SEND Reform Plans share major commonalities, creating opportunities for regional projects to accelerate improvements and to improve financial sustainability.

LAPs are at different stages of maturity, resulting in distinct priorities for improvement.

		SEND Reform Pillars								
		1	2	3	4	5.1	5.2	5.3	6	7
Maturing	LA 1									
	LA 2									
	LA 3									
	LA 4									
Developing	LA 5									
	LA 6									
	LA 7									
Emerging	LA 8									
	LA 9									
	LA 10									
	LA 11									
	LA 12									
	LA 13									
	LA 14									
	LA 15									
	LA 16									
	LA 17									
	LA 18									
	LA 19									

SEND Reform pillars

- **Pillar 1**: Co-production with parent carers, children and young people
- **Pillar 2:** Effective system leadership and governance
- **Pillar 3:** Accurate understanding of needs through effective use of data
- **Pillar 4:** High-Quality Service Delivery at universal, targeted and specialist levels to promote inclusion
- **Pillar 5.1:** Effective Partnership working across education providers
- **Pillar 5.2:** Effective Partnership working across Health Services
- **Pillar 5.3:** Effective Partnership working across education Social Care/LA
- **Pillar 6:** Skilled and organised workforce
- **Pillar 7:** Targeted, judicious and sustainable use of resources

However, 5 common priorities emerge, creating opportunities to reduce specialist placement pressures.

5 most common gaps

- Data intelligence
- Workforce
- School Inclusion
- Health
- Governance

5 most common priorities

- Workforce
- Data Intelligence
- School Inclusion
- Governance
- Health

6 regional projects address these common priorities and create opportunities for impact at scale.

Regional project	LAPs with this priority
School Inclusion: Mainstream Inclusion & Workforce Capability	**15**
School Inclusion: Early Intervention & Experts at Hand	**7**
Data Intelligence: Predictive Demand & Sufficiency Planning	**11**
Data Intelligence: Data-led Governance & Outcomes	**10**
Governance: Co-production & Partnership Engagement	**9**
Governance: Health – Integrated SEND Partnership & Accountability	**8**

Current Situation: 4 Maturing, 3 Developing and 12 Emerging Local Authorities.

Foundation Pillars

LAPs by maturity

- **Pillar 1**: Co-production — 6 13 0
- **Pillar 2:** Effective system leadership and governance — 6 10 3
- **Pillar 3:** Effective use of data — 12 7 0

Reform Transformation pillars

LAPs by maturity

- **Pillar 4:** OAP, Inclusion & Early Intervention — 7 11 1
- **Pillar 5:** Effective Partnership working across education providers, Social Care and Health. — 7 9 3
- **Pillar 6:** Skilled and organised workforce — 12 6 1

Financial Sustainability Pillar

- **Pillar 7:** Targeted, judicious and sustainable use of resources — 8 10 1

		SEND Reform Pillars								
		1	2	3	4	5.1	5.2	5.3	6	7
Maturing	LA 1									
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	LA 10									
	LA 11									
	LA 12									
	LA 13									
	LA 14									
	LA 15									
	LA 16									
	LA 17									
	LA 18									
	LA 19									

Thematic Analysis Approach

- Human review of all LA **gaps** and **priorities / support needed.**
- **AI Categorisation** of each statement against **42 themes** covering themes such as workforce, inclusion or governance.
- **Human Comparison of patterns** across LAs to identify the most common and recurring themes.
- **Creation of potential regional projects** addressing the most common challenges.

Gaps identified by LAP : **Workforce, Data Intelligence and Health** are the most frequently identified gaps.

Local Area Partnerships are converging around a relatively small number of common system challenges.
The top 10 themes are covering more than 75% of the gaps identified by LAs.

	Rank per theme importance		
Top 10 Regional Themes by frequency	**Maturing** *4 LAs*	**Developing** *3 LAs*	**Emerging** *12 LAs*
Workforce	**2**	**1**	**1**
Data Intelligence & Dashboard	**3**	**3**	**2**
Health	**1**	**2**	**3**
Governance	**5**	**4**	**4**
School Inclusion	**4**	**9**	**6**
Sufficiency Planning	**14**	**19**	**5**
Early Intervention	**6**	**5**	**9**
CYP Voice	**7**	**10**	**7**
Co-production	**10**	**8**	**12**
Timeliness	**12**	**12**	**8**

Each maturity group shows a distinct pattern of gaps, reflecting different priorities at different maturity stages.

Maturing LAs – Specific priorities (top 10)
- Social Care – Rank 8
- Communication & Engagement – Rank 9

Developing LAs – Specific priorities (top 10)
- Parental Voice – Rank 6
- Finance – Rank 7

Emerging LAs – Specific priorities (top 10)
- Commissioning – Rank 10

Key insights
- **Workforce, Data intelligence** and **Health** are the most common gaps.
- **School inclusion and governance** are two linked themes central to the SEND reform.

Gaps : 18 of 19 LAs have at least 3 of the regional top 5 themes within their own top 5 gaps

- Workforce, Data Intelligence and Health are the strongest commonalities across LAPs.

	Maturing LAs				Developing			Emerging LAs											
Top 10 Regional Themes	**LA 1**	**LA 2**	**LA 3**	**LA 4**	**LA 5**	**LA 6**	**LA 7**	**LA 8**	**LA 9**	**LA 10**	**LA 11**	**LA 12**	**LA 13**	**LA 14**	**LA 15**	**LA16**	**LA 17**	**LA 18**	**LA 19**
Workforce		1	3	2	1	2	3	2	2	2	2	2	2	1	4	4	1	4	3
Data Intelligence & Dashboard	3			1	2	4	1	5	3	5	3	1	1	3	3	3	2	2	5
Health	1	5	1	4	4	1	2	1	5		5				1			1	1
Governance			2	5	3			4	1	1		5		2		5		3	
School Inclusion	5	2					5				1		3		2	2			2
Number of themes matching the Regional top 5	3	3	3	4	4	3	4	4	4	3	4	3	3	3	4	4	2	4	4

Priorities / Support needed: The support requested by LAPs closely matches the gaps identified in their maturity assessments.

Top 3 priority areas: number of LA priorities / support requests shown in brackets.

Secondary Theme	Workforce	Data Intelligence & Dashboard	Governance
	School Inclusion (39)	Sufficiency Planning (38)	Health (20)
	Early Intervention (30)	Governance (32)	Co-production (19)
	OAP (28)	Commissioning (28)	Quality Assurance (17)

These recurring combinations informed the potential regional projects below.

Workforce & School Inclusion Projects	Potential participants
School Inclusion Mainstream Inclusion & Workforce Capability	**16 LAs**
School Inclusion Early Intervention & Experts at Hand	**8 LAs**

Data Intelligence Projects	Potential participants
Data Intelligence Predictive Demand & Sufficiency Planning	**12 LAs**
Data Intelligence Data-led Governance & Outcomes	**11 LAs**

Health Projects	Potential participants
Governance Co-production & Partnership Engagement	**10 LAs**
Governance Health – Integrated SEND Partnership & Accountability	**9 LAs**

Potential Regional projects: School Inclusion

Regional project	Shared ambition	Potential Scope	Potential participants
School Inclusion Mainstream Inclusion & Workforce Capability	Build the confidence, skills and capacity of schools and settings to meet a wider range of SEND needs within mainstream provision	Develop a shared approach to inclusive practice and workforce development, including: • Training/CPD • Skills and confidence assessment • Specialist outreach and Experts at Hand • Peer learning and support to embed graduated/OAP practice	**16 LAs** *Bracknell Forest, Brighton & Hove, East Sussex, Hampshire, IOW, Kent, Medway, Oxfordshire, Reading, Slough, Surrey, West Berkshire, West Sussex, Wokingham, RBWM, Southampton*
School Inclusion Early Intervention & Experts at Hand	Bring specialist expertise closer to schools and settings so needs are addressed earlier without unnecessary escalation to specialist pathways	Develop: • Experts at Hand / advice-first models • Integrated teams around schools • Tiered access to expertise • Earlier identification and preventative multi-agency support	**8 LAs** *Bracknell Forest, Hampshire, Reading, Slough, West Berkshire, West Sussex, RBWM, Southampton*

Potential Regional projects: Data Intelligence & Dashboards

Regional project	Shared ambition	Potential Scope	Potential participants
Data Intelligence Predictive Demand & Sufficiency Planning	Move from reactive planning to anticipating future SEND demand and ensuring provision and investment are aligned to emerging need	Develop predictive demand and sufficiency modelling, bringing together: • Education, health and financial intelligence to forecast need and • Translate it into commissioning, place planning, capital and investment decisions	**12 LAs** *Bracknell Forest, Brighton & Hove, Hampshire, Kent, Medway, Oxfordshire, Slough, West Berkshire, West Sussex, Wokingham, RBWM, Southampton*
Data Intelligence Data-led Governance & Outcomes	Create a shared view of SEND performance and use it routinely to strengthen decision-making, accountability and improvement	Develop shared partnership datasets and dashboards, integrating: • Performance • Cost • Quality • Outcomes and lived experience with clear governance routines that translate intelligence into decisions, escalation and improvement	**11 LAs** *Bracknell Forest, Brighton & Hove, Hampshire, Medway, Oxfordshire, Slough, Surrey, West Berkshire, RBWM, Southampton*

Potential Regional projects: Governance

Regional project	Shared ambition	Potential Scope	Potential participants
Governance Co-production & Partnership Engagement	Make CYP, families, schools and partners genuine participants in SEND decision-making and improvement	Develop a consistent approach on: • Co-production • Representation and two-way engagement with clear routes into governance, feedback loops and evidence of how stakeholder insight has influenced decisions and improvement	**10 LAs** *Bracknell Forest, Brighton & Hove, Hampshire, Medway, Reading, Slough, West Berkshire, West Sussex, Wokingham, Southampton*
Governance Health – Integrated SEND Partnership & Accountability	Strengthen health's role as an equal and accountable partner within the SEND system	• Clarify health roles, accountability and governance • Strengthen ICB/provider participation and escalation routes • Improve joint working across education, health and care • Address barriers to shared delivery and information	**9 LAs** *Bracknell Forest, Brighton & Hove, Hampshire, Medway, Oxfordshire, Slough, West Sussex, RBWM, Southampton*