

Appendix 2. Strategic Priorities and SENDIASS Minimum Standards Improvement Plan 2026–2027

This improvement plan translates the annual self-assessment findings into a focused programme of action for 2026–2027. It prioritises areas rated Amber, while maintaining and evidencing standards already assessed as Green. Progress will be overseen by the SENDIASS Manager and reviewed through the Strategic Management Group and wider SEND governance arrangements.

Strategic priorities for 2026–2027

1. **Strengthening commissioning, co-production and capacity assurance** so that governance, resources and service-user participation remain aligned with local need.
2. **Improve awareness and accessible digital information** while managing the effect of increased demand on response times and casework capacity.
3. **Evidence the full education, health and social care offer** and the outcomes achieved for children, young people and families.
4. **Develop a planned training and engagement offer** for families, young people and professionals, with clear measures of reach and impact.
5. **Strengthening workforce assurance and quality improvement** through legal training compliance, supervision, reflective practice and learning from feedback.
6. **Maintain strong governance, independence and specialist casework**, including effective support before, during and after SEND Tribunal appeals.

Minimum Standards improvement plan

Priority and standards	Improvement actions	Lead and timescale	Success measures and evidence
1. Commissioning, co-production and capacity Standards 1.1, 1.2, 1.4, 1.7 and 1.8	Secure a current written joint commissioning agreement across education, health and social care that directly references the Minimum Standards and confirms continuity arrangements.	Lead: SENDIASS Manager, Head of Service, education, health and social care commissioners, SMG Chair. Timescale: Commissioning agreement and capacity analysis by December 2026; quarterly review thereafter.	- Signed agreement explicitly aligned to the Minimum Standards. - Annual capacity report with agreed thresholds and actions. - Ring-fenced allocation and spending

	• Complete annual capacity and demand analysis using CRM activity, Intervention Level 4 Tribunal demand, officer time, referral routes, response times and staffing availability. • Maintain written evidence of the ring-fenced budget, delegated management arrangements and use of underspend. • Formalise and record how children, young people, parents and carers influence decisions through the SMG, Facebook Live discussions, workshops and drop-in sessions. • Review the improvement plan at each SMG meeting and report progress through RAG monitoring.		decisions evidenced. • Service-user influence recorded in minutes and “You Said, We Did” reporting. • SMG receives and challenges quarterly progress.
2. Awareness, accessibility and digital information Standards 1.3, 1.5, 1.6, 3.2 and 3.3	• Complete a targeted awareness plan for schools, colleges, SENCOs, SEND teams, health, social care,	Lead: SENDIASS Manager with Communications and Digital teams. Timescale: Audit by October 2026; priority changes by March 2027;	• Website checklist completed and gaps closed. • Accessible format offer published and

	kinship carers and communities with lower awareness. • Monitor the impact of promotion on demand, referral routes and response times to protect timely access. • Audit the stand-alone website against all required content: contact details, opening hours, response times, SEND topics, national and local signposting, Local Offer links, key policies and complaints information. • Complete an accessibility review of the website, online request route and branded information, including alternative formats and reasonable adjustments. • Continue weekly publication of response times and clear messaging on impartiality, confidentiality and arm's-length status.	monitoring quarterly.	tested with service users. • Referral-source and social-media reach data reported quarterly. • Response times remain ordinarily within 48 hours. • Future surveys maintain strong confidence in impartiality and show improved awareness.
--	--	------------------------------	--

3. Full IAS offer and outcomes Standards 2.3, 3.1, 3.4 and 3.5	• Refine CRM reporting to show support to children, young people and parents across education, health and social care, including SEN Support, placement, EHC needs assessment, health, social care, mediation and Tribunal. • Develop outcome measures that record increased understanding, confidence, participation, resolution or progression. • Produce anonymised case studies showing advocacy, accessible participation, self-advocacy and impact for children and young people. • Continue recording every case under the child or young person's name and strengthen recording of their views and intended outcomes. • Monitor Tribunal volume, complexity, officer time,	Lead: SENDIASS Manager and Case Officers. Timescale: Revised reporting framework by November 2026; quarterly reporting from January 2027.	• Quarterly dashboard clearly evidences the full IAS offer by service-user group and subject area. • At least one outcomes case study is presented at each SMG meeting. • Children and young people's views are visible in audits. • Tribunal demand and resource impact are evidenced and inform capacity decisions. • Examples show SENDIASS intelligence influencing local policy or practice.
--	--	---	---

	support before, during and after appeal, and outcomes.		
4. Training and engagement offer Standards 2.2, 2.3 and 3.6	• Create an annual programme of SEND-specific workshops and information sessions for parents, carers, children, young people and education, health and social care professionals. • Use a blended model of Facebook Live sessions, face-to-face workshops, drop-ins and presentations to partner groups. • Continuing targeted work with Special Guardianship Order and kinship-carer networks. • Record audience, topic, attendance, feedback, learning and unmet demand for every session. • Use regional and national IASS learning to refresh local content and record resulting changes to practice.	Lead: SENDIASS Manager with Case Officers and partner agencies. Timescale: Programme published by October 2026; impact review by June 2027.	• Published annual programme covering priority SEND topics and audiences. • Attendance, reach and satisfaction reported to SMG. • Evidence of increased referrals and support for underserved groups, including kinship carers. • Participants report on improved knowledge of rights, processes and next steps. • Regional or national learning leads to documented service improvements.
5. Workforce, legal training	• Maintain a training	Lead: SENDIASS Manager.	• 100% of advice-giving staff

and quality assurance Standards 2.1, 4.1 and 4.3	compliance matrix confirming completion of all required IPSEA legal training within 12 months of joining. - Record induction, buddying, casework coaching and supported practice for every new starter. - Maintain monthly supervision and access to interim one-to-one support. - Introduce a documented programme of case audits, reflective practice, peer learning and team development days. - Record continuing professional development and how learning improves advice quality and consistency.	Timescale: Compliance matrix by September 2026; quality assurance cycle operational by November 2026; reviewed quarterly.	complete required legal training within 12 months. - All new starters have an induction and coaching record. - Supervision and case-audit coverage are reported quarterly. - Audit findings produce documented learning actions. - Advice is accurate, consistent and supported by current law and guidance.
6. Feedback, governance and continuous improvement Standards 1.7, 1.8, 4.2 and 4.3	- Introduce a visible “You Said, We Did, Difference Made” record covering survey findings and feedback collected during casework. - Capture children and young	Lead: SENDIASS Manager and SMG Chair. Timescale: Feedback framework by October 2026; mid-year review January 2027; annual review July 2027.	- Feedback themes and resulting actions are published and reviewed. - Children and young people’s voices are evidenced in

	people's feedback systematically and report themes without identifying individuals. • Repeat survey measures impartiality, accessibility, awareness, responsiveness and outcomes. • Maintain representative SMG membership across service users, education, health and social care, with young people continuing as members or advisers. • Retain records of attendance, challenge, decisions and completed improvement actions.		governance decisions. • Survey results show sustained trust, satisfaction and arm's-length confidence. • SMG minutes demonstrate scrutiny and service-user influence. • All actions have an accountable lead, due date and evidence of completion.
7. Maintain Green standards Standards 1.3–1.5, 1.7–1.8, 2.1–2.3, 3.4–3.5 and 4.2–4.3	• Continue the 24-hour answerphone, callback routes, weekly response-time updates and flexible contact methods. • Protect the ring-fenced budget and dedicated manager role. • Continue SMG scrutiny, national and regional engagement,	Lead: SENDIASS Manager, Head of Service and SMG. Timescale: Ongoing throughout 2026–2027.	• No Green standard deteriorates at the mid-year or annual review. • Evidence files remain current and available for governance assurance. • Risks are escalated promptly where performance or capacity changes.

	advocacy, Tribunal support, regular feedback, supervision and professional development. • Retain evidence rather than relying solely on narrative assurance.		
--	---	--	--