

Appendix A - Bedford Borough SEND Statement of Action

06-Jul-18

	Key actions to address area for development	Completion date	Accountable officer(s)	Deliverer(s)	Resources (cost or time)	Success criteria (what does good look like?)	Progress update	RAG rating
1. There are no coordinated priorities, strategies or accountabilities between the services to ensure that joint commissioning is undertaken effectively.								
Objectives: 1.1: To produce a co-production charter for all partners 1.2: To produce a joint commissioning strategy 1.3: To agree a shared outcomes framework for all SEND provision in Bedford Borough								
1.1	To produce a co-production charter for all partners which states the principles and practises that all partners agree to	Jan-19	SEND Improvement Board	Ben Pearson, Martin Pubrick, Karlene Allen and Karen Russell	Existing resources and new Project Manager	Co-production charter approved by SEND Improvement Board. Embed these principles and practices in the governance, roles and responsibilities of all partners. All SEND developments operate within the principles of co-production charter.		
1.1.1	Develop a draft co-production charter that will serve as a working document for all partners and as a basis of engagement with partners	Jul-18	SEND Improvement Board	Ben Pearson, Martin Pubrick, Karlene Allen and Karen Russell	Existing resources	Timeline agreed by all partners. Appropriate resources.		
1.1.2	Agree consultation programme, ensuring that all partners, providers and families have had the opportunity to engage	Sept - Nov 18	SEND Improvement Board	Ben Pearson, Martin Pubrick, Karlene Allen and Karen Russell	Existing resources and new Project Manager	All parties have the opportunity to develop the co-production charter. Programme of consultation workshops agreed and advertised. A series of engagement workshops with providers, commissioners and parents have been arranged between September and November.		
1.1.3	Finalise Co-production charter incorporating feedback from co-production workshops	Jan-19	SEND Improvement Board	Ben Pearson, Martin Pubrick, Karlene Allen and Karen Russell	Existing resources	All parties signed up to charter.		
1.1.4	Review governance structures to ensure that the capacity of the partnership is aligned appropriately with actions required	Jan-19	SEND Improvement Board	Ben Pearson, Martin Pubrick, Karlene Allen and Karen Russell	Existing resources and new Project Manager	Governance structure in place, including task and finish groups as required to deliver the outcomes captured in the SoA.		
1.2	To agree a common outcomes framework for all SEND provision that maps outcomes to services to performance indicators	Mar-19	SEND Improvement Board	Mrunal Sisodia/PCF, Ben Pearson, Karlene Allen	Existing, co-ordinated by new Project Manager	Agreed Outcomes Framework and reporting processes for all SEND services for 19/20 and beyond. Contracts amended to reflect Outcomes Framework. Outcomes Framework states the things that are important to families, the services that are required to support these things and the metrics that track progress.		
1.2.1	Develop a draft outcomes framework that will serve as a working document for all partners and as a basis of engagement with partners and starting work on Joint Commissioning	Dec-18	SEND Improvement Board	Mrunal Sisodia / PCF	Existing, co-ordinated by new Project Manager	All partners involved. Ensure that a wide variety of children, young people, parents/carers and partners are involved (see 1.2.2).		

1.2.2	Hold a series of workshops and open meetings for all stakeholders to understand what the key outcomes are for them	Dec-18	SEND Improvement Board	Mrunal Sisodia / PCF	Existing, co-ordinated by new Project Manager	Workshops have been arranged from September - December 2018. The output of these workshops will be used to revise and validate the draft produced in 1.2.1. Engage with children, young people and families and ensure we listen ,respond and action their views and capture this in the outcomes framework (what is important to them?) Engagement with current and prospective providers about current targets and future outcomes.		
1.2.3	Agree/sign off final Outcomes Framework incorporating learnings from stakeholder workshops	Jan-19	Anne Murray	Karlene Allen	Existing, co-ordinated by new Project Manager	New KPI's to be agreed in Jan 19 - to be delivered against from April 2019. New KPIs aligned to and included in Outcomes Framework. Quality Assurance system embedded that includes; Annual audit of EHCPs to ensure Robust high Quality EHCPs with positive Health outcomes and that the voice of the child and family is heard. Annual audit of Health recommendations for EHCP Tribunals and impact upon capacity. Commissioning for Quality and Innovation (CQUIN) targets for identified SEND areas. Annual audit review of complaints. Children, young people and families have the opportunity to feedback directly and Communications support a 'You said and we Did' approach to listening to children, young people and families.		
1.2.4	Ensure that performance indicators required by outcomes framework are incorporated into organisational ongoing monitoring and KPIs (Health)	Jan-19	Anne Murray	Karlene Allen, Julie Cronin	Existing, co-ordinated by new Project Manager	New KPI's to be agreed in Jan 19 - to be delivered against from April 2019. New KPIs aligned to and included in Outcomes Framework. Quality Assurance system embedded that includes; Annual audit of EHCPs to ensure Robust high Quality EHCPs with positive Health outcomes and that the voice of the child and family is heard. Annual audit of Health recommendations for EHCP Tribunals and impact upon capacity. Commissioning for Quality and Innovation (CQUIN) targets for identified SEND areas. Annual audit review of complaints. Children, young people and families have the opportunity to feedback directly and Communications support a 'You said and we Did' approach to listening to children, young people and families.		

