



West Sussex Local Area SEND Partnership Improvement Plan

April 2024

Context

An Ofsted (Office for Standards in Education, Children's Services and Skills) and CQC (Care Quality Commission) inspection of services provided by the West Sussex Local Area Partnership was conducted in November 2023.

Their joint report was published in February 2024. Ofsted and CQC require that the local area partnership updates and publishes a strategic plan based on the recommendations set out in the report. [The joint report can be viewed on the Ofsted website.](#)

The West Sussex Partnership already had a strategic improvement plan in place before the inspection was undertaken. The [summary of the plan](#) outlines the activity of the six Partnership Working Groups (PWG 1 to 6) to improve SEND services in West Sussex. In response to the inspection and in line with statutory guidance the partnership has therefore reviewed this strategic plan to specifically address the five recommendations identified in the inspection report. You can read more about how this plan was developed in Appendix 1.

The [Detailed Activity Worksheet \(Excel\) can be found on the WSCC website](#) and provides specific information on the work being undertaken within the six PWGs and it also summarises what each working group is aiming to achieve. Progress on the priority areas will be monitored through existing governance and accountability arrangements as outlined at the end of this strategy. This plan will be further developed to include the monitoring of set a joint key performance indicators (KPIs) drawn from the detailed activity worksheet within the SEND strategic plan. These KPIs will be approved by the Partnership Board.

West Sussex SEND & AP Partnership Commitment

'In West Sussex we want all children and young people to the gain the skills and confidence they need to live well in their community.'

Our SEND Strategy (2019 to 2024) sets out our ambition that all West Sussex children and young people with additional needs and/or disabilities and their families have their needs met through:

- knowing our children and families well (having an inclusive, person-centred approach)
- meeting the needs of children and young people within our schools, educational settings, and services
- working together to find solutions and the best outcomes (collective responsibility)

The current strategy comes to an end this year and it will therefore be revised and improved in line with this strategic action plan over the next twelve months. The new strategy will be published next year and will be a collaborative and co-produced plan with all key partners including children and young people and their parents and carers involved in its development.

The West Sussex SEND AP Partnership Board will lead and drive this process. In order to do this the Partnership Board has reviewed and strengthened its terms of reference and partnership arrangements and now meets monthly to track and monitor progress against the actions within the Strategic Improvement Plan. Partners will hold each other to account and jointly problem solve to remove barriers to achieve the outcomes. The monitoring of this plan will be the subject of the Children First Strategic Partnership for West Sussex, the SEND & Alternative Provision Partnership Board, the Integrated Children's Board (ICB) assurance processes, including the SEND ICB Programme Group and the County Council's performance management framework and partnership quality assurance processes. [The terms of reference for the SEND AP Partnership Board \(PDF\) are available on the WSCC website.](#)

Inspection Outcome and Findings

The full report was published by the regulator on 29th February 2024 and the overall outcome of the 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.'

This outcome is in line with the West Sussex Partnership's own self-evaluation prior to the inspection. The report goes on to provide details of the experiences of children and young people with SEND in West Sussex; it identifies aspects of the Local Area SEND and Alternative Provision (AP) Partnership that is effective and those aspects that require further attention and improvement.

The report has been shared with the Local SEND Partnership when published to ensure all partners and key stakeholders are aware of the findings. Amongst those aspects of the service that are performing well, the inspectors noted; effective support for children known to Social Care, identification of needs through Early Help – including through mandated health checks; positive engagement from schools; examples of good practice in Early Years settings, Special Schools, good practice in Further Education establishments, the active role of the Parent Carer Forum (PCF); and the ability of professionals to come together effectively in a multi-agency environment.

Amongst those aspects of the service where improvement is required, the inspection noted: Education, Health and Care Needs Assessments (EHCNA) are not achieved in a timely way; a recovery plan is in place but in its infancy and has not yet had impact; waiting times for specialist services are too long, exacerbated by recruitment issues; families experience difficulties in accessing services, and there is variability in their commissioning and delivery; there are school attendance issues; there are shortcomings in the recording of children and young people's needs; greater attention is required towards young people approaching employment age and adulthood; also, there is a shortfall in special school provision.

