



Joint Local Area SEND Inspection in Wokingham

Wokingham's Written Statement of Action

AUGUST 2019

This document represents Wokingham's joint response to concerns raised by OfSTED and the Care Quality Commission (CQC) during their inspection 11th to 15th March 2019 and outlined in the OfSTED/CQC letter 13th May 2019.

Lead Officers

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Introduction

As a result of findings following a local area inspection that took place between the 11th March and 15th March 2019, Wokingham Borough Council and Berkshire West CCG are required to produce a Written Statement of Action that explains how the local area will tackle the areas of significant weakness. This Written Statement of Action has been co-produced with key partners and stakeholders.

The Six Areas of Concern Identified by Ofsted and the CQC

1. The lack of a clearly communicated co-produced strategy and accompanying action plans that are shared and understood across education, health and care in the local area and sharply focused on improving outcomes for children and young people with SEND
2. The timeliness and quality of EHC Plans
3. The lack of co-production at a strategic level to inform effective co-production at all levels
4. The quality of management information to inform accurate evaluation and energise service improvement across the local area
5. The lack of well-coordinated and effectively joined up work across education, health and social care
6. The underdeveloped pathway to enable young people with SEND to make a successful transition to adulthood

Key Partners

Local Authority

Children's Services: Learning, Achievement and Partnerships

Children's Social Care

Children's Centres

Adult's Social Care

Strategy and Commissioning

Optalis - Optalis provides care and support services to older people and adults with a disability.

Health

Berkshire West Clinical Commissioning Group

Berkshire Healthcare Foundation Trust

Royal Berkshire Foundation Trust

Education & Provision

Wokingham Secondary School Federation

Wokingham Primary School Association

Special Educational Needs Coordinator

SENDIASS - Special Educational Needs and Disabilities Information, Advice and Support Service

SEND Voices Wokingham – Parent Carer Forum

ASSIST - The ASSIST team (Autism Spectrum Service for Information, Support & Training) is part of the 0-25 Special Educational Needs and Disability Service at Wokingham Borough Council

Criminal Justice

Youth Offending Services

SEND Improvement Board Membership

Carol Cammiss	WBC - Director of Children's Services
Jim Leivers	WBC - Assistant Director for Children's Services (Learning, Achievement and Partnerships)
Sonia Aulak	WBC - SEND Project Manager
Jo Jolly	WBC – Children's Services Project Manager
Viki Elliot-King	WBC – Continuous Improvement Programme Manager
Charlotte Seymour	WBC - Children's Services Project Support
Fiona Nnanyere	WBC – Head of Service, SEND 0-25
Nick Hammond	WBC - Service Manager of Impact and Intelligence
Elaine Munro	WBC - Principal Educational Psychologist
Sal Thirlway	WBC - Service Manager, DCT and Early Help
Gillian Cole	WBC - Head of School Improvement
Vanessa Walters	WBC - Local Offer Officer
Pam Breslin	WBC - ASSIST Manager
Hazel Clayton	WBC - ASSIST – Autism Support Officer
Julie Monahan	WBC - SENDIASS Manager
Sally Murray	DCO for SEND & Head of Children's Commissioning
Sarah Clarke	SEND Voices Wokingham Chair
Terri Walsh	Participation Coordinator and Administrator - SEND Voices Wokingham
Louise Noble	Head of Woodley Primary School & Chair of Primary School Association
Ginny Rhodes	Head of St Crispins & Chair of Secondary School Federation
Corrina Gillard	Head of Emmbrook Infants School
Sara Attra	Head of Addington School
Sharon Finn	Head of Lambs Lane School
Louise Noble	NHS Head of Specialist Mental Health Services, Children, Young People & Families
Kate Egginton	NHS Associate Director of Nursing for Children and Young People
Karen Cridland	BHFT – Director of Children, Young People & Family Services

