

Wirral Local Area  
Written Statement of Action

15 March 2022

## Section 1

### Introduction

Between 27 September 2021 and 1 October 2021, Ofsted and the Care Quality Commission (CQC) conducted a joint inspection of the local area of Wirral. The inspection evaluated the effectiveness of the local area in implementing the special educational needs and/or disabilities (SEND) reforms, as set out in the Children and Families Act 2014.

As a result of this inspection, in accordance with the Children Act 2004 (Joint Area Reviews) Regulations 2015, Her Majesty's Chief Inspector (HMCI) has determined that Wirral Council must submit a Written Statement of Action because of significant areas of weakness in practice. These are identified as:

1. Weaknesses in the quality and timeliness of EHC assessments and annual reviews
2. The lack of meaningful co-production with parents and carers
3. The high level of parental dissatisfaction with the area's provision
4. The published local offer not being well publicised and not providing parents and carers with the information that they need
5. Poor communication with parents and carers across the area
6. The fractured relationship between the area and the Parent Carer Partnership Wirral and the impact of this on the area's progress in implementing the reforms
7. The lack of joint commissioning of services in the area
8. The lack of effective strategic oversight to ensure effectiveness of plans and provision and hold leaders, managers and partners to account
9. The lack of accurate, up-to-date and useful information which informs the area's plans and evaluates the impact of their actions
10. The graduated response not being consistently applied across all schools and settings.

Wirral Council and the Clinical Commissioning Group would like to thank all those children and young people, parents, carers, providers and professionals who supported the inspection activity. It would also like to offer a heartfelt apology and express its regret for the failings in practice and service delivery that have led to these inspection outcomes. Whilst Wirral Council is proud of the strengths identified in this report, it is mindful that there are many areas of need that impact children and young people's lives on a daily basis, and will have been a cause of deep distress for many families.

It is with renewed vigour that Wirral Council, the Clinical Commissioning Group, all its partner education, health and social care services, and in collaboration with Parent Carer Participation Wirral set out an ambitious programme of improvement, guided by this Written Statement of Action and wider transformation work already taking place.

## Section 2

### Co-production of a Written Statement of Action

A lack of value afforded the contributions and support of parents, carers and young people, and a lack of investment in building trusting, mutually supportive relationships, together with failures in service delivery, has led to five related areas of weakness in the inspection report. There are significant cultural changes in practice to secure, and significant challenges to overcome.

The Local Area SEND Inspection Outcomes has driven home the importance of gaining and maintaining the support, confidence and good will of its parent and carer community, of valuing and respecting families and children and young people with SEND. It is our intention to place their views, insight and wellbeing at the heart of all our service improvement, and to engage more closely, regularly, and transparently, with Parent Carer Participation Wirral, SEND Youth Voice Group and all stakeholders.

To that end, work has already begun following the inspection report on a series of engagement meetings to share findings, gain views and support with a range of stakeholders. The introduction of parents and carers on the SEND Transformation Board is an indication of the commitment Wirral Council and the CCG makes to accelerating the pace of transformation and improvement and to embracing the spirit of the SEND reforms through co-production.

Governance of the Written Statement of Action takes its example from the best practices of other regional and national local authorities, from guidance outlined in the inspection findings, and from insights gained from the early stakeholder meetings which have been invaluable in shaping this statement.

## Section 3

### Statements

Wirral children's services have been on an improvement journey in recent years. Whilst there have been improvements in some areas, it is to my deep regret that this is not happened for our children and young people with SEND.

Services within Wirral have been fragmented, and as such children and families have experienced at best intermittent support and at worst services that have created barriers and deep distress by not communicating and providing the support needed. I want to take this opportunity at the beginning of our improvement journey to offer a sincere apology to those families that have been affected and failed in this way, and by making a commitment to change.

The Local Area SEND Inspection has been the catalyst to pull together and restart our journey: it is so important that we do this with children, young people, parents and carers working together in a meaningful way. I am proud of and grateful to all those parents and carers who, despite the history, have offered their time, engagement and valued contributions. By doing so, we have a fresh opportunity to get this right. I know it will take time and not be easy to fix, but I'm excited by what we can achieve through working together. We have found commonality in a shared focus on wanting the very best for our children and young people.

Between us this Written Statement of Action will be the impetus needed to make outstanding services for children with SEND a local reality.

