



Children and Young People's Overview and Scrutiny Sub-Board

[Date of board to be added]

Special Educational Needs and Disabilities (SEND) Progress Report

Purpose of report

The purpose of this report is to provide the Children and Young People's Overview and Scrutiny Sub-Board with a six-month progress update on the Local Area Partnership's response to the findings of the March 2025 Area SEND Inspection and the subsequent Notice to Improve. The report summarises the progress made in delivering the Priority Impact Plan, the impact of improvement activity across the partnership, and the assurance arrangements in place to monitor performance, manage risk and drive sustained improvement.

The report also highlights key areas of focus and lines of enquiry arising from ongoing monitoring and challenge by the Department for Education and NHS England, including feedback from the March 2026 Stocktake and subsequent review activity. It is intended to provide Members with assurance regarding the pace and effectiveness of improvement whilst maintaining oversight of the areas requiring continued attention to ensure better outcomes for children and young people with SEND and their families in Torbay.

Recommendations

1. To note the progress made by the SEND Local Area Partnership in delivering the Priority Impact Plan in response to the findings of the March 2025 Area SEND Inspection and subsequent Notice to Improve.
2. To be assured that effective governance, performance monitoring and risk management arrangements are in place to support and sustain SEND improvement across the partnership.

3. To note the feedback and areas of focus identified through monitoring activity undertaken by the Department for Education and NHS England, including the March 2026 Stocktake and subsequent deep dive activity, and the partnership's actions in response.

Background

Following the March 2025 Area SEND Inspection by Ofsted and the Care Quality Commission, Torbay's Local Area Partnership was judged to have widespread and/or systemic failings in its arrangements for children and young people with SEND. As a result, Torbay was issued with a Notice to Improve, requiring the partnership to address four Areas for Priority Action identified by inspectors. While the inspection recognised some progress since the previous inspection, it concluded that urgent and sustained improvement was needed to ensure children, young people and families receive the support they need and deserve.

In response, the partnership developed a co-produced Priority Impact Plan (PIP), which was approved by the Department for Education and NHS England in October 2025 as an actionable plan to address the inspection findings. The PIP established five priority areas for improvement: governance and co-production; commissioning; multi-agency support for children without an EHCP; waiting times and support for health assessments; and preparation for adulthood. Delivery is overseen through strengthened governance arrangements, including an independently chaired SEND Local Area Improvement Partnership (SLAIP) Board, with progress subject to formal monitoring by the DfE, NHS England, Ofsted and CQC over an 18-month improvement period.

Monitoring Arrangements

Robust monitoring, challenge and assurance arrangements have been in place over the last six months to ensure delivery of the PIP and maintain oversight of progress against the Notice to Improve. The SLAIP Board receives regular progress trackers and thematic spotlight reviews, providing detailed analysis of performance, delivery and impact across each Priority Impact Area and Areas for Improvement. A comprehensive risk management approach is also in place, with risk registers used to identify emerging issues, monitor mitigating actions and enable the Board to formally escalate concerns to accountable senior leaders across the partnership where additional action is required. Building on these arrangements, a Performance and Quality Assurance Sub-Group was established in December 2025 to provide greater scrutiny of performance information and oversight of delivery against the 2025/26 Quality Assurance Framework. The Sub-Group reports directly to SLAIP and escalates any areas of concern requiring strategic intervention.

In addition to local governance and assurance processes, Torbay continues to operate within the Department for Education (DfE) and NHS England monitoring, support and challenge framework established following the inspection. Since the previous Overview and Scrutiny report, two formal external monitoring activities have taken place. In March 2026, the DfE and NHS England completed a comprehensive Stocktake review, including detailed examinations of each Priority Impact Area, engagement with SEND Family Voice Torbay and the Independent Chair of SLAIP, followed by a senior leadership review of progress. In July 2026, a further full day deep dive focused on Priority Area 3, Multi-Agency Working (Identification, Assessment and Meeting Need), providing additional independent scrutiny of progress and impact. Together, these internal and external assurance arrangements provide a rigorous framework for monitoring delivery, identifying risks at an early stage and ensuring accountability for sustained improvement across the SEND system.

Summary of Progress Since the Inspection

Since the SEND inspection in March 2025, the Torbay SEND Local Area Partnership has delivered a substantial programme of improvement across the Priority Impact Areas and Areas for Improvement identified within its Priority Impact Plan. Independent reviews undertaken by the Department for Education and NHS England have concluded that the partnership is making good progress, with stronger governance, improved multi-agency working and more effective collaboration across education, health and care. Reviewers have recognised clear evidence that the partnership has responded positively to the inspection findings and has established stronger foundations for sustained improvement.

Progress is evident across all five priority areas. Governance arrangements have been strengthened, strategic commissioning is increasingly driven by a shared understanding of need, multi-agency systems are operating more effectively, waiting times have reduced across several key pathways, and transition arrangements for young people moving into adulthood have improved. Alongside these system improvements, there is growing evidence of positive impact for children, young people and families, including improved access to support, stronger statutory performance and increased opportunities for participation and influence.

The partnership recognises, however, that not all children, young people and families will yet be consistently experiencing the full benefits of these improvements. Both the Stocktake and Deep Dive reviews highlighted the importance of continuing to demonstrate how changes to systems, processes and services are translating into improved lived experiences, increased confidence and better outcomes for families.

As the partnership prepares for the SEND Monitoring Inspection, the focus is increasingly on evidencing the impact of improvement activity, alongside its implementation.

The following sections provide a summary of progress against each Priority Impact Area, together with the key areas requiring further improvement prior to the forthcoming monitoring inspection.

Area 1: Governance: Work faster and better together. Improve Co-production and relationships with parents and carers.

Significant progress has been made in strengthening SEND governance arrangements across the Local Area Partnership, resulting in clearer accountability, stronger multi-agency collaboration and more effective oversight of performance, quality and risk. The July 2026 DfE/NHSE Stocktake concluded that governance arrangements have strengthened considerably since inspection, describing a more mature partnership culture, improved collaboration across education, health and care, and greater alignment around shared priorities. The introduction of an Independent Chair has increased pace, sharpened challenge and accountability, and helped establish stronger partnership ownership of improvement.

Governance is now supported by a comprehensive framework of partnership boards, performance reporting and quality assurance arrangements. The SEND Performance and Quality Assurance Sub-group has established systematic oversight of performance, audit findings, risk and improvement actions, enabling leaders to identify concerns early and drive timely corrective action. Strategic risks, including EHCP timeliness, health waiting times and inclusion, are routinely scrutinised through partnership governance, supported by increasingly sophisticated use of data and quality assurance intelligence. The Stocktake found that implementation of the Priority Impact Plan is broadly on track and recognised evidence of partners taking prompt action where issues are identified.

The partnership has also strengthened co-production and transparency within governance arrangements. Parent carers and young people now have established routes to influence strategic decision making through SEND Family Voice representation, participation activity and SEND Pledge engagement. The Stocktake recognised that there are now more opportunities for children, young people and families to influence service development and acknowledged the progress made in rebuilding relationships with families.

Evidence of impact includes:

- A co-produced Joint Strategic Needs Assessment is informing commissioning decisions across education, health and care.

- Multi-agency quality assurance and performance arrangements are providing stronger oversight of service quality and improvement activity.
- Shared governance has supported improvements in EHCP quality, commissioning, inclusion initiatives and preparation for adulthood pathways.
- Leaders have established a clear understanding of the partnership's highest risks and are using governance processes to monitor and drive improvement.
- The Local Area Partnership's progress was assessed as showing "strong signs of a maturing partnership" with strengthened governance and greater shared ownership across agencies.

Feedback from children, young people and their families:

Parent carers consistently value the person-centred, flexible and relational approach demonstrated by many professionals, particularly where families feel listened to, understood and actively involved in decision-making. Feedback also highlights opportunities to further strengthen communication and consistency across services, including ensuring timely responses, providing clear explanations of decisions, and making pathways for raising concerns or seeking further support more transparent.

Young people involved in the SEND Youth Forum said they are hearing about improvements but do not yet consistently feel them in daily life. Their forum priorities focus on being seen, heard and understood, fair and consistent support, trusted adults who listen, clear explanations and emotional safety.

Area 2: Commissioning: Identify gaps where no support or provision exists and create support and services for these areas

The Local Area Partnership has made substantial progress in strengthening SEND commissioning arrangements, moving from a reactive approach to one that is increasingly evidence led, jointly governed and focused on improving outcomes for children and young people with SEND. A major milestone has been the completion and publication of the co-produced SEND Joint Strategic Needs Assessment (JSNA), which now provides a shared understanding of need across education, health and care and is actively informing commissioning decisions, risk management and sufficiency planning. The July 2026 DfE/NHSE Stocktake recognised the JSNA as a key strength and highlighted positive progress in commissioning across multiple workstreams.

Commissioning governance has been strengthened through the establishment of a multi-agency Commissioning Oversight Group, providing systematic review of needs analysis, service performance, emerging risks and gaps in provision. This has created a more coordinated approach to planning and investment across the partnership, ensuring commissioning decisions are informed by data, lived experience and strategic priorities. The Stocktake found that commissioning

intelligence is now influencing service development across autism, neurodiversity, speech and language, mental health, post-16 provision, adult social care and specialist education

Evidence of impact includes:

- 40 additional specialist autism places have been created at Combe Pafford School for September 2026, increasing local specialist provision and reducing reliance on out of area placements.
- The partnership has expanded mainstream resource base capacity, strengthened EOTAS (Educated other than at school) commissioning arrangements and widened post-16 education and employment pathways for young people with SEND.
- The under-5 Speech, Language and Communication Needs pathway has improved significantly, with average waiting times reducing from 45 weeks to 25 weeks between April 2025 and April 2026 following service redesign and locality-based delivery models.
- Mental health commissioning improvements have increased access to support, with MyWay supporting more than 2,000 children and young people and Lumi Nova engagement increasing from 33 to 150 monthly sign-ups by April 2026.
- Commissioning arrangements have also supported the development of enhanced outreach services, locality inclusion pilots and strengthened transition pathways into adulthood.

Feedback from children, young people and their families:

Families report positive experiences where support is tailored, responsive and delivered close to home, including through Portage, PEEP (Parenting Support), specialist health services, EOTAS packages and schools that have a strong understanding of their children's needs. Feedback also highlights opportunities to further develop the range of local provision, strengthen the clarity of pathways and information available to families, and continue enhancing access to respite and family support, ensuring timely and consistent decision making across services.

CYP feedback highlights the importance of provision that feels safe, tailored and meaningful. In Alternative Provision/EOTAS examples, children described valuing free time, feeling different from previous settings and benefiting where provision supports confidence, emotional regulation, engagement and communication.

Area 3: Multi-agency working: Work together to improve support for those children without an EHCP

The partnership has made strong progress in strengthening multi-agency working across education, health and care. Independent review through both the DfE/NHSE Stocktake and Priority Area 3 Deep Dive found clear evidence of improved

collaboration, more effective pathways and stronger joint accountability for identifying and meeting the needs of children and young people with SEND. Reviewers concluded that Torbay is on track in responding to the inspection findings and that most of the planned improvement activity has now been implemented.

A key area of progress has been the development of a more consistent graduated response. Investment in school improvement, specialist outreach and speech and language support has increased the confidence and engagement of schools and early years settings. The locality model has strengthened access to advice and earlier intervention, helping education settings respond more effectively to need before issues escalate. Deep dive reviewers identified this work as a strong example of successful partnership working generating positive impact for children, young people and families in Torbay.

The partnership has also strengthened EHCP processes through improved quality assurance, clearer multi-agency practice and stronger oversight. The deep dive identified improving EHCP quality and timeliness, supported by systematic auditing, pre-issue quality checks and closer collaboration between education, health and social care partners. School leaders reported improvements in the quality of plans, and the partnership achieved full compliance with statutory phase transfer requirements during Spring 2026.

Multi-agency working is also delivering improved support for children at key transition points. Stronger collaboration between children's services, adult social care, health providers, education settings and employers has resulted in earlier transition planning, clearer pathways into adulthood and more effective support for young people preparing for employment, training and independent living.

Evidence of impact includes:

- The DfE/NHSE Deep Dive concluded that stronger multi-agency working is now evident across education, health and care services, with the partnership on track to deliver the improvements required following inspection.
- 29 of 31 targeted primary schools and five early years settings participated in the Speech, Language and Communication Needs locality pilot, supporting earlier intervention and more consistent identification of need.
- Multi-agency quality assurance processes have contributed to measurable improvements in the quality of EHCPs, with positive feedback from schools and evidence of improvement through regular audits.
- EHCP timeliness improved during 2026, with the proportion of plans issued within 20 weeks rising above the 2025 national average of 46%
- 100% compliance with statutory phase transfer deadlines was achieved in Spring 2026.

- The Team Around the Special School (TAS) model has improved the identification of emerging needs and enabled faster multi-agency support.
- The number of 16 to 25-year-olds with EHCPs who were not in education, employment or training reduced by 55% between January and July 2026.
- The proportion of young people with an unknown destination reduced from 2.4% to 1.2%, reflecting stronger tracking and engagement arrangements.
- Supported internship opportunities increased by 500%, with 80% of NHS internship participants progressing into paid employment.

Feedback from children, young people and their families:

Parents report improved confidence where schools and services work together, listen and provide earlier support. Locality pilot feedback includes families feeling better supported, more listened to and more confident that schools understand and can meet their child's needs. However, concerns remain where EHCP implementation is inconsistent or children miss education while responsibilities are resolved.

Young people's priorities include getting the right support at the right time, fair and consistent learning support, trusted adults and preparation for life now and in the future. Locality and inclusion evidence shows positive impact where support improves self-regulation, communication, engagement and access to learning.

Area 4: Waiting Times and Support: Reduce waiting times for health assessments and improve the support available whilst waiting

The partnership has made tangible progress in reducing waiting times across several key health pathways and strengthening support available to children, young people and families while they wait for assessment or intervention. The July 2026 DfE/NHSE Stocktake recognised meaningful progress in this area, particularly within mental health services, support while waiting arrangements and multi-agency management of children with higher levels of need. Reviewers identified stronger oversight, improved pathways and increased access to early support as evidence of a more responsive system.

A particular area of success has been Speech and Language Therapy (SaLT), where sustained recovery activity has delivered significant reductions in waiting times. Alongside improved performance management and pathway redesign, the introduction of linked therapists, locality working and accessible support offers has strengthened both access to services and support available before specialist intervention is required. Mental health services have also demonstrated sustained improvement, supported by enhanced triage arrangements, digital provision and expanded early intervention support.

Alongside reducing waits, the partnership has developed a broader "support while waiting" offer to ensure children and families can access advice, guidance and

practical support earlier. This now includes advice lines, workshops, school-based support, digital resources, drop-in sessions and targeted neurodiversity support. The Stocktake recognised improvements in early-help and pre-diagnostic support through the Neurodiversity Advice Line, parent programmes, integrated Family Hub and health provision, and expanded outreach support.

Stronger governance and performance oversight have also been established.

Named pathway leads, improved dashboards and routine escalation processes now provide greater visibility of waiting times and service performance. This has enabled the partnership to target recovery activity more effectively and maintain a stronger focus on improving access to support across health services.

Evidence of impact includes:

- The DfE/NHSE Stocktake identified meaningful progress in reducing waiting times, particularly within mental health services, alongside improved support for children and families while they wait.
- The number of children aged under 4.5 waiting for Speech and Language Therapy reduced from 300 to 14 between March 2025 and June 2026.
- The number of children waiting more than 18 weeks for Speech and Language Therapy reduced from 250 to 10, representing a 96% reduction, with 91% of children now seen within 18 weeks.
- CAMHS Mental Health Response Service (MERS) waiting times reduced to an average of 6 weeks, with no child waiting longer than 18 weeks since December 2025.
- Community Paediatrics has eliminated waits over 40 weeks, with 59% of children now waiting less than 18 weeks.
- The introduction of a new triage model ensures contact is offered within four weeks of referral for mental health services.
- The Occupational Therapy advice line supported 58 families during its initial reporting period and achieved a satisfaction score of 9.9 out of 10.
- Support while waiting has been expanded through Speech and Language Therapy drop-ins, MyWay digital and face-to-face support, neurodiversity navigation services, parent programmes, school-based support and practical family workshops.
- Multi-agency triage and escalation arrangements have strengthened oversight of children with higher levels of need, ensuring those at greatest risk are prioritised appropriately.

Feedback from children, young people and their families:

Families recognise and value the support available while waiting for services, including advice, parent programmes, practical strategies, assessments, signposting and emotional support. Feedback is particularly positive where families feel listened to, supported and provided with clear next steps. The partnership continues to focus on reducing waiting times and strengthening the support available during this period,

to minimise the stress and uncertainty families face while waiting for decisions or provision.

Children and young people report positive outcomes where support improves confidence, emotional wellbeing, independence, school participation and communication. Transition clinic and health feedback shows young people feeling better prepared, less worried about moving into adult services and more able to understand or manage their own needs.

Area 5: Preparation for Adulthood: Improve processes for transition from Children's into Adults' services so that young people are better supported across education, health and care

The partnership has strengthened preparation for adulthood arrangements through improved collaboration between education, health, social care and employment partners, resulting in clearer pathways and earlier transition planning for young people with SEND.

Both the DfE/NHSE Stocktake and the Priority Area 3 Deep Dive recognised encouraging progress in this area, identifying strengthened commissioning, improved oversight and more effective joint working to support young people as they move towards adulthood.

A key area of improvement has been the development of more coordinated transition pathways between children's and adult services. Enhanced governance arrangements, including dedicated transition groups and multi-agency oversight processes, are supporting earlier planning and improved coordination across health and social care services. Transition planning now begins earlier, with clearer expectations around preparation for adulthood and greater involvement of adult services in supporting young people and their families.

The partnership has also increased opportunities for young people to progress into education, employment and training. Investment in supported internships, employment pathways and post-16 provision has expanded the range of opportunities available locally, while stronger tracking and oversight arrangements are ensuring young people at risk of becoming NEET are identified and supported more effectively. The Stocktake highlighted strengthened post-16 opportunities, SEND employment pathways and improved commissioning arrangements as evidence of a more effective preparation for adulthood system.

Alongside these developments, preparation for adulthood is being more consistently reflected within Education, Health and Care Plans. The Deep Dive recognised the introduction of a revised co-produced 0-25 EHCP template, designed to strengthen preparation for adulthood outcomes, transition planning and next steps. The

partnership was able to demonstrate growing evidence that forward planning for key life transitions is becoming more embedded within plans and practice.

Evidence of impact includes:

- A dedicated multi-agency transitions governance structure is now in place across children's and adult health services, improving oversight of transition pathways across physical health, learning disability, mental health and neurodiversity services.
- Transition planning begins earlier, with clear expectations that planning starts by Year 9 and, in some services, from ages 11 to 14.
- Adult social care is more routinely involved in planning for adulthood through attendance at EHCP reviews, transition panels and joint case discussions.
- Occupational Therapy services have embedded transition planning from age 14, working alongside Adult Social Care to identify young people who may require future support.
- Transition pathways are now embedded within provider contracts and have been strengthened through the implementation of NHS England guidance and enhanced quality assurance arrangements.
- Families have access to improved information and guidance, including transition resources, Year 9 information packs and support to help young people develop greater independence and manage their own health needs.
- A revised co-produced 0-25 EHCP template has strengthened the focus on Preparation for Adulthood outcomes, transition planning and next steps
- The DfE/NHSE Stocktake recognised improved pathways, stronger commissioning arrangements and better coordination between services supporting young people as they move into adulthood.

Feedback from young people and their families:

Parents and carers describe the transition to adulthood most positively when support is well coordinated and focused on preparing young people for the future. Families value professionals who work collaboratively across services, provide reassurance about what comes next and take time to understand individual circumstances.

Feedback suggests that multi-agency planning is helping families feel more informed and confident about the move from children's to adult services, while the increasing focus on preparation for adulthood is supporting conversations about independence, education, employment and future aspirations.

Parents also welcome the work underway to develop clearer post-16 pathways and opportunities that help young people prepare for adult life. These developments are helping families gain a better understanding of the support available and what to expect during transition, while ongoing improvement activity aims to further strengthen confidence and ensure that preparation for adulthood is consistently embedded across all pathways.

Young people report that they feel more confident about adulthood when they are actively involved in planning for their future and supported to develop greater independence. Positive experiences are particularly evident where young people have been given clear information, practical guidance and opportunities to build the skills needed to manage aspects of their lives more independently.

Young people also value support that helps them think about their aspirations beyond school, including further education, employment and independent living.

Continued Improvement Priorities

Priority Impact Area 1: Governance, Leadership and Accountability

Governance arrangements are now stronger and more effective; however, both the Stocktake and inspection preparation activity identified the need for the partnership to move beyond evidencing activity and demonstrate the impact of governance on the experiences and outcomes of children, young people and families. The monitoring visit is likely to place significant weight on whether leaders can evidence that strengthened accountability, challenge and oversight are translating into measurable improvements in lived experience.

Key areas for continued improvement:

- Strengthen evidence showing how governance decisions have improved outcomes for children and young people across all five Priority Impact Areas.
- Demonstrate the impact of quality assurance, audit and performance management activity on frontline practice and service delivery.
- Evidence improvements in communication, engagement and trust with families, including how feedback is influencing decision making and service redesign.
- Continue strengthening co-production so that the SEND Pledge and governance arrangements result in demonstrable improvements in family experience.
- Ensure performance reporting consistently evidences impact, not solely delivery of actions.

Priority Impact Area 2: Commissioning

The partnership has established a stronger commissioning framework based on the SEND JSNA, improved governance and better sufficiency planning. The next stage is to demonstrate more clearly the impact of commissioning decisions on outcomes for children and young people and to evidence how commissioning intelligence is used to identify, manage and mitigate risks.

Key areas for continued improvement:

- Demonstrate clear links between commissioning decisions and improvements in outcomes, access and experiences for children and young people with SEND.
- Continue embedding the JSNA as a live planning tool to inform future commissioning priorities and sufficiency decisions.
- Evidence the impact of new specialist provision, resource bases and locality models on inclusion and demand management.
- Strengthen outcome measures across commissioned services so that improvements can be demonstrated through consistent performance and lived experience evidence.
- Ensure commissioning oversight routinely evidences how identified service gaps are translated into commissioning action and monitored for impact.

Priority Impact Area 3: Multi-Agency Working

The Deep Dive confirmed that multi-agency working has strengthened considerably and that the partnership is on track in responding to inspection findings. The primary focus before the monitoring visit is now to evidence the impact of those improvements and ensure consistency across pathways and services.

Key areas for continued improvement:

- Demonstrate further improvements in the health, social care and provision sections of EHCPs, reflecting the specific areas identified within both inspection and Deep Dive activity.
- Continue strengthening the quality and consistency of EHCPs, particularly in relation to outcomes, provision and transition planning.
- Build a stronger evidence base demonstrating the impact of the graduated response and locality-based support models on outcomes for children and young people.
- Evidence the effectiveness of multi-agency pathways supporting children at risk of missing education, including attendance, part-time timetables and alternative provision pathways.
- Demonstrate the impact of work to reduce exclusions and suspensions, particularly for children and young people with SEND.
- Ensure improvements to multi-agency pathways and support arrangements are clearly reflected within the Local Offer and accessible to families.

Priority Impact Area 4: Waiting Times and Support While Waiting

The Stocktake recognised meaningful progress in reducing waiting times and improving support while waiting. The strongest evidence currently exists within Speech and Language Therapy and mental health services. Prior to the monitoring visit, the emphasis must be on sustaining recovery and strengthening evidence of impact across all pathways.

Key areas for continued improvement:

- Continue reducing waiting times in pathways where demand remains high, particularly neurodevelopmental and occupational therapy services.
- Demonstrate the effectiveness and reach of support available while children and families are waiting for assessment or intervention.
- Strengthen evidence showing the impact of support while waiting on family experience, wellbeing and outcomes.
- Improve the consistency of performance and outcome reporting across health pathways, enabling clear demonstration of progress and recovery.
- Continue evidencing the effectiveness of multi-agency triage, escalation and prioritisation arrangements for children with complex needs.
- Develop a clearer narrative linking reductions in waiting times with improvements in children's experiences and access to support.

Priority Impact Area 5: Preparation for Adulthood

The partnership has made encouraging progress in strengthening transition pathways and improving collaboration between education, health and social care services. The priority before the monitoring visit is to demonstrate that these strengthened arrangements are resulting in consistently improved experiences and outcomes for young people moving into adulthood.

Key areas for continued improvement:

- Demonstrate the impact of strengthened transition arrangements on the experiences of young people and their families.
- Evidence that preparation for adulthood outcomes, next steps and transition planning is consistently embedded within EHCPs.
- Continue strengthening the integration of children's and adult services, including health, social care and employment pathways.
- Demonstrate the impact of Preparing for Adulthood audits and subsequent improvement activity on practice and outcomes.
- Evidence compliance with national expectations relating to transition planning, including NICE guidance and Risk of NEET Indicators (RONI).
- Strengthen outcome evidence relating to employment, independence, participation and successful transitions into adult life.

Cross-Partnership Priority Before Monitoring Visit

Across all five Priority Impact Areas, the strongest recurring recommendation from both the Stocktake and Deep Dive reviews is the need to move from demonstrating activity and implementation to demonstrating impact and lived experience. The partnership now has stronger systems, governance and pathways in place. The focus between now and the monitoring visit should be on evidencing how these

improvements are making a measurable difference to children, young people and families.