1.2.5	Ensure that performance indicators required by outcomes framework are incorporated into ongoing departmental monitoring and KPIs (Education)	Jan-19	Colin Foster	Ben Pearson, Rosie Newbigging	Existing, co-ordinated by new Project Manager	<p>New KPI's to be agreed in Jan 19 - to be delivered against from April 2019. New KPIs aligned to and included in Outcomes Framework.</p> <p>Quality Assurance system embedded that includes; Annual audit of EHCPs to ensure Robust high Quality EHCPs with positive Health outcomes and that the voice of the child and family is heard. Annual audit of Health recommendations for EHCP Tribunals and impact upon capacity. Commissioning for Quality and Innovation (CQUIN) targets for identified SEND areas. Annual audit review of complaints. Children, young people and families have the opportunity to feedback directly and Communications support a 'You said and we Did' approach to listening to children, young people and families.</p>		
1.2.6	Ensure that performance indicators required by outcomes framework are incorporated into ongoing departmental monitoring and KPIs (Social care)	Jan-19	Colin Foster	Martin Purbrick, Rosie Newbigging	Existing, co-ordinated by new Project Manager	<p>New KPI's to be agreed in Jan 19 - to be delivered against from April 2019.</p> <p>Quality Assurance system embedded that includes; <ul style="list-style-type: none"> Annual audit of EHCPs to ensure Robust high Quality EHCPs with positive social care outcomes and that the voice of the CYP and family is heard Annual audit of Education recommendations for EHCP Tribunals and impact upon capacity Annual audit review of complaints in respect of CYP with SEND CYP and families have the opportunity to feedback directly and Communications support a 'You said and we Did' approach to listening to CYP and families Audits to be integrated across all SEND provision but picking up all agency perspectives</p>		
1.2.7	Ensure that performance indicators required by outcomes framework are incorporated into organisational ongoing monitoring and KPIs (Public Health)	Jan-19	Muriel Scott	Ian Brown, Amy White	Existing, co-ordinated by new Project Manager	<p>New KPI's to be agreed in Jan 19 - to be delivered against from April 2019. New KPIs aligned to and included in Outcomes Framework.</p> <p>Quality Assurance system embedded that includes; Annual audit of EHCPs to ensure Robust high Quality EHCPs with positive Health outcomes and that the voice of the child and family is heard. Annual audit of Health recommendations for EHCP Tribunals and impact upon capacity. Commissioning for Quality and Innovation (CQUIN) targets for identified SEND areas. Annual audit review of complaints. Children, young people and families have the opportunity to feedback directly and Communications support a 'You said and we Did' approach to listening to children, young people and families.</p>		
1.2.8	Agree communication and engagement plan with colleagues to share final Outcomes Framework and SEND expectations	Mar-19	SEND Improvement Board	BBC and CCG Communication Teams	Existing, co-ordinated by new Project Manager	<p>Communication and Engagement plan in place. Progress towards this will be monitored through the SIB - a draft plan will be submitted by Dec 18</p>		

1.3	To produce a Joint Commissioning Strategy	Mar-19	SEND Improvement Board	Ben Pearson, Karlene Allen	Existing resources	Joint Commissioning Strategy formally agreed by Bedford Borough Council and Bedfordshire Clinical Commissioning Group		
1.3.1	Embed co-production which includes parents at every step in the needs gap analysis, development of services and in all commissioning processes for Health, Education and Social Care	Dec-18	Anne Murray Colin Foster	Julie Cronin, Tim Long	Existing but supported by new post	Children and parents feedback positive.		
1.3.2	Agree funding and scope for new joint commissioning posts	Jul-18	Colin Foster, Anne Murray	Ben Pearson	Additional resources required £100k from BBC, £80k CCG	New posts agreed and filled. Joined up decision making delivering better outcomes and less delays for families, children and young people.		
1.3.3	All commissioning organisations to share information about demand for services, waiting lists, funding, quality measures	Sep-18	Colin Foster, Anne Murray	Ben Pearson, Martin Pubrick and Karlene Allen	Existing but co-ordinated by new post	Shared information about supply and demand of services to inform future commissioning. Evidence of demand for services shapes new JSNA updates to inform new Commissioning Strategy.		
1.3.4	Gain senior level commitment from all partners to joint commissioning arrangements including establishing the scope of joint commissioning activity	Nov-18	Colin Foster, Anne Murray	Ben Pearson, Martin Pubrick and Karlene Allen	Existing but co-ordinated by new post	Services to be included, as raised in the inspection (but not limited to): ASD provision SEMH provision And services raised as a priority through family feedback; Speech and Language Therapy Occupational Therapy Physiotherapy Specialist Equipment		
1.3.5	Agree draft Joint Commissioning Strategy for consultation with key partners	Dec-18	Colin Foster, Anne Murray	Ben Pearson, Martin Pubrick and Karlene Allen	Existing but co-ordinated by new post	Scope of the new Joint Commissioning Strategy agreed, to include; Strategic level commissioning Operational commissioning Individual commissioning, including personalisation		
1.3.6	Ensure the needs of the CYP supported within the Transforming Care Partnerships are recognised within the Joint Commissioning Strategy	Mar-19	Anne Murray	Julie Cronin	Existing but co-ordinated by new post	Children are able to placed closer to home in appropriate settings. Reduction in use of out-of-area placements. This will be monitored through the Joint Commissioning sub-group of the SIB		
1.3.7	Develop and embed a Joint Commissioning 'Local Area Resolution Agreement' across the CCG and Local Authority and evaluate its success in avoiding EHCP delay and Tribunal avoidance	Mar-19	Anne Murray Colin Foster	Julie Cronin, Tim Long	Existing but co-ordinated by new post	Cases resolved swiftly / less tribunals.		
1.3.8	Establish a network of and for users, providers (including voluntary and community sector) and commissioners to influence and feedback upon Commissioning plans	Dec-18	Ben Pearson	Tim Long, Rosie Newbigging	Existing but supported by new post	Part of stakeholder mapping. To be developed as part of the SEND Virtual Team meeting.		

