

Cumbria SEND Improvement Working Group Highlight Reports

For SEND Improvement Board
(21st January 2020)

Name of working group	Working Group 1 Understanding of Need
Date update completed	8th January 2020
Area 1	<i>To develop a deep understanding of the needs of the SEND population in the local area</i>
<p>Progress on key actions</p> <p>Good with some actions being completed.</p> <p>JSNA has been published and work is now underway to continually refresh its content, raise awareness of its existence and increase utilisation by leaders and commissioners across the systems. Work stream established and led by Population Health and Children's System Senior Manager, Morecambe Bay CCG.</p> <p>Draft PMQA Framework has been developed and a work stream has been established to finalise and implement led by the AD Integration and Partnerships.</p> <p>Further work is being undertaken to ensure that all children and young people's records include the NHS number to improve information sharing and modelling of future need.</p> <p>The group have developed a comprehensive SEND Improvement Performance Report which is now being considered at each working group and the wider Improvement Board has oversight of the data, which is contributing to understanding the lived experience of children and young people in Cumbria.</p> <p>Evidence of impact</p> <p>Products of the group include:</p> <ul style="list-style-type: none"> • JSNA • Comprehensive Performance Report • Draft PMQA Framework. <p>Key next steps</p> <p>EHCP audit tool will be developed and signed off. Evidence of impact will emerge in the coming months.</p> <p>Sign off of the PMQA Framework and develop an implementation plan.</p>	

Area 2	<i>To develop a clear understanding among leaders across the partnership of the strengths and weaknesses in their respective areas of responsibility</i>
<p>Progress on key actions</p> <p>Planning has started for a series of workshops to further develop our understanding of the needs of children with SEND in Cumbria, which will inform continuous versions of the JSNA. This will help to raise the profile of the JSNA and what it tells us about the lived experience of children with SEND in Cumbria.</p> <p>Evidence of impact</p> <p>Key next steps</p> <p>Work with the Working Group 3 to deliver workshops across the county.</p>	
<p>What's working well?</p> <p><i>Any particular strengths or achievements to highlight to the board</i></p>	<p>Developing a Performance Management Report which includes measures from CCC and both CCGs across all the working groups.</p>
<p>What are you worried about?</p> <p><i>Any risks/barriers to escalate to the board</i> <i>Any requests for support/additional resource</i></p>	<p>Slippage on the audit tool and the grading guidance</p> <p>Identified a need for a comprehensive communications plan with specific sections for each group of stakeholders.</p> <p>WG1 do not have the right individuals around the table to be operationally responsible for performance across SEND. Working groups must take the time to consider the performance for their working group at their meetings and report this up to the board on an exceptions basis. However, individual agencies must take responsibility for managing SEND performance in their own organisations and the board must find a mechanism to receive assurance, challenge inadequate performance and make recommendations for improvements.</p>
<p>Comms - Key messages</p> <p><i>What are the key messages from your working group for wider circulation?</i></p>	<p>People need to use the JSNA.</p>
<p>Overall SCALING</p>	<p>7</p>

<p>Where 10 is that as chair of the working group you are fully confident everything is on track and milestones will be met and 0 is that you are really worried, have identified key risks to milestones being met, where would you scale today</p> <p>What would enable you to increase your score?</p>	<p>If all actions on track it would be an 8</p> <p>If all actions on track and starting to see impact it would be a 9</p>
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Name of working group	Working Group 2 – Joint Commissioning and Access to Provision	
Date update completed	10-1-20	
Area 1	Limited joint working, including the planning and commissioning of services to meet the needs of those with SEND, between education, health and care.	
<p>Progress on key actions</p> <p>Progress on the Joint Commissioning Framework is now being made, but there has been some slippage in these areas.</p> <p>Work defining commissioning intentions with reference to the SEND Joint Strategic Needs Assessment (JSNA) has progressed, with key themes now being taken to the SEND parent/carer engagement mini-conferences in January 2020.</p> <p>New CCC SEND Commissioning Manager is now in post (Lisa Studholme), with priority to establish links with Working Group 1 (Understanding of Local Need) to ensure the draft Framework is using the latest JNSA info.</p> <p>Further work and engagement is required in relation to the delivery plan of commissioning intentions which will be led by the new Commissioning Manager.</p> <p>Initial work is being undertaken to ensure that regular evaluation and review of the commissioning intentions is built into the Framework. A schedule of key consultation phases to be obtained from WG3 to ensure that the Commissioning Framework is refreshed and reviewed accordingly.</p> <p>Evidence of impact</p> <p>This group is currently focused on preparatory work and would not expect to be able to demonstrate evidence of impact until later in the process.</p>		

Key next steps

Producing a work plan for this working group – a key item on our agenda for 14-1-20.
Updating the language and context of the Joint Commissioning Framework ahead of further developing this with our parent and carer representatives.

