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Project Title	Ref	During the next 12 months we will....	Our children, young people and families will.....	Lead	After 3 months we will have....	After 6 months we will have....	After 12 months we will have....	RAG	Progress so far (June Update 2023)	How we will embed (Progress since June 2023)	August 2023 Update	Evidence of Impact
<p>Poor-quality EHC plans, which do not accurately reflect children's and young people's special educational needs, and do not adhere to the statutory timescales for completion.</p>												
<p>Ensure there is sufficient capacity and skill within services to complete statutory tasks</p>	APP 1.1.1	Develop and embed the new structure within the Local Authority EHC Assessment team which operates on a locality basis and provides named Family Link Officers for families and named Senior Link Officers for schools	Have a named link officer who they can contact and who knows their family well and be able to contact the service and receive a same day call-back at a time that is convenient to them.	Head of SEND	Established the locality model and communicated directly to all parents and schools who their link officer is. All vacancies will have been advertised and recruitment processes will be underway.	Recruited permanent staff to vacancies and communicated and embedded the locality model so that it is understood by all.	An established structure of permanent staff and be assured through surveys and feedback loops that parents, schools and other professionals are finding the locality and link officer model helpful and implemented a continual review cycle to maintain effectiveness	June 23 Embedded	<p>Permanent recruitment began in October 2022 for seven Family Link Offices (FLOs). In addition, four existing permanent staff were promoted to Senior Locality Leads. A new permanent EHC team manager starts in April, which will bring security and stability to team.</p> <p>This was communicated to schools and families through various routes including a termly newsletter called SENCOMS, the SENCO mailing list, a SENCO teams area, a Schools Bulletin and Internal Weekly Directors Briefing.</p> <p>The coproduction day was attended by the EHC team which enabled families to meet the FLOs and start to build relationships.</p> <p>The EHC team have a front door system which a main number and email. Parents book in a call back at time which is appropriate for them.</p>	<p>Future recruitment for four new posts will begin in April to expand the team further.</p> <p>The EHC Handbook, induction plan and training plan will support recruitment and retention and ongoing sessions with parents and families will strengthen relationships.</p> <p>There will be an area on the Local Offer website with photos and biographies of the FLOs so that parents and families can see who is who in the team.</p> <p>We are developing a Locality Finder tool where the parents can put in their postcode and it will return who is their FLO and how to contact them and are exploring ways of making the front door more accessible through a booking system available on the local offer.</p>	<p>The EHC Team is now fully recruited to including a team manager. There are four fully staffed locality areas and a fifth area for vulnerable children with an EHC. All families have a named FLO who will support them through the annual review. There is an Assessment team who work with families during the 20 weeks. The original outcome has been completed and embedded</p>	<p>Structure Chart, SENCOMS, FLO advert and blurb for FLO role Staff feedback survey results, front door, compliments,</p>
	APP 1.1.2	Review and implement a staff recruitment and retention strategy for staff within the EHC Team and EP Service.	Receive support from a stable and experienced workforce.	Head of SEND	Review current recruitment and retention strategy to incorporate feedback from staff health check workforce survey.	Drafted and consulted on an updated Recruitment and Retention Strategy.	Have a signed off Recruitment and Retention Strategy which is being used to maintain stability within the EHC Team and EP service through the identification of key actions and the implementation of a robust action plan.	June 23 Embedded	<p>There is a Walsall wide recruitment and retention strategy based on the Staff Health Check Survey results from 2021-2022.</p> <p>There is currently a Health Check Survey for 2023-2024.</p> <p>A Recruitment Action Plan has been written for the EHC team and has been fully implemented with permanent recruitment completed.</p> <p>A Permanent Senior EP started in October 2022 and developed and has begun to implement the EP Recruitment Action Plan. This has involved reassessing job roles to make them regionally and nationally competitive within the current backdrop of lack of EPs nationwide Recruitment is now underway.</p>	<p>The EHC team action plan is now complete. Four new additional posts for the EHC team to provide additional capacity have been established and will be advertised in April 2023.</p> <p>The EP recruitment action plan is now operational and adverts are due to go live in April 2023.</p>	<p>We have recruited a full time senior EP, full time specialist senior EP and 0.2 FTE main grade EP who will have all started by mid Nov. We have recruited 4 Assistant EPs on 12 month fixed term contracts who started 1 Sept.</p>	<p>Recruitment and Retention Strategy, Health Check Survey Results, EHC recruitment action plan EP recruitment action plan</p>
	APP 1.1.3	Offer NASEN and IPSY training to all staff in the EHC team	Receive good quality support from well trained staff who have professional, nationally recognised qualifications.	Head of SEND	Plan training programme that is required.	Begun the programme of training with half of the team beginning with the NASEN Training and other half with the IPSEA training.	Enabled all relevant staff to have accessed both sets of training and achieve the associated qualifications and established a programme for ongoing training. Effectiveness of training will be monitored through the QA framework, parental, child and professional feedback and performance monitoring.	Nov 23 Embedded	<p>IPSEA training was provided to all team in January and some additional colleagues from health and the Virtual School and attendance.</p> <p>The meeting covered Unit One of SEND legislation and was a whole day event. Feedback from the teams confirmed this had been useful. The senior officers are completing the NASEN Case officer qualification</p>	<p>We plan to repeat the IPSEA training day for colleagues in social care and other relevant teams in the council and are exploring an online training module which will build on knowledge.</p> <p>We have made the slides and a guide developed from key information from the day available to all staff on the induction area. New staff will have the IPSEA training course as part of their induction.</p> <p>We have used the standards from the case officer training to create a set of standards for EHC officer as part of their induction and training.</p>	<p>The EHC team have a robust induction framework. This includes an Introduction Booklet, an EHC officers Handbook and standards by which they will be assessed against. (The standards have been worked from the NASEN training) The seniors are completing the NASEN training and IPSEA training is booked for the Autumn Term. There is a robust Virtual Training Room where all documents and guides are stored. There is an annual training agenda for all casework officers following induction. All the team are completing the CDC E learning modules on SEND including holistic outcomes, annual reviews and level 1 and 2 basic SEND awareness</p>	<p>IPSEA attendance register, IPSEA Overview, Annual training schedule, induction plan, Induction and Training Area on teams</p>
	APP 1.1.4	Ensure that there is sufficient capacity within Health and Mental Health services (including the Community Paediatrics and Therapies teams) to meet the demand in the assessment and delivery of EHC plans.	Receive good quality assessments within statutory timescales and support in a timely manner without having to wait excessive amounts of time due to long waiting lists.	ICB Commissioning Lead	Completed work to understand the gaps and begun to address capacity issues by developing the relevant business cases and identifying new and innovative ways of working to address the gaps.	Completed business cases, begun recruitment based on the levels of approved funding and started to implement other identified changes to ways of working.	Completed recruitment and implementation of additional capacity as per the funding and models agreed within the business cases and implemented new ways of working to maintain sustainability. Sufficient capacity will be monitored through the QA framework, parental, child and professional feedback and performance monitoring.	Sept 23 In Progress	<p>There is a business case in place to address the staffing gap which will provide long term plan for being able to maintain compliance with EHCP timescales.</p> <p>An apprentice administrator with EHCP responsibilities is in post for Community Paediatric Therapies. Job planning has been completed in Therapies to ensure that priority tasks have been completed (EHCP priority).</p> <p>The DCO has met with CAMHS to discuss the pathway.</p> <p>A Community Paediatric Consultant post has been approved and will be recruited to imminently. Extra EHCP clinics have been funded in Community Paediatrics while waiting for the new Consultant to start.</p>	<p>Service Specification and job planning will build on EHCP assessments as part of clinicians sessions.</p> <p>Funding will be secured on an ad-hoc basis for mop up EHCP clinics.</p>	<p>Business case has been returned for more information to be added to include wider staff groups such as therapies</p>	<p>emails re recruitment and business cases</p>

Walsall APP Update  
March 2023