The SEND & AP Partnership had previously recognised that significant improvements were required, and its own Self-Evaluation aligns closely with the views of the inspectors. This alignment with the inspection provides a sound basis for a new phase of improvement planning and implementation that will be overseen by the SEND & AP Partnership Board.

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

1. Local area health leaders should act swiftly to identify and address 'waiting well' arrangements, and gaps in service provision to meet the full range of needs of children and young people with SEND. This includes speech and language provision, neurodevelopmental pathways and CAMHS.
2. Health leaders should act immediately to ensure that children identified as at high risk of aspiration are fully assessed including access to video-fluoroscopy as necessary.
3. Leaders across the partnership should work at pace to further develop their strategy to improve the timeliness of EHC plans to ensure processes are rigorous, sustainable and lead to plans of consistent quality.
4. Leaders should continue to implement their oversight and commissioning arrangements of suitable specialist school places and alternative provision so that there is sufficient high-quality provision that meets children and young people's SEND.
5. Leaders should review and further strengthen their strategic approach to preparation for adulthood, so that young people consistently receive the right help and support they need to lead successful lives.

The Strategic Action Plan will now address all these recommendations as set out below. The partnership is committed to providing timely and sustainable solutions to the issues raised within the report.

In addition to the five recommendations outlined above, there were a number of other areas for development and improvement that have been highlighted by the Area SEND inspection. These additional areas for improvement have been captured within the SEND inspection report recommendations for other areas for development document which will be used by the partnership to ensure these areas are also addressed. [These recommendations can be found on the WSCC website \(PDF\)](#). These issues have been built into the wider SEND improvement plan which will also be monitored and overseen by the partnership performance improvement activity and reported to the SEND and AP Board. [The terms of reference for the Partnership Board \(PDF\) are available on the WSCC website.](#)

Area of Improvement 1:

Local area health leaders should act swiftly to identify and address 'waiting well' arrangements, and gaps in service provision to meet the full range of needs of children and young people with SEND. This includes speech and language provision, neurodevelopmental pathways and CAMHS.

Narrative from the report:

Waiting times for speech and language therapy, CAMHS and the neurodevelopmental pathway are too long. Arrangements to ensure that families can 'wait well' are inconsistent. This leads to frustration for some families and impacts negatively on some children and young people. As a result, this causes delay to assessment and the meeting of needs. Health leaders have put arrangements in place to enable them to analyse the situation and the resources that will be required to address it. However, development plans lack precise targets or timescales. Consequently, leaders do not have a full picture of their next steps and actions needed to deliver clearly identified improvements.

Governance Group: SEND and AP Partnership Board

SEND Partnership Working Group: 1 Universal and Mainstream Provision

Senior Responsible Officer: Caroline Tozzi, Joint Director for Children and Young People, NHS Sussex

Impact & Desired Outcome:

The 'waiting well' offer is developed, implemented, and clearly articulated to West Sussex families who are on a waiting list for neurodevelopment (ND), Child and Adolescent Mental Health Services (CAMHS) or speech and language services (SaLT). The report highlights that some children and young people are waiting too long for some specialist health assessments. These actions will address the specific specialist treatments and the broader issue will be tackled within the other areas for development referenced above.

Action Ref:	Strategic Workstream Priority	Accountable Lead	Date of completion	Specific Actions to achieve the impact and outcome	Status of action completion against timescale	Status of impact
1.1	Develop waiting well offer for Neurodiversity	Caroline Tozzi	July 2024	<ul style="list-style-type: none"> • Neuro-Development briefing paper developed to highlight current service offer and areas for development, including 'waiting well.' • Neuro-Development 'waiting well' offer to be included on health provider websites and the Local Offer. 	Amber	Red
1.2	Responding to the gap in service provision for Neuro-Development Services	Caroline Tozzi	On going with full implementation March 2026	<ul style="list-style-type: none"> • Neuro-Development briefing paper developed to highlight current service offer and areas for development with a plan to implement improvements. • Neuro-Development Pathway Proposals presented at Pan Sussex Board in March 2024. • Neuro-Development Waiting list metrics included in Pan Sussex Performance Dashboard and launched in March 2024. 	Amber	Red
1.3	Develop waiting well offer for Speech and language Therapies (SaLT)	Sally Kean	July 2024	<ul style="list-style-type: none"> • SaLT briefing paper developed to highlight current service offer and areas for development, including 'waiting well.' • SaLT 'waiting well' offer to be included on health provider websites and the Local Offer. 	Amber	Red