Area 2	Address inequities that exist in access to and performance of services between different geographical areas within Cumbria.
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Progress on key actions

Materials have been developed for ICCs to improve their knowledge in relation to SEND and South Cumbria have delivered some awareness sessions. Both CCGs are taking a slightly different approach, but work is being undertaken and is on track.

We are enhancing existing arrangements for psychological support for children and young people receiving palliative care by rewriting the guidance for CCNs and others on how to access this. We have bid for funds to make this provision less ad hoc and more routine. On track/minor slippage.

Some of the implementation of joint service specifications has been delayed by the need to engage better.

The development of Alternative Provision (AP) places – this is based on development of new AP Units in Carlisle and Barrow. These capital projects have been delayed, still awaiting approval – Feedback from Capital Programme Team indicates that there is a risk to achieving the target of 80 new AP places being in place by September 20. Consideration to be given to the amendment of the KPI on the scorecard.

Short breaks – a process is underway to improve the range of options available for short breaks. Initial scoping and commissioning activity is underway, CCC Commissioning Manager identified as Ali McCulloch with oversight and support from Commissioning Manager, SEND. Given timescales it is anticipated that this action will move at pace.

The new contract for 0-19 Healthy Child Programme now operational. Contract management arrangements for this contract and the Child and Family Support Service will operate as a matrix approach, with specialist management and input provided by the Council's Commissioning, Procurement and Contracts managers and relevant operational teams. The development of these arrangements will be the focus of the next 3 months following the contract award. This development activity will include engagement with key stakeholders including the providers of these services. Reporting arrangements for HCP to CTB are work in progress.

Standardised approaches for packages of care – progress has been made, more work to be done, but it is an iterative process. We now have a clear understanding of where we are, and where outliers are. This is on track.

ASD diagnostic pathways – South Cumbria are making good progress, while in North Cumbria this needs more work. This will be one of the key topics at the January 2020 engagement conferences; engagement is essential, although it will result in a slight delay.

Evidence of impact

This group is currently focused on preparatory work and the early stages of the commissioning process and would not expect to be able to demonstrate evidence of impact at this stage.

Key next steps

The Parent/Carer SEND Engagement conferences are central to ensuring we're doing the right things for the right reasons.

<p>What's working well?</p> <p><i>Any particular strengths or achievements to highlight to the board</i></p>	<p>We have established a way of working, and working together with parents and carers, have a regular schedule of meetings and are clear about what we want to achieve.</p>
<p>What are you worried about?</p> <p><i>Any risks/barriers to escalate to the board</i></p> <p><i>Any requests for support/additional resource</i></p>	<ul style="list-style-type: none"> • The capacity of all involved to deliver the actions is an area of concern. • The fact that two CCGs are involved in commissioning Cumbrian services means that absolute equality of services may not always be possible or preferable. We must seek equity of service provision and manage expectations around equality. • WG2 will shortly be losing its Support Officer and will need this resource covered.
<p>Comms - Key messages</p> <p><i>What are the key messages from your working group for wider circulation?</i></p>	<p>We have:-</p> <ul style="list-style-type: none"> • developed materials to improve the knowledge of Integrated Care Communities (ICCs) and Primary Care Networks (PCNs) of the needs of children and young adults with SEND and their families. • worked to enhance existing arrangements for psychological support for children and young people receiving palliative care by rewriting guidance on how to access this. We have bid for funds to make this provision less ad hoc and more routine.
<p>Overall SCALING</p> <p>Where 10 is that as chair of the working group you are fully confident everything is on track and milestones will be met and 0 is that you are really worried, have identified key risks to milestones being met, where would you scale today</p> <p>What would enable you to increase your score?</p>	<p style="text-align: center;">6</p>