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APP 1.1.5		Hold a cross remit development day with key EHC Assessment Team staff, EPs, and Health operational staff to embed good practice.	Benefit from a local area SEND workforce that understand each other's role in delivering SEND services and is committed to working together to deliver high quality services that improve outcomes.	Head of SEND	Held the first cross remit development day	Used feedback from staff about the usefulness and format of the first cross remit development day to establish a programme of cross remit development days to be held throughout the year.	Have an established, ongoing programme of cross remit development days in place and that induction of new staff across the Local Authority and health services covers expectations in relation to EHC assessments and contributions.	Dec 22 Embedded	A Strategic Development and Coproduction Day was held on 3rd March following delays due to an ILACS inspection and poor weather. There was representation from health, education and social care, parents and families.  Four sessions across the day explored SEND and inclusion, the parent journey, the local offer and the health gateway (as an example of successful joint working). The final activity looked at the new inspection core statements and all participants scored themselves to create a baseline.  Regular smaller coproduction workshops are held every other Thursday which focus on different elements taken from the main event which have so far covered the Local Offer, Inclusion, Health and Social Care contributions and pathways and decision making	A Strategic Development and Coproduction Day will be held two to three times per year with the intention of making young people are part of the day for future events.  We will increase attendance from across the partnership and invite external speakers.  We are working towards making the Thursday workshops more focused with a themed agenda which is coproduced with families and young people.	Second Coproduction Day is booked for 5th October. This day will be used to coproduce and develop the SEF. Training on SEND has been given to the Council SLT group. This senior group has colleagues in from various sectors in the council. The CDC E learning modules in Level 1 basic SEND awareness has been recommended across the council.	Flyer for Coproduction. Coproduction Sessions weekly focus and summaries, joined up meetings over view videos photos	
APP 1.1.6		Implement the national framework pilot which sets out minimum training standards for health professionals working with children with SEND within Walsall Health Trust (WHT)	Receive good quality support from well trained staff who are delivering care and support to recognised national standards.	Designated Clinical Officer	Begun the implementation of the pilot or explored alternative forms of training if there is any delay in the national roll-out.	decided whether to continue with the implementation of the national framework based on the outcome of the pilot and identified an alternative training programme if required.	Fully implemented a training programme using the national framework or the identified alternative.  Effectiveness of training will be monitored through the QA framework, parental, child and professional feedback and performance monitoring.	March 23 Some delay but in progress	The national training framework pilot that Walsall has expressed interested in joining with NHSE has been delayed. In lieu of the national training framework implementation WHT and BCHFT have rolled out the Oliver McGowan training as minimum expected standards for staff working with children and young people with learning disability and autism.  There are two phases to the training. The first phase is online and staff began to complete this from 01st March 2023. The second phase is face to face and requires a trainer to deliver.  The funding and delivery of this has been raised with the LCB regarding procurement and delivery but does mean that there is some delay to the original timescales for this action.  Staff also complete CDC online training for EHCP awareness and the DCO is discussing with Royal Wolverhampton Trust (RWT) about SEND training that should be mandatory for all staff to bring WHT in line with RWT	Minimum training standards for SEND and/or CDC EHC training will be mandatory for trust. The LCB need to procure the trainer for second phase. Training data will be requested from providers.		email confirming Oliver McGowan training on WHT ESR, email from CAMHS, word doc explaining OM training, training, CDC training, email from BI not capturing compliance data yet as newly rolled out	
APP 1.1.7		Take advantage of Sector Led Improvement Partners Support.	Benefit from improved services supported by recognised best practice	Head of SEND	Identified and had an introductory meeting with a potential SLIP partner	Agreed the areas of focus for SLIP Support	Have taken advantage of SLIP Support and begun to implement improvements based on learning from SLIP partners	August 23 In Progress	In discussion with our identified SLIP (Bi-borough of Royal Borough of Kensington and Chelsea and Westminster) we have identified three areas of which support will be provided. These are: Developing a robust EP service, A Roadmap to creating a local offer Placement sufficiency and planning for children and YP with SEND.  Key leads have been identified in each of these areas and meetings are planned for April to begin the work.	We will work with the SLIP partners to explore key areas for development and any ideas which can further support the key focus areas.  The EP support will help address the quality and timeliness of EHCs as this has been an area for development. We also experience barriers when trying to place children and so support in placements and sufficiency will also help to improve timeliness.	There have been several SLIP meetings Looking at strategic leadership of SEND within the Local Authority working with external partners. The SLIP team have been given an overview of how we work together		
APP 1.2.1		Clear outstanding EHC assessments that are over 20 weeks by triaging those that require new Ed Psych assessments and those that do not.	Receive the outcome of their EHC assessments and plans. They will be able to follow the progress of their assessments and contribute directly to their assessments and plans via the EHC Hub.	Head of SEND	Triaged all assessments that do not require an Ed Psych assessment and be making progress in completing the backlog of those that do.	Cleared the outstanding EHC assessments and be actively managing EHC assessment processes so that future backlogs do not occur	Be actively managing EHC assessment processes so that future backlogs do not occur	March 23 Complete	Assessment backlogs have significantly decreased. A weekly meeting is held to look at all open assessments to prioritise and help keep the team focussed on maintaining timeliness.  The average time in the backlog has been reduced to 31 weeks. At the start of the APP, there was 313 cases outside of 20 weeks in a backlog. As of today there are 50 cases left and the majority of these are at placement stage following the drafted plan. We anticipate the backlog being removed in full by the end of April 2023.  Consultations for placements has caused a lot of delays, however the EHC team (following the IPSEA training) feel more able and confident to challenge placement refusals and are now directing schools.  Internal deadlines are aimed for including making decisions to assess by week two and decisions to issue by week 14. This has contributed to a huge increase in the amount of assessments which are meeting statutory deadlines.  EP advices are mostly being delivered through a locum model due to the national demand of EPs. Succinct decision making has led to more organised consultation requests. A new streamlined system of requests was set up on the hub which meant that there was a central coordination point for education psychology, health and social care advices. The team have also looked at evidence submitted as part of the application and requested a triage rather than a full advice for children where appropriate.	A new decision mapping flow will be embedded and published on the local offer for transparency.  We will work with SENCOS to explore challenge and support pre request.  The new team manager will be able to maintain daily oversight of the assessments and focus the scrutiny meetings.  We are drafting a Placement Strategy that will support with Placements and Sufficiency.	Assessment timeliness has been maintained above 80% since June 2023. This is due to the weekly orders which ensures that individual cases are progressed within time whenever possible. The backlog is fully cleared. Decisions to assess made within 6 weeks has increased and maintains above 90%. All assessment applications are reviewed and triaged. SENCOS have new thresholds/criteria for applying for an EHC assessment. This includes recommendations that EP assessments are evident in APDR as part of the graduated approach. Guidelines are completed around statutory systems so processes are clear and consistent for all.	Decision Making TOR. Assessment KPIs, weekly orders sheer, management teams site, Assessment work flow,	

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improve the timeliness of EHC Plans and Reviews	APP 1.2.2	Refine and improve processes for request for advices from health, including the implementation of a 'triage' process to ensure that requests are going to the right person first time and the development of a standard operating protocol (SOP)	have their assessments completed within statutory timescales, with input from relevant professionals. They will be able to follow the progress of their assessments and contribute directly to their assessments and plans via the EHC Hub.	Designated Clinical Officer	Implemented the revised processes and established monitoring to track improvements.	Reviewed, through audits and dip samples, whether the new processes have been effective in improving the timeliness and quality of advices and have refined the process if required.	Fully embedded and established the process to ensure the timeliness of advices monitored through a continual cycle of QA and performance monitoring.  Implemented a continual process review cycle to maintain effectiveness	Dec 22 Embedded	Agreed decisions for assessments are sent to health within two weeks for approx. 50% of cases.  A gateway panel meets weekly with representatives from therapies, CAMHS, Community Paediatrics, school health and health visiting to discuss individual applications. Children and young people are triaged to most appropriate health teams for relevant advice for EHC. The team have also discussed wider participation from parties who feel they may benefit from the panel such as epilepsy nurse specialist.  The DCO has oversight of all applications and data is kept on a database, monitored by the DCO to track requests and monitor the completion of health advices. Health advices on average are returned 86% within 6 weeks since January 2023.  Regional neighbours have enquired about this pathway and have requested more information.	Working with the newly appointed DSCO will ensure that Social care and Early Help are fully involved in the pathway with consideration being given to extending the gateway to be inclusive of all services.  Work is taking place with caseworkers to audit whether the APPC and CAMHS template capture the correct information and amendments to final version will be signed off via trust governance processes.	The health pathway for requesting advice is embedded and working well. This outcome is completed. See evidence.	data dashboard (Helena) TOR for gateway group. Draft APPC and Draft CAMHS template	