1.3.9	Co-produce a review of short breaks provision across Bedford Borough to improve outcomes from the service	Apr-19	Ben Pearson, Martin Purbrick	Raj Bharkhada, Karen Russell	Existing but supported by new post	Consultation with parents and all commissioned providers to start September- December 2018. Delivery options based on consultation exercise to be presented to SIB in February 2019. New arrangements will be in place by summer 19 to include clearer offer of Personal Budgets. Increase in Personal Budgets provided to families who request one.		
1.3.10	Agree the new Joint Commissioning Strategy which includes the agree Outcomes Framework for SEND 0-25 across the Local Area that identifies and responds to needs	Apr-19	Anne Murray Colin Foster	Ben Pearson, Karlene Allen, Karen Russell, Mrunal Sisodia	Existing but supported by new post Anna Gardiner (CDC) to provide external advice	Joint Commissioning Strategy agreed. Process for updating needs analysis and responding to emerging needs agreed. Clear mechanism for children, young people and parent/carer feedback.		
<p>Delivering the actions above will lead to these strategic outcomes: Increased quality of jointly commissioned services, leading to improved outcomes for children Increased value for money from commissioned provision Improved access to services through joint commissioning (including reduced waiting times to access provision) Improved understanding of demand for services to inform future commissioning activity</p>								
<p>2. BCCG has only very recently carried out its self-evaluation to identify progress and barriers to implementing the reforms. At the time of the inspection, there was no robust action plan in place to deliver the necessary actions to ensure that outcomes for children and young people improve.</p>								
<p>Objectives:</p> <p>2.1: To clearly articulate the CCG approach to SEND as part of the Co-production Charter To ensure effective Governance structures are in place for SEND within BCCG and across the Local Area partnership</p> <p>2.3: To clearly direct CCG actions within the Statement of Action and hold equal accountability with Bedford Borough Council as partners in achieving the Joint Commissioning Strategy</p> <p>2.4: To improve the access to and quality of services for Children and Young people with SEND and their families by ensuring the right mechanisms are in place to enable providers to effectively deliver the transformation personalisation programme</p> <p>2.5: To further develop the workforce in their ability to support Children and Young people with SEND and their families, by raising professional awareness of the SEND Code of Practice amongst Primary Care colleagues, including; a knowledge of the Section 19 principles and Health's responsibility in supporting the EHCP planning process</p> <p style="text-align: right;">2.2:</p>								
2.1	To clearly articulate the CCG approach to SEND as part of the co-production charter	Jan-19	SEND Improvement Board	Julie Cronin	Existing, supported by new post	CCG fully engaged and signed up to Co-production Charter		
2.1.1	CCG to develop Partnership Co-production Draft for agreement and identify and areas for improvement/amendment (linked to 1.1.1 to 1.1.2)	Oct-18	Karlene Allen / Anne Murray	Julie Cronin	Existing, supported by new post	Workshops have been arranged from September - December 2018. The output of these workshops will be used to revise and validate the draft produced in 1.2.1. Engage with children, young people and families and ensure we listen ,respond and action their views and capture this in the outcomes framework (what is important to them?) Engagement with current and prospective providers about current targets and future outcomes.		

2.1.2	CCG to gain senior level commitment to an agreed understanding across all organisations of co-production and for all staff to adopt in their working processes and practices (linked to 1.1.1 to 1.1.3)	Oct-18	Karlene Allen / Anne Murray	Julie Cronin	Existing, supported by new post	All part of co-production charter.		
2.1.3	CCG to scope good models of co-production with all stakeholders including the voluntary/community sector. Feedback from the Stakeholder workshops to be embedded in the co-production charter (linked to 1.1.1 to 1.1.3)	Oct-18	Karlene Allen / Anne Murray	Julie Cronin	Existing, supported by new post	Model finalised in co-production charter and improvement recognised by CYP and family feedback.		
2.1.4	CCG to engage as equal partners in Key Action 1.1 above	Jan-19	Karlene Allen / Anne Murray	Julie Cronin	Existing, supported by new post	CCG and all partners signed up to Co-production Charter.		
2.1.5	Develop an Engagement strategy that effectively establishes how co-production will work within the Local Area for Users, Providers (including voluntary and community sector and Commissioners) (linked to 1.1.1 to 1.1.4 above)	Oct-18	Karlene Allen / Anne Murray	Julie Cronin	Existing, supported by new post	All part of co-production charter. Changes to job descriptions, objectives, targets to include specific reference to co-production. This will include evidence collected from services users and have clear governance.		
2.1.6	Develop a 'Statement of Expectations' (part of engagement strategy) for strategic co-production and individual planning (linked to 1.1.1 to 1.1.3 above)	Oct-18	Karlene Allen / Anne Murray	Julie Cronin	Existing, supported by new post	All part of co-production charter.		
2.2	To ensure effective Leadership, Vision and Governance for SEND within BCCG and across the Local Area partnership	Oct-18	SIB and BCCG ICQC	Anne Murray/Colin Foster/Karlene Allen/Ben Pearson	Existing Resource	Clear lines of accountability is evident across the BCCG, providers and Bedford Borough Local Area, supporting improved Children, young people and family safety and satisfaction.		
2.2.1	CCG detailed action plan in place that is embedded throughout the key actions to ensure good operational delivery without duplication (linked to 1.2 above)	Jul-18	Karlene Allen / Anne Murray	Julie Cronin	Existing Resource	Plan is complete.		
2.2.2	Identify Leads for SEND at Strategic and Operational level across Commissioning/Finance/Quality/Contracts and SEND specific (DCO SEND) within CCG (linked to 1.1.4 above)	Jul-18	Anne Murray Karlene Allen/Malcolm Miller	Julie Cronin/John Hooper/Bernie Harrison/Tracy Ridsdale	Existing Resource - with support from new post	Leads in place.		
2.2.3	Confirm partner Leads for SEND to lead delivery of SEND 'Statement of Action' through SEND Improvement Board (linked to 1.1.4 above)	Jul-18	Colin Foster/Ben Pearson/Anne Murray	Ben Pearson/Julie Cronin	Existing Resource - with support from new post	Leads in place.		
2.2.4	Review DCO role specification and objectives against the Council for Disabled Children's 'Designated Medical/Clinical Officer Handbook' (September 2016) and Children and Children and Families Act 2014 Implementation Update – Issues Relating to Health' (April 2016) and also '0-25 SEND Code of Practice: A Guide for Health Professionals' (Feb 2016)	Jul-18	Karlene Allen / Anne Murray	Julie Cronin	Existing Resource	DCO role specification reviewed and agreed to enable capacity to deliver upon expectation.		

