

Department for Education DPS ORDER FORM

FROM

	SECRETARY OF STATE FOR EDUCATION
Service address: The Authority The Department	Department for Education Head Office - Sanctuary Buildings, Great Smith Street, London, SW1P 3BT
Invoice address:	Department for Education Sanctuary Buildings, Great Smith Street, London, SW1P 3BT
Authorised Representative:	Name: [REDACTED] Phone: [REDACTED] E-mail: [REDACTED]
	To be quoted on all correspondence relating to this Order: DfE Order Number / Grant Number: CON_22712 Ref no: Project_ 8404 ITT_2442 SEND and AP Advisory Services
Order date:	3 October 2023

TO

Supplier:	Liz Flaherty
For the attention of: E-mail: Telephone number:	[REDACTED] [REDACTED] [REDACTED]
Address:	[REDACTED]
1. SERVICE REQUIREMENTS	
The specific outcomes to be achieved via this contract are outlined at Annex A. As a general requirement we would expect the supplier to: <ul style="list-style-type: none">• provide valuable expertise to advise, challenge and support at risk or poor performing local areas/local area partnerships in continuing to develop and implement robust and achievable plans to improve its	

SEND and AP services.

- provide advice and support to ensure the pace of improvement is appropriate and that improvements to the SEND and AP system are sustainable;
- ensure plans remain focused on outcomes for children and young people with SEND and inform the quality of the service in readiness for the next Ofsted inspection.
- provide support and advice as necessary when assessing and driving progress, taking account of the weaknesses identified by Ofsted and of other diagnostic work (including DfE Vulnerable Children's Unit (VCU) assessments).
- apply expertise and experience to support the local area/local area partnership's senior leadership and SEND management team in addressing areas of weakness; this will include working with practitioners of different levels to develop competence and improve performance, and help foster a culture of reflection, challenge and support.
- make use of wider partners to support and advise the local area/local area partnership on potential solutions to issues and signpost examples of good practice where possible;
- engage at both strategic and operational level
- contribute to the department's formal reviews of the local area/local area partnership's progress and make a recommendation to VCU on whether progress has been sufficient;
- provide regular written reports to the department on the local area/local area partnership's progress to VCU, and more frequently if the pace of progress is not sufficient.
- have an awareness of the proposed SEND/AP system and Children's Social Care reforms including the Change Programme and work closely with relevant colleagues in supporting and challenging local areas/local area partnerships.
- develop working relationships with Health partners where this helps achieve the objectives set out in the contract.

If the local authorities named in this agreement are part of the Delivering Better Value or Safety Valve programmes, the supplier must liaise with any Advisors working with the local authority on those programmes to ensure coherence and consistency of approach. These meetings / contacts should be undertaken as part of the days allocation in this contract.

<p>(1.2) Service Commencement Date:</p> <p>4 October 2023</p>
<p>(1.3) Price payable by Authority and payment profile: [REDACTED]</p> <p>VAT is applicable.</p> <p>[REDACTED] the maximum contract value is £68,400 excluding VAT</p>
<p>(1.4) Completion date:</p> <p>31 March 2025</p> <p>Throughout the life of the contract term from 4 October 2023 to 31 March 2025 it is expected that the supplier will deliver [REDACTED] support at the following local authority areas –</p> <p>Kent County Council [REDACTED]</p> <p>Slough Borough Council [REDACTED]</p> <p>Bracknell Forest Council [REDACTED]</p> <p>Please note the contract can be ended early at the absolute discretion of the Department.</p> <p>[REDACTED] [REDACTED] The Department reserves the right to terminate this contract on 31 March 2024 as continued funding in FY2024-25 will be subject to business planning and the spending review.</p> <p>The Department reserves the right to extend the end date of this contract by up to 12 months, and will give one month's prior notice of our intention to do so. The 12 month extension may be in full, or in multiples of one month up to the full 12 month potential.</p> <p>This may include a negotiated reduction or increase in the number of call off days per month. Any negotiated extension offered by the Department would be without prejudice.</p>
<p>2 MINI-COMPETITION ORDER: ADDITIONAL REQUIREMENTS</p>
<p>(2.1) Supplemental requirements in addition to Call-off Terms: N/A</p>
<p>(2.2) Variations to Call-off Terms: N/A</p>
<p>3. PERFORMANCE OF THE SERVICES AND DELIVERABLES</p>
<p>(3.1) Name of the Professional who will deliver the Services:</p> <p>[REDACTED]</p>
<p>(3.2) Performance standards:</p>

There will be suitable representation at all reviews and meetings with the Department.

