

Special educational needs and/ or disabilities (SEND) local area inspection

Written Statement of Action: April 2019



STOCKPORT
METROPOLITAN BOROUGH COUNCIL



Stockport
Clinical Commissioning Group

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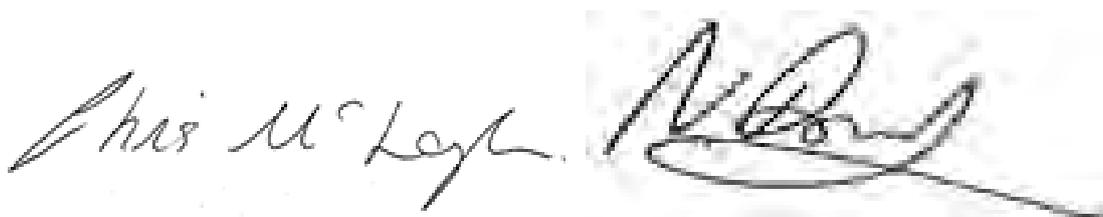
1. Senior Management Commitment Statement

“We welcome the external scrutiny and ongoing support and challenge that the SEND local area inspection provides us with.

Our ambition is to provide the best possible support for all children and families at the right time to ensure that the best possible outcomes are achieved. The litmus test of success will be how well we are supporting the most vulnerable in our population. This ambition underpins the development of this Written Statement of Action.

We will build on our joint vision moving forward together in order to make the required improvements:

‘Through a strategic and co-ordinated approach, to promote outstanding educational, employment and health and well-being outcomes for all of Stockport’s children and young people who have special educational needs and/or disabilities, so that all maximise their potential and make a successful transition to adult life (SEND Plan 2017-19).’



.....

Chris McLoughlin
Director of Children’s Services
Stockport Metropolitan Borough
Council (SMBC)

.....

Noreen Dowd
Interim Accountable Officer
Clinical Commissioning Group
(CCG)

2. Purpose of the Written Statement of Action (WSoA)

Ofsted and the Care Quality Commission (CQC) undertook a joint local area special educational needs and disabilities (SEND) inspection between 24th and 28th September 2018. The inspection focussed on three key lines of enquiry:

1. How effectively does the local area identify children and young people (0-25) who have special educational needs and/or disabilities?
2. How effectively the local area meets the needs of children and young people who have special educational needs and/or disabilities?
3. How effectively the local area improves the outcomes of children and young people who have special educational needs and/or disabilities?

The inspectors identified five specific areas of significant weakness requiring the local area to produce a WSoA to explain how it was going to address the -

- lack of an effective approach to jointly plan and commission the services that meet the needs of those who have SEND,
- failure to assess and meet children and young people's social care needs in conjunction with EHC needs assessments and plans,
- lack of involvement of children and young people and their families in the meaningful, effective co-production of the services, resources and support they need,
- poor shared understanding by local area leaders of the needs of these children and young people and their education, health and care outcomes,
- weak assessment of the effectiveness of the local area in improving outcomes for children and young people.

3. Responsibility, Ownership and Governance

Development of Stockport's WSoA has been led by the newly formed SEND Improvement Board (SENDIB), which is accountable to Stockport's Health and Well-being Board (H&WBB). The SENDIB is chaired by the Director of Children's Services (DCS) and the CCG Accountable Officer is deputy chair. The SENDIB comprises senior leaders from Stockport Metropolitan Borough Council (including adult and children's social care; Stockport Family; Public Health); Stockport Clinical Commissioning Group (CCG), Stockport NHS Foundation Trust; Pennine Care NHS Foundation Trust(mental health services); parents and carers, with representational arrangements to capture the voice of children and young people. The Board has been meeting fortnightly since the beginning of October 2018 with regular support and challenge from the Health and Wellbeing Board, CCG Governing Body, Cabinet and Scrutiny Committees. (See Governance structure overleaf)

The WSoA, Joint Commissioning Strategy, Joint Strategic Needs Assessment (JSNA) and Outcomes Framework will sit within an overarching SEND Strategy commissioned by Stockport's H&WBB. The development of this SEND Strategy and underpinning implementation plan sits outside of the WSoA, but will provide the foundations for future work going forward (ref: priority 1)

Stockport's journey of improvement will be tracked and published on Stockport's Local Offer (LO) at www.sensupportstockport.uk, including summary notes of SENDIB meetings.

SEND Improvement Board membership:

Chris McLoughlin, Director of Children's Services - Chair	Cathy Lyall, Strategic Lead SEN and Inclusion
Noreen Dowd, Accountable Officer CCG - Deputy Chair	Maria McCaffrey, Consultant support
Alan Beswick, Director of Education (Interim)	Gillian Miller, Associate Director of Commissioning, CCG
Lucy Cunliffe, Board administrative support	Donna Sager, Director of Public Health
Mark Fitton, Director of Adult Social Care	Deborah Woodcock, Director of Operations for Stockport Family and Principal Social Worker
Paul Harper, Co-Chair Parents in Partnership (PIPS)	Claire Woodford, Director, Women, Children and Diagnostics Business Group, Stockport NHS Foundation Trust
Josie Kershaw, Assoc. Director for Mental Health and Specialist Services, NHS Foundation Trust	Jennie Neill, SEND programme manager

Monitoring progress

Development of activity underpinning the five areas of significant weakness has been assigned by the DCS and CCG Accountable Officer to three work-streams. The work streams have been assigned a lead officer described as the 'Action owner' who has responsibility for chairing work stream meetings; overseeing the action and activity of work stream members and reporting on this via fortnightly highlight reports to the DCS, CCG Accountable officer and wider board members. The work streams are:

- **Joint Commissioning, Monitoring and Evaluation (JC)**
- **SEN Support/ EHC plans (S/E)**
- **Co-production, Information and the Local Offer (CP)**

Work-stream membership is drawn from across the SEND community including education, health and social care representatives as well as parent/carers, and other stakeholders with arrangements for representation from young people being in place. Actions and activity is thus delivered by a broad range of professionals, parents, young people and other stakeholders which include the core work stream membership and where necessary a broader range of invited stakeholders. In some instances, the work is allocated to discrete sub-groups or Task & Finish groups to ensure more effective and timely delivery of the action. All of this action is reported to the core work stream meeting chaired by the action owner.