2.2.5	Identify an accountable officer within the new Community Health Provider for SEND provision	Jul-18	Karlene Allen / Anne Murray	Julie Cronin	Existing, supported by new post	Confirmed as Rachel West and Jo Meehan/Sarah Wilson.		
2.2.6	CHS Accountable Officer to ensure all staff are aware of and compliant with Code of Practice requirements	Mar-19	Karlene Allen / Anne Murray	Rachel West/Sarah Wilson	Existing, supported by new post	Audited through attendance and completion of outcomes training programme.		
2.2.7	Identify CCG and Partnership Governance structures and inform new governance needed to implement all actions in the SoA (links with 1.1.4 above)	Jan-19	Karlene Allen / Anne Murray	Julie Cronin	Existing, supported by new post	Evidence that Internal and partnership Governance structures embedded.		
2.3	To clearly direct CCG actions within the SoA and hold equal accountability with Bedford Borough Council as effective partners in achieving the Joint Commissioning Strategy	Sep-19	SIB/BCCG Governing Board /ICQC	Anne Murray/Karlene Allen	Existing and new resource post	Joint Commissioning Strategy in place Services identified that can be jointly commissioned (link to 1.3).		
2.3.1	Gain senior level commitment within CCG and Bedford Borough Partners for joint commissioning strategy including the scope for joint commissioning activity (linked to 1.3.4 (will be 1.3.3))	Jul-18	Anne Murray/Karlene Allen	Julie Cronin	Existing and new resource post	New posts agreed and filled.		
2.3.2	BCCG to be an equal, accountable partner in developing Joint Commissioning Strategy set out in Key Actions 1.3 above	Sep-19	Karlene Allen / Anne Murray	Julie Cronin	Existing, supported by new post	Joined up decision making delivering better outcomes and less delays for families, children and young people.		
2.3.3	BCCG and partners (including Public Health)to complete an intelligence led SEND needs analysis informed by (and to further inform) the JSNA. This will need to include CYP meeting the threshold for Children's Continuing Care (CCC)	Dec-18	Anne Murray/Muriel Scott	Julie Cronin/ Ian Brown	Existing, supported by new post	Accurate identification of SEND cohort and any gaps in provision to inform future commissioning intentions.		
2.4	To improve the access to and quality of services for Children and Young people with SEND and their families by ensuring the right mechanisms are in place to enable providers to effectively deliver the transformation personalisation programme	Sep-19	SEND Improvement Board and BCCG Integrated Care Quality Committee	Karlene Allen/Julie Cronin/Mrunal Sisodia/PCF, Ben Pearson, Karlene Allen	Existing and new support	Improved access to services and increased CYP and family satisfaction.		
2.4.1	Embed co-production (which includes parents)in the needs analysis, development of services and in all commissioning processes for Health, Education and Social Care	Apr-19	Karlene Allen / Anne Murray	Karlene Allen/Julie Cronin	Existing and new resource post	Culture of Co-production is embedded in future commissioning intentions and services will be contractually monitored to ensure services are responsive to CYP and their families needs resulting in: improved access to services improved satisfaction reduction in complaints.		

2.4.2	Develop an integrated monitoring and assurance tool for SEND commissioned services with outcomes, impact and value for money (VFM) that is linked to the Outcomes Framework agreed KPIs	Apr-19	Karlene Allen/Anne Murray	Julie Cronin	- NHSE funded audit tool resource available for 12 months. There is an opportunity for sharing this tool across all partners subject to funding agreements.	Assurance model to be embedded in practice and delivering output.		
2.4.3	Develop the opportunity to deliver increased numbers of Personal Budgets within Local Area and across the STP by seeking support from NHSE PHB Mentorship Programme and in embedding learning across the STP	Apr-19	Karlene Allen / Anne Murray	Julie Cronin	Existing, supported by new post	Impact of activity can be demonstrated through audit, quality monitoring and family/partner feedback.		
2.4.4	To embed a shared outcomes framework for all SEND provision in Bedford Borough as set out in 1.3 above	Apr-19	SEND Improvement Board	Karlene Allen/Julie Cronin	Existing, supported by new post	Impact of activity can be demonstrated through audit of KPIs, quality monitoring and family/partner feedback.		
2.5	To develop the workforce's ability to support Children and Young people with SEND and their families by raising awareness of the SEND Code of Practice	Apr-19	SEND Improvement Board and BCCG Integrated Care Quality Committee	Julie Cronin/BBPCF (Karen Russell and Val Pendall)/Rosie Newbigging	Existing and new support from Locality Managers	Effective GP contribution to EHCP planning for and children, young people with SEND (as appropriate) will further support an integrated approach to care and assist in improving outcomes for this cohort of children, young people and their families.		
2.5.1	Co-produce audit measures to evaluate the success of the introduction of the standardised EHCP pathway, including the newly introduced Health and Social Care record-keeping templates. Embed learning from the audit to inform changes before embarking upon Phase 2 of the Training which will include Primary Care colleagues	Sep-18	Anne Murray/Julie Cronin/Colin Foster	Julie Cronin/Rosie Newbigging	Existing	Evidence of completed audit tool.		
2.5.2	Co-produce adapted Workforce training materials for Primary Care (including GPs) cohort to accommodate reduction in individual training session timeframe	Jun-18	Anne Murray/Julie Cronin	Julie Cronin/Karen Russell	Existing	Completed Workforce training presentation.		
2.5.3	Elicit the support of Primary Care Locality Managers to enable GPs to be updated in relation to the SEND reforms	Sep-18	Anne Murray/Julie Cronin	Julie Cronin/ Karen Russell/Val Pendall	Existing and additional Locality Manager support	Completed Workforce training presentation/messages to be delivered to GPs within Bedford Borough Local Area.		
2.5.4	Facilitate adjustments within GP practices to ensure all CYP with SEND are recorded on Quality Outcomes Framework (QOF) registers	Sep-18	Anne Murray/Julie Cronin	Julie Cronin/ Karen Russell/Val Pendall	Existing and additional Locality Manager support	Registers fully compliant.		