Management information relating to key performance indicators will be made available when requested to the Department's contract manager.

Risks to delivery will be actively reviewed, managed and reported.

Suppliers are expected to react quickly to issues as and when they arise.

Suppliers are expected to maintain effective working relationships, which ensure the best outcomes for the Department.

(3.3) Location(s) at which the Services are to be provided:

Although there will be a degree of flexibility, the successful bidder will be expected to travel to the local authority areas names in this contract, within reason, on a regular basis. This will be discussed and agreed throughout the life of the contract.

(3.4) Quality standards:

In all cases we will require regular honest and open reporting against the outcomes in Annex A and any improvement plans the local authority/area has, including information about progress and trajectories. This should be supported by an accurate, timely and appropriate narrative submitted each month to accompany the invoice.

Your approach to quality management and the quality assurance arrangements during the development and delivery phases of the contract will be discussed with DfE during the first 2 weeks of appointment. You should demonstrate how you will ensure that the service is delivered on time, on budget and delivers the Department's expected outcomes in Annex A.

(3.5) Contract monitoring arrangements:

The contract will be managed by [REDACTED], [REDACTED]. The impact of the supplier's role on LA progress and performance will be monitored on an ongoing basis and will take into account progress against the key outcomes set out at Annex A.

Over the life of the contract the Department expects:

- a partnership approach to contract management, where the parties have a joint stake in a successful service;
- services delivered by the supplier continue to meet the needs of the Department; and
- the supplier to meet their contractual commitments.

(3.6) Management information and meetings

Regular meetings by phone and in person between the supplier and the DfE Case Lead may be required where it enables the supplier to meet the outcomes outlined at Annex A.

The supplier will be required to complete a written reporting template on a monthly basis, and more frequently if the Minister requires.

4. CONFIDENTIAL INFORMATION

(4.1) The following information shall be deemed Confidential Information:

- Any management information related to the local authority or local areas partners mentioned in this contract.
- name and contact details of department personnel;
- names and email addresses of LA personnel;
- employment status and job roles of above;
- name and contact details of high needs advisors;
- name and contact details of other SEND advisors;
- unpublished data on LA DSG deficits;
- any other information clearly designated as being confidential (whether it is marked "confidential" or not) or which ought reasonably to be considered confidential.

(4.2) Duration that the information shall be deemed Confidential Information:

The duration of the contract.

BY ACCEPTING THIS ORDER THE SUPPLIER AGREES to enter a legally binding contract with the Authority to provide to the Authority the Services specified in this Order Form (together with the mini-competition order (additional requirements) set out in section 2 of this Order Form where applicable) incorporating the rights and obligations in the Call-off Terms set entered into by the Supplier and the Authority.

For and on behalf of: The Secretary of State for Education

Signature

.....
Authorised Signatory

Name (CAPITALS)

Title

Date

For and on behalf of: Supplier

Signature

.....
Authorised Signatory

Name (CAPITALS)