1.4	Responding to the gap in service provision for SaLT	Sally Kean	Ongoing with full implementation March 2026	<ul style="list-style-type: none"> • SaLT briefing paper developed to highlight current service offer and areas for development. • Additional resource for SaLT secured and service specification to be updated. • SaLT Waiting list metrics included in Pan Sussex Performance Dashboard and launched in March 2024. 	Amber	Red
1.5	Develop waiting well offer for CAMHS	Jane Taylor	July 2024	<ul style="list-style-type: none"> • CAMHS briefing paper developed to highlight current service offer and areas for development, including 'waiting well'. • CAMHS 'waiting well' offer to be included on health provider websites and the Local Offer. 	Amber	Red
1.6	Responding to the gap in service provision for CAMHS	Jane Taylor	On going with full implementation March 2026	<ul style="list-style-type: none"> • CAMHS briefing paper developed to highlight current service offer and areas for development to be used to develop action plan for improved services. • CAMHS Stocktake completed and presented at Pan Sussex Board in March 2024. • The CAMHS stocktake to be used to implement action to address gaps and improve service provision. • CAMHS Waiting list metrics included in Pan Sussex Performance Dashboard and launched in March 2024. 	Amber	Red

1.7	General action across all areas to include monitoring by the ICB and Place-Based Partnership Boards	Caroline Tozzi	Ongoing	Quarterly health-focused item to be presented at SEND and AP Board to update on areas of action, and the impact this is having on those on the waiting lists. ICB oversight through Internal Assurance Group and SEND ICB Programme Group.	Amber	Red
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Area of Improvement 2:

Health leaders should act immediately to ensure that children identified as at high risk of aspiration are fully assessed including access to video fluoroscopy as necessary.

Narrative from the report:

Increasing levels of need and recruitment challenges mean that some children and young people wait too long for some specialist health assessments. For example, at the time of inspection, the area's video-fluoroscopy equipment had been out service for many months. Leaders have not implemented a solution, meaning children identified as high risk have not been fully assessed.

Governance Group: SEND and AP Partnership Board

SEND Partnership Working Group: 1 Universal and Mainstream Provision

Senior Responsible Officer: Caroline Tozzi, Joint Director for Children and Young People NHS Sussex

Impact & Desired Outcome:

Children identified as at high risk of aspiration are fully assessed in a timely way and will have access to video fluoroscopy as necessary. These actions will address the specific raised in the inspection but the broader issue of assessments will be tackled within the other areas for development referenced above.

Action Ref:	Strategic Workstream Priority	Accountable Lead	Date of completion	Specific Actions to achieve the impact and outcome	Status of action completion against timescale	Status of impact
2.1	Urgent and emergency video fluoroscopy cases are managed through the fully functioning video fluoroscopy unit.	Caroline Tozzi	Jan 2024	<ul style="list-style-type: none"> • Immediate mitigating actions were put in place to offer alternative provision on other sites whilst the video fluoroscopy machine was replaced. • The video fluoroscopy machine was replaced in January 2024 and is now fully functional and interim measures are no longer required. • All staff have now been trained in use of the machine and all high risk patients are being seen. 	Blue	Green

Area of Improvement 3:

Leaders across the partnership should work at pace to further develop their strategy to improve the timeliness of EHC plans to ensure that processes are rigorous, sustainable and lead to plans of consistent quality.

