

PLYMOUTH LOCAL AREA SEND PARTNERSHIP



Our Local Area SEND Strategic Improvement Plan



One  Devon



Introduction from Plymouth Parent Carer Forum

As Plymouth's Parent-Carer Forum, we are pleased to have been integral to the development of the Local Area SEND Improvement Plan as partners alongside education, health, and social care services, to bring the voice of families to this process. We know that there are many challenges ahead of us as we all strive to achieve the very best in experience and outcomes for Plymouth children and young people with SEND, alongside their families. Therefore, the co-production of the Local Area SEND Improvement Plan was an essential first step.

We are confident that this ambitious and robust Local Area SEND Improvement Plan, supported by a commitment to co-production from all partners across services, will be the driving force in rebuilding trust in the SEND system for our community. At the heart of rebuilding that trust will be a valuing of our community's lived experience, and the recognition of their expertise in their own situations, so that education, health, and social care services can work alongside us more effectively to improve outcomes for all children and young people.

Our parents and carers need to feel confident they are genuinely heard at every level and in every interaction, and that the voices and needs of their children are understood and actively supported. This will require an improved culture of openness and transparency across the Local Area, that enables everyone to learn from their experiences and to build positive environments that are responsive, supportive and inspiring. The role of voluntary and community organisations and parent carer support groups in making our communities stronger will be properly valued and as Plymouth's Parent-Carer Forum, we remain committed to ensuring the needs of children and young people with SEND are at the heart of the Local Area SEND Improvement Plan. We want families and services to work together to build a future that truly values the uniqueness of all our children and young people, creating for them a world of opportunities where they can follow their own pathways and thrive as adults.

This can only be achieved if parents and carers are seen and upheld as an integral part of the solution for addressing current weaknesses within the system. Whilst we do not underestimate the challenges, we face this improvement plan offers an important step towards achieving that goal.

“We would like a more inclusive culture around SEND”.

“We need a connected system, with good communication between staff and departments”.

“Children and young people with SEND should be celebrated”.

“We would like education in the city to reflect the diverse range of children”.

“Include children and families in decision making. Keep us informed and remember that the message needs repeating”.

Taking forward improvement as a Partnership

Our vision, as set out within our Plymouth Children and Young Peoples' Plan - A Bright Future 2021-2026, is **“that children and young people in Plymouth grow up healthy and happy, safe and able to aspire and achieve”** and that we are putting children at the heart of everything we do. The inspection confirms that all partners must put children and young people with SEND at the heart of our plans, our action and our oversight.

We are proud of our Plymouth SEND Strategy which was endorsed by Ofsted and set out how we will positively impact the lives of our children and young people in Plymouth. In delivering the strategy, we are committed and determined as a Partnership to urgently address the priority areas of action and actions for improvement. We recognise the focus we must have on our children with SEND who are most at risk: we want to ensure we reduce any risk of them being out of education and ensure we protect them by mitigating safeguarding concerns.

Co-production remains at the core of our Local Area SEND Improvement Plan. All our partners across Plymouth will have an equal voice and involvement at all levels within our system development and improvement. We will embed a culture of integration and collaboration across our Partnership. Our co-production approach to developing the Local Area SEND Improvement Plan has included:

- A Partnership and Parent Carer Forum Chair SEND Inspection Working Group that has led and coordinated development of the Local Area SEND Improvement Plan.
- Multi-agency group sessions throughout August and early September involving all our partners (schools, social care, education, health and Plymouth Parent Carer Voice) to bring together all key partners to jointly input and build the Local Area SEND Improvement Plan together as a Partnership.
- Cross reference the existing SEND Strategy with the Local Area SEND Improvement Plan in Partnership with Plymouth Parent Carer Voice; to ensure we continue in the areas of good practice and that we are tangibly improving our outcomes for children and young people, and at pace to address the areas of priority action and improvement.
- System wide workshop held on the 20th of September where 120 early years settings, school and college leaders participated and contributed to the finalisation of our draft Local Area SEND Improvement Plan ensuring that this will achieve the improvements our children need.
- All feedback had been brought together to create outcome statements. These were checked back with parents and carers, re-written to ensure the key messages were heard accurately and are a key focus within each priority.

We have ensured the voice of the child and young person is integral and at the heart in driving forward Local Area SEND Improvement Plan. To do this we have worked with:

Plymouth Parent Carer Voice,
Step by Step (0-5 year olds and their Families),
Youth Parliament, and
Youth Ascends Group.

“Let us help you get it right for us.”

“Please don’t wait for crisis to hit before supporting us. Be proactive not reactive.”

“Once you have put me on a waiting list, keep in contact with me to make sure I am OK and let me know how long is left.”

The Ten Wishes

We continue to support the 10 wishes developed by our Plymouth Young Safeguarders. They detail what they need from all of us to help keep them safe and feel valued. They told us that they want professionals to:

1. Be easier to contact.
2. Be on time, as they expect us to be.
3. To be properly trained and for us to be involved in the training.
4. Ask us what we need and not to assume.
5. Do what they say they are going to do, to listen and stand up for us.
6. Use words we understand.
7. Reassure us something is being done and tell us how long it will take.
8. Understand when we need to talk to them one-to-one.
9. Ask us 'do you feel safe?'
10. Respect us and how we feel.

A film and booklet developed by the young safeguarders about the 10 wishes can be located [here](#) so you can hear directly from them in their own voices what they mean and how to implement them.

In practice, this means, together, Plymouth City Council, school, college and setting leaders across the City and NHS Devon are committed to significantly improve support for children and young people with special educational needs and/or disabilities within Plymouth. **We will work with** Plymouth Parent Carer Voice as well as children, young people and partners within the voluntary and community sector to make these improvements work well. We are committed to:

- A fully inclusive culture in individual organisations and across the SEND system.
- all our schools working individually, and together, with partners to ensure every Plymouth child with SEND is safe, happy and healthy, aspires and achieves; children with SEND will be at the centre of our decision making.
- working with children and young people with SEND, their families and all our local partners, to build and deliver services that help them achieve their goals in life and ensure they aren't held back.