Glossary

AD	Assistant Director	JIG	Joint Implementation Group
BHFT	Berkshire Healthcare Foundation Trust	KPI	Key Performance Indicator
CCG	Clinical Commissioning Group	PCF	Parent/Carer Forum
CQC	Care Quality Commission	PM	Project Manager
CYP	Children and Young People	RAG	Red, Amber, Green
CYPF	Children, Young People and Families services	RBFT	Royal Berkshire Foundation Trust
CYPPB	Children and Young People's Partnership Board	SENCO	Special Educational Needs Coordinator
DCO	Designated Clinical Officer	SEND	Special Educational Needs and Disabilities
DCS	Director of Children's Services	SIB	SEND Improvement Board
EHCP	Education, Health and Care Plan	SENDIASS	Special Educational Needs and Disabilities Information, Advice and Support Service
HoS	Head of Service	WBC	Wokingham Borough Council
ICP	Integrated Care Partnership	WSoA	Written Statement of Action
LAP	Learning, Achievement and Partnerships	PfA	Preparation for Adults
CDC	Council for Disabled Children	SOPs	Standard Operating Procedures
PEP	Principal Educational Psychologist	SM	Service Manager
DCT	Disabled Children's Team	QA	Quality Assurance

Area of significant weakness 1:

The lack of a clearly communicated co-produced strategy and accompanying action plans that are shared and understood across education, health and care in the local area and sharply focused on improving outcomes for children and young people with SEND

Required Outcomes:

- A final co-produced SEND strategy that is owned, shared and delivered through the SEND Improvement Board (SIB).
- A SEND action plan, setting out *“improvements needed across education, health and care in a coherent joined-up approach”*, which is owned, shared, delivered and monitored by the SEND Improvement Board.
- A SEND strategy which focuses sharply on identifying joint priorities to improve children and young people’s outcomes across education, health and social care.

Objective	Actions	Completion Date	Lead	Evidence/Impact
A. Co-produced SEND strategy and Action Plan	1. Confirm membership of SEND Strategy (and 18 month Action and Financial Plan) Task & Finish Group (including representatives of all partners) and arrange meetings.	September 2019	• Chair - SEND Improvement Board (SIB) • Chairs of Task and Finish Groups.	1. SEND Improvement Board minutes 2. Performance against outcome indicators outlined in the Strategy and Action Plan 3. Minutes of Council Executive and ICP. Ongoing highlight reports tracking through the action.
	2. Gather management and performance information, documentation, peer review and other evidence across education, health and care to support Strategy and Action Plan development.	September 2019		
	3. Co-produced Strategy and Action Plan complete following consultation with wider group of parents and young people.	November 2019		
	4. Final Strategy and Action Plan Agreed by Executive and Integrated Care Partnership (ICP).	December 2019		
B. Communication of Co-produced SEND Strategy	1. Co-produce communication plan.	January 2020	• Chair - SEND Improvement Board (SIB)	1. Minutes of meetings.

	2. Launch of strategy in accordance with communication plan.	January 2019	Chairs of Task and Finish Groups.	2. Attendance logs from any planned communication events. 3. Families will be informed of how their views mould services.
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Objective	Actions	Completion Date	Lead	Evidence/Impact
Area of significant weakness 2:				
The timeliness and quality of EHC Plans				
Required Outcomes:				
- Timeliness: To issue all EHCPs within 20 weeks as per the SEND Code of Practice. - Quality: EHCPs are person-centred, holistic and outcome focused.				
Objective	Actions	Completion Date	Lead	Evidence/Impact
A. All EHCPs to be issued within statutory timescales	1. Create robust tracking process to monitor progress of production of EHCPs (which includes ensuring that education, health and social care reports are produced within statutory timescales).	Immediately	- AD, Learning, Achievement and Partnerships (LAP) - AD – Quality Assurance & Safeguarding Standards.	1. Weekly monitoring of tracker
	2. Ensure sufficiency (quantity and quality) of staff to meet immediate demand and clear backlog.	December 2019		2. Completion rates monitored monthly by the SIB
	3. Complete all outstanding/overdue assessments.	March 2020		3. SIB holds Head of SEND to account
	4. Re-design Service to ensure sufficiency of staff to meet ongoing demand.	March 2020		4. Service redesign
B. Health reports produced within statutory timescales.	1. Analyse reasons why BHFT health reports are not consistently produced within the 6 week time limit. Develop a remedial action plan agreed with partners. Implement the plan.	January 2020	- DCO - BHFT Director of CYPF	Action Plan in place
	2. BHFT to provide DCO with monthly reports on progress and timeliness of assessments.	Monthly	DCO	12 month rolling average, reported monthly