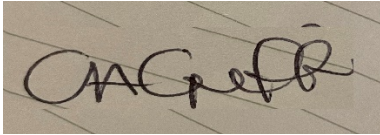
Best wishes

*Simone*

Parent Carer Participation Wirral (PCPW) are the Department for Education (DfE) funded Parent Carer Forum (PCF).

Our vision is to ensure the services on Wirral meet the needs of disabled children, young people and their families. We are here to elicit change and to make a difference to the services locally by bringing the parent carer voice to highlight where these are working well or need improvement.

PCPW welcomed the outcomes from the Ofsted inspection and were pleased to have been in attendance for meetings discussing the WSoA. We look forward to the increased meaningful co-production across Health, Education and Social Care and look forward to working in partnership with all stakeholders to deliver the aims of the WSoA.



**Cath Griffiths**  
PCPW Chair

NHS Wirral CCG would like to thank the Ofsted and CQC inspection team for both acknowledging the successes and the areas of significant weakness within in the local provision for children and young people with Special Educational Needs and Disability (SEND). We would like to apologise to all children, young people and their families who have been impacted by the current areas of weakness in local provision and are eager to see significant improvements through delivery of this Written Statement of Action.

The Written Statement of Action has been produced through support from a wide group of local stakeholders and we would like to thank all of those individuals that have contributed to this work. Whilst this is only the start of the improvements required, the Written Statement of Action provides optimism for the future with a clear direction of travel to address the most significant areas for development. NHS Wirral CCG is fully committed to supporting delivery of this plan alongside our system partners and progress will be monitored throughout the life of this action plan.

**Lorna Quigley, Director of Quality of Safety.**



## Section 4

### Timeline of Activity since Written Statement of Action Inspection Report

<b>December 2021</b>	
15 <sup>th</sup> December 2021	Initial meeting with Local Area Partners following notice of requirement for a Written Statement of Action
10 <sup>th</sup> December	Formal feedback of SEND inspection outcome to SEND strategic board
<b>January 2022</b>	
24 <sup>th</sup> January 2022	Workstream event around assessment and planning, officers, parents and stakeholders
25 <sup>th</sup> January	Workstream around needs analysis and data, officers, parents and stakeholders
27 <sup>th</sup> January	Workstream event around health and health care pathways, officers, parents and stakeholders
31 <sup>st</sup> January	Committee report to Children's, Family and Education detailing outcome of SEND inspection
31 <sup>st</sup> January	Workstream event around joint commissioning, with officers, parents and stakeholders
<b>February 2022</b>	
3 <sup>rd</sup> February	Committee report to Health and Wellbeing Board
7 <sup>th</sup> February	Workstream event, coproduction, local offer and communication
8 <sup>th</sup> February	Workstream event around assessment and planning
26 February	Workstream event, coproduction, local offer and communication
28 <sup>th</sup> February	SEND transformation board meeting and sharing of Version 1, WSOA

### Note of Gratitude

There has been a significant outpouring of support and willingness to attend activities and events led by the authority since the publication of the Local Area of SEND Inspection. The authority would like to extend its thanks to all those individuals who have attended events, online or in person, responded to requests for consultations, or offered their time in various ways in support of this improvement journey. A heart felt thank you to all.

## Section 5

### Summary of progress to date

**Data analysis and joint commissioning:** A productive workshop with the Council for Disabled children has helped to set the foundations for a holistic outcomes framework that will enable local area leaders to better understand how early identification and meeting need through inclusive practice is helping to improve outcomes for children and young people with SEND.

Partners have agreed to fund a dedicated resource to work on a cross-organisational footing to lead and drive the change service redesign based on collaborative commissioning principles. Work has progressed to jointly commission a new Occupational Therapy and Speech and Language offer for children and young people.

**EHCPs and Annual reviews:** A new inclusive pathway has been designed around the concept of three WAVEs of support. Wave 1 will cover a universal offer that is covered by school provision. The local authority is working with school leaders to explore what support training can be offered to school staff to support this. Wave 2 will look at early intervention support for young that schools have identified of needing additional resource. The team supporting this will be identified by the needs of the child that have been identified. Wave 3 will be statutory support; this will lead to an EHCP assessment.

Additional support has been brought into the service to assist with demand management and capacity. There are six additional staff members in the SEND team covering a combination of roles including EHCP writing, annual reviews and EHCP coordination. Education Psychology assessments are being commissioned and delivered by an external provider, focussing solely on EHCP assessments. This is being extended by 12 months to ensure that advice can be provided within the 6-week timescale.