Narrative from the report:

Too many education health and care needs assessments (EHCNA) are not completed within the statutory time scales while timeliness is poor the quality of plans is variable with some that include precise detailed and appropriate provision however other plans are less clear and lack the necessary contribution from health or social care professionals. There is also variation in the quality of the plans produced and the inconsistency in the contributions of different professionals this can often mean further delays in getting the right help and support in place to meet children and young people's needs.

Governance Group: SEND and AP Partnership Board

Partnership Working Group 2: Children and young people who require statutory or specialist support receive timely, effective, and consistent support.

Senior Responsible Officer: Claire Hayes, Assistant Director, Education & Skills

Impact & Desired Outcome:

That all education health and care needs assessments (EHCNA) are completed in a timely manner with appropriate contributions from different professionals that ensure that children get the right help at the right time to meet their required needs. That the plans are clear and include contributions from health or social care professionals. That the quality of EHC plans are of a consistently high standard and that they meet this standard all the time.

Action Ref:	Strategic Workstream Priority	Accountable Lead	Date of completion	Specific Actions to achieve the impact and outcome	Status of action completion against timescale	Status of impact
3.1	Improve timeliness of completing EHC plans.	Claire Prince	Sept 2025	<p>1. Improve timeliness of EHC needs assessments, including Educational Psychology, health, and social care contributions. Timeliness to be tracked and monitored to reduce the backlog and meet statutory timescales within timescales.</p> <p>2. Ensure there is effective communication from the SEN Assessment team at the start and throughout the EHC needs assessment process</p> <p>3. Continue to develop the Inclusion Assessment, Resource and Placement Panel</p>	Amber	Amber
3.2	To improve quality and timeliness of health and social care input in EHCNA process.	Kate Courtney	June 2024	<p>1. Health and social care EHCP timeliness metric included in CYP Dashboard.</p> <p>2. Activity underway with providers to explore barriers in terms of quality and timeliness.</p> <p>3. Place-based EHCNA audit processes in place.</p> <p>4. Designated Clinical and Medical Officer mapping and reviewing current processes.</p> <p>5. Working with NHSE to draw in national expertise.</p>	Amber	Amber

3.3	Improve quality and appropriateness of requests for EHC needs assessments.	Claire Prince	March 2025	<ol style="list-style-type: none"> 1. Review the SEND Under 5s process in relation to Early Years EHCNA requests 2. Work with educational settings and support services to improve the quality and appropriateness of requests for EHC needs assessments (Practice Action Plan) 3. Improve the process when an assessment has not been agreed (refusal to assess), including signposting families and settings to support services 	Amber	Amber
3.4	Improve quality and consistency of EHC Plans.	Claire Prince	March 2025	<ol style="list-style-type: none"> 1. Implement the QA EHCP Audit 12-month plan. The auditing to include activity to cover both EHCP advice and the plan and audits to be multi-agency in nature. 2. Workforce development for education, health and care professionals contributing to EHC needs assessments to improve quality of advice will include increased resources to significantly increase the staffing numbers within the SENAT and the Educational Psychology Service. 	Amber	Amber

Area of Improvement 4:

Leaders should continue to implement their oversight and commissioning arrangements of suitable specialist school places and AP so that there is sufficient high-quality provision that meets children and young people's SEND.

Narrative from the report:

There is insufficient availability of specialist provision and long waiting lists. As a result, the extent to which the holistic needs of children and young people are considered is too variable. A continued deficit in the availability of special school places is having a negative impact on some children and young people. While some access appropriate provision through 'education other than at school' packages or AP, there are still too few appropriate provisions to meet children and young people's curriculum and educational aspirations.

Governance Group: SEND and AP Partnership Board

Partnership Working Group 4:

1. Strengthen the experiences and outcomes of children and young people receiving alternative provision.
2. SEND Strategic Outline Case and Capital Programme – to be reviewed.

Senior Responsible Officer: Claire Hayes, Assistant Director, Education & Skills

Impact & Desired Outcome:

The Partnership will ensure that there is a robust and effective sufficiency strategy and plan in place to address the deficit of specialist school places to ensure that the holistic needs of children and young people are considered and met consistently. The availability and quality of Alternative Provision will be increased to provide appropriate settings to meet children and young people's curriculum and educational aspirations.