	APP 1.2.3	Refine and improve processes request for advices from social care to ensure that requests are going to the right person first time and the development of a standard operating protocol (SOP)	have their assessments completed within statutory timescales, with input from relevant professionals. They will be able to follow the progress of their assessments and contribute directly to their assessments and plans via the EHC Hub.	Head of Help, Protection and Support	Agreed the new processes and begun to implement them	Implemented the revised processes and established monitoring to track improvements and begun to review and refine, as necessary.	Fully embedded and established the process to ensure the timeliness of advices monitored through a continual cycle of QA and performance monitoring.  Implemented a continual process review cycle to maintain effectiveness	March 23 In Progress	The health gateway has been a huge success in improving timeliness of advices. Following the coproduction workshops, we are looking at ways in which the health gateway can be expanded to include partners from early help, social care and education.  We have recently confirmed the implementation of a DCSO role to support development and coordination as part of our focus on social care and early help advices and ways of joint working.  Key leads from social care and early help are part of the Operational Partnership Group and also strategic development sessions. These sessions have supported exploring and unblocking operational barriers.  Social care and health contributions guidance was completed in September 2022. Both areas have used this to improve response to requests. We are planning EHC/SEND training in with all colleagues in social care and early help. Our 'big themes' will support focused training and shared knowledge.	Training and information sessions will be held for social care and early help staff on duties and responsibilities within the EHC system.  Social care and early help staff will also be fully involved in future co-production events.	DCO supporting social care team to embed the process as business as usual to mirror health gateway. Process mapped but not yet embedded.	Social and health care guides	
	APP 1.2.4	Review data and existing processes within the EHC team to identify bottlenecks.	have their assessments completed within statutory timescales, with input from relevant professionals. They will be able to follow the progress of their assessments and contribute directly to their assessments and plans via the EHC Hub.	Performance Team and Head of SEND	Have comprehensively identified where all bottle necks exist and have begun to identify solutions to streamline processes.	Have streamlined and implemented changes to processes and updated all guidance to reflect the changes. Staff will have received training through team meetings and supervision and there will be monitoring in place to track improvements	Embedded all process changes and be able to demonstrate that the EHC assessment process is meeting statutory timescales monitored through a continual cycle of QA and performance monitoring.  Implemented a continual process review cycle to maintain effectiveness	Jan 23 Embedded	Data analysis identified three key bottlenecks within the assessment process which were contributing to delays. Time was being lost in the first six weeks with delays in initial decisions making it difficult to meet timescales later in the process. Advices were not monitored and not returned within six weeks and some advices were not returned at all delaying assessments, decisions to issue and the drafting of plans. Finally a poor understanding of inclusion in schools created challenges in identifying placements resulting in delays while alternative provision was sought rather than directing placements to appropriate local mainstream school.  The twenty week assessment process has been broken down and now includes earlier internal deadlines to improve timeliness including aiming to make decisions to assess within two weeks and decisions to issue by week 14. This has increased the teams capacity and enabled a smoother process.  We have worked closely with EPs, health and social care to improve timeliness of advices and have streamlined the system on the Hub to request advices. Finding placements remains a challenge, however the IPSEA training has helped the team feel more confident to challenge and the planned inclusion agenda with all schools will help to support children being educated in their local mainstream school with their peers.	The new team manager will be able to have greater daily oversight of the assessment process and ensure responses are timely to avoid further backlogs developing.  The assessment flow will be embedded within the Multiagency Quality and Compliance Group	Review has started. Rachael Beards is leading on this. The EHC team is now fully staffed and there are 8 officers focusing on annual reviews. In addition, there is another officer concentrating on vulnerable groups for annual review. This includes. NEET. EHE, CME, Low to no attendance, YOT and children with more than one exclusion. The annual review clearance programme will take one year and every child's plan is being written on to the new template which will ensure quality throughout. The plans are being written against the QA training and framework.	KPIs, EP Quality Assurance Framework, 20 week assessment flow, guide to making assessment decision hub, assessment decisions statements,	

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Int	APP 1.2.5	Re-establish the Partnership Operational Group to oversee operational processes, unblock issues that impact on timeliness and monitor quality of plans.	Have their assessments completed and EHC plans finalised within statutory timescales to ensure that children and young people can receive timely provision based on their needs.	Designated Clinical Officer	Have re-established the partnership group and agreed membership, terms of reference and priorities for the first 12 months.	Met regularly and established an action plan based to further improve processes and implemented robust oversight of performance and quality through the group.	The ability to evidence through meeting minutes, action plans, audit reports and performance dashboards that the group is achieving its aims and ensured that priorities continue to be updated and reviewed.	March 23 Embedded	<p>Three key strategic groups have been established which support development and joined up working. All groups are attended by representatives from education, health and social care alongside families and parents.</p> <p>The Strategic Operational Group supports with daily procedures and quickly can address any issues within the system using data and feedback.</p> <p>The Coproduction and Strategic Workshops look to future practice and ensure ongoing development and implementation of longer term ideas.</p> <p>The Multiagency Quality and Compliance Group is still being established. This group will look at audits and dip samples of plans and advices to ensure quality is improved and maintained and will also consider any decisions that require multiagency funding.</p>	<p>Attendance will be monitored and widened out as appropriate to ensure that all key partners are included and attendees understand the importance of the groups.</p> <p>Regularity and consistency of meetings will ensure that momentum is maintained.</p>	<p>Operational Partnership Group is established. There are TOR and a good attendance from across health, social and education. The group is able to explore issues and problems and find solutions. Parents are a key member at the group. The agenda is developed following the APP update which ensures key risks are recognised and solutionized. The Quality assurance group is an off shoot of the OPG and is established. There is a strong process to QA within the team and within health.</p>	<p>Summary of Development Meetings, terms of ref for operational group, focus for strategic groups, Big Themes</p>	
	APP 1.2.6	Develop and implement clear guidance which outlines thresholds and expectations for SENCOs who are requesting assessments.	receive all appropriate support from their SENCO with appropriately managed expectations and be assured that any request for an EHC assessment is appropriate and contains the relevant information for the assessment to progress.	Head of SEND	Written and shared the guidance with SENCOs and supported its implementation through training and communication.	Adapted end of assessment EHCP survey to capture parental views about quality of SENCO support, captured relevant data and begun to use findings to refine training plans.	Fully embedded the processes and expectations and be assured that requests for assessment are appropriate and of sufficient quality and that parents feel supported.  Implemented a continual process review cycle to maintain effectiveness	Dec 22 Embedded	<p>The SENCO pathway booklet and guidance documents were refreshed and issued to schools in Autumn 2022. This was followed up with briefing sessions and some one to one meetings.</p> <p>The updates to the assessment and review pathways were communicated through schools bulletin, SENCO teams area and virtual head teachers session. Additional guidance was also sent out to support using the Hub for assessments and reviews.</p> <p>More detailed training and updates and planned through SENCO networks starting after Easter.</p> <p>There is an Early Years Assessment Toolkit which all EY SENCOs use when assessing children with rising needs. PVI's and EY SENCO forum have had focused sessions on making applications for EHCs. SENCO questionnaires have been given to the SENCO working party and the impact of the session has been recorded. There is an ongoing training agenda for SENCOs which follows the 'SEND and Inclusion Big Themes'</p> <p>The SENCO working party are working with the Inclusion Development Partner to explore ways in which school can be supported, given capacity and challenged through a robust inclusion agenda</p>	<p>We are currently writing a SEND and Inclusion Outcomes Framework for all schools. Data from this will collate to form an index and confirm schools strengths and areas for development. This will be completed by May 2023.</p> <p>The results will enable the LA to create inclusion partnerships that offer relevant and credible peer to peer support and challenge in a triad.</p> <p>The Inclusion Development partner is drafting the Ordinarily Available Provision Guide with the SENCO working group which will include a skills audit, standardised SEN support and a provision mapping tool. This will support better quality applications and support for children with rising needs.</p> <p>SENCO network meetings will have a focus on the monthly Big Themes and will sit alongside SENCO Inclusion Partnership and Critical Friends programme, which will discuss audits, future applications for EHC assessments, sharing best practice, training and the school audit.</p>	<p>The ordinarily available provision and been launched to schools</p>	<p>Early Years Assessment Toolkit, SENCO Pathway Documents, Using the Hub Guides, SENCO Training Agenda, SEND and Inclusion Big Themes, Evidence guide for EHC applications, PVI training agenda including EHCP pathway training</p>	
