

Theme	Situation	Proposed Solution	Timeframe	Governance
Data	<ul style="list-style-type: none"> Data held by the LA is not fully accurate or complete and is not consistent with data held by schools Reporting cannot be timely or completely accurate More accurate data is required in order to drive the sufficiency strategy and to fully understand the current activity and costs. More accurate data required for financial modelling 	<ul style="list-style-type: none"> Link with existing data workstream within the SEND Improvement Planning work Improve the link between cost and activity data to better understand the impact of current patterns of placements and to better understand current and future demand. 	Short term – July 2020	SEND Improvement Plan – Data Impact Group
Commissioning and Procurement	<ul style="list-style-type: none"> Spot purchasing of placements does not ensure value for money Commissioning to be driven by the Sufficiency Strategy and identified gaps in local provision 	<ul style="list-style-type: none"> Further work with West London Alliance to develop and access existing framework agreements Continue with regular Independent Placement meetings to include SEND Managers, Finance and Commissioning to review contracts, reasons for external placements etc Develop recommendations from that work for key commissioning priorities including from in-house providers/settings 	July 2020 Ongoing	Independent Placement Group – Monthly meetings SEND Improvement Plan – Integrated Commissioning Impact Group
Review of Alternative Provision ARPs	<ul style="list-style-type: none"> Over the past few years there has been an change in the needs of children and young people with SEND and the provision across the County – locations and levels of 	<ul style="list-style-type: none"> Link with the sufficiency strategy to identify needs and required capacity Develop service specification for 	Short Short	SEND Improvement Plan

	<p>provision through ARPs needs to be reviewed to reflect current and future needs</p>	<p>ARPs</p> <ul style="list-style-type: none"> • Implement the agreed needs led funding mechanism to ensure pupils are funded appropriately • Review of place numbers and funding mechanism to ensure high needs budget is not supporting high numbers of empty places • Develop models based on outreach and inreach using expertise within ARPs to support mainstream schools more widely • Longer term strategy linked to sufficiency strategy and partnership working to ensure right numbers of places to meet need and support wider mainstream school community 	<p>April 2021</p> <p>Short</p> <p>1-2 years</p> <p>1-2 years</p>	<p>Sufficiency Strategy</p>
<p>Review of External Placements</p>	<ul style="list-style-type: none"> • Links to commissioning and procurement workstream • Better understanding required of the reasons for the current external placements and whether need could have been met in house • Better understanding of whether children could be brought back to more local provision at key transition points • Use that information and insight to inform sufficiency strategy 	<p>Monthly external placements contract management group and team managers to review full list of placements</p>	<p>May 2020</p>	<p>Independent Placement Group – Monthly meetings</p>