Name of working group	Working Group 3 Co-Production and Engagement
Date update completed	15 January 2020
Area 1	<i>Re-establish and strengthen parents' and carers' trust and faith in the local area's work</i>
<p>Progress on key actions:</p> <ul style="list-style-type: none"> • Number of reference group meetings with parents have been held • Training with parents has taken place • Parents now on all working groups • SEN Support survey completed, awaiting detailed feedback on results • Parent survey completed, awaiting detailed feedback on results • Stakeholder engagement session held • Parents conferences planned • Shout Group Visited • Draft Parent Carer Forum development plan submitted by Contact for consideration by stakeholder groups. Meeting planned for 17th January 2020 to discuss further progress • Project Manager employed to co-ordinate SEND Improvement work <p>Evidence of impact:</p> <ul style="list-style-type: none"> • Over 1400 people engaged with via surveys • 175 people signed on to attend conferences • 65 people attended stakeholder session • Parents actively involved in working group discussion's <p>Key next steps:</p> <ul style="list-style-type: none"> • Facilitate Parent / Carer conferences 	
Area 2	<i>Establish and develop ways to ensure the close involvement of children, young people and their families in the co-production of the services, resources and support that they need</i>
<ul style="list-style-type: none"> • Progress on key actions • All of Us groups established County wide (Carlisle & Penrith, Whitehaven, Kendal and Barrow) , including a joint All of Us group to represent the whole of the County • JSNA co-production session in planning • Parent/Carer Stories under development (video capture commenced) • Children/young people stories under development (video capture commenced) • Easy read WSOA produced • All of Us group presented to working group 3 <p>Top 3 priorities identified:</p>	

- Transport
 - Emotional Health & Well Being
 - Opportunities (apprenticeships, work experience, jobs)
- Staff (Health, Education & Social Care) co-production training events arranged on the 31st March, 1st April and 17th April 2020. Co-Production training presentation currently under development
 - Completed PfA Autism & Learning Disabilities focus groups and produced draft report to inform future work. Work undertaken in partnership with Parents/Carers
 - Arranged Health & Well Being event for Parents/Carers in Carlisle on the 25th March 2020. Work undertaken in partnership with Parents/Carers

Evidence of impact:

- Voice of children being heard throughout the improvement programme
- Voice of Parent/Carers being heard throughout the improvement programme
- Actions from All of Us Group presentation taken forward

Key next steps:

- Diversify children and young people engagement
- Make more videos to all voices to be heard on all key topics

What's working well?

Any particular strengths or achievements to highlight to the board

Working group 3 is working well, strong attendance, good parent involvement, very happy with the progress being made.

What are you worried about?

*Any risks/barriers to escalate to the board
Any requests for support/additional resource*

- The levels of disharmony in staff groups around the SEND Improvement work (County Council & Health)
- The requirement of Senior Leaders to speak with staff about what is required and confirm buy in to the process
- The requirement for Chairs & Co-Chairs to meet prior to Improvement Board meetings to co-ordinate actions
- Having spoken to young people in the group(s), what next? Therefore, the inclusion of young people being seen as very tokenistic and ticking a box
- The requirement to feedback to Senior Leaders about what the CYP have said and ask them what they are going to do about it

	<ul style="list-style-type: none"> As a group we will have completed all our actions, engaged with hundreds of people and done a thorough job. However, we (Cumbria) will have not demonstrated any impact for CYP & Families and will therefore 'fail' our re-inspection
Comms - Key messages <i>What are the key messages from your working group for wider circulation?</i>	<ul style="list-style-type: none"> Parent carers conferences Feedback from surveys Show impact
Overall SCALING Where 10 is that as chair of the working group you are fully confident everything is on track and milestones will be met and 0 is that you are really worried, have identified key risks to milestones being met, where would you scale today What would enable you to increase your score?	<p>8</p> <p>Evidence of actual service improvements (Impact)</p>

Name of working group	<i>Working Group 4 - Preparation for Adulthood</i>	
Date update completed	14.1.20	
Area 1	Weaknesses in the local area's systems for ensuring a smooth transition between children and adult services and preparing children and young people for adulthood.	
Progress on key actions		
<p>Work is progressing against all of the key actions identified in the plan for this working group.</p> <p>Activity to plan a Standardised Operating Procedure (SOP) for working with young people as they approach transition to adulthood has taken place. Training to roll out newly agreed SOPs is scheduled across the system. A quarterly audit process to support the new SOPs is being designed and will be ready to be launched by the end of Q4.</p>		

The use of four different transition tools within the health services is being rolled out across the provider system and is on track.

Young people's reference group and SENCO networks have been consulted as the first stage in developing preferred work experience pathways.

National Development Trust for Inclusion (NDTI) are booked to deliver training across SENCOs, parents and other key stakeholders at the end of January as per schedule. This will involve collective audit of 80 anonymised EHCPs.

A draft Preparation for Adulthood roadmap is being prepared for engagement with parent/carer reference group in February ahead of roll out and wider training in the Spring. This is later than the agreed milestone, due to available capacity of the reference group, but will not affect delivery of the final milestone.

Next Transition fair dates booked and planning underway to improve based on feedback from first meeting.

