

SEND Strategy Theme	Plan heading	Activity	Started by date	Completed by date	Delivery Name	Delivery Organisation	Current RAG status for progress against activity (BLUE - Completed)	Escalation re any achievements or progress made	Escalation re any risks or barriers to progress	Change control - Request to gain approval to amend activity or planned end date
Working Together Lead: Richard Selwyn Org: Children's Commissioning, Somerset Council	AP and INMS quality	Develop specification and quality assurance process for Alternative Provision, consulting with young people, parents and carers, and schools	Oct-24	Feb-25	Louise Palmer / Ack Moore / Expert Advisor Inclusive Curriculum and Teaching	Somerset Council	GREEN	Specification and QA process in draft. Discussions on going about future QA processes in collaboration with partners.		
		Procure an Alternative Provision open framework, using a Dynamic Purchasing System, with Somerset Council and schools as purchasers	Oct-24	Mar-25	Louise Palmer	Somerset Council	GREEN	Framework due to go out to tender in mid-February		
		Develop a process to review the quality of INMS provision and challenge providers on underperformance. This includes educational therapy provision outlined in the EHC plan.	Jan-25	Mar-25	Louise Palmer / Head of Virtual School / Alison Jeffery/Camilla Hutchings	Somerset Council	GREEN	QA and challenge process exists - currently describing this on paper		
		Explore partnership options with new and local providers for INMS delivery	Sep-24	Ongoing	Louise Palmer	Somerset Council	GREEN	Ongoing discussions developing partnerships with small local providers - focussing on those who are not backed by hedge-funds.		
	Neighbourhoods and Localities	Provide focused capacity through Connect Somerset Champions in each neighbourhood to join up public services and connect to the voluntary, community, faith and social enterprise (VCFSE) sectors	Apr-23	Mar-27	Laura Annandale	Somerset Council	GREEN	Champions have engaged with schools in their neighbourhood by meeting with headteachers and supporting schools with the wider community offer in their neighbourhood.	New Government may change the conditions and requirements for grants (Supporting Families Grant)	
		Bring together new localities, including health teams and neighbourhood workforces	Apr-24	Jul-25	Laura Annandale/Emma Blake	Somerset Council	GREEN	Pilots for group supervision and locality development (Frome and West Somerset) more mapping meetings where they are needed, with the right people invited PFSA locality training sessions Champions facilitation of Peer support meetings – a safe space for PFSA's to come together to share good practice and to troubleshoot Frome Learning Partnerships (FLP) workshops with Family Front Door (FFD)	Early indications from building integrated neighbourhood teams (ICB) indicate a focus in the older adults/ frailty space. Would like to align with ICB where possible, however conscious that Connect Somerset is aimed at the whole age population	
		Redefine and develop Team Around the Child (including Team Around the School) guidance and specific purposes (bringing together SEND, Education, Social Care, Health and Community guidance). Guidance supported by PCF and SEND engagement to ensure includes family voice. Redefine and develop Team Around the Child (including Team Around the School) guidance and specific purposes (bringing together SEND, Education, Social Care, Health and Community guidance). Guidance supported by PCF and SEND engagement to ensure includes family voice.	Jul-24	Mar-25	Head of SEND Assessment / Heather Good/Laura Annandale	Somerset Council	GREEN			
		Test the Family Intervention Service Professional Practitioner and Champion in school pilot	Apr-24	Aug-25	Laura Annandale	Somerset Council	BLUE - COMPLETE	Review of the PP in school Pilot has highlighted the strength of the locality/neighbourhood approach		
		Develop and embed the Professional Practitioner and Champion preventing exclusions work at a locality/neighbourhood level.	Feb-25	Aug-25	Laura Annandale	Somerset Council	GREEN	Following the success of the Frome and W. Somerset pilots, roll out and embed into the 10 other neighbourhoods		Additional activity following completion of pilot/test
		Develop a financially sustainable and high-quality Parent Family Support Adviser model in Somerset	Dec-23	Mar-26	Laura Annandale	Somerset Council	AMBER		Uncertainty re: future of PFSA's and sustainability of model	
	Develop the "100 hub" distributed model - early help, drop ins	Sep-23	Mar-30	Laura Annandale	Somerset Council	GREEN	Household Support Fund has helped to shape the "100 hub" distributed model with 88 hubs funded through HSF			

Local offer	Agree technical model for the directory, advice and guidance, and a calendar – so information is consistent across Council/ICS	Dec-24	Jun-25	Laura Annandale	Somerset Council	AMBER		Digital capacity to deliver on the technical elements	
	Develop web content about 100 hubs	Sep-23	Mar-25	Ash Roberts	Somerset Council	AMBER		Digital capacity to deliver on the technical elements. Capacity to collate data that informs the directory as well as on-going maintenance to ensure that data is current and accurate	
	Develop governance and editorial process including co-production group. This includes YP, PCF and health.	Sep-24	Jul-25	Gemma Pickford-Waugh	Somerset Council	AMBER	Task and Finish Group format being trialled; attendees and draft ToR identified to work on task below.	Timeline largely dependant on restructure and resulting changes to corporate and partnership governance.	
