

Surrey Local Area SEND Partnership Improvement Plan

January 2024



Context

An Ofsted (Office for Standards in Education, Children's Services and Skills) and CQC (Care Quality Commission) inspection of services provided by Surrey's Local Area Partnership was conducted in September 2023. Their joint [report](#) was published in November 2023.

Ofsted and CQC ask that the local area partnership updates and publishes a strategic plan based on the recommendations set out in the report.

In response to the inspection the partnership has developed a strategic plan with specific actions to achieve the outcomes identified in the inspection report. You can read more about how this plan was developed in [Appendix 1](#).

The additional improvement plan below will be incorporated into the current [partnership strategy](#) which we are committed to deliver.

Progress on the priority areas will be monitored through existing governance and accountability arrangements. It will include the monitoring of a joint set of key performance indicators (KPIs) by the Partnership Board. Partners hold each other to account and jointly problem solve to remove barriers to achieve the outcomes. More information about Governance and Accountability can be found in [Appendix 2](#).

Our Partnership commitment

“Our aspiration is to enable Surrey children and young people aged 0 to 25 with additional needs and/or disabilities to lead the best possible life.”

The current strategic plan, [Inclusion and Additional Needs Partnership Strategy \(2023 to 2026\)](#) sets out our ambition that all Surrey children and young people with additional needs and/or disabilities and their families:

- are heard and are involved in the decisions that affect them
- achieve positive outcomes, including the opportunity to lead healthy lives
- develop positive relationships
- learn and achieve their educational potential, and
- become increasingly independent where possible and flourish within their community.

To achieve this, partners will work together with families and colleagues across education, health, social care and the third sector to:

- improve experiences and outcomes for children, young people and their families and ensure that no-one is left behind
- be a champion for children and young people with additional needs and/or disabilities
- ensure children and young people are rooted in Surrey and educated locally, wherever possible
- learn from feedback and to continue on an improvement journey.

The actions arising from year 2 (2024) of the Inclusion and Additional Needs Partnership Strategy (2023 to 2026) have been revised in the light of the Ofsted/CQC inspection to align the activity with the improvements identified by the report.

Inspection outcome and findings

The overall outcome of the September 2023 Local Area SEND Inspection was:

“The local area partnership’s arrangements lead to inconsistent experiences and outcomes for children and young people with special educational needs and/or disabilities (SEND). The local area partnership must work jointly to make improvements.”

The report recognises that services have made progress since the last inspection, but indicated the pace of improvement has been too slow, with lots of work still to do to improve the consistency of experiences and outcomes for children/young people with additional needs and disabilities (AND) and their families in Surrey.

The report makes several clear recommendations for improvement, and notes areas of good practice putting Surrey's provision in line with many other Local Areas, which nationally have experienced significant pressures on services.

The report recognised that partnership working had led to innovative improvements in joint commissioning and that strengthened multi-agency working had led to improved early identification of the needs of young people.

Co-production was recognised as a "shining beacon", with members of the 'Accept, Teach, Listen, Access, Support' (ATLAS) participation group of children and young people seen to be involved in "many of the recent positive changes across the Local Area" and "helping partnership leaders to understand and respond well to the current situation of inconsistency".

The report also acknowledged that leaders have been creative to address the rising mental health needs of children and young people in Surrey.

There are four specific areas of improvement outlined in the report that are addressed through our Improvement Plan:

1. The Partnership Board should further develop strategic evaluation of all partnership projects and interventions to improve the ability to monitor at a systemic level the impact of projects and interventions and the outcomes on children and young people.
2. Leaders across the partnership should improve communications from SEN case officers and practitioners to parents and carers so that all stakeholders are supported to understand the system and decision-making and to feel fully involved in the journey with their child or young person.
3. Leaders across health, social care and education should ensure that improvements continue in line with the recovery plan in respect of:
 - reducing waiting times for health assessments;
 - increasing timeliness and quality of needs assessments; and
 - increasing timeliness and quality of EHCPs and annual reviews.
4. Leaders in education should continue to review the breadth and offer of alternative provision to inform commissioning so that alternative provision meets children and young people’s needs and improves their outcomes.

Additional actions and action plan refresh for 2024

The report also highlighted other areas where the partnership can engage in improvement work that will be addressed through this improvement plan and the year two action plan for the Inclusion and Additional Needs Strategy.