Title

Date

Outcome	Success Measures
<p>Leaders in Kent show evidence that they are improving and addressing all 9 of the areas of weakness identified by Ofsted/CQC inspectors adhering to the timeliness indicated in their improvement plan (APP).</p> <p>Improvement and strategic plans effectively address the areas for improvement with robust governance in place across the partnership to effectively monitor, support and challenge service improvements and long-term sustainability</p>	<p>6-month and 12-month improvement plan (APP) review is well informed by clear advice on progress and next steps against the identified areas of significant weakness.</p> <p>Improvement activities are targeted, prioritised and sequenced and implementation is monitored to assess impact.</p> <p>Clear ownership and accountability across the partnership of improvements.</p>
<p>Leaders in Kent have clear plans to <u>improve the widely held concern of parents that the local area is not able, or in some cases not willing, to meet their children's needs</u>, understand the progress against this identified area of significant weakness, as identified in the Ofsted/CQC report and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation this significant area of weakness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas for further improvement and where there are any escalating risks.</p>	<p>6-month and 12-month improvement plan (APP) review is well informed by clear advice on progress and next steps against this identified area of significant weakness.</p> <p>Output from the 6-month and 12-month improvement plan (APP) review shows clear direction of travel and agreed next steps against this identified area of significant weakness.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p> <p>There is an effective working relationship between the SEND Advisor and the NHSE SEND Advisor.</p>
<p>Leaders in Kent have clear plans to <u>improve commitment to inclusion in schools to accommodate children and young people with</u></p>	<p>6-month and 12-month improvement plan (APP) review is well informed by clear</p>

<p><u>SEND</u>, understand the progress against this identified area of significant weakness, as identified in the Ofsted/CQC report and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation this significant area of weakness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas for further improvement and where there are any escalating risks.</p>	<p>advice on progress and next steps against this identified area of significant weakness.</p> <p>Output from the 6-month and 12-month improvement plan (APP) review shows clear direction of travel and agreed next steps against this identified area of significant weakness.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p>
<p>Leaders in Kent have <u>clear plans to improve the limited role that parents and carers have in reviewing and designing services for children and young people with SEND</u>, understand the progress against this identified area of significant weakness, as identified in the Ofsted/CQC report and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation this significant area of weakness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas for further improvement and where there are any escalating risks.</p>	<p>6-month and 12-month improvement plan (APP) review is well informed by clear advice on progress and next steps against this identified area of significant weakness.</p> <p>Output from the 6-month and 12-month improvement plan (APP) review shows clear direction of travel and agreed next steps against this identified area of significant weakness.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p> <p>There is an effective working relationship between the SEND Advisor and the NHSE SEND Advisor.</p>
<p>Leaders in Kent have <u>clear plans to improve joint commissioning arrangement to address known gaps and eliminate longstanding weaknesses in the services for children and young people with SEND</u>, understand the</p>	<p>6-month and 12-month improvement plan (APP) review is well informed by clear advice on progress and next steps against this identified area of significant weakness.</p>

<p>progress against this identified area of significant weakness, as identified in the Ofsted/CQC report and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation this significant area of weakness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas for further improvement and where there are any escalating risks.</p>	<p>Output from the 6-month and 12-month improvement plan (APP) review shows clear direction of travel and agreed next steps against this identified area of significant weakness.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p> <p>There is an effective working relationship between the SEND Advisor and the NHSE SEND Advisor.</p>
<p>Leaders in Kent have <u>clear plans to improve poor standards achieved, and progress made by children and young people with SEND</u>, understand the progress against this identified area of significant weakness, as identified in the Ofsted/CQC report and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation this significant area of weakness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas for further improvement and where there are any escalating risks.</p>	<p>6-month and 12-month improvement plan (APP) review is well informed by clear advice on progress and next steps against this identified area of significant weakness.</p> <p>Output from the 6-month and 12-month improvement plan (APP) review shows clear direction of travel and agreed next steps against this identified area of significant weakness.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p>
<p>Leaders in Kent have clear plans to <u>improve the inconsistent quality of the EHC process; a lack of up-to-date assessments and limited contributions from health and care professionals; and poor processes to check and review the quality of EHC plans</u>, understand the progress against this</p>	<p>6-month and 12-month improvement plan (APP) review is well informed by clear advice on progress and next steps against this identified area of significant weakness.</p> <p>Output from the 6-month and 12-month improvement plan (APP) review shows clear</p>

