



# SW RIIA CSC and SEND Regional Plan 2025 to 2026 V2

(with revised SEND KPI August 2025)



## Contents

Introduction

Overview

Key Components

SEND

Data Capacity - SoR and Actions 1

Data Diagnostics - SoR and Actions 2

Universal Support - SoR and Actions 3

Targeted Support - SoR and Actions 4

CSC

Data Capacity - SoR and Actions 5

Data Diagnostics - SoR and Actions 6

Universal Support - SoR and Actions 7

Targeted Support - SoR and Actions 8



Appendices – Costings can be found in the appendix.

## **Introduction**

The South West Regional Improvement and Innovation Alliance (SW RIIA) is set to receive approximately £1.6 million in Department for Education (DfE) grants to support its sector-led improvement work across Children’s Social Care and Special Educational Needs and Disabilities (SEND), including Alternative Provision. This includes £1,190,200 for SEND and Alternative Provision and £428,388 for Children’s Social Care, representing a significant uplift from previous years and aligning more with the scale of CRABB funding in 2021.

This investment supports a region-wide commitment to strengths-based, collaborative improvement. The SW RIIA’s approach is rooted in the belief that improving practice is an effective route to improving outcomes for children, young people, and families. The funding is governed by a Detailed Statement of Requirements, which outlines expectations for planning, delivery, and reporting. These include robust governance, data-driven diagnostics, universal and targeted support, and a commitment to peer-led challenge and learning.

The final award is contingent upon the submission of a standardised RIIA Delivery Plan by Thursday 3 July.



## Overview of the SW RIIA Regional Improvement Plan

### 1. Context and Foundations

The SW RIIA builds on a long-standing tradition of regional collaboration among the fifteen local authorities in the South West. Established through the collective efforts of the **Association of Directors of Children's Services (ADCS)**, the **Local Government Association (LGA)**, and other key stakeholders, the Alliance embodies the principles of **sector-led improvement** — trust, mutual support, and shared accountability.

### 2. Vision, Aim, and Purpose

- **Vision:** To create a collaborative and self-improving regional system where all children and young people in the South West thrive — supported by ambitious, evidence-informed, and resilient local services working together to drive excellence.
- **Aim:** To drive sustained development and improvement in services for children and young people by fostering collaboration, innovation, and evidence-informed practice across the region.
- **Purpose:** The SW RIIA unites all fifteen local authorities to strengthen outcomes for children, young people, and families. Through early identification of challenges, rapid response, and the sharing of best practices, the Alliance supports continuous improvement in safeguarding, SEND, early years, youth work, and family support.

### 3. Key Components of the Improvement Plan

The plan is set out into four areas for both SEND and CSC there are data, diagnostics, universal support and targeted support.

- **Data and Diagnostics:** Dedicated resources support the collection, analysis, and use of data to inform regional self-assessment, peer challenge, and targeted interventions.



- **Universal Support:** Activities are rooted in regionally agreed priorities, ensuring relevance and shared ownership.
- **Targeted Support:** Tailored improvement partner activity addresses specific challenges, enabling bespoke support where it is most needed.

**The DfE has outlined clear requirements that necessitate specific actions and measurable outcomes. Some of these initiatives are already in progress, while others are new. The foundation of this framework is built upon:**

**Governance:** Strategic oversight and leadership from chief executives, lead members, and directors of children's services ensure alignment and accountability from the SW RIIA board and the SW ADCS.

**Strengths-Based Practice:** The Alliance promotes a strengths-based approach, focusing on recognising and building on the positive aspects of local systems, empowering practitioners, and enhancing resilience in children, families, and services.

**Practice Improvement for Better Outcomes:** Central to the SW RIIA's mission is a dedication to improving practice as the primary means of achieving better outcomes. This includes investments in workforce development, reflective supervision, and evidence-informed interventions.

**Collaboration and Challenge:** Peer review and challenge processes are integral to the model, fostering a culture of openness, learning, and continuous improvement.



## **SEND Grant Application Plan – Introduction and Overview**

### **Overview of the 4 key aims of the SEND Delivery Plan (to April 2026)**

#### **1. Better Use of Performance Data**

- A team of performance and data experts will be in place.
- A new dashboard will help track and understand SEND data.
- Performance data will be shared more easily and used more effectively across the region.
- Regular reports will help leaders make informed decisions.

#### **2. Clearer Picture of What's Working**

- Every local area will go through a peer review to see what's working well and what needs improving.
- These review themes will be shared so everyone can learn from each other.
- The findings will help shape future support and funding.

#### **3. Stronger Regional Universal Support**

- Key partners (like health services, schools, and parent groups) will be more connected and working together.
- New improvement projects will be up and running, focused on real needs identified in the region.
- Experts will be secured to support schools and councils in making inclusive education more effective.

#### **4. Targeted Help Where It's Needed Most**

- Councils that need extra help will get tailored support packages.
- A fair and transparent system will be in place to decide who gets help and how.
- Progress will be tracked and shared to make sure the support is working.

#### **Summary:**

By April 2026, the region will have:

- A stronger performance data system,
- A clearer understanding of SEND challenges and what's working well,
- More joined-up universal working across services,



- And targeted support making a real difference where it's needed most.

## SEND Grant Application Plan

### SEND Data Capacity and Capability

To support the better use of data by individual LAs and as a collective region to enable SEND and AP service improvement.

<b>Sub-Requirement Detail</b>	<b>Planned activity to meet requirements</b>	<b>Key Performance Indicator (KPI)</b> <small>*Where all 15 LAP are mentioned, this is unless unforeseeable situation such as inspection arises</small> <small>** KPI numbers relate to the planned activity numbers not all activities have a KPI and some actions have more than 1 KPI where this is the case letters are used.</small>
<b>1.1 Develop data collection expertise and experience within the RIIA. Use this expertise to identify issues in the collection of SEND and AP data including the sharing of SEND and AP data across different agencies and institutions in the region. Work towards resolving those issues where possible.</b>	<p><b>1.1.1</b> We will appoint a performance coordinator / manager to lead actions in section 1 of the plan.</p> <p><b>1.1.2</b> We will Identify and commission a provider to deliver a SEND and AP data dashboard solution and analytical tools tailored to the region's strategic and operational needs, ensuring full engagement from across the region.</p> <p><b>1.1.3</b> We will appoint a data coordinator to assist with operational data functions.</p> <p><b>1.1.4</b> We will develop and agree a data sharing MOU.</p>	<p><b>1.1.1 Action KPI</b> By 31 December 2025, appoint a regional performance coordinator, with evidence of improved strategic oversight and alignment across all 15 LAPs, measured by governance feedback and delivery milestones met in Q4.</p> <p><b>1.1.2 Performance KPI</b> By 31 December 2025, commission a provider to deliver a regional data dashboard, with at least 86 % (13/15 LAP) of LAPs reporting improved access to actionable data and evidence-informed decision-making by Q4.</p> <p><b>1.1.3 Action KPI</b> By 31 December 2025, appoint a data coordinator to support operational data functions, with quarterly reporting showing improved data quality and submission compliance across LAPs.</p> <p><b>1.1.4 Action KPI</b> By 1st March 2026, engage with at least 86 % (13/15 LAP) of LAPs in scoping a data sharing MOU, with documented contributions and agreement, resulting in a draft MOU that reflects shared priorities and promotes collaborative data use.</p> <p><b>1.1.5 Action KPI</b> By 1st March 2026, a regional data sharing plan will be agreed, embedding data quality and validation as a core principle and enabling</p>



	<p><b>1.1.5</b> We will ensure data quality and validation to be part of MOU with agreement on targeted offer for support for those facing challenging with compliance.</p> <p><b>1.1.6</b> We will design and deliver universal regional learning and development events to support the successful use of data to support insights.</p>	<p>targeted support for LAPs facing compliance challenges. – this will include data submission deadlines and a regional summary report (including key data, barriers, enablers, insights, inconsistencies).</p> <p><b>1.1.6A Action KPI</b> By 31 December 2025, develop a universal workforce development programme on data use, with at least 75% of participants reporting increased confidence and capability in applying data for service improvement by end of Q4.</p> <p><b>1.1.6B Performance KPI</b> By 1st March 2026, plan targeted workforce support for LAPs with identified data literacy gaps, with follow-up showing measurable improvement in data handling and reporting accuracy in at least 75% of supported LAPs.</p>
<p><b>1.2 Develop analytical expertise and experience within the RIIA. Use this expertise to identify trends, outliers and policy issues both quantitatively and qualitatively within local and regional SEND and AP data. The resource should directly support senior regional leaders to drive improvement and work collaboratively with the Children’s Improvement Board (CIB) to improve</b></p>	<p><b>1.2.1</b> We will review and strengthen the membership and terms of reference for the regional performance leads group. Group to be organised by newly appointed regional performance lead and will cover issues such as collection, analysis, and reporting. Data will include SEND, AP and early years data including partners data where necessary. Strengths of combining SEND, AP and CS performance leads groups will be discussed.</p> <p><b>1.2.2</b> Review of current data collection practices to be undertaken with a focus on identifying issues, suggesting</p>	<p><b>1.2.1A Performance KPI</b> By 31 December 2025, ensure 86% (13 out of 15 LAPs) of LAs are actively engaged in the regional performance leads group, with attendance logs and meeting minutes recorded.</p> <p><b>1.2.1B Action KPI</b> By 31 December 2025, co-design a new network group with opportunities for 100% of LAPs to input, including agreed terms of reference and priority themes.</p> <p><b>1.2.1C Action KPI</b> By 31 December 2025, facilitate collaborative sessions available to 100% of LAPs to agree on methodologies, dashboard formats, and AI tool usage, with progress reports submitted.</p> <p><b>1.2.2A Performance KPI</b> By 28 February, complete a region-wide review of data collection practices with 86% (13 out of 15 LAP) LAP participation, and publish a summary of findings and recommendations.</p> <p><b>1.2.2B Action KPI</b> By 31 January 2026, launch a financial support programme for LAPs to apply for data capacity funding, with application criteria and review panel established.</p>





<p><b>oversight of the regions SEND system.</b></p>	<p>resolutions and identifying gaps. Where persistent challenges remain a summary to be written detailing obstacles, impact and solutions. Funds available for LAP to apply for if they need to build data capacity in their teams.</p> <p><b>1.2.3</b> Performance Information report to be circulated to support senior regional leaders with high-quality intelligence that enables targeted action, improves outcomes, and informs future regional improvement plans.</p> <p><b>1.2.4</b> AI initiative to boost capacity in SEND will be supported and encouraged across the region.</p>	<p><b>1.2.3 Performance KPI</b> By 31 January 2026, publish the first regional performance report and share it with DCSs, with at least 86% (13 out of 15) of LAPs confirming its use in strategic planning, demonstrating the RIIA's role in providing high-quality intelligence to drive improved outcomes.</p> <p><b>1.2.4 Action KPI</b> By 31 January 2026, implement an AI project application process for LAPs, with guidance documents, review timelines, and funding criteria.</p>
<p><b>1.3 Collaborate with the Department to support the development and improvement of SEND data. Highlight any issues that are identified in collecting, reporting and analysis of SEND and AP data in the region. Please share how</b></p>	<p><b>1.3.1</b> Work jointly with the Department to support the development and improvement of SEND and AP data ensuring accuracy and completeness and relevance of metrics.</p>	<p><b>1.3.1A Action KPI</b> By 31 March 2026, establish termly meetings with DfE to discuss SEND/AP data development, with agendas, minutes, and action logs maintained.</p> <p><b>1.3.1B Action KPI</b> By 31 March 2026, co-produce a regional risk register with DfE, documenting data issues, resolution status, and escalation pathways.</p>



these have been resolved, where issues persist, and if and how national and cross-departmental intervention may help.		
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## SEND Regional Diagnostics