	Expand Local Offer content on transport entitlements and access to school and EY places and health pathways.	Jan-25	Feb-26	Gemma Pickford-Waugh/Camilla Hutchings	Somerset Council	GREEN	Local Offer Page Audit by SPCF (baseline data) is 50% complete and in progress.		
Engagement and closing the loop	Re-establish and publish annual SEND survey. This will cover education, Health and Social Care.	Jan-25	Apr-25	Somerset Parent Carer Forum	Somerset Parent Carer Forum	GREEN	Research into SEND annual surveys in other local areas is being completed Meeting in Feb with partners to finalise questions Survey Launch 24 March and will run for 5 weeks		
	Draft and distribute SEND survey follow-up report	Apr-25	Jun-25	Somerset Parent Carer Forum	Somerset Parent Carer Forum	GREEN	Not started		
	Promote the use of the local offer you said, we are listening process with services across the local area	Jan-25	Mar-25	Molly Venn & Somerset Parent Carer Forum	Somerset Council & Somerset Parent Carer Forum	GREEN	No further promotion taken place		
	Explore use of alternative media like podcasts to improve access to the information	Dec-24	May-25	Somerset Parent Carer Forum	Somerset Parent Carer Forum	GREEN	Meeting with COMMS and Local Offer coordinator booked in Feb		
	Embed the You said, we are listening section in SEND News	Jan-25	Mar-25	Molly Venn	Somerset Council & Somerset Parent Carer Forum	GREEN			
Digital	Replace Children's Services MIS with new system that includes the ability for school and parent self-service for Annual Reviews	Jun-24	Jul-26	Adrienne Parry	Somerset Council	GREEN	Meeting with key stakeholders across Childrens Services scheduled for 6th Feb (Jo O'Callaghan Chairing) to confirm status of work and plan next steps		
	Implement updates to Capita to enable more school Annual Review self-service	Oct-24	May-25	Adrienne Parry	Somerset Council	GREEN	Meeting with key stakeholders across Childrens Services scheduled for 6th Feb (Jo O'Callaghan Chairing) to confirm status of work and plan next steps		
	Finalise development of data capabilities to track all children 0-25 against identified risk factors	May-24	Jan-25	Gill Bawler	Somerset Council	BLUE - COMPLETE	Child Index Dashboard build has been completed. Currently in use internally.	DPIA is in draft, awaiting final version and sign off from DPO.	
	Introduce the risk assessment model through all existing education networks, DSL briefings and SSCP training	Feb-25	Jul-25	Gill Bawler	Somerset Council	GREEN	Ongoing discussions on how the Child Index score will be shared with Education Providers. Exploring the use of Transform Family View, Schools Safeguarding module		
	Introduce replacement for CCIS for the statutory tracking of NEET and destinations data	Jun-24	Apr-25	Alison Jeffery	Somerset Council	GREEN	All actions against implementation timeline on track. The process to bring the CCIS contract requirements into the Council is underway with key staff in the data team (James Hadley and Gavin Royce), SomersetWorks and Cognisoft.		
