



Bristol Local Area Accelerated Progress Plan

Time to Reset Relationships

Accelerated Progress Plan for an Area following the judgement by Ofsted/CQC that sufficient progress had not been made against the weaknesses outlined by the Inspection

Name of Local Area	Bristol
Date of inspection	30 September to 4 October 2019
Date of the revisit report	18 November 2022
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Version 3, April 2023

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Introduction and purpose of the plan

Between 30 September and 4 October 2019, Ofsted and the Care Quality Commission (CQC) jointly inspected the effectiveness of Bristol's approach to implementing the special educational needs and disability (SEND) reforms as set out in the Children and Families Act 2014. The specific focus was on how effectively the local area identified the needs of children and young people with SEND, assessed and met those needs, and improved their education, health, and care outcomes. As a result of the [inspection findings](#), Inspectors determined that a Written Statement of Action was required to address five areas of significant weakness:

1. The lack of accountability of leaders at all levels, including school leaders
2. The inconsistencies in the timeliness and effectiveness of the local area's arrangements for the identification and assessment of children and young people with SEND
3. The dysfunctional EHC plan process, and inadequate quality of EHC plans
4. The underachievement and lack of inclusion of children and young people with SEND, including the high rates of persistent absenteeism and fixed-term exclusions
5. The fractured relationships with parents and carers, lack of co-production and variable engagement and collaboration.

Between 3 and 7 of October 2022 Ofsted and the Care Quality Commission reinspected Bristol to understand whether sufficient progress had been made in addressing each of the five areas of significant weakness. The [revisit report](#) found that the local area had made sufficient progress in addressing four of the five areas. It also told us that the difficult relationships with parents and carers found at the last inspection had continued and that this still affected the quality of co-production that takes place between area leaders and parent and carers.

This Accelerated Progress Plan sets out how we aim to address this area of weakness and how Bristol's local area SEND governance can assure itself and the Department for Education that progress is being made at a sufficient pace and delivering the necessary impact.

We will also continue to make progress in all five areas identified in 2019 as requiring improvement.

We continue to be passionate about improvements in this area and we are ambitious about what can be achieved for our children and young people.

What We Are Aiming to Achieve

We are ambitious and want to reset relationships with our parents and carers.

BCC and BNSSG ICB and our local area partners are jointly responsible for delivering this plan.

This plan sets out:

- Our vision for improvement and the values that will drive the required change
- The governance structure to provide strategic oversight of improvements
- The high priority actions we will take to address the weaknesses identified by inspectors and to work towards continuous improvement
- How we will measure progress and understand the impact of changes we are making

Improvement identified in this action plan will be delivered with operational oversight by the SEND Partnership Group. The SEND Improvement Board will monitor and will be accountable for overall progress.

The plan has been informed by three focus groups with parents and carers. A total number of 24 parents and carers attended the 3 focus groups alongside colleagues from education, health, and care. Feedback from Bristol parent carers and quotes from our children and young people are included in the plan.

This action-oriented plan links to the Bristol' Belonging in Education priorities:

1. Building trusting relationships
2. Learning from one another
3. Creating an effective structure.

Parents and carers tell us that improving trust and relationships across the local area goes hand in hand with developing SEND services and improving local area responses to statutory time frames and expectations. There has been significant improvement in SEND services, and we will continue to improve and monitor progress in our statutory processes.

2023 is the time to reset relationships in Bristol and, together, deliver better outcomes for our children and young people.

Bristol's SEND Strategy: Our Vision and Values

We will support and empower disabled children and young people and those with special educational needs to reach their full potential and have healthy, independent, and fulfilling lives.

Our values underpin the work we do across the local area:

Inclusion and Independence – belonging and involvement

All children, including those with SEND, have the right to influence the decisions that contribute to creating a city they want to live, study and play in. Children and young people will have opportunities to make decisions that benefit their health and happiness and be supported to live and work independently.

Respect – value, regard, and reliability

We believe in treating children and young people and their parents and carers, with value and respect. We will ensure children and young people with SEND are provided with services that have regard for their views and wishes. Furthermore, we will work to ensure services are reliable in their delivery of provision and support.

