

WSoA Update June 2023

Workstream 1

Workstream 1

Data analysis & Joint Commissioning

Lead: Jason Oxley, Assistant Director Care and Health and Commissioning for People

Area of Significant Weakness:

- The lack of accurate, up-to-date and useful information which informs the area's plans and evaluates the impact of their actions
- The lack of joint commissioning of services in the area

Outcome 1

1.1 There is access to timely up to date data to inform the area's plans, driving decision making and supporting the evaluation of actions taken

| Ref | Actions | Success Measures | Timescale | Comments |
|------------|--|---|--|--|
| 1.1.a ✓ | A rapid-fire audit of the systems used by services across education, health & social care on children & young people (CYP) with SEND, at SEN Support, and for those with EHCPs | 100% service areas audit completion | Target: May 2022 Achieved: Sept 2022 | Audit completed and informed development of SEND Dashboard |
| 1.1.b ✓ | Review of the audit to understand where systems can be better integrated, recognising opportunities for greater sharing of data from each service through systems, platforms or processes | Audit findings are identified and prioritise and recorded within a newly developed audit tracker which is owned by workstream leads and reported up to the transformation board | Target: June 2022 Achieved October 2022 | A full report showing the findings from the audit including recommendations about how data recording can be improved has been completed and approved at SEND Transformation Board. |
| 1.1.c ✓ | A shared understanding of the steps needed to be taken to address failings in current systems that have contributed to long waiting times for specialist support, assessments and poor timeliness of EHCPs | Summary report into SEND systems and processes, with recommendation for ways forward. Agreement on next steps signed off at senior board level. | Target: June 2022 Achieved January 2023 | Partnership working with specialist health services including speech and language, occupational therapy and neurodevelopmental pathways has enabled a full understanding of the risks and issues across the system. Agreement on next steps made by SEND Transformation Board. |
| 1.1.d ✓ | Findings and recommendations from the rapid-fire audit to be presented as a summary report at the next SEND transformation board meeting | i. Summary report produced and presented to transformation board | Target: June 2022 Achieved Sept 22 | Findings and recommendations from the systems audit were presented to the SEND Transformation Board |

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| 1.1.e ✓ | Commencement of 1 st of the month data sharing across the three service areas, by service leads, reporting to the SEND transformation board and other related platforms. Waiting times for EP assessments, for Speech & Language Therapy, for CAMHS to be reported on | i. Data sharing agreements in place across Education, Social Care and Health. ii. Data collection mechanism established | Target: June 2022 Achieved Sep 2022 | A data collection template has been developed which all service leads are now populating on the 1 st of each month. Data is now captured for over 100 indicators including new measures for Health which will help monitor demand for each service and performance in relation to waiting times. Data can now be tracker monthly and reported to the SEND Transformation Board via the quarterly Dashboard. |
| 1.1.f ✓ | Development of clear and consistent reporting mechanisms across education, health and social care, to evaluate the impact of services and support provision on outcomes for CYP with SEND across the breadth of the 0 – 25 age range | 100% of requested data is captured on a monthly basis. What is to be done with the data? What board will this be reported to and how often will they meet? | June 2022 Sept 2022 | A revised quarterly SEND Dashboard has been produced along with an underpinning scorecard. |
| 1.1.g ✓ | Development of a clear performance management and accountability framework, where areas of concern have a clear route to report by exception. Escalation of key issues is reported to the transformation board | Progress reports from workstream leads are reported quarterly to the SEND transformation board. Progress reports are provided to lead governance groups including Children, Young People and Education Committee and Health and Wellbeing Board | June 2022 Sept 2022 | A Performance and Accountability Framework has been approved by the SEND Transformation Board and implemented. |

Outcome 2

1.2 Effective joint commissioning is in place based on a sound understanding of current & longer term needs of the local area

| Ref | Actions | Success Measures | Timescale | Comments |
|------------|---|---|--|--|
| 1.2.a ✓ | Appoint a strategic joint commissioner to facilitate effective joint commissioning arrangement and be key conduit between strategic partners to accelerate commissioning activity | Strategic joint commissioner appointed and in post Joint commissioning strategy and governance structure agreed by local area. | Target: May 2022 Achieved: May 2022 | Strategic Joint Commissioner for Children and Young People appointed and in post May 2022. |
| 1.2.b ✓ | To identify new opportunities and an action plan for joint commissioning of services across education health and social care. Identify budgets allocated to services that could be jointly commissioned | An agenda and timeframe for delivery of new areas of joint commissioning is signed off at senior leadership board and by the executive | Target: July 2022 Achieved: September 2022 | Findings from Systems audit report reported to SEND Transformation Board in September 2022 |
| 1.2.c | Ensure Speech and Language Therapy (SALT) & Occupational Therapy (OT) joint commissioning has relevant data & performance indicators (KPIs) to monitor performance & value for money | Improved timeliness of SALT assessment and provision Improved timeliness of OT assessment and provision | Target: December 2022 Achieved: | The success measures are not yet achieved. |
| 1.2.d | Accelerate meetings of Joint Commissioning Forum to support joint commissioning opportunities | The number of CYP receiving specialist packages of support with joint funding in place has increased | Target: May 2022 Achieved: | Evidence required to support the success measure. The success measure is not yet achieved. |
| 1.2.e ✓ | Develop and publish a Joint Strategic Needs Assessment (JSNA) for 2022 to better understand the health and wellbeing needs of Wirral CYP with SEND | Informs pupil place planning SEND JSNA Reviewed and approved by Transformation Board SEND JSNA Document is published. 6 monthly review of JSNA agreed | Target: December 2022 Achieved: August 2022 | SEND JSNA published August 2022. Refresh underway. |
| 1.2.f ✓ | Use directed surveys to assess parents & carers requests to identify areas of priority for commissioning services | Have a clear timeline of the distribution of headlines surveys, covering | Target: April – June 2022 Achieved: Sept 2022 | Survey undertaken and priorities for joint commissioning identified. |