The areas for further improvement work, which will be developed as part of the updating of the overall plan in 2024, cover the following remarks in the report:

- Too often, children and young people with SEND and their families do not feel valued or visible in their communities.
- Many children and young people are unable to access mainstream after-school and holiday clubs, and these are not routinely adapted to their needs.
- Children and young people on waiting lists for Short Breaks programmes wait too long to access the provision they want.
- Support for children and young people's transitions between phases, geographical locations or placements is inconsistent, particularly for children and young people with social care needs. It is of particular concern for those with more complex difficulties or who experience multiple placement moves where there are often delays in receiving required support.

Area of Improvement 1: Impact and outcomes

<p>Area of Improvement 1: <i>The Partnership Board should further develop their strategic evaluation of all partnership projects and interventions in order to improve their ability to monitor at a systemic level the impact of these projects and interventions and their outcomes on children and young people.</i></p>				
<p>Narrative from report:</p> <ul style="list-style-type: none"> • <i>“Children and young people with SEND have variable experiences in Surrey. Leaders have identified the areas that they need to improve. They have put in place important actions that are starting to make a difference. However, the overall pace is too slow and not yet improving outcomes for many children and young people.”</i> • <i>“Leaders use many small-scale individual service evaluations to inform their strategic plan. The overall evaluation of the impact of projects and plans on the whole system is underdeveloped. Leaders do not routinely consider the overall impact on children and young people’s outcomes. Consequently, system improvement is still too slow and unwieldy.”</i> • <i>“Recent projects, particularly in health, are not yet showing the impact that leaders intend, and it is too early to see the impact of this culture shift for children, young people and their families.”</i> 				
<p>Governance Group: AND Partnership Board</p>			<p>Strategy Theme: Leadership, Accountability & Governance</p>	
<p>Senior Responsible Officer: Assistant Director for AND Transformation, Surrey County Council</p>				
<p>Impact statement: With a strengthened governance framework and the establishment of a comprehensive evaluation system, coupled with diligent performance monitoring, the Partnership Board will have the capability to assess the effects of strategies, plans, and projects on outcomes for children and young people. This will empower the Board to proactively identify, consider, and promptly address emerging issues throughout the Additional Needs and Disabilities (AND) system, ensuring a more impactful and responsive approach to challenges.</p>				
Action Ref	Strategic Improvement Priority	Accountable Lead(s)	To be fully completed by	What actions will we carrying out to enable the Partnership to know outcomes have improved for our children and young people?

<p>1.1</p>	<p>The Partnership will develop, execute, and integrate a robust evaluation framework and revised performance dashboard for all relevant services commissioned by the local authority and Integrated Care Board.</p> <p>This will be supported by a tool kit to empower practitioners, stakeholders, managers, project leads, and system and strategic leaders to assess the impact their work is having on outcomes for children and young people with additional needs and disabilities and ensure consistency at an individual, cohort of children, project, service, and system level.</p> <p>This will provide the partnership with a clear line of sight to hold each other to account for their contributions to outcomes for children and young people across the SEND system, and the extent to which the work of partners is consistently contributing to positive life chances for children and young people with additional needs and disabilities in Surrey.</p>	<p>Assistant Director for AND Transformation, Surrey County Council (SCC)</p> <p>Associate Director – Children and Young People’s Integrated Commissioning, Surrey Heartlands, Integrated Care Board (ICB) .</p>	<p>December 2024</p>	<ul style="list-style-type: none"> • There will be a clear cross partnership evaluation framework in place which is consistently used to evaluate our work across the system. • Evaluations will be reported to the Board in line with its strategic priorities for the year. • A toolkit for evaluation will be in place and being used by services across education, health and social care. • A revised set of co-produced and comprehensive outcome and impact measurements (KPI’s) will be developed as a reporting tool dashboard. • These measurements are regularly reported to the Partnership Board and acted on speedily where concerns or challenges exist. • The dashboard will be used to report improvement progress to the Partnership Board, single agency governance arrangements, schools, parent/carer groups, DfE, NHSE, and Ofsted. • The Partnership Board will demonstrate through evidence that: <ul style="list-style-type: none"> ○ they have held each other to account. ○ delivered improvements to outcomes for children and young people at a system and strategic level. ○ used evaluation to influence decisions, improve performance, or enhance the quality of services.
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				<ul style="list-style-type: none"> • These impacts and outcomes will be objectively corroborated through feedback from children and young people, their parents and carers, and key stakeholders.
1.2	<p>The Partnership will enhance its governance structures.</p> <p>This will empower the Partnership Board to accelerate our improvement, effect quicker transformations, and establish a more robust base to assess the influence of its leadership on reshaping outcomes and life opportunities for children and young people with additional needs and disabilities (SEND) throughout the system.</p>	<p>Assistant Director for AND Transformation, SCC</p> <p>Associate Director – Children and Young People’s Integrated Commissioning, Surrey Heartlands ICB</p>	<p>April 2024</p> <p>September 2026</p>	<ul style="list-style-type: none"> • A revised governance structure will be put in place following a collaborative session of the Board in January 2024 considering what is working, what can be improved, what needs to be delivered, the strategy and improvement plan in 2024 and beyond • The new governance arrangements will demonstrate through evidence accelerated year on year progress in delivering improved outcomes for children and young people.
1.3	<p>The Partnership will re-assess all ongoing projects and program activities to ensure a cohesive and well-coordinated set of improvement initiatives against the partnership’s strategic priorities and improvement plan.</p> <p>This will provide assurance to the Partnership Board that these efforts are effectively enhancing outcomes and life chances for children and young</p>	<p>Assistant Director for AND Transformation , SCC</p> <p>Associate Director – Children and</p>	<p>April 2024</p>	<ul style="list-style-type: none"> • A comprehensive list of all projects and programme activities is drawn up and shared with the Partnership Board. • A schedule and arrangements for undertaking re-assessments will be developed, taking account of the partnership’s strategic priorities (including the Ofsted/CQC improvement areas) and views of C&YP and parent/carers.