There are clear and robust monitoring arrangements in place for Stockport CCG via weekly reporting from the Associate Director of Commissioning to the Senior Leadership team and bi-monthly reporting to Quality and Safety Committee. Monitoring by CCG Governing Body takes the form of bi-monthly reporting.

Director of Children's Services and CCG Accountable Officer are accountable to the Corporate Leadership Team (CLT) of SMBC and provide progress reports to this team on a monthly basis. CLT monitoring arrangements include highlight reports on progress against milestones. Both Accountable officers also report progress on a monthly basis to Elected Members with responsibility for SEND services.

The Health and Well-Being Board schedule of quarterly meetings will include SEND as a standing item thus ensuring the board has strategic oversight of the WSoA and is holding the SEND Improvement Board to account.

A programme manager has been secured by SMBC who will provide an additional layer of operational scrutiny for delivery of the milestones in the WSoA through the work-streams and sub-groups.

External specialist support has been secured from the Council for Disabled Children (CDC) in order to review Stockport's vision and assist in the development of an Outcomes Framework and a delivery plan, which will clearly reflect the lived experience of children and young people (CYP) and families. This approach will ensure that outcomes and impacts are central drivers for service design moving forward.

SEND Governance Structures

Diagram 1: Accountability

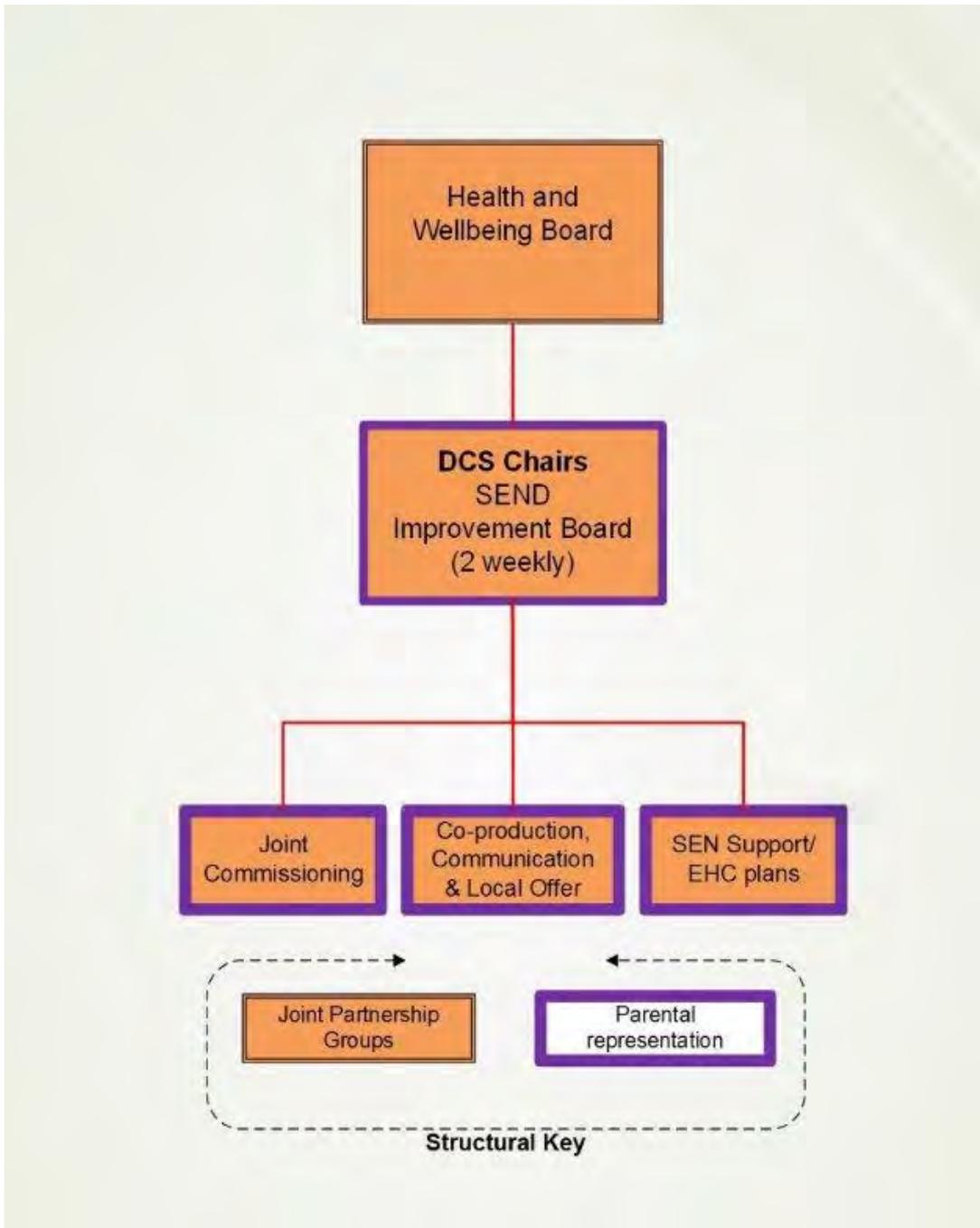
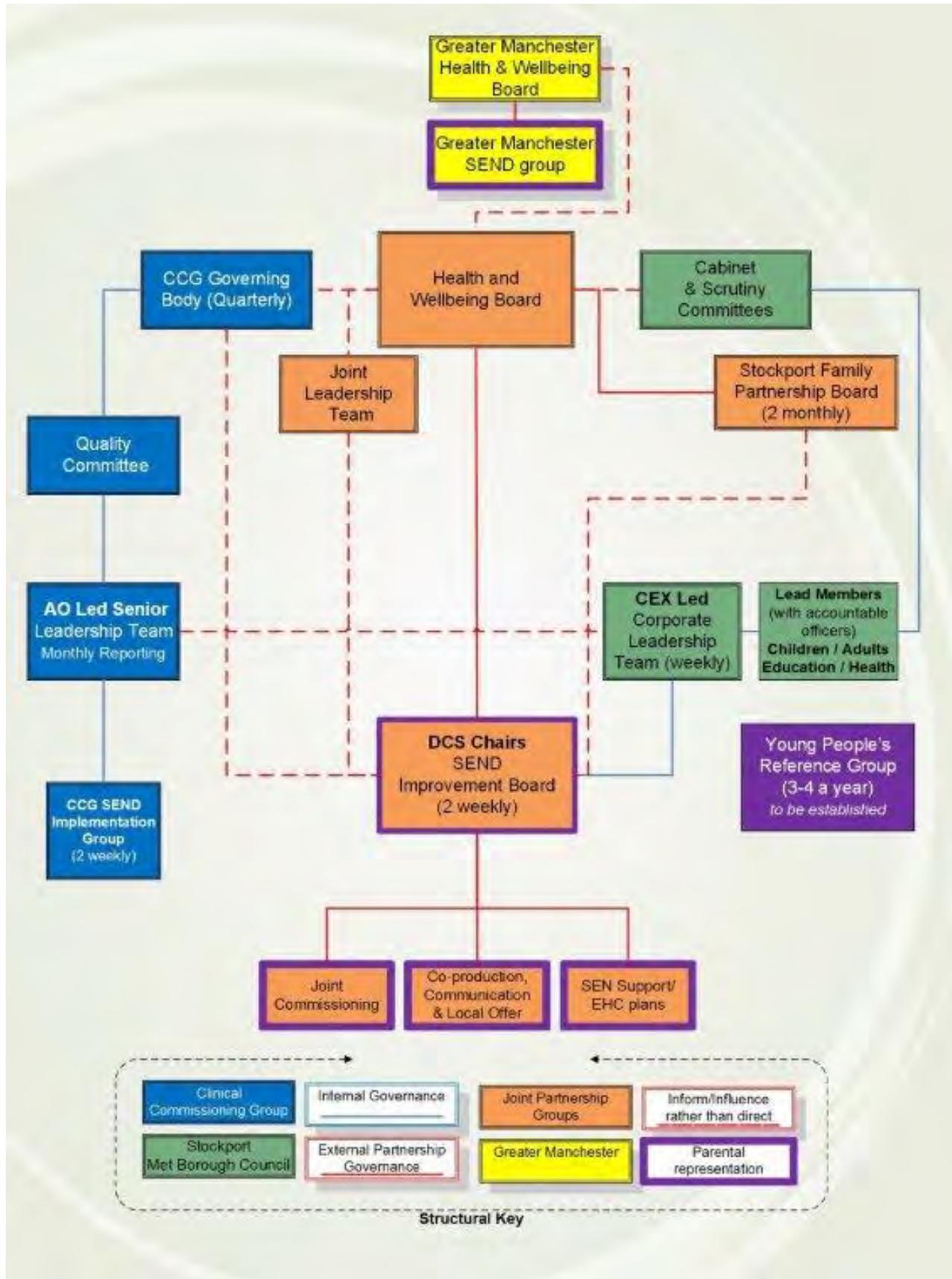


Diagram 2: Governance and Reporting



4. Centrality of co-production