Care – protection, safeguarding and support

All children and young people are entitled to feel safe, protected and supported. We will work together to ensure safeguarding is robust and that children and young people with SEND are safe from fear of harm or the threat of harm.

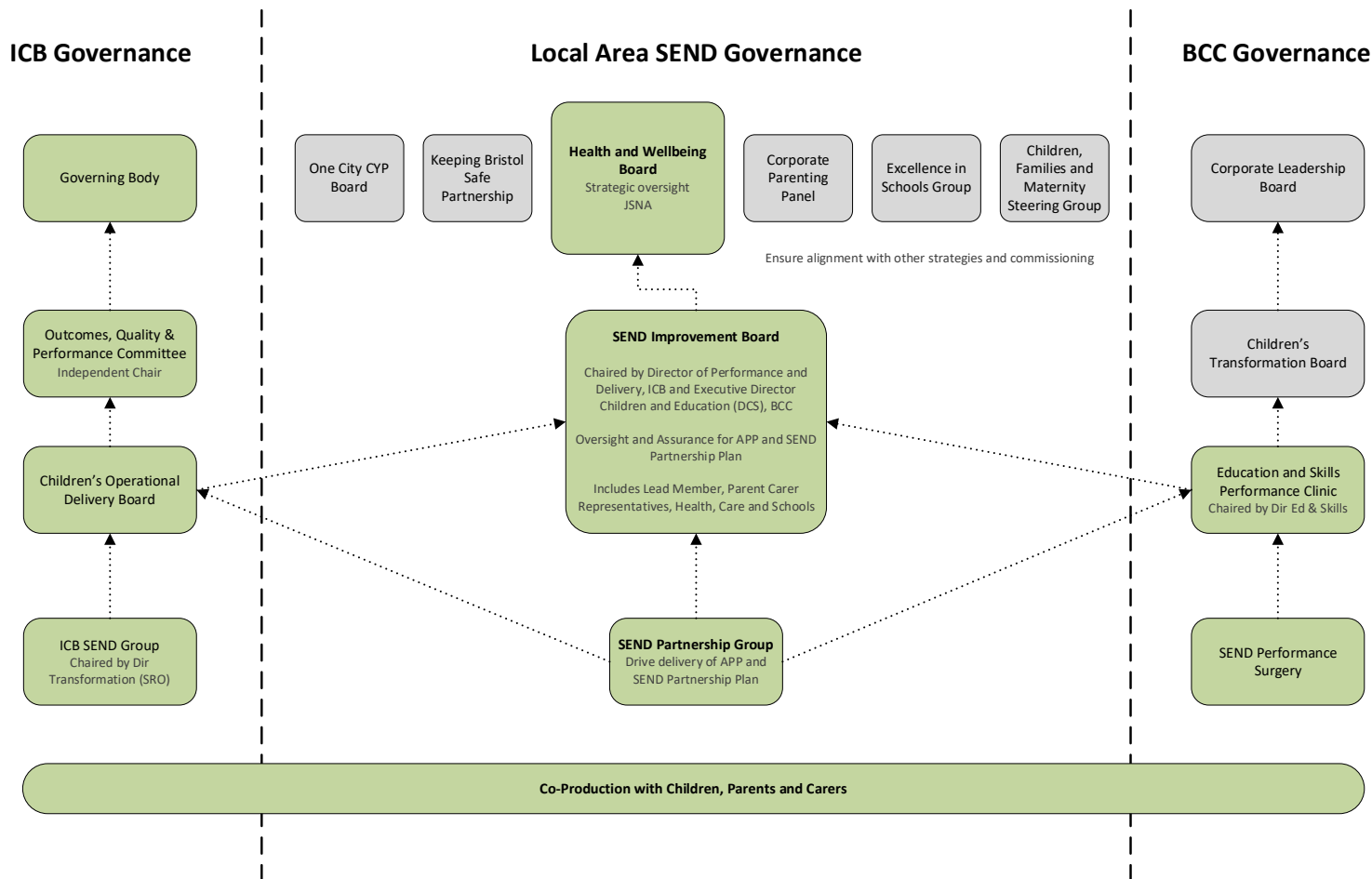
Equality – fairness, accessibility, and opportunity

Children and young people with SEND have the right to access opportunities without discrimination or prejudice. We believe in the rights afforded to children and young people with SEND through the Equality Act 2010 and the UN Convention on the Rights of the Child.