Claire Paddon
Plymouth Parent-Carer
Voice



Cllr Sally Cresswell
Cabinet Member for
Education, Skills & Apprenticeships



Moira Marder
Chair of Place Base
Working Group



David Haley
Director, Children's Service
Plymouth City Council



Nigel Acheson
Chief Medical Officer
NHS Devon
Integrated Care Board

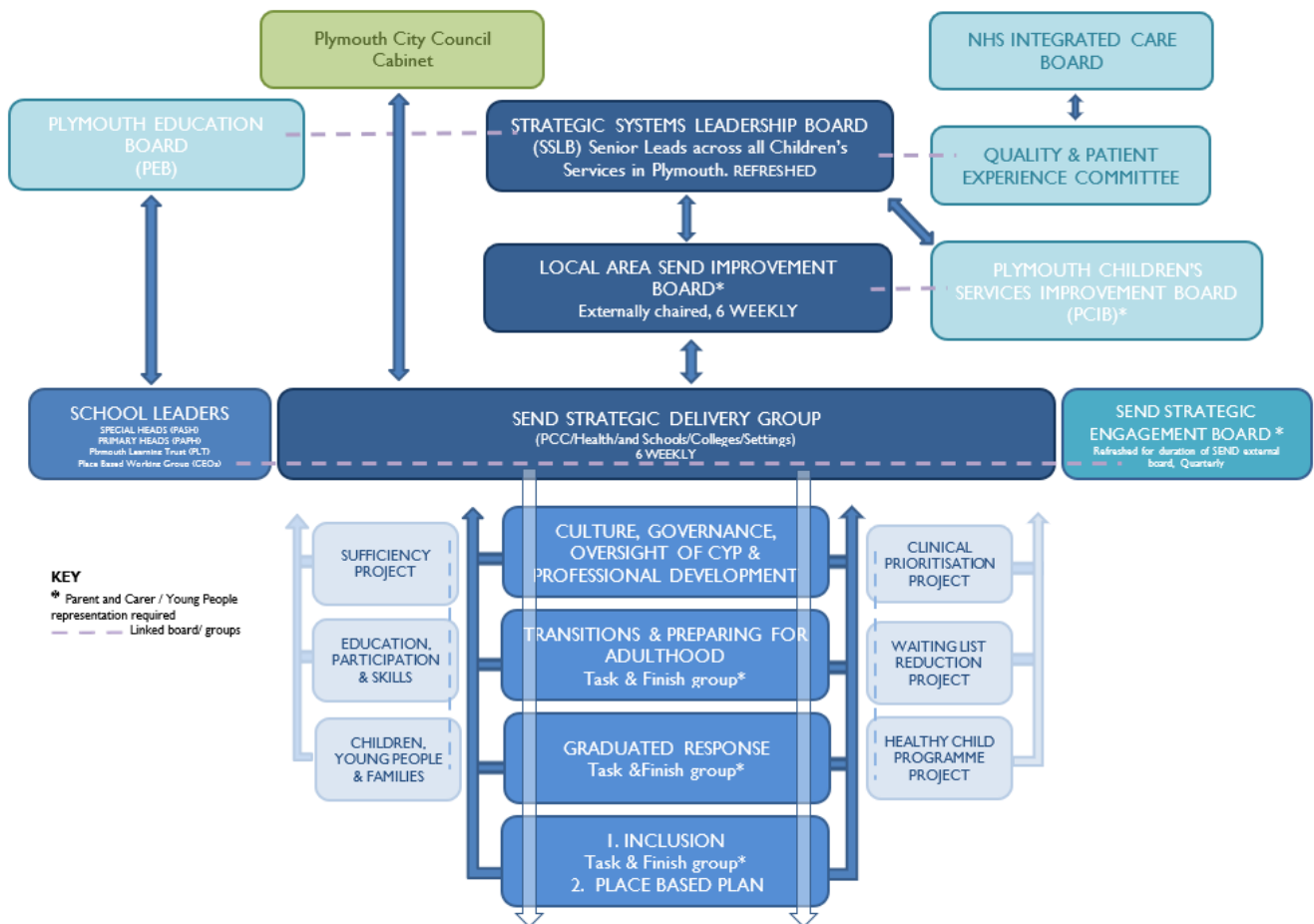
Strengthening Governance

To achieve the ambition set out in this Local Area SEND Improvement Plan we know we need to strengthen our governance and partnership arrangements. This new governance structure aims to:

1. Keep co-production at the heart of all we do.
2. Refocus our improvement programme, holding firm to the good work we have started through our SEND Strategic Board, while giving the priority improvement actions the capacity and attention needed to drive improvement forward at pace.
3. Establish robust Partnership accountability for delivery of the plan.
4. Ensure effective monitoring of progress and the impact this has for children and families in Plymouth.
5. Strengthen professional development, learning and training.

We have reviewed and restructured our governance across Plymouth to strengthen our accountability, oversight and transparency across the whole system.

Our new governance structure is below:



The Local Area SEND Improvement plan will be approved by the Council’s Cabinet and the Integrated Care Board and delivery; and the delivery and improvement monitored by them. The Council’s Education and Children’s Social Care Scrutiny Committee will hold partners to account for delivering the plan.

Group	Chair	Frequency	Purpose
Strategic Systems Leadership Board (SSLB)	DCS	Quarterly	The senior executives overseeing all strategies for children Young People and Families in Plymouth.
Plymouth Education Board (PEB)	CEX PCC	Quarterly	Most senior executives overseeing educational strategy in Plymouth.
NHS Integrated Care Board	Independent Chair	Quarterly	Senior Executives of the ICB, independent non-executive members, partner members from primary care, local authorities and provider overseeing decisions, scrutinise and assurance across the ICB.
Quality and Patient Experience Committee	Non-Executive Director of UHP	Monthly	Contribute to the overall delivery of the ICB objectives, to scrutinise and provide assurance that the ICB is delivering and improving the quality of services.
Local Area SEND Improvement Board	External - TBC	Six weekly	Senior executives and partners overseeing Local Area SEND Improvement Plan. Members will receive exception reporting and provide advice, challenge and support to progress delivery of the plan at pace. This Board will run in an alternate cycle with the SSDG so every three weeks the leaders involved meet.
Plymouth Children's Services Improvement Board (PCIB)	External – Dorset Council (TL)	Six weekly	Senior executives and partners overseeing Children's Services Improvement Plan.
SEND Strategic Delivery Group (SSDG)	PCC, DCS	Six weekly	Senior executives delivering SEND improvement plan activity. Members will receive regular progress updates and ensure that the delivery plans are having the desired impact. This board will run in an alternate cycle with the PCIB so every three weeks the leaders involved meet.
Place Based Working Group (PBWG)	MAT CEO	Quarterly	MAT CEOs with Plymouth schools in their trusts. DfE. PCC for educational system and maintained school representation. Oversight of shared approaches in education.
SEND Strategic Engagement Board	Plymouth Parent-Carer Voice and	Moving to Quarterly	Wide range of representatives from health, education, social care,

	Director of Education		parent-carer voice and voluntary and community sector providing a sounding board on SEND policy and implementation.
Task and Finish Group – Governance, oversight, culture and workforce	Director of Education Head of Women and Children's Commissioning	Three weekly	Subgroup of SSDG – developing policy and processes around culture, governance, oversight of CYP and professional development of staff
Task and Finish Group – Transitions and preparing for adulthood	PCC Head of Service Children's Social Care Director of Children's Services – LSW and Head of skills and Post -16	Three weekly	Subgroup of SSDG – developing policy and processes around transitions and preparing for adulthood
Task and Finish Group – Graduated response	Head of SEND	Three weekly	Subgroup of SSDG – developing policy and processes around the graduated response
Task and Finish Group – Inclusion	Head of Education	Three weekly	Subgroup of SSDG – developing policy and processes around inclusion and the place-based plan. This group is built on the existing inclusion task and finish group
NHS Devon – Health Wait Lists	Head of Women and Children's Commissioning	Three weekly	NHS Devon own mechanisms for addressing organisational structures and delivery models to drive internal improvements.
Individual Agencies SEND Strategic Exec Groups - Social Care and Children's Disability Team	PCC DCS (Children's Services SLT) Head of Women and Children's Commissioning	Three weekly	NHS Devon and Plymouth City Councils own mechanisms for addressing organisational structures and delivery models to drive internal improvements.

DELIVERING IMPROVEMENT

Immediate actions undertaken

Some urgent action has been taken by Plymouth City Council to deliver the fifth priority action area: *Plymouth County Council leaders should ensure that children and young people with SEND who also have social care needs get the care and support they need, particularly:*

- vulnerable children living in residential special schools and children's homes at a distance.
- children receiving short breaks without effective oversight and review, including reassessment when needs escalate.

Since the end of the inspection on 30 June, when this action was fed back verbally, the Children with Disabilities Team have completed assessment and review of all children in the first group (twelve

children) above (completed) and using a triaged approach for the second group (approximately one hundred children).

Delivering the actions within the Local Area SEND Improvement Plan

To ensure that we are delivering the areas highlighted within the SEND inspection, task and finish groups will now form the core pillars of work to take forward the areas of improvement and priority action. They will do this through their own delivery plans which contain key performance measures and targets. Monitoring of delivery plans will take place through the SEND Strategic Executive Group. The task and finish groups will be:

- 1) Governance, oversight, culture and workforce (address Priority Area 1 and Area of Improvement 8),
- 2) Early identification and support (address priority area 2)
- 3) Inclusion (address priority area 3),
- 4) Graduated Response (address improvement area 6),
- 5) Transitions and Preparation for Adulthood (across all).

Plus, two additional areas:

- 6) Health waiting lists (address priority 4 and improvement area 7), and
- 7) Social Care and Children's Disability Team (Priority Area 5).

The pillars of work will form individual task and finish groups with identified leads to bring together the actions of delivery to address the priority action areas and of improvement. The task and finish groups will feed into the new SEND Strategic Exec groups and then up to the SEND externally chaired Board.