**Co-production, Relationships & Communication:** A series of face to face and virtual meetings with parents and carers from across Wirral has been held in community settings and online. Parents have been able to share their experiences and receive answers back. There have been a number 6 different sessions held so far with positive feedback from parents and carers.

A SEND Wirral Facebook page has been set up to act as a key conduit with parents and signpost parents to support. Third sector support groups can advertise their offer to parents and carers which has been well received. A review of the Parent Carer Partnership has been undertaken and new membership identified. Parents and carers have been asked to nominate themselves for strategic roles on key governance workstreams which sit under the SEND Board.

**Inclusive Practices:** A dedicated learning and development event for headteachers and governors to place at the beginning of December and will form part of a wider continued professional development for schools with specific sessions focused on SEND and inclusion. The commission of school assurance professionals to review and audit school settings will include a focus on SEND and will enable the local authority to analyse evidence around the quality of practice in schools. This will enable intervention and support to be targeted where it is needed. The Head of SEND has been undertaking regular visits to schools across the borough to build relationships, share learning and understand the quality of offer provided by individual schools.

**Local Provision & Strategic Oversight:** Effective partnership working, and collaboration has resulted in the identification of dedicated resources to support the development of a robust dataset and information spanning across multiple organisations which will form the backbone of a robust and accurate needs analysis for the whole local area.

Hannah Myers  
Performance & Improvement Manager,  
Children's Services, Wirral Council