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| 1.2.g | Develop a clear programme of joint commissioning activity including short term objectives and longer-term strategic aims, using data to drive decision making | Waiting times are reduced and consistent across the local, in particular for CAMHS and Speech and language assessments | Target: July 2022 Achieved: | The further development of an Outcomes Framework will ensure relevant KPI's will be set to determine impact. Links to 1.1f and 1.1g in data analysis subgroup - the development of reporting mechanisms and a performance management framework to evaluate impact. |
| 1.2.h ✓ | Review the governance arrangements for the Commissioning Forum, ensuring its membership includes key budget holders and decision makers. Publish the governance arrangements. | Correct decision makers are part of the forum to allow approval to take place in a timely manner. | Target: June 2022 Achieved: Sept 2022 | Governance for the Joint Commissioning Forum agreed by the SEND Transformation Board in September 2022 |

Workstream 2

EHCs and Annual Reviews

Lead:

Areas of significant weakness

Weaknesses in the quality & timeliness of EHC assessments and Annual Reviews

Outcome 1

2.1 All EHCs are produced in partnership with parents, carers and young people wherever possible, with completion within 20 weeks consistently above the national average of 58% (based on 2021 figures)

| Ref | Actions | Success Measures | Timescale | Comments |
|------------|---|--|---|---|
| 2.1.a ✓ | Review in collaboration with SEND service, improvement partners, EP Service, health and social care leads, to explore factors impacting the current backlog of EHC needs assessments | A report is produced identifying key pressures and work needed to manage demand to address the backlog month on month over a 6-month period. Reporting to SEND transformation board. | Target: May 2022 Achieved: September 2022 | A report identifying key pressures and work needed to address EHCP backlog was presented to the SEND Transformation Board on 05.09.2022 |
| 2.1.b ✓ | Review of the current processes and systems within which EHC needs assessments are requested by different groups, schools and other settings, early years, parents/carers and directly by young people with SEND | Increase in number of EHCPs produced within 20-week timeframe. Reduction in complaints and tribunal cases relating to timeliness of EHCPs. | Target: July 2022 Achieved: September 2022 | Revised EHCNA process initiated on 05.09.2022 with process to request made explicit for parent carers, settings, and extended to young people. EHCP timeframe compliance rates increased September 2021 monthly |
| 2.1.c ✓ | Produce a flow chart to be published on the local offer setting out processes for request of an EHC needs assessment, linking to guidance in the SEND Code of Practice (2015) and Children & Families Act (2014) | Flow chart produced and published on the Local Offer website | Target: May 2022 Achieved: September 2022 | EHC Needs Assessment process flowchart published on the Local Offer website 02.09.2022 |
| 2.1.d | Review of the caseload of EHC coordinators, ensuring a balance between live cases and legacy cases to better understand the challenges in the team's capacity to deliver on EHC needs assessments and produce EHC plans within statutory timescales | Produce a data management reports to monitor performance of the EHCP co-ordinators Performance levels for completion of EHC plans within 20-week timescale shows a month-on- month increase, to exceed national | Target: May 2022 Achieved: | Caseload review completed allowing resource for both live cases and legacy cases. The success measure is not yet achieved. Compliance rate currently 38% |

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| 2.1.e ✓ | Review of the job specifications for EHC Coordinators and Plan Writers ensuring compliance with Government guidance and conform to Wirral Council's visions for all CYP with | 100% of jobs have gone through a job evaluation process. | Target: September 2022 Achieved: August 2022 | The EHC Co-ordinator and EHC Plan Writer job descriptions were reviewed as per action. |
| 2.1.f | Close support and monitoring of timeliness of EHC needs assessment, direct intervention by SEND team managers to increase pace, efficiency and frequency of meeting statutory timescales at 4 weekly intervals | Performance levels for completion of EHC plans within 20-week timescale shows a month-on-month increase, to exceed national average of 58% (based on 2021 figures) 90% of health advice are received within 6 weeks | Target: September 2022 Achieved: | Monthly performance meetings aligned with the Performance Management and Accountability Framework, based on the service scorecard. The success measure is not yet achieved. |
| 2.1.g ✓ | EHC coordinators work closely with parents, carers, schools, and young people to ensure there is an active engagement from the outset of the EHC needs assessment process. This includes support for contributing at Section A, through direct and indirect support, encouraging and intervening where there is no | There is a clear method/process for updating Section A: Views and Aspirations. This includes the ability to capture when the CYP is non-verbal 75% of CYP and/or parents or carers have their views captured in Section A | Target: May 2022 Achieved: April 2023 | EHC Co-ordinators are working closely with young people and parent carers to ensure the views and aspirations are captured. Quality assurance activity reports 100% have their views captured in Section A |
| 2.1.h | Develop training for EHC Coordinators that ensures that existing and new members of the team have access to the same quality training and are competent and informed, transferring these skills to all aspects of the EHC process | Mandated online training for all new employees within 7 days of commencement of posts All staff will have received mandated training within 3 months commencing employment. 100% of EHCP Co-ordinators have undertaken mandated training | Target: July 2022 Achieved: | Professional Development Framework has been implemented and staff are completing training. Success measure will not be signed off as complete until IPSEA training completed. |
| 2.1.i ✓ | Coproduction meetings held in schools or settings to be carried out within the 20-week statutory assessment timescale coordinated and led by an EHC coordinator with the support of the SEN team manager | Coproduction meetings rolled out from May 2022, with attendance by EHCP coordinators at 90% of coproduction meetings | Target: May 2022 Achieved: May 2023 | Co-production meetings have been promoted across the team, with all staff trained on co-production. Reporting for April 2023-100%. |
| 2.1.j ✓ | Establish single decision making multi agency body/panel to consider request for EHC needs assessment, decision to issue EHC plan and resource allocation reporting back to parents, carers and other stakeholders, with transparency of information sharing on decisions made | First multi-agency panel meeting to be held before end of May 2022 | Target: May 2022 Achieved: October 2022 | The multi-agency Decision Making Group was established in October 2022, with Terms of Reference and recording templates published in the EHCNA to AR Handbook |

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| 2.1.k | Commission additional capacity for Education psychology assessment to prevent delay in advice to inform planning. | 6-month timescale from point of commissioning additional EP support to completion of backlog of assessment advice | Target: July 2022 Achieved: | Additional capacity of EPs continues to be commissioned but delays are still being experienced. The success measure is not yet achieved. |
| 2.1.l ✓ | The needs of the CYP are clearly and concisely identified in Section B of all new EHCPs produced from September 2022 | 70% of new EHCPs have a clear and concise Section B, according to quality standards for EHCPs measured by dip sampling of EHCPs, multi-agency QA activity and by regular weekly quality audits of draft EHCPs | Target: September 2022 Achieved: May 2023 | Quality assurance activity reports 100% have the needs of children and young people captured in Section B. |
| 2.1.m | Education, health and care contributions in Sections C, D, G, H1 & H2 meet agreed quality criteria | Audit dip-samples of cases show that the input from Education, Health and Care meet the agreed criteria. Audit dip-samples of cases show that the input from Education, Health and Care meet agreed quality standards in 70% and more of EHCPs audited | Target: September 2022 Achieved: | The success measure is not yet achieved. |
| 2.1.n | Outcomes in Section E relate to areas of need identified in Section B, C and D and clearly show they have taken account of the views, comments and aspiration of the child, young person or parent in Section A | Audit dip-samples show cases meet the agreed criteria. 80% of audited EHCPs indicate that Section E clearly relates to Sections A, B, C & D. clearly relate to Sections A, B, C and D | Target: September 2022 Achieved: | The success measure is not yet achieved. |
| 2.1.o | There are regular communication updates with parents and carers throughout the EHC needs assessment process with a minimum of monthly engagement updates, phone calls, teams meetings or face to face contact at designated venues. This is over and above use of emails as a main | Commitment to parental engagement on a minimum monthly basis through direct contact, logged in case notes, is achieved with 90% success rate. Contact points built into timescales and recorded, shared with SEND managers and reported to SLT. Reduction in complaints evidenced | Target: May 2022 Achieved: | Monthly contact at May 2023 is 72%. Trend in complaints has shown increase. Success measure is not yet achieved. |
| 2.1.p ✓ | All CYP going through the EHC needs assessment process have a named individual within the SEND service actively managing the EHCP process. Where that is not currently the case, this is an urgent priority action. | 100% EHC needs assessment cases have a named individual overseeing the case throughout the assessment process | Target: June 2022 Achieved: May 2023 | 100% of children within the EHC needs assessment process have a named lead worker. |
| 2.1.q | Responses to phone calls and email queries from parents and carers, schools and other settings, are responded to at the latest within a 5 working day time frame without exception | Compliance checklist completed by all EHC coordinators for all new EHC needs assessment, communication timelines transparent showing measures of timelines of responses to parental requests for information and updates | Target: May 2022 Achieved: | The success measure is not yet achieved. |

Outcome 2

2.2 Quality assurance systems are implemented to ensure compliance, quality and timeliness of all EHCPs and take account of regular feedback which informs the improvement cycle

| Ref | Actions | Success Measure | Timescale | Comments |
|------------|--|---|--|--|
| 2.2.a | Development of a compliance checklist for use by all EHC coordinators before producing a draft plan | 100% of co-ordinators following the statutory process. Via audit / performance reports. | Target: May 2022 Achieved: | Compliance Checklist was implemented in September 2022. The success measure is not yet met. |
| 2.2.b ✓ | Development of a quality assurance framework, quality standards and audit tool for EHCP for use in multi-agency QA activity and joint working with education, health and social care partners | Audit tool developed and agreed fit for purpose across education, health and social care | Target: May 2022 Achieved: March 2023 | The agreed audit tool for EHCPs is Invision 360 which was approved by members of Workstream 2, SEND Quality Assurance Group and PCPW. |
| 2.2.c ✓ | Development of a QA dynamic database to capture the findings of QA activity, per EHCP audited. A clear understanding of the purpose and remit of the QA database, who it reports to and how this information is used to drive improvement | Transformation Board will approve overarching framework | Target: April – June 2022 Achieved: June 2023 | The database for quality assurance activity has been implemented and providing overarching reports as of June 2023. |
| 2.2.d | Training is developed around all quality assurance activity to ensure a shared understanding and knowledge of what a good EHCP looks like, and to understand the processes that support the writing of an effective, high quality EHCP | New training guidance developed. Session timetable agreed. 100% of EHC advice givers undertake mandated training within 2 weeks of post | Target: August 2022 Achieved: | The success measure is not yet achieved. |
| 2.2.e | SEND Service to work in partnership with health and social care colleagues to raise confidence, skills & knowledge in completing EHC contributions; development of a body of exemplars of best practice education, health & social care contributions to EHCPs | Schedule of partnership activity shared and published. Exemplars of best practice in EHC needs assessment contributions shared with education, health & care partners | Target: June 2022 Achieved: | The SEND QA Group will lead on this activity. Regional EHCP moderation event attended in Manchester on 09.06.2023 The success measure is not yet achieved. |
| 2.2.f ✓ | Checks are made to ensure that CYP placed in out of area residential or day placements are achieving well and benefit from all the support and services that CYP within Wirral can access | 80% of Annual Review returns indicate that CYP are achieving outcomes identified in the EHCP and can access appropriate support | Target: May 2022 Achieved: March 2023 | SEND Commissioning Team have implemented their quality assurance schedule of commissioned provision, with audits showing 100% of children and young people achieving progress. |

Outcome 3

2.3 Annual Reviews are completed within statutory timescales with month-on-month completion rates above the national average (% figure)