All actions relating to the development of innovate Post 19 provision and development of work experience pathways are on track apart from the milestone relating to development of a marketing and communications plan. This is not due until October 2020, but given the recommissioning timetable, this milestone may slip.

Action relating to pre-emptive identification of specific Year 11 EHCP cases did not take place due to capacity challenges. Mitigation involved face to face explanation and request at SENCO network meetings and direct e-mail to all secondary Heads and SENCOs.

Evidence of impact

As yet, achievement of milestones is the evidence of progress towards impact. Qualitative impact measures around perceptions will be answered in the long term.

Key next steps

- Roll out of NDTI training
- Publication of draft roadmap
- Spring 2020 Transition Fair

<p>What's working well?</p> <p><i>Any particular strengths or achievements to highlight to the board</i></p>	<p>WG4 team is galvanised around the plan. In-meeting audit of volunteer EHCP piloted in the last meeting – went well.</p>
<p>What are you worried about?</p> <p><i>Any risks/barriers to escalate to the board Any requests for support/additional resource</i></p>	<p>Team capacity to continue to deliver to milestone schedule with ongoing daily workload. Ongoing parental engagement with working group Significant concerns from wider team about volume of additional work generated by working groups. Possible difficulties in capturing EHCP data regarding use of PfA tool.</p>
<p>Comms - Key messages</p> <p><i>What are the key messages from your working group for wider circulation?</i></p>	<p>Transition Fair schedule Use of Preparation for Adulthood tool in all EHCP reviews Imminent publication of Preparation for Adulthood roadmap</p>
<p>Overall SCALING</p> <p>Where 10 is that as chair of the working group you are fully confident everything is on track and milestones will be met and 0 is that you are really worried, have identified key risks to milestones being met, where would you scale today</p> <p>What would enable you to increase your score?</p>	<p>6 – early milestones are being met, too early to give higher rating with no impact measures yet met.</p> <p>If we continue meeting milestones at the same rate and communicate effectively, impact measures will be met, resulting in a higher score.</p>

Name of working group	Working Group 5 - Emotional Health and Wellbeing
Date update completed	13th January 2020
Area 1	Strengthen and develop the approach to support the emotional health and well-being of children and young people with SEND, particularly those with ASD, who face challenges in relation to their social, emotional and mental health.
<p>Progress on key actions:</p> <p>The majority of actions are on track, for many the milestone date has not yet been reached and work is underway to achieve the desired outcomes. There are mitigating actions in place for those actions which are not on track, as detailed under next steps below.</p> <p>Evidence of impact:</p> <ul style="list-style-type: none"> • The working group will be considering the outcomes of the North Cumbria Integrated Care's Occupational Therapist Pilot project undertaken with a group of young people on the dynamic risk register at the 6th February meeting, following which we will be able to provide specific evidence of impact for that work; • Data is telling us that the waiting times for children referred under Tiers 2 and 3 (CAMHS) has reduced. <p>Key next steps:</p> <p>Work to urgently address the amber-rated actions in the WSOA – 5.1.3, 5.1.4 and 5.2.2; details below:</p> <ul style="list-style-type: none"> • Support mechanisms are being developed across Council and Health services to address the need for health professionals to describe the psychological, emotional, health and wellbeing needs more effectively (for input into EHCP) and how these will be addressed; • Addressing the emotional health and wellbeing needs through the baseline audit findings ensuring that these outcomes inform the Framework; • Once data has been collated for the self-assessment of Tier 2 and 3 providers we will be analysing the data and will be working with engagement group on an improvement plan. 	

<p>What's working well?</p> <p>Any particular strengths or achievements to highlight to the board</p>	<ul style="list-style-type: none"> • We have very good parent-carer representation; our parent-carers are highly valued and fully engaged members of the group; • We're getting more collaborative, meaningful and joined up data across organisations than we have had previously; this means that we can monitor things far more effectively than before.
<p>What are you worried about?</p> <p>Any risks/barriers to escalate to the board</p>	<ul style="list-style-type: none"> • Difficult for mental health providers to be fully engaged with the group but this is due to changes in mental health providers from the 1st October and this is still in a transitional stage; discussions are ongoing and being led by our Vice-Chair to engage those organisations;