Stockport's approach to the development of the WSoA ensures that co-production is the 'golden thread' running through all activity and tasks identified within the WSoA and the improvement journey going forward. As co-production was identified as a significant area of weakness our strategies and actions must involve a broader span of parents, carers and young people in meaningful co-production and this key component of work has been assigned to a unique work-stream.

Immediately following inspection, Stockport local area put a plan in to place to swiftly address identified deficits relating to co-production with our parent/carer community and this resulted in a series of engagement and participation activities. The outcome of these events has already impacted on planning including the draft JSNA and engagement from elected members and school leaders. The information will continue to inform and shape the manner in which this plan will be implemented going forward collaboratively with parents and children and young people (refer to improvement journey to date, section 5 below).

The events with parents identified the following values and principles, which will underpin our collaborative relationships with all parents, carers and young people going forward:

- Child/ family-centred
- Trustworthiness
- Treat all partners as equal
- Honesty
- Mutual respect
- Compassion and empathy for the 'lived experience'
- Development of mutual understanding
- Actively listen
- Open communication
- Involve
- Solution-focused
- Working together/ team work
- Personalise
- Non-judgemental

5. The improvement journey since inspection

Verbal feedback was provided to senior leaders at the end of the inspection and the published report posted on Stockport's Local Offer, Council and CCG websites on 19th November 2018.