2.5.5	Negotiate with Primary Care Locality Managers an agreed acceptable Workforce Development plan for primary care . -To Include EHCP training parameters (including content , numbers and training session timeframes) training on system one record-keeping templates for EHCPs training across Primary Care to ensure a working knowledge of their responsibilities in relation to CYP with SEND (including those without an EHCP)	Dec-18	Anne Murray/Julie Cronin	Julie Cronin/Karen Russell/ Val Pendall	Existing and New resource the facilitation of the training with the GPs	CYP and families will feel better supported and satisfied with the input from their Primary Care GP and the CYP identified outcomes may improve (to be confirmed via quality audit). Multi agency training programme in place (link to 4.1.3 and 4.2.1).		
2.5.6	Identify adequate training venues for workforce development programme and bookings to be supported by Locality Managers and CYP Commissioning Administrator	Jan-19	Anne Murray/Julie Cronin	Julie Cronin/BCCG Administration	Existing and support from new administrator within the CCG	Identified the number of training sessions (dependent upon need) and these will be booked, with the details appropriately communicated to delegates. Multi agency training offered across the partnership (link to 4.1.3 and 4.2.1).		
2.5.7	Implement Phase 2 EHCP Workforce development plan with agreed timeframes led by DCO SEND and BBPCF	Apr-19	Anne Murray/Julie Cronin	Julie Cronin/Karen Russell/ Val Pendall/ Diane Boyd	Existing resources	Immediate: Training delivered and feedback from delegates confirming that the aims were met. Longer-term: family satisfaction improved with increased involvement (as needed) from GP and plans better informed by Health.		

Delivering the actions above will lead to these strategic outcomes:

Strong and trusting partnership with the Council and Parent Carer Forum
Improved outcomes for children and young people with SEND who are accessing services, and their families
Reduced waiting times for children, young people with SEND to access appropriate service provision to improve outcomes
Improved understanding of children, young people with SEND and their family's need to better inform strategic future commissioning plans

3. Leaders have not ensured that the local offer provides clear, comprehensive, accessible and up-to-date information about the available provision and how to access it. Leaders are not responsive to local needs and aspirations by involving children and young people, their families, and service providers within its development and review.

Objectives:

- 3.1 To improve the quality of the current Local Offer web site and functionality
- 3.2 To ensure consistency of information within the current Local Offer
- 3.3 To re-commission the Local Offer as part of the Council Bedford 2020 development, and merge with the Early Help offer
- 3.4 Embed improved partnership governance for the Local Offer

3.1	Local offer website update commissioned	Nov-18	Ben Pearson	Tim Long	Existing, supported by new post and externally commissioned support	Improved functionality and links to social media platforms. Positive user feedback. Successful audit of the Local Offer against the Code of Practice.		
3.1.1	Resolve the current Local Offer platform problems that currently restrict the functionality of the Local Offer and how it helps to provide information to residents	Oct-18	Ben Pearson	Tim Long	Existing, supported by new post and externally commissioned support	Improved functionality and links to social media platforms good parent feedback.		
3.1.2	Improve compatibility with mobile devices (tablets and phones) to provide improved access to the current Local Offer	Oct-18	Ben Pearson	Tim Long	Existing, supported by new post and externally commissioned support	Review of hits on the site from mobile technology users. Review of feedback about content.		

3.2	Current Local offer content reviewed and updated	Dec-18	Ben Pearson	Tim Long, Karen Russell, Val Pendall	Existing, supported by new post	Improved quality of information in the Local Offer - evidence provided from audit and from user feedback.		
3.2.1	Review all content on the local offer to identify gaps in information and assess the quality of the information	Oct-18	Ben Pearson	Tim Long, Karen Russell, Val Pendall	Existing, supported by new post	Improved functionality and links to social media platforms good parent feedback.		
3.2.2	Review and improve the search facility of the current Local Offer website	Dec-18	Ben Pearson	Tim Long, Karen Russell, Val Pendall	Existing, supported by new post	Audit against requirements undertaken by new post.		
3.3	As part of Bedford 2020 (Council wide system change) ensure that the Local Offer is prioritised to be updated on the new Council platform	Mar-19	Ben Pearson	Tim Long	Existing, supported by new post	Clearly understood by all partners agreed at SIB. New Local Offer platform co-produced with all partners.		
3.3.1	Produce system requirements to inform the design of the new Local Offer	Nov-18	SEND Improvement Board	Ben Pearson	Existing, supported by new post	New system designed to meet statutory requirements and meet local partnership demand.		
3.3.2	Ensure dedicated IT resource is consistent/regular and ensure IT understand the statutory requirements of the Local Offer	Dec-18	Ben Pearson	Tim Long	Existing, supported by new post	Audit against requirements undertaken by new post.		
3.3.3	Promote new Local Offer with partners, including guidance for all partners about reviewing and updating information	Jan-19	Ben Pearson	Tim Long	Existing, supported by new post	Improved functionality and links to social media platforms good parent feedback. Will be managed through improved Local Offer governance (3.4).		
3.3.4	Complete the merger of the Early Help Directory and Local Offer	Mar-19	Ben Pearson	Tim Long	Existing, supported by new post	Improved functionality and links to social media platforms good parent feedback.		
3.3.5	Ensure Local Offer includes up to date information about Personal Budgets and what services could be offered	Apr-19	Ben Pearson	Tim Long	Existing, supported by new post	Termly report to SIB about information included in the Local Offer. Increased understanding of Personal Budgets Increased offers of Personal Budgets to families Increased % of Personal Budget requests agreed.		
3.3.6	Provide User Acceptance Testing for the new website to review search functionality and links to external web sites	Mar-19	Ben Pearson	Tim Long	Existing, supported by new post	Improved functionality and links to social media platforms good parent feedback.		
3.4	Embed improved partnership governance for the Local Offer	Dec-18	Ben Pearson	Tim Long, Karlene Allen, Karen Russell	Existing, supported by new post	All partners understand requirements to inform producing new Local Offer system, and understand requirements for updating the system.		
3.4.1	Embed user views/ideas/suggestions as a regular feature (children, young people, parents and carers)	Dec-18	Ben Pearson, Karen Russell	Local Offer Manager (new post)	Existing, supported by new post	Clearly understood by all partners. Agreed at SIB.		
3.4.2	Assign a dedicated steering group to deliver on work stream under Local Offer to represent all partners as part of SIB governance structure	Dec-18	Ben Pearson	Tim Long, Karlene Allen, Karen Russell	Existing, supported by new post	Clearly understood by all partners agreed at SIB. Action plan, including milestones and ket activities to be developed by the Local Offer Steering Group		
3.4.3	New officer recruited to develop the Local offer and to ensure up-to-date content	Oct-18	Ben Pearson, Karlene Allen	Tim Long	Existing, supported by new post	Improved functionality and links to social media platforms good parent feedback.		