	<p>additional needs and disabilities (SEND) and deliver meaningful support to families.</p>	<p>Young People’s Integrated Commissioning, Surrey Heartlands ICB</p>	<p>December 2024</p> <p>September 2026</p>	<ul style="list-style-type: none"> • The Partnership Board will understand more fully which programs/initiatives are contributing the most to improved outcomes and are delivering its’ strategic prioritisation. • All ongoing projects and programme activities will be re-assessed to ensure a cohesive and well-coordinated set of improvement initiatives against the partnership’s strategic priorities and improvement plan. • Existing programs and initiatives will have been reviewed and their impact assessed and reported to the Partnership Board as they relate to its’ strategy.
<p>Strategic Improvement Priority 1: is underpinned by a more detailed action plan led by Senior Responsible Officers: Assistant Director for AND Transformation, SCC and Associate Director – Children and Young People’s Integrated Commissioning, Surrey Heartlands ICB</p>				



Area of Improvement 2: Communication and relational working

Area of Improvement 2:

Leaders across the partnership should improve communications from SEN case officers and practitioners to parents and carers so that all stakeholders are supported to understand the system and decision-making and feel fully involved in the journey with their child or young person.

Narrative from report:

- *“Many parents and carers gave powerful examples of not feeling listened to and feeling cut out of how decisions are made about their child or young person. Some processes do not support the 'tell it once' ambition. Communication with parents and carers is often poor.”*
- *“Some parents and carers do not know about these services, such as Family Voice Surrey and SEND Advice Surrey, so lack the support they need to understand and navigate the complex system with its very many projects and schemes. This is particularly the case for parents and carers from marginalised groups.”*
- *“Some children and young people receive time limited services, particularly in health, and frequent changes of personnel in social care. As a result, some parents and carers feel 'bounced about' and confused about how different services can help them. In this context, many parents and carers find it hard to build trusting relationships with professionals. To them, services appear disjointed and uncaring.”*
- *“Too often, children and young people with SEND and their families do not feel valued or visible in their communities.”*

Governance Group: Customer Relations Steering Group

Strategy Theme: Systems and Practice

Senior Responsible Officer: Assistant Director IAN (SEN Recovery and Educational Psychology) & Assistant Director IAN (SEND Policy, Practice & Performance)

Impact Statement:

The AND partnership will consistently receive feedback from parents, carers, children, young people, and stakeholders that demonstrate positive and meaningful relationships are developed in our practice with them.

This will also affirm our commitment to and delivery of strong involvement and communication with all agencies represented. They confirm an understanding of the additional needs and disabilities system, its processes, and the services offered, expressing satisfaction with their participation in decisions concerning the provision of education, health, and care services for their child or young person. They are - and feel - listened to, heard, and involved.