The improvement journey was initiated immediately and, prior to the submission of this WSoA, the following activities have taken place:

- Establishment of a joint SEND Improvement Board- chaired by the Director of Children’s Services (with the Interim Accountable Officer in CCG deputising), membership and draft terms of reference (TOR) agreed, fortnightly meetings established, initial meeting held on 17th October 2018.
- SEND Board development session focused on joint working and relationships.
- Joint communication plan created to deliver and disseminate inspection findings and messages, which included:
 - i. Delivery of three parent/carer feedback and listening sessions (28th November 2018 and 10th December 2018) to 100 parents and carers in attendance; delivered jointly and led by Director of Children’s Services and CCG Interim Accountable Officer; planned with the parent/carer forum. Comments, findings and responses have been published on the Local Offer.
 - ii. Delivery of two senior management feedback sessions (26th and 28th November 2018) to 96 education (including schools, colleges), health and social care leaders and managers, with the requirement to cascade inspection findings and messages to all frontline staff.
 - iii. Focused feedback and discussion shared with staff groups, including Children’s Community Nursing Team (CCNT), Healthy Young Minds Stockport (HYMS), School Improvement Service, Head Teachers Consortia.
 - iv. Briefing on inspection findings to the Health and Well-being Board.
 - v. SEND briefing sessions provided to 28 councillors (16th January 2019).
- CCG SEND governance and reporting structure reviewed and developed with new arrangements drafted to reflect joint working.
- Establishment of scrutiny arrangements with accountable officers
 - i. with elected members monthly from December 2018
 - ii. fortnightly with Corporate Leadership Team (CLT)
- Programme support identified from CCG and external consultant support identified for CCG and LA.
- Joint work-streams established with senior officers as chairs and membership drawn from across the joint SEND work force and parent/carer network.
- Board commissioned Public Health to undertake SEND Joint Strategic Needs Assessment (JSNA).
- Delivery of two-parent focus groups (15th January 2019) involving 113 parents/carers to agree shared approach for SEND improvement journey and suggested framework for change. Emerging themes used to inform the draft JSNA.
- Parent/carer survey undertaken - received 70 responses. Emerging themes used to inform the draft JSNA.
- External support requested and made available from Council for Disabled Children (CDC), Whole School SEND and Making Participation Work (KIDS).

6. Plan overview

Within the plan, reference is made to:

- Local Area - by this the inspectors include the local authority, clinical commissioning groups (CCGs), public health, NHS England for specialist services, early years settings, schools and further education providers.
- SEND community - by this we mean the network of people who have a common, vested interest in SEND.
- Stockport Family - refers to integrated and co-located services to support children and their families, including children's social care, early help, health colleagues such as school nurses, health visitors and specialist services.

Lead officers responsible for specific areas of are identified by their initials within the WSoA-

NAME	INITIALS	JOB TITLE	ORGANISATION
Aaron Atkinson	AA	Head of Business Intelligence	Stockport CCG
Alan Beswick	AB	Director of Education (Interim)	Stockport LA
Carol Sperring	CS	Children's Therapy Manager	Stockport NHS Foundation Trust
Cathy Lyall	CL	Strategic Lead SEN and Inclusion	Stockport LA
Chris McLoughlin	CMcL	Director of Children's Services	Stockport LA
Claire Woodford	CW	Director, Women, Children and Diagnostics Business Group	Stockport NHS Foundation Trust
Colin McKenzie	CMcK	Independent Consultant	FWL & Associates
Craig Hughes	CH	Service Manager Business Intelligence & IT	Stockport LA
Deborah Woodcock	DeW	Director of Operations for Stockport Family & Principal Social Worker	Stockport LA
Donna Sager	DS	Director of Public Health	Stockport LA
Duncan Weldrake	DuW	Joint Commissioning Manager, Children & Young People	Stockport CCG
Emma Bowe	EB	Strategic Financial Advisor	Stockport LA
Gillian Miller	GM	Associate Director of Commissioning	Stockport CCG
Gina Evans	GE	Joint Commissioning Lead	Stockport CCG
Geraldine Gerrard	GG	Head of Business Support	Stockport LA
Heather West	HW	Designated Clinical Officer (DCO)	Stockport CCG
Heidi Shaw	HS	Principal Lead Integrated Services (Education)	Stockport LA
Helen Hayes	HH	Integrated Localities Manager, SEND Transition	Stockport LA
James Brown	JB	Head of Communications	Stockport LA
Jeanette Warburton	JW	Principal Lead Stockport Family, Social Care & Commissioning	Stockport LA
Jennie Neill	JN	SEND programme manager	Stockport LA
Lynn Perry	LP	Head of School Effectiveness (Interim)	Stockport LA
Maria McCaffrey	MM	Independent Consultant	Stockport CCG
Mark Fitton	MF	Director of Adults Social Care	Stockport LA
Max Weiland	MW	CSS Senior Officer- Communications and Marketing	Stockport LA
Michelle Booth	MB	Schools Organisation Manager	Stockport LA
Noreen Dowd	ND	Accountable Officer (Interim)	Stockport CCG
Nuala O'Rourke	NO	Head of Service, Safeguarding & Learning	Stockport LA
Pam Dunham	PD	Head of Governor services	Stockport LA
Paul Harper	PH	Co-Chair (Parents in Partnership)	Stockport PIPS
Phillip Wilkinson	PW	Service Lead, Children's Social Care	Stockport LA
Shane O'Neill	SO	Aiming High and Local Offer Lead	Stockport LA
Sharon Meikle	SM	Operational Lead SEN	Stockport LA
Sherann Hillman	SH	Co-Chair (Parents in Partnership)	Stockport PIPS
Dr.Viren Mehta	VM	GP, SEND Lead	Stockport CCG

The WSoA is a dynamic document that will remain under constant review and therefore change over time as work is progressed.