	Introduce a system to efficiently capture attendance data from AP and INMS	Mar-25	Jul-25	Service Manager Attendance Monitoring (pending appointment) / Louise Palmer	Somerset Council	GREEN	Short/medium term provider being considered, pending the long-term development of an internal app to collect attendance data from providers.		

		AI work around EHCP's. This includes PCF, health, social and education partners.	Nov-24	Sep-25	Jo O'Callaghan	Somerset Council	GREEN	Fully drafted section 1 of EHCP and working on expanding out across the rest of the document.	Dependant on work with Capita citizen portal.	
Getting help as early as possible Lead: Alison Rowsell Org: NHS Somerset ICB	Speech, language and communication	Agree which key messages and interventions to promote SLC from birth and in the early years have the greatest evidence of impact and expand awareness to parents and professionals working with all children age 0-5.	Nov-24	Mar-25	Natasha Smith Ruth Wood Rachael Parker	Somerset Foundation Trust & Somerset Council	GREEN	A speech language communication campaign has been designed to provide simple clear messages to parents, families and settings. Task & Finish Group setup from BSIL Partnership Group to focus on this		
		Agree a preferred model for assessing and supporting SLC alongside other key developmental domains in children age 0-5 and expand the number of practitioners who can confidently deliver interventions.	Nov-24	Sep-25	Natasha Smith Ruth Wood Rachael Parker Rebecca Fisk	Somerset Foundation Trust & Somerset Council	AMBER		There are a range of models available for practitioners to support SLC, it may be appropriate to keep a range of suitable options to allow for individualised support.	
		Review the SALT resource and redesign deployment to maximise impact	Jun-24	Apr-25	Natasha Smith Ruth Wood	Somerset Foundation Trust	BLUE - COMPLETE	* Staffing has increased from 18.71 in April 2020 to 20.04 WTE in Jan 25 *Children seen for initial assessment within 18 weeks has increased from 75% to 85% (Jan 24-25). * SLTs are now working in locality areas aligned to Local authority as much as possible. * Schools have designated link SLT	Existing caseloads remain high. In Jan 25 11% of SLT caseload have been waiting over a year for a follow up appointment. Staffing has helped with numbers of appointments being offered for SLT increasing from 399 in December 2023 to 539 appointments being offered in December 2024.	
		Introduce monitoring of delivery of SALT in EHCPs and whether children are making progress subsequently in their development	Jan-25	Jul-25	Natasha Smith Ruth Wood	Somerset Foundation Trust	GREEN	While staff have been recruited and employed to fill core SLT vacancies which will impact on those receiving core service including some detailed in EHCPs, not yet at full capacity for delivering all aspects of EHCP provision for SLT. A tracker has been created to log hours of SLT used for EHCP provision over and above those provided by core provision.	Recently employed staff are all newly qualified and are therefore undertaking their NQT competencies. SFT are unable to monitor children's overall development so unsure as to how this can be monitored.	
	Language of disability	Review and revise language used across services to ensure it is respectful and inclusive	Oct-24	Sep-25	Fiona Phur & Molly Venn	Somerset Council & Somerset Parent Carer Forum	GREEN	2 Listening events completed; 2 booked in for March 25	Fiona Phur leaves on 31-Mar; new post holder not yet in place	
		Undertake a review to understand why parents consider that some professionals lack 'empathy' for children with SEND based on their language and approach	Oct-24	Dec-25	Fiona Phur	Somerset Council & Somerset Parent Carer Forum	GREEN			
	Assessment and early identification	Clarify purpose and outputs of nationally mandated universal developmental screening tools in early years and agree locally to a single assessment tool for 0-5s that will track and monitor early childhood development and the transition into education.	Nov-24	Jul-25	Rachael Parker	Somerset Council	GREEN	Task and Finish Group established through BSIL Partnership Group to focus on this.		