Action Ref:	Strategic Workstream Priority	Accountable Lead	Date of completion	Specific Actions to achieve the impact and outcome	Status of action completion against timescale	Status of impact
4.1	Increase the number of special school placements	Graham Olway	Sept 2024 March 2027	<p>1. Phase one activity on the SEND Strategic Outline Case and Capital Programme – to be reviewed and updated in line with new demand projections.</p> <p>2. Increase of up to 373 Special School places by 2026/27, as per SEND Sufficiency Programme and update the requirement following on going demand analysis.</p>	Amber	Red
4.2	Strengthen the experiences and outcomes of children and young people receiving alternative provision.	Claire Prince	Sept 2024 Sept 2024 Sept 2024 March 2026	<p>Review of both health and social care commissioning arrangements for regulated and unregulated alternative provision, including for those with EHCPs who are unable to access a full-time educational placement in West Sussex.</p> <p>Clarify school responsibilities for children and young people attending AP.</p> <p>Establish and implement a robust system for the effective oversight and QA of alternative provision.</p> <p>Finalise and implement the alternative provision strategy and improvement plan.</p>	Amber	Amber

Area of Improvement 5:

Leaders should review and further strengthen their strategic approach to preparation for adulthood so that young people consistently receive the right help and support they need to lead successful lives.

Narrative from the report:

For those young people supported by children's social care (CSC), there are clear pathways to transition into adulthood. These pathways are not as clear and consistent for others who are not known to CSC. Challenges, such as allocating adult social care workers, have contributed to the delay of appropriate assessments prior to young people's eighteenth birthday. While children get a continuity of provision, the transition process is started very late. Similarly, transition planning is not started early enough as young people move from CAMHS to adult mental health services. This late planning causes some young people and their families distress and anxiety.

Better post-16 pathways towards employment are needed. For example, there is a lack of opportunity for supported internships to help young people develop essential employability skills.

Governance Group: SEND and AP Partnership Board

Senior Responsible Officer: Claire Hayes, Assistant Director, Education & Skills

Impact & Desired Outcome:

All children and young people with a special education need or disability will have clear pathways to transition into adulthood that are supported by comprehensive and effect plans. Transitional planning will happen as early as required to meet the needs of the young person. Services across the Council and key partners will work together to provide a seamless service delivery for those young people who are transitioning into adulthood and who will require services. This will include effective transitions for young people who move from CAMHS to adult mental health services.

Action Ref:	Strategic Workstream Priority	Accountable Lead	Date of completion	Specific Actions to achieve the impact and outcome	Status of action completion against timescale	Status of impact
5.1	Partners to strengthen the strategic approach to preparation for adulthood so that young people consistently receive the right help and support they need to lead successful lives.	Claire Hayes	March 2025	<p>1. Activities to be progressed in three stages, with stage 3 planned to end in March 2025.</p> <ul style="list-style-type: none"> • Development of a set of Transitions KPIs and assurance processes. • Documentation of roles and responsibilities for young people with SEND to be reviewed and implemented. • Implementation of financial reporting mechanisms across children’s and adult services. 	Amber	Red

5.2	Increase the number of young people with SEND securing employment which will include supported internships.	Karen Furse	March 2025	<ol style="list-style-type: none"> 1. Improve our data collection of the destinations of young people with SEND when they leave school. 2. Strengthen our work with education providers and employers to prepare young people for the world of work to include experiences of the workplace. 3. Create more employment opportunities for young people with SEND to include, volunteering, supported internships, apprenticeships, and supported employment. 4. Strengthen our partnership working to create clearer pathways for young people with SEND to move into employment successfully 	Amber	Red
5.3	Develop young people's independence skills so that they can make a positive contribution to the community they live in and access housing options that mean they can live safely and successfully on their own or with others.	Karen Furse	April 2025	<ol style="list-style-type: none"> 1. Links with Adults Social Care Programme and Transitions to Adulthood project (as outlined in 5.1). 2. Working Group being set up to develop. Details of the working groups and their expected outputs will be added to this plan following the service discovery workshops that are taking place in May 2024. 	Amber	Amber
5.4	Work with SPFT to ensure effective transitions for young people who move from CAMHS to adult mental health services	Jane Taylor	July 2024	Work will be undertaken as part of the Transition partnership working group to ensure the CAHMS pathways are effective.	Amber	Amber