Progress against actions within each priority are rated against the following: -

Action to be started
Action progressing
Action completed
Completed and embedded

The RAG rating above will be used as part of the monitoring process going forward. At the start of the improvement journey some significant issues required immediate action and have either been completed or are underway at the point of submission of this WSoA. Milestone completion dates are included in the WSoA, which will act as a critical measure over the next 18 months

7. Written Statement of Action

1. To develop an effective approach to jointly plan and commission the services that meet the needs of those that have SEND.

WSOA priority area owner	Director of Children's Services /Accountable Officer (CCG)
Priority 1.1	For senior leaders to take ownership of and drive the necessary change in order to improve outcomes for children and young people (CYP) with SEND.
Priority 1.2	To establish a clear vision and strategy for joint commissioning and planning of services for children and young people with SEND for the next 5 years with clearly identified priorities and outcomes.
Priority 1.3	To embed a strategic and operational approach to co-production across the Local Area within the joint commissioning and planning of services.
Priority 1.4	To use an evidence-based approach about population need to inform and guide the planning and commissioning of education, health and care services.
Priority 1.5	To extend choice and control for parents and young people through the offer of Personal Budgets.

Key actions to address the areas for development	Milestone completion date	Work-stream	Action Owner	Milestones	Progress update (RAG)	Impact	How do we know?
Priority 1.1: For senior leaders to take ownership of and drive the necessary change in order to improve outcomes for children and young people with SEND.							
1.1.1 To establish an interim joint SEND Improvement board (SENDIB), led by senior leaders, to oversee the development and delivery of the Written Statement of Action (WSOA).	17/10/18	SENDIB	JN	Establish SEND improvement board (SENDIB) with senior officer membership from all member organisations, including parent/carer forum. Set fortnightly pattern of meetings.		Senior leaders own, monitor and are accountable for delivery of WSoA.	WSoA is judged fit for purpose by Ofsted.
	18/02/19	SENDIB	JN	SEND is a standing item on the quarterly Health and Well-Being Board agenda. (H&WBB) Provision has been made for additional SEND specific H&WBB meetings		H&WBB hold SENDIB to account on a quarterly basis and by exception	Agendas and minutes of H&WBB. Predicted milestones are met.
	21/02/19	SENDIB	LC	Terms of reference (TOR) for SENDIB are agreed.			

	31/04/19	SENDIB, CP	SH	A shared set of values and principles for SEND improvement is established and published, based on the listening events carried out with wider Stockport parent/carers community (ref 3.3.1).		where necessary and appropriate.	Values and behaviours published in TOR and on the Local Offer and monitored by parents and carers within meetings.
	21/02/19	SENDIB	JN	Work-streams are developed to deliver all activity to address five areas of significant weakness.		Parents and carers have contributed to the SENDIB and associated work-stream stated values and behaviours underpinning the collaborative working relationships with them.	
1.1.2 To establish the representation of young people to SENDIB and work-streams.	24/01/19	CP	MM	Consultation carried out with Stockport Action Youth Speakers (SAYS). Recommendations presented to and received by the SENDIB and published on the Local Offer		CYP have a relationship with and can influence SENDIB.	CYP reports and recommendations published on the Local Offer, including 'you said, we did'. (ref 3.2 for longer term plan)
	30/06/19	CP	MM	Programme of work (refer 3.2) established with KIDS National Making Participation Work Programme to develop a YP SEND network.		Members of Governing Boards, elected members and executive and senior leadership across and within the LA and health partnership maintain oversight of SEND work programme and hold senior	
1.1.3 To develop a governance and communications structure to address weaknesses and hold partners to account for the improvements required in the WSoA, including parents/ carers and elected members.	07/02/19	SENDIB	MM, CL	New governance framework in place, published and implemented, which illustrates joint reporting and accountability arrangements for SEND to the Health and Wellbeing Board, Corporate leadership Team, Elected Members and CCG Governing Body.			Governance structure and minutes published and available to parents, carers and YP.
	11/02/19	SENDIB	LC, SO	SENDIB minutes published on the Local Offer.			
	31/05/19	SENDIB	JN, JB,	Develop user-friendly communications to inform parents, CYP, staff and elected members.			
1.1.4 To produce a WSoA which is 'fit for purpose' in addressing the five areas of weakness identified in the SEND Local Area inspection.	26/02/19	SENDIB	CL	The WSoA is produced and submitted in a timely manner.			Evidence of progress against RAG rating against all milestones.
	09/04/19	SENDIB	CL	That the WSoA is revised and submitted in a timely manner.			

	31/12/20	SENDIB	CL	That all actions detailed in the WSoA have been sufficiently progressed to address the five areas of significant weakness.		leaders to account.	Impact of the WSOA milestones begin to be illustrated by improved performance evidenced through the outcome's framework. Ofsted and CQC judges that the local area effectively identifies, meets the needs and improves outcomes for SEND CYP through re-visit by October 2020.
1.1.5 For the SENDIB Chair and Co-chair to determine longer-term arrangements for governance and leadership.	30/04/19	SENDIB	CMcL, ND	Review the SENDIB following acceptance of the WSoA.		All partners across education, health and care are holding each other to account.	
	31/08/19	SENDIB	CMcL, ND	SENDIB embeds long-term arrangements for the leadership and governance of SEND improvement.		The families and regulators are assured that the local area have sufficiently addressed the five areas of significant weakness identified in inspection	
	01/04/19	SENDIB	CMcL	Appointment of Head of Commissioning/Improved Services role. (1yr Fixed Term)		Long-term arrangements for SEND leadership embedded to maintain a focus beyond the delivery of the WSOA.	
	15/03/19	SENDIB	CMcL	Appointment of Service Director Corporate Policy and Commissioning.			