<p>identified area of significant weakness, as identified in the Ofsted/CQC report and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation this significant area of weakness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas for further improvement and where there are any escalating risks.</p>	<p>direction of travel and agreed next steps against this identified area of significant weakness.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p> <p>There is an effective working relationship between the SEND Advisor and the NHSE SEND Advisor.</p>
<p>Leaders in Kent have <u>clear plans to improve the weak governance of SEND arrangements across the EHC system at strategic and operational level and an absence of robust action plans to address known weaknesses</u>, understand the progress against this identified area of significant weakness, as identified in the Ofsted/CQC report and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation this significant area of weakness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas for further improvement and where there are any escalating risks.</p>	<p>6-month and 12-month improvement plan (APP) review is well informed by clear advice on progress and next steps against this identified area of significant weakness.</p> <p>Output from the 6-month and 12-month improvement plan (APP) review shows clear direction of travel and agreed next steps against this identified area of significant weakness.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p> <p>There is an effective working relationship between the SEND Advisor and the NHSE SEND Advisor.</p>
<p>Leaders in Kent have <u>clear plans to improve the unacceptable waiting times for children and young people to be seen by some health</u></p>	<p>6-month and 12-month improvement plan (APP) review is well informed by clear</p>

<p>services, particularly CAMHS, tier two services, SALT, the wheelchair service and ASD and ADHD assessment and review, understand the progress against this identified area of significant weakness, and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation this significant area of weakness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas for further improvement and where there are any escalating risks.</p>	<p>advice on progress and next steps against this identified area of significant weakness.</p> <p>Output from the 6-month and 12-month improvement plan (APP) review shows clear direction of travel and agreed next steps against this identified area of significant weakness.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p> <p>There is an effective working relationship between the SEND Advisor and the NHSE SEND Advisor.</p>
<p>Leaders in Kent have <u>clear plans to improve the lack of effective systems to review and improve outcomes for those children and young people whose progress to date has been limited by weaknesses in provision</u>, understand the progress against this identified area of significant weakness, and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation this significant area of weakness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas for further improvement and where there are any escalating risks.</p>	<p>6-month and 12-month improvement plan (APP) review is well informed by clear advice on progress and next steps against this identified area of significant weakness.</p> <p>Output from the 6-month and 12-month improvement plan (APP) review shows clear direction of travel and agreed next steps against this identified area of significant weakness.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p>
<p>Leaders in Kent have in place a <u>permanent, suitably trained, SEND case work team of sufficient capacity to enable the effective delivery of the Education, Health and Care</u></p>	<p>6-month and 12-month improvement plan (APP) review is well informed by clear advice on progress and next steps against this identified area of significant weakness.</p>

<p><u>("EHC") needs assessment and review system including effective partnership working systems with advice writers to help improve both the timeliness and quality of the EHC plans.</u></p> <p>Leaders in the Local Area understand the progress that is required in relation this request in the Improvement Notice. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this request in the Improvement Notice, and where there are any escalating risks.</p>	<p>Output from the 6-month and 12-month improvement plan (APP) review shows clear direction of travel and agreed next steps against this identified area of significant weakness</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p>
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ANNEX A - SLOUGH	
Outcome	Success Measures
<p>Leaders in Slough show evidence that they are improving and addressing all 7 of the areas of weakness identified by Ofsted/CQC inspectors adhering to the timeliness indicated in their WSOA.</p> <p>The Local Area's strategic plan effectively addresses the areas for improvement with robust governance in place across the partnership to effectively monitor, support and challenge service improvements and long term sustainability.</p>	<p>WSOA reviews are well informed by clear advice on progress and next steps against all identified area of significant weakness.</p> <p>Outputs from WSOA reviews show clear direction of travel and enables effective decision making by VCU.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p> <p>The operational team at Slough Borough Council are supported and advised to drive improvement to services at pace.</p> <p>There is a strong and effective working relationship between the SEND Advisor and the DfE Children's Commissioner.</p>
<p>Leaders in Slough have clear plans to improve arrangements for ensuring <u>effective joint leadership and accountability</u> ; understand their progress against this identified area of significant weakness as identified in the Ofsted/CQC report; and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation this significant area of weakness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas</p>	<p>WSOA reviews are well informed by clear advice on progress and next steps against this identified area of significant weakness.</p> <p>Outputs from WSOA reviews show clear direction of travel and enables effective decision making by VCU.</p> <p>There is a positive relationship with DfE Children's Services Commissioner in supporting and challenging senior officials.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p> <p>There is an effective working relationship between the SEND Advisor and the NHSE SEND Advisor.</p>