To deliver this Local Area SEND Improvement Plan we will optimise our resources that we have and focus wisely in the areas that will make the most difference and deliver the most impact.

Evidencing progress and impact

Impact measures

Specific actions within this strategic Local Area SEND Improvement Plan have been identified as those which will make the most contribution towards achieving the outcomes as identified by children, young people, parents, carers and practitioners through the co-production activity. We must evidence the impact of our collective contributions towards achieving those outcomes.

To do this we have identified a core set of key performance indicators with multi-agency agreed targets which will provide confirmation that we are improving the experiences of children, young people, parents and carers in our City. Many of the indicators will evidence impact across multiple priorities and improvement areas whilst other will be more specific. This will sit alongside evidencing our progress in delivering each individual action.

Progress Monitoring

We will use a variety of measures to assess progress against each individual action including:

Audit – Planned audits or formal evaluations. Developed for the relevant area, which will include audit tools and written reports. These will be used where qualitative measures are not possible or alongside quantitative measures to provide evidence of quality alongside measurable performance.

Voice – Feedback from children, young people, parents, carers and delivery colleagues. This will take a variety of forms, such direct work with Plymouth Parent Carer Voice, Youth Ascends, Young Safeguarders and Youth Parliament, analysis of compliments, complaints and investigations.

Data – all relevant data reported via scorecards. This will include local and national measures, targets if applicable and benchmarking where available.

Review – Feedback from evaluations, documentation that evidences action, reviews of minutes or observations of meetings, which confirm actions. This will take a number of forms from simple confirmations of actions taken to more in-depth reviews and evaluations.

Minutes – a record of actions having been agreed at Boards and task and finish groups.

Surveys – the results of surveys completed by any of the partners within the Local Area or external Surveys relating to the Local Area.

An Area SEND Improvement Plan performance framework, alongside progress reporting, will be scrutinised by SEND Strategic Executive Group to ensure clear oversight of progress. An exception report will be provided to the Plymouth SEND Improvement Board to ensure clear coherence.

ACTION PLAN: PRIORITY AREAS

Progress (BRAG)	
	Complete and embedded
	Complete
	Progressing to timescale
	Little or no progress/delayed

PRIORITY ACTION AREA I: Leaders, including Plymouth City Council, Devon Integrated Care Board, and school and college leaders must put children and young people with SEND at the heart of all improvement plans by ensuring they contain clear oversight and tracking to measure the direct impact on children, young people and their families.

SENIOR RESPONSIBLE OFFICER: **Director of Children's Services (DH)**

TASK AND FINISH GROUP: **Governance, oversight, culture and workforce**

Ref	Actions to deliver	Lead	Start Date	Completion date	Outcome statements from children, young people, parents & carers	Evidence of impact against desired outcomes	Progress Monitoring (Including RAG)
1.1	Leaders within Plymouth City Council will ensure there is a Strategy in place to have stable, well qualified, long-term leadership in key senior roles in Children's Services; and that professional development is in place for middle and senior leaders to support strong succession planning.	CEX PCC (TL) DCS PCC (DH)	August 2023	December 2023	Children, Young People and families will have confidence that leaders across the City are working better together to ensure their needs are met.	<p>The following key performance indicators have been identified as those that will provide confirmation that we are creating the right impact and progressing towards meeting the outcomes within this priority:</p> <ul style="list-style-type: none"> - Improvement in turnover rates of middle managers and senior leaders and succession planning - Raising attainment of children with SEND across all phases. - Reduction in persistent and severe absence of children with SEND. - Increased take up of the 2-year-old early education offer. - Reduction in % of children with SEND missing education. - Reduction in % of children with SEND in elective home education. - Reduction in suspensions of children with SEND. - Reduction in suspensions of all other pupils. 	
1.2	Leaders across the Local Area will agree, establish and publish a framework for ensuring that children and young people with SEND are a priority and at the heart of all improvement work. This will include: <ul style="list-style-type: none"> - How we build relationships with children and families and work effectively together, - How we develop our people, - How we lead change, - How we inspire ambition and excellence, - How we communicate clearly, and - How we create accountability. 	DCS PCC (DH) Head of Women and Children's Commissioning – Devon ICB (HP) PBWG as leads for schools and colleges (MM)	August 2023	December 2023	<p>All children and young people benefit from more inclusive knowledge and culture in practice within schools, health and social care.</p> <p>All children and young people have their needs met through improved quality and timely early intervention for SEND support.</p>		
1.3	Leaders across the Local Area will confirm how the use of the children and young peoples 10 wishes is to be used across all Strategic Plans and implement the approach. This work ensures that the voice of children and young people is captured through the mechanism they have designed themselves and the 10 wishes developed by young safeguarders is embedded.	DCS PCC (DH) Head of Women and Children's Commissioning – Devon ICB (HP) PBWG as leads for schools and colleges (MM)	August 2023	November 2023	<p>The voice of and engagement with families of children with SEND is central to plans and evaluation.</p> <p>Reduction in complaints re provision for children with SEND to schools/colleges, LA and LGO.</p>		
1.4	Leaders across the Local Area will agree the key performance targets and a performance and quality assurance framework required to ensure that there is robust monitoring and accountability for delivering the outcomes.	DCS PCC (DH) Head of Women and Children's Commissioning – Devon ICB (HP)	August 2023	October 2023			

		PBWG as leads for schools and colleges (MM) PPCV (CP)				- Reduction in permanent Exclusions of children with SEND.	
						<u>Progress measures</u>	
1.5	Leaders across the Local Area will put mechanisms in place to ensure a shared performance framework is operating effectively to provide timely oversight of the safety, welfare and education of children and young people with SEND. This will include a performance dashboard of performance and quality assurance information that is reviewed and challenged by the SEND Executive Group and Improvement Board.	DCS PCC (DH) Head of Women and Children's Commissioning – Devon ICB (HP) PBWG as leads for schools and colleges (MM)	August 2023	December 2023		- A professional development programme aimed at middle managers and senior leaders across education, health and social care.	
1.6	Leaders across the local area will ensure learning from the performance and quality assurance framework is used to inform planning and learning across the city.	DCS PCC (DH), Head of Women and Children's Commissioning – Devon ICB (HP)	January 2024	April 2024 (Reviewed annually)		- A clear policy and process are in place for co-working across children's services teams, as well as with health and school and college leaders.	
1.7	Leaders across the Local Area will include a commitment to improve services for children and young people with SEND in their Corporate Strategic and individual team or setting planning frameworks and documents, and ensure these commitments are embedded in practice, and assurance.	DCS PCC (DH) Head of Women and Children's Commissioning – Devon ICB (HP) PBWG as leads for schools and colleges (MM)	August 2023	January 2024		- A co-produced performance dashboard covering outcomes, service performance and experiences of children and young people and their families.	
1.8	Leaders across the Local Area will implement system governance for SEND improvement that ensures all partners with decision making responsibilities are able to drive the Local Area SEND Improvement Plan at pace.	CEX PCC (TL) DCS PCC (DH) PBWG as leads for schools and colleges (MM)	August 2023	December 2023		- Feedback from those benefiting that the professional development has helped them in their work.	
1.9	MAT CEOs, school and college leaders and the Director of EPS will ensure that the role and responsibilities of the Local Authority and school/college leaders for children with SEND are articulated and understood and implemented. This includes specifying the ordinary available offer.	PBWG as leads for schools and colleges (MM) Director EPS (AG)	October 2023	Feb 2024		- Framework for ensuring children and young people are at the heart of all improvement plans, which includes how to use the 10 wishes audit tool, has been co-produced, published, and is there is evidence it is used to refresh all improvement plans across the city.	Work is well under way with the governance structure.
1.10	Leaders across the Local Area will ensure that children, young people's, parents, and carers' views are represented throughout the Governance structure and their individual improvement plans.	DCS PCC (DH), Head of Women and Children's Commissioning – Devon ICB (HP) PBWG as leads for schools and colleges (MM)	August 2023	January 2024		- Evidence of the 10 wishes reflected in the process for producing plans and the content of plans at a strategic level.	
						- The ordinarily available offer is agreed and available, underpinning the graduated approach.	
						- The performance and quality assurance framework is developed and includes agreed targets. There is evidence that this is used to inform oversight and tracking and improvement.	Parents, carers, children and young people have been involved in the production of this Local Area SEND Improvement Plan.