Key actions to address the areas for development	Milestone completion date	Work-stream	Action Owner	Milestones	Progress update (RAG)	Impact	How do we know?
Priority 1.2: To establish a clear vision and strategy for joint commissioning and planning of services for children and young people with SEND for the next 5 years with clearly identified priorities and outcomes.							
1.2.1 To review the existing Stockport joint commissioning arrangements and	29/03/19	JC	GM, DS	Information collected about existing joint commissioning arrangements.		SENDIB adopt national best practice for the	By 01/11/19 Stockport SEND Joint

review national best practice joint commissioning strategies.	30/08/19	JC	GM, DS	Identification of national best practice and review of statutory guidance taken place.		joint commissioning of SEND and can prioritise actions needed to close any gaps between current and best practice.	Commissioning Strategy is published reflecting best practice, priorities and outcomes agreed by CYP and families and signed off by SENDIB and the Health and well-Being Board and published on the Local Offer.				
1.2.2 To undertake a joint baseline assessment of current commissioned SEND services (including looking at value for money and performance outcomes) across health, social care, and education, including the voluntary sector, and identify commissioning gaps.	03/05/19	JC	GM,DS GG, EB	Baseline of all current commissioned SEND services undertaken.							
	03/05/19	JC	GM, DS, GG,EB	Commissioning gaps are identified.							
1.2.3 To agree the scope of the offer from the Council for Disabled Children (CDC) to support the development of joint commissioning and outcomes-based accountability framework and joint working arrangements that are co-produced.	03/05/19	JC	GM,DS	Scope of the support from the CDC agreed for the development of joint commissioning strategy and the outcomes framework.				An effective, joined-up Strategy to plan and jointly commissioning services will improve outcomes for those who have SEND in Stockport.	A full list of all Stockport's commissioned and provided SEND services will also be published.		
	02/09/19	JC	GM, DS	CDC support delivered and used to develop joint commissioning and outcomes- based accountability work.							
1.2.4 To produce a clear vision, framework and priorities for the development of joint commissioning of SEND in Stockport.	30/08/19	JC	GM, DS	A MOU is developed between the LA and the CCG around the planning, prioritisation, commissioning and funding of joined-up services to meet SEND needs.						Joint commissioning arrangements will ensure resources are targeted so that CYP and families will experience services that reflect their identified need and are more joined-up.	A bi-annual survey run via the local offer to judge parental satisfaction around joint commissioning.
	31/10/19	JC	GM, DS	The Co-Production Charter is adhered to in the development of joint commissioned priorities.							
1.2.5 To develop a co-produced shared Outcomes Framework, utilising best practice with input from national expertise provided by CDC using the feedback from CYP and their families.	30/09/19	JC	GM, DS	A SEND Outcomes Framework is agreed, which reflects what matters to CYP and their families.							
	30/09/19	JC	GM, DS	The Outcomes Framework is used to support the commissioning and planning services and to report on progress in improving outcomes.							

1.2.6 To produce a Joint Commissioning Strategy, agreed, communicated and used across the Local Area.	31/10/19	JC	GM,DS	A Joint Commissioning Strategy is developed and signed off by the Health and Well-being Board.		There is an, effective, joined-up approach to planning and commissioning services for improved outcomes for those who have SEND in Stockport.	improved satisfaction rates.
	04/11/19	JC	GM, DS	The Joint Commissioning Strategy is published on the Local Offer.			
	04/11/19	JC	GM, DS	The Joint Commissioning Strategy and the Outcome Framework are used to commission and evaluate services.			
1.2.7 To agree and deliver a joint resourcing and investment strategy including immediate priorities and medium and longer-term planning as part of the Joint Commissioning Strategy.	01/04/19	JC	GM	Short-term resources are allocated by the LA and CCG to address immediate SEND priorities.		Leaders have a complete picture of the Stockport spend on SEND services and are able to prioritisation investment to put in place the provision that is needed.	Responses received through annual Parent Carers Forum questionnaire will evidence improved parental confidence in the support received.
	31/10/19	JC	GM	A joint investment strategy is developed as part of the Joint Commissioning Strategy, which includes investment priorities.			
1.2.8 To conduct a detailed review of the diagnostic pathway and services available to support CYP with Autistic Spectrum Disorder (ASD). To implement a National Institute for Health and Care Excellence (NICE) compliant model for assessment, diagnosis and support, with specific attention to the support post-16 years.	31/12/19	JC	GE	The ASD diagnostic pathway is reviewed.		CYP (up to 25 years old) receive a NICE compliant assessment, diagnosis and support service for ASD. This takes place locally, improving the experience for	By 01/03/19 100% of CYP (up to 25 yrs) are able to access an ASD diagnosis in Stockport. By 31/03/20 75% of CYP (up to age 25) will receive a NICE compliant assessment for ASD within 3 months of referral.
	01/03/19	JC	GE	The ASD diagnostic pathway is extended to age 25 years.			
	31/03/20	JC	GE, SO	The revised ASD diagnostic pathway is published on the Local Offer			
	16/09/19	JC	GE, HS, CL	ASD services provided during assessment and post-diagnosis are reviewed.			
	31/03/20	JC	GE, HS, CL	ASD services provided during assessment and post- diagnosis are developed in line with the review and commissioning priorities.			
	16/09/19	JC	GE, SO	Updated information around support services for ASD is published on the Local Offer			