	APP 1.2.7	Develop and strengthen planning and review arrangements for children and young people who are moving towards transition points (including transitions into area)	Receive appropriate support and planning for when they are moving towards key transition points.	Head of SEND	Have fully reviewed and identified gaps in current transition processes and begun to develop redefined pathways.	Continued to implement redefined pathways and processes making any changes as a result of feedback and reviews of the effectiveness of the changes.	Have fully established processes for all children that are moving towards transition that are well understood by parents, carers, and professionals.  Implemented a continual process review cycle to maintain effectiveness	August 23 In Progress	<p>The phase transfer letters were sent out to parents in October 2023.</p> <p>A new Special School Head teachers panels was held which allowed most placements to be agreed at the meeting without need for later discussions. This was a significant step forward and will be repeated again next year.</p> <p>We have improved working with the Admissions team. 81% of all year 6 plans were named by the 15th February. 21 pupils still have placement issues but these are in the process of being resolved.</p>	<p>We intend to embed this by using electronic forms which are ready to send to parents after Easter. This will give more time to complete planned placements.</p> <p>In addition, schools will be asked to invite the receiving SENCO to the annual review where any questions about needs or funding can be pre-empted and addressed.</p> <p>The EHC officers will start to attend parents evenings next academic year to be available to help and support families around transitions.</p> <p>SENCO have had robust annual review guidance with clear advice around statutory timeframes and support of children transitioning into the next phase of education.</p> <p>Annual review officers are given additional training and decision making guidance is being reviewed and updates</p>	<p>The Key Transition form is now in use and parents are able to submit their preferences 2 years before a key transition. There is a process around phase transfers with a timeframe to ensure that plans will be completed within national deadlines</p>	<p>Phase transfer evidence summary and letters</p>	
	APP 1.2.8	Develop, strengthen, and embed new annual review processes to ensure that all children receive their reviews in a timely manner and that all EHCs are on the new plan template.	Have up to date EHCs which are reviewed in statutory timescales and meet changing needs as children and young people grow.	Head of SEND	Published guidance on the revised review processes, delivered training and awareness to SENCOs and implemented monitoring at school level.	Continue to monitor the effectiveness of the revised review processes and used performance monitoring to manage conversations with individual schools where reviews are not being managed appropriately.	Have ensured all children and young people who are due a review have had one and have current and up to date EHCs and embedded the processes and expectations so that reviews remain up to date going forward.	August 23 In Progress	<p>The new annual review process was launched to schools last autumn and followed up with a guide on how to complete an annual review on the Hub, however, some schools are still resorting to the using the old processes.</p> <p>All EHC plans are transferred to the new template by the team following receipt of the paperwork from schools and so are becoming more relevant and up to date. The team have received positive feedback on the quality of the new EHC plans.</p>	<p>The new annual review system needs to continue to be embedded with schools so that reviews can be processed in time. The Inclusion Development Partnerships will begin to ensure that all schools are trained and able to use the new system of completing an annual review.</p> <p>The annual review tracker will have a similar focus as the assessments currently have. There are four new Family Liaison Officers joining the EHC team from April which will support with additional capacity.</p> <p>New annual review strategy developed and is being rolled out in September 2023</p>	<p>There is a plan in place to clear the AR backlog (see 1.2.4)</p>	<p>Annual review tracker, Guide to completing AR on the Hub and SENCO pathway booklet</p>	

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Plans, plans and annual reviews	APP 1.3.1	Develop plan templates that reflect personalisation and capture the voice of children, young people, and parents. Parents have been involved in designing new templates.	Have high quality plans that accurately reflect the needs of individual children and young people, capturing their voice and clearly set out what support the children and young people will receive.	Head of SEND	Designed and implemented new plan templates in co-production with parents and carers.	Be consistently using the revised template for new and updated plans and monitor feedback mechanisms from parents, carers, children, and young people to determine whether the templates are reflecting need, personalisation and that voices are heard.	Have fully embedded use of the revised plan template with the majority of children having plans in the agreed format and be assured through feedback and quality assurance that they are capturing personalisation and the voices of children and parents and ensure that there is a continual cycle of review in place.	Dec 22 Embedded	<p>The standard Hub plan template reduced personalisation and was not a solid foundation for quality so we launched a new template in October 2022 which was codesigned with parents and families.</p> <p>Following the launch, we ran a competition with FACE PCF to design a front cover for the 0 to 14 years plan and for the 14 to 25 years plan. Two children won a prize which was presented to them by the Mayor, the chair of Face and a Senior manager from the EHC team.</p> <p>There has been a lot of positive feedback about the new template with parents finding it more accessible and of better quality.</p> <p>There is a stronger focus on parents, child and young person voice throughout the plan and aspirations and outcomes are more embedded and a clearer section F, G and H makes provision easier to access.</p> <p>Plans are now drafted outside the Hub and the team have a set of quality assurance standards that they refer to when drafting. All staff must have 10 plans quality assured before being able to issue. Following that the plans are assured by seniors on a dip sample basis each month.</p>	Continue to use the EHC template for all children and greater personalisation off the Hub.	This outcome is complete and embedded. See evidence	competition in news article, twitter, templates, new template,	
	APP 1.3.2	Implement regular and ongoing training for staff and robust guides and manuals to ensure that staff understand what a good quality EHC plan looks like and how they should involve children, young people, and parents in the development of their plans.	Tell us that they have been listened to, included in the assessment process, and receive consistently high-quality plans which meet set standards and the needs of children and young people.	Head of SEND	Written guidance and disseminated it to all staff. Established a regular schedule of training through team meetings and dedicated training sessions.	Continue to deliver training and awareness to staff including feedback from audits and continue to refine processes based on learning.	Be assured through quality assurance processes, auditing and parent and child feedback that plans are of high quality and are meeting need.	April 23 Complete	<p>All the team received Good Quality Plan Training in January 2023 and have been given a Good Plan Guide and a Exemplar EHC plan in order to support writing consistent and quality plans.</p> <p>Plans are now drafted outside the Hub and the team have a set of quality assurance standards that they refer to when drafting. All staff must have 10 plans quality assured before being able to issue. Following that the plans are assured by seniors on a dip sample basis each month.</p>	<p>The SEND and Inclusion Big Themes will focus attention to a particular element of the EHC plans and align with the Quality Assurance Framework.</p> <p>All staff will have Plan writing as part of compulsory induction</p>	This outcome is complete and being embedded see 1.1.3. The team are following the good plan writing guides and completed the CDC e learning modules. The virtual training room has core documents in. The Induction Framework includes a process to practise drafting plans before being approved to complete	good plan guide and template QA framework, Big themes, First analysis of QA	