Objective	Actions	Completion Date	Lead	Evidence/Impact
			BHFT Director of CYPF	
	3. Analyse reasons why RBFT health reports are not consistently produced within the 6 week time limit. Develop a remedial action plan agreed with partners. Implement the plan. Increase staffing capacity by recruitment of an associate physician.	January 2020	- DCO - RBFT Associate Director of Nursing for Children and Young People	1. Action Plan in place 2. Additional staffing in place
	4. RBFT to provide DCO with monthly reports on progress and timeliness of assessments.	12 month rolling average, reported monthly	- DCO - RBFT Associate Director of Nursing for Children and Young People	Monthly reporting to the SIB to highlight improvements made on the 6 week response timeframe
	5. Complete audit to review the format and content of health reports to ensure that the requirements of the Code of Practice are met and to minimise the number of children who require multiple appointments. DCO will support any training required.	November 2019	- DCO - RBFT Associate Director of Nursing for Children and Young People	Audit reported to SEND Improvement Board and approved
	6. Implement a revised pathway within RBFT to minimise the number of children who require multiple appointments in order to complete health assessments for EHC reports.	January 2020	- DCO - RBFT Associate Director of Nursing for Children and Young People	Pathway implemented, reported to SEND Improvement Board and approved

Objective	Actions	Completion Date	Lead	Evidence/Impact
C. Quality Assurance of EHCPs to ensure they are person centred, co-produced and meet the SEND needs of CYP	1. Carry out a deep dive audit of EHC plans to determine the level of improvements made in plans since the multiagency audits have been in place.	April 2020	• Head of Service – SEND 0-25 • DCO • AD - QA and Safeguarding Standards	The deep dive audit will help set quality standards and benchmarking criteria that will be approved by the SIB and used to monitor the effectiveness and improve quality of EHCPs.
	2. Share findings with partners and make appropriate changes following recommendations.			
	3. Develop a shared SEND induction and training programme for staff and managers on SEND and EHCP's. SEND Training in ALL local area induction programmes for new staff including recently qualified.	January 2020	• Head of Service – SEND 0-25 • SEND PM • DCO • RBFT Associate Director of Nursing for Children and Young People • BHFT Director of CYPF	1. Multi-agency training attendance log and feedback after sessions and e-learning 2. EHCP monitoring shows that all needs have provision to address them and a range of SMART outcomes are evident in each EHC Plan
	4. Develop a co-produced beginner's guide with SEND Voices Wokingham for all staff on EHCPs, outcomes. Provide training on developing SMART and person-centred EHC plans.	December 2019	• Chair - SEND Improvement Board • AD – Quality Assurance and Safeguarding Standards	Guide will be published and available on local offer and used as an active tool.
	5. Produce guidance and best practise examples for health professionals to support health staff to appropriately	April 2020	• DCO • Associate Director of	Reports will be outcome-focused and measured against benchmarking criteria

Objective	Actions	Completion Date	Lead	Evidence/Impact
	specify needs, provision and outcomes in reports for RBFT and BHFT		Nursing for Children and Young People BHFT Director of CYPF	
	6. Through the SENCO network, update Graduated Approach guidance in order to support schools with the plan, do, review process.	November 2019	- Principal Education Psychologist - Head of Service – SEND 0-25	1. Updated Graduated Approach guidance 2. Documentation from SENCO network meetings
	7. Develop a co-produced SEND process map which will be provided to families when an application for an assessment is made.	November 2019	Chair - SEND Improvement Board	Co-produced SEND Process Map will be published on the Local Offer
C. Appropriate multi-agency representation and involvement with the Education, Health and Care needs process	1. SEND LA representation at Joint implementation Group (JIG) across Berkshire West	Ongoing	- AD - Learning, Achievement and Partnerships - Head of Service – SEND 0-25 - SEND PM	Attendance and feedback reported to SEND Improvement Board
	2. Review panel decision-making processes relating to children and young people with SEND. Establish a Task and Finish group with health, the Local Authority and parent carer representatives	September 2019	- BHFT Director of CYPF - Associate Director of Nursing for	Arrangements are published on the Local Offer. Agreed Multi-agency panel arrangements in place that includes representation from