		Introduce an expedited process for securing specialist support and school places for children with profound and multiple learning difficulties	Mar-25	Jul-25	Head of SEND Assessment & Review (pending appointment)	Somerset Council	GREEN			
		Identify whether there are organisations in communities who could lead on specialist outreach in EY	Mar-25	Apr-25	Head of Virtual School (pending appointment)	Somerset Council	GREEN	Some initial work has taken place. SEYS programme (Specialist EY Support) delivered by Ali Garbett has some SENCos in EY sector who can support other settings. Community organisations could include Ups and Downs, Purple Elephant, Early Years departments of special schools, Opportunity groups - however, conversations have not taken place yet.		

		Increase the level of support available to children identified as likely having barriers due to neurodiversity, without requiring a diagnosis, or while awaiting diagnosis.	Sep-24	Jul-25	Will Barnwell & Mary Trotman	ICB & Somerset Foundation Trust	GREEN	School Outreach Project- Offer in place and appointments are happening. Website resources- Website launched, additional resources awaiting coproduction approval. Newsletter- Approval expected from comms team by end of January 2025 PINS Training to Schools- As per PINS project. Wise Up workshops- Online and face to face workshops on Anxiety and Neurodiversity, Sleep and Neurodiversity and talking to your child in Neurodiversity. SENCo Forum (Training and Representation)- Various topics, recording available on the local offer SEND Network (Training and Representation)- About support CYP in school and when the right to seek an assessment is.		
	Short breaks and wraparound	Review the availability of short breaks and wraparound care for children with SEND	Jan-25	Feb-25	Jo Manning	Somerset Council	GREEN	Sprint and analysis undertaken in 2024. Document to be created.		
		Undertake the analysis and review to add short breaks and wraparound to the Sufficiency Strategy	Mar-25	May-25	Louise Palmer	Somerset Council	GREEN	Sprint and analysis undertaken in 2024. Document to be created.		
Access to the right support and provision Lead: Amelia Walker Org: Education, Somerset Council	Preventing crisis and exclusion	Establish a small number of schools who can demonstrate long term development of trauma-informed practice based on prior commitment	Apr-24	Jul-25	Tim Cockerill	Somerset Council	GREEN	Agreed 4 primary schools in localities and one secondary, local offer page in development where other schools can go for support from the pathfinder schools.		
		Deliver and agree a new Fair Access Protocol including clarity about what constitutes a compliant exclusion	Jul-24	Apr-25	Service Manager Preventing Exclusion (pending appointment)	Somerset Council	GREEN	Paused pending appointment into new post.		
		Agree a shared model of progression and assessment methodology for children's personal and academic development to enable transition across settings	Oct-24	Jul-25	Head of SEND Assessment and Review / Senior Expert Advisor Inclusive Curriculum and Teaching (pending appointment)	Somerset Council	GREEN			
		Redesign the role of Pupil Referral Units to ensure all children not on roll have equivalent scrutiny and oversight for attendance, placement and outcomes	Oct-24	Dec-25	Service Manager Preventing Exclusion (pending appointment)	Somerset Council	GREEN			
		Create a dedicated Preventing Exclusion team in the council	May-24	Mar-25	Amelia Walker	Somerset Council	GREEN			
		Create a new Virtual School with responsibility for all transition planning and cases of children whose needs are acute or complex	May-24	Mar-25	Amelia Walker	Somerset Council	GREEN			
	Sufficiency of school places	Expand the number of places in special schools	Apr-24	Dec-26	Phil Curd	Somerset Council	GREEN			
		Expand the number of Stage 3 places in secondary and primary schools	Apr-24	Dec-26	Phil Curd	Somerset Council	GREEN			
	Work with PRU Advisory Group to deliver specialist assessment	Oct-24	Jul-25	Head of SEND Assessment and Review / Head of Virtual School (pending appointment)	Somerset Council	GREEN				

	Introduce mechanism to enable schools to play an active role in planning where children will attend school, including transparency about spending	Nov-24	Jul-25	Heather Good	Somerset Council	GREEN		
	Create new capacity for specialist placement brokerage	Jul-24	Mar-25	Richard Selwyn / Amelia Walker	Somerset Council	GREEN		
Change in mainstream	Develop the capability and capacity to undertake focused reviews of mainstream schools in relation to pedagogy, curriculum, environment and culture for specific children with additional needs	Mar-24	Jun-25	Expert Advisor Inclusive Curriculum and Teaching (pending appointment)	Somerset Council	GREEN	Cannot start until posts in place following restructure.	