for further improvement and where there are any escalating risks.	
<p>Leaders in Slough have clear plans to improve the <u>overlooked voice of children and young people with SEND</u> and their families; understand their progress against this identified area of significant weakness as identified in the Ofsted/CQC report; and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation this significant area of weakness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas for further improvement and where there are any escalating risks.</p>	<p>WSOA reviews are well informed by clear advice on progress and next steps against this identified area of significant weakness.</p> <p>Outputs from WSOA reviews show clear direction of travel and enables effective decision making by VCU.</p> <p>There is a positive relationship with DfE Children's Services Commissioner in supporting and challenging senior officials.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p> <p>There is an effective working relationship between the SEND Advisor and the NHSE SEND Advisor.</p>
<p>Data</p> <p>Leaders in Slough have clear plans to improve the <u>use of meaningful performance information</u>; understand their progress against this identified area of significant weakness as identified in the Ofsted/CQC report; and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation this significant area of weakness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in</p>	<p>WSOA reviews are well informed by clear advice on progress and next steps against this identified area of significant weakness.</p> <p>Outputs from WSOA reviews show clear direction of travel and enables effective decision making by VCU.</p> <p>There is a positive relationship with DfE Children's Services Commissioner in supporting and challenging senior officials.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p>

<p>place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas for further improvement and where there are any escalating risks.</p>	
<p>Leaders in Slough have clear plans to <u>improve opportunities for parents, carers and CYP with SEND to be involved with planning and reviewing area services</u>; understand their progress against this identified area of significant weakness as identified in the Ofsted/CQC report; and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation this significant area of weakness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas for further improvement and where there are any escalating risks.</p>	<p>WSOA reviews are well informed by clear advice on progress and next steps against this identified area of significant weakness.</p> <p>Outputs from WSOA reviews show clear direction of travel and enables effective decision making by VCU.</p> <p>There is a positive relationship with DfE Children's Services Commissioner in supporting and challenging senior officials.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p> <p>There is an effective working relationship between the SEND Advisor and the NHSE SEND Advisor.</p>
<p>Leaders in Slough have clear plans to improve the <u>timeliness with which EHC plans are produced and updated</u>; understand their progress against this identified area of significant weakness as identified in the Ofsted/CQC report; and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation this significant area of weakness. They</p>	<p>WSOA reviews are well informed by clear advice on progress and next steps against this identified area of significant weakness.</p> <p>Outputs from WSOA reviews show clear direction of travel and enables effective decision making by VCU.</p> <p>There is a positive relationship with DfE Children's Services Commissioner in supporting and challenging senior officials.</p>

<p>make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas for further improvement and where there are any escalating risks.</p>	<p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p>
<p>Leaders in Slough have clear plans to improve <u>social care considerations in EHC plans</u>; understand their progress against this identified area of significant weakness as identified in the Ofsted/CQC report; and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation this significant area of weakness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas for further improvement and where there are any escalating risks.</p>	<p>WSOA reviews are well informed by clear advice on progress and next steps against this identified area of significant weakness.</p> <p>Outputs from WSOA reviews show clear direction of travel and enables effective decision making by VCU.</p> <p>There is a positive relationship with DfE Children's Services Commissioner in supporting and challenging senior officials.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p>
<p>Leaders in Slough have clear plans to improve <u>access to SALT and OT services, excessive waiting times and absence of dysphagia service for those aged 5 and over</u>; understand their progress against this identified area of significant weakness as identified in the Ofsted/CQC report; and can articulate their improvement journey.</p>	<p>WSOA reviews are well informed by clear advice on progress and next steps against this identified area of significant weakness.</p> <p>Outputs from WSOA reviews show clear direction of travel and enables effective decision making by VCU.</p>