<p>Any requests for support/additional resource</p>	<ul style="list-style-type: none"> • Parent-carers asked that we forward the following issues around the Education and Health Care Plans (EHCPs) and their Annual Review meetings: <ul style="list-style-type: none"> ▪ At EHCP Annual Review meetings there isn't much time to talk through parent-carers' issues or concerns pertaining to their child – the meetings are typically only an hour long; ▪ Parent-carers find that they have to prioritise their most pressing issues and raise only those at the meeting, due to time pressures; ▪ A key concern for all parent-carers of children and young people with learning disabilities and/or autism is that the EHCP Annual Review meetings are almost exclusively education-focused; this gives little or no time to discuss health-related issues, which are arguably more important for this group of children.
<p>Comms - Key messages</p> <p>What are the key messages from your working group for wider circulation?</p>	<ul style="list-style-type: none"> • There has been a reduction in waiting times for CAMHS referrals since the inspection in March 2019.
<p>Overall SCALING</p> <p>Where 10 is that as chair of the working group you are fully confident everything is on track and milestones will be met and 0 is that you are really worried, have identified key risks to milestones being met, where would you scale today</p> <p>What would enable you to increase your score?</p>	<p>7</p> <ul style="list-style-type: none"> • The score will increase by ensuring full mental health provider engagement and involvement in the work; • We are pleased to see that waiting times are coming down, but we now need to focus on improving quality and outcomes for people on the service pathways.

Name of working group	Working Group 6 – SEN Support
Date update completed	16/12/19
Area 1	Ensure consistent application of the local area’s strategy for identifying, assessing and meeting the needs of children and young people at the SEN support stage
<p>Progress on key actions</p> <p>Reviewing and re-issue guidance relating to the SEND pathway within in the Early Help process, in conjunction with colleagues in social care still needs to be started, meeting is planned.</p> <p>Key actions are all on track relating to strengthening the system to improve identification and support of early years, primary and secondary age pupils with less obvious speech, language and communication needs (SLCN) and social emotional and mental health (SEMH)</p> <p>Regarding the priority to establish consistent systems to record and monitor pupils who are on a part-time timetable or without a school placement the majority of actions are on track and those that aren’t are identified in the next steps. All schools have been made aware of the new systems and we have had some returns to enable monitoring and action planning where appropriate.</p> <p>Evidence of impact</p> <ul style="list-style-type: none"> • Group established to review SEND guidance. SENCO networks in Autumn term well attended. SENCO awareness raised and expected impact is that SENCOs will use handbook and guidance more effectively which will lead to an improved journey through the system and improved outcomes. • Impact relating to improved identification and support should become evident next term through more accurate census recording. • We are now receiving information from schools on part time timetables which will enable us to measure the impact • NISAI pilot – schools and children now identified. Schools are identifying initial individual plans for implementation. Senior Manager Inclusion to meet with NISAI to cost and implement. <p>Key next steps</p> <ul style="list-style-type: none"> • Meetings with parents to inform them regarding the SEND criteria and guidance and what they can expect from schools. We can also gather their views to triangulate with SENCOs on how the criteria and guidance is being applied and used in settings and schools. • Dates to be put place for training regarding Speech Language and Communication Training. • Date in place for first meeting re SEND pathway and Early Help • Service Manager for Inclusion attending next key meeting of CSCB sub group regarding Keeping Children Safe in Education which will ensure clear oversight of the educational status of all children and young people in Cumbria. 	

<p>What's working well?</p> <p><i>Any particular strengths or achievements to highlight to the board</i></p>	<p>The group is becoming cohesive, working well and identified individuals are taking responsibility for their actions. The majority of actions are green and some are blue</p>
<p>What are you worried about?</p> <p><i>Any risks/barriers to escalate to the board Any requests for support/additional resource</i></p>	<p>Capacity of some teams to maintain the actions over a long period – many of the actions will need to continue beyond the life of the WSOA.</p> <p>Ensuring all partners continue to maintain this level of engagement.</p>
<p>Comms - Key messages</p> <p><i>What are the key messages from your working group for wider circulation?</i></p>	<p>Be clear about messages – should be a standard process for example, ask managers to identify team members for attendance at events to avoid confusion and duplication.</p> <p>Schools across the county are engaging in a small scale pilot to support pupils who are unable to attend due to anxiety – we will provide updates on this as we progress.</p> <p>Schools, particularly SENCOs should be alert to further opportunities for training and support on SEND</p> <p>Key members of the group will be presenting to the PHA on SEND issues</p>
<p>Overall SCALING</p> <p>Where 10 is that as chair of the working group you are fully confident everything is on track and milestones will be met and 0 is that you are really worried, have identified key risks to milestones being met, where would you scale today</p> <p>What would enable you to increase your score?</p>	<p>8 – to enable us to increase some actions need to be progressed at a more senior level. One manager has now been seconded and the group need to liaise with them to complete actions or identify replacement</p>