1.11	Leaders across the Local Area will ensure a clear system wide process and procedure to identify and respond to children and cohorts of children where there are concerns about escalating vulnerabilities and risks.	DCS PCC (DH), Head of Women and Children's Commissioning – Devon ICB (HP)	August 2023	December 2023		- There is a clear multi-agency memorandum of understanding for sharing data across agencies in place, which takes into account the relevant GDPR legislation.	
1.12	Leaders across the Local Area will ensure a clear process of escalation for challenges or gaps in operational delivery is adopted and implemented. For example, if a team or service is at capacity the local area will respond and mitigate against this.	DCS PCC (DH), Head of Women and Children's Commissioning – Devon ICB (HP) PBWG as leads for schools and colleges (MM)	August 2023	December 2023			

PRIORITY ACTION AREA 2: Leaders, including Plymouth City Council, Devon Integrated Care Board, and school and college leaders should work together and share information to enable the earlier identification of children and young people with SEND who are at risk of increased vulnerability and negative outcomes.							
SENIOR RESPONSIBLE OFFICER: Director of EPS (AG)				TASK AND FINISH GROUP: Early identification and support			
Ref	Actions to deliver	Lead	Start Date	Completion date	Outcome statements from children, young people, parents & carers	Evidence of impact against desired outcomes	Progress monitoring (Including RAG)
2.1	Leaders across the Local Area will develop and implement a clear programme of partnership training on thresholds relating to vulnerability and risk across different concerns e.g. attendance, health, neglect, complex health and multiple needs.	Director EPS (AG) PBWG as leads for schools and colleges (MM) Head of Women and Children's Commissioning – Devon ICB (HP) Director CYPFS (ND)	August 2023	February 2024	All children, young people, parents and carers of SEND are given the opportunity to design services they receive. Parents and carers of children and young people with SEND are listened and <i>genuinely</i> heard to across all our agencies a “tell it once” approach is adopted.	The following key performance indicators have been identified as those that will provide confirmation that we are creating the right impact and progressing towards meeting the outcomes within this priority: <ul style="list-style-type: none"> - Raising attainment of children with SEND across all phases. - Reduction in persistent and severe absence of children with SEND. - Increased take up of the 2-year-old early education offer. - Reduction in % of children with SEND missing education. - Reduction in % of children with SEND in elective home education. - Reduction in suspensions of children with SEND. - Reduction in suspensions of all other pupils. - Reduction in permanent Exclusions of children with SEND. 	Building Support Training started on 25 th of September, system partner attendees will be reviewed in six weeks.
2.2	Leaders across the Local Area will ensure that all professionals (teachers, school staff, health staff, early years settings, early years staff, social care staff, family hubs) are clear about Plymouth wide practice standards for early identification of SEND, which will be co-produced.	Head of SEND (AP) PBWG as leads for schools and colleges (MM) Head of Women and Children's Commissioning – Devon ICB (HP)	November 2023	Developed by February 2024 Disseminated and training has occurred by June 2024	Parental report around SEND should be acknowledged as being as equal to school-based report. All children, young people, parents and carers benefit from help and support from practitioners when they need it so that their needs can be more easily identified and met, earlier, and before crisis activation.	<ul style="list-style-type: none"> - Reduction in % of children with SEND in elective home education. - Reduction in suspensions of children with SEND. - Reduction in suspensions of all other pupils. - Reduction in permanent Exclusions of children with SEND. 	
2.3	Leaders across the Local Area will develop and implement processes and procedures to ensure children at risk are identified and safeguarded early.	PCC – DCS (DH) PBWG as leads for schools and colleges (MM) Head of Women and Children's Commissioning – Devon ICB (HP) Family Hubs lead (ND)	October 2023	December 2023	The 'graduated approach' will be used consistently by schools for supporting children and young people with SEND to enable the identification of needs (the right help) and ensure they receive timely help (at the right time), including at significant transition points.	<ul style="list-style-type: none"> - Reduction in permanent Exclusions of children with SEND. 	
2.4	Leaders across the Local Area will further develop phase and transition protocols and procedures and communicate these clearly across the Partnership. This will include clear processes for escalating concerns about vulnerable or at risk children and providing support to, all who work in education (schools, colleges and PCC), health and social care. These will cover the following phases and transitions: <ul style="list-style-type: none"> - Pre-birth – 5 into pre primary, 	DCS PCC (DH) with Director EPS (AG) and Director CYPFS (ND) PBWG as leads for schools and colleges (MM)	January 2024	April 2024		<p><u>Progress Measures</u></p> <ul style="list-style-type: none"> - Expected practice for escalating concerns is well embedded at each phase and for transitions. An audit indicates consistency. - Co-produced practice standards for the early identification of SEND are developed and there is evidence 	

	<ul style="list-style-type: none"> - Transition – into primary phase, - 5-11 primary, - Transition primary to secondary, - 11-16 secondary, - Transition secondary to post-16, - 16-18 compulsory post 16 phase, - 18-25 post 18 to adulthood, - Children social care to adult social care, and - Children health services to adult health services. 	Head of Women and Children’s Commissioning – Devon ICB (HP)				that they are embedded within workforce/training strategies across the Partnership.	
2.5	<p>Leaders across the Local Area will:</p> <p>1) develop and implement a learning, development and training programme and events in localities to disseminate the revised ‘graduated offer’.</p> <p>2) establish a task and finish group to review and revise the ‘graduated approach’</p> <p>3) promote the current ‘graduated approach’ through a communications plan.</p>	<p>Head of SEND (AP)</p> <p>Head of Targeted Support (MA)</p> <p>PBWG as leads for schools and colleges (MM)</p> <p>Head of Women and Children’s commissioning – NHS Devon (HP)</p>	<p>1) January 2024</p> <p>2) September 2023</p> <p>3) September 2023</p>	<p>1) April 2024</p> <p>2) December 2023</p> <p>3) December 2023</p>		<ul style="list-style-type: none"> - Multi-agency processes are in place to appropriately respond to the information that is shared to identify the children and young people at most risk of increased vulnerability and negative outcomes. - The ‘graduated approach’ in schools and the ‘graduated response’ across the city is clearly defined. There is evidence that this is understood by professionals within Plymouth. - There is a multi-agency resource available which details the reasonable adjustments and support available within schools. - There is a multi-agency preparation for adulthood process in place. The effectiveness of this is evidenced through improvements seen in quality assurance audits around transitions within which the voice of the child is explicit. 	
2.6	<p>Leaders across the Local Area will ensure that all professionals in their organisation:</p> <ul style="list-style-type: none"> - understand the ‘graduated approach’ and ‘graduated response’, - understand their role in implementing these, and - implement the graduated approach and graduated response as appropriate. <p>These will be clearly communicated to all stakeholders including parent and carers, children and young people. This will include a clear communications plan.</p>	<p>DCS PCC (DH) with Director EPS (AG) and Director CYPFS (ND)</p> <p>Early Years setting leaders (HP)</p> <p>PBWG as leads for schools and colleges (MM)</p> <p>Head of Women and Children’s Commissioning – Devon ICB (HP)</p>	January 2024	May 2024		<ul style="list-style-type: none"> - There is an increase in SEND pupils remaining in education, training and employment. - A clear policy and process are in place for co-working across children’s services teams, as well as with health and school and college leaders. 	<p>Training under way on locality approach to early help as part of graduated response. Conference Nov 2023 for school staff.</p>
2.7	<p>Leaders across the Local Area will optimise resources in place to provide reasonable adjustments and additional support for pupils with SEND who need them to ensure they remain included and engaged in school and prevent them missing out on education.</p> <p>Where appropriate joint commissioning will be used.</p>	<p>DCS PCC (DH) with Director EPS (AG) and Director CYPFS (ND)</p> <p>PBWG as leads for schools and colleges (MM)</p> <p>Head of Women and Children’s Commissioning – Devon ICB (HP)</p>	October 2023	April 2024			