3.4.4	Ensure awareness/ownership amongst teams outside of BBC, and where appropriate ensure partners can update content and respond to comments/queries	Dec-18	Ben Pearson, Karlene Allen, Ian Brown	Local Offer Manager (new post)	Existing, supported by new post	Clearly understood by all partners. Agreed at SIB.		
3.4.5	Ensure that Local Offer is seen as a Local Area responsibility	Dec-18	Ben Pearson, Karlene Allen	Local Offer Manager (new post)	Existing, supported by new post	Clearly understood by all partners agreed at SIB. Commitment from schools that can be audited as part of regular school visits.		
3.4.6	Ensure that Service providers, commissioners and parents all take collective responsibility for keeping up to date	Dec-18	Ben Pearson	Local Offer Manager (new post)	Existing, supported by new post	Clearly understood by all partners. Review/audit of information shows improved accuracy.		
3.4.7	Ensure weekly comments are listed and weekly events published	Dec-18	Ben Pearson	Local Offer Manager (new post)	Existing, supported by new post	Weekly list is produced and all partners able to review comments and know how to make necessary improvements.		
3.4.8	Embed annual review process to update functionality and content	Mar-19	Ben Pearson	Local Offer Manager (new post)	Existing, supported by new post	Annual review process agreed at SIB. Local Offer Manager, and officers from all partners, empowered to review Local Offer and report to SIB.		
Strategic Outcomes: To improve the quality of information, advice and guidance for children, young people and their families To improve the number of young people accessing post 16 and post 19 education and training To improve the number of children accessing social provision To improve the evidence/information collated by the Local Offer that informs future commissioning								
4. Leaders have not ensured collectively that EHC plans identify the range of needs for children and young people beyond the diagnosis or a multi-agency approach to meeting needs effectively including the subsequent signposting and guidance around personal budgets.								
Delivering the actions above will lead to these strategic outcomes: 4.1 To improve joint working to develop EHCPs - with all partners and families 4.2 To improve the quality of EHCPs to capture education, health and care outcomes and provision 4.3 To embed Quality Assurance processes to better understand the impact of EHCPs 4.4 To improve guidance around Personal Budgets								
4.1	To improve joint working to develop EHCPs - with all partners and families	Mar-19	Ben Pearson/Martin Purbrick/Anne Murray	Tim Long/ Karlene Allen/Julie Cronin/Alex Kubeyinje	Existing supported by new posts	Improved processes for identifying needs of children and young people Improved guidance about how to capture outcomes within EHCPs		
4.1.1	Improved liaison and support between education, social care and health colleagues so that EHCPs reflect the holistic needs of children and include outcomes for	Feb-19	Ben Pearson/Martin Purbrick/Anne Murray	Tim Long/ Karlene Allen/Julie Cronin/Alex Kubeyinje	Existing supported by new posts	Effective holistic decision making for children which is based on a clear assessment of all needs - education, health and social care. Develop new guidance for multi agency work before new assessments or reviews are presented to panel.		
4.1.2	Ensure multi agency working at the earliest stage of engagement for all children and young people with additional needs	Feb-19	Ben Pearson/Martin Purbrick/Anne Murray	Tim Long/ Karlene Allen/Julie Cronin/Alex Kubeyinje	Existing supported by new posts	Review guidance SENCO training will focus on this by March 2019. Evidence of Multi-agency working at all avenues of SEND to include Healthy Child Programme - progressive universalism approach.		

4.1.3	Complete the current programme of Workforce Development Implementation (Phase 1 to include; Families, Universal and Specialist Health Providers (including Community Paediatricians), CCG Health Commissioners, Education, Social Care and Voluntary sector providers) led by DCO (SEND) and BBPCF to enable effective EHCP engagement from professionals involved in the EHCP planning process	Apr-19	Colin Foster/Anne Murray/Muriel Scott	Tim Long/Rosie Newbigging/Julie Cronin, Amy White	Existing supported by new posts	Feedback from Phase 1 to be reported to SIB in January 2019 to inform further roll out. Improved outcomes evidenced on new outcomes framework.		
4.1.4	Review thresholds/gateways to assessment ensure they are fit for purpose	Feb-19	Ben Pearson/Martin Purbrick/Anne Murray	Tim Long/ Karlene Allen/Julie Cronin/Alex Kubeyinje	Existing supported by new posts	Yearly review with all Local area partners will take place in January 2019.		
4.1.5	Ensure that all children and young people with an EHCP have a named coordinator/lead professional as agreed with parents/carers	Feb-19	Ben Pearson/Martin Purbrick/Anne Murray	Tim Long/ Karlene Allen/Julie Cronin/Alex Kubeyinje	Existing supported by new posts	All EHCPs will name the lead professional.		
4.1.6	Ensure that all agencies required to submit information or advice for new or reviewed EHCPs do so to agreed standards and timescales	Mar-19	Ben Pearson/Martin Purbrick/Anne Murray	Tim Long/ Karlene Allen/Julie Cronin/Alex Kubeyinje	Existing supported by new posts	All agencies submit required evidence on time and to agreed standards Improved quality of EHCPs based on having all information available Improved satisfaction from children, young people and families		
4.1.7	Ensure all agencies required attend panel meetings to discuss/review EHCPs	Mar-19	Ben Pearson/Martin Purbrick/Anne Murray	Tim Long/ Karlene Allen/Julie Cronin/Alex Kubeyinje	Existing supported by new posts	All agencies attend panel meetings when required Improved quality of EHCPs based on having all information available Improved satisfaction from children, young people and families		
4.2	To improve the quality of EHCPs to capture education, health and care outcomes and provision	Mar-19	Ben Pearson/Martin Purbrick/Anne Murray	Tim Long/ Karlene Allen/Julie Cronin/Alex Kubeyinje	Existing supported by new posts	To improve consistency and quality of EHCPs		
4.2.1	BBC, BCCG and BBPCF are rolling out a bespoke training package designed to meet the needs of all health and social care professionals completing EHCPs. This includes a focus on developing high quality outcomes within EHCPs and meeting statutory requirements	Feb-19	Ben Pearson/Martin Purbrick/Anne Murray	Tim Long/ Karlene Allen/Julie Cronin/Alex Kubeyinje	Existing supported by new posts	Staff trained and good feedback. Audit activity shows improvement.		
4.2.2	Review joint processes to assess children's needs to ensure EHCPs are developed to reflect the whole child	Feb-19	Ben Pearson/Martin Purbrick/Anne Murray	Tim Long/ Karlene Allen/Julie Cronin/Alex Kubeyinje	Existing supported by new posts	Audit activity and family feedback show improvements.		
4.2.3	Ensure all practitioners are aware of their legal requirements under the Code of Practice by December 2018. Training will be mandatory for all managers and will be included in induction for all new members of staff	Dec-18	Ben Pearson/Martin Purbrick/Anne Murray	Tim Long/ Karlene Allen/Julie Cronin/Alex Kubeyinje	Existing supported by new posts	Audit activity and family feedback show improvements.		