Action Ref	Strategic Improvement Priority	Accountable Lead(s)	To be fully completed by	What actions will we carrying out to enable the Partnership to know outcomes have improved for our children and young people?
2.1	<p>The Partnership will transform the engagement of SEN case officers and other professionals with parents, carers, children, and young people by formulating a practice model and nurturing a culture grounded in co-production, restorative practice, relational working, and solution-focused conversations.</p> <p>This transformation aims to enhance communication, ensure active listening, and involve parents and carers in decision-making processes concerning their child or young person, ultimately improving their overall experience.</p>	<p>Assistant Director IAN (SEN Recovery & EP), SCC</p> <p>Designated Clinical Officer, Surrey Heartlands ICB</p>	December 2024	<ul style="list-style-type: none"> • A review will be conducted to determine the communication needs of key stakeholders, including children and young people, parents/carers, early years, schools (individually and at a system level), post-16 providers, SEND staff, and other relevant stakeholders. • Children, young people, their parents/carers, and key stakeholders' will enable the Partnership Board to identify priority communications and quick wins for urgent implementation to deliver immediate improvement in communications. • A communication plan will be co-produced in response to the communication needs review. • The Local Authority SEN service communications protocol with families and partners will be revised and enhanced, specifying clear expectations for communication between SEND teams and families/education providers particularly in relation to EHC needs assessments, plans, and reviews considering families preferred method(s) of communication.

			September 2026	<ul style="list-style-type: none"> • The protocol will be embedded in staff induction and training, rolling this out across the partnership, along with training on restorative practice, relational working, solution focused conversations and coproduction. • The NHS communications protocol with families will be revised and enhanced to ensure it reflects and delivers the NHS constitution pledge (2012) to work with children, young people, carers, and their representatives. • Through collaboration across the partnership, we will produce develop more effective methods to capture and respond to the voice of children, young people, and families. • Evidence from parent, carer, children, and young people’s feedback will demonstrate year on year improvement in feeling listened to, co-production, involvement, and the quality of relationships with SEN case officers and other professionals.
2.2	The Partnership will implement modifications to our SEN systems, services, processes, and partnership arrangements.	Assistant Director IAN	December 2024	<ul style="list-style-type: none"> • Through co-design, we will improve the awareness of; and information, advice, and guidance available through:

			September 2026	<ul style="list-style-type: none"> Parent, carer, children and young people and stakeholders' feedback will demonstrate year on year improvement in the knowledge and understanding of the SEN system, process, and services, and that they are more able to navigate the SEN system.
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Strategic Improvement Priority 2: is underpinned by a more detailed action plan led by Senior Responsible Officers: Assistant Director IAN (SEN Recovery and Educational Psychology), Surrey County Council and Designated Clinical Officer, Surrey Heartlands ICB



Area of Improvement 3: Waiting times and quality

Area of Improvement 3:

Leaders across health, social care and education should ensure that improvements continue in line with their recovery plan in respect

- of:
- reducing waiting times for health assessments;
 - increasing timeliness and quality of needs assessments; and
 - increasing timeliness and quality of EHCPs and annual reviews.

Narrative from report:

- *“For too many, identification and assessment of their education, health and social care needs still take too long. Consequently, some children, young people and their families experience unnecessary escalation of their needs. Some families report that this delay impacts adversely on their whole family's well-being.”*
- *“Many children and young people with SEND and their families wait too long for neurodevelopmental (ND) assessments, as do some children and young people waiting for speech and language therapy, physiotherapy and occupational therapy.”*
- *“The timeliness of EHC needs assessment remains poor for most children and young people aged 11 to 16 years with SEND, despite recent improvements. Too many children and young people wait too long to have their needs assessed and met.”*
- *“When they are completed, contributions to EHCNA and EHC plans do not reliably incorporate social care information that would lead to an accurate understanding of these needs for all children and young people. The plans to remedy this have not yet had the impact that leaders intend.”*
- *“Some parents and carers told inspectors that they feel they are left with no other option than to remove their child or young person with SEND from education settings because they feel that their education and health needs are not identified or met effectively. In these situations, children and young people often spend extended periods of time out of education while waiting for their needs to be identified. While education and health professionals are now addressing this issue, there are often further delays in arranging and agreeing provision which is suitable to meet these needs. Often, this is of limited duration and scope. Consequently, these children and young people spend too long out of education and so are not well prepared for their next steps. Some families feel that their views are not fully appreciated when decisions are made.”*
- *“There is also poor completion of annual reviews. While many annual review meetings are held, they are not always recorded, responded to, or acted on quickly. Many lack high-quality contributions from all professional voices in order to ensure that children and young people's ongoing needs and aspirations are identified and included. Some schools report difficulty in getting the appropriate professionals to attend annual review meetings in order to identify and assess ongoing need, particularly at times of transition.”*