2.8	Leaders across the Local Area will ensure there is a clear process for preparation for adulthood for pupils with SEND which is delivered through the secondary phase: with responsibilities of each partner articulated and implemented.	DCS PCC (DH) with Director for Adult Services (GW) Head of Skills and Post 16 (TB) Head of SEND (AP) PBWG as leads for schools and colleges (MM)	October 2023	June 2024			
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PRIORITY ACTION AREA 3: Leaders, including Plymouth City Council and school and college leaders should work together to reduce the likelihood of exclusion for pupils with an EHCP							
SENIOR RESPONSIBLE OFFICER: Director of Education (AG) with CEO Chair PBWG (MM)				TASK AND FINISH GROUP: Inclusion			
Ref	Actions to deliver	Lead	Start Date	Completion date	Outcome statements from children, young people, parents & carers	Evidence of impact against desired outcomes	Progress Monitoring <i>(Including RAG)</i>
3.1	Place Based Working Group (PBWG) will develop, agree and articulate the aim and core principles on SEND and inclusion to which the Local Area will work towards; to confirm the commitment from all school and college leaders. This will include seeing 'challenging' behaviour as a possible indicator of SEND and consideration of what health or additional needs are present.	PBWG as leads for schools and colleges (MM) Head of Education (JB)	October 2023	December 2023 (for statement to be developed). February 2024 (for confirming commitment).	All children and young people with SEND experience reasonable adjustments in all settings. All children, young people, parents and carers benefit from the access to suitably trained staff/familiar person who can identify need and work with families to engage the appropriate support and adjustments to ensure each child accesses an education suitable for them.	The following key performance indicators have been identified as those that will provide confirmation that we are creating the right impact and progressing towards meeting the outcomes within this priority: - Reduction in suspensions of children with SEND. (including specific transition year groups) - Reduction in suspensions of all other pupils. - Reduction in permanent Exclusions of children with SEND. (including specific transition year groups)	
3.2	Early years, school and college leaders will develop and implement a learning and development programme of best practice work in education: drawing on local and national leaders in supporting the inclusion of pupils with an EHCP and those on SEND support. School and college leaders will ensure engagement from their teams with the learning and development programme.	PBWG as leads for schools and colleges (MM) Head of Education (JB)	October 2023	December 2023 (for programme to be developed). January to July 2024 (Programme roll out)	Reduction in complaints re provision for children with SEND to schools/colleges, LA and LGO.	- Raising attainment of children with SEND across all phases. - Reduction in persistent and severe absence of children with SEND. - Increased take up of the 2-year-old early education offer. - Reduction in % of children with SEND missing education. - Reduction in % of children with SEND in elective home education.	
3.3	Plymouth City Council will confirm and publish the Local Authority and Partnership offer of support and services available to schools at the early help stage for SEND and EHCP pupils at risk of exclusion. e.g. additional help for pupils subject to frequent suspensions and low attendance.	Head of Education (JB) Head of SEND (AP) PBWG as leads for schools and colleges (MM) Head of Targeted Support (MA)	October 2023	December 2023		- Reduction of pupils with an EHCP attending Alternative Provision (ACE). - Reduction in number of pupils on a part time timetable longer than eight weeks.	
3.4	Leaders across the Local Area will agree and implement a process of early identification/notification of pupils with EHCP who are not in full time education to ensure plans are in place to review EHCP needs, outcomes and provision (Early annual review).	Head of SEND (AP) Head of Education (JB)	October 2023	December 2023			
3.5	School and College leaders will develop adjusted curriculum routes in their schools for those pupils with EHCPs who need the additional support to ensure their needs are met and risk of exclusion is prevented.	PBWG as leads for schools and colleges (MM)	October 2023	July 2024 Continued shared item for PBWG			

				Sept/Oct annually.			
3.6	<p>Health, Social Care and Education leaders will strengthen transition across all areas and the use of the 'Transition Portal' to ensure robust transition and first half term support is provided to all children with EHCPs going from:</p> <ul style="list-style-type: none"> - Early Years into primary schools, - Primary into secondary, - Secondary to post-16, - Secondary / Post 16 providers into preparation for adulthood, - Children social care to adult social care, and - Children health services to adult health services. 	<p>PBWG as leads for schools and colleges (MM)</p> <p>Head of Education (JB), Head of SEND (AP) and Head of Post 16 (TB)</p> <p>Head of Women and Children's Commissioning – NHS Devon (HP)</p>	October 2023	<p>Process and expected use confirmed March 2024.</p> <p>Implementation reviewed December 2024.</p>		<ul style="list-style-type: none"> - Reduction in the number of SEND pupils who are missing Education (CME). - Any child suspended or excluded with an EHCP has had a timely annual review. <p><u>Progress Measures</u></p> <ul style="list-style-type: none"> - Core principles around the inclusion of SEND pupils within schools is developed. There is evidence that this is embedded within all school's inclusion and behaviour policies. - A learning, development and training programme and delivery plan for sharing best practice is developed. There is evidence that this is implemented. - The local authority offer of support and services is developed and disseminated to all schools. - A process is developed and implemented which enables the early identification of EHCP pupils who are not in full time education. - Adjusted curriculum routes are developed and implemented for EHCP pupils at risk of exclusion. There is evidence that this has reduced the number of SEND pupils with suspensions and Permanent exclusions. - Improvement in the experiences of CYP and their families of the process and quality of the content of EHCPs to ensure the right support is provided at the right time. 	
3.7	<p>Health, social care and education will review the content, process, tracking and quality of EHCPs and annual reviews.</p>	<p>Head of Education (JB), Head of SEND (AP) and Head of Post 16 (TB)</p>	October 2023	December 2023			

		Head of Women and Children's Commissioning – NHS Devon (HP) Director CYPFS (ND)						
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PRIORITY ACTION AREA 4: Devon Integrated Care Board should work with partners to risk assess children on waiting lists, ensuring that those with multiple needs get the earliest support possible.							
SENIOR RESPONSIBLE OFFICER: Deputy Director of Commissioning -Out of Hospital (SS)				TASK AND FINISH GROUP: Health Wait Lists			
Ref	Actions to deliver	Lead	Start Date	Completion date	Outcome statements from children, young people, parents & carers	Evidence of impact against desired outcomes	Progress Monitoring (Including RAG)
4.1	Devon ICB will establish a task and finish group to co-produce, test and implement a clinical prioritisation tool to ensure those children with multiple needs/services get the earliest support.	Head of Women and Children's commissioning – Devon ICB (HP)	October 2023	July 2024	Children, young people, parents and carers who access health services understand and benefit from an efficient and effective triage process.	<p>The following key performance indicators have been identified as those that will provide confirmation that we are creating the right impact and progressing towards meeting the outcomes within this priority:</p> <ul style="list-style-type: none"> - A benchmark survey, co-produced with PPCV, to understand service user experience. - Outcomes identified from a clinical prioritisation auditing tool. - Feedback received from parent, carers and young people through 'I want great care'. - Outcomes from the quality assurance audit of the 'Ten wishes'. - Outcomes from the Young Safeguarder 'Mystery Shopper' exercises (Link to 1.2). <p>The following performance indicator has also been identified as key to achieving the outcomes in this priority:</p> <ul style="list-style-type: none"> - Reduction in waiting times. 	
4.2	Devon ICB will co-produce practice standards for the support offer whilst waiting to include how children, young people and families and their education provider will be communicated with, which will include jointly produced advice and guidance based on an understanding of a young person's profile of needs.	Head of Women and Children's commissioning – Devon ICB (HP)	October 2023	July 2024	Children, young people, parents and carers feel confident the assessment will accurately relate to their lived experiences and reflect their developmental stage.		
4.3	Devon ICB will co-produce guidance for all clinicians to deliver on the expectations of the 'Ten wishes' developed and reviewed by children and young people.	Head of Women and Children's commissioning – Devon ICB (HP)	October 2023	March 2024	Children and young people with multiple needs are identified in a timely way and are supported in the right place at the right time.		
4.4	Devon ICB will co-produce with system partner's robust information sharing agreement that will triangulate information across the Partnership to provide intelligence to identify children and young people who need multiagency intervention before crisis occurs.	IGOs in providers (JF)	October 2023	March 2024			
4.5	Devon ICB and Plymouth City Council will establish a multi-agency multi-disciplinary team (MDT) within each geographical locality across the City to deliver effective multi-agency support at the earliest possible opportunity including expedited interagency referral pathways.	Head of Women and Children's commissioning – Devon ICB (HP)	October 2023	March 2025			
4.6	Devon ICB and Plymouth City Council will review and develop 'ACCESS' (multi-agency MDT of health, social care and education to provide a coordinated approach to access and meet the needs of individual children) to widen the access to services so that this is available for any child, young person parents or carers where the support offer cannot be managed within the locality MDT teams.	Head of Women and Children's commissioning – Devon ICB (HP)	October 2023	December 2024			