	APP 1.3.3	Implement regular and ongoing training for staff and robust guides and manuals to ensure that staff understand what good quality advices look like.	Tell us that they have been listened to, included in the assessment process, and receive consistently high-quality plans which meet set standards and the needs of children and young people.	Head of SEND Designated Clinical Officer Head of Help, Protection and Support With EPs and Therapy Leads	Written guidance and disseminated it to all staff. Established a regular schedule of training and awareness sessions.	Continue to deliver training and awareness to staff including feedback from audits and continue to refine processes based on learning.	Be assured through quality assurance processes, auditing and parent and child feedback that advices are of high quality and are meeting need.	April 23 Complete	<p>Social Care and Health Care guides were published in Autumn 2022 and distributed to all relevant staff.</p> <p>All health staff complete the CDC EHC plan training and the DCO is looking to make this compulsory. Further training is planned for Summer 2023 and will link in with the SEND and Inclusion Big Themes.</p> <p>The Health Gateway currently QA all advices and funding before they come to the EHC team.</p>	<p>Health and social care are working together to implement a APP C and APP D which will summarise advices on one form from a central point. This will be coordinated by the DCO and DSCO.</p> <p>Training for health and social care colleagues on providing good quality advices for EHC plans will continue to be provided.</p> <p>There will be a focus on implementing a similar gateway model to the one implemented by health into social care and early help or potentially or combining the gateways into a single model.</p> <p>We are exploring where Early Help can work more seamlessly within the SEND and EHC pathway supporting contribution and information.</p>	Social care and health to complete the CDC E learning training. Training has been given to the Council leaders and drop in sessions planned for October 2023.	Health gateway TOR, CDC Health training, Health and Social Care guide	

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Improve the quality of EHC assessments	APP 1.3.4	Implement a robust quality assurance framework including regular multi-agency dip sampling and single agency audits for plans, advice quality and reviews.	Be assured through published learning and the receipt of high-quality plans and reviews that we are continually improving the quality of assessments and plans that meet the needs of children and young people.	Head of SEND Designated Clinical Officer Head of Help, Protection and Support With input from SENCOs, EPs and Therapy Leads	Have an agreed quality assurance framework with partners and begun to implement regular dip samples and audits.	Continue to roll-out the quality assurance framework and have a robust, ongoing audit plan in place. Have developed a robust action plan based on learning from audits.	Have a fully embedded quality assurance framework in place which underpins an established audit and quality assurance plan. Be assured through ongoing quality assurance, parental feedback and learning from mediations and tribunals, that learning from audits is being implemented and that plan and advice quality is improving as a result.	April 23 Embedded	We have implemented a Quality Assurance Framework that explores accessibility of plans, whether they meet the statutory minimum requirements, how they represent the principles of the SEND Code of practice and how the service worked with the children young people and their families during the assessment process.  The framework works on combining four tiers of quality. The first tier is the EHC coordinators drafting and referring to the guides and toolkits. The second tier is seniors in the team dip sampling the plans at random and providing feedback. The third tier is a multiagency quality and compliance group looking dip sampling against monthly key themes and the final tier is a parental group giving feedback against the same themes.  The Strategic Coproduction group agreed the key themes and have decided that these will be known as the SEND and Inclusion Big Themes.	The Multiagency Quality and Compliance Group is being developed. This group will look at the dip sampling from the Quality Assurance agenda and also consider any decisions that require multiagency funding.  The group will also complete the multiagency audits and look at the quality of advices.  The Strategic Coproduction group have agreed the key themes and have decided that these Key Themes will be known as the SEND and Inclusion Big Themes.  Every month there will be a Big Theme which will be the focus of the QA, EHC team training, SENCO Networks, Local Offer focus, Young Persons in our hands events, Coproduction Themes with FACE PCF and coproduction workshops.	This is embedding. The plans are being regularly Qad by the team manager and seniors. The MQC group is dip sampling and working with parents to begin Qaing plans.	SEND and Inclusion Big Themes, QA Framework, Initial QA Sampling results, SEND and Inclusion Big Themes
	APP 1.3.5	Establish a panel which includes SENCOs to review requests for assessments that are refused, to inform further training around requesting EHC assessments.	be better supported by SENCOs to understand the EHC assessment process and whether any request for an EHC assessment is appropriate.	Head of SEND	Identified SENCOs to be part of the panel, developed a terms of reference and booked in a regular programme of panel meetings and begun to meet.	Developed feedback loops to disseminate learning from the panel and begun established through performance monitoring and quality assurance whether learning is having an impact.	Have a fully established panel with robust feedback loops and be assured through learning from quality assurance, performance monitoring and parent and SENCOs feedback that assessment requests are appropriate, and parents are supported.	Dec 22 Complete	The SENCOs met to begin looking at the assessment applications but through feedback and joint working, it was felt that the SENCO moderation group was not the right way forward and alternatives were discussed.  Discussions around EHC applications in general were very powerful and led to clear ideas and directions for how to support schools.  An interim Inclusion Development Partner has been recruited and is looking at creating an Inclusion Audit and Ordinarily Available Provision Guide.  These tools will support with better applications and fewer applications being made or needing to be rejected.  Seniors within the EHC team are able to make robust statutory assessment decisions following the IPSEA training and as a result more applications are being refused with recommendations being made to schools regarding early inclusion.	A strong inclusion agenda now takes precedent and will lead to better quality applications.  Triad training for all SENCOs on good quality applications, triage slots to discuss applications will also support improvements.	IDP Job description and advert, Refusal rate KPI , SENCO working group agendas,	
	APP 1.3.6	Establish a multi-agency panel to meet prior to plan issue to agree funding and support levels and how this should be reflected in the EHC plan.	Receive EHC plans which clearly outline support which will meet their needs and have agreed funding in place.	Head of SEND Designated Clinical Officer Head of Help, Protection and Support	Identified professionals to be part of the panel, have an agreed terms of reference and booked in a regular programme of panel meetings.	Continued to meet and begun to implement review mechanisms to determine the robustness of decision making and its impact.	Have an established panel in place that can demonstrate effective decision making, evidenced through quality assurance processes and ensured that the terms of reference continues to be updated and reviewed.	March 23 Complete	The Multiagency Quality and Compliance Group is being developed. This group will look at the dip sampling from the Quality Assurance agenda and also consider any decisions that require multiagency funding.  The group will also complete the multiagency audits and look at the quality of advices.  The framework and draft TOR are in place and the group will formally begin to meet in April 2023.  The Health Gateway is operational and is successful in improving the timeliness and quality of advices. We intend to look at this as a blue print and consider how Early Help, Social Care and Education may mirror or join this to create a seamless coordinated approach to decisions and funding.	A regular multiagency group where decisions are made regarding funding and placement and EHC plans are quality assured will provide assurance.  The TOR will be published on the Local offer to be accessible and transparent.	Decision making groups established for Decision to issue and decisions following reviews. Senior group being established for 3 way decisions. TOR complete	Draft TOR for multiagency decision group. multiagency group overview

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Improve communication with parents, young people, and professionals	APP 1.4.1	Develop, implement, and establish a robust communication and engagement plan including updates on the Local Offer and half termly newsletters for parents, SENCOs, and other professionals.	Report that they feel informed about the SEND offer in Walsall and are aware of changes, developments, and available services.	Head of Performance Improvement and Quality With comms leads from each organisation.	A communication and engagement plan that has been drafted with parents, carers and partners and have begun to develop an action plan to implement it.	Have fully established communication routes outlined in the plan and set up feedback mechanisms to assess whether it is having an impact.	Have a fully embedded communication and engagement strategy and be assured through feedback mechanisms that parents, carers, children, young people, and professionals feel informed.  Maintain the strategy through the continual identification of key actions and the maintenance of a robust action plan.	April 23 Complete	Following the Coproduction event, coproduction is now starting to be recognised as a way of working rather than a tick box exercise.  This is improving relationships with families as services start to work together in genuine collaboration. Services recognise the importance of the experiences of children and families.  A draft strategy is in progress and will be further developed with the In Our Hands parent and carer and children and young people groups.  Coproduction workshops held by Changing Our Lives on the 14th Feb and 14th March have further enhanced this with Health Colleagues.  Parents attend all Operational and Strategic Groups and have an important input into strategic decisions.  You said We Did is a planned monthly session, with feedback being distributed to teams.  Families receive a termly newsletter updating any changes within the SEND systems and introductions to new staff.	The SEND comms and engagement plan will have buy in from all partners across the local area and be part of a wider co-production and engagement strategy across the partnership.  Communication and engagement will continue through the In our Hands sessions and larger strategic co-production events.  Newsletters and You Said We Did will be published on the Local offer.	Communication and Engagement strategy is complete. This outcome is complete. Parents are a key stakeholder within all areas of strategy and development.	Draft strategy attendance list, proposal for training, in our hands working together events, flyers attendance feedback photos of coproduction day, Draft Engagement Strategy, Changing our lives, Young Peoples group TOR Feedback from YP	