<p>Leaders in the Local Area understand the progress that is required in relation to this significant area of weakness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas for further improvement and where there are any escalating risks.</p>	<p>There is a positive relationship with DfE Children's Services Commissioner in supporting and challenging senior officials.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p> <p>There is an effective working relationship between the SEND Advisor and the NHSE SEND Advisor.</p>
<p>Leaders in Slough have clear plans to sustainably improve the area EHCP timeliness, understand their progress against this objective and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation to improving EHCP timeliness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making to improve EHCP timeliness, the areas for further improvement and where there are any escalating risks.</p>	<p>VCU is regularly updated with specific progress on EHCP timeliness/adherence to statutory requirements.</p> <p>The Local Area is supported to review its plans for improving performance, drawing upon best practice from the sector.</p> <p>Agreed next steps for further improvement are in place.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p>

ANNEX A – BRACKNELL FOREST	
Outcome	Success Measure
Leaders in Bracknell Forest show evidence that they are improving and addressing all 9 of the areas of weakness identified by Ofsted/CQC	WSOA reviews are well informed by clear advice on progress and next steps against all identified area of significant weakness.

<p>inspectors adhering to the timeliness indicated in their WSOA.</p> <p>The Local Area's strategic plan effectively addresses the areas for improvement with robust governance in place across the partnership to effectively monitor, support and challenge service improvements and long term sustainability.</p>	<p>Outputs from WSOA reviews show clear direction of travel and enables effective decision making by VCU.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p>
<p>Leaders in Bracknell have clear plans to improve the area's <u>co-produced strategy</u>; understand their progress against this identified area of significant weakness as identified in the Ofsted/CQC report and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation this significant area of weakness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas for further improvement and where there are any escalating risks.</p>	<p>WSOA reviews are well informed by clear advice on progress and next steps against this identified area of significant weakness.</p> <p>Outputs from WSOA reviews show clear direction of travel and enables effective decision making by VCU.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p> <p>There is an effective working relationship between the SEND Advisor and the NHSE SEND Advisor.</p>
<p>Leaders in Bracknell have clear plans to improve <u>parent's and carer's confidence and communications with the Local Area</u>; understand their progress against this identified area of significant weakness; as identified in the Ofsted/CQC report and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation</p>	<p>WSOA reviews are well informed by clear advice on progress and next steps against this identified area of significant weakness.</p> <p>Outputs from WSOA reviews show clear direction of travel and enables effective decision making by VCU.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be</p>

<p>this significant area of weakness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas for further improvement and where there are any escalating risks.</p>	<p>departmental or additional support from the SEND Advisor put in place.</p> <p>There is an effective working relationship between the SEND Advisor and the NHSE SEND Advisor.</p>
<p>Leaders in Bracknell have clear plans to improve <u>co-production with children, young people and their families</u>; understand their progress against this identified area of significant weakness; as identified in the Ofsted/CQC report and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation this significant area of weakness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas for further improvement and where there are any escalating risks.</p>	<p>WSOA reviews are well informed by clear advice on progress and next steps against this identified area of significant weakness.</p> <p>Outputs from WSOA reviews show clear direction of travel and enables effective decision making by VCU.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p> <p>There is an effective working relationship between the SEND Advisor and the NHSE SEND Advisor.</p>
<p>Leaders in Bracknell have clear plans to improve <u>educational provision for a significant number of children with SEND in the borough</u>; understand their progress against this identified area of significant weakness as identified in the Ofsted/CQC report;</p>	<p>WSOA reviews are well informed by clear advice on progress and next steps against this identified area of significant weakness.</p> <p>Outputs from WSOA reviews show clear direction of travel and enables effective decision making by VCU.</p>