PRIORITY ACTION AREA 5: Plymouth County Council leaders should ensure that children and young people with SEND who also have social care needs get the care and support they need. Particularly,							
a. vulnerable children living in residential special schools and children's homes at a distance.							
b. children receiving short breaks without effective oversight and review including reassessment when needs escalate.							
SENIOR RESPONSIBLE OFFICER: Director of CYPFS (ND)					TASK AND FINISH GROUP: Social Care and Children's Disability Team		
Ref	Actions to deliver	Lead	Start Date	Completion date	Outcome statements from children, young people, parents & carers	Evidence of Impact against desired outcomes	Progress Monitoring (Including RAG)
5.1	Plymouth City Council will ensure that the Independent Reviewing Officers will increase their focus on monitoring, challenging and ensuring effective oversight of children living in residential schools and children's homes at a distance to ensure they get the help that they need.	Head of Service for Quality Assurance and safeguarding (FG)	September 2023	December 2023	Children and young people in residential settings receive regular, robust visits to make sure they are happy, healthy, safe, aspire and achieve and care givers have the training and support they need to facilitate this.	<p>The following key performance indicators have been identified as those that will provide confirmation that we are creating the right impact and progressing towards meeting the outcomes within this priority:</p> <ul style="list-style-type: none"> - 100 % of visits to children living in special schools and children's homes at distance are undertaken within timescales. These all comply with DfE guidance "Visiting children in residential special schools and colleges". - 100% of EHCPs, Personal Education Plans (PEP) and the Child in Care Reviews for children living in special schools and children's homes at distance are completed on time. - Increase in the number of quality assurance multi-agency audits graded 'good' and 'outstanding'. - 100% of annual reviews of EHCPs for children's homes at distance are undertaken within timescales. - 100% of overnight respite short break packages will be reviewed in line with social work guidance. This will be every 3 months for children in need and 6 months for children in care - 100% of short breaks leisure packages will be reviewed every six months 	
5.2	Plymouth City Council will ensure IRO's will complete visits to children to gather their wishes and feelings before each child in care meeting.	Head of Service for Quality Assurance and Safeguarding (FG)	September 2023	March 2024	All children, young people, parents and carers understand their eligibility for short breaks and have easily accessible information about them provided by Plymouth City Council.		
5.3	The Virtual School will develop and implement workshops for Foster Parents, Residential Carers and Social Workers to develop knowledge and confidence in getting the best out of Personal Education Plans and EHCP reviews.	Virtual Head Teacher (LE)	October 2023	March 2024			
5.4	Plymouth City Council will develop and implement a system to oversee children in residential schools and children's homes having their EHCP plans regularly reviewed and progressed.	Virtual Head Teacher (LE)	September 2023	December 2023	CYP have an enriching experience that enhances their lives through quality short break.		
5.5	Transitional planning takes place in a timely way for young people. There is joined up effective support available to help young people understand their rights and access to support into adulthood.	SD CYPFS (ND)	November 2023	April 2024			
5.6	Plymouth City Council will ensure that those with management and oversight of children receiving short breaks have the right levels of skills and knowledge and apply this effectively.	SD CYPFS (ND)	September 2023	December 2023			
5.7	Plymouth City Council will ensure that there is programme of regular reviews of children receiving short breaks to ensure that there is a rigorous assessment and re-assessment of need to make sure short break packages meet levels of need.	Head of SEND (AP)	September 2023	November 2023			
5.8	Plymouth City Council will ensure that there are sufficient overnight respite short breaks to support families of children with disabilities. A plan will be	DCS PCC (DH) with Head of Service (CDT)	August 2023	April 2024			

	developed and delivered with commissioning arrangements identified.	and Head of SEND (AP),					
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Progress (BRAG)	
	Complete and embedded
	Complete
	Progressing to timescale
	Little or no progress/delayed

ACTION PLAN: IMPROVEMENT AREAS

IMPROVEMENT AREA 6: Leaders across health, social care and education should improve the consistency of the support offered to children and young people with SEND by ensuring:							
a. all children receive the mandated checks in line with the Healthy Child programme. b. all children and young people benefit from a consistently applied graduated response.							
SENIOR RESPONSIBLE OFFICER: a. Director of Public Health (RH) b. Director of Education (AG) with CEO Chair PBWG (MM)				TASK AND FINISH GROUP: Graduated Response			
Ref	Actions to deliver	Lead	Start Date	Completion date	Outcome statements from children, young people, parents & carers	Evidence of Impact against desired outcomes	Progress Monitoring (Including RAG)
Healthy Child Programme							
6.1	Livewell South West (LSW) will improve recruitment and retention to the Public Health Nursing service to enable us to optimise the delivery of the mandated reviews to all eligible families.	LSW Assistant Director CYPFS (TC)	September 2023	March 2025	Children, Young people, parents and carers understand what the Healthy Child Programme is and what to expect from it via easy to access information.	The following evidence in Livewell South West (LSW) service specific outcomes framework will provide confirmation that we are creating the right impact and progressing towards meeting the outcomes within this priority: <ul style="list-style-type: none"> – Antenatal contact- 28 week or above, – New Birth assessments, – 6 to 8 week review, – 1 year review, and – 2 to 2.5 year review. – The above mandate reviews will be expected to be on a continuous improvement trajectory due to the positive recruitment. – Confirmed trajectory to achieve in full will be identified when 6.2 and 6.3 are completed. – Once resource is completed with parents and carers (as identified in 6.5) we will develop a feedback questionnaire to ensure that the information is meeting their needs. 	Livewell South West (LSW) have ten members of staff currently undertaking the training and will be qualified in Jan 2024, another six members of staff starting this Autumn and will complete January 2025.
6.2	LSW will review the current model of service delivery to maximise the number of families receiving the five mandated reviews (checks) in a safe and effective way.	LSW Assistant Director CYPFS (TC)	October 2023	February 2024			
6.3	LSW will optimise the interfaces between organisations around notifications to ensure families are offered the reviews.	LSW Assistant Director CYPFS (TC)	November 2023	February 2024			
6.4	LSW will develop the existing locality model with partners including family hubs, early years and the local authority locality based provision etc.	LSW Assistant Director CYPFS (TC)	October 2023	April 2024			
6.5	LSW will develop a resource to support and provide information for parents and carers to understand the Healthy Child Programme and what Public Health Nurses provide.	LSW Assistant Director CYPFS (TC)	November 2023	April 2024			