	APP 1.4.2	Work with the local Parent Carer Forum and other parent groups to enable parents to feedback and be involved in the co-production of plan template and guides.	Report they have had their voices heard and been given the opportunity to be involved in co-producing service improvements.	Head of SEND Designated Clinical Officer  Head of Help, Protection and Support	Have involved parents and carers in the development of new templates and guides and established mechanisms and processes for this to happen routinely.	Implemented feedback loops to provide assurance that parents are feeling heard and have opportunities to be involved in service development work.	Be assured that parental involvement is embedded in service improvement work through feedback.	Dec 22 Embedded	The EHC plan and all guides have been coproduced with families and with FACE PCF and there have been discussions around how these can be improved for the future.  Through the Coproduction Workshops, Operational Groups and Multiagency Compliance Group, we now have the correct platforms and opportunities for coproduction to become central to our way of working.	Coproduction will become a central to our way of working across all services.  Any guides and communication will be fully codesigned.	Guides being completed about ways of working called Walsall's Approaches. The SEND strategy is being coproduced. The second Coproduction day will focus on developing the SEF and strategy	EHC plan Template, You said we did formal meetings	
	APP 1.4.3	Develop links with children and young people's groups to enable them to feedback and be involved in the co-production of guides and templates.	Report they have had their voices heard and been given the opportunity to be involved in co-producing service improvements.	Local Offer Co-ordinator	Have involved children and young people in the development of new templates and guides and established mechanisms and processes for this to happen routinely.	Implemented feedback loops and co-production opportunities to provide assurance that children and young people are feeling heard and have opportunities to be involved in service development work.	Be assured that child and young person involvement is embedded in service improvement work through feedback.	April 23 Complete	The young persons group meets monthly and play games shares food and gives feedback.  So far the meetings have been about developing the group but from Easter they will start to focus on the Local Offer, how it feels it be a young person in Walsall and having a voice and input into the Big Themes	The young person feedback will be used as a summary focusing on monthly You Said, We Did and supporting any training and improvements.	This outcome is complete. All emails from the EHC team include a link and QR code for feedback and what would be better if....	TOR agenda monthly, flyers photos notes from session, you said we did	

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<b>The poor quality of the local offer, which does not meet the requirements of the code of practice</b>													
parents, carers, children, and young people in relation to the Local Offer	APP 2.1.1	Establish a Local Offer steering group with representation from the five key partners across the Local Area (PCF, SENDIASS, Schools, Health, Local Authority), to drive the development of the Local Offer.	Report that they feel that the local offer is easy to use and contains relevant and up to date information and is meeting their needs.	Local Offer Co-ordinator	Have identified people to members of the steering group, met at least once and have an agreed terms of reference.	Have established a clear action plan that is owned by the steering group and that has started to be implemented. Established feedback mechanisms and data analysis to understand how the local offer is being used.	A steering group which is established, stable and working well together to develop the local offer which will continue. Be able to demonstrate clear changes, as led by the group, and be assured that these have led to improvements through feedback and increased usage of the Local Offer.	Dec 22 Embedded	<p>The Local Offer Steering Group started in December 2022, however, we have now recognised that this needs to be refreshed in line with our improved strategic approach to developing the Local Offer.</p> <p>This group will be led by the HoS for SEND and membership will be reviewed to invite more parents and a wider range of partners with identified service leads to take responsibility for their elements of the offer.</p> <p>We also have also developed a Local Offer Strategic Plan which includes identified roles and responsibilities of those outlined within the Steering Group.</p> <p>We have identified the steering group as mechanism for keeping the Local Offer up to date and are working with another Local Authority with an outstanding website to create a road map to move to completion with coproduction at the centre of the plan.</p>	Ensure that the Strategic plan is shared with all new members of the refreshed Local Offer Steering Group which will have clearly outlined roles and responsibilities.	This outcome is complete. The local offer steering group is established and working with a wide range of stakeholders	Local Offer strategic plan Local Offer Terms of Reference Local Offer Steering Group Action Log	
	APP 2.1.2	Increase the opportunities for parents and carers to co-produce improvements and developments to SEND processes and services through engagement at parent carer group meetings and co-production events.	Report that they feel that their voices have been heard and that they have had the opportunity to influence and be involved in service development.	Local Offer Co-ordinator	Begun to regularly attend parents' groups and other events which provide an opportunity to engage. Planned and delivered a series of engagement events.	Be regularly and consistently engaging with parents and have developed a regular programme of engagement events. Established feedback mechanisms from parents to establish whether they feel their voices are being heard.	Have a fully established, regularly reviewed, programme of engagement and meaningful co-production which is enabling parental voices to be heard and be assured of this through parental feedback.	April 23 Embedded	<p>The parent carer working group began in July 2022 and is now well established, meeting every four weeks and allowing for positive working relationships to be formed.</p> <p>There have been various coproduction events across the Borough, along with the Strategic Co-production and Development day where parents shared their family journey with professionals from health, education and social care.</p> <p>Local Authority and health staff have regularly attended the FACE breakfast clubs and coffee mornings at various schools across the Borough, organised with SENCO's as well as attending SEND Fayres to raise awareness of the Local Offer and allow for parents to have to opportunity to join the parent working group.</p> <p>SEND parents have to opportunity to attend SEND HAF coffee mornings to allow for the coproduction of the SEND offer for HAF. There is also a FACE representative at the HAF steering group.</p>	Further induction of parents for the working group due to the varying capacity of the current parents will provide resilience.  There will be consistent involvement of parents within strategic meetings across the Local Authority in relation to SEND.  Coproduction events will continue at a minimum of twice a year following the Local Offer Website Relaunch.	This outcome is completed and being embedded. Parents are active members in all areas of strategy and development	Parent working Group Terms of Reference, Parent working group Action Log, Feedback to parents from coproduction events, photos of coproduction events, Photos of SEND Fayres attended, Quotes from parents, promotional material from the coproduction events, promotional materials from the Local Offer, HAF documents	
	APP 2.1.3	Establish a children and young people's group to extend their opportunities to share their views and engage in co-production.	Report that they feel that their voices have been heard and that they have had the opportunity to influence and be involved in service development.	Local Offer Co-ordinator	Established a group (or groups) for children and young people to provide feedback and enable opportunities to be involved in co-production.	Be regularly and consistently engaging and co-producing with children and young people and have developed a regular programme of engagement and co-production opportunities. Established feedback mechanisms from children and young people to establish whether they feel their voices are being heard	Have a fully established, regularly reviewed, programme of engagement and meaningful co-production which is enabling children and young people's voices to be heard and be assured of this through their feedback.	April 23 Complete	<p>The Young Person's Group has been running since January 2023. There are currently six young people on the register.</p> <p>The first session was 'getting to know you' icebreaker games and relationship building. The following session was used to introduce the Local Offer website to the young people and they shared their views about what they thought about it.</p> <p>A 'Top tips for working with us' was created.</p> <p>You said we did has been completed for Jan - March and will be shared with the young people during the April session.</p> <p>Points discussed within the group will also be shared with Local Offer steering group to ensure professionals and parents are able to hear the authentic voice of the children and young people.</p> <p>Links with Walsall College have been made to promote the group and potentially look at attending college to speak with young people there about the work being completed for the Local Offer and to raise the profile of the Local Offer website.</p>	Further identification of young people to join the group, taking into consideration the capacity of the young people.  Attending Walsall collage and other further education provisions to enable more young people to have the opportunity to have a voice.	This outcome is complete. The YP group is established and looking for new YP to join. The group were actively involved in the interview process for the new team manager and have given what would be better if feedback. PFA is a key strand on the SEND strategy and is being led by the EHC team manager	Young Person's Group Terms of Reference, Young person's group Flyers, Young person's group twelve month plan, you said we did.	



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Increase Co-production with	APP 2.1.4	Develop and implement a robust communication and engagement strategy to ensure that parents, carers, children, young people, and professionals are aware of the local offer and can access feedback about improvements including 'You Said, We Did' and other survey results.	Report that they know where to go for information about SEND services in Walsall and that they are informed about changes and developments.	Head of Performance, Improvement and Quality With comms leads from each organisation.	A communication and engagement strategy that has been drafted with parents, carers and partners and have begun to implement it.	Have fully established communication routes outlined in the strategy and set up feedback mechanisms to assess whether it is having an impact.	Have a fully embedded communication and engagement strategy and be assured through feedback mechanisms that parents, carers, children, young people, and professionals feel informed.  Maintain the strategy through the continual identification of key actions and the maintenance of a robust action plan.	April 23 Complete	A twelve month agenda has been created starting from April which will align with the Big priorities.  The Communication, Coproduction, Engagement and Participation Strategy has begun to be coproduced with parents and young people.  All partners recognise that this should have been completed at the beginning of our journey, however there needed to be an element of relationship building completed prior to this to ensure that the strategy would be effective.  We will continue to produce the Strategy over the coming weeks with full parent coproduction and consultation with young people during our young persons group.	The communication, coproduction, engagement and participation strategies to be completed with full coproduction with parents and consultation with young people.  This will then be shared across all partners working in the Local Offer steering group. Coproduction champions from across the Borough in all areas. In Our Hands Local Offer Live sessions.		Twelve month plan for young people, communication, coproduction, and participation strategy, Young person Group Terms of Reference, Parent working Group Terms of Reference, Local Offer Strategy	
	APP 2.1.5	Ensure the Local Offer is accessible to people from diverse, multi-cultural backgrounds and hard to reach groups, including those that do not have access to digital means.	Report that they know where to go for information about SEND services and can access the information that is published on the local offer.	Local Offer Co-ordinator	Have begun to identify how the local offer can be made accessible for people from multi-cultural backgrounds and hard to reach groups, including those that do not have access to digital means, through conversations with parents from different communities and research of other local offers.	Have established protocols for ensuring that the local offer and new content is accessible to multi-cultural communities and hard to reach groups, including those that do not have access to digital means, and begun to implement changes for existing content.	Have a local offer which is accessible to parents, carers, children, and young people from multi-cultural backgrounds and hard to reach groups, including those that do not have access to digital means.	Sept 23 In Progress	We are aware through consultation that parents carers and young people appreciate diversity in the local offer website, particularly around pictures and illustrations and this will form part of our conversation during our website improvement day.  We now have a translate button at the top of the Local Offer webpages which allows users to change to many different languages.  We also have an accessibility element within Local Offer Strategy having consulted with the council accessibility specialist and are exploring Web accessibility standards to ensure that we are meeting the requirements of our community.  We are also exploring creating a paper version of the Local Offer, and this will be discussed during our Local Offer Improvement day on 19th.  We have visited schools within our hard to reach and multicultural and diverse communities, building relationships with a new member of the parent working group from our Muslim community. She has invited us to attend Mosque to introduce them to the Local Offer.  We have also made links with and have been promoting the Digital Inequalities Programme who are offering parents and carers with a child with a disability that do not have access to digital equipment to obtain a Geobook Laptop and internet.  The communication, coproduction, engagement and participation strategy will include details around ensuring accessibility.	Website Improvement Day on 19th April will help to support the voice of the parents and carers in our multicultural and heard to reach areas, and continue the work on the Local Offer in these areas.  Local Offer flyers in different languages to be printed and distributed to all schools, community centres, health centres GP s.  We will continue to work with the Accessibility Specialist within the Local Authority to ensure we are meeting the requirements on the new Local Offer.  Hard copy of the Local Offer to be agreed, designed, printed and distributed.  <b>One Local Offer website is up to date and functioning, launching via family hubs to target wider scope of reach</b>	The new local offer website his being developed with parents. We have a draft version which is now ready for content to be migrated over and new content to be added. A project lead is managing this process. The new local offer website will be live by November 2023.	Local Offer is up to date Improved hit rates Feedback from parents and carers	
Local Offer website	APP 2.2.1	Redevelop the webpages for the Local Offer, in co-production with parents and carers, to ensure that they are user friendly and easy to navigate and that all links work correctly.	Report that they can find and access the information they need in relation to SEND support and services in an easy to navigate and understand format.	Head of Performance, Improvement and Quality With corporate web team	Identified resources for developing the webpages and begun to implement a robust and accelerated project plan.	Developed the new look and feel and tested it with parents and carers for appeal and usability.	Established the updated website and have in place mechanisms to respond to feedback about its usability. Understand who is using the website and which pages are working well and which may need further development through user feedback and website analytics.	August 23 In Progress	The Parent Working Group, Young Person's Group and the coproduction sessions have started to give us feedback to begin to build our structure for our Local Offer redesign.  We are in the process of developing templates to gather information from partners and stakeholders, ensuring information meets the SEN code of practice, and meets the needs of the children young people and their families.  We have a Local Offer Website improvement day on the 19th April currently with 17 parents attending where we will continue to consult with parents about what they would like on the Local Offer, from non-negotiables to aspirational..  An audit of the Local Offer information has been completed against the SEND regulations highlighting what meets the requirements and what needs to be added onto the template for the rewrite.	Local Offer website improvement day follow up will include further sessions (virtual and face to face) where we will update parents and carers on the progress of the Local Offer website.  Members of the parent working group will continue to represent those parents as we coproduce the website with the digital team. FACE members have agreed to feedback to parents with updates.  Parents will continue to be members of the Local Offer steering Group and working group.	New website draft template design brief has been produced for the overall look and feel for comments, this has been co-produced. Comments have been favourable and parents are happy with the proposed design.  The site will be managed as a standalone microsite. The build for the new site is on track, this is expected to be available for user acceptance and testing week commencing the 18th September. Testing and fixes then will be worked on until the end of September. The content can then be migrated onto the live system by Mid October. A go live date can then be agreed for launch to the public.	Audit of the Local Offer webpages against the SEND regulations, Website Improvement day Eventbrite	

Key	Not Yet started	In Progress	Delayed / at risk	Overdue	Complete	Embedded							
Project Title	Ref	During the next 12 months we will....	Our children, young people and families will.....	Lead	After 3 months we will have....	After 6 months we will have....	After 12 months we will have....	RAG	Progress so far (June Update 2023)	How we will embed (Progress since June 2023)	August 2023 Update	Evidence of Impact	
Improve the look, content, and navigation of the Local Offer	APP 2.2.2	Update current information on the Local Offer to ensure that information is correct and that it meets the requirements set out in the code of practice including information about key therapeutic services such as OT and SALT	Report that they can find and access current and correct information about SEND Services in Walsall	Local Offer Co-ordinator with identified leads from partner organisations	Removed any out-of-date information and checked and updated existing information to ensure that it is accurate. Updated our gap analysis of required local offer information as per the code of practice.	Begun to address the gaps in the Local Offer by uploading the minimum required information as per the code of practice.	Fully developed the local offer content, to meet all of the standards outlined in the code of practice as well as other key information identified locally by parents, carers, children, and young people as things they would like to see.	Dec 22 Complete	<p>All information on the Local Offer is up to date, and broken and unnecessary links have been removed.</p> <p>We have completed an audit of the Local Offer webpages against the SEND Regulations to enable us to ensure that the information added when the rewrite is completed and the information transferred over, meets the requirements.</p> <p>We are currently creating a template for obtaining information from services including therapeutic services. Partners from these services are members of the Local Offer Steering Group, including the lead for speech and language and occupational health.</p>	<p>The local Offer steering group will be ongoing and we will continually review the information on the Local Offer following the rewrite. This will include parents and carers and young people will be given the opportunity to attend once they feel confident to do so.</p> <p>In order for the Local Offer partnership to continue, communication with stakeholder is essential.</p>	<p>The steering group is managing new content development. New information is being developed which will be included in the new local offer</p>	<p>Audit of the Local Offer webpages against the SEND regulations, Local Offer Steering Group TOR, Local Offer Strategy</p>	
	APP 2.2.3	Establish mechanisms for maintaining the Local Offer and keeping relevant information up to date and rationalise information sources, with clear expectations in place for local partners about their role in maintaining information.	Report that they can find and access current and correct information about SEND Services in Walsall	Local Offer Co-ordinator with identified leads from partner organisations	Established a list of contacts who are responsible for updating information on the Local Offer and begun to develop processes to ensure information is maintained.	Fully implemented process to maintain information on the Local Offer and established a quality checking process to ensure that standards are maintained.	Begun to identify how information sources across the Local Area for parents (e.g., SEND Local Offer, Early Help Local Offer, FIS) can be aligned and rationalised.	April 23 In Progress	<p>The Local Offer will be continuously reviewed via the Local Offer Steering Group, where attendees will be given the opportunity to discuss or share and updates or changes to information which will then be actioned by the Local Offer coordinator.</p> <p>Any new information will need to be discussed and agreed by the attendees prior to being actioned.</p> <p>The Local Offer website will be fully reviewed annually and these results will be displayed on the Local Offer website and shared through the In Our Hands working coproduction events.</p> <p>There will be an expectation that the service leads will review their specific area prior to the annual review to confirm that the information is correct and up to date. If this information should no longer apply then it is the expectation that the service lead will note the correct information and share this with the Local Offer coordinator.</p>	<p>The Local Offer steering group will continue to review the website pages as well as the services offered.</p> <p>The Local Offer coordinator should attend all appropriate strategic meetings to ensure that partners are invested in the Local Offer and following their responsibilities.</p> <p>The 'In Our Hands' Coproduction events will need to become bigger with the idea to have 'In Our Hands, Local Offer Live' sessions, where parents can come and share their views but also meet the services that are within the Local Offer.</p>	<p>The steering group is operational and able to review the Local offer on an ongoing basis to ensure all is up to date</p>	<p>Local Offer Strategy, Local Offer steering Group TOR, In Our hands promotional material</p>	

Risks that are aligned to the Accelerated Action Plan						
Date	Imp Plan Ref	Risk	Severity / Impact	Mitigation	RAG	Update
Oct-22	APP 1.1.1 – 1.1.6	That permanent staff are not able to recruited or existing staff leave resulting in insufficient staffing levels to meet demand of the service across the Local Area. (Local Authority and Health Agencies)	<p>Reduced and insufficient capacity to deliver high quality services which are effective and delivered at the right time and in the right place, resulting in statutory EHC assessments not being completed within timescales, compromising the 20-week statutory target for assessments.</p> <p>Fewer people choosing careers in relevant professions (e.g., Ed Psych, OT) and more people leaving the relevant professions mean that there is a smaller pool of candidates available nationally.</p> <p>Higher paid opportunities through a robust private market puts added pressure on Local Area budgets.</p>	<p>Use of agency staff to address capacity issues.</p> <p>Recruitment and retention strategy to be developed as part of the Improvement Plan.</p> <p>Advertising and recruitment of substantive posts ongoing across the Local Area (EHC Team, EP's, CAMHs and SLT).</p> <p>Establishment of new SEND lead post in healthy Child Programme 0-19 Service Health Visiting and School Nursing.</p> <p>Recruitment and retention activities in place across children's related pathways.</p> <p>Improving processes and systems mitigates some of the risk of insufficient capacity.</p>		
Oct-22	APP 1.1.1 – 1.1.6	<p>Funding is not agreed to increase capacity or if funding is agreed, sufficient staff cannot be recruited</p> <p>Associated risks are held within the Health Care Trusts and will be disaggregated and discussed in more detail as risk register is developed.</p> <p>(Local Authority and all Health Agencies)</p>	Statutory EHC advices cannot be completed within timescales compromising the 20-week statutory target for assessments and families wait too long for assessments and targeted interventions	<p>STP business case in place for increased capacity within the EHC assessment team.</p> <p>Business case in early stage of development to secure funding for additional Walsall Health Care Trust staff specialising in SEND and capacity reviews are underway in other areas.</p> <p>As part of the improvement plan, alternative and innovative ways of working will be explored to minimise additional funding requirements and mitigate any lack of funding available to increase staff capacity.</p>		
Oct-22	APP 1.2.1	Capacity within teams across the local area is compromised through addressing the backlog of advices and assessments. (Local Authority and all Health Agencies)	Advices and assessments continue to be out of timescales and plans cannot be updated in a timely manner following review.	<p>Additional staff are currently in place within the Local Authority with robust plans in place to clear the back log of assessments over the next three months.</p> <p>Teams across health have plans in place to clear outstanding advices and assessment waiting lists.</p>		
Oct-22	APP 1.3.6	That there is not enough funding available through the high needs block to meet increasing demand and increasing complexity of need. (Local Authority and Health Agencies)	Sufficient support is not available to meet demand and to implement support outlined in EHC Plans	<p>Robustly implement the graduated approach to SEND services in Walsall as outlined in our Getting it Right for SEND strategy so that children are supported at the right level.</p> <p>Ensure services that are available are of good quality and provide value for money through robust commissioning.</p> <p>Funding decisions are made jointly with the Local Area funding support needs fairly across agencies as identified in plans.</p>		
Oct-22	APP 2.2.1	There is a lack of technical skill and capacity available to update the local offer webpages	Local Offer remains difficult to navigate and update and parents and carers continue to feel that it is not a useful tool.	Work with LA corporate web team to ensure resources and support is in place.		