1.2.9 To conduct a detailed review of the assessment and treatment pathway and commissioned capacity for CYP with Attention Deficit Hyperactivity Disorder (ADHD),	31/01/20	JC	GE	Review of the ADHD treatment pathway taken place.		children and young people and their families. There are improved pathways to support CYP post diagnosis of ASD, with a specific focus on 16 to 18 year olds. This includes information and signposting to local services (pre and post-diagnosis). CYP will experience a streamlined process for assessment of ADHD within 18 weeks of referral. Treatment reviews for ADHD are conducted in line with NICE guidance.	Treatment reviews for ADHD are conducted in line with NICE guidance. Parents experience of each diagnostic pathway is measured through a post-diagnostic survey as part of contract quality assurance.
	31/03/20	JC	GE	A streamlined process for diagnosis of ADHD is in place.			
	31/03/20	JC	GE	There is improved information available on ADHD services for CYP and families.			
	31/03/20	JC	GE	Support arrangements are in place for young people with ADHD transitioning from children's to adult services.			
	31/03/20	JC	GE, SO	The revised ADHD treatment pathway and supporting information is published on the Local Offer.			
1.2.10 To implement an early help offer providing support for children and young people with mental health needs through a partnership approach to accessing available services within the local area.	31/03/20	JC	GM, DuW	A 'single-point of access' is developed so that CYP and families can access early help and support for mental health needs.		By 31/03/20 CYP will receive treatment for a mental health condition from CAMHS within a max, of 18 weeks from referral.	
	31/03/20	JC	GM, DuW	The early help offer in Stockport's Child and Adolescent Mental Health Services (CAMHS) is redesigned to ensure a maximum of 18 weeks from referral to assessment.			
	16/09/19	JC	DuW, SO	Information is published on the Local Offer about how to access support for CYP with mental health needs and about well-being support.			
1.2.11 To review the capacity, approach and outcomes of therapy services for all CYP including addressing current gaps in service provision for young people aged 16 - 25 years.	31/12/19	JC	GM, DuW	The therapies review is completed and recommendations adopted.		By 31/03/20 CYP will be able to access therapy services and start treatment within 18 weeks of referral.	
	31/03/20	JC	GM, DuW	Commissioning of therapy services revised to address the			

				increasing demand across the local area.		
	31/03/20	JC	CS, SO	Updated information is on the Local Offer.		
	31/12/19	JC	GM, DuW	Support arrangements are in place for young people with therapy needs at transition from children to adult services.		<p>There is specific support available for young people transitioning from children's to adult services</p> <p>CYP and families can access early help and support for mental health needs through a 'single-point of access', CYP will receive treatment for a mental health condition from Stockport's Child and Adolescent Mental Health Services (CAMHS) within a maximum of 18 weeks from referral to assessment.</p> <p>Improved information is available on how to access support for CYP with mental health needs and on well-being support.</p>
						<p>Improved outcomes for CYP are demonstrated by therapy services through Therapy Outcomes Measures (TOMS)</p> <p>Parents indicate that support is provided by services as it is needed and in a timely manner through feedback via the bi annual survey.</p> <p>The impact of all these improvements are evidenced in the outcomes framework.</p>

Key actions to address the areas for development	Milestone completion date	Work-stream	Action Owner	Milestones	Progress update (RAG)	Impact	How do we know?
Priority 1.3: To embed a strategic and operational approach to co-production across the Local Area within the joint commissioning and planning of services.							
1.3.1 To ensure that the co-production principles and charter agreed are embedded into all key joint commissioning arrangements and decision-making. (ref 3.1)	31/10/19	CP	DS	Processes and paperwork are amended to ensure evidence of co-production routinely included in all key planning, design and commissioning decisions for SEND.		CYP and families with SEND are actively engaged, in co-producing outcomes, and involved in joint commissioning decisions and reviews.	The outcomes framework illustrates increasing satisfaction from CYP and their families with the way they are involved.
1.3.2 To ensure that the Local Offer reflects the current commissioned and provided services and ongoing plans from improvement programme.	31/07/19	CP	CW, SO	The Local Offer review checks information about current commissioned services (ref. priority 3.4)		CYP and families will have easy access to clear information about services across the local area	Feedback via the local offer website review evidences an improved satisfaction in the LO site overall, including update of 'you said, we did'. (Ref: 3.4)
	31/07/19	JC	SO	Arrangements in place for regular update of the Local Offer about commissioned services.			

Key actions to address the areas for development	Milestone completion date	Work-stream	Action Owner	Milestones	Progress update (RAG)	Impact	How do we know?
Priority 1.4: To use an evidence-based approach about population need to inform and guide the planning and commissioning of education, health and care services.							
1.4.1 To produce a revised, co-produced Joint Strategic Needs Assessment (JSNA) for SEND that takes account of the stated views of CYP and families, and utilise the recommendations to inform commissioning.	31/03/19	JC	DS	Draft SEND JSNA produced and signed off by Health and well Being Board.		CYP with SEND are actively engaged in co-producing outcomes, and involved in joint commissioning	We will have a co produced JSNA that reflects population data and the lived experience of CYP and their families.
	09/04/19	JC	DS	Draft JSNA put out for consultation.			
	31/10/19	JC	DS	The revised JSNA is used to determine commissioning priorities.			