## Section 6

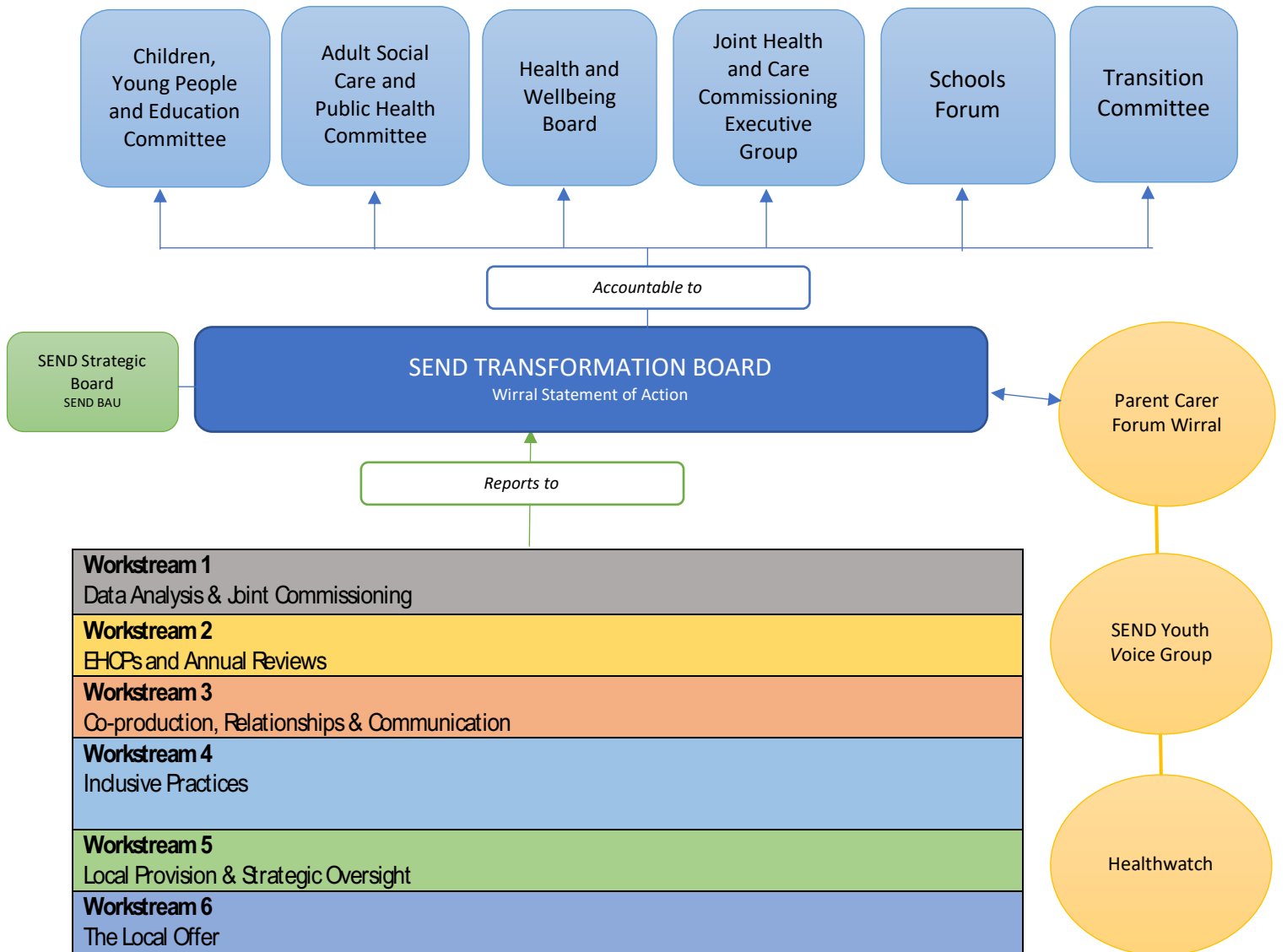
### Workstreams & Progress Updates

Workstreams	Areas to address	Workstream Lead
<b>Workstream 1</b> Data Analysis & Joint Commissioning	Lack of accurate, up to date & 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	Jason Oxley, Assistant Director, Care and Health and Commissioning for People, Wirral Council
<b>Workstream 2</b> EHCPs and Annual Reviews	Weaknesses in the quality & timeliness of EHC assessments and Annual Reviews	Carly Brown, Assistant Director, Strategy and Partnerships (People), Wirral Council
<b>Workstream 3</b> Co-production, Relationships & Communication	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	Elizabeth Hartley, Assistant Director Early Help and Prevention, Wirral Council
<b>Workstream 4</b> Inclusive Practices	The graduated response not being consistently applied across all schools and settings	James Backhouse, Assistant Director Education, Wirral Council
<b>Workstream 5</b> Local Provision & Strategic Oversight	High level of parental dissatisfaction with the area's provision  Lack of effective strategic oversight to ensure effectiveness of plans and provision and hold leaders, managers and partners to account	Richard Crockford, Deputy Director Patient Safety and Quality, Wirral CCG
<b>Workstream 6</b> The Local Offer	The published local offer not being well publicised and not providing parents and carers with the information that they need	Mike Chandler, Assistant Director for Communication, Wirral CCG

### Workstream Progress Updates

- There will be monthly reporting on the progress of all workstreams against identified actions
- Progress updates will be visible when added on the Wirral Local Offer linking to the Written Statement of Action
- A rag rating system is being used for each Workstream to indicate progress against a simple traffic light system, colour coded red, amber, green
- Red rag rating indicates an alert that actions are significantly off track or not yet commenced, amber indicates that progress is slightly behind agreed timeframes and green indicates that progress is good, sustained and on track.
- Further detail to substantiate progress will be included in the monthly progress updates.

Section 7  
Governance





## Section 8

### Glossary of Terms Used in this Written Statement of Action

Abbreviation	Definition
CAMHS	Child and Adolescent Mental Health Service
CCG	Clinical Commissioning Group
Children & Families Act (2014)	Part 3 of the Children and Families Act addresses children and young people with special educational needs and/or disability
CQC	Care Quality Commission
CYP	Children and Young People
DfE	Department for Education
EHC	Educational Health and Care
EHCP	Educational Health and Care Plan
HMCI	Her Majesty's Chief Inspector
IPFA	Individual Personal Funding Arrangements
JSNA	Joint Strategic Needs Assessment
KPI	Key Performance Indicator
LA	Local Authority
NASEN	National Association for Special Educational Needs
PCPW	Parent Carers Participation Wirral
Q&A	Question and Answer
QA	Quality Assurance
SEN	Special Educational Needs
SEN Support	The process that schools use to understand the needs of children and young people, in order to put in place the appropriate support
SENCO	Special Educational Needs Co-Ordinator
SEND	Special Educational Needs and/or disability
SEND Code of Practice (2015)	SEND Code of Practice 0 to 25 Years - Explains the duties of local authorities, health bodies, schools and colleges to provide for those with special educational needs under part 3 of the Children and Families Act 2014
SEND reforms of 2014	Reforms which extended right and protection to young people by introducing the educational health and care plan
SENDIASS	Special Educational Needs Information and Advice Service
Wirral CC	Wirral Children's Centres