To support the identification of issues in SEND and AP within LAs and across the region

<b><u>Sub-Requirement Detail</u></b>	<b><u>Planned activity to meet requirements</u></b>	<b><u>Key Performance Indicator (KPI)</u></b> *Where all 15 LAP are mentioned, this is unless unforeseeable situation such as inspection arises ** KPI numbers relate to the planned activity numbers not all activities have a KPI and some actions have more than 1 KPI where this is the case letters are used.
<b>2.1 Design a delivery strategy for Regional Diagnostics. The aim of the diagnostics should be to review area(s) of SEND performance within LAs in the region and area(s) of performance across the region as a whole. It should identify areas of strength and effective practice that can be disseminated and areas of weakness that can be targeted for improvement.</b>	<b>2.1.1</b> Work with key partners to design and agree a strategy to review SEND performance of local area partnerships and the whole region. A key focus will be the strengths and effective practices as well as areas for development. Coproduction of the strategy will include reference to regional and national data averages, the 5 enablers of SEND, CDC local area relationships, self-assessment and DBV tool kit.	<p><b>2.1.1 Action KPI</b> By 30 December 2025, ensure 100% of LAPs have the opportunity to contribute to the co-design of the regional diagnostics tool, with documented input and feedback, ensuring the tool reflects both local and regional strengths and development areas.</p> <p><b>2.1.2A Action KPI</b> By 30 January 2026, finalise and sign off the diagnostics and delivery strategy through governance approval, ensuring a published framework that clarifies roles, responsibilities, and review processes, thereby strengthening regional accountability and consistency in diagnostic implementation.</p> <p><b>2.1.2B Performance KPI</b> By 29 February 2026, ensure 86% (13/15 LAP) of LAPs attend at least one regional event focused on the diagnostics strategy, with attendance logs and post-event feedback collected.</p>



<p><b>The strategy should consider the 5 SEND Enablers (Annex 1) and the Delivering Better Value in SEND Toolkit where appropriate.</b></p>	<p><b>2.1.2</b> Delivery strategy to include an escalation process for when an area for development has been identified, support offered and not taken up.</p>	<p><b>2.1.2C Action KPI</b> By 29 February 2026, implement a documented escalation process for LAPs not engaging with support offers following diagnostics, including criteria, timelines, and accountability mechanisms.</p>
<p><b>2.2 Deliver the designed Regional Diagnostics. Ensure delivery is available to every LA in the region. Delivery can take any form the RIIA and LA deems appropriate and could include a self-assessment and peer challenge programme</b></p>	<p><b>2.2.1</b> Revision of last year's RCPC processes to improve for 2025.</p> <p><b>2.2.2</b> Work to produce mini thematic SEND reviews based on 5 enablers of SEND and agreed approach to which key partners will deliver the diagnostics work.</p>	<p><b>2.2.1 Performance KPI</b> By 31 December 2025, ensure 86% (13 /15 LAP) of LAPs participate in the Regional Collaboration Peer Challenge (RCPC), with peer review reports completed and shared within 4 weeks of each challenge.</p> <p><b>2.2.2 Action KPI</b> By 31 March 2026 (Q4), enable 100% of LAPs to request a mini thematic review aligned to the 5 SEND enablers, with a published process and request form available.</p>
<p><b>2.3 Collate and share headline learnings from the Regional Diagnostics with LAs and across the region to inform continuous improvement and sharing of good practice. Liaise with the CIB sub-group to share learnings from Regional Diagnostics.</b></p>	<p><b>2.3.1</b> Regional team write event report summarising findings and themes from region-wide diagnostic event produced by end of Q4.</p> <p><b>2.3.2</b> The event report is shared with all partners and recommendations and themes are used to develop regional priorities for the next plan together with inspection themes.</p>	<p><b>2.3.1 Action KPI</b> By end of March 2026, the regional team will present a diagnostic event report to governance groups, ensuring strategic oversight and that areas for improvement are actioned through the year.</p> <p><b>2.3.2 Action KPI</b> By 31 March 2026, agree and embed regional priorities into the next improvement plan, using insights from diagnostics and inspection themes, with documented approval and alignment.</p> <p><b>2.3.3 Performance KPI</b> Following each inspection, invite LAPs to present learning reflections at regional events, with at least 86% participation and feedback captured to inform future planning.</p>



	<p><b>2.3.3</b> Continue to share inspection intelligence through regional networks.</p> <p><b>2.3.4</b> Continue to share evidence-based practice through website and newsletters.</p>	<p><b>2.3.4 Performance KPI</b> Publish at least 12 monthly newsletters by 31 March 2026, each including evidence-informed practice, legal updates, and policy developments, with distribution metrics tracked.</p>
<p><b>2.4 Ensure the Regional Diagnostic informs and aligns with the RIAs SEND Targeted Support offer (section 4 of the Statement of Requirements).</b></p>	<p><b>2.4.1</b> Regional SENDCO and Regional Performance coordinator will liaise to ensure the regional diagnostics informs the universal and targeted support offers.</p>	<p><b>2.4.1 Action KPI</b> By 30 September 2025, hold monthly regional team meetings to align diagnostics with support offers, with agendas and action logs demonstrating integration of insights into planning.</p>
<p><b>2.5 Ensure the Regional Diagnostics informs and aligns with, and supports other resources / programmes, such as those provided by the Department. This includes Departmental programmes such as Sector Led Improvement Partners and Improvement advisors.</b></p>	<p><b>2.5.1</b> Focussed work on communications and relationships to ensure that regional diagnostics align with other work. The demands and restrictions upon partners will be acknowledged with partners sharing information and knowledge in a respectful way that maintains professional relationships and supports confidentiality. Discussions will be curious, supportive, respectful purposeful, positive, strengths based and professional.</p>	<p><b>2.5.1 Action KPI</b> By 30 September 2025, initiate monthly KIT meetings with structured agendas, attendance tracking, and conduct monitoring, to support professional dialogue and coordinated support.</p> <p><b>2.5.2 Action KPI</b> By 31 March 2026, ensure that readiness for change is a standing item in regional discussions, with partners supported through strengths-based dialogue and documented implementation plans.</p>



	<b>2.5.2</b> Discussions will also focus on readiness for change to ensure partners are ready to implement new practices and legislation should it be necessary.	
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## SEND Universal Improvement

To support SEND and AP improvement need(s) for all LAs within the region in preparation for upcoming national reforms.

<b><u>Sub-Requirement Detail</u></b>	<b><u>Planned activity to meet requirements</u></b>	<b><u>Key Performance Indicator (KPI)</u></b> *Where all 15 LAP are mentioned, this is unless unforeseeable situation such as inspection arises ** KPI numbers relate to the planned activity numbers not all activities have a KPI and some actions have more than 1 KPI where this is the case letters are used.
<b>3.1 Design and deliver activity to drive improvement across the region on an identified regional SEND priority (or priorities). Where possible, the design of this activity should draw upon the SEND Regional Diagnostic work and work completed in the Delivering Better Value programme and/or the What Works in SEND resource.</b>	<b>3.1.1</b> Building on insights from the last peer challenge and on the work of the strategic and operational steering groups, we will continue to work on the strategic SW SEND plan. This plan has been coproduced with key partners including SW DCS, DFE, educational setting representatives, LGA, PCF, Health colleagues). The plan is overseen by the strategic steering group and has clear priority areas for action and milestones, and metrics.	<p><b>3.1.1A Performance KPI</b> By 31 March 2026, at least 75% of LAPs will report that family engagement and coproduction activities have directly influenced regional SEND priorities, evidenced by published charters and feedback analysis.</p> <p><b>3.1.1B Action KPI</b> By 30 September 2025, funding agreements with PCF, CYPISA, and SENDIAS will be in place, with quarterly reporting showing how resources have enabled inclusive system leadership and improved engagement outcomes.</p> <p><b>3.1.1C Performance KPI</b> By 31 March 2026, at least 75% of professionals participating in regional SEND training will report increased confidence and relevance to their role, with training quality rated as agree or strongly agree with positive learning statement in post-event evaluations.</p>



	<p>There are 4 priority areas for action:</p> <ul style="list-style-type: none"> <li>(1) Engaging families and coproduction,</li> <li>(2) Stronger workforce,</li> <li>(3) Robust and consistent measures and insights and</li> <li>(4) Strengthening the Regional Inclusive systems (see below).</li> </ul> <p><b>3.1.2</b> Relevant capacity will be secured to enable delivery of the plan. This will include recruitment of subject matter experts with a range of experience.</p>	<p><b>3.1.1D Performance KPI</b> By 31 March 2026, regional data dashboards will be used by 86% of LAPs to inform planning, with at least 1 documented example of data-driven improvement actions taken.</p> <p><b>3.1.1E Performance KPI</b> By 31 March 2026, inclusive charter will be available to 100% of LAPs, with at least 50% of LAPs reporting improved inclusive practices through feedback and monitoring.</p> <p><b>3.1.2A Performance KPI</b> By 31 March 2026, 100% of LAPs will have accessed at least one universal offer, with reach and impact monitored quarterly, and 75% satisfaction reported in post-engagement surveys.</p> <p><b>3.1.2B Action KPI</b> By 30 December 2025, appoint subject matter experts and increase project officer capacity to strengthen infrastructure and ensure timely, high-quality delivery of regional improvement activities.</p> <p><b>3.1.2C Action KPI</b> By 30 November 2025, host LAs and full on-costs for new staff will be confirmed, with infrastructure approved by SW ADCS.</p>
<b>3.2 Design and deliver activity that enables LAs in the region to support and drive progress towards greater inclusion in mainstream settings and the</b>	<b>3.2.1</b> We will establish programmes to facilitate increased mainstream inclusion, addressing barriers and promoting best practices. Establish a sector-led group to draft an Inclusive	<b>3.2.1A Action KPI</b> By 30 December 2025, co-produce a regional OAP document with CDC to establish a shared understanding of inclusive provision and improve consistency across education settings.