Governance

Bristol will continue to use the established governance arrangements used to drive the Written Statement of Action arising from the 2019 SEND Inspection. The SEND Partnership Group (SPG) is responsible for driving the actions set out in this Accelerated Progress Plan (APP) and the SEND Strategic Partnership Plan, and for establishing task and finish groups as necessary to focus on specific areas of work.

Accountability for progress and impact of the APP is through reporting to the bi-monthly, multi-agency SEND Improvement Board and via Bristol City Council (BCC) and NHS Bristol, North Somerset, and South Gloucestershire Integrated Care Board (ICB) governance.



Accelerated Progress Plan to address the area of weakness where sufficient progress has not been made following the reinspection

Area of weakness: The fractured relationships with parents and carers, lack of co-production and variable engagement and collaboration. It is time to reset relationships in Bristol.

1. Objective – Formalised strategic parent carer forum (PCF) arrangements		
To have formal strategic parent carer forum arrangements in place that represent the diverse communities of Bristol. The parent carer forum will be working in collaboration with local area partners with agreed ways of working and incorporated into formal local area SEND governance		
Action	By when	Lead officer
1.1 Secure application and approval for DfE funded PCF	3 months	Director Education and Skills, BCC
1.2 New PCF formalised to represent diverse parent carer groups and seldom heard voices within PCF arrangements, using established mechanisms such as Community of Groups	6 months	Director Education and Skills, BCC
1.3 Local area commitment to support PCF arrangements – to enable different communities to come together and connect local area SEND governance	3 months	Director Education and Skills, BCC
1.4 Develop and agree Memorandum of Understanding to enable effective joint working and include resolution process	3 months	Director Education and Skills, BCC
1.5 Agree local area governance to ensure PCF have access to local area leadership, and to ensure they are key part of SEND local area governance (including membership of SEND Improvement Board and SEND partnership Group)	3 months	Policy, Improvement and Partnerships Manager, BCC
Success criteria and milestones	Measurement	
<ul style="list-style-type: none"> • PCF arrangements are formalised and part of local area governance with Terms of Reference and Memorandum of Understanding in place • Attendance of PCF members at SEND Improvement Board and SEND Partnership Group • PCF and partners satisfied with arrangements 	Milestone Key Performance Indicator (KPI) Qualitative Information (QI)	

2. Objective – Co-production and communication with parents and carers		
<p>There will be clear shared approaches to co-production, participation, engagement, and collaboration with parents and carers across the local area.</p> <p>All future policy and service changes will give the opportunity for children and young people with SEND and parent carer representatives to be part of the process.</p>		
Action	By when	Lead officer
2.1 Develop and agree documented approach to co-production, participation, engagement, and collaboration. Agree and publish a co-production charter.	3 months	Performance & delivery Manager, ICB Director Education and skills, BCC
2.2 With PCF, develop a shared annual local area co-production, engagement, and comms plan.	3 months	Co-production and Engagement Manager, BCC
2.3 Review and co-produce new communication approach for EHCP process to improve parent / carer experience. To include agreed points of contact and review of guidance / letters / comms.	6 months	Head of Statutory SEND Service, BCC
2.4 Develop local area response for parents / carers of children who are waiting for EHC NA, to access resources and support within local offer.	6 months	Head of Statutory SEND Service, Service Manager Specialist Services, Disabled Children, BCC, Performance & delivery Manager, ICB
2.5 Scheduled bi-monthly keeping in touch meeting with ICB SEND lead, Sirona lead and PCF Chairs	Immediate	Performance & Delivery Manager, ICB
2.6 Review local offer and provision of information to ensure it is up to date and accessible by all parents and carers – to consider use of videos and access to translated formats	9 months	Senior External Communications Officer, BCC
Success criteria and milestones	Measurement	
<ul style="list-style-type: none"> • Co-production charter and co-production and engagement plan in place • Parents and carers report satisfaction with EHC process, co-production and engagement arrangements, and local offer • Average wait time for EHC Needs Assessment • Parent and carer satisfaction with SEND services • Attendance of PCF members at BNSSG SEND Health KIT meetings 	<p>Milestone</p> <p>QI</p> <p>KPI</p> <p>QI</p> <p>KPI</p>	