Graduated Response: Graduated response and approach task and finish group							
6.6	Plymouth City Council will develop the Local Offer and improve accessibility through the Plymouth Online Directory to ensure that children young people, parents, carers and practitioners have accessible and accurate information about the support available.	Head of SEND (AP) Head of Education (JB) Head of Targeted Support (MA)	October 2023	April 2024	<p>Children, Young people, parents and carers understand what the graduated response is and what to expect from it via easy to access information and consistent implementation from joined up services.</p> <p>All children and young people should have their needs met effectively through a consistently applied graduated approach within Plymouth schools.</p> <p>All services share the same understanding of how and when to help children with SEND, providing a consistent application of support.</p>	<p>The following key performance indicators have been identified as those that will provide confirmation that we are creating the right impact and progressing towards meeting the outcomes within this priority:</p> <ul style="list-style-type: none"> - Health will provide quarterly data which will demonstrate the level of activity of service provided within the iTHRIVE model in line with the graduated response - Google analytics show increased visits to the Plymouth Online Directory (POD) - Parents and Carers tell us that they found the information they needed on the POD was helpful. - Raising attainment of children with SEND across all phases. 	
6.7	Leaders across the Local Area will set out, in a policy and procedures, a common approach to applying a graduated response throughout the Local Area (i.e. combining iThrive, the graduated approach used by schools, the early help model for the social care response).	Head of Women and Children's commissioning – Devon ICB (HP) Head of SEND (AP) Head of Targeted Support (MA) PBWG as leads for schools and colleges (MM)	October 2023	April 2024		<ul style="list-style-type: none"> - Reduction in persistent and severe absence of children with SEND. - Reduction in suspensions of children with SEND - Reduction in suspensions of all other pupils - Reduction in permanent Exclusions of children with SEND 	
6.8	Leaders across the Local Area will co-produce with children, young people, parents and carer's information and guidance on the application of the 'graduated approach' used in schools.	Head of Education (JB) PBWG as leads for schools and colleges (MM) Head of women and children's commissioning – Devon ICB (HP)	October 2023	October 2023 for current version. April 2024 for revised version		<ul style="list-style-type: none"> - Reduction of pupils with an EHCP attending Alternative Provision (ACE). - Reduction in number of pupils on a part time timetable longer than eight weeks. - Reduction in number parents and carers who opt for elective home education for their SEND child due to 'issues with the school'. 	
6.9	Leaders across the Local Area will disseminate the learning from the regular multi-agency audits co-ordinated by the Head of Quality Assurance to all professionals to improve the consistent application	Head of Quality Assurance (FG) Head of SEND (AP) PBWG (MM)	October 2023	December 2023 (for first dissemination half termly thereafter).		<ul style="list-style-type: none"> - Improved EHCP assessment timeliness. 	

	of the graduated response throughout the Local Area.	Head of woman's and Children's Commissioning – Devon ICB (HP)					
6.10	Leaders across the Local Area will review the EHCP and annual review process and ensure regular quality assurance activity is undertaken, using audits of children's stories through education. Learning and development for staff will be provided.	Head of SEND (AP) Head of Quality Assurance and Safeguarding (FG) with SEND Service Manager (DD) DMO	October 2023	April 2024			<ul style="list-style-type: none"> - Improved EHCP annual reviews timeliness. - Reduction in tribunals. - Improved outcomes in EHCP quality assurance audits. <p><u>Progress Measures</u></p> <ul style="list-style-type: none"> - A common approach to the graduated response is articulated within a policy document. There is evidence that this is well understood. - There is an accessible version of the graduated response policy document which has been co-produced with parents, carer, children and young people. There is evidence that families are aware of it and understand it. - There is evidence that the learning from multiagency audits has been disseminated throughout agencies and is reshaping our learning, development and training and delivery of services.
6.11	Plymouth City Council will further develop capacity and capability in the 0-25 team to undertake the development of timely and high quality EHCPs.	Head of SEND (AP)	October 2023	June 2024 (at full staffing complement)			
6.12	Plymouth City Council will further develop capacity and capability in the Inclusion and Welfare Service (IWS) to contribute to implementing the graduated response.	Head of Education (JB)	October 2023	March 2024 (at full staffing complement)			

IMPROVEMENT AREA 7: Leaders across the Partnership should continue to address long waiting times for children and young people requesting support from health services.							
SENIOR RESPONSIBLE OFFICER: Deputy Director of Commissioning -Out of Hospital (SS)				TASK AND FINISH GROUP: Health Wait Lists			
Ref	Actions to deliver	Lead	Start Date	Completion date	Outcome statements from children, young people, parents & carers	Evidence of Impact against desired outcomes	Progress Monitoring (Including RAG)
Actions within this improvement area are integral to Priority action 4 and outcomes and delivery will be interlinked.							
	Devon ICB will strengthen governance across the system to identify where resources can be prioritised to address waiting lists and support the improvement work required to enable the right outcomes for children, young people and their families.	Devon ICB, Head of Women and Children's Commissioning (HP)	October 2023	April 2024	Investment is needed to better meet the diverse needs of children, young people, parents and carers in a timely manner and relieve the demand on services.	The following key performance indicators have been identified as those that will provide confirmation that we are creating the right impact and progressing towards meeting the outcomes within this priority: <ul style="list-style-type: none"> - Reduction in waiting times. - Improvement in Referral To Treatment time (RTT) position and support children and young people to access the service in a timely way and then in turn improve their outcomes. - To achieve the 18-week referral to treatment target for CYP SLT by November 2025. 	
7.2	Devon ICB will establish waiting list reduction task and finish group that aligns with system wide community and elective recovery programme and governance, which includes workforce development.	Devon ICB, Head of Women and Children's Commissioning (HP)	October 2023	April 2024	Children, young people, parents and carers are part of designing how services should operate and what support should be offered whilst on the waiting list.		
7.3	Devon ICB will develop and implement system wide standardised communication for any child or young person on a health waiting list. This will be developed with children, young people, families and education to ensure it captures information required by them.	Devon ICB, Head of Women and Children's Commissioning (HP)	October 2023	April 2024	All children, young people, parents and carers feel safe and supported whilst they are on a waiting list because they are kept fully informed.		
7.4	Devon ICB will co-produce practice standards for the support offer whilst waiting to include how children, young people and families and their education provider will be communicated with which will include jointly produced advice and guidance based on an understanding of a young person's profile of needs.	Head of Women and Children's commissioning – NHS Devon (HP)	March 2024	September 2024			
Speech and Language							
7.5	LSW will deliver continued improvement and implementation of new delivery model in line with iThrive, the graduated approach used by schools, the early help model and the social care offer.	LSW Assistant Director CYPFS (TC)	March 2023	Completed		Model of delivery has been reviewed in line with the iThrive model/graduated response, demand and capacity exercise has been completed identifying the need to increase establishment to manage current demand for additional investment has been identified to increase by 4 WTE members of staff which will be in post by November 2023.	

7.6	Within LSW four whole time equivalent (WTE) Speech and Language Therapists to be recruited following service level demand and capacity review.	LSW Assistant Director CYPFS (TC)	January 2023	October 2023			Four Whole Time Equivalent (WTE) members of staff which will be in post by November 2023.
7.7	Devon ICB will develop a system wide standardised communication for any child or young person on a health waiting list. This will be developed with children, young people, families and education to ensure it captures information required by them.	Devon ICB, Head of Women and Children's Commissioning (HP)	March 2024	September 2024			
Neurodiversity							
7.8	Devon ICB will continue system wide neurodiversity gamechanger work which optimises service delivery and identifies areas of investment to support demand. <ul style="list-style-type: none"> - Appoint to navigator roles, key workers to provide support to families while waiting for assessment. - Finalise and launch integrated assessment pathway for health services that provide neurodiversity services. - Articulate the ordinarily available provision pathway and offer as part of the graduated approach 	Devon ICB, Head of Women and Children's Commissioning (HP)	September 2023	March 2025			
7.9	UHP will increase assessment capacity within UHP pre-school and school-age assessment pathways through review of processes, recruitment and validation of waiting list.	UHP Care Group Manager for Women's and Children's (FO)	August 2023	April 2024			Increased capacity in pre-school pathway through recruitment into vacancy and additional posts has led to a reduction in number of young people waiting. For the school age pathway, we are awaiting training for new members of staff planned for October 2023.
7.10	LSW will review capacity and demand with children and young people with an overlay of mental health needs.	LSW Assistant Director CYPFS (TC)	November 2023	April 2024			
Community Paediatrics							
7.11	UHP will review capacity and demand for all waiting lists for community paediatrics e.g. OT, hearing assessments/audiology.	UHP Care Group Manager for Women's and Children's (FO)	November 2023	April 2024			
7.12	UHP will develop a comprehensive Workforce Plan aligned to demand with appropriate capacity, multidisciplinary representation and skill mix.	UHP Care Group Manager for Women's and Children's (FO)	September 2023	January 2024			We have gone out to advert for a further Locum Consultant Paediatrician due to ongoing vacancy, while planning review of our wider workforce.