Objective	Actions	Completion Date	Lead	Evidence/Impact
	2a. Agree Terms of Reference	October 2019	Children and Young People • BHFT Director of CYPF • DCO • AD - Learning, Achievement and Partnerships • AD - Adults Social Care • SEND Voices Wokingham	Education, Health and Social Care to cover 0-25
	2b. Review current processes	October 2019		
	2c. Make recommendations	November 2019		
	2d. Produce and enact an implementation plan	March 2020		
	2e. Produce Standard Operating Procedures so that all partners are clear on multiagency decision-making processes	March 2020		
D. Parental and family views are captured in the draft stages of the EHC plan writing and are included in every EHCP in line with SEND CoP 9.22	“All About Me” documents are sent to health and social care as soon as an Education, Health and Care Needs assessment (EHCNA) is requested. A sample of these will be reviewed by SEND Voices.	September 2019	• Chair - SEND Improvement Board • AD – LAP • SEND PM • SEND Voices Wokingham)	EHCP monitoring shows that the voice of the child and parent/carers is captured

Objective	Actions	Completion Date	Lead	Evidence/Impact
Area of significant weakness 3:				
The lack of co-production at a strategic level to inform effective co-production at all levels				
Required Outcomes:				
- Define and agree the definition of 'co-production' across the local area - A clearly defined pathway of governance, accountability and decision making - Effective strategic co-production and accountability which is embedded to ensure that SEND priorities are owned across education, health and care - Routine and early involvement of parents in the strategic developments, design, monitoring and evaluation of SEND and services				
Objective	Actions	Completion Date	Lead	Evidence/Impact
A. Establish a clear definition of co-production across the local area	1. Update the SIB terms of reference. Pledge to include definition of 'Co-production' which will be produced following a full consultation with parents, carers, children and young people.	October 2019	Chair- SEND Improvement Board	1. Shared and agreed definition and understanding co-production. The coproduction agreement will clearly define roles, responsibilities and expectations 2. SIB sign off
	2. Develop a co-production agreement with partners and stakeholders.	November 2019	Chair - SEND Improvement Board	
B. Universally agreed, understood and embedded culture for co-production with families and young	1. All partners to agree and embed a clearly defined pathway of governance, accountability and decision-making which highlights responsibilities to the role as opposed to the person. This will be developed and agreed by the SIB and communicated through each partner at the SIB to cascade through their respective organisations.	December 2019	- Chair – SEND Improvement Board - SEND Voices Wokingham	1. Families and young people are at the centre of decision making 2. Publication of “You said we did” reports on the Local Offer

Objective	Actions	Completion Date	Lead	Evidence/Impact
people at the centre				to demonstrate SEND Voices Wokingham input 3. The SIB will be responsible for ensuring the action is completed developed and agreed by the SIB and communicated through each partner at the SIB to cascade through their respective organisations and publish on local offer
	2. Work with SEND Voices to review SEND provision on the local offer.	December 2019	- Chair, SIB - Local Offer Officer	Local offer is updated including feedback from SEND Voices Wokingham.
C. Co-production strengthens service improvement: the views of different groups of children and young people are listened to and acted upon	1. Capture child and young person reported experience through a clearly defined mechanism.	December 2019	- Chair - SIB - SEND Project Team led by SEND PM as agreed following consultation	Reported at SIB - Demonstrable examples where co-production has improved services and commissioning for children and young people with SEND
	2. Co-produce a youth forum to obtain CYP feedback and voice	December 2019	Chair - SIB	
D. Regular consultation with PCF SEND Voices Wokingham	1. 'You said/we did' style communications published on the Local Offer and distributed to key service areas and parent organisations.	Monthly	- Chair, SIB - Local Offer Officer	1. Survey of satisfaction to be completed every 6 months by service users. Families will be

Objective	Actions	Completion Date	Lead	Evidence/Impact
	2. Half-termly operational meetings and termly strategic meetings to be set up between SEND services, SEND Voices Wokingham (PCF) and SENDIASS as a regular forum to discuss operational service matters.	December 2019	Jointly with SEND -Head of Service, 0-25 SEND Voices Wokingham and SENDIASS	informed of how their views mould services 2. Report will be submitted by operational groups to the SIB.

Objective	Actions	Completion Date	Lead	Evidence/Impact
Area of significant weakness 4:				
The quality of management information to inform accurate evaluation and energise service improvement across the local area				
Required Outcomes:				
• A clear and accurate picture to inform planning and improve services to meet current and future needs of CYP with SEND, • An increase in the number of CYP having their SEND needs being met locally • A LA and Health shared data that is used to inform strategic decisions.				
Objective	Actions	Completion Date	Lead	Evidence/Impact
Agree transparent and published data which indicates the effectiveness of different elements of the SEND system and informs future demand for services to inform effective multi-agency planning.	1. Propose and agree at SIB a set of initial KPIs based on data currently available to produce a first iteration data dashboard across Education, Health and Social Care.	September 2019	• AD Quality Assurance and Safeguarding Standards • AD Learning, Achievement and Partnerships • DCO • Associate Director of Nursing for Children and Young People • BHFT Director of CYPF	1. Initial multi-agency Management Information dashboard established and presented to the SIB 2. Monthly performance surgery is quorate 3. Service plans show evidence that regular performance reporting informs service development 4. The data set and KPIs help understand current landscape, gaps and support strategic planning and delivery of appropriate service and provision
	2. Scrutinise KPI performance against benchmark data (statistical neighbours and national comparators) through re-establishing the multi-agency monthly Performance Surgery.	November 2019		
	3. Establish a task & finish group through the SIB to develop an information sharing protocol, and further refine the set of Key Performance Indicators to promote effective scrutiny of SEND services and inform improvement.	December 2019		
	4. Task & Finish group to develop demand forecasting model using multi-agency data.	March 2020		

Objective	Actions	Completion Date	Lead	Evidence/Impact
Area of significant weakness 5: The lack of well-coordinated and effectively joined up work across education, health and social care.				
Required Outcomes: - Agreed and embedded standard operating procedures across education, health and social care - Graduated response is understood and used as standard practice across the local area - Multi-disciplinary decision-making SEND panel				
Objective	Actions	Completion Date	Lead	Evidence/Impact
A. To have multidisciplinary SEND panel arrangements with representation from education, health and care	1. Review of effectiveness of current SEND panel.	November 2019	- AD – Learning Achievements and Partnerships - BHFT Director of CYPF - Associate Director of Nursing for Children and Young People RBFT - Head of Children's Commissioning CCG	1. Panel is fit for purpose and the right decision makers are around the table to make effective decisions 2. Panel minutes show that complex cases are resolved quickly
	2. Each partner to carry out an evaluation of capacity and allocate roles to attend SEND panel meetings. The chosen roles to attend will be included in the governance for the panel.	November 2019		
	3. Review panel decision making processes relating to CYP with SEND.	September 2019		Arrangements are published on the local offer. Agreed multiagency panel arrangements are in place to include representations from Education, Health and Social Care to cover 0-25
	4. Establish a Task and Finish Group with Health, LA, and parent carer representatives	September 2019		
	4a. Agree Terms of Reference	October 2019		
	4b. Review Current Processes	October 2019		
	4c. Make recommendations	November 2019		