4.2.4	Ensure all practitioners understand the way in which the legal requirements are implemented in Bedford Borough by December 2018	Dec-18	Ben Pearson/Martin Purbrick/Anne Murray	Tim Long/ Karlene Allen/Julie Cronin/Alex Kubeyinje	Existing supported by new posts	Audit activity and family feedback show improvements.		
4.2.5	Ensure mandatory e-learning for all members of staff to ensure understanding of the legal requirements of the Act and COP by March 2019	Mar-19	Ben Pearson/Martin Purbrick/Anne Murray	Tim Long/ Karlene Allen/Julie Cronin/Alex Kubeyinje	Existing supported by new posts	Audit activity and family feedback show improvements.		
4.3	To embed Quality Assurance processes to better understand the impact of EHCPs	Mar-19	Ben Pearson/Martin Purbrick/Anne Murray	Tim Long/ Karlene Allen/Julie Cronin/Alex Kubeyinje	Existing supported by new posts	Improved clarity across the partnership about the impact of provision captured within EHCPs. Improved outcomes for children and young people with EHCPs.		
4.3.1	KPIs and outcomes will be developed to measure outcomes as part of the Outcomes Framework which will include a supporting Quality Assurance and Learning Framework	Mar-19	Ben Pearson/Martin Purbrick/Anne Murray	Tim Long/ Karlene Allen/Julie Cronin/Alex Kubeyinje	Existing supported by new posts	Audit activity and family feedback show improvements.		
4.3.2	Quality assurance and monitoring processes will be further developed across the partnership, following the appointment of a SEND QA Manager in April 2018. As part of the co-production of the Outcomes framework, there will be full engagement on the associated Quality Assurance and Learning Framework which supports the Outcomes Framework	Apr-19	Ben Pearson/Martin Purbrick/Anne Murray	Tim Long/ Karlene Allen/Julie Cronin/Alex Kubeyinje	Existing supported by new posts	Progress report to SIB in January 2019. Audit activity and family feedback show improvements.		
4.3.3	Develop a scheme of Quality Assuring all EHCPs across the senior leadership team within the Council's Children Services directorate	Dec-18	Ben Pearson/Martin Purbrick	Rosie Newbigging	Existing resources	All cases audited by a senior manager. Audit findings reported to BBC Quality Assurance Board. Findings from audits inform service development. Outcomes in EHCPs improved from audit practice.		
4.4	To improve guidance around Personal Budgets	Mar-19	Ben Pearson/Martin Purbrick/Anne Murray	Tim Long/ Karlene Allen/Julie Cronin/Alex Kubeyinje	Existing supported by new posts	Increased requests of Personal Budgets. Increased take up of Personal Budgets.		
4.4.1	Co-produce new guidance for all professionals and families about Personal Budgets	Dec-18	Ben Pearson/Martin Purbrick/Anne Murray	Tim Long/ Karlene Allen/Julie Cronin/Alex Kubeyinje	Existing supported by new posts	Guidance approved by SEND Improvement Board. Personal budget guidance embedded in Local Offer website (see 3.3.5). Increase requests for Personal Budgets. Increased take up Personal Budgets. Improved outcomes from Personal Budget provision.		
4.4.2	Substantially increase the range and offer of provision that families can access using Personal Budgets	Mar-19	Ben Pearson/Martin Purbrick/Anne Murray	Tim Long/ Karlene Allen/Julie Cronin/Alex Kubeyinje	Existing supported by new posts	Increased requests of Personal Budgets. Increased take up of Personal Budgets.		
4.4.3	Increased numbers of Personal Health Budgets (PHBs) within Local Area and across the STP by seeking support from NHSE PHB Mentorship Programme and in embedding learning across the STP	Mar-19	Anne Murray	Julie Cronin	Existing resources	Improved breadth of services that families can access using Personal Budgets. Increase in personal health budgets.		

Delivering the actions above will lead to these strategic outcomes:

To improve educational, health and social care outcomes for children with EHCPs, in line with the new outcomes framework
 To reduce the number of complaints and/or tribunal cases
 To increase the number of personal budgets

5. There are weaknesses in the provision across the borough for young people who have emerging SEN and/or disabilities, including social, emotional and mental health needs, and more complex needs such as autistic spectrum disorder to live successful lives where they participate positively in wider borough life and engage successfully in education, employment, training and transition into adulthood.