	Develop a 'hub and spoke' model to provide support for delivery in mainstream schools from other schools within their locality	Nov-24	Dec-25	Heather Good	Somerset Council	GREEN		
	Develop a programme of specialist curriculum and pedagogy knowledge and skill development and roll out to schools	Mar-25	Aug-25	Expert Advisor Inclusive Curriculum and Teaching (pending appointment)	Somerset Council	GREEN	Cannot start until posts in place following restructure.	
Statutory processes	Establish a new Disputes team within the LA with responsibility for learning from complaints and tribunals	May-24	Mar-25	Amelia Walker	Somerset Council	GREEN		
	Redraft template communications with a focus on managing expectations about timescales	Apr-24	Jun-25	Head of SEND Assessment and Review (pending appointment)	Somerset Council	GREEN		
	Create a suite of clear, published guides for parents and schools that document in plain English how decisions are made	Mar-25	Jun-25	Head of SEND Assessment and Review (pending appointment)	Somerset Council	GREEN		
	Introduce an Agency Decision Maker	Mar-25	Aug-25	Head of SEND Assessment and Review (pending appointment)	Somerset Council	GREEN		
	Review practice and policy on complaint management, aligned with complaints about schools and council-wide processes	Feb-24	May-25	Service Manager Disputes Resolution and Accountability	Somerset Council	GREEN		
Funding and finance	Agree and implement new high needs funding model	Jun-24	Aug-25	Amelia Walker	Somerset Council	GREEN		
	Review and update the DMP with stronger assumptions underpinning strategic actions to reduce overspending	Dec-24	Feb-25	Andrew Hedges	Somerset Council	GREEN	PeopleToo writing a new DMP and working on financial modelling of the possible savings included.	
	Review and revise the funding and placement model for PRUs	Oct-24	Mar-26	Service Manager Preventing Exclusion (pending appointment)	Somerset Council	GREEN	Awaiting appointment into responsible role.	

		Revise and publish full suite of finance policies including S19, Top ups, Special school funding and Financial management scheme	Jan-25	Jun-25	Service Manager Education Finance / Service Manager Schools Finance	Somerset Council	AMBER	The FMS is due to go out to consultation in February and taken to March Schools Forum.	The other policies will be linked to the SEND fairer funding discussions and decisions, which are currently ongoing.	Extend finish date to June 25 - Capacity due to the restructure has delayed this. Jo Currie raised with Debbie Middleton who agreed with pushing back, Amelia ai aware, FMS needs internal sign off prior to consultation with all LA maintained schools, would not have consultation feedback in time to make amendments and meet SF deadlines for March papers needed by mid Feb. There is no official requirement to do a full update every year but we have been operating on an interim policy for 2 years now and want to make sure we do the job once and thoroughly. Jo Currie will update SF in March and share new timescale.
Preparing for the future Lead: Emily Fulbrook Org: Adult Services, Somerset Council	Framework for Preparation for Adulthood	Design the processes to enable a replacement for CCIS to be successfully implemented and used to drive identification and intervention	Apr-25	Jun-25	Julie Young / Expert Advisor Preparation for Adulthood (pending appointment) / Malcolm Riches	Somerset Council	GREEN	The process to bring the CCIS contract requirements into the Council is underway with key staff in the data team (James Hadley and Gavin Royce), SomersetWorks and Cognisoft.		