| Ref | Actions | Success Measures | Timescale | Comments |
|------------|--|--|--|--|
| 2.3.a | Develop a clear multi agency approach for Annual reviews to be completed in a timely manner with all relevant stakeholders involved. | 60% of Annual Reviews completed within the statutory timescale of 12 weeks from the Annual Review meeting. | Target: September 2022 Achieved: | Process has been fully reviewed, and Annual Review Team employed. The success measure is yet to be achieved. |
| 2.3.b | Identify plans for prioritising based on data on timeliness of Annual Reviews | Detail priority plan for catching up on overdue Annual Reviews based on key transition periods, expanding this to all Annual Reviews. Reduction to overdue Annual Reviews to 0 by September 2023. | Target: October 2022 Achieved: | The success measure is yet to be achieved. |
| 2.3.c | There are clear lines of communication with schools, settings, parents, carers and young people with regards timescales for Annual Review | Percentage of parents satisfied with Annual Review processes and timeliness rises with 80% satisfied or very satisfied with AR processes and timeliness | Target: September 2022 Achieved: | Parent carer satisfaction rates are currently 64%. The success measure is yet to be achieved. |
| 2.3.d | Use evidence gathered from Annual Reviews to help evaluate the impact of specialist services identified in EHCPs, feeding back to the SEND transformation board | Dip sampling of Annual Reviews with rag rating of impact of provision and EHP on CYP outcomes. Data from the dip sampling exercises to feed into SEND transformation board and subgroups | Target: September 2022 Achieved: | Findings from quality assurance work is not yet informing the SEND Transformation Board. This will be led by the SEND QA Group. The success measure is not yet achieved. |
| 2.3.e ✓ | Annual Reviews take account of key transition periods which are reflected in updated professional advice, updated content in Section A, and update as needed to all related sections of the EHCP | Audits of Annual Reviews show 100% of Year 6 EHCPs are completed by February 15 th , 2023. 90% of Year 11 EHCPs are completed by 31 st March 2023 | Target: March 2023 Achieved: March 2023 | 100% of Year 6 EHCPs completed by 15th February 100% of Year 11 EHCPs completed by 31 st March |

Workstream 3

Co-production, Relationships & Communication

Lead: Elizabeth Hartley, Assistant Director Early Help and Prevention

Areas of significant weakness:

The lack of meaningful co-production with parents & carers

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

Poor communication with parents and carers across the area

Outcome 1

3.1 Coproduction is understood and valued by all stakeholders, with a clearly defined vision of good, collaborative coproduction

| Ref | Actions | Success Measures | Timescale | Comments |
|------------|--|--|---|---|
| 3.1.a ✓ | Develop a clear definition of coproduction and what it means for services and all stakeholders across Wirral Council, drawing upon existing resources, best practice nationally, the coproduction charter and other national guidance | Definition agreed and endorsed by vote at SEND transformation board, and published on the Local Offer site | Target: May 2022 Achieved: October 2022 | Definition of Co-production agreed by vote at SEND Transformation Board on 31.10.2022 (Delay incurred due to availability of support brokered through DfE) |
| 3.1.b ✓ | Hold a coproduction event to explore and understand the collective views of all stakeholders with regards coproduction, co-ordinated and facilitated by education and health co-production leads, SEND Voice, PCWP, and other stakeholders | Pre event and post event survey to give measures of understanding of coproduction by all stakeholders. | Target: May 2022 Achieved: September 2022 | A co-production event was held on 21.09.2022, facilitated by The Rise Consortium and Council for Disabled Children. Attendance at the event by all stakeholders listed in the action. (Delay incurred due to availability of support brokered through DfE) |
| 3.1.c ✓ | A requirement that there is mandated induction training for every new employee in children's services on good coproduction practice, based on the Wirral Coproduction Charter | 100% of new employees complete mandated co-production training | Target: December 2022 Achieved: April 2023 | All new employees have undertaken the co-production training, based on the Co-production Charter. |
| 3.1.d ✓ | Requirement that there is an annual commitment to hosting a coproduction and celebrating the successes of good co-production. Impact Report and sharing at an annual meeting including all stakeholders with SENDIASS, | An event is held to celebrate success and promote co-production with key stakeholders | Target: April 2023 Achieved: March 2023 | The first Co-production event took place on 31.03.2023 at the Lauries Centre, with representation from across Local Area services and approximately 50 parent carers. The annual event will take place again in March 2024 |

Outcome 2

3.2 Improved and positive relationships exist between Wirral Council and the Parent Carer Wirral Partnership, helping accelerate the pace of improvement and reform

| Ref | Actions | Success Measures | Timescale | Comments |
|------------|---|--|--|---|
| 3.2.a ✓ | PCPW members are part of the SEND transformation board and associated workstreams. | The views of PCPW members are part of the SEND transformation board and associated workstreams. | Target: April 2022 Achieved: April 2022 | PCPW are core members of the SEND Transformation Board and members of workstreams selected by the forum dependent on priority and capacity |
| 3.2.b | Communications are reciprocal between the authority, PCWP and other parent, carer groups. Information exchanges on key SEND matters are shared regularly and receive positive feedback from PCWP and other groups | 80% reduction in complaints that relate to communication and relationships as a key theme of the complaint | Target: September 2022 Achieved: | Action is achieved in that communications are reciprocal between the authority, PCWP and other forums. An evidence log of meetings and communications is held. The success measure is not yet achieved. |
| 3.2.c | Collaborative working with SENDIASS positively impacts the number of complaints against the authority, and addresses recurring themes in tribunal cases over past years. | 60% reduction in complaints against the authority for year April 2022 – March 2023, evidenced month on month by comparisons with figures for April 2021 – March 2022 | Target: January 2023 Achieved: | The YTD (year to date) trend in complaints shows an increase. The success measure is not yet achieved. |
| 3.2.d ✓ | Develop effective and proactive partnership with SENDIASS through monthly meetings, use of feedback to inform service improvement | Schedule of meetings that show progress in addressing key concerns, with actions completed & signed off | Target: Oct 22 Achieved: Oct 22 | Formal monthly meeting for SEND Manager and SENDIAS, in addition to attending the monthly Extended SEND Management Team Meeting |
| 3.2.e | There is a strong focus on early conflict resolution with parents and carers over EHCP related matters through increased opportunities to meet face to face, and through direct contact immediately with parents & carers | Pace of resolution of conflicts and complaints is accelerated A reduction of between 50 – 60% in existing timescales to resolve and close down complaints | Target: December 2022 Achieved: | The success measure is not yet achieved. |
| 3.2.f | Lessons are learned from past tribunal action, and from ongoing cases. A summary report of findings from a lessons learned exercise will support that understanding, support greater transparency and commitment to good practice in conflict resolution | Summary report of lessons learnt presented to Transformation Board with actions and timescales for improvement. | Target: December 2022 Achieved: | The success measure is not yet achieved. |
| 3.2.g | Training needs for EHCP coordinators are addressed with a published programme of mandated and optional training relating to the SEND reforms, the SEND Code of Practice (2015), the Children and Families Act (2014), coproduction, person-centred planning and other key SEND themes | 80% of feedback from surveyed parents and carers reflects improved confidence in EHC coordinator knowledge | Target: September 2022 Achieved: | SEND Service Professional Development Programme published and training in delivery. Current reported rated of improved confidence in EHC Co-ordinator knowledge is 66%. |

Outcome 3

3.3 Communications with parents, carers and young people with SEND are positive and a valued part of all SEND process and systems

| Ref | Actions | Success Measures | Timescale | Comments |
|------------|--|---|--|---|
| 3.3.a | A concerted drive to deliver services consistently and in partnership across education, health and social care, to eradicate a sense of silo working, reducing the pressure on parents and carers who can feel caught in the middle of conflicting systems and processes | Parents feedback through surveys/professional meetings joined up approach to support for young people. | Target: September 2022 Achieved: | Parent carer reporting: March 2023- 54% April 2023- 66% The success measure is not yet achieved. |
| 3.3.b ✓ | Track and monitor existing lines of communication to understand better the frustrations and tensions with parents and carers and have a strong understanding of the weaknesses in current systems. | A findings report identifying strengths and weaknesses in communication is presented to the transformation board with identified improvements and timescales | Target: September 2022 Achieved: October 2022 | Findings report presented to the SEND Transformation Board on 31.10.2022 with identified improvements and timescales. |
| 3.3.c ✓ | Set out a clear Communication Policy within Wirral children's services which takes account of online meetings and in person meetings, so that internal and external means of communication and popular mode of communication always remain, courteous, professional and timely | A Communications policy is developed and approved to ensure virtual meetings | Target: June 2022 Achieved: April 2023 | Communications Policy for Children's Services approved by Children's Senior Leadership Team and signed off by WSoA Performance Group in April 2023. |
| 3.3.d ✓ | Increased opportunities for parents, carers and CYP to meet local authority representatives face to face, through meetings, workshops and other forums where these have been predominantly online activities throughout the covid-19 global pandemic | Increase in engagement and attendance numbers of parents, carers and young people at events supported by the authority, measured against similar activities pre-pandemic, (2020 – 2021) | Target: July 2022 Achieved: | Increase in number of events open to parent carers including workshops, Open Sessions, coffee mornings, drop-ins, school events and co-production through WSoA. Records |
| 3.3.e | Specific requests for face-to-face meetings by parents or carers throughout the 20-week EHC assessment process should be agreed wherever possible, particularly where these result from lack of access to IT, | Requests for face-to-face meetings with parents and carers are accommodated on at least 80% of monthly agreed contact points | September 2022 | Current rate of accommodating face-to-face meetings is 75%. The success measure is not yet achieved. |

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| | where parents would prefer a face-to-face meeting, or where they wish an advocate to be present | | | |
| 3.3.f | Improve the reporting mechanism when complaints are raised so problem areas identified and used to determine future training opportunities across the LA to stop them repeating | Reduction in Stage 1 and Stage 2 level complaints. Reduction in repeat complaints which are tracked through case management system | Target: July 2022 Achieved: | The YTD (year to date) trend in complaints shows an increase. The success measure is not yet achieved. |
| 3.3.g | Increased communication with parents and carers following decision to assess, decision to issue an ECHP and funding and resource decisions, to prevent confusion, discontent and anger over significant decisions that impact children and family lives | 100% of parents feel involved in decisions to assess, to issues an EHCP. | Target: August 2022 Achieved: | Current rate of parents feeling involved in decisions to assess and issue an EHCP is 70%. The success measure is not yet achieved. |
| 3.3.h ✓ | Revisit and review the effectiveness of the previous Wirral Coproduction Charter, Voices Project, 2019, to update and re-establish in support of information sharing, advice and guidance for parents and carers and young people with SEND | A new/refreshed Wirral Co-production Charter is agreed by the transformation board. | Target: July 2022 Achieved: January 2023 | The Co-Production Charter was refreshed and agreed by the SEND Transformation Board on 09.01.2023 (Delay incurred due to availability of support brokered through DfE) |
| 3.3.i ✓ | Carry out a SWOT analysis of the Wirral SEND Facebook page, (strengths, weaknesses, opportunities, threats) to ensure it is fit for purpose and has a unifying and positive benefit for Wirral's parents and carers | SWOT analysis completed with actions agreed and endorsed by PCWP | Target: September 2022 Achieved: July 2022 | Following analysis it was agreed to discontinue the Wirral SEND Facebook page. |

Workstream 4

Inclusive Practices

Lead: James Backhouse, Assistant Director Education

Areas of significant weakness:

The graduated response not being consistently applied across all schools and settings

Outcome 1

4.1 The graduated response is consistently understood and implemented in all schools and settings. Children have access to relevant and early support and interventions.

| Ref | Actions | Success Measures | Timeframe | Comments |
|-------|--|--|---|---|
| 4.1.a | The establishment of regular weekly SEND information sharing to schools and all settings via the SEND service. This may include DfE latest reports and guidance, updates, NASEN briefings, other sources of support and information local, regional and national | Engagement with weekly news sharing reported through mail tracking and other metrics at 70% read rate | Target: April 2022 Achieved: | Stakeholders requested monthly rather than weekly update. A range of updates including Assistant Director update email, SEND Snapshot, and SEND Service updates have been shared. Facility to track the read rate is being tested to complete the action. Success measure is not yet achieved. |
| 4.1.b | All school analysis of best inclusive practice within the education system showcasing examples of good practice through newsletter and other shared forums and platforms. | 90% share rate via The Local Offer, SEND newsletter and other sharing platforms. Reach to include all schools and settings | Target: April 2022 Achieved: | Facility to track the read rate is being tested to complete the action. Success measure is not yet achieved. |
| 4.1.c | Ensure a greater parity of SEND provision across the area. Learn from case studies in settings that have been commended for their inclusive practice to drive improvement across all schools and settings | Reduction in exclusion rates. Reduction in number of pupils out of education or on partial timetables. Reduction in complaints regarding provision | Target: December 2022 Achieved: | University of Chester all school analysis is underway and shared with the SENCo Network. Methodology for assessing best-practice through the SAP reports has been approved by the SEND transformation board on 31.10.22. Through the trauma informed practice training work, a live sharing session for best practice and reflection on progress took place on 07.12.22. SENCO information exchanges take place in person every term. The IQM (Inclusion Quality Mark) will allow for schools to reflect and improve their inclusive practice using the IQM framework. IQM will be updating LA on registrations and progress Success measures are not yet achieved. |

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| 4.1.d | Analysis of schools demography based on SEND cohorts. A clear understanding of each school or settings cohort of CYP at SEN Support and with EHCPs. Identification of anomalies in this information where schools or settings are particularly below or above local and national benchmarks | 100% of schools find the resource pack a useful and informative tool to help meet the needs of young people with SEND. Using surveys; An increased rate, each reporting period, of Parents/carers stating that schools are meeting young people's needs. | Target: December 2022 Achieved: | Data inputs including the JSNA, census will detail the school demography for SEND cohorts. Success measures are not yet achieved. |
| 4.1.e | Parental views about their own children's needs at an early stage of concern are listened to, respected and included as part of a setting's graduated response and early indicators of need | 100% of parents report that they feel supported and listened to (quarterly survey of families) | Target: October 2022 Achieved: | School SEND Survey to be conducted in July 2023. Success measure is not yet achieved. |
| 4.1.f | Review the use of Individual Personal Funding Arrangements (IPFAs) to establish the total resource allocation as part of a graduated response. | Up to date data on number of CYP at SEN Support with IFPA in place. Number of CYP for whom provision at SEN Support with funding from an IFPA has improved outcomes over a 6 monthly period | Target: May 2022 Achieved: | The review of IPFA funding has been completed and a pilot established to further understand the impact of IPFA provision. Pilot outcomes to be reported July 2023. Success measure is not yet achieved. |
| 4.1.g ✓ | Wirral Council reaffirm and make explicit expectations of all schools and settings with regards inclusive practices, the graduated response, provision at SEN Support, sharing national guidance, best practice reports and studies | An agreed Wirral graduated response is shared with all schools. 100% of Wirral school professional received training and development for school professionals regarding the graduated response. | Target: September 2022 Achieved: June 2023 | The Graduated Response has been co-produced with stakeholders and distributed to 100% of schools and settings. The resource pack identifies training and development requirements for professionals to complete. This is complemented by the IQM, All About Inclusion and Whole School SEND training packages. |
| 4.1.h ✓ | The development of a robust training and support programme for school leaders, SENDCos, support staff and the wider school community to roll out across the local area on an annual basis, taking account of staff mobility | 100% of identified partners trained in relation to the revised SEND Code of Practice (2015) and SEND reforms of 2014 Educational Psychology Service training developed and rolled out to 100% of school and settings. | Target: September 2022 Achieved: June 2023 | All schools have access to the extensive online training Ambitious About Inclusion which is designed for all school staff covering SEND code of practice, theoretical models and need to know SEND information. Educational Psychology service have delivered ELSA and EAT training to all identified settings. |
| 4.1.i | Further training for wider partners across education, health and social care in relation to the revised SEND Code of Practice (2015) and SEND reforms of September 2014 | Clear audit of attendance for Wirral SENDCO regarding training that is available. | Target: June 2022 Achieved: | SENCOs have been attending training throughout the 2022-23 academic year. An audit and report on their attendance will be completed summer 2023. |

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| 4.1.j ✓ | Develop a partnership programme of annual training in collaboration with the Educational Psychology Service and the SEND Service, for all new employees, for induction, for continuing professional development | Training programme is in place and communicated with all relevant professionals through the new local offer | Target: September 2022 Achieved: June 2023 | The training programme for professionals is incorporated into the Graduated Approach and toolkit. It has been communicated to all relevant professionals in June 2023. |
| 4.1.k | There is an increased focus on the capacity of schools to consistently apply the graduated response to address the needs of CYP with a range of SEND, including those with hidden disabilities, evidenced through a reduction in the requests for EHC needs assessment | Clear framework for professional collaboration evidence through SEND Information Reports feeding into the local offer | Target: December 2022 Achieved: | The Graduated Approach provides the clear framework for professional collaboration. There is an upward trend of EHC Needs Assessment requests. Success measure is not yet achieved. |
| 4.1.l | Develop a clear network of professionals across education, health and social care, working collaboratively to support early interventions and therapeutic approaches for CYP with SEND | Sampling of assessments completed for an early assessment bi-monthly Clear framework for professional collaboration | Target: September 2022 Achieved: | The Graduated Approach provides the clear framework for professional collaboration. Sampling of assessments scheduled for the SEND QA Group. Success measure is not yet achieved. |
| 4.1.m ✓ | Develop a protocol of what is expected of schools and other settings in relation to facilities, learning environment, staffing capacity, professional qualifications, skills and experience to better meet the needs of all CYP with SEND across the local area | Develop Clear universal offer for all children that is agreed by all Wirral schools. Distribute to 100% of schools and settings | Target: July 2022 Achieved: June 2023 | The Graduated Approach provides the clear framework for professional collaboration, including quality first teaching. This is supported by the Continuous Professional Development brochure training. |

Workstream 5

Local Provision and Strategic Oversight

Lead: Lorna Quigley, Associate Director Quality and Safety Improvement

Areas of significant weakness:

High level of parental dissatisfaction with the area's provision

Lack of strategic oversight to ensure effectiveness of plans and provision

Outcome 1

5.1 Parents and carers satisfaction with the local areas provision is consistently good

| Ref | Actions | Success Measures | Timeframe | Comments |
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| 5.1.a ✓ | Carry out a rapid-fire audit of 20 complaint cases at first tier tribunal and consider recurring themes, for e.g. communication, provision, timeliness, to identify new areas of service delivery, which may lead to increased joint commissioning activity | An agreed priority list of services needing a review, additional capacity, or development to meet existing and future predicted needs | Target: April – May 2022 Achieved: August 2022 | Rapid-fire audit completed and report presented to SEND Transformation Board in August 2022. Areas identified for review. |
| 5.1.b ✓ | Use recommendations from rapid fire audit to explore opportunities for development of new services or new support pathways | Recommendations are shared with SEND transformation board; agreed action plan developed | Target: May – June 2022 Achieved: August 2022 | Recommendations shared with SEND Transformation Board in August 2022. Neurodevelopmental pathways, Speech and Language Therapy pathways to be reviewed. |
| 5.1.c | Survey parent & carer views on timeliness of access to specialist services commissioned by the local authority as part of the EHC needs assessment process | Parental satisfaction regarding access, quality and consistency of specialist provision is increased. | Target: April – June 2022 Achieved: | Survey of parent carer views on timeliness and access to specialist commissioned services completed December 2022. Follow up surveys to measure against benchmark required. Success measure is not yet achieved. |
| 5.1.d ✓ | Produce an overarching Bi Dashboard, based on adult social care model, with functions to interrogate data to drive better decision making | Bi dashboard is shared at SEND transformation board, endorsed and signed off as fit for purpose | Target: October 2022 Achieved October 2022 | Power BI Dashboard developed and reported to the SEND Transformation Board October 2022. |
| 5.1.e | Review the current offer of specialist provision across Wirral to ensure that there is sufficiency of places available to meet the current needs of Wirral CYP with SEND | Priority needs to address are identified. Places and provision are aligned to current and future needs within a 12-month period | Target: March 2023 | Priority needs are identified. Neurodevelopmental Pathway revised. SaLT Recovery Plan to be published. Success measure is not yet achieved. |

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| 5.1.f ✓ | Explore the commissioning of mental health practitioners to support schools and all settings in responding to the needs of CYP with SEMH at tier one and two levels of support and intervention | Proposals are explored, and action plan agreed in collaboration with parents and carers, schools and other settings, health, education and care partners | Target: September 2022 Achieved: May 2023 | Mental Health and Wellbeing JSNA completed by Capacity. My Happy Mind Review Data for schools and nurseries Milestones and actions plan by Capacity to integrate the primary care of mental health into schools. Primary Care project guidance doc NHS |
| 5.1.g ✓ | Improve the quality of education placements for children with autism spectrum condition (ASC) and Social and Emotional Mental Health (SEMH) through an innovative range of support solutions | Five new bases are established across Wirral to support young people with ASD and SEMH | Target; September 2022 Achieved: September 2022 | New bases to provide education and support for young people with ASD and SEMH established in September 2022. |
| 5.1.h | Gather the views of parents/carers about their positive experiences of the neurodevelopmental pathway to build a strengths-based profile of what needs to improve | A profile of the neurodevelopmental journey is developed and added to the local offer website for parents and young people to view. | Target: September 2022 Achieved: | Survey has been delivered. New Neurodevelopmental journey to be published on the Local Offer The success measure is not yet achieved. |
| 5.1.i | Review the existing neurodevelopmental pathway which is informed by the views of parents/carers and is understood by practitioners and senior managers. | New neurodevelopmental pathway identified and signed off by CCG (relevant ICP governance group). Easy read version added to local offer website. | Target: December 2022 Achieved: | Neurodevelopmental pathway has been reviewed. Documentation awaiting sign off from ICB. The success measure is not yet achieved. |
| 5.1.j | Gather patient experience about the quality of therapies, CAMHs and neurodevelopmental services and review the level of satisfaction by service users, and use this to inform service planning and improvements | Each service will have an improvement plan which has been informed by feedback from the | Target: September 2022 Achieved: | Surveys have been undertaken. Service improvement plans to be agreed. The success measure is not yet achieved. |
| 5.1.k | Build a themed audit framework for review of therapies, CAMHs and neurodevelopmental services with key timescales for audit reviews. | Audit framework for review of therapies, CAMHs and neurodevelopmental services is designed and agreed by the transformation Board. | Target: September 2022 Achieved: | Themed audit framework to be approved by SEND Transformation Board. The success measure is not yet complete. |
| 5.1.l ✓ | Embed a new reporting and quality assurance mechanism for out of borough and high-cost placements to ensure that they can meet need and deliver value for money | A new resource is developed to monitor and review the quality of out of borough and high-cost placements. | Target: December 2022 Achieved: Dec 2022 | A placement quality monitoring framework has been developed and implemented. |

Outcome 2

5.2 Insightful and effective strategic oversight drives high quality planning and provision that is consistent across the local area

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| 5.2.a ✓ | Explore opportunities and mechanisms for developing strategic leadership and oversight further over a 4-month period including financial arrangements, partnership structure and creating a joined-up approach to improvement | A sub group is set up for a time bounded period reporting to the SEND transformation board | Target: April to July 2022 Achieved: September 2022 | Finance and Governance Subgroup established with Terms of Reference and meeting schedule complete. |
| 5.2.b ✓ | Collation of service performance data across Health, Care and Education into a single Dashboard | A joint data set and provision map for the local area is in place and robust arrangements enable partners to use data and intelligence from across all agencies to form a shared understanding of the needs of the local area. BI dashboard is shared at transformation board and relevant committees, with auditing enabling tracking of improving journey. | September 2022 September 2022 Achieved: October 2022 | The JSNA provides an overview of need and provision to inform understanding of the local area. The SEND Dashboard and Databook, containing collated service data is shared on a quarterly |
| 5.2.c | The quality of the professional advice from education, health and social care is monitored through a schedule of quality assurance activity to ensure SMART outcomes meet the needs of the CYP | Audits show that 80% of all professional advice received across education, health and social care meets agreed quality standards for each sector's professional advice in support of EHCPs | Target: July 2022 Achieved: | Quality assurance of health and social care advice is in place. The success measure is not yet achieved. |
| 5.2.d | Development of clear outcome reporting measures for all services to 'evaluate the impact of services'. Produce a list of KPIs for each sector, confirming information source and reporting frequency. Ensure reporting requirements are clear within contracts as required. | Outcomes to be defined and co-produced with CYP parent / carers Map KPI's against the defined outcomes to produce an outcome delivery framework Wirral has a clear and coherent pathway for the delivery of services, that clearly identifies roles and responsibilities needed across the system, to support children and young people with identified Needs. Removing duplication and aligning resources. To ensure that the children and young people receive | Target: July 2022 Target: September 2022 Achieved: | Outcomes framework workshop to be carried out to inform wider SEND workstreams (TBC) New joint commissioned specifications for SALT and OT are currently being drawn up with new KPI's agreed with the services which will be reported into the SEND dashboard and monitored quarterly. The revised ND pathway will produce a set of KPI's. The success measures are not yet complete. |

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| 5.2.e | All services to consider suitable outcome measures and agree with commissioning lead and presented to measurement subgroup. Outcome measures added to Dashboard | Through co-production with children and young people, parents and carers suitable outcomes are agreed. Service led outcomes are agreed to further measure quality of the | Target: June 2022 Achieved: | Outcomes framework workshop to be carried out to inform wider SEND workstreams (TBC) The success measures are not yet complete. |
| 5.2.f ✓ | Review reporting and escalation mechanisms and arrangements to key strategic groups which include elected members, LA Chief Executive, CCG Chief Executive etc. to reduce duplication and ensure risks are escalated to an appropriate forum | Elected members and senior officers from local authority and CCG are informed of SEND Transformation Programme and provide effective challenge and scrutiny. | Target: July 2022 Achieved: September 2022 | The Issue and Risk Register is available in the Teams SEND Measurement group for available access and appropriate use. The Register will be viewed on a quarterly basis along with the dashboard viewings. Exception reports will also be drawn from the |
| 5.2.g ✓ | Develop the JSNA to better understand the needs of children and young people which will in turn allow a better understanding of development needs of new or existing services –document. | Develop and publish a SEND JSNA with an agreed timeframe for reviews and updates. | Target: September 2022 Achieved: June 2022 | The JSNA has been developed and presented at the SEND Transformation Board meeting dated 27.06.22. It has been reflected on and further actions are to be defined and take place regarding the data scope across the cohort of children who were in education |
| 5.2.h ✓ | Establish an effective governance structure to improve ownership, accountability and to drive improvement across the SEND service | Clearly defined governance structure for SEND transformation board and underpinning work stream SEND strategy is reviewed, updated and distributed across all partners | Target: April 2022 Achieved: April 2022 | SEND Governance arrangements confirmed through SEND Transformation Board and SEND Strategic Board. |

Workstream 6

The Local Offer

Lead: Keith Billington, Supporting Families Programme Manager, Wirral Council

Areas of significant weakness:

The published local offer not being well publicised and not providing parents and carers with the information that they need

Outcome 1

6.1 The local offer is a highly valued source of information and support to parents, carers children and young people with consistently high levels of engagement from parents, carers, schools and other settings, and young people with SEND.

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| 6.1.a | Develop a new local offer site which is accessible for children/young people, their parent/carers & contains relevant up to date information, including where to go if they need help & advice. | Local Offer Website accessible to SEND users. Survey carried out and demonstrates and assures an acceptable awareness of Local offer existence. Stakeholder reference group established including parents/carers/CYP | Target: December 2022 Achieved: | A 'soft launch' of the new Local Offer website is scheduled for summer 2023, with the official launch in September 2023. The success measure is yet to be achieved. |
| 6.1.b ✓ | Continue scoping exercise to explore options for new fit for purpose Local Offer website. Information shared re websites already considered and audited against statutory and local requirements | Agreement with all stakeholders in relation to the new local offer platform. All stakeholders share positive involvement in the process | Target: May 2022 Achieved: May 2023 | Scoping for the Local Offer website was completed in collaboration with parents and young people. Signed off by the WSoA Performance Group in May 2023 |
| 6.1.c ✓ | PCPW members through co-production support the development of the new local offer website | The views of PCPW members are captured in the new local offer website. | Target: December 2022 Achieved: January 2023 | Parent carer representation has been provided by Positivitree (300+ participants). PCPW have been kept briefed on progress and consulted through WSoA Performance Group and SEND Transformation Board. |
| 6.1.d | Involve all stakeholders to deliver a co-produced Local Offer website (the voice of the children & young people and that of their Parent/carers via input from PCPW and other parents will be heard and help shape the design) | Increased 'hits' to the Local Offer pre and post improvements. Feedback from young people and parents/carers is positive regarding the local offer | Target: December 2022 Achieved: | This success measure cannot be measured until the new website is in operation (post-September 2023) |
| 6.1.e ✓ | Re-establish the Local Offer Development group re design, content, marketing (so users know it exists and what it is), accessibility for all (visually impaired and deaf users) | Content on the local offer website is relevant, up to date and has a wider range of stakeholders | Target: April 2022 Achieved: April 2023 | Local Offer Development Group established and Terms of Reference approved by WSoA Performance Group. |
| 6.1.f ✓ | Establish finance/commissioning arrangements and specify process for timely additional features to respond to user's feedback | Finance and commissioning arrangements allow the local offer to be flexible to user needs. | Target: May 2022 Achieved: May 2023 | Delayed due to confirming needs of new Local Offer website. Additional features include improved search function, AI video, reachdeck software, as result of user engagement. |
| 6.1.g ✓ | Recruit/secure identified Participation & Engagement Team resource | Additional staffing in post to support engagement and participation activities. Parents/carers feedback more positively regarding engagement with local partners. | Target: August 2022 Achieved: Sept 2022 | SEND Manager appointed with responsibility for Participation and Engagement, with 3.0 FTE supporting staff. |

Outcome 2

6.2 The local offer contains information that is relevant, up to date, and easily accessible by all users, including those with disabilities or impairments

| Ref | Actions | Success Measures | Timeframe | Comments |
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| 6.2.a | Culture change across all services to raise the profile of the Local Offer and the importance of its role in supporting children, families, schools and the wider community. | Statutory partners are signed up to and publicise the Local Offer on their websites. | Target: September 2022 Achieved: | Accountability meetings to be held in July 2023, in advance of launch to secure commitment. This success measure is not yet achieved. |
| 6.2.b ✓ | A named local offer lead takes responsibility for requesting relevant data, ensuring that information on the site is up to date, and that live links are functioning and information easy to obtain | There is no content on the site over 2 years old, unless that relates to legislation or procedures; Outdated references and content is removed; Engagement with the site shows a month on month increase in visitors and pages visited | Target: May 2022 Achieved: September 2022 | Participation and Engagement Officer is responsible for the content and maintenance of the Local Offer website. Thorough cleansing of the existing Local Offer website has been completed and is reviewed on a monthly basis. |
| 6.2.c | Develop the role of local offer champions across each service area, education health and social care, to ensure there is parity of access to information about each service and the part it plays in SEND systems and processes | Designated local offer champions are in place across each of the three service areas | Target: October 2022 Achieved: | Accountability meetings to be held in July 2023, in advance of launch to secure commitment. This success measure is not yet achieved. |