3. Objective – listening to and working with parents to improve SEND services and the experiences of parents, carers and children		
The views and experiences of parents and carers are understood and, alongside available business intelligence, are used to improve the quality of SEND services		
Action	By when	Lead officer
3.1 Enhance local area EHC quality assurance framework to incorporate the views and experiences of children and their parents and carers. To include case studies shared with SEND IB and SPG to understand what is working well and what needs to change.	9 months	Director Education and skills, BCC, Performance & delivery Manager, ICB
3.2 Clearly define reporting process of QAF for EHCPs to SEND IB and SPG	9 months	Head of Service Statutory SEND, BCC
3.3 Tribunal and complaints intelligence shared at SPG and SEND IB	3 months	Policy, Improvement and Partnerships Manager, BCC
3.4 EHC process information shared at SPG and SEND IB, including wait times and quality assurance findings	3 months	Policy, Improvement and Partnerships Manager, BCC
3.5 PCF to lead on reporting parent and carer experiences of local area SEND services to SEND IB and SPG, via agreed annual forward plan	6 months	Co-production and Engagement Manager, BCC
3.6 Business intelligence that helps us understand the experiences of children with SEND and their families are shared with parents and carers	6 months	Director Education and skills, BCC
Success criteria and milestones	Measurement	
<ul style="list-style-type: none"> Enhanced QAF and reporting mechanisms in place Improved feedback loops and intelligence reporting showing impact on how we deliver services PCF and Board members report effective working of quality assurance and feedback arrangements A reduction in complaints and appeals to tribunals, evidencing greater involvement in services which are responsive and co-produced 	Milestone QI QI KPI	

4. Workforce and culture		
Local area partners have embedded ways of working and continuous improvement arrangements that prioritise relationships with children with SEND and their families.		
Action	By when	Lead officer
4.1 Co-produce shared behavioural professional principles for local area for working with families and carers (using principles developed via DfE pilot for Systemic Practice and Murmuration principles)	3 months	Service Manager Disabled Children and Specialist Service, BCC
4.2 Review existing local area workforce development plans against quality assurance findings and parent / carer feedback to ensure consistency of approach and to deliver required culture change. (Workforce development plans for schools, SPG, ICB and children’s social care.	6 months	Directors Health, Education, and Children’s Social Care
4.3 Roll out induction and training resources (available on local offer) that include parent / carer expectations for successful joint working (e.g. Murmuration principles)	9 months	Directors Health, Education, and Children’s Social Care
4.4 Incorporate co-production and learning from QA into service plans and individual performance plans	12 months	Directors Health, Education, and Children’s Social Care
Success criteria and milestones	Measurement	
<ul style="list-style-type: none"> Professional principles for working with families co-produced and workforce development plans in place Families report improved satisfaction and confidence via their interactions with local area services 	Milestone	
	QI	

Impact Scorecard for Key Performance Indicators

Ref	KPI title	Definition	Baseline	3 months	6 months	12 months	Notes
1	PCF Attendance rate at SEND IB and SEND Partnership Group	Attendance of PCF reps as a percentage of 12 possible meetings across the year	To commence April 2023	Target > 60%	Target > 70%	Target > 80%	Cumulative target
2	% attendance of PCF members at BNSSG SEND Health KIT meetings	Attendance of PCF reps as a percentage of possible meetings across the year		Target > 90%	Target > 90%	Target > 90%	Chair or PCF representative
3	Appeal rate to the SEND Tribunal Based on total appealable decisions	National measure (next published in June 23). Appeal rate represents the number of appeals lodged in a calendar year as a percentage of all instances where an appeal would be possible.	1.04 (Bristol 2021) 1.84 (England average 2021) 1.84 (Stat Neighbour average 2021)	Target < 1.00	Target < 1.00	Target < 1.00	Target to maintain good relative performance – currently above National average, ranked 56/152 (2021) In-year data may differ slightly as DfE data includes tribunals in which the LA are not included, such as disability discrimination cases against an establishment.
4	Average current waiting time for live EHC Needs Assessments that have been open for more than 20 weeks	Average number of weeks LIVE EHC Needs Assessment open (<i>Denominator all EHC Need Assessments open more than 20 weeks</i>)	36 weeks (February 2023) 38 weeks (September 2022)	Target 35 weeks	Target 33 weeks	Target 30 weeks	
5	Proportion (%) parents and carers that felt they were treated fairly during the EHCNA process	Proportion of respondents to EHCNA survey that said they were treated fairly or very fairly.	81.5% parents and carers felt they were treated fairly (2021/22)	Target > 85%	Target > 85%	Target > 85%	Using the EHCP process online survey, which gives the opportunity for people to feedback on their experiences during and following a EHC Needs Assessment