Objectives:

To improve local provision for children and young people with ASD
 To improve local provision for children and young people with social, emotional and behavioural needs
 To improve local provision for children and young people progressing into adulthood

5.1	To improve local provision for children and young people with emerging needs, including ASD	Mar-19	Ben Pearson/Anne Murray	Karlene Allen, Tim Long	Existing, supported by new posts	Improved understanding of the ASD needs within Bedford Borough. Increase in provision to meet ASD needs locally. Improved outcomes for children and young people with ASD.		
5.1.1	Review and transform the ASD pathway, moving away from the diagnostic medical model of care, towards an early identification and intervention needs based model. This will ensuring that CYP's needs are supported with or without a medical diagnosis of ASD	Jan-18	Anne Murray	Karlene Allen, Tim Long	Existing supported by new posts	Clear understanding by all partners of the emerging needs of children with ASD.		
5.1.2	Identify all EHC plans with who have CYP receiving support from the ASD pathway and develop clear monitoring to ensure that all are in receipt of a support plan	Jan-18	Anne Murray /Tim Long	Julie Cronin, Diane Boyd, Karlene Allen	Existing supported by new posts	Clear understanding by all partners of the emerging needs of children with ASD.		
5.1.3	To review and refresh the Bedford Borough School Improvement Strategy to include specific priorities and targets for children with EHCPs and SEN Support	Nov-18	Ben Pearson	Judith Lovely, Carrie Traill	Existing resources	New School Improvement Strategy co-produced with all schools and partners. Specific focus on improving holistic outcomes for children with SEND. Cohesive quality assurance process for SEND across all state schools in Bedford which integrates with Outcomes Framework.		
5.1.4	To update the Bedford Borough SEND Strategy to reflect emerging and changing needs; specifically recognising ASD needs	Jan-19	Ben Pearson	Tim Long	Existing resources	New SEND Strategy co-produced with all partners and formally approved by the Council Executive.		
5.1.5	Improve practice for capturing emerging needs and using information (to include public health) to inform strategic and individual commissioning decisions	Jan-19	Ben Pearson	Tim Long	Existing resources	Refreshed JSNA chapters relating to the demand for ASD provision. New process embedded for capturing needs through local panels to inform new commissioning.		

5.1.6	Develop strategies to meet gaps in ASD needs and provision including through joint commissioning and more integrated use of universal services	Jan-19	Ben Pearson/Martin Purbrick/Anne Murray	Tim Long/Wendy Beeton-Townshend, Karlene Allen	Existing resources	Clear understanding of ASD needs that cannot be met locally JSNA and new Joint Commissioning Strategy updated to reflect known gaps and to include commissioning options to meet needs and improve outcomes. Reduced number of Out of Authority placements.		
5.1.7	Ensure a partners prioritise and engage in the Transforming Care pathway (including sharing information to enable an accurate Dynamic Risk register and in ensuring partner engagement at multi-agency meetings) to support the avoidance of unnecessary Tier 4 admissions for CYP with ASD	Mar-19	Colin Foster/Anne Murray	Julie Cronin/Tim Long/Martin Purbrick	Existing resources and potential additional	Dynamic Risk Register in place. Audit of Transforming Care CETR KLOEs Local Area Emergency Protocols (LAEPs) show evidence of unnecessary Tier 4 admission avoidance. Child and family improved satisfaction from feedback received.		
5.2	To improve local provision for children and young people with social, emotional and behavioural needs	Mar-19	Ben Pearson/Anne Murray	Karlene Allen, Tim Long	Existing, supported by new posts	Improved support for children/young people with SEMH and improved outcomes. Planning for new local provision means reduction of out of borough placements for SEMH a priority.		
5.2.1	Identify all EHC plans with SEMH as primary need and develop clear monitoring and pathways plans	Jan-18	Ben Pearson	Julie Cronin, Diane Boyd	Existing supported by new posts	Clear understanding by all partners of the emerging needs of children with SEMH.		
5.2.2	To work with local schools and colleges to review alternative provision to ensure there is a suitable mix and quality to meet local needs	Dec-18	Ben Pearson	Wendy Beeton-Townshend	Existing supported by new posts	Reduced NEET. Improved retention rates into further education. Reduced exclusions.		
5.2.3	To review and refresh the Bedford Borough School Improvement Strategy to include specific priorities and targets for children with EHCPs and SEN Support	Nov-18	Ben Pearson	Judith Lovely	Existing resources	New School Improvement Strategy co-produced with all schools and partners. Specific focus on improving holistic outcomes for children with SEND, including clarity about outcomes for children from all prior attainment bands and with multiple vulnerabilities (higher or lower prior attainment levels, Looked after Children, children with English as an additional language). Cohesive quality assurance process for SEND across all state schools in Bedford which integrates with Outcomes Framework.		
5.2.4	To update the Bedford Borough SEND Strategy to reflect emerging and changing needs; specifically recognising SEMH needs	Jan-19	Ben Pearson	Tim Long	Existing resources	New SEND Strategy co-produced with all partners and formally approved by the Council Executive.		
5.2.5	Improve practice for capturing emerging needs and using information to inform strategic and individual commissioning decisions	Jan-19	Ben Pearson	Tim Long	Existing resources	Refreshed JSNA chapters relating to the demand for SEMH provision. New process embedded for capturing needs through local panels to inform new commissioning.		
5.2.6	Develop strategies to meet gaps in SEMH needs and provision including through joint commissioning and more integrated use of universal services	Jan-19	Ben Pearson/Martin Purbrick/Anne Murray	Tim Long/Wendy Beeton-Townshend	Existing resources	Clear understanding of SEMH needs that cannot be met locally. JSNA and new Joint Commissioning Strategy updated to reflect known gaps and to include commissioning options to meet needs and improve outcomes. Reduced number of Out of Authority placements.		

Delivering the actions above will lead to these strategic outcomes:

To increase the number of locally commissioned placements

To reduce out of county or emergency placements

To reduce fixed term and permanent exclusions from school

To increase the number of children and young people remaining in Education, Employment or Training

To increase the number and variety of work experience placements

To increase employment opportunities for children and young people with SEND