<p>and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation this significant area of weakness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas for further improvement and where there are any escalating risks.</p>	<p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p>
<p>Leaders in Bracknell have clear plans to improve the <u>support available whilst awaiting excessive times on occupational therapy waiting lists</u>; understand their progress against this identified area of significant weakness as identified in the Ofsted/CQC report; and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation this significant area of weakness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas for further improvement and where there are any escalating risks.</p>	<p>WSOA reviews are well informed by clear advice on progress and next steps against this identified area of significant weakness.</p> <p>Outputs from WSOA reviews show clear direction of travel and enables effective decision making by VCU.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p> <p>There is an effective working relationship between the SEND Advisor and the NHSE SEND Advisor.</p>

<p>Leaders in Bracknell have clear plans to improve <u>the high number of children with SEND who reach a mental health crisis due to a lack of timely support</u>; understand their progress against this identified area of significant weakness as identified in the Ofsted/CQC report; and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation this significant area of weakness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas for further improvement and where there are any escalating risks.</p>	<p>WSOA reviews are well informed by clear advice on progress and next steps against this identified area of significant weakness.</p> <p>Outputs from WSOA reviews show clear direction of travel and enables effective decision making by VCU.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p> <p>There is an effective working relationship between the SEND Advisor and the NHSE SEND Advisor.</p>
<p>Leaders in Bracknell have clear plans to improve <u>panel arrangements to decide the next steps in the graduated approach for those on SEND support</u>; understand their progress against this identified area of significant weakness as identified in the Ofsted/CQC report; and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation this significant area of weakness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p>	<p>WSOA reviews are well informed by clear advice on progress and next steps against this identified area of significant weakness.</p> <p>Outputs from WSOA reviews show clear direction of travel and enables effective decision making by VCU.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p>

<p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas for further improvement and where there are any escalating risks.</p>	
<p>Leaders in Bracknell have clear plans to improve <u>long term planning for young people as they move to adulthood</u>; understand their progress against this identified area of significant weakness as identified in the Ofsted/CQC report; and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation this significant area of weakness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas for further improvement and where there are any escalating risks.</p>	<p>WSOA reviews are well informed by clear advice on progress and next steps against this identified area of significant weakness.</p> <p>Outputs from WSOA reviews show clear direction of travel and enables effective decision making by VCU.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p> <p>There is an effective working relationship between the SEND Advisor and the NHSE SEND Advisor.</p>
<p>Leaders in Bracknell have clear plans to improve <u>parent's and carer's awareness of available advice, support or social care provision</u>; understand their progress against this identified area of significant weakness as identified in the Ofsted/CQC report; and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation this significant area of weakness.</p>	<p>WSOA reviews are well informed by clear advice on progress and next steps against this identified area of significant weakness.</p> <p>Outputs from WSOA reviews show clear direction of travel and enables effective decision making by VCU.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p>

<p>They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making against this significant area of weakness, the areas for further improvement and where there are any escalating risks.</p>	<p>There is an effective working relationship between the SEND Advisor and the NHSE SEND Advisor.</p>
<p>Leaders in Bracknell Forest have clear plans to sustainably improve the area EHCP timeliness, understand their progress against this objective and can articulate their improvement journey.</p> <p>Leaders in the Local Area understand the progress that is required in relation to improving EHCP timeliness. They make accurate assessments of the impact of the actions they are taking and can identify where further improvement is required. They put in place mitigations to overcome barriers where needed.</p> <p>DfE VCU understand the progress that the Local Area is making to improve EHCP timeliness, the areas for further improvement and where there are any escalating risks.</p>	<p>VCU is regularly updated with specific progress on EHCP timeliness/adherence to statutory requirements.</p> <p>The Local Area is supported to review its plans for improving performance, drawing upon best practice from the sector.</p> <p>Agreed next steps for further improvement are in place.</p> <p>Where there are escalating risks, the need for rapid intervention is highlighted, whether that be departmental or additional support from the SEND Advisor put in place.</p>