## Section 9

### Workstreams addressing significant areas of weakness

#### 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	Rag Rating	Rag Rating	Rag Rating
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	May 2022			
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	June 2022			
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.	June 2022			
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	June 2022			
1.1.e	Commencement of 1 <sup>st</sup> 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	June 2022			

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			
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			

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	Rag Rating	Rag Rating	Rag Rating
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.	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	July 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	December 2022			

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	May 2022			
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	December 2022			
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	April – June 2022			
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	July 2022			
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.	June 2022			

## Workstream 2

### EHCs and Annual Reviews

Lead: Carly Brown, Assistant Director Strategy and Partnerships (People)

#### 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	Rag Rating	Rag Rating	Rag Rating
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.	May 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.	July 2022			
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	May 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 average of 58% (based on 2021 fig)	May 2022			
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.	September 2022			
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  90% of social care advice are received within 6 weeks	September 2022			
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 contribution wherever possible	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	May 2022			

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 every 12 months based on the SEND Code of Practice, (2015) Children & Families Act (2014) and SEND reforms of 2014	July 2022			
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	May 2022			
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	May 2022			
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	July 2022			
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	September 2022			
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	September 2022			
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	September 2022			

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 communication method	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 through Complaints & Tribunals team.	May 2022			
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	June 2022			
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	May 2022			

## 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	Rag Rating	Rag Rating	Rag Rating
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.	May 2022			
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	May 2022			
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	April – June 2022			

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 commencement	August 2022			
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	June 2022			
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	May 2022			

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	Rag Rating	Rag Rating	Rag Rating
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.	September 2022			
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.	October 2022			
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	September 2022			
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.	September 2022			



		Data from the dip sampling exercises to feed into SEND transformation board and subgroups				
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 <sup>th</sup> , 2023.  90% of Year 11 EHCPs are completed by 31 <sup>st</sup> March 2023	March 2023			

### 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	Rag Rating	Rag Rating	Rag Rating
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	May 2022			
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.	May 2022			
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	December 2022			

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, CCG, LA and parent-carer.	An event is held to celebrate success and promote co-production with key stakeholders	April 2023			
-------	--	---	------------	--	--	--

## 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	Rag Rating	Rag Rating	Rag Rating
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.	April 2022			
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	September 2022			
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	January 2023			
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	October 2022			
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	December 2022			
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.	December 2022			

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	September 2022			
-------	--	--	----------------	--	--	--

### 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	Rag Rating	Rag Rating	Rag Rating
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.	September 2022			
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	September 2022			
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	June 2022			
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)	July 2022			
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			

	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	July 2022			
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.	August 2022			
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 Coproduction Charter is agreed by the transformation board.	July 2022			
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	September 2022			

## 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	Rag Rating	Rag Rating	Rag Rating
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	April 2022			
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	April 2022			
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	December 2022			
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.	December 2022			
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)	October 2022			

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	May 2022			
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.	September 2022			
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.	September 2022			
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.	June 2022			
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	September 2022			
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	December 2022			
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	September 2022			

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	July 2022			
-------	---	--	-----------	--	--	--

## Workstream 5

### Local Provision and Strategic Oversight

Lead: Richard Crockford, Deputy Director Patient Safety and Quality

#### 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	Rag Rating	Rag Rating	Rag Rating
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	April – May 2022			
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	May – June 2022			
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.	April – June 2022			
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	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	March 2023			

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	September 2022			
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	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.	September 2022			
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.	December 2022			
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	September 2022			
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.	September 2022			
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.	December 2022			



Outcome 2

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

Ref	Actions	Success Measures	Timeframe	Rag Rating	Rag Rating	Rag Rating
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	April to July 2022			
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			
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	July 2022			
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	July 2022  September 2022			

		ensure that the children and young people receive the right support, at the right time, delivered by the right person.				
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 services delivered	June 2022			
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.	July 2022			
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.	September 2022			
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	April 2022			

## Workstream 6

### The Local Offer

Lead: Mike Chandler, Assistant Director Communication, Wirral CCG

#### 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.

Ref	Actions	Success Measures	Timeframe	Rag Rating	Rag Rating	Rag Rating
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	December 2022			
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	May 2022			
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.	December 2022			
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	December 2022			
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	April 2022			
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.	May 2022			
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.	August 2022			

### Outcome 3

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	Rag Rating	Rag Rating	Rag Rating
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.	September 2022			
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	May 2022			
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	October 2022			