7.13	UHP will enhance offer for young people and families, focused on advice & guidance, while awaiting assessment.	UHP Care Group Manager for Women's and Children's (FO)	October 2023	March 2024			
Mental Health Services							
7.14	LSW will review the current capacity and demand in the complex therapies within CYP mental health services. (This links to 3.6)	LSW Assistant Director CYPFS (TC)	August 2023	October 2023			Completed and identified areas of need of establishment.
7.15	LSW will utilise current mental health investment funding to support capacity to deliver timely interventions in line with the capacity review and escalate within the ICB additional investment required to meet demand.	LSW Assistant Director CYPFS (TC)	October 2023	April 2024			Additional posts have been identified and will be out to advert November 2023.

IMPROVEMENT AREA 8: Leaders must ensure that all social care, health and education practitioners have the training they need to provide consistent identification, care and support for children and young people with SEND.							
SENIOR RESPONSIBLE OFFICER: Director of EPS (AG) and Head teacher Chairs of Phases (LS – secondary school heads, SN – primary school heads and CW – special school heads)					TASK AND FINISH GROUP: Governance, oversight, culture and workforce		
Ref	Actions to deliver	Lead	Start Date	Completion date	Outcome statements from children, young people, parents & carers	Evidence of Impact against desired outcomes	Progress Monitoring (Including RAG)
8.1	<p>Leaders across the Local Area will ensure that there is a consistent and comprehensive programme of learning, development and training in place, to include:</p> <ul style="list-style-type: none"> - A core level of base line mandatory learning, development and training for everyone including parents, carers and the wider children's workforce working with children and young people, and - Additional specialist training relevant to specific roles e.g. Neurodiversity <p>Leaders will make sure that this programme is co-designed, co-produced, co-delivered and evaluated by those with lived experiences.</p>	<p>Head of SEND (AP)</p> <p>PBWG as leads for schools and colleges (MM)</p> <p>Head of Women and Children's Commissioning – Devon ICB (HP)</p> <p>Plymouth Parent and Carer Voice (CP)</p> <p>Children and Young People</p>	December 2023	September 2024	<p>All children and young people are fully supported earlier, because staff and leaders across all agencies receive and apply mandatory accredited training applicable to their role.</p> <p>Children and young people benefit from access to specialist trained staff who are experts in 'Neurodiversity' who apply their knowledge to ensure optimal support is delivered across social care, health and education.</p>	<p>The following key performance indicators have been identified as those that will provide confirmation that we are creating the right impact and progressing towards meeting the outcomes within this priority:</p> <p><u>For pupils with autism spectrum disorders as a primary need</u></p> <ul style="list-style-type: none"> - Increase in attendance. - Reduction in the use of Part Time Timetables - Reduction in elective home education - Reduction in suspensions - Reduction in permanent exclusions 	
8.2	<p>Leaders across the Local Area will ensure that local offer is reviewed and refreshed to make sure that there is a comprehensive central directory of training visible and accessible on the Plymouth Online Directory (POD) in a variety of formats e.g.</p> <ul style="list-style-type: none"> - Online, - Face to face, - Evidence-based research - Sharing best practice within the Local Area, and - Useful materials in an online directory. 	<p>Head of SEND (AP)</p> <p>PBWG as leads for schools and colleges (MM)</p> <p>Head of Women and Children's Commissioning – Devon ICB (HP)</p> <p>Plymouth Parent and Carer Voice (CP)</p> <p>Children and Young People</p>	January 2024	September 2024	<p>Reduction in complaints re provision for children with SEND to schools/colleges, LA and LGO.</p>	<p><u>For pupils with Social Emotional and Mental Health diagnosis as a primary need</u></p> <ul style="list-style-type: none"> - Increase in attendance - Reduction in the use of Part Time Timetables - Reduction in elective home education - Reduction in suspensions - Reduction in permanent exclusions <p><u>For pupils with Speech, Language and Communication Difficulties as a primary need</u></p>	
8.3	<p>Leaders across the Local Area will ensure that there is a commitment from all agencies in the Local Area to sign up to delivering and engaging with the core base line level of mandatory learning, development and training (as outlined in action 8.1).</p> <ul style="list-style-type: none"> - Sign up to a charter, - Monitoring attendance, - Measuring impact, - Refresher training, and - Skills audit within individual agencies / services / schools. 	<p>Head of SEND (AP)</p> <p>PBWG as leads for schools and colleges (MM)</p> <p>Head of Women and Children's Commissioning – Devon ICB (HP)</p>	December 2023	September 2024		<ul style="list-style-type: none"> - Increase in attendance - Reduction in the use of Part Time Timetables - Reduction in elective home education - Reduction in suspensions - Reduction in permanent exclusions <p><u>Other KPIs</u></p> <ul style="list-style-type: none"> - Evaluation of learning, development and training programmes evidence quality and improved practice. 	

						<ul style="list-style-type: none"> - Public perception surveys inform us that services are being delivered by a skilled and confident workforce. - Google analytics shows improved use of the Plymouth online directory and better access and understanding of the local offer. <p><u>Progress Measures</u></p> <ul style="list-style-type: none"> - Core level of base line mandatory learning, development and training programme is co-produced and co-delivered. - A specialist training programme is co-produced and co-delivered. - A charter is in place which evidences commitment to delivering a core level of base line learning, development and . 	
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IMPROVEMENT AREA 9: Leaders should use the information available to them to plan ahead, ensuring the right services and support are in place to meet the future needs of children and young people with SEND in Plymouth.							
SENIOR RESPONSIBLE OFFICER: Head of SEND (AP)				TASK AND FINISH GROUP: SEND Sufficiency and Provision			
Ref	Actions to deliver	Lead	Start Date	Completion date	Outcome statements from children, young people, parents & carers	Evidence of Impact against desired outcomes	Progress Monitoring (Including RAG)
9.1	Leaders across the Local Area will use current resources to best effect and escalate where different or more resources are needed.	CEO PCC (TL) and CMO NHS Devon (NA). Plymouth SEND Improvement Board.	November 2023	March 2025 Report April 2024.	<p>All children, young people, parents and carers are able to access local provision suitable to their needs.</p> <p>Transitions will be successful through earlier planning, strengthened multi-agency information sharing, and supporting continuity for the child, young person, family and involved practitioners.</p> <p>Providing a varied education offer that acknowledges and responds to the diverse needs of our Plymouth children.</p>	<p>The key performance indicators identified throughout priorities one to eight will provide confirmation that we are creating the right impact and progressing towards meeting the outcomes within this priority.</p> <p><u>Progress Measures</u></p> <ul style="list-style-type: none"> - Data reports are automated as far as possible and shared appropriately between agencies. - A SEND and AP sufficiency strategy is developed and there is evidence of its impact. 	
9.2	Leaders across the Local Area will ensure a clear overview of each year group age of children and young people is developed and is used to inform decision making. This must include prevalence of different SEND needs. This will draw on the JSNA and analysis of EHCP data.	Director EPS (AG) Head of SEND (AP);	December 2023	March 2024			
9.3	All Leaders across the Local Area will conduct an annual public perception survey about the services it provides. To ensure all leaders understand what service children and young people with SEND, and their parents and carers feel is needed both now and in the future.	Head of SEND (AP)	May 2024	June 2024			
9.4	NHS Devon leaders will analyse SEND data as a core part of planning new and existing provision. This will draw on the JSNA and analysis of EHCP data.	Head of Women and Children's Commissioning – NHS Devon (HP)	November 2023	March 2025			
9.5	Leaders within Plymouth City Council, school and colleges will publish and implement a SEND and AP sufficiency strategy.	SEND Sufficiency group: PCC Director of Education (AG) Head of SEND (AP) Director EPS (AG)	September 2023	Publication November 2023; Implementation Jan 2024-Sept 2026.			