Qualitative Information and Data Agenda

The SEND Improvement Board will receive the identified qualitative information (QI) and business intelligence to understand the impact of changes arising from delivery of the plan and to assure itself that progress is made at a sufficient pace. As the Parent Carer Forum becomes established and an integral part of local area SEND governance arrangements it will be able to support the collation and reporting of some of this information.

Types of QI that will be received by the Board include:

- Periodic surveys of parents and carers
- Case studies detailing experiences of the child and family
- Findings from focus groups on specific areas of interest
- Quality assurance framework for EHCPs, including feedback from parents and carers
- Informal and incidental feedback routes
- Parental satisfaction with EHC process via online surveys
- Improved use of business intelligence reported to SEND Improvement Board B, e.g. regular reporting to understand complaints, mediation and tribunal data

Risk Register

The following risks are identified which will impact on improving the fractured relationships with parents and carers, and the lack of co-production, variable engagement and collaboration. This register will be kept live and held by the SEND Improvement Board.

Date	Risk	Likelihood (1-3) / Impact (1-3)	Mitigation	Likelihood (1-3) / Impact (1-3) Post-mitigation	Progress following action
January 2023	Inability to sign the DfE MOU to establish the forum funding stream.	2 x 3 = 6	Work with contact and Genuine Partnerships to develop a clear understanding of both parties' requirements for an application to be supported.	1 x 3 = 3	
April 2023	Demand for EHCNA and impact on timeliness for children and their families	3 x 2 = 6	Regular monitoring of progress, improving early identification and assessment, and investment in preventative services.	2 x 2 = 4	

Supporting statement for the Accelerated Progress Plan

Factors accounting for insufficient progress	How we are addressing these
<p>At the time of the inspection, there was no formal co-production arrangement in place.</p>	<ul style="list-style-type: none"> - Parent/ carer representation on key strategic boards has been secured whilst a formal co-production arrangement is being organised. Attendance at these meetings is funded. - The APP outlines a timeline for re-establishing the formal parent/ carer co-production forum with an expectation it is in place by September 2023 - Our Community of Groups (meetings with a range of representative groups) continues to ensure diverse voices in terms of SEND, ethnicity and community are heard in the Local Area.
<p>Some parents and carers continue to lack trust in the system and feel that leaders are not acting in the best interests of their children.</p>	<p>In addition to above:</p> <ul style="list-style-type: none"> - The APP identifies ways in which we can improve transparency in terms of decision making and data reporting. - Further work to promote the Local Offer website and signpost parents and carers to the appropriate support and guidance is planned. - Workforce development and improving the partnership working with schools and settings continues to ensure we are building capacity to meet the needs of children and young people with SEND.

How we will keep partners, including families aware of our progress:

We will continue to develop the publication of our data and information related to our progress on the Local Offer website. Our Community of Groups, representing a range of needs and communities will continue to meet regularly to discuss progress and ensure ongoing feedback on the experiences of parents and carers. Parent/ carer representation is now funded for key strategic meetings and the Accelerated Progress Plan also identifies the timeline for securing a formal co-production forum in the coming months which will also support regular communication. We asked our parents and carers at the focus groups this question, and they said through the “usual structures” rather than creating new systems just for this plan.

What support and challenge we feel we think will be most helpful over the coming months:

Throughout the period of the Plan, we would particularly welcome support from the DfE with the scrutiny and evaluation of our APP. We will also:

- continue to engage with Contact to support us with our parent/ carer co-production work.
- work with Genuine Partnerships to support us in repairing and developing our relationship with parents/ carers.
- seek support from the South West Regional Parent Carer Forum as we develop our new formal co-production arrangement.