		Co-produce a charter to support young people as they grow up and face changes in their lives.	Apr-24	Mar-25	Katy Crabbe/Sian Smiley	NHS/ICB & Somerset Council	RED	The charter has been produced but we are awaiting authorisation for it to be signed off. It was presented at the last SPB by Sian and whilst the group supported the principles they were concerned about how it would be measured.	Concerns around how the charter will be measured. Charter sent out with Jan meeting minutes for a future discussion about embedding principles.	Extend finish date in line with plan around discussion on embedding principles and sign off of the charter.
		Define roles and responsibilities and share this across organisations	Sep-24	Mar-25	Chloe Boobyer	Somerset Council	GREEN	Chloe Boobyer is in the process of gathering this information from Partner agencies to pull together into one document		
		Through co-production with the Unstoppables, we will explore expectations from young people and parents, ensuring that are understood, shared and managed as young people transition through to adulthood.	Sep-24	Dec-25	Chloe Boobyer, Sian Smiley	Somerset Council	GREEN	This work is in the early stages, Sian Smiley is completing some preparation work with the Unstoppables in advance of Chloe Boobyer attending. Chloe Boobyer will then attend a future session to move this forward (Sian will confirm session may not be until May due to other work unstoppables are completing)		
	Supported internships	Ensure that all stakeholders understand Supported Employment routes through a comprehensive communication plan that engages and provides clarity, and ultimately increases the numbers of young people taking this pathway into permanent employment,	Sep-24	Dec-25	Julie Young	Somerset Council	GREEN	A new Supported Employment Educators Guide has been created and rolled out to all mainstream and special schools. The team monitor and update the communication plan regularly which includes social media and awareness raising campaigns.		
		Work with education providers to understand and clarify the PFA journey for those on a trajectory to employment and the elements that are required to support young people onto this route, eg. work experience, clear progression routes, transition panels and heat maps.	Sep-24	Dec-25	Julie Young	Somerset Council	GREEN	The Supported Employment Educators guide is currently focusing on the 'Green' employment route. A Careers Hub project is underway with Ducto, which is organising work experience visits for special schools to local businesses. We are delivering transition panels to special schools to help identify which route each of their students is on from Year 7.		
		Create the capacity to design and deliver a range of supported employment programmes that meet the needs of Somerset young people in terms of sectors and accessibility and ultimately contribute to the Somerset economy.	Sep-24	Dec-25	Julie Young	Somerset Council	GREEN	Recruitment to new posts delayed by the restructure which is impacting on capacity to develop new programmes. However work to develop a Digital, Construction and Environmental Supported Internship is underway, with the Digital Internship planned start date of Sept 25 is on course.		

	Ensure that all Supported Employment programmes are quality assured and meet the needs of our young people and businesses through continuous support and evaluation.	Mar-24	Mar-26	Julie Young	Somerset Council	GREEN	This will be a first priority for the new Supported Employment team, once we are able to get them in post following the restructure.		
Post 16 options	Review children currently educated Post-16 with EOTAS or independent solutions to understand gaps in mainstream provision	Mar-25	May-25	Expert Advisor Preparation for Adulthood (pending appointment)	Somerset Council	GREEN			
	Work with colleges and alternative providers to review where gaps can be filled at lower cost through provision development	May-25	Jul-25	Heather Good / Expert Advisor Inclusive Curriculum and Teaching (pending appointment)	Somerset Council	GREEN		Cannot start until posts in place following restructure.	
Housing	Review process for identifying children in need of long-term housing so that the funding decision-making for the Disabled Facilities Grant forms part of a whole life costing model for the relevant child	Mar-24	Apr-25	Emily Fulbrook / Jo Manning	Somerset Council				
	Undertake the analysis and review to add housing for children with additional needs who will transition into adult services to the Sufficiency Strategy	Mar-25	May-25	Emily Fulbrook & Chloe Boobyer	Somerset Council				