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

The West Sussex SEND AP Partnership is committed to ensuring that this action plan is delivered in full. The plan will be underpinned by a set of delivery, monitoring and governance arrangements which will be overseen by the partnership Board and based upon the following principles:

1. **Adaptability:** The plan will remain under constant review and will consider future changes and demands with a focus on positive change and continuous improvement.
2. **Co-production and Stakeholder Engagement:** The Partnership arrangements will ensure that all stakeholders including the West Sussex Parent Carer Forum, will actively participate in the delivery and monitoring of the plan. It will be shared with all stakeholders and be co-designed to ensure all perspectives are considered.
3. **SMART Objectives and Goals:** The plan will be specific, measurable, achievable, relevant, and time bound. These principals will be monitored and reviewed by the Partnership Board, key stakeholder monitoring, the Council and ICB performance management frameworks.
4. **Evidence based decision making:** Progress and delivery of the plan will be underpinned by performance data and evidence.
5. **Monitoring and oversight:** The SMART actions will facilitate progress tracking and ensures accountability. Implementation of the plan will also be overseen by established process for reviewing and endorsing the action plan within the West Sussex Partnership and its governance will be through the SEND and AP Partnership Board. This includes arrangements for co-production with all stakeholders, including the West Sussex Parent Carer Forum and the children and families who are the users of the service.
6. **Resource Allocation:** Partner agencies have identified specific resources to meet the requirements of the plan, and this will include revenue budget increase for staffing with the Councils SENAT and Education Psychology Service. The plan will form part of the wider transformation programme within SEND and Education and Learning and will be supported by the Programme Management office within Children's Services. Other resources will also be employed through the two national initiatives that the Partnership are currently involved with; Delivering Better Value and the Change Programme Partnership.
7. **Continuous Monitoring and Evaluation:** The monitoring of the plan will be facilitated through the County Council performance management framework for CYPL and the ICB processes. The SEND improvement activity will also be monitored through the SEND Partnership monthly which are multi-agency.
8. **Risk Assessment and Mitigation:** The SEND AP Partnership Board will hold and review a risk register related to the delivery of the plan with a view to ensuring mitigation is supported by key stakeholders as and when required.
9. **Communication Strategy:** The Partnership will publish the plan on the County Council and ICB websites and use their communication resources and processes to ensure a wide coverage of the plan, regular updates and that there is effective contribution and engagement from children and young people, and parent carer representatives.

10. **Alignment with Organisational Culture:** The priorities and objectives of this plan have been developed in line with the wider partnership culture and meet the broad principals of the Councils and key partners strategic plans.
11. **Co-production and Feedback Mechanisms:** The development of the plan, its progress and reviews will be undertaken in the spirit of good co-production with ensuring that design events, surveys and focus groups are all used to gather input, to shape and improve the effectiveness of the plan.
12. **Celebrating Success:** The Partnership will ensure that the key milestones and achievements are published and celebrated to maintain the motivation and engagement of all agencies and stakeholders to deliver the plan in its entirety.
13. **Integration with Strategic Planning:** This plan will remain integral to the wider SEND Strategy and the Council's Education and Learning Strategy.

Appendix 2: Governance and accountability

The West Sussex SEND AP Partnership Board will lead and drive implementation of this plan and ensure it is delivered alongside the wider service improvements and developments that are planned as part of the SEND Transformation Programme.

The Partnership Board has reviewed and strengthened their terms of reference and partnership arrangements in line with the national guidance that has been rolled out within the Change Programme partnership. The SEND AP Partnership Board will meet monthly to track and monitor progress against the actions within the Strategic Improvement Plan. All partners will hold each other to account and will jointly problem solve to remove barriers to achieve the outcomes.