Governance Group: Education, Health, and Care Liaison Group		Strategy Theme: Systems & Practice			
Senior Responsible Officer: Assistant Director IAN (SEN Recovery and Educational Psychology) & Associate Director Commissioning - Health & Wellbeing.					
Impact statement: Through collaborative work across the partnership, timely assessments of education, health, and social care needs will be facilitated where necessary. Working hand in hand with parents, carers, children, young people, and stakeholders, our co-production will support partners to produce high-quality Education, Health, and Care (EHC) plans and annual reviews, delivered within statutory timescales.					
Action Ref	Strategic Improvement Priority	Accountable Lead(s)		Date to be fully completed by	What actions will we carrying out to enable the Partnership to know outcomes have improved for our children and young people?
3.1	The Partnership will ensure delivery of the EHCP recovery plan. This will ensure children and young people undergo a timely and holistic Education Health and Care needs assessment by education, health, social care and other required agencies, and that annual reviews are completed within statutory timescales with contributions from relevant professionals.	Assistant Director IAN (SEN Recovery & EP), SCC Associate Director Commissioning - Health & Wellbeing, Surrey Heartlands ICB	May 2024	<ul style="list-style-type: none"> The Partnership Board will regularly receive and scrutinise data and evidence from partners demonstrating the timely delivery of ECHNAs and Annual Reviews (ARs) in line with the recovery plan, notably that: <ul style="list-style-type: none"> 60% of EHCNA's issued in May 2024 are completed within 20-weeks. All outstanding out of time EHCNAs are completed. All vulnerable groups of children with an EHCP are reviewed on time. 75% of all annual reviews are completed on time. 	

				<ul style="list-style-type: none"> • There will be improvements in the timeliness of EHC needs assessments (EHCNAs) by working in partnership and through the health task and finish group to understand issues further and agree actions that can be taken to improve the position overall and develop a sustainable model. • Following the completion of the recovery plan, the Partnership Board will regularly examine and monitor performance data to assure itself that partners are maintaining delivery of timely EHCNAs and Annual Reviews, and are improving timeliness in line with targets set in the revised plan and as required by the SEND Code of Practice. • The Partnership Board will receive annual feedback from parent carer surveys to triangulate the maintenance of and improvements in timeliness (and quality) of EHCNAs and Annual Reviews.
3.2	<p>The Partnership will ensure:</p> <ul style="list-style-type: none"> - Waiting times for health assessments; to access children's health therapies and developmental paediatrics are reduced. <p>This will result in a more holistic assessment of need, improved access times, stronger pathways, and heightened support for children, young people, and their families.</p>	Associate Director Commissioning - Health & Wellbeing, Surrey Heartlands ICB	March 2025	<ul style="list-style-type: none"> • Existing action plans to implement improvements in the timeliness of health assessments and access to therapies will continue to be implemented, and will be monitored by the Partnership Board. • The Partnership Board will be provided with regular data that demonstrates the impact of these action plans and that agreed targets for waiting times for initial assessment in

				<p>therapies have been met (18 weeks or less), and it will show demonstrable year-on-year reduction in waiting times.</p> <ul style="list-style-type: none"> • The Partnership Board will be provided with regular data that demonstrates the impact of these action plans and that agreed targets for developmental paediatrics have been met (18 weeks or less). It will show year-on-year reduction in waiting times. • Information provided from parent and carers surveys about waiting times for initial assessment will show satisfaction that agreed (co-produced) indicators have been met.
3.3	<p>The Partnership will ensure:</p> <ul style="list-style-type: none"> - a refined neurodevelopmental pathway encompassing early intervention, support, assessment, and post-diagnosis. <p>This will provide a deeper insight into the effectiveness of our assessments and plans, the implementation of learning from best practice, and improvements in the quality of provision and outcomes for children.</p>	<p>Associate Director Commissioning - Health & Wellbeing, Surrey Heartlands ICB</p> <p>LA lead TBC</p>	September 2025	<ul style="list-style-type: none"> • A refined neurodevelopmental pathway encompassing early intervention, support, assessment, and post-diagnosis that will be co-produced with parents and carers. • The Partnership Board will receive data evidencing take-up of support services that will show CYP's needs are met at the earliest opportunity without the need for a diagnosis or an EHCP. • Parental, as well as school and settings, survey ratings will demonstrate to the Partnership Board increasing confidence that support is being appropriately provided to children with additional needs, including autism.

				<ul style="list-style-type: none"> • The Partnership Board will receive data that demonstrates a reduced reliance on specialist school places as more children access their education in their local community. • The Partnership Board will receive evidence that Education settings are enabled to make appropriate reasonable adjustments and know where to seek the right support at the right time. This will show an increase in appropriate referrals being made to the most appropriate service.
3.4	<p>The Partnership will continue to develop, implement, and embed a multi-agency quality framework for EHCNA's, plans, and reviews.</p> <p>This will provide a deeper insight into the effectiveness of our assessments and plans, the implementation of learning from best practice, and improvements in the quality of provision and outcomes for children.</p>	<p>Assistant Director IAN (Policy, Performance and Practice), SCC</p> <p>Designated Clinical Officer, Surrey Heartlands ICB</p>	September 2025	<ul style="list-style-type: none"> • The Partnership Board will agree an enhanced multi-agency quality framework for application across the SEND system. • The quality framework will be used, reported, and acted on across the Partnership. • The Partnership will act on data that demonstrates year-on-year progress measures in quality within the SEND system, including EHCNAs, plans, and reviews. • Quality data will be scrutinised by the Partnership Board and there will be demonstrable improvements in EHC needs assessments, plans, and reviews so that outcomes for children and young people are improved. • Data will be triangulated through information from parents and schools that affirms improvements in the quality of assessments,

				plans, and reviews as well as the impact on outcomes for children and young people.
Strategic Improvement Priority 3: is underpinned by a more detailed action plan led by Senior Responsible Officers: Assistant Director IAN (SEN Recovery and Educational Psychology), SCC and Associate Director Commissioning - Health & Wellbeing, Surrey Heartlands ICB				



Area of Improvement 4: Alternative Provision

<p>Area of Improvement 4: Leaders in education should continue to review the breadth and offer of alternative provision in order to inform commissioning so that alternative provision meets children and young people’s needs and improves their outcomes</p>				
<p>Narrative from report:</p> <ul style="list-style-type: none"> • <i>“Provision is too often put in place when a child or young person's needs have not been assessed or met in a timely way, which means they have reached a crisis point.”</i> • <i>“Although leaders are in the process of evaluating and improving the alternative provision offer, they do not have secure knowledge of the quality of provisions used and offered to children and young people with SEND who need education other than at school.”</i> • <i>“Additionally, too many children and young people are offered a handful of hours for weeks and even months at a time. This is not the equivalent of the fulltime education to which children and young people are entitled. As a result, parents, carers and children and young people can struggle to find provision that will meet their needs well.”</i> • <i>“School leaders and parents and carers do not feel that they have been suitably involved in the decisions that have been made about these alternative provisions or on the impact they have had on their children and young people.”</i> 				
<p>Governance Group: Alternative Provision Strategic Group</p>			<p>Strategy Theme: Joint Commissioning</p>	
<p>Senior Responsible Officer: AD Commissioning and AD IAN (Inclusion)</p>				
<p>Impact statement: Our partnership will conduct early assessments and timely interventions to identify cases where alternative provision may be essential. There is sufficient availability of high-quality alternative provision, tailored in type and quantity to fully address the educational, health and care needs of children and young people. Importantly, decisions regarding the provision are made with involvement from parents, carers, and school leaders.</p>				
Action Ref	Strategic Improvement Priority	Accountable Lead(s)	To be fully completed by	What actions will we carrying out to enable the Partnership to know outcomes have improved for our children and young people?
4.1	The Partnership will enhance the breadth and level of alternative provision commissioned and provided.	AD Commissioning SCC	September 2024	<ul style="list-style-type: none"> • The Partnership Board will scrutinise the Additional Needs and Disabilities Sufficiency Plan to assure itself of the forecasted demand for future AP

	<p>This will ensure that children and young people, with the involvement of their parents/carers and schools, receive timely and appropriate levels of suitable alternative provision that align with their needs.</p>	<p>AD IAN (Inclusion), SCC</p>	<p>September 2026</p>	<p>placement capacity and the plans to address the sufficiency of placements needed for different types of AP provision, including AP academies (PRU's).</p> <ul style="list-style-type: none"> • The Alternative Provision Capital Programme will provide resources to transform our AP academies including providing 41 additional places and improving the quality of facilities for 240 existing places. • The Partnership Board will be provided with regular data detailing the impact on outcomes for children and young people delivered by AP providers, including further education, training, employment, or other co-produced community outcomes (AP dashboard). • The Partnership Board will receive regular data to confirm parental/carer confidence in the availability of provision in Surrey to meet the needs of their child/young person. • The Partnership Board will receive regular data to confirm parental/carer satisfaction with the service received and that it meets the needs of their child/young person.
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				outcomes and reported parental satisfaction in relation to Alternative Provision.
4.3	<p>The Partnership will enhance our inclusion strategy to proactively identify children and young people at risk of education placement breakdown.</p> <p>This will enable the timely and tailored provision of support to facilitate their continued participation in mainstream settings.</p> <p>See also 3.4 above.</p>	<p>AD Commissioning SCC</p> <p>AD IAN (Inclusion) SCC</p>	<p>April 2024</p> <p>September 2024</p> <p>September 2026</p>	<ul style="list-style-type: none"> • The Inclusion strategy will be updated to include children and young people at risk of placement breakdown. • The Partnership Board • The Partnership Board will be assured that early identification and support is in place and is supporting children and young people in their mainstream placement. • The revised Performance data dashboard will include indicators relating to the number of pupils receiving less than 15 hours per week, re-inclusion rates, and the number of children and young people excluded from provision. • The Partnership Board will receive regular information that provides oversight into the number of children and young people experiencing an alternative provision less than 15 hours, are not re-included and who experience an unplanned educational placement move or exclusion. • These numbers will be reduced over time in line with the Partnership Board’s agreed targets.

**Strategic Improvement Priority 4: is underpinned by a more detailed action plan led by Senior Responsible Officers:
Assistant Director Commissioning, SCC and Programme Director for Learning Disabilities, Autism & Children’s Complex Health Needs**



Appendix 1: Improvement plan - Principles for development, delivery, monitoring, and governance

The approach taken in the development, delivery, monitoring, and governance of the Improvement Plan is based upon the following principles:

- 1. Adaptability:** The plan is a dynamic document, guiding the partnership toward positive change and continuous improvement. It is adaptable based on changing circumstances or new insights.
- 2. Co-production and Stakeholder Engagement:** Stakeholders actively participate in the development, planning and monitoring process, providing valuable insights that shape and co-design the plan, ensuring diverse perspectives are considered.
- 3. SMART Objectives and Goals:** Clearly defined objectives and goals adhere to the SMART criteria—specific, measurable, achievable, relevant, and time-bound. These align with the partnership's overall ambition, principles, and strategy.
- 4. Data-Driven Decision-Making:** Grounded in data and evidence, the plan analyses current performance, identifies areas for improvement, and utilises relevant data to measure progress over time.
- 5. Actionable Steps:** Practical steps outline how each goal will be achieved, with specificity and clear assignments to responsible individuals or teams.
- 6. Timeline and Milestones:** A realistic timeline with clear milestones and deadlines is set out for each action item, facilitating progress tracking and ensures accountability.
- 7. Resource Allocation Planning:** Identifies and allocates necessary resources, including budget, capacity, and technology, ensuring the plan's feasibility and essential support.
- 8. Continuous Monitoring and Evaluation:** Incorporating mechanisms for continuous monitoring and evaluation of progress, regular reviews and assessments allow for adjustments to gauge the effectiveness of strategic priorities.
- 9. Risk Assessment and Mitigation:** Identifies potential risks or challenges and includes strategies for risk mitigation and contingency plans.
- 10. Communication Strategy:** Incorporates a clear communication plan outlining how progress will be communicated to parents, carers, children, young people, and other stakeholders through the partnership.
- 11. Alignment with Organisational Culture:** Reflects and reinforces the partnership's principles, aligning seamlessly with its values, culture, and future ways of working.
- 12. Capacity Building:** Considers the need for training or capacity-building initiatives to support successful implementation of the plan.
- 13. Co-production and Feedback Mechanisms:** Involves co-design events, surveys, focus groups, or other methods to gather input, to shape and improve the effectiveness of the plan.

14. Celebrating Success: Prioritises recognition of achievements and milestones to maintain motivation and reinforce positive behaviour.

15. Integration with Strategic Planning: Ensures seamless integration with the partnership's broader strategic planning efforts, aligning improvement initiatives with our overall strategic direction.

Appendix 2: Governance and accountability

The Additional Needs and Disabilities (AND) Partnership Board is the forum where key partners hold each other to account for the delivery of the jointly agreed Inclusion and Additional Needs Strategy and for the performance of partners. The focus of the Partnership Board will now include the implementation of the Ofsted Improvement Plan alongside the Inclusion and Additional Needs Strategy.

The AND local area Partnership Board is the strategic partnership that oversees Surrey's Local Area delivery of the strategic goals set out in the AND Strategy and the Improvement plan.

Its role is to provide:

- **Clarity of Purpose:** directing the mission, vision, and objectives that guide decision-making and actions, ensuring alignment with the partnership's overall purpose.
- **Leadership:** providing strategic direction, setting priorities, and inspire confidence among stakeholders.
- **Strategic Planning:** brokering strategic planning processes that involve key stakeholders, identify priorities, and establish a roadmap for achieving long-term goals.
- **Transparency and Accountability:** opening communication and transparency in decision-making processes that hold leaders and the partnership responsible for achieving results.
- **Stakeholder Engagement:** ensuring regular and meaningful engagement with key stakeholders to contribute to user informed services, better decision-making and outcomes for children and young people.
- **Performance Monitoring and Evaluation:** evaluating performance against strategic objectives.
- **Continuous Improvement:** regularly reviewing and adjusting strategies and operations based on lessons learned.
- **Risk Management:** identifying, assessing, and mitigating risks.
- **Challenge readiness:** being ready to manage crises or unforeseen challenges, including contingency plans and communication strategies.

Meeting every half term, the membership of the Partnership Board includes representatives across Education, Health and Social Care as well as our third sector and user voice partners.

Reporting to the AND Partnership Board there is a series of delivery governance groups. These groups are organised around the priorities within the Inclusion and Additional Needs Strategy. They take responsibility for and report to the AND Partnership Board for the delivery of these strategic priorities. Where there are several groups contributing to a particular strategic theme, they work together collaboratively to ensure priorities are progressed in a coordinated way.

The Partnership Board can escalate areas of concern to the Council and ICBs governance boards or other stakeholder groups such as the School Heads fora. This may be directly to the Council's lead member or scrutiny boards; the ICB Quality and Performance Assurance Committees or via the Programme Boards of Frimley and Surrey Heartlands.

An action plan and key performance indicators have been developed by the whole partnership to monitor what we are seeking to achieve. Data and performance measures are transparent and enable the partnership to hold each other to account, promoting a high support, high challenge culture. Participation from children and young people, families and other partners form part of this accountability and feedback approach.

Delivering the actions in the Local Area Partnership Improvement Plan

To ensure the effective implementation of necessary improvements identified in the Local Area SEND inspection, strategic priority themes and governance groups will progress the key areas of improvement and priority actions. This progress will be facilitated through a set of delivery plans, closely monitored using a comprehensive suite of key performance measures and targets, combined within the Additional Needs Partnership Dashboard. The Partnership Board will oversee the monitoring of the impact these strategic priority themes are having on outcomes for our children and young people with additional needs and disabilities.

Leads have been designated for the areas of improvement, as well as for the strategy themes and enablers, with responsibility for reporting to the Partnership Board.

Monitoring progress and impact

To implement this Local Area, SEND Improvement Plan, the Partnership will prioritise actions with the greatest potential impact, holding each other accountable for progress and addressing any emerging governance needs.

Specific actions outlined in the Partnership's strategic Local Area SEND Improvement Plan have been carefully selected to contribute significantly to the outcomes identified by children, young people, parents, carers, and practitioners through co-production activities. The Partnership is committed to providing evidence of the collective impact on achieving these outcomes.

Progress on each key action within the priority improvement areas will be assessed using the RAG rating system below, ensuring ongoing monitoring and accountability. A separate monitoring action plan template has been developed to help the partnership track and monitor progress in delivering the improvement plan.

Status of action completion	
	Action complete and impactful
	Action complete, impact not yet seen
	Action in progress, off track
	Action in progress, on track
	Action not yet started

Status of impact	
	Impact is felt at a system level
	Impact is variable
	Impact not yet seen

The Partnership has also established a core set of key performance indicators with multi-agency agreed targets to confirm improvements in the experiences of children, young people, parents, and carers. These indicators will demonstrate impact across various priorities and improvement areas, complementing the evidence of progress in each individual action.

A reporting template has been developed to enable the consistent monitoring and evaluation of progress made in delivering the improvement plan, and for the Partnership Board to celebrate success, identify delays, problem solve, and hold each other to account.