Objective	Actions	Completion Date	Lead	Evidence/Impact
	4d. Produce and enact an implementation plan	March 2020	• DCO • AD - Childrens Social Care and Early Help • AD - Adults Social Care • Head of Service – SEND 0-25 • Principal Educational Psychologist • SEND Voices Wokingham	
	4e. Produce SOPs so that all partners are clear on multiagency decision making processes.	March 2020		
B. Effective joined-up working	1. Establish termly multiagency thematic audits of EHCPs across Berkshire West to drive up quality of plans.	Starting Autumn Term 2019/20	• AD - Learning, Achievement and Partnerships • Head of Service – SEND 0-25 • SEND PM	1. Multi agency quality audits of EHC plans in place 2. Learning is embedded into Wokingham local area processes 3. Attendance at multiagency audits is monitored and

Objective	Actions	Completion Date	Lead	Evidence/Impact
	2. Ensure that learning from audits is used to inform service improvement. This will include learning and recommendations from the Call To Action event held Feb 2019, built on learning from the 2018 multiagency audits.		• BHFT Director of CYPF • Associate Director of Nursing for Children and Young People RBFT • Head of Children's Commissioning CCG • AD - Commissioning	reported to SEND Improvement Board 4. Arrangements are published on the Local Offer

Objective	Actions	Completion Date	Lead	Evidence/Impact
Area of significant weakness 6:				
The underdeveloped pathway to enable young people with SEND to make a successful transition to adulthood				
Outcomes we are seeking to achieve:				
A clearly defined and co-produced transitions pathway detailing Preparations for Adulthood (PFA)				
Objective	Actions	Completion Date	Lead	Evidence/Impact
A. To have a clear protocol/policy within WBC that defines transitions and the respective roles of Children's Services and Adult Social Care.	1. Task and finish group to complete draft protocol/policy.	November 2019	AD - Commissioning Assistant Director of Learning, Achievement and Partnerships	Co-produced protocol drafted and consulted on with PCF SEND Voices Wokingham being fully involved in providing challenge and scrutiny to the policy development
	2. Draft protocol/policy to be presented and agreed at CSC/ASC Senior Leadership Teams for approval respectively.	January 2020		
B. To have a clear, co-produced Preparation for Adulthood Pathway that articulates the engagement, roles and responsibilities of all key stakeholders/partners at each stage of	1. WBC and PCF SEND Voices Wokingham deliver 2 parent and carer focus groups to inform initial development (What is the worst experience/what is the best experience/what is the current experience/what would work for families).	October 2019	- AD - Commissioning Assistant Director of Learning, Achievement and Partnerships - SEND Voices Wokingham	1. Preparation for Adulthood (PfA) pathway documentation produced and agreed across the partnership 2. Communication strategy and workforce development plan implemented 3. Parents/Carers and staff are clear on their accountabilities and the support process for
	2. Task and finish group to draft Preparation for Adulthood (PfA) Pathway documentation and guidance.	November 2019		
	3. Clear communication plan and associated workforce development arrangements made to ensure effective	November 2019		

Objective	Actions	Completion Date	Lead	Evidence/Impact
transition to adulthood.	implementation of new Preparation for Adulthood (PfA) arrangements.			young people transitioning into adulthood 4. The pathway process is embedded into annual reviews
	4. Annual review process to be reviewed and amended to take into account pathway planning.	November 2019		
C. Improve transition arrangements through the hospital provision	Map the journey of children and young people aged 0-25 through the hospital as pre-work for consideration of reconfiguring hospital services.	August 2020	Associate Director of Nursing for Children and Young People RBFT	Progress reported to SIB and Together for Child Health group
D. To increase the number of people aged 14+ who are on GP Learning Disability registers and access a LD health check	1. Develop a trajectory and implement an action plan to meet the national requirement by 2020.	November 2019	CCG commissioning Manager for Mental Health and Learning Difficulties	Trajectory developed November 2019 - reported at the Berkshire West Transforming Care Board
	2. Undertake visits to GP surgeries to promote registration on practice registers and uptake of health checks.			
E. Fully utilise NEET/EET and September guarantee data	Analyse the reasons for young people with SEND being NEET and incorporate learning in transition planning strategies to ensure that young people with SEND are fully supported to stay in education, employment or training.	March 2020	Chair - SIB	Reduction in SEND NEET