This plan will also be the subject of the County Council's Scrutiny Committee oversight and the Children First Strategic partnership for West Sussex and the Children, Young people and Learning Directorates performance management framework and quality assurance processes.

The West Sussex SEND and AP Partnership Board will provide:

Inclusive and Comprehensive Partnership arrangements: The implementation of the terms of reference to ensure wide partnership engagement and participation in the strategic planning and delivery of services. Developing an open and challenging environment where the children come first, and the voice of the child and parent carers is routinely heard and considered.

Focus and intent: Providing the vision and the objectives that guide decision-making and directing the action plan. Providing assurance and oversight and alignment with the partnership's overall purpose.

Leadership: strategic direction, setting priorities, and inspire confidence among stakeholders.

Strategic Planning: Holding all stakeholders to account and bringing strategic planning processes together. Agreeing the strategic priorities and clear milestones to deliver sustainable improvements.

Transparency and Accountability: Maintaining good and regular communication to demonstrate progress and to ensure the voice of the child is heard.

Coproduction & Engagement: holding key partners to account and to ensure they engage and encourage coproduction of service development and improvement. Providing a framework for regular and meaningful engagement with children, young people, and parent carer representatives for them to fully contribute to the plan and wider service development.

Performance Management, Monitoring and Evaluation: To ensure agreed key performance indicators, that all partners build the plan into the performance frameworks and that quality assurance is regular and far reaching. Ensure that a culture of transparent self-evaluation and continuous improvement is embedded within the partnership.

Transparent Risk Management: To develop and report all key risks to delivery of the plan and to ensure that they are recorded and considered by the Partnership. To hold key partners to account in their mitigation and problem solving at all levels.

Wider Accountability: All the Partnership Working groups will regularly report into the West Sussex SEND AP Partnership Board. The Partnership Working Groups will be responsible for the implementation and delivery of the plan at pace. In addition to the Partnership Board the implementation of the Strategic Action Plan will also be monitored and managed through the Councils' performance management framework and the performance reporting processes within the ICB.

The Council's Scrutiny Committee will also regularly review the implementation of the plan and the wider strategy to improve services to children with Special Education needs and Disabilities. The strategic direction and commitment will be monitored by the West Sussex Children First Strategic Board. The Partnership Board can escalate areas of concern to the Council and ICBs governance boards or other stakeholder groups such as the School Heads forums.

Delivery of the actions in the Strategic Action Plan

The day-to-day delivery of the plan will be built into the management arrangement of the two key statutory agencies within the Council and Health services. This will include a monthly SEND Partnership improvement meeting for managers across the services to review actions, monitor compliance and delivery of the plan and to unblock issues of difficulty.

This process will be underpinned by the Children First Transformation Programme which will oversee the wider service developments within the Council and key partners. The Children First Transformation Programme is chaired by the Director of Children's Services and will bring dedicated project management and performance management resources to facilitate and support implementation of the plan at pace.

Monitoring progress and impact

The partnership arrangement outlined above will bring regular and frequent monitoring of the plan to the leadership in the key agencies and provide an open and transparent framework for other key stakeholders such as the West Sussex Parent Carer Forum to engage and contribute to the plan. The specific actions within the plan will be the subject of a range of stakeholder meetings, workshops, timeline working groups and co-production processes.

Progress on each key action within the priority improvement areas will be assessed using the BRAG rating system below, ensuring ongoing monitoring and accountability. The evidence base will be recorded and presented to the partnership board and performance meetings and maintained centrally for scrutiny as and when required. The implementation will also be measured against an agreed set of key performance indicators which will be reported to the SEND AP Partnership Board as a minimum on a quarterly basis.

BRAG status
Completion

Status of Action Completion Against Timescale	
Blue	Action complete and impactful
Green	Action complete, impact not yet felt
Amber	Action in progress, on track
Red	Action in progress, off track
Grey	Action not yet started

Impact

Status of Impact	
Green	Impact is felt at a system level
Amber	Impact is variable
Red	Impact not yet felt