<p><b>reduction of high-cost placements and home-to-school travel. This is intended to help prepare the region for upcoming larger scale reforms and should retain flexibility to incorporate any emerging enablers for reform or policy priorities as directed by the Department.</b></p>	<p>Charter, defining a shared model of Ordinarily Available Provision (OAP). Use existing networks (HT associations, Trust leaders' groups, ADCS) to engage stakeholders in this work. Strengthen regional partnerships, including health partners, SEND regional NHSE colleagues, the NNPCF, and education providers.</p> <p><b>3.2.2</b> We will upskill the workforce by linking regional OAP initiatives with national SEND Inclusion discussions, Teaching School Hubs, and NPQ improvements. Work with partners to develop a Professional Development Toolkit, spotlighting best practices and outreach efforts to enhance expertise in mainstream classrooms.</p> <p><b>3.2.3</b> We will work closely with our SW CPP to disseminate learning from their research.</p>	<p><b>3.2.1B Performance KPI</b> By 31 March 2026, deliver commissioned work that brings education and LAPs together, with measurable improvements in relationships and inclusive practice evidenced through increased engagement and joint meetings.</p> <p><b>3.2.2A Action KPI</b> By 30 December 2025, appoint a 0.6 FTE project officer, with a focus on education establishments network, engagement increasing by 25% over baseline by Q4.</p> <p><b>3.2.2B Action KPI</b> By 30 December 2025, appoint a 0.5 FTE education lead to develop education setting networks, ensuring strategic leadership capacity for inclusive education.</p> <p><b>3.2.2C Action KPI</b> By 31 March 2026, establish a school improvement network with TOR and events cycle, with 2 documented examples of peer-led improvement initiatives.</p> <p><b>3.2.3A Action KPI</b> By 31 March 2026, CPP research findings will be shared regionally, with at least 2 LAPs reporting changes based on evidence from CPP work.</p> <p><b>3.2.3B Action KPI</b> By 30 December 2025, publish a statement articulating clear links between school effectiveness, RISE, RIIA, and CPP to ensure strategic coherence across inclusion initiatives.</p>
<p><b>3.3 Develop and establish strong regional partnerships with wider stakeholders and regional system partners</b></p>	<p><b>3.3.1</b> We will run a comprehensive approach integrating networks for collaboration, websites for accessible resources, study days for</p>	<p><b>3.3.1A Performance KPI</b> By 31 March 2026, deliver a full programme of evaluated events, monthly website updates, and 12 newsletters to enhance regional communication, collaboration, and professional learning.</p>



<p>including health partners (i.e. NHS providers, Integrated Care Boards and Regional CYP teams) via SEND regional NHSE colleagues, the National Network of Parent Carer Forums (NNPCF), and education settings.</p>	<p>focused learning, conferences for knowledge exchange, leadership courses for capacity building, legal training for regulatory compliance, peer challenge and workforce development to enhance skills and expertise across the sector.</p> <p><b>3.3.2</b> We will develop further structured collaboration with NHS providers, Integrated Care Boards, Regional CYP teams, and other health partners to align efforts and drive partnership improvements.</p> <p><b>3.3.3</b> Develop further effective working relationships with SEND regional NHSE colleagues and the NNPCF to ensure meaningful engagement with parent carers and community representatives.</p> <p><b>3.3.4</b> We will foster connections with education settings to support the alignment of SEND initiatives with school and learning environments.</p>	<p><b>3.3.1B Performance KPI</b> By 31 March 2026, host 3 regional conferences, with post-event feedback showing 75% of attendees gained actionable insights for local improvement.</p> <p><b>3.3.2 Action KPI</b> By 30 December 2025, appoint a 0.5 FTE health colleague, with structured collaboration evidenced in at least 2 joint initiatives by Q4.</p> <p><b>3.3.3 Performance KPI</b> By 31 March 2026, assess partnership effectiveness using reach and impact metrics, with 75% of stakeholders reporting improved joint working.</p> <p><b>3.3.4 Action KPI</b> By 30 September 2025, confirm financial arrangements with PCF, SENDIAS, and CYP SA, with delivery milestones tracked and reported quarterly to RIIA board.</p>
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## SEND Targeted Support

In addition to the delivery of section 3 above, this section (4) creates an option to support improvement in specific areas of practice for LAs within the region where there are strong LAs able and willing to provide the required support. This support should be in line with reform priorities.

Sub-Requirement Detail	Planned activity to meet requirements	Key Performance Indicator (KPI) <small>*Where all 15 LAP are mentioned, this is unless unforeseeable situation such as inspection arises ** KPI numbers relate to the planned activity numbers not all activities have a KPI and some actions have more than 1 KPI where this is the case letters are used.</small>
<b>4.1 Deliver packages of targeted improvement support to individual Local Authorities in the region as may be required. Packages can take any form the RIIA and recipient LA deems appropriate. Where packages are arranged, they should have clear objectives (using Regional Diagnostic data where appropriate), measurables and a mechanism to evaluate and share the progress and outcomes of the support with the RIIA and, where appropriate, the CIB sub-group and the</b>	<p><b>4.1.1</b> Develop and implement a system of tailored improvement packages. This will include the identification of the range of support on offer, how to access the support and how the impact will be evaluated, alignment with local needs and regional priorities. Design principles will focus on transparency and equity. We will implement support through various models as deemed appropriate by the RIIA and participating LAs, including a Sector Led Improvement Partnership approach, supervision, induction, mentoring where relevant.</p> <p><b>4.1.2</b> Establish clear goals for each support package, incorporating insights from Regional Diagnostic data where applicable.</p>	<p><b>4.1.1 Performance KPI</b> By 31 March 2026, publish a comprehensive targeted support programme with documented baseline monthly delivery capacity, ensuring equitable access for 100% of 15 LAPs and readiness for bespoke support.</p> <p><b>4.1.2 Performance KPI</b> By 31 March 2026, produce a report detailing the number, type, and impact of support packages delivered, with at least 75% showing measurable improvement against agreed outcomes.</p> <p><b>4.1.3A Performance KPI</b> By 31 March 2026, complete an evaluation of the support system, with at least 75% of LAPs reporting increased trust, transparency, and peer-led improvement aligned with the partnership and co-production enabler.</p> <p><b>4.1.3B Action KPI</b> By 31 March 2026, establish and publish a baseline showing whether 100% of LAPs had access to support, with gaps identified and addressed.</p> <p><b>4.1.3C Performance KPI</b> By end of 31st March 2026, data will be available on escalation cases and risk resolution, reflecting effective governance and accountability.</p>



<p><b>Department. The support should retain flexibility to incorporate any emerging enablers for reform or policy priorities as directed by the Department.</b></p>	<p><b>4.1.3</b> Agree mechanisms to evaluate and track progress, ensuring measurable outcomes that reflect meaningful improvements.</p> <p><b>4.1.4</b> A clear governance framework will underpin this work with systematic reporting on the impact and effectiveness of support packages, fostering transparency and continuous learning. The governance framework will further ensure oversight of commissioning and monitoring support packages agreed escalation routes for underperformance or delivery risks, and regular reporting to the CIB sub-group and the Department.</p> <p><b>4.1.5</b> Support initiatives will be designed to retain flexibility within to integrate emerging enablers for reform and evolving policy directives as determined by the Department.</p> <p><b>4.1.6</b> Care will be taken during design and implementation to create a collaborative environment where Local Authorities feel</p>	<p><b>4.1.4 Action KPI</b> By 31 March 2026, implement a functioning governance structure with documented roles, escalation routes, and quarterly reviews of support delivery.</p> <p><b>4.1.8 Action KPI</b> By 31 January 2026, financial arrangements with PCF, SENDIAS, and CYPISA will be in place to support their role in targeted support, reinforcing co-production and system-wide collaboration.</p> <p><b>4.1.9 Action KPI</b> By 31 January 2026, published criteria for identifying suppliers will ensure transparent and consistent decision-making aligned with regional priorities.</p> <p><b>4.1.10A Action KPI</b> By 31 January 2026, published criteria for matching LAPs to support offers will ensure needs-based allocation and fair access.</p> <p><b>4.1.10B Action KPI</b> By 31 December 2025, confirm financial arrangements with external partners to deliver targeted support, with contracts signed and delivery plans in place.</p> <p><b>4.1.11 Action KPI</b> By 31 March 2026, publish a prioritisation framework for support allocation, with governance approval and application in at least 3 support cases.</p> <p><b>4.1.12A Action KPI</b> By 31 March 2026, a support package will be available to all 15 LAPs, with options for bespoke support and clear quality assurance, ensuring flexibility, fairness, and alignment with the 5 SEND enablers.</p>
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	<p>confident in seeking support, the RIIA will continue to foster a culture of trust, transparency, and peer-led improvement. This includes ensuring equal participation across the region, offering safe spaces for honest dialogue, and promoting a ‘no-blame’ ethos that encourages shared problem-solving. This work is a improvement project rather than an intervention. A dedicated support request mechanism, with clear guidance on how to engage and confidentiality safeguards, will further facilitate timely requests for assistance.</p> <p><b>4.1.7</b> We will regularly review and refine our offer and a continuous learning loop will be embedded, ensuring that the outcomes and insights from targeted support inform regional priorities and shape future planning.</p> <p><b>4.1.8</b> Key partners (for example, PCF, SENDIASS, Health colleagues, MATS) will play an important role in this process and will be encouraged to take part in discussions about the support needed.</p>	<p><b>4.1.12B Performance KPI</b> By 31 March 2026, host a regional learning event with at least 86% (13/15) LAP participation, showcasing outcomes and lessons from targeted support.</p>
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	<p><b>4.1.9 Working with the region we will develop</b> clear and objective criteria for identifying suppliers and recipient LAs, ensuring consistency and alignment with regional priorities.</p> <p><b>4.1.10</b> We will design a structured methodology with partners for pairing suppliers with LAs based-on needs assessment and capacity, integrating best practices from the 5 SEND Enablers, the Delivering Better Value in SEND Toolkit, and Regional Diagnostics work.</p> <p><b>4.1.11</b> We will define and agree transparent prioritisation framework to allocate resources effectively, ensuring timely intervention in areas of highest need through an iterative process of design and comment.</p> <p><b>4.1.12</b> Through discussion we will implement safeguards to guarantee all LAs have fair opportunities to receive targeted support, regardless of size, capacity, or existing provision levels thus ensuring that all LAs in the region</p>	
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	have access to Targeted Support packages, aligning with their unique needs and priorities.	
<p><b>4.2 Regularly liaise with the Department and LGA regarding targeted support packages to ensure co-ordinated and coherent arrangements are in place locally and regionally to deliver improvements and address challenges. Ensure there is coordination with any support in place for LAs from the Department's SEND improvement and intervention national programme.</b></p>	<p><b>4.2.1</b> We will establish and maintain regular engagement with the Department and LGA to ensure consistency and alignment in support initiatives.</p> <p><b>4.2.2</b> We will coordinate targeted support packages to align with local needs and regional priorities, ensuring a unified approach to addressing challenges.</p> <p><b>4.2.3</b> We will maintain oversight of existing Department-led SEND improvement and intervention programmes, ensuring synergy with regional efforts.</p> <p><b>4.2.4</b> We will facilitate communication and collaboration between Local Authorities (LAs), regional partners, and national bodies to optimize support delivery.</p>	<p><b>4.2.1 Action KPI</b> By 31 December 2025, establish a cycle of monthly meetings with the Department and LGA, with agendas, minutes, and attendance logs confirming strategic alignment.</p> <p><b>4.2.2A Performance KPI</b> By 31 March 2026, publish a baseline for turnaround times from support request to delivery, with average time tracked and reported quarterly.</p> <p><b>4.2.2B Performance KPI</b> By 31 March 2026, implement a satisfaction and engagement tracking system, with at least 75% of partners reporting positive impact and responsiveness.</p> <p><b>4.2.5 Performance KPI</b> By 31 March 2026, data on repeat support requests will be available, providing insight into sustained impact, areas of recurring need, and opportunities for deeper intervention.</p>



	<b>4.2.5</b> We will track the effectiveness of coordinated efforts, assessing improvements and identifying areas for further intervention.	
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## **Children's Social Care Grant Application Plan – Introduction and Overview**

### **Overview of the 4 Key Aims of the Children's Social Care Delivery Plan (to April 2026)**

#### **1. Developing the Existing Performance Data Offer**

- The region already benefits from a strong foundation in performance data for children's social care. The focus will now be on showcasing existing strengths and sharing good practice across local authorities.
- Development areas will include improving electronic access to data and enhancing integration with partner systems.
- Continued investment in regular reporting will support evidence-based decision-making and strategic planning.

#### **2. Clearer Picture of What's Working**

- The region will strengthen its use of data and diagnostic tools, such as peer reviews and individual local authority diagnostic reviews, to better understand regional strengths and areas for development. These processes will support a culture of self-awareness and continuous improvement.
- Learning from what works in the region and across regions will be shared, enabling a collaborative approach to tackling shared challenges.
- There will be a stronger focus on developing the qualitative data space, ensuring the voices of children, young people, and families are central to understanding impact and shaping services.

#### **3. Stronger Regional Universal Support**

- Stronger partnerships will be developed between local authorities, health, education, police, and voluntary sector partners.
- Regional improvement projects will continue to address shared priorities and challenges, while also supporting and scaling approaches that are already working well—such as regional practice networks, shared learning events, and multi-agency training offers.

#### **4. Targeted Help Where It's Needed Most**

- Building on existing targeted support mechanisms in children's social care, tailored support packages will be further developed and enhanced.
- A transparent and equitable process will be used to allocate support and resources.
- Progress will be monitored and shared to ensure impact and accountability.



## Summary:

### By April 2026, the region will have:

- A more advanced and accessible performance data system that builds on existing strengths,
- A deeper understanding of what's working and where improvement is needed, informed by both data and lived experience,
- Stronger collaboration and shared learning across the region and with partners,
- And an enhanced targeted support offer that drives meaningful change where it's most needed.

## CSC Data Capacity and Capability

To support the better use of data by individual LAs and as a collective region as an enabler to CSC service improvement

<u>Sub-Requirement Detail</u>	<u>Planned activity to meet requirements</u>	<u>Key Performance Indicator (KPI)</u> <small>*Where all 15 LAP are mentioned, this is unless unforeseeable situation such as inspection arises</small>
<b>5.1 Continue to collect and report on the core children's services indicators. Submit these indicators to the Department for Education on a termly basis. For further information about the indicators, please consult with the relevant regional team in the Department.</b>	<p><b>5.1.1</b> Review the current data collection processes to ensure they meet requirements and identify opportunities to improve.</p> <p><b>5.1.2</b> Continue to collect and validate the core CSC indicators across all 15 participating LAs. Validate submitted data through agreed QA processes and support all 15 LAs to submit validated returns to RIIA each term, for onward submission to DfE. To include data from existing projects such as Fostering SW and South West Sufficiency Project.</p> <p><b>5.1.3</b> Maintain a staffed data function that is the point of contact for the department and other stakeholders on all</p>	<p><b>5.1.1</b> Complete a comprehensive review of all regional data collection and validation processes by <b>31 December 2025</b>, producing a report that identifies <b>at least three key areas for improvement</b> and outlines a plan to address gaps against national requirements and regional priorities.</p> <p><b>5.1.2</b> Achieve <b>100% submission and validation</b> of core CSC indicators from all <b>15 LAs each academic term</b>, using agreed QA processes, with <b>support provided to any LA needing escalation within 10 working days</b> of data quality issues being identified.</p> <p><b>5.1.3</b> Ensure data function remains fully staffed (regional coordinator, analyst, and lead officer) throughout the 2025–26 period, responding to <b>85% of external data queries</b> within <b>5</b></p>





	<p>things data, including the collaboration with existing regional data mechanisms.</p> <p><b>5.1.4</b> Submit termly (quarterly) data returns to the Regional Improvement and Innovation Alliance (RIIA) in line with national requirements, and RIIA will submit to the Department for Education (DfE).</p> <p><b>5.1.5</b> Ensure continued alignment with the regional performance framework and integrate with the Children's Social Care Dashboard for benchmarking - develop guidance on benchmarking methodologies by Q3 2025.</p> <p><b>5.1.6</b> LA's to submit quarterly data to the DfE, including current and extended data parameters.</p> <p><b>5.1.7</b> Performance Leads network meets quarterly to discuss and review indicators, including updates from existing projects (Fostering SW, Graduating Care SW and South West Sufficiency Project)</p> <p><b>5.1.8</b> Engagement and attendance at ADCS Standards Performance and Inspections Policy Committee (SPI), Children's Services National Performance and Information Management Group (NPIMG), and Star Chamber Scrutiny Board (STAR) committees continue and feedback to the region.</p>	<p><b>working days</b>, and receiving at least <b>75% positive feedback</b> from stakeholders in annual survey.</p> <p><b>5.1.4</b> Submit <b>100% of required termly data returns</b> to the DfE via the RIIA within <b>5 working days</b> of the internal deadline, with no return rejected due to data quality issues.</p> <p><b>5.1.5</b> By <b>Q3 2025</b>, ensure that <b>100% of core CSC indicators</b> reported by LAs are aligned with the regional performance framework and are integrated into the Children's Social Care Dashboard, with quarterly reviews confirming consistency across all 15 LAs.</p> <p><b>5.1.6</b> Support all 15 LAs to submit <b>quarterly BAU data returns</b> to the DfE on time, with at least <b>95% submitted by the initial deadline</b> each quarter and any exceptions resolved within 7 working days.</p> <p><b>5.1.7</b> Hold <b>at least 4 PL network meetings annually</b>, with <b>80% attendance</b> from LA performance leads and <b>agenda and minutes circulated within 10 working days</b> of each meeting.</p> <p><b>5.1.8</b> Ensure <b>100% attendance</b> at SPI, NPIMG, and STAR Chamber committee meetings by a RIIA data representative, with a <b>written summary of key messages shared with the PL network and RIIA team within 10 working days</b> of them being shared with the representative.</p>
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	<p><b>5.1.9</b> Maintain an internal log to track all feedback from national groups and its incorporation into RIIA activity.</p>	<p><b>5.1.9</b> Maintain an internal log of national group feedback updated within <b>10 working days</b> of each meeting, with <b>quarterly reviews</b> to ensure at least <b>80% of relevant feedback points are actioned or considered</b> in RIIA planning.</p>
<p><b>5.2 Develop data collection and analytical expertise and experience within the RIIA that can collect and utilise local and regional CSC data to identify regional trends, outliers and issues both quantitatively and qualitatively. The expertise should also support oversight and drive improvement activity of the RIIA and inform senior leaders in the region and the Children’s Improvement Board (CIB) to ensure that national partners are able to support and enhance regional activity effectively. The Children’s Social Care Dashboard can be used to support this, using the regional comparison function to identify trends.</b></p>	<p><b>5.2.1</b> Conduct a review of current data collection and validation processes by end of 2025 to ensure they meet national requirements and regional priorities, identifying areas for improvement.</p> <p><b>5.2.2</b> Build internal RIIA capacity for data capturing, analysis and interpretation, including both quantitative and qualitative methods.</p> <p><b>5.2.3</b> Use regional data to identify trends, outliers, and emerging issues.</p> <p><b>5.2.4</b> Provide regular insight reports to DCS, RIIA Board and the Children’s Improvement Board (CIB).</p> <p><b>5.2.5</b> Facilitate data-informed decision-making and improvement planning across the region.</p> <p><b>5.2.6</b> Recruit a regional data analyst to analyse and present data, support LA teams, and develop narratives.</p> <p><b>5.2.7</b> Data analyst to report to RIIA board, SW ADCS groups, PL network, individual LAs, and national teams.</p>	<p><b>5.2.1</b> Complete a comprehensive review of all regional data collection and validation processes by <b>31 December 2025</b>, producing a report that identifies <b>at least three key areas for improvement</b> and outlines a plan to address gaps against national requirements and regional priorities.</p> <p><b>5.2.2.A</b> Recruitment and on-boarding of regional data analyst by Q2.</p> <p><b>5.2.2.B</b> Deliver a minimum of <b>two capacity-building workshops</b> and establish a peer support network for data analysis by <b>September 2025</b>, with <b>at least 80% of participating RIIA team members</b> reporting increased confidence in using quantitative and qualitative methods (via post-training survey) and increased skills and confidence in the analysis of the data captured.</p> <p><b>5.2.3</b> Produce <b>quarterly regional data summaries</b> starting <b>Q3 2025</b>, identifying a minimum of <b>two emerging trends or outliers</b> per report to inform system-wide discussion and planning.</p> <p><b>5.2.4</b> Provide insight reports to DCSs, the RIIA Board, and the Children’s Improvement Board at least <b>every quarter from Q3</b></p>



	<p><b>5.2.8</b> Liaise with Data 2 Insight and other regions to ensure consistency and alignment with reforms.</p> <p><b>5.2.9</b> Data analyst to be part of the performance leads network to maintain reform engagement and to link with existing regional priorities and projects (exp. SWSP, FSW and GCSW).</p>	<p><b>2025</b>, with a delivery compliance rate of <b>90% or higher</b> over the year.</p> <p><b>5.2.5.A</b> 80 % of LAs receiving tailored data support from the analyst.</p> <p><b>5.2.5.B</b> By <b>December 2025</b>, facilitate at least <b>three regional workshops or forums</b> using data insights to inform improvement planning, with <b>participation from all LAs</b> and <b>positive feedback from at least 80% of attendees</b> on the usefulness.</p> <p><b>5.2.6</b> A regional data analyst is recruited and in post by <b>30 December 2025</b>, with an induction completed within <b>6 weeks</b> and delivery of an initial regional data product (e.g., trend dashboard or LA support plan) by 28<sup>th</sup> February 2026. Analyst to engage with <b>100% of LAs</b> by January 2026 to assess data support needs and ensure the sharing of data across local authorities via medium like PowerBi.</p> <p><b>5.2.7</b> From Q4 2025, the data analyst will provide tailored data updates to the <b>RIIA Board, SW ADCS groups, PL network, at least 50% of LAs</b>, and <b>national teams</b> on a <b>bi-monthly basis</b>, with reports or presentations shared and recorded in meeting minutes.</p> <p><b>5.2.8</b> By <b>December 2025</b>, establish and maintain bi-directional communication with <b>D2I and at least two other regional data leads</b>, holding <b>at least 3 joint sessions per year</b> to share</p>
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		<p>learning, align reporting practices, and inform reform implementation.</p> <p><b>5.2.9</b> Ensure the data analyst is an active member of the <b>regional performance leads network</b>, attending <b>100% of scheduled meetings (minimum 4 annually)</b> and contributing at least <b>one reform-related update or insight per meeting</b>, evidenced through shared agendas and action logs.</p>
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## CSC Regional Diagnostics

To support the identification of issues in CSC provision within LAs and across the region.

<u>Sub-Requirement Detail</u>	<u>Planned activity to meet requirements</u>	<u>Key Performance Indicator (KPI)</u> <small>*Where all 15 LAP are mentioned, this is unless unforeseeable situation such as inspection arises</small>
<b>6.1 Design a delivery strategy for Regional Diagnostics. The aim of the diagnostics should be to review area(s) of CSC performance within LAs of the region and area(s) of performance across the region as a whole. It should identify areas of strength and effective practice that</b>	<p><b>6.1.1</b> Co-develop and publish a formal Regional Diagnostics Strategy. By Q3 2025, co-produce a written Regional Diagnostics Strategy with all 15 LAs. Led by the RIIA team, with input from the PL network, ADCS, thematic groups, and existing SWRIIA projects, the strategy will define:</p> <ul style="list-style-type: none"> <li>Diagnostic types (peer challenge, self-assessment, thematic review)</li> </ul>	<p><b>6.1.1</b> Ensure the Regional Diagnostics Strategy is completed, reviewed, and formally approved by <b>all 15 LAs</b> by <b>30 September 2025</b>, with publication logged and version controlled.</p> <p><b>6.1.2</b> Agree and publish a schedule covering planned diagnostics for <b>at least 80% of LAs</b> by end of Q3 <b>2025</b>, endorsed by the SW ADCS.</p>



<p>can be disseminated and areas of weakness that can be targeted for improvement. The strategy should be underpinned by the CSC National Framework, utilise the CSC Dashboard and consider preparedness of LAs and the region to participate in the wider CSC reform programme, such as the Families First Partnership Programme.</p>	<ul style="list-style-type: none"> <li>• Methodologies (including use of CSC Dashboard data, case audits, practitioner and young people voice)</li> <li>• QA processes</li> <li>• Roles and responsibilities</li> <li>• Process for identifying, validating, and sharing learning</li> </ul> <p><b>6.1.2</b> Develop a schedule and calendar of diagnostic activity. Develop an annual schedule of planned diagnostic reviews and a formal peer challenge calendar, coordinated by the RIIA and agreed via the SW ADCS in Q3 2025. Each diagnostic will have named leads (RIIA and host LA), timelines, and review methods (e.g. virtual case mapping, site visit, or hybrid approach) and will include Children’s Social Care, SEND and Fostering South West.</p> <p><b>6.1.3</b> Standardise reporting and learning from each diagnostic. Design and implement a standard reporting template to be used in all diagnostics, capturing findings, strengths from October 2025 onward use the standard reporting template, with a learning summary produced within 4 weeks of each</p>	<p><b>6.1.3</b> 100% of diagnostics from <b>October 2025</b> onward use the standard template, with learning recorded in the regional learning log within <b>4 weeks</b> of review completion.</p> <p><b>6.1.4</b> Finalise and distribute the written Regional Diagnostics Offer to all LAs by <b>31<sup>st</sup> October 2025</b>, with inclusion in the regional improvement programme documents.</p> <p><b>6.1.5</b> Publish <b>two thematic briefings annually</b> and update the regional learning log within <b>4 weeks</b> of each diagnostic review. Log access and usage monitored quarterly.</p> <p><b>6.1.6</b> All diagnostic reports to include <b>at least one evidenced strength</b> and <b>one area for improvement</b>, with findings added to a regional learning log updated <b>quarterly</b>. By <b>March 2026</b>, disseminate at least <b>4 examples</b> of strong practice identified through diagnostics and initiate at least <b>2 targeted improvement support offers</b> in response to identified development areas.</p> <p><b>6.1.7</b> From <b>October 2025</b>, RIIA diagnostics explicitly align with DfE template and include a statement on LA reform readiness.</p> <p><b>6.1.8</b> Feedback from at least <b>3 network groups</b> (e.g. PL, Workforce, QA Leads) incorporated into diagnostic methodology and tools by <b>March 2026</b>. At least <b>3 best</b></p>
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	<p>review. This will include a strengths and areas for development summary and regional learning log.</p> <p><b>6.1.4</b> Formalise the offer and communication to LAs. Publish a Regional Diagnostics Offer by October 2025 as an appendix to the main strategy. This will set out:</p> <ul style="list-style-type: none"> <li>• What LAs can expect from diagnostics</li> <li>• How to request a peer challenge</li> <li>• Eligibility and participation expectations</li> <li>• The agreed schedule and review calendar</li> </ul> <p><b>6.1.5</b> Collate and share learning from diagnostics with stakeholders. Develop a regional learning log managed by the RIIA team, collating strengths, improvement themes, and peer challenge insights. Share learning via:</p> <ul style="list-style-type: none"> <li>• Biannual thematic briefings</li> <li>• Updates to SW ADCS, PL network, and CIB</li> <li>• Regional workshops and Communities of Practice</li> </ul> <p><b>6.1.6</b> Disseminate effective practice and target improvement support - Ensure that each diagnostic</p>	<p><b>practice case studies or examples</b> shared regionally via bulletins or showcases by <b>July 2026</b>. Hold <b>2 regional ‘What Works’ learning events</b> showcasing diagnostic learning in 2025–26.</p> <p><b>6.1.9</b> 100% of diagnostic planning discussions use Regional and CSC Dashboard data to scope focus areas from <b>October 2025</b> onward. By <b>June 2026</b>, the RIIA will have collaborated with the LGA and at least <b>2 other regions</b> to review and align diagnostic and peer challenge methodologies.</p>
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	<p>identifies both areas of effective practice for dissemination and areas of development for either universal or targeted regional improvement support, and use the learning log to identify strong practice for sharing (via briefings, peer networks, or learning events) and flag areas of weakness to RIIA board for targeting support or sector-led improvement funding. Involve the LGA in this process where appropriate.</p> <p><b>6.1.7</b> Align diagnostics with CSC National Framework and reform readiness. Design all diagnostics to reflect outcomes in the CSC National Framework and assess LA readiness for reforms such as the Families First Programme and Fostering Reforms.</p> <p><b>6.1.8</b> Incorporate feedback from network groups and formalise best practice sharing. Establish a feedback loop and knowledge-sharing mechanism by:</p> <ul style="list-style-type: none"> <li>• Collecting structured feedback from at least three network groups after each round of diagnostics into revisions of tools/templates,</li> <li>• Formalising best practice sharing through quarterly “What Works” sessions, an online</li> </ul>	
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	<p>repository, and featured case studies in learning bulletins.</p> <p>RIIA coordinator and diagnostics lead to collate feedback and coordinate sharing activity.</p> <p><b>6.1.9</b> Use data from the CSC Dashboard and collaborate with partners. Maximise the use of CSC Dashboard data and external collaboration by:</p> <ul style="list-style-type: none"> <li>• Using dashboard data and our own regional data to identify diagnostic priorities, trends, and outliers,</li> <li>• Ensuring CSC Dashboard and our data analysis informs scoping meetings for all diagnostics,</li> <li>• Collaborating with the LGA to align peer challenge methodology and attend at least two cross-regional learning or benchmarking sessions.</li> </ul> <p>The RIIA data analyst and diagnostics lead will jointly support data interpretation and partner engagement.</p>	
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<p><b>6.2 Deliver the designed Regional Diagnostics. Ensure delivery is available to every LA in the region. Delivery can take any form the RIIA and LA deems appropriate and could include a self-assessment and peer challenge programme.</b></p>	<p><b>6.2.1 Deliver Regional Diagnostic Assessments Across All LAs</b></p> <ul style="list-style-type: none"> <li>• Implement a structured diagnostic template for regional work across 100% of Local Authorities (LAs) in the region.</li> <li>• Diagnostics to include a baseline self-assessment template covering leadership, workforce, data readiness, and practice quality.</li> <li>• Each LA to complete the self-assessment with optional facilitation support.</li> </ul> <p><b>6.2.2 Facilitate Peer Challenge Programme</b></p> <ul style="list-style-type: none"> <li>• Design and deliver a peer challenge model involving Directors of Children's Services (DCS) and Principal Social Workers (PSWs).</li> <li>• Peer challenges to include:</li> </ul> <p>Pre-visit document review (e.g., self-assessment, performance data)</p>	<p><b>6.2.1</b> By March 2026, 75% of Local Authorities in the region will complete a baseline self-assessment using the structured diagnostic template, with initial results reported to the RIIA Board.</p> <p><b>6.2.2</b> By March 2026, deliver a regional peer challenge with least 75% of Local Authorities, with each involving a minimum of one DCS and one additional lead from a different LA, and produce a feedback report for within 14 working days.</p> <p><b>6.2.3</b> By February 2026, complete at least one data maturity assessment or workshop with 100% of LAs using the regional data maturity matrix, and produce a regional summary benchmarking report by March 2026.</p> <p><b>6.2.4</b> Ensure that 100% of peer challenges and diagnostic activities are reviewed by the RIIA Board, DCS Network, and Performance &amp; QA Leads Network within one month of completion, with meeting records demonstrating discussion and actions; Regional Coordinator to provide logistical and QA support for 100% of those engagements.</p> <p><b>6.2.5</b></p> <p><b>KPI 1 (Learning Summaries):</b></p> <p>Produce and disseminate at least <b>2 learning summaries</b> from peer challenges and diagnostics <b>by March 2026</b>, with</p>
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	<p>1-day virtual or in-person visit</p> <p>Feedback report with strengths and areas for development</p> <ul style="list-style-type: none"> <li>• Peer teams to be drawn from other LAs in the region to ensure objectivity.</li> </ul> <p><b>6.2.3</b> Focus on Data Preparedness for CSC Reform</p> <ul style="list-style-type: none"> <li>• Conduct targeted peer challenges or workshops on LA data maturity and readiness for Children’s Social Care (CSC) reforms.</li> <li>• Use a regional data maturity matrix to assess and benchmark progress.</li> </ul> <p><b>6.2.4</b> Coordinate Through Key Regional Network Groups. Peer challenges and diagnostics to be overseen by the Regional Improvement and Innovation Alliance Board (RIIA). SW DCS Network Regional Coordinator to provide logistical and quality assurance support.</p> <p><b>6.2.5</b> Share Learning and Promote Joint Working; Produce and disseminate learning summaries from diagnostics and peer challenges. Host joint workshops with LA Leads, CIA, and Transformation</p>	<p>summaries shared within 6 weeks of each activity and made available to all regional partners.</p> <p><b>KPI 2 (Workshops):</b></p> <p>Deliver a minimum of <b>2 joint workshops</b> by March 2026 involving LA Leads, CIAs, Transformation Leads, and at least two external partner sectors (Health, Police, Education), with at least <b>80% of participants reporting improved understanding of shared challenges</b> and learning in post-event feedback.</p>
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	Leads and Partner Leads (Health, Police, Education) to embed learning and promote cross-sector collaboration.	
<b>6.3 Collate and share headline learnings from the Regional Diagnostics with LAs and across the region to inform continuous improvement and sharing of good practice. Liaise with the CIB to share learning from Regional Diagnostics.</b>	<p><b>6.3.1</b> Summarise and format Key Findings from Regional Diagnostics - Develop a standardised summary template to capture headline findings, themes, and recommendations from each diagnostic.</p> <p><b>6.3.2</b> Disseminate Insights to Local Authorities (LAs) and Regionally - Share summaries via a quarterly regional bulletin and present findings in regional improvement network meetings.</p> <p><b>6.3.3</b> Liaise with the Children's Improvement Board (CIB) to Disseminate Learning - Present key learning themes and case studies at each CIB meeting and provide a written update.</p> <p><b>6.3.4</b> Formalise and Share Peer Challenge Outcomes - Create a repository of peer challenge reports and develop a quarterly digest of outcomes and good practice.</p> <p><b>6.3.5</b> Strengthen Engagement with Lead Members and Southwest Councils - Schedule biannual information sessions with lead members and</p>	<p><b>6.3.1</b> By <b>September 2025</b>, produce and format <b>100%</b> of diagnostic summaries using the agreed template within <b>2 weeks</b> of each diagnostic completion</p> <p><b>6.3.2</b> Share at least <b>4 learning summaries</b> with LAs and the CIB by <b>December 2025</b> through bulletins and presentations.</p> <p><b>6.3.3</b> Present learning at <b>100%</b> of all requested CIB meetings in 2025/26 and submit a written update within <b>1 week</b> of each meeting.</p> <p><b>6.3.4</b> By March 2026, compile and share <b>100%</b> of peer challenge outcomes in a central repository and include them in at least <b>2 quarterly newsletters</b></p> <p><b>6.3.5</b> Conduct at least <b>2 information sessions</b> by <b>March 2026</b>, with 75% of attendees reporting increased awareness of regional learning.</p>



	Southwest Councils to align on priorities and share learning.	
<b>6.4 Ensure the programme informs and aligns with the RIAs CSC Targeted Support offer (section 8 of the Statement of Requirements).</b>	<p><b>6.4.1</b> Integrate Diagnostics with CSC Targeted Support Priorities - Review each diagnostic report to identify overlaps with CSC Targeted Support themes and ensure recommendations are aligned with national improvement priorities.</p> <p><b>6.4.2</b> Develop and Promote Proactive Regional Support Offers - Design a forward-looking regional support structure informed by diagnostic trends, including pre-emptive offers such as thematic learning events, targeted peer support, and resource toolkits.</p>	<p><b>6.4.1</b> By <b>November 2025</b>, ensure that <b>100%</b> of diagnostic reports include a section explicitly mapping findings to CSC Targeted Support priorities, reviewed quarterly for consistency.</p> <p><b>6.4.2</b> Launch at least 2 <b>proactive support initiatives</b> by <b>January 2026</b>, with <b>75%</b> of those LAs engaging providing feedback positive through a post-engagement survey.</p>
<b>6.5 Ensure the Regional Diagnostics informs, aligns with and supports other resources / programmes, including those provided by the Department. This includes Departmental programmes such as Sector Led Improvement Partners, Fostering South West,</b>	<p><b>6.5.1</b> Map Diagnostic Themes to Departmental Programmes - Conduct a quarterly mapping exercise to align diagnostic findings with key Departmental programmes (e.g., SLIPs, Improvement Advisers, Families First).</p> <p><b>6.5.2</b> Facilitate Joint Planning with Departmental Programme Leads - Host biannual coordination meetings with leads from SLIPs, Improvement</p>	<p><b>6.5.1</b> By December <b>2025</b>, complete and share a mapping report for <b>100%</b> of diagnostics conducted, updated biannually and shared with stakeholders.</p> <p><b>6.5.2</b> Hold at least 2 <b>joint planning sessions</b> by <b>March 2026</b>, with <b>80%</b> of attendees reporting improved alignment and collaboration.</p> <p><b>6.5.3</b> Include at least 4 <b>Practice Guide workshops or newsletter spotlights</b> in regional communications</p>



<p><b>Improvement Advisers, the Families First Partnership Programme, and Practice Guides.</b></p>	<p>Advisers, and Families First to align support offers and avoid duplication.</p> <p><b>6.5.3</b> Promote Practice Guides Through Regional Learning Channels- Feature the Practice Guides in regional bulletins, learning events, and peer networks, linking them to diagnostic themes.</p> <p><b>6.5.4</b> Track and Report on LA uptake of RIIA Support - Monitor and report on how LAs are engaging with RIIA programmes following diagnostics, using feedback loops and follow-up surveys.</p>	<p>by <b>February 2026</b>, with engagement tracked via click-through or attendance rates.</p> <p><b>6.5.4</b> By <b>March 2026</b>, collect feedback from <b>100%</b> of LAs receiving RIIA Support (targeted or universal), with at least <b>70%</b> reporting they accessed or planned to access a linked RIIA offer.</p>
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## CSC Universal Improvement

To support CSC improvement need(s) for all LAs within the region.

<u>Sub-Requirement Detail</u>	<u>Planned activity to meet requirements</u>	<u>Key Performance Indicator (KPI)</u> <small>*Where all 15 LAP are mentioned, this is unless unforeseeable situation such as inspection arises</small>
<b>7.1 Design and deliver activity to drive improvement across the region on an identified regional CSC priority (or priorities). The priority should be identified in terms of the outcomes of the Children's Social Care National Framework statutory guidance. Identify areas for improvement through the CSC Regional Diagnostics work, as well as considering the indicators within the CSC Dashboard. The region may want to give particular attention to reviewing how LAs identify and respond to extra-familial harms, child sexual abuse (in response to IICSA) and domestic violence under Outcome 3 of the National</b>	<p><b>7.1.1</b> Conduct a comprehensive regional diagnostic review using CSC Dashboard indicators and peer challenge outcomes by Q1 2025. (see SoR 5 and 6)</p> <p><b>7.1.2</b> Deliver targeted training programmes on extra-familial harm, CSA, and domestic violence, co-designed with Bournemouth University, Dialogue and LGA.</p> <p><b>7.1.3</b> Support local authorities to implement and embed the practice guides into everyday practice</p> <p><b>7.1.4</b> Host quarterly regional learning events to disseminate good practice and case studies.</p> <p><b>7.1.5</b> Collaborate with external partners (police, health, education, VCS) to co-design and deliver joint interventions to enhance support for children and families.</p> <p><b>7.1.6</b> RIIA activity continues to have in place a SPOC programme delivery manager</p>	<p><b>7.1.1</b> See sections 5 and 6.</p> <p><b>7.1.2</b> Ensure that there are at least 3 universal support programme activities in 2025/26 focused on <b>extra-familial harm, CSA, or domestic violence</b>. (details tbc)</p> <p><b>7.1.3</b> Deliver <b>4 Practice Guide workshops</b> by <b>Q3 2025</b>. <b>75% of LAs</b> report embedding Practice Guide principles in operational practice by <b>Q4 2025 via survey feedback</b>.</p> <p><b>7.1.4</b> Hold 2 <b>virtual learning sessions for the region</b> that has good practice examples from network feedback and Community of Practice meetings in 2025 with <b>80% LA participation</b>.</p> <p><b>7.1.5</b> Deliver <b>2 joint initiatives</b> with external partners by <b>Q4 2025</b>. <b>Regional improvement activities</b> co-designed with external partners via creation of a partner engagement group for the CSC activities.</p> <p><b>7.1.6</b> Programme Manager RIIA coordinator in place</p>



<p>Framework – children and young people are safe in and outside of their homes – to identify areas of good practice and share learning.</p>		
<p><b>7.2 Ensure that the activity for 7.1. is based on, or considers, the principles and recommendations set out in Practice Guides. Existing Practice Guides cover Kinship Care and Parenting Through Adversity (0-10).</b></p>	<p><b>7.2.1</b> Ensure applicable improvement activities are aligned with the Practice Guides (e.g., Kinship Care) and the CSC Framework.</p> <p><b>7.2.2</b> Develop and deliver a series of workshops to:</p> <ul style="list-style-type: none"> <li>• Raise awareness of the relevant Practice Guides among all Local Authorities (LAs).</li> <li>• Support LAs in embedding the principles into operational practice.</li> <li>• Facilitate peer learning and discussion on practical implementation.</li> </ul> <p><b>7.2.3</b> Cross-check diagnostic and improvement work against DfE guidance by:</p> <ul style="list-style-type: none"> <li>• Mapping each improvement activity to the outcomes and enablers outlined in the <i>Children’s Social Care National Framework</i>.</li> <li>• Engaging with sector-led improvement partners to validate approaches and ensure consistency with national standards.</li> </ul>	<p><b>7.2.1</b> See KPI 7.2.3</p> <p><b>7.2.2</b> Deliver at least <b>3</b> workshops by <b>November 2025</b>, to support the embedding of Practice Guide principles across participating Local Authorities. By <b>December 2025</b>, at least <b>65%</b> of Local Authorities report that Practice Guide principles are being integrated into their operational practice</p> <p><b>7.2.3</b> Mapping improvement activities to DfE framework outcomes and enablers</p> <ul style="list-style-type: none"> <li>• By October 2025, 80% of planned improvement activities will be mapped to at least one outcome or enabler from the Children’s Social Care National Framework and/or a recommendation from a practice guide.</li> <li>• By March 2026, 75% of LAs will have participated in at least one peer review session facilitated by a sector-led improvement partner, with documented outcomes.</li> </ul>



<p><b>7.3 Establish, or further develop, a regional community of practice for children’s social care improvement. This community should draw on the CSC Regional Diagnostics work and regularly bring together senior practice leaders from each local authority within the region to share learning and good practice on chosen priorities. This community of practice should consider the information and questions outlined in Annex 2 of the Statement of Requirements document.</b></p>	<p><b>7.3.1</b> Establish a structured Community of Practice (CoP) for CSC improvement, informed by CSC Regional Diagnostics. The CoP will likely consist of senior practice leaders or Principal Social Workers from each Local Authority (LA) in the region, meeting quarterly to share learning, discuss challenges, and co-develop solutions on priority themes. This will develop on the strong standing of the current established CSC networks.</p> <p><b>7.3.2</b> Convene quarterly meetings of senior practice leaders from each LA to share learning, discuss challenges, and co-develop solutions. The meetings will include thematic workshops, case study presentations, and peer-led discussions, with facilitation support to ensure inclusive participation.</p> <p><b>7.3.3</b> Facilitate thematic workshops and peer-led discussions during CoP meetings to promote collaborative problem-solving.</p> <p><b>7.3.4</b> Capture and disseminate outcomes from each meeting through summary reports, a regional knowledge hub, and newsletters and presentations at regional forums.</p>	<p><b>7.3.1</b> Host at least 3 <b>Community of Practice meetings</b> with Local Authorities by <b>March 2026</b>. This may be adapting existing networks in CSC, ensuring the senior practice lead for each local authority is identified by <b>August 2025</b>.</p> <p><b>7.3.2</b> Achieve participation from at least <b>80% of Local Authorities</b> in at least one Community of Practice meeting by <b>March 2026</b>.</p> <p><b>7.3.3</b> Ensure that <b>100% of CoP meetings</b> include at least one thematic workshop or peer-led session.</p> <p><b>7.3.4</b> Produce and share <b>3 outcome reports</b> summarising key learning and actions from each CoP meeting.</p> <p><b>7.3.5</b> Establish a formal governance structure for the CoP by <b>September 2025</b>, with documented terms of reference and leadership rotation plan.</p>
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	<p><b>7.35</b> Formalise existing networks into the CoP with clear amendments to terms of reference regarding their link and input into the CoP.</p>	
<p><b>7.4 All activity should work in collaboration with stakeholders and regional partners to facilitate strong regional partnerships for example with police, health leaders and education leaders. Regions should also consider the role of voluntary and community services in delivering improvements.</b></p>	<p><b>7.4.1</b> Begin to Co-develop a Regional Priorities Dashboard - Collaborate with Local Authorities and key partners (Health initially then police and Education) to co-design a digital dashboard that captures, tracks, and visually presents regional priorities. Integrate data from thematic reviews, LA submissions, and stakeholder feedback to ensure transparency and shared ownership.</p> <p><b>7.4.2</b> Conduct Thematic Peer Reviews. Facilitate quarterly peer review sessions focused on key themes such as extra-familial harm, CSA, and domestic violence. Use findings to inform targeted improvement plans.</p> <p><b>7.4.3</b> Deliver Targeted Training and Development Design and implement training programmes based on identified regional needs, in collaboration with LAs and LGAs. These will include workforce leadership development which partners can access (not funded) and sessions on trauma-informed practice, contextual safeguarding, and multi-agency working.</p>	<p><b>7.4.1 Identify a list of data indicators</b> that could be collected and that link to regional <b>priorities</b> through targeted initiatives or interventions by <b>December 2025</b>, that could be tracked via the co-developed dashboard.</p> <p><b>7.4.2</b> Hold <b>2 peer review sessions</b> by <b>January 2026</b> on CSA and extra-familial harm.</p> <p><b>7.4.3</b> Deliver at least <b>2 targeted training programmes</b> by <b>January 2026</b>, with <b>85%</b> of participants reporting increased confidence in applying learning.</p> <p><b>7.4.4</b> Produce a <b>map</b> detailing existing partnerships, collaborations, network representation and gaps by <b>October 2025</b></p>



- 7.4.4 Strengthen Multi-Agency Engagement.**  
Formalise engagement with police, health, education, and VCS partners through joint boards and working groups. Support partners to contribute to reviews and co-author improvement reports. This will be done by;
1. Map Existing Partnerships  
Action: Identify current partnerships with police, health, education, and VCS organisations across the region. Use a stakeholder mapping tool or spreadsheet to log contact points, existing collaborations, and gaps.
  2. Establish or Join Strategic Boards  
Action: Ensure representation from regional networks on key boards such as: Local Safeguarding Children Partnerships (LSCPs), Health and Wellbeing Boards, Community Safety Partnerships. Reps to request a standing agenda item for CSC improvement priorities and then feedback into established networks and CoP.
  3. Co-Design Improvement Activities  
Action: Invite partners to co-develop specific improvement projects (e.g., joint audits, training, or campaigns).
  4. Formalise Collaboration



	<p>Action: Request members to join the regions CoP. This may mean developing Memoranda of Understanding (MoUs) or partnership agreements that outline roles, responsibilities, and contributions to reviews or reports.</p> <p>5. Monitor and Report Impact</p> <p>Action: Track the number and quality of joint initiatives and partner contributions.</p> <p>Tool: Use a shared reporting template or dashboard to capture outcomes and feedback. (to be designed)</p>	
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## CSC Targeted Support

To support CSC improvement need(s) for specific LAs within the region

<u>Sub-Requirement Detail</u>	<u>Planned activity to meet requirements</u>	<b>Key Performance Indicator (KPI)</b> <small>*Where all 15 LAP are mentioned, this is unless unforeseeable situation such as inspection arises</small>
<b>8.1 Design and develop criteria and a process, agreed across the region's local authorities, through which packages of targeted support can be delivered to individual LAs. The process should set out clearly how suppliers and recipient LAs are identified, how they are matched, any prioritisation protocol and how equity of access is ensured. These packages should draw on findings from the CSC Regional Diagnostic work, including how LAs identify and respond to extra-familial harms, child sexual abuse (in response to IICSA) and domestic violence (see 7.1), and any</b>	<p><b>8.1.1</b> Initiate with a regional stakeholder workshop (including LA reps, DfE, LGA) to co-design the support criteria and access process.</p> <p><b>8.1.2</b> Draft and circulate a written offer template for targeted support, including scope, objectives, and expected outcomes.</p> <p><b>8.1.3</b> Formalise the supplier-recipient matching process through a documented protocol.</p> <p><b>8.1.4</b> Include additional measures such as:</p> <ul style="list-style-type: none"> <li>• Evaluation framework for each support package</li> <li>• Feedback loop from recipient LAs</li> <li>• Equity audit of access</li> </ul> <p><b>8.1.5</b> Develop and maintain a support activity tracker to log all offers, uptake, and outcomes.</p>	<p><b>8.1.1 By 30 September 2025</b>, hold the initial stakeholder workshop and produce a summary report.</p> <p><b>8.1.2 By 30 October 2025</b>, finalise and approve the regional support criteria and access process.</p> <p><b>8.1.3 By 31 November 2025</b>, implement the written offer template and matching protocol.</p> <p><b>8.1.4 By 31 December 2025</b>, ensure 100% of new support packages include evaluation and feedback mechanisms.</p> <p><b>8.1.5 By 31 December 2025</b>, at least 80% of LAs report awareness of and ability to access support packages.</p> <p><b>Quarterly</b>, publish a support activity tracker and report to the SW ADCS and SW RIIA Board on alignment with national programmes (e.g., Families First).</p>



<p><b>other forms of LA engagement and feedback.</b></p>	<p><b>8.1.6</b> Deliver tailored training/workshops based on regional diagnostic findings.</p> <p><b>8.1.7</b> Hold quarterly coordination meetings with DfE and LGA via the SWRIIA Board meetings.</p> <p><b>Quarterly</b> - Produce quarterly reports for SW ADCS and the SW RIIA that can be shared with the DfE, LGA, and CIB sub-group.</p>	
<p><b>8.2 Deliver the designed Targeted Support packages. Ensure delivery is available to every LA in the region who need that support. Delivery can take any form the RIIA and LA deems appropriate so long as it supports improvement in LA CSC services. It should not fund surge capacity between LAs in the region. Targeted support could include a Sector Led Improvement Partnership style approach. Packages should have clear objectives, measurables and a mechanism to</b></p>	<p><b>8.2.1</b> Work with each identified Local Authority (LA) to co-design and deliver a tailored support package aligned with CSC National Framework enablers and outcomes.</p> <p><b>8.2.2</b> Ensure each support package includes a built-in evaluation framework with baseline indicators, progress indicators, and post-delivery impact assessment.</p> <p><b>8.2.3</b> Facilitate up to 39 days of formalised LA-to-LA support as part of each support package, tailored to the needs of the receiving LA.</p> <p><b>8.2.4</b> Formally share progress, learning, and outcomes from support packages through quarterly SWRIIA and SWADCS reports, that can be shared with CIB and DfE.</p>	<p><b>8.2.1</b> By March 2026, co-design and deliver at least 2 tailored support packages to LAs identified as needing support, with each package aligned to at least 1 CSC National Framework priorities.</p> <p><b>8.2.2</b> By March 2026, ensure that <b>100%</b> of delivered support packages include a completed evaluation report with baseline, progress, and outcome statements.</p> <p><b>8.2.3</b> By March 2026, provide up to <b>39 days</b> of formalised LA-to-LA support per package for at least 2 LAs receiving targeted support.</p> <p><b>8.2.4</b> Submit formal progress and outcome reports for <b>100%</b> of delivered support packages through SW RIIA and SW ADCS on a <b>quarterly basis</b> by March 2026.</p>



<p><b>evaluate and share the progress and outcomes of the support with the RIIA and, where appropriate, the CIB sub-group and the Department. The objectives should be linked to the CSC National Framework enablers and outcomes.</b></p>	<p><b>NOTE:</b></p> <p>The SW RIIA plans to have a formal process as details in 8.1 but will be non-statutory and will be strengths based and is likely to include:</p> <ul style="list-style-type: none"> <li>- Performance Data Analysis</li> <li>- Use regional and national datasets to flag LAs with declining or consistently low performance.</li> <li>- Indicators might include inadequate or requires improvement Ofsted judgments, high re-referral rates, delays in assessments or care proceedings</li> <li>- workforce instability or high agency use.</li> <li>- Self-Assessment and Peer Review</li> <li>- Encourage LAs to submit self-assessments aligned to the CSC National Framework. Use peer challenge sessions or regional moderation panels to validate and compare findings.</li> <li>- Escalation or Early Warning from DfE or SWRIIA</li> <li>- Monitor informal concerns raised by the Department for Education or regional intelligence.</li> </ul>	
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	<ul style="list-style-type: none"> <li>- Can still include LAs under formal intervention or with recent DfE engagement.</li> <li>- Feedback from Sector-Led Improvement Activity</li> <li>- Use insights from previous support packages, learning reviews, or regional improvement networks to identify recurring or emerging needs.</li> <li>- Requests for Support</li> <li>- Allow LAs to request support directly, with a light-touch needs assessment to validate and prioritise.</li> </ul>	
<b>8.3 Regularly liaise with the Department and LGA regarding targeted support packages to ensure co-ordinated and coherent arrangements are in place locally and regionally to deliver improvements and address challenges. Ensure there is coordination with any support in place for LAs from the Department's CSC Improvement and Intervention national</b>	<p><b>8.3.1</b> LGA and DfE participate in existing regional governance structures, including quarterly SW RIIA and SW ADCS meetings. Engage LGA, LM, and CEX/DCS-level representatives through their roles on the SW RIIA. Share regular invites and updates through the SW ADCS network.</p> <p><b>8.3.2</b> Establish 6-weekly coordination meetings between DfE RISLs (for CSC and SEND), the regional coordinators, Chair DCS, and regional SLI and SEND DCS leads.</p>	<p><b>8.3.1</b> Hold at least <b>6 contact</b> meetings with DfE and LGA by <b>December 2025</b>, using existing forums (SW RIIA, SW ADCS) and 6-weekly RISL meetings, with documented attendance and outcomes. Invite DfE to attend relevant portions of SW RIIA meetings.</p> <p><b>8.3.2</b> Ensure that by <b>July 2025</b> the <b>meetings are set up</b> and shared into diaries up until March 2026. Maintain a <b>80%</b> attendance rate <b>at 6-weekly RISL coordination</b> meetings across 2025.</p> <p><b>8.3.3</b> Establish at least <b>2</b> active Communities of Practice by <b>March 2026</b>, with participation from 80% LAs in the region.</p>



<p><b>programme and other departmental programmes, such as the Families First Partnership Programme.</b></p>	<p><b>8.3.3</b> Establish and maintain Communities of Practice networks to share learning and promote consistency across the region</p> <p><b>8.3.4</b> Engage with and attend meetings and provide regular updates to the CIB when requested.</p> <p><b>8.3.5</b> Share quarterly updates with national ADCS and the Council of Reference to ensure national engagement and alignment.</p> <p><b>8.3.6</b> Share quarterly reports with DfE and LGA summarising regional support activity and alignment with national programmes.</p> <p>Maintain a contact list of key stakeholders from DfE, LGA, and regional leadership to ensure consistent communication and coordination.</p>	<p><b>8.3.4</b> Ensure the regional CIA is a member of the SW RIIA board. Attendance and contribution to any CIB meeting is shared with the RIIA.</p> <p><b>8.3.5</b> Quarterly national ADCS updates for the CoR are shared with the chair DCS and SLI lead DCS prior to submission and <b>2 will be shared by December 2025.</b></p> <p><b>8.3.6</b> Produce and share 4 quarterly reports with DfE and LGA by end of each quarter, with confirmation of receipt. First report shared by end of <b>Q3 2025</b> and then at the end of every quarter</p> <p>Create a contact list by <b>September 2025</b></p>
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## Appendices

### Appendix I Grant Costings SEND

Area of DfE Grant	Finance Projected Spend	Q2 (20% grant allocation)	Q3 (30% grant allocation)	Q4 (50% grant allocation)	Total Projected Spend per Area	DfE Allocation	Variance Spend vs Grant
<b>SEND Data Capacity and Capability</b>  This section funds all the KPI in section 1 1.1.1 to 1.1.3B  0 = actions that do not require separate funding	£89,429	£17,886	£26,829	£44,715	£211,859	£160,000	£51,859
	£25,000	£5,000	£7,500	£12,500			
	£89,429	£17,886	£26,829	£44,715			
	£8,000	£1,600	£2,400	£4,000			



	£0	£0	£0	£0			
	£0	£0	£0	£0			
<b>SEND Regional Diagnostics</b> This section funds all KPI in section 2 2.1.1 to 2.5.1	£2,000	£400	£600	£1,000	£19,000	£60,000	-£41,000
	£2,000	£400	£600	£1,000			
	£15,000	£3,000	£4,500	£7,500			
<b>SEND Universal Improvement</b> <b>Universal Project management</b> This section funds all KPI in section 3 3.1.2B as it has been costed separately	£106,869	£21,374	£32,061	£53,434	£266,563	£200,000	£66,563
	£28,330	£5,666	£8,499	£14,165			
	£131,365	£26,273	£39,409	£65,682			



<b>SEND Universal Improvement Workstream</b> This section funds KPI in section 3 Excluding 3.1.2B	£0	£0	£0	£0	£368,529	£400,000	-£31,471
	£30,000	£6,000	£9,000	£15,000			
	£20,000	£4,000	£6,000	£10,000			
	£20,000	£4,000	£6,000	£10,000			
	£60,000	£12,000	£18,000	£30,000			
	£20,000	£4,000	£6,000	£10,000			
	£10,000	£2,000	£3,000	£5,000			
	£4,000	£800	£1,200	£2,000			
	£4,000	£800	£1,200	£2,000			
	£14,500	£2,900	£4,350	£7,250			



	£25,000	£5,000	£7,500	£12,500			
	£18,731	£3,746	£5,619	£9,366			
	£57,792	£11,558	£17,338	£28,896			
	£10,000	£2,000	£3,000	£5,000			
	£30,000	£6,000	£9,000	£15,000			
	£44,505	£8,901	£13,351	£22,252			
<b>SEND Targeted Support Offer</b> <b>This includes all KPI in section 4</b>	£228,310	£45,662	£68,493	£114,155	£324,250	£370,200	-£45,950
	£30,000	£6,000	£9,000	£15,000			
	£65,940	£13,188	£19,782	£32,970			
<b>Totals</b>	<b>£1,190,200</b>	<b>£238,040</b>	<b>£357,060</b>	<b>£595,100</b>	<b>£1,190,200</b>	<b>£1,190,200</b>	<b>£0</b>



## Appendix II Grant Costings CSC

Area of DFE Grant	Sub Requirement	Plan activity and KPI Numbers	Finance Projected Spend	Q2 (20% grant allocation)	Q3 (30% grant allocation)	Q4 (50% grant allocation)	Total Projected Spend per Area	DfE Allocation	Variance Spend vs Grant
CSC Data Capacity and Capability  To support the better use of data by individual LAs and as a collective region as an enabler to CSC service improvement	5.1 Continue to collect and report on the core children's services indicators. Submit these indicators to the Department for Education on a termly basis. For further information about the indicators, please consult with the relevant regional team in the Department.	5.1.1 to 5.1.9	£14,500	£2,900	£4,350	£7,250	£80,000	£80,000	£0
	5.2 Develop data collection and analytical expertise and experience within the RIIA that can collect and utilise local and regional CSC data to identify regional trends, outliers and issues both quantitatively and qualitatively. The expertise should also support oversight and drive improvement activity of the RIIA and inform senior leaders in the region and the Children's Improvement Board (CIB) to ensure that national partners are able to support and enhance regional activity effectively. The Children's Social Care Dashboard can be used to support this, using the regional comparison function to identify trends.	5.2.1 to 5.2.9	£65,500	£13,100	£19,650	£32,750			



<p>CSC Regional Diagnostics</p> <p>To support the identification of issues in CSC provision within LAs and across the region.</p>	<p>6.1 Design a delivery strategy for Regional Diagnostics. The aim of the diagnostics should be to review area(s) of CSC performance within LAs of the region and area(s) of performance across the region as a whole. It should identify areas of strength and effective practice that can be disseminated and areas of weakness that can be targeted for improvement. The strategy should be underpinned by the CSC National Framework, utilise the CSC Dashboard and consider preparedness of LAs and the region to participate in the wider CSC reform programme, such as the Families First Partnership Programme.</p>	6.1.1 to 6.1.9	£12,000	£2,400	£3,600	£6,000	£48,000	£48,000	£0
	<p>6.2 Deliver the designed Regional Diagnostics. Ensure delivery is available to every LA in the region. Delivery can take any form the RIIA and LA deems appropriate and could include a self-assessment and peer challenge programme.</p>	6.2.1 to 6.2.5	£32,000	£6,400	£9,600	£16,000			
	<p>6.3 Collate and share headline learnings from the Regional Diagnostics with LAs and across the region to inform continuous improvement and sharing of good practice. Liaise with the CIB to share learning from Regional Diagnostics</p>	6.3.1 to 6.3.5	£800	£160	£240	£400			
	<p>6.4 Ensure the programme informs and aligns with the RIIAs CSC Targeted Support offer (section 8 of the Statement of Requirements).</p>	6.4.1 to 6.4.2	£1,200	£240	£360	£600			
	<p>6.5 Ensure the Regional Diagnostics informs, aligns with and supports other resources / programmes, including those provided by the Department. This includes Departmental</p>	6.5.1 to 6.5.4	£2,000	£400	£600	£1,000			



	programmes such as Sector Led Improvement Partners, Improvement Advisers, the Families First Partnership Programme, and Practice Guides.								
CSC Universal Improvement	7.1 Design and deliver activity to drive improvement across the region on an identified regional CSC priority (or priorities). The priority should be identified in terms of the outcomes of the Children's Social Care National Framework statutory guidance. Identify areas for improvement through the CSC Regional Diagnostics work, as well as considering the indicators within the CSC Dashboard. The region may want to give particular attention to reviewing how LAs identify and respond to extra-familial harms, child sexual abuse (in response to IICSA) and domestic violence under Outcome 3 of the National Framework – children and young people are safe in and outside of their homes – to identify areas of good practice and share learning.	7.1.1 to 7.1.6	£89,000	£17,800	£26,700	£44,500	£200,000	£200,000	£0
To support CSC improvement need(s) for all LAs within the region.	7.2 Ensure that the activity for 7.1. is based on, or considers, the principles and recommendations set out in Practice Guides. Existing Practice Guides cover Kinship Care and Parenting Through Adversity (0-10).	7.2.1 to 7.2.3	£31,000	£6,200	£9,300	£15,500			
	7.3 Establish, or further develop, a regional community of practice for children's social care improvement. This community should draw on the CSC Regional Diagnostics work and regularly bring together senior practice leaders from each local authority within the region to share learning and	7.3.1 to 7.3.5	£12,000	£2,400	£3,600	£6,000			



	good practice on chosen priorities. This community of practice should consider the information and questions outlined in Annex 2 of the Statement of Requirements document.								
	7.4 All activity should work in collaboration with stakeholders and regional partners to facilitate strong regional partnerships for example with police, health leaders and education leaders. Regions should also consider the role of voluntary and community services in delivering improvements.	7.4.1 to 7.4.4	£68,000	£13,600	£20,400	£34,000			
CSC Targeted Support	8.1 Design and develop criteria and a process, agreed across the region's local authorities, through which packages of targeted support can be delivered to individual LAs. The process should set out clearly how suppliers and recipient LAs are identified, how they are matched, any prioritisation protocol and how equity of access is ensured. These packages should draw on findings from the CSC Regional Diagnostic work, including how LAs identify and respond to extra-familial harms, child sexual abuse (in response to IICSA) and domestic violence (see 7.1), and any other forms of LA engagement and feedback.	8.1.1 to 8.1.5	£2,388	£478	£716	£1,194	£100,388	£100,388	£0
To support CSC improvement need(s) for specific LAs within the region	8.2 Deliver the designed Targeted Support packages. Ensure delivery is available to every LA in the region who need that support. Delivery can take any form the RIIA and LA deems appropriate so long as it supports improvement in LA CSC services. It should not fund surge capacity	8.2.1 to 8.2.4	£70,000	£14,000	£21,000	£35,000			





<p>between LAs in the region. Targeted support could include a Sector Led Improvement Partnership style approach. Packages should have clear objectives, measurables and a mechanism to evaluate and share the progress and outcomes of the support with the RIIA and, where appropriate, the CIB sub-group and the Department. The objectives should be linked to the CSC National Framework enablers and outcomes.</p> <p>8.3 Regularly liaise with the Department and LGA regarding targeted support packages to ensure co-ordinated and coherent arrangements are in place locally and regionally to deliver improvements and address challenges. Ensure there is coordination with any support in place for LAs from the Department's CSC Improvement and Intervention national programme and other departmental programmes, such as the Families First Partnership Programme.</p>								
	8.3.1 to 8.3.6	£28,000	£5,600	£8,400	£14,000			
<b>Total</b>		<b>£428,388</b>	<b>£85,678</b>	<b>£128,516</b>	<b>£214,194</b>	<b>£428,388</b>	<b>£428,388</b>	<b>£0</b>