

## WSOA – Wirral Local Area – April 2022

### Local Area Preparation Template for Standard WSoA Review Meeting

#### General update on progress or areas of significant impact on the local area eg staffing

The Local Area received approval of its Written Statement of Action (WSoA) on the 28<sup>th</sup> March 2022.

#### Establishment of the SEND Transformation Board

To enable successful delivery of the WSoA a SEND Transformation Board has been established with clear Terms of Reference, appropriate membership, and clear purpose.

The Board's role is to direct and hold to account Workstream Leads, supported by their respective subgroups, leading activity set out in the WSoA. The Board will also track progress against the WSoA and ensure that the agreement between Wirral Local Area and the Department for Education (DfE) is upheld throughout the term of the Board.

The members of the SEND Transformation Board are:

<b>Chair</b>	Simone White, Director for Children, Families & Education, Wirral Council
<b>Deputy Chair</b>	Elizabeth Hartley, Assistant Director Early Help and Prevention, Wirral Council
<b>Place Director</b>	Simon Banks, Place Director (Wirral)
<b>PCPW Chair</b>	Cath Griffiths, Chair of the Parent Carer Partnership Wirral
<b>PCPW Representative</b>	Louise Johnson, Parent Carer Partnership Wirral representative
<b>Workstream 1 Lead</b>	Jason Oxley, Assistant Director Care and Health and Commissioning for People, Wirral Council
<b>Workstream 2 Lead</b>	Carly Brown, Assistant Director Strategy and Partnerships, Wirral Council
<b>Workstream 3 Lead</b>	Elizabeth Hartley, Assistant Director Early Help and Prevention, Wirral Council
<b>Workstream 4 Lead</b>	James Backhouse, Assistant Director Education, Wirral Council
<b>Workstream 5 Lead</b>	Richard Crockford, Deputy Director Patient Safety and Quality, Wirral CCG
<b>Workstream 6 Lead</b>	Mike Chantler, Assistant Director Communication, Wirral CCG
<b>Head of SEND</b>	Katy Bird, Head of Service SEND, Wirral Council

The Department for Education Advisor and CQC Advisor will be invited to attend meetings as observers.

The Board will meet bi-monthly for the duration of the WSoA, from 28<sup>th</sup> March 2022 thr to September 2023. The Chair and Deputy Chair have dispensation to call other meetings, which may be ad hoc meetings or briefings, to deal with any critical issue or risks that arise

between scheduled meetings.

### **Staffing updates**

#### **(i) Joint Commissioner for Children & Young People**

The newly established, strategic post of Joint Commissioner for Children & Young People has been appointed, with the postholder joining in May 2022. This is a key appointment for ensuring robust governance arrangements for joint SEND commissioning in line with the Code of Practice.

#### **(ii) SEND Manager**

Additional capacity has been created in the SEND Service with the appointment of a second fulltime SEND Manager. The postholder has taken up role in April 2022.

#### **(iii) SEND Support and Early Intervention Team (Wave 2)**

A new team to provide additional capacity for early intervention has been devised. The team will support the universal offer in schools and facilitate wave 2, early intervention support. The team, which is anticipated to be in post during the summer term, includes:

- 3.0 FTE Inclusion Strategy Managers (2 x permanent and 1 x fixed-term)
- 3.0 FTE Inclusion Officers
- 1.0 FTE Participation Support Worker
- 1.0 FTE Business Support Worker

The team will be fully inducted to the wider Early Help & Prevention Service to ensure that opportunities to maximise support and reach across the borough are realised. A strong link will be established between the SEND Support and Early Intervention Team and the Community Keyworking Early Adopters Pilot, which will provide support to children and young people with learning difficulties/autism.

#### **(iv) Transition to the ICS**

The CCG is currently in the process of transferring to the ICS. This is expected to take place in July 2022. Staffing changes could impact on Workstream Leads and membership of sub-groups over the next 6 months. This risk will be monitored by the SEND Transformation Board, with any significant changes communicated to key colleagues and the DFE/NHS as appropriate.

<b>Are there any actions behind schedule?</b>	No. This is the first monitoring meeting since the WSoA was approved.	
<b>Action</b>	<b>Reason</b>	<b>Mitigation/remedial action</b>
N/A	N/A	N/A

<b>Support received in this reporting period</b>		
<b>WSoA area of work</b>	N/A	
<b>Support/Activity</b>	N/A	<b>Provider</b>
		N/A
<b>Impact/Outcomes from the activity</b>	N/A	

### WSoA Strand Progress

<b>Area 1</b>	<p>The lack of accurate, up-to-date and useful information which informs the area's plans and evaluates the impact of their actions.</p> <p>The lack of joint commissioning of services in the area.</p>
<p><b>Progress on key actions – Data analysis</b></p> <p><b>1.1.a.b.c – Systems Audit</b> An indicator definition template has been developed and circulated to indicator owners asking them to specify where data is currently captured. If data is recorded in a system, then this will be recorded in the template. All templates will be completed by end of May 2022 and a report presented to the SEND Transformation Board in June 2022 highlighting where data is currently held across different partner agencies and identifying where there are opportunities for greater sharing of data through systems, platforms and processes.</p> <p><b>1.1.c.e.f – Data collection</b> Collaboration across the Local Area has enabled identification of five indicators needed to monitor and effectively review performance. They include:</p> <ul style="list-style-type: none"> <li>- Number of referrals received</li> <li>- Number of referrals progressed</li> <li>- % of referrals seen within timescale</li> <li>- Average waiting times</li> <li>- Outcomes</li> </ul> <p>Currently, this data is not consistently captured across all services. We have met with data leads from the three Health providers and asked them to complete a simple template</p>	

indicating what data is currently available. Responses have already been received from Wirral University Teaching Hospital and Wirral Community Health & Care NHS Trust.

Health providers and Local Authority data owners have been asked to complete an indicator definition template (as detailed above) which will not only highlight what systems are used to capture data but will also define how the indicator is calculated.

The existing SEND Dashboard will be enhanced to include the additional Health indicators for reporting from Q1 2022. The format of the SEND dashboard will also be improved and will be underpinned by a more detailed data scorecard as detailed below.

A survey was sent to parents and carers of children and young people with SEND, consulting on themes for future surveys that they would like to have their say on. The survey received 173 responses. Analysis of the responses is underway, and a report will be shared with the SEND Transformation Board.

### **1.1g – Reporting**

A new Performance & Accountability Model for SEND has been developed. It defines the various services that are provided for children and young people in Wirral. Each service area will have their own suite of performance information which will feed into and populate a scorecard. The scorecard will contain historic data, current data and benchmark information where available. From the scorecard, a dozen Key Performance Indicators will be selected and will form the Strategic Dashboard, providing Board members with regular performance information in a graphical, easy to read format.

The Dashboard and accompanying scorecard will be shared with the SEND Transformation Board and Workstream 1 Lead to highlight any potential areas of concern. This provides a clearly defined method for reporting by exception. The SEND Transformation Board will then task specific service areas with carrying out a 'deep dive' into areas of concern, where performance has declined or is outside of an agreed tolerance range.

Areas of concern will be recorded in a Data Risk Tracker so we can monitor what has been escalated and know that a detailed report will be coming to a future SEND Transformation Board meeting.

### **Evidence of impact**

No measurable evidence of impact at this early stage.

### **Key next steps – Data analysis**

(i) Indicator definition templates to be completed by all indicator owners by end of May 2022.

(ii) A report on the data systems audit to be presented to the SEND Transformation Board in June 2022.

- (iii) Identify opportunities where systems can be used to ensure data is captured within (and not outside) of a system. This may include the development of new pathways and forms.
- (iv) Additional Health indicators to be included in revised Q1 scorecard/dashboard.
- (v) Develop a mechanism for sharing data across different agencies (initially via shared spreadsheet but ultimately automated data sharing across systems).
- (vi) Review existing Data Sharing Agreements between the Local Authority and Health Providers ensuring SEND data is referred and embedded within the document.
- (vii) Analysis of parent/carer survey to inform future schedule of surveys.

### **Progress on key actions – joint commissioning**

#### **1.2.a- Appointment of Joint Commissioner for Children & Young People**

A strategic Joint Commissioner for Children & Young People has been appointed and commences in role on 9<sup>th</sup> May 2022. As a priority, the postholder will be responsible for implementing robust governance arrangements for SEND joint commissioning in line with the Code of Practice. (A copy of the Job Description is available.)

#### **1.2.b- Commissioning provision**

An action plan has been developed for the joint commissioning of Speech and Language Therapy. A meeting has taken place with the Youth Justice Service to engage in the new jointly commissioned specification. Colleagues from Wirral CCG, Early Help and Prevention, education and parents/carers will continue to be involved in new joint commissioning arrangements.

Four new inclusion bases have been commissioned in collaboration by the Local Authority and education (The tender specification is available). This will assist in securing additional provision across the borough for children and young people with Social Emotional Mental Health (SEMH) needs and Autistic Spectrum Condition (ASC) in mainstream settings.

#### **1.2.e- JSNA**

A draft Joint Strategic Needs Assessment (JSNA) has been circulated to wider health, education and Local Authority colleagues for input and review. A timeline for completion has been agreed (The timeline is available).

#### **1.2.b.c.d.g.h.i Induction**

An induction programme has been outlined for the new Joint Commissioner for Children & Young People, with initial key tasks identified. The sub-group for joint commissioning has been developed with members identified.

#### **Evidence of impact**

74 new places commissioned for children and young people with SEMH needs and ASC.

Positive responses and energy from stakeholders:

- Carol Roche, Joint Commissioning Lead *"I'm really looking forward to joining the team"*
- Positive feedback from schools and Local Authority senior managers on the commissioning of inclusion bases.
- John Weise, Chair of Wirral Governor's Forum *"I would be honoured to assist in this process and look forward to meeting everyone, if there are materials covering guidance on the evaluation process you could share, I would be very grateful."*

**Key next steps**

- (i) Co-design parent/carers survey on SALT services to inform joint commissioning arrangements
- (ii) Review current governance arrangements and implement new structure.
- (iii) Development of joint commissioning programme.

<b>Area 2</b>	<b>Weaknesses in the quality &amp; timeliness of EHC assessments and Annual Review</b>
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**Progress on key actions**

**2.1.a, b, c, d, e, f**

Introductory meetings and regular one-to-ones have been established for the Head of SEND and SEND Manager to ensure that work is synergised between business-as-usual activity and service improvement requirements.

**2.2.a EHCP Compliance**

An EHCP Compliance Checklist has been drafted and will be discussed with key stakeholders.

**2.2.b EHCP Quality Standards**

A set of EHCP Quality Standards has been drafted and will be discussed with key stakeholders.

**Evidence of impact**

No measurable evidence of impact at this early stage.

**Key next steps**

- (i) Finalise the EHC Compliance Checklist and EHCP Quality Standards and implement in practice.
- (ii) Produce a report for the SEND Transformation Board identifying key pressures and work needed to manage demand and address the backlog month-on-month over a 6-month period.
- (iii) Produce an EHC flowchart and publish on the Local Offer website.

- (iv) Review the caseloads of EHC Co-ordinators, producing a data management report to monitor performance.
- (v) establish the decision-making multi-agency panel to consider EHC assessment requests and hold an initial meeting by end of May 2022.

<b>Area 3</b>	<b>Fractured relationships between the area and the Parent Carer Partnership Wirral and the impact of this on the area's progress in implementing the reforms</b>
	<b>The lack of meaningful co-production with parents and carers</b>
	<b>Poor communication with parents and carers across the area</b>

<b>Progress on key actions</b>	
<b>3.2a PCPW Representation</b>	
PCPW representatives Cath Griffiths (PCPW Chair) and Louise Johnson (PCPW Rep) are confirmed members of the SEND Transformation Board. Subgroup membership for PCPW representatives is being finalised by each of the Workstream Leads.	
<b>3.3d Increasing face-to-face engagement</b>	
Extensive face-to-face and on-line engagement with parent/carers of Wirral's SEND children has been in place since September 2021. Following on from the WSoA we have added further opportunities to engage directly with our SEND families. Listening to feedback, events have been held in the mornings, afternoons, and evenings. Some in large groups (by open invitation), some SEND clinics offering 1:1 support and some by appointment. These have been very well received.	
Monthly face-to-face SEND parent/carer events are taking place in Wirral schools. Parents are invited to attend any event in any setting. Some are morning, after school drop off and others are at 6pm to allow working parents to attend.	
<ul style="list-style-type: none"> <li>- March event was held in Castleway Primary School</li> <li>- April event will be held in St Albans Primary School</li> <li>- May event will be held in Holy Trinity Primary School</li> <li>- June event will be held in Prenton High School</li> <li>- July event will be held in Orrets Meadow Specialist Provision School</li> </ul>	
<b>Evidence of impact</b>	
No measurable evidence of impact at this early stage.	
<b>Key next steps</b>	
(i) WSoA Open Forum scheduled for May 2022.	
(ii) Co-production event scheduled for May 2022.	
(iii) Engagement with stakeholders regarding meaningful Workstream arrangements.	
(iv) Communication Policy to be devised and agreed with stakeholders.	

<b>Area 4</b>	<b>The graduated response not being consistently applied across all schools and settings</b>
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**Progress on key actions**

**4.1.g Graduated Response**

A new team to provide additional capacity for early intervention has been devised. The team will support the universal offer in schools and facilitate wave 2, early intervention support. The team, which is anticipated to be in post during the summer term, includes:

- 3.0 FTE Inclusion Strategy Managers (2 x permanent and 1 x fixed-term)
- 3.0 FTE Inclusion Officers
- 1.0 FTE Participation Support Worker
- 1.0 FTE Business Support Worker

The team will be fully inducted to the wider Early Help & Prevention Service to ensure that opportunities to maximise support and reach across the borough are realised. A strong link will be established between the SEND Support and Early Intervention Team and the Community Keyworking Early Adopters Pilot, which will provide support to children and young people with learning difficulties/autism.

**4.1.h Developing a Robust Training and Support Package**

Engagement has taken place with headteacher groups across Wirral to better understand training needs of teaching staff and SENCO's to improve support for children and young people with SEND. This will be followed by a survey to capture the training staff have been able to attend and undertake gap analysis.

**Evidence of impact**

No measurable evidence of impact at this early stage, however school leaders are positive about the joined up approach to develop training across the Local Area and the additional capacity the Wave 2 Early Intervention Team will provide.

**Key next steps**

- (i) Develop a training plan for the local area that can support school and staff and SENCO's
- (ii) Establish a SEND update that will be distributed to all school and settings, this will also be available on the local offer.
- (iii) Develop, through co-production, the universal offer that young people with SEND should receive in schools and settings.
- (iv) Collate feedback from school assurance reports conducted during the spring and autumn term that identifies good practice of supporting young people with SEND.

<b>Area 5</b>	<b>High level of parental dissatisfaction with the area's provision</b>
	<b>Lack of strategic oversight to ensure effectiveness of plans and provision</b>

**Progress on key actions**



### **5.1.a Learning from Complaints and Tribunals**

Initial audit has commenced to understand the complaints that originate from the EHCP processes and subsequently progress into tribunals. The audit will review 20 cases to seek an understanding of common issues and develop improvement plans. To date 5 complaints have been reviewed and the remaining 15 are in progress. The full findings from the audit will be used to develop next steps. Alongside the review of complaints, key tribunal findings will be reviewed to understand the common issues and to understand how mediation could reduce the need for future Tribunals.

### **5.1.c Parent and Carer Survey**

A parent and carer survey has been undertaken with 173 responses received. Survey responses are currently being analysed to provide an understanding of key actions required to improve the experience of parent and carers. A report will be shared with the SEND Transformation Board, liaising in particular with Workstream 3, to ensure that learning is shared and informs the wider approach.

### **5.1.d Performance Data**

Aligned with Workstream 1 update, there has been significant progress within the Health Partners Sub-group. This progress has seen a dashboard produced highlighting performance across all NHS health services that have significant impact into health provision through EHCPs. This progress will need to be aligned to the wider local area dashboard developments.

### **5.1.g Quality of Education for Children and Young People with SEMH and ASC needs**

Aligned with Workstreams 1 and 4, there have been 4 new bases commissioned to support children and young people with SEMH and ASC across Wirral.

### **5.2.c Quality of Professional Advice**

Significant progress has been made through the Health Partners Subgroup. This has involved refresher training for health advice writers and a sample of health advices are audited each month to seek assurance of quality compliance. This will continue to be monitored through the subgroup.

### **Evidence of impact**

No measurable evidence of impact at this early stage.

### **Key next steps**

- (i) Alignment of the health services dashboard with the existing SEND dashboard.
- (ii) Consideration of additional performance measures in relation to Education or Care that are to be included as service performance oversight.
- (iii) Establishment of the Tribunal Sub-Group.
- (iv) Tribunal Sub-Group to receive outcomes from review of complaints and tribunal

findings.

(v) Review of the Parent Carer survey results at the Tribunal Sub-Group before presentation to the SEND Transformation Board and liaison with Workstream 3 Lead.

<b>Area 6</b>	<b>The published local offer not being well publicised and not providing parents and carers with the information that they need</b>
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**Progress on key actions**

**6.1.e Local Offer Development Group**

Subgroup members have been identified and a meeting is scheduled for week commencing 3<sup>rd</sup> May 2022.

**6.1.b Scoping the Local Offer website**

Research of other area 'local offers' in progress to inform first subgroup meeting.

**Evidence of impact**

No measurable evidence of impact at this early stage.

**Key next steps**

- (i) Secure agreement of stakeholders for a new Local Offer platform.
- (ii) Confirm finance and commissioning arrangements for the new Local Offer.
- (iii) Liaise with Workstream 3 to ensure full co-production of new website and that it will deliver the required communication functions.
- (iv) Confirm arrangements for a Named Officer to have responsibility for all content to be up-to-date and relevant, monitoring use of site and reporting to the SEND Transformation Board via the Workstream Lead.

**Any additional information**

SEND governance structure for the local area.