1.4.2 To establish an outcome-based performance framework that more accurately reflects the needs of CYP and families and a performance management tool to monitor this. (ref 5.1.3)	30/09/19	JC	GM, DS	Working with CYP and families to develop a set of KPI's that reflect the "Lived Experience"		decisions and reviews.	The outcomes-based performance framework will be used to establish initial performance targets and subsequently evidence improvements quarterly.
	31/10/19	JC	SO, DS	Publish on the local offer an agreed outcomes-based performance framework.		Leader's strategic commissioning, planning and monitoring is informed by specific, ambitious and measurable targets to improve outcomes and improve equity of achievement across the local area. Service managers will review trends, such as changes to population size and need, to prepare for necessary changes to address future need.	

Key actions to address the areas for development	Milestone completion date	Work-stream	Action Owner	Milestones	Progress update (RAG)	Impact	How do we know?
Priority 1.5: To extend choice and control for parents and young people through the offer of Personal Budgets.							
1.5.1 To review current offer for personal budgets (including personal health budgets) and best practice regionally and nationally to ensure compliance.	30/08/19	JC	GM, DS, JW	Personal budgets arrangements reviewed for compliance with Code of Practice (COP).		CYP and their families are aware of the Personal Budget offer in Stockport.	Bi annual survey will evidence an increase in the awareness of the revised personal

1.5.2 To appraise options for the further development of personal budgets across Health, Education and Social care including within current individual and block contract arrangements. (ref 2.2.3, 4.1)	30/09/19	JC	GM, DS, JW	Leaders, CYP and families agree on a personal budget offer for Stockport to be reflected in a new personal budget policy.		YP and families have more choice and control around support via the offer of a personal budget.	budget offer amongst parents and carers. EHC plans evidence that 100% of CYP families were made aware of the personal budget policy and all requests were recorded and a response provided.
1.5.3 To establish a local Integrated Personal Budget Policy for all ages with clear guidance CYP. There will be a particular focus on preparing for adulthood to promote independence. The policy will be aligned to EHC planning processes and be clearly communicated via the Local Offer. (ref:2.2.3)	31/03/20	JC	GM, DS, JW	Personal budget policy agreed and published on the Local Offer.			
	31/03/20	JC	SM	EHC plan process and documentation amended to routinely identify opportunities for personal budgets.			

2. To assess and meet children and young people's social care needs in conjunction with EHC needs assessments and plans.

WSOA priority area owner	Director of Operations for Stockport Family & Principal Social Worker
Priority 2.1	To ensure that all children and young people's social and care needs are included in their EHC needs assessments and plans.
Priority 2.2	To ensure that all plans meet the social care needs identified in the assessment processes.

Key actions to address the areas for development	Milestone completion date	Work-stream	Action Owner	Milestones	Progress update (RAG)	Impact	How do we know?
Priority 2.1 To ensure that all children and young people's social and care needs are included in their EHC needs assessments and plans.							
2.1.1 To develop a clear process for children's and adult's social care to ensure that all Education, Health and Care plans have social care assessments, which incorporate the child or young person's (CYP) lived experience and are co-produced with children, young people and their families.	30/04/19	S/E	JW	50% increase in the dedicated SEND social work capacity is provided in the Multi-Agency Support and Safeguarding Hub (MASSH), including the SEND team.		Increase the number of children and young people whose social and care needs are routinely assessed as part of the needs assessment process.	Two dedicated SEND social workers in post. Audit will be carried out in Q1 19/20 to ensure that the processes are fully embedded. This audit will be

					<p>By April 2019 all new EHC plans will include children and young people's social care needs in their EHC needs assessments and plans.</p> <p>YP and parents report increased levels of satisfaction in the timeliness and quality of EHC assessments and plans</p> <p>Where a plan identifies social and care needs provision in Sections H1 and H2, this will be provided.</p>	<p>carried out quarterly and monitored within the CSC performance management team meeting, to include CYP and parent/carer feedback.</p> <p>Reduction in the number of complaints received relating to social care element of EHC assessments and plans.</p>
	31/07/19	S/E	JW,HH, SM	<p>Co-produced revised work-flow processes and forms are in place and operational for all new EHC needs assessment requests.</p> <p>Embedded clear authorisation and escalation process in place to identify early warnings/ delays to ensure 20-week timescales are met.</p>	<p>By end of July 2019 the revised case management system supports appropriate visibility and accessibility of the child and young person's</p>	<p>Senior practitioner sign-off of all social care sections of new EHC plans.</p>

						assessment, supporting the aim to 'tell-it once approach and joint ownership of outcome based plans.	Through a bi annual survey and annual review, parents report an improvement in the levels and timeliness of social care support for their child with SEND.
	30/06/20	S/E	SM	Annual EHC review process is refined to align with the wider reviewing processes.			
	31/10/19	S/E	JW, HH, JN,SM	Annual review paperwork updated to ensure consideration of children's and adults social care needs.			
	30/06/19	S/E	SM,JW, HH	Workforce trained in new processes, policies and practices (including co production values and behaviours) in children's and adult social care services		Improved awareness, knowledge and skills in the trained workforce in writing EHC assessments and plans.	100% of work-force trained in new processes.
	31/10/19	S/E	JW	Quarterly audit process including parent and child survey around social and care needs input into EHC assessment and planning is developed and implemented.			100% of EHC plans have social and care needs considered at annual review
2.1.2 To ensure that plan processes are embedded in the on-going review of need, to determine changing need over time and specifically during transition planning.	30/06/20	S/E	JW, HH	All social care needs are considered at annual review and reflected in updated EHC plans.			Quarterly quality deep dives of EHC plans illustrate that revisions to social care sections have been carried out where appropriate following review.
2.1.3 To embed Early Help Assessments (EHA) and SEND support plans in a graduated response to encourage use of early intervention. (ref. 4.2)	30/10/19	S/E	CL	Guidance provided about appropriate EHA assessment to support early assessment of need and early intervention to be included in the Entitlