tell us they feel supported and engaged	Principal Advisor Education Services/Senior Manager for SEND, DCC	Guidance issued to all settings (May 17)	Complete
						Develop evidence based intervention training offer (May 17)	Complete
						Training offered to schools (Jun 17 – Jul 18)	On target

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	We will build on the good work we do in the early years to further develop our health pathway of support for children in the early years.	Dec 2017	Consistent and clear pathway developed Performance against timescale requirements are met Number of early years developmental checks completed and shared	Service Director, Dorset Healthcare University Foundation Trust (DHUFT) Head of Partnerships (Children's) Dorset CCG	Agree scope and timescales for delivery (May 17)	Complete
					Develop pathway of support (Oct 17)	On target
					Implement pathway (Dec 17)	On target
	We will work together to ensure that children, young people and families get help and support through our seven Family Partnership Zones .	March 2018	Quarterly reporting of early help interventions for children with SEND (activity and outcomes)	Senior Manager SEND, DCC Senior Manager for Early Action, DCC Chair, Strategic Alliance	Agree Strategic Alliance Terms of Reference outlining responsibility for this area of work (Jul 17)	Complete
					Identify SEND Champion in each Family Partnership Zone (Sep 17)	On target
					Develop reporting mechanism on SEND for	On target

Outcome 1: A single system working together across education, health and social care for joint outcomes

	Improvement	Action	Timescale	Measures of success	Lead	Progress/milestones	Status
						Strategic Alliance and Local Area Groups (Oct 18)	
1.5	We will work together to improve the experience of children, young people with SEND and their	We will provide accurate and up to date information with children, young people and their families to enable them to make choices for adulthood.	October 2018	Young people with SEND will tell us they feel prepared and informed regarding choices and that the information on the Dorset Local Offer is useful, helpful, and easy to navigate.	Service Manager Adult's Services, DCC Senior Manager SEND, DCC	Stakeholder engagement workshop – Transitions through social care (Jun 17) Review information provision on Local Offer (Sept 17)	Complete On target

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	families as they enter adulthood.	We will make sure that all Year 9 reviews (at the latest) and annual reviews thereafter are focused on preparation for adulthood.		<p>Young people with SEND and their families will tell us through the felt supported and enabled at every stage and every aspect of the transition process.</p> <p>Case file auditing shows appropriate engagement of professionals</p>	Senior Manager SEND, DCC	Transition planning for out of county placements commences and is monitored by specialist services (Dec 17)	On target
					SEND Participation and Engagement Officer, DCC	Implement an engagement and review process to ensure information is regularly co-produced and updated (Jan 18)	On target
					Senior Manager SEND/Service Manager Adult's Services, DCC	Introduce named worker procedure in Children's and Adult's Services (Mar 18)	On target
						All children and families going through transition have a named worker (Oct 18)	
Manager SEN Team, DCC	Identify and implement a process for overseeing the reviews of (Mar 18)	On target					

Outcome 1: A single system working together across education, health and social care for joint outcomes

	Improvement	Action	Timescale	Measures of success	Lead	Progress/milestones	Status
		We will review transitions from child health services and identify areas for development which will	Oct 2018	Families and young people will feel better prepared and informed regarding choices about their future	Programme Lead Dorset CCG	Scoping review of current transition arrangements for child health providers (Jun 17)	Complete

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		be addressed by the Health Forum.		The health forum will oversee system change		Present review findings to Health Forum (Sep 17)	On target
						Areas for development and action plan with timescales agreed (Oct 17)	On target
1.6	Improve educational attainment at Key Stage 2	We will implement our Key Stage 2 Improvement Plan, particularly focusing on vulnerable groups.	June 2018	KS2 results Gap Analysis reduces	Principal Advisor for Education Services, DCC	SEN Reviews completed in KS2 Priority schools (Jul 17)	Complete
					Virtual School Head, DCC	Targeted work specific groups of children including Looked After Children and Gypsy, Roma and Travellers (Jun 17)	Complete
					Principal Advisor for Education Services, DCC	Recommendations and offer of support (Jul 17)	Complete
						Analysis of KS2 results (Jul 17)	Complete
	Review Improvement Plan (Sep 17)	On target					
	Follow up visits to monitor progress (Dec 17)	On target					
1.7	Professionals working with children and	We will write a workforce development plan for all	Oct 2017	Training plan is agreed that addresses the delivery and professional development	Assistant Director Strategy, Design and	Scoping completed (Jul 17)	Complete
						Development Plan agreed (Oct 17)	On target

Outcome 1: A single system working together across education, health and social care for joint outcomes

	Improvement	Action	Timescale	Measures of success	Lead	Progress/milestones	Status
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	young people with SEND and their families have the skills and knowledge they need to ensure that they work together effectively.	Professionals working with children, young people and families in relation to SEND.		Support regarding SEND for all the workforce Workforce demonstrates confidence regarding broad knowledge of SEND legislative frameworks and guidance as evidenced in annual staff survey	Development, DCC	Training commences (Nov 17)	On target
		We will include mandatory training modules and update our induction processes for new members of staff in education, health and care that outlines their roles and responsibilities with regards to SEND. We will remind all professionals of their responsibilities for Continuous Professional Development (CPD) in SEND	Mar 2018	Quality Assurance of Education, Health and Care Plans will demonstrate how cultural changes have been implemented. Monitoring of the Online SEND module within DCC will show increased take up and completion by staff across the local authority.	Dorset CCG Designated Medical Officer (DMO) DCC Workforce Development Lead Senior Manager for SEND, DCC	School nursing teams/CAMHS nurses/Health Visitors attend SEND update training (Jul 17)	Complete
						SEND Foundation Module added to DCC online learning and development suite (Sep 17)	On target
						Internal communications to all professionals outlining responsibilities	On target
				Regional conferences attended by Health Workforce	On target		
We will provide multiagency training for professionals working with SEND on	Mar 2018	Attendance at events Quality Assurance of Education, Health and Care Plans will demonstrate how	DCC Workforce Development, DCC	Review current training opportunities (Oct 17)	On target		
Outcome 1: A single system working together across education, health and social care for joint outcomes							
	Improvement	Action	Timescale	Measures of success	Lead	Progress/milestones	Status

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	personalisation and working together that helps support the development of working relationships between professional groups and the development of a One Dorset Workforce		cultural changes have been implemented		Design and commission training opportunities (Dec 18)	On target	
					Publish training opportunities (Feb 18)	On target	
	We will promote the use of quality assured online training tools to professionals in education, health and care	Dec 17	Professional staff survey and feedback on quality of materials.	SEN Specialist Services Manager, DCC	Review national SEND elearning modules (Jun 17)	Complete	
					DCC Workforce Development Lead	Promote use of quality assured online training tools (Sep 17)	On target
					DCC Workforce Development Lead	Local e-learning module developed for all Dorset practitioners (Dec 17)	On target
	We will include training related to SEND as part of our Reinvigorating Social Work Programme that focuses on improving the quality of social work in Dorset	Sept 2019	Feedback on the quality of relationships between social workers and children, families and young people Feedback on the quality of relationships between social workers and other professionals	DCC Programme Lead for Reinvigorating Social Work	Appoint support team (Jun 17)	Complete	
					Review training needs of social workers (Jul 17)	On target	
					Design of programme completed (Sep 17)	On target	
					Roll out commences (Oct 17)	On target	
					All social workers complete programme (Sep 19)	On target	

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Outcome 2: Getting it right first time: appropriate, effective and timely joint assessment, planning and review of need that is personalised to the child or young person with SEND							
	Improvement	Action	Timescale	Measures of success	Lead	Progress/Milestones	Status
2.1	Plans are outcomes focused and personalised	We will audit the quality of social care and health contributions to EHCP and the plans themselves	Sept 2017	QA audit tool will demonstrate progress	SEN Team Manager, DCC	Audit completed (Aug 17)	On target
					Senior Manager, SEND, DCC	Share recommendations with CCG, health providers and social care and agree development plan (Sep 17)	On target
					Designated Medical Officer, Dorset CCG	Agree standardised approach to health medical input (Sept 17)	On target
	We will all involve children, young people and families in identifying outcomes and reviewing progress towards these in reviews	Sept 2017	Outcomes within statutory plans are judged at Quality Assurance as being SMART Training Audit and feedback tool will show increased take up by all partners and agencies Children, young people and parent carer are satisfied with services they receive (survey)	Chair, SEND Delivery Group	Review groups leading on person centred work (Jun 17)	Complete	
					Combine groups into Person Centred Approaches Group (Jul 17)	Complete	
					Agree work plan for this group (Sept 17)	On target	
					Principal Educational Psychologist, DCC	Offer person centred training to all educational settings (Sept 17)	On target
						Expand person centred planning training to all partners and agencies (Jan 18)	On target

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					SEND Participation and Engagement Officer, DCC	Adopt common person- centred planning tools across children’s and adult’s services – education, health and care (Mar 18)	On target
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Outcome 2: Getting it right first time: appropriate, effective and timely joint assessment, planning and review of need that is personalised to the child or young person with SEND

	Improvement	Action	Timescale	Measures of success	Lead	Progress/Milestones	Status
		We will make sure that Personal Budgets are offered as part of education, health and care plans where appropriate.	Dec 2018	All families will be offered the option of a personal budget	SEN Team Manager, DCC	Update personal budget information on Dorset Local Offer (May 17)	Complete
						Guidance issued to all SEN Planning review coordinators (Sept 17)	On target
2.2	Professionals working with children and young people with SEND and their families have the skills and knowledge they need to ensure that they contribute effectively to SEND	We will appoint champions within education, health, and social care organisations to improve communication and awareness within their respective organisations	Jan 2018	Strategic health leads/champions within provider trusts will be key representatives on the Health Forum for SEND and will take responsibility for promoting good practice and key messages Feedback from settings reps shows impact of dissemination of practice	Senior Manager – SEND, DCC	Appoint SENCo champions in each partnership zone to support and develop SEND practice in schools	Complete
					Senior Manager – Early Action, DCC	Appoint SEND Champions in each Family Partnership Zone (Sep 17)	Complete
					Head of Partnerships (Children’s) Dorset	Appoint SEND champions from health provider trusts to sit on SEND Health Forum (Dec 17)	On target

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Assessment, Planning and Review process.				CCG	SEND Champions promote good practice and key messages (Jan 18)	On target
	We will ensure all SEN assessment, planning and reviewing officers complete training to	Mar 2018	Consistency in quality of assessments, plans, reviews	SEN Manager/Principal Education Psychologist, DCC	Develop training plan for SEN Assessment Team (Jun 17)	Complete
			Reduction in complaints		Outcomes training delivered (Jun 17)	Complete

Outcome 2: Getting it right first time: appropriate, effective and timely joint assessment, planning and review of need that is personalised to the child or young person with SEND

Improvement	Action	Timescale	Measures of success	Lead	Progress/Milestones	Status
	ensure they can deliver their roles effectively and extend this training to the wider workforce following evaluation		Evidence of greater coproduction in the EHC process High quality outcome writing Greater awareness of Local Offer		SEND legislation/code of practice training delivered (Sep 17)	On target
					Customer Care training delivered (Nov 17)	On target
					Person centred approaches training delivered (Jan 18)	On target
					Co-production training delivered (Feb 18)	On target
					Signposting the Local Offer training delivered (Mar 18)	On target
	We will introduce regular monitoring of complaints and tribunals to identify key trends and themes that will be addressed	Ongoing – quarterly reports	Reductions in numbers and associated costs of tribunals, formal mediation and appeals Improved customer care, qualitative responses from users show increased satisfaction	Senior Manager – SEND, DCC	Appoint a Quality Assurance and Complaints Officer for SEND (Jun 17)	Complete
					Quality Assurance and Complaints Officer, DCC	Regular reporting commences (Sept 17)

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		through team development			Manager SEN Team, DCC	SEND Team development plan reviewed and agreed (Dec 17)	On target
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Outcome 3: Talking, listening to and involving children, young people and parents and carers

	Improvement	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
3.1	We seek and use feedback from children and young people to inform service design and development	We will support children and young people with SEND to participate in youth/school forums	March 2018	There are inclusive strong pupil voice arrangements in place in mainstream and special schools	SEND Participation and Engagement Officer, DCC	Update Participation Strategy (Oct 17)	On target
		We will all systematically collect information and share the results of all our engagement work across the SEND system to inform service improvement and planning including:		Information is used to inform service delivery across the system	Senior Manager – Business Intelligence, DCC	Review and publish key messages from existing surveys (Dec 17)	On target
		<ul style="list-style-type: none"> • Young researchers • Young Inspectors • School level/pupil voice surveys • Patient experience 		We will agree a set of customer experience measures that we will collect across the system and use for service design	Chair – SEND Delivery Group	Identify a work stream lead to take this work forward (Sep 17)	On target
						Agree a work plan and timescales for this work stream (Sep 17)	On target

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3.2	Better information about help,	We will ensure that young people have access to advocacy	Dec 2017	Monitor the uptake and quality of service offer	Joint Commissioner, DCC	Implement changes (Mar 18)	On target
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Outcome 3: Talking, listening to and involving children, young people and parents and carers

	Improvement	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
	support and provision is available for children, young people, parents and carers which is compliant with Accessible Information Standards	when having a transition assessment.				Review current spot purchasing arrangements (Apr 17)	Complete
Develop business case for commissioning advocacy (Jun 17)						Complete	
Develop service specification (Jul 17)						Complete	
Tender service (Sept 17)						On target	
Award contract (Dec 17)						On target	

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		We will clarify how short term breaks are supported through Continuing Health Care (CHC) processes and provide easy to understand information on the Local Offer.	Aug 2017	Families understand how short term breaks are provided through Continuing Health Care	Head of Continuing Healthcare, Dorset CCG	Publish as part of the CCGs Statement of Intent on the Local Offer (Aug 17)	On target
		We provide clear information on the services offer and pathways for	Nov 2017	Proportion of referrals leading to no further action	Service Director for Mental Health and Learning	Agree participation in national CAMHS Pilot on effectiveness of clinical pathways (May 17)	Complete

Outcome 3: Talking, listening to and involving children, young people and parents and carers

	Improvement	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
		CAMHS as well as referral criteria.		Professionals understand service offer and referral criteria Children, young people, parents and carers understand how to get help Waiting times reduce	Disabilities, DHUFT	Review and rewrite referral criteria and clinical pathways (Jun 17)	Complete
						Consult on referral guidance and pathways (Jul 17)	Complete
						Introduce mechanism for quality assuring referrals to CAMHs (Oct 17)	On target
						Publish referral criteria and guidance on CAMHs website (Nov 17)	

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		We will ensure that all professionals working with children, young people with SEND and their families understand the local service offer and can signpost effectively to local support options.	November 2017	Workforce survey to understand awareness of local offer and local services and monitor changes as a result of our marketing strategy to increase awareness. The Local Offer Feedback Survey of parents/carers will be used to ascertain increased awareness by professionals.	Chair – Local Offer Steering Group	Share contents of Dorset Local Offer at SEND Network meetings (Oct 17)	On target
						Share contents of Dorset Local Offer at Health Forum meetings (Oct 17)	On target
						Print information on local offer provided to all practitioners working with children and families with SEND (Oct 17)	On target
3.3	Professionals working with children, families and young people with SEND	We will provide mandatory customer care training for all frontline SEND staff as part of our	Jan 2018	Monitor take up and impact of training Customer experience surveys	Chair – SEND Delivery Group	Scoping of workforce development plan completed (Jul 17)	Complete
						Development Plan agreed (Oct 17)	On target
Outcome 3: Talking, listening to and involving children, young people and parents and carers							
	Improvement	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
	have the skills and knowledge to communicate and engage effectively with children, young people and families and work in a person	Workforce development plan				Training commences (Nov 17)	On target
		We will develop and agree a joint approach with health providers focusing on expected standards regarding strength based	Jan 2018	Positive feedback from children, families and young people is received through the annual parent/carer survey compiled by the Parent/Carer council	Head of Partnerships (Children’s), Dorset CCG Designated Medical Officer	Finalise operational agreement between CCG and health providers clarifying expectations (Oct 17)	On target
						Ratification of agreement (Jan 18)	On target

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	centred, outcome focused way.	assessments, personalisation, and life-long outcomes.				Implementation of agreement (Oct 18)	On target
		We will support educational settings across the system in understanding how to include the views of the child or young person, particularly focusing on those with complex learning and communication needs.	July 2018	Monitor the take up of training and support offered Case audit of assessments and plans to assess the voice of the child	Principal Educational Psychologist Chair – Person Centred Approaches Group	Record of attendance by schools complete (Jul 17)	Complete
						Training Offer reviewed (Jul 17)	Complete
						Record of attendance by Dorset schools reviewed (Jul 17)	
						New training offer published on Dorset Nexus (Sep 17)	On target
						Monitor take up of training commences (Sep 17)	On target

Outcome 4: Use effective monitoring and quality assurance to challenge, support and develop provision

	Improvement	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
4.1	There is robust monitoring of performance	We will embed a culture of accountability through to frontline practice by spreading the use of outcomes focused case supervision models based on our approach to	July 2019	Quality assurance shows plans are outcomes focused and meet the needs of children, young people and families Supervision models are outcomes based and measurement of individual outcomes is clear and consistent which will be audited through case files Number of case audits completed	Programme Lead Reinvigorating Social Work, DCC	Develop outcomes based case supervision template for social care (Jun 17)	Complete
						Introduce a case file audit process to assessment if outcome based supervision is taken place (Sep 17)	On target
						Review effectiveness (Dec 17)	On target
						Develop rollout plan (Jan 18)	On target

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		Reinvigorating Social Work to help embed outcomes focused practice reviewed through auditing of EHC plan quality				Rollout completed (Jul 19)	On target
						Develop and introduce a case audit process	On target
					Manager SEND Team, DCC	Introduce a case file audit process for front-line SEND work (Jan 18)	On target
		We will review all our placements with independent providers to ensure they are value for money and delivering good outcomes for children and young people	Sept 2018	We are confident that all placements are contributing to improved outcomes for children and offering value for money	Senior Manager, Strategy, Design and Development, DCC	Increase capacity in Contracts Team (Jun 17)	Complete
						Multi-agency review of complex cases (Jul 17)	Complete
						Schedule of monitoring visits agreed (Jul 17)	Complete
						Monitoring visits to providers commence (Sep 17)	On target
4.2	Business Intelligence is used to plan services and provision for	We will undertake structured needs assessments to help plan services across	Feb 2018	We will have a vibrant and diverse range of provision that meet local needs Children, young people and parents and carers tell us they	Senior Programme Lead, Dorset CCG	Needs Assessment Format agreed by Integrated Community Children’s Health Programme (Jun 17)	Compete

Outcome 4: Use effective monitoring and quality assurance to challenge, support and develop provision

	Improvement	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
	children and young people with SEND and their families.	The system informed by data, information, customer experience, market mapping and		Can access the support they need There will be more places available for children with complex communication needs and social, emotional and mental health		Needs Assessment completed (Jan 18)	On target
					Senior Manager – Strategy, Design and Development, DCC	Share vision for SEND Provision with schools, early years settings and post 16 providers (Jul 17)	Complete

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		uptake of the local offer.		Schools and settings will be clear about the plan for implementation	Contracts and Market Development Manager, DCC	Market mapping completed (Feb 18)	On target
		We will improve our financial tracking systems to better understand spend across the system and identify opportunities for refocusing investment on early help or local provision and ensure value for money.	July 2019	We will understand the processes undertaken by schools, locator and values attached to these processes and the moderation for these, commitments for known expenditure for all children with an EHCP We will understand our collective spend and make decisions about investment opportunities We will provide assurance regarding the ability to deliver the service within the budget available.	Chair – SEND Delivery Group	Commission audit from South West Audit Partnership to explore (Jul 17)	Complete
					Senior Manager for Business Intelligence, DCC	Commission Business Intelligence Solution that draws together information from case management and financial systems (Jul 17)	Complete
					South West Audit Partnership	Audit report with recommendations available (Oct 17)	On target
					Senior Manager for Business Intelligence, DCC	Business Intelligence Tool available, Nov 17)	On target
		We will support our local settings to increase capacity to meet the needs of	Sept 2019	We will monitor availability of placements and the number of children placed out of county	Senior Manager – Sufficiency, Commissioning and School Organisation, DCC	Multi-agency case review of children placed outside of Dorset to identify any that could be educated locally (Jun 17)	Complete

Outcome 4: Use effective monitoring and quality assurance to challenge, support and develop provision

	Improvement	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
		more Dorset children with SEND		Reduced demand for special school places		Secure capital funding to make premises changes (Jul 17)	Complete

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				There will be more places available for children with moderate and severe learning difficulties; complex communication needs and social, emotional and mental health needs		Learning Centre transformation to host provision for Social, Emotional and Mental Health (SEMH) (Sep 17)	On target
						Increase the numbers of special school places for children with Moderate and Severe Learning Difficulties by (Jun 2018)	On target
						Identify additional mainstream hosts of resource based provision for SEMH across the county (Jul 18)	On target
						Work with an identified academy trust to provide local provision for 45 Dorset children with Autistic Spectrum Disorders (Sep 19)	On target
						Work with a Multi-Academy Trust to attract a new free school in Dorset for 49 approx.. 40 children with Social, Emotional and Mental Health difficulties (Sep 19)	On target

Outcome 4: Use effective monitoring and quality assurance to challenge, support and develop provision

	Improvement	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
		We will complete the work on the implementation of	March 2018	We will monitor wait times for assessment and undertake	Head of Partnerships (Children's), Dorset	Series of meeting to agree clinical pathway for assessment of needs (Jun17)	Complete

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		the pathway for Behaviour and Development (ASD/ADHD) by agreeing a new model and way of working between CAMHS and Paediatrics.		customer experience surveys to monitor parental satisfaction Holistic local specialist support is in place for the most complex needs that is personalised and appropriate to need	CCG	Complete options appraisal – agreement reached for a pan Dorset service (Jul 17)	Complete
						Preferred option agreed (Sep 17)	On target
						Implement new model (Apr 18)	On target
4.3	Data and information is shared appropriately to enable effective provision of support to individuals	We will ensure that electronic systems are used to support health information sharing	Sept 18	Effective data systems and monitoring processes are in place to streamline processes and predict future demand	Manager SEND Team, DCC	Appoint data systems administrator (Jun 17)	Complete
			Dec 17	Effective data systems and monitoring processes are in place to inform financial commitments and predict future demand, ensuring that value for money is achieved	Head of Partnerships (Children’s Services) Dorset CCG	Joint meeting between health and DCC to map information flows (Jun 17)	Complete
						Agree plan for improving information flows (Oct 17)	On target
						Business Analyst, DCC	Identify appropriate electronic case recording systems (Dec 17)
Programme Manager (DCC)	Introduction of Dorset Care Record (electronic system for sharing information between health and social care (Sept 18)	On target					

Outcome 4: Use effective monitoring and quality assurance to challenge, support and develop provision

	Improvement	Action	Timescale	Measures of success	Lead	Progress and milestones	Status
4.4	We will embed a culture of continuous learning and improvement	We will share and celebrate good practice across the system	July 2018	The workforce will report feeling valued and report greater confidence through annual survey	Senior Manager – SEND/Head of Partnerships (Children’s) Dorset CCG	Share good practice at SENCo meetings and Health Forum (Jul 17)	Complete

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	across the SEND network				Senior Manager SEND, DCC	Share draft self-evaluation framework with SENCoS (Jun 17)	Complete
					Senior Manager – SEND	Commence SENCo Award Training (Sep 17)	On target
					Chair – Local Offer Steering Group	Staff newsletters identify and share good practice (Nov 17)	On target
					Chair – SEND Delivery Group	Scope feasibility of local inclusion award (Dec 17)	On target
	We will track progress of children with SEND throughout the year to identify opportunities for intervention that would improve performance	July 2018	Educational attainment will be improved for children and young people with SEND	Senior Manager – Early Action	Business Intelligence tool to monitor progress of children receiving SEN support developed (May 17)	Complete	
					BI Tool roll out across all Family Partnership Zones (Sep 17)	On target	
				Head teacher Virtual School, DCC	Targeted support provided to vulnerable groups	On target	

5. Proposed performance management framework

How much did we do?	How well did we do it?
<ul style="list-style-type: none"> • Number of Education Health and Care Plan Assessment Requests • Number of Education Health and Care Plan Assessments • Number of requests for information from health, education and social care professionals • Number of case audits completed • Number of conversions from statements to EHCP • Number of referrals to specialist services • Number of professionals completing training (by type) • Number of Early Years Developmental Checks completed • Number of children placed out of county • Number of places available in SEN Resource Provision • Number of places available in Dorset Special Schools for children with complex SEND • Attendance at commissioning and decision making meetings • Number of joint funding agreements in place • Number of early help interventions/graduated response offers • Attendance at Year 9 Reviews • Number of inclusion self-evaluation frameworks completed 	<ul style="list-style-type: none"> • % of EHCP assessments completed within 6 weeks • % of decisions to issue plans completed with 16 weeks • % of new EHCP completed within statutory timescales • % of requests for information received within agreed timescales • Quality of assessments and plans (case audits report) <ul style="list-style-type: none"> ○ Outcomes focused ○ Personalised ○ Voice of child • Quality of reviews <ul style="list-style-type: none"> ○ Preparation for adulthood • Customer experience survey <ul style="list-style-type: none"> ○ Satisfaction with process/support/services ○ Awareness and quality of Local Offer • Number of complaints/tribunals/PALs contacts • Waiting times for specialist services • Training evaluation • Value for money of services • Satisfaction of educational settings on quality of support offered
Is anyone better off as a result?	
<ul style="list-style-type: none"> • % children and young people meeting goal based outcomes (measured at review) • Key Stage 2 attainment • Educational progress of vulnerable groups • Pupil absence rates of children with SEND • Pupil exclusion rates • Change in attitude/skills/confidence of workforce 	

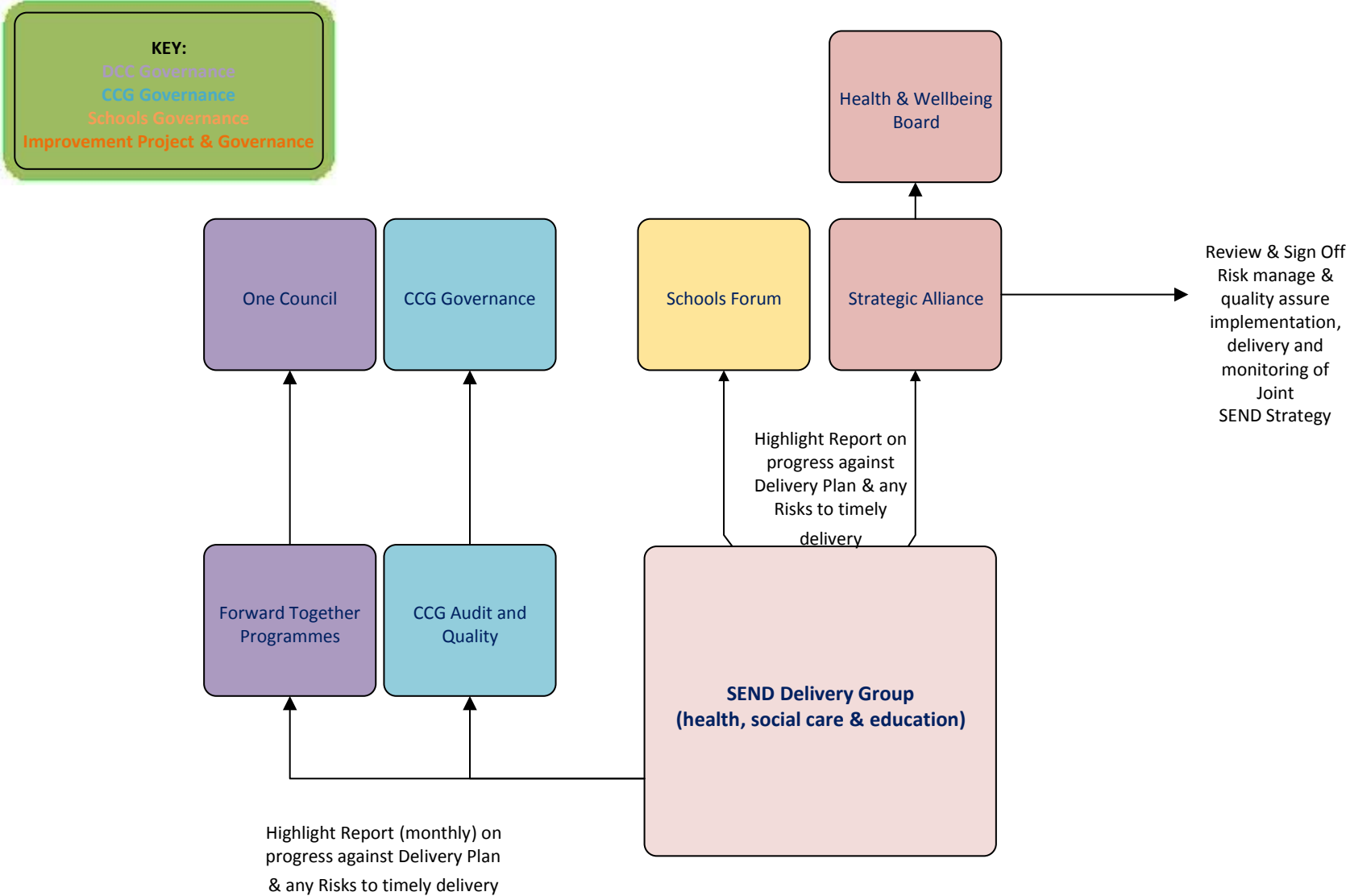
Appendix 1: Glossary

Term	Explanation
Acute Paediatric Vanguard	This is the work that paediatricians from all the hospitals in Dorset are changing how they work to ensure the services they offer meet national standards.
Audit	This is a way of looking at the quality of work of professionals. An independent person reviews paperwork and decisions and makes recommendations for improvement.
Designated Medical Officer (DMO)	The Designated Medical Officer is employed by the CCG and plays a key part in implementing the SEND reforms and in supporting joined up working between health services and local authorities.
Development and Behaviour Pathway	Services across Dorset have been working together to improve the way that children, young people and families that have issues with development and behaviour, including ASD and ADHD are identified and supported.
Dorset Nexus	Dorset Nexus is a web platform for educational settings to access information, training and services in a single place.
CAMHS (Child and Adolescent Mental Health Services)	This is a specialist service for children and young people with mental health difficulties
Capital Funding	This is money that can be used for fixed assets such as buildings but can't be used to operate services
Clinical Services Review	This is the way in which NHS Dorset CCG are seeking to change the healthcare system to provide services that meet the needs of local people and deliver better outcomes
Continuous Professional Development (CPD)	This is the way that professionals continue to learn and improve during their careers to keep up to date with changes and provide the best services they can
Family Partnership Zones	This is the way that a range of services and organisations are working together to help families that are facing problems or are likely to face problems and stop them from getting worse. There are seven zones in Dorset. You can find out more here
Health and Wellbeing Board	The Health and Wellbeing Board is responsible for improving health and wellbeing of people in Dorset by ensuring that organisations work together to deliver cost effective services. It is made up of senior representatives of key partner organisations
Healthy Child Partnership	This is a group of professionals from Dorset Health Care University Foundation Trust, Dorset Public Health and the county council that are leading changes in how we support children and families aged 0 to 5 years.
Key Worker	This is a person that works with a family to coordinate the help and support they need
MOSAIC	This is the new electronic case recording system that will be used by professionals in children's services and adult's services when they are working with families
Paediatric Systems Improvement Network	This is part of the Acute Paediatric Vanguard work mentioned above and oversees the way that paediatricians are working together
RIO	This is the electronic case recording system used mostly by health professionals when they are working with children, young people and families

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SEN Resource Provision	This is a separate educational provision provided in a mainstream school or setting that seeks to meet the needs of specific groups of children and young people with SEND such as communication needs or social, emotional and mental health needs.
Strategic Alliance	This is a group of decision makers that come together to plan and monitor services and support for children, young people and their families in Dorset. It includes representatives from education, health, care, voluntary and community sector, parents and carers
Universal settings	These are services that are routinely provided, or available, to all children and their families. They include early years provision, mainstream schools, GPs, health visitors.

Appendix 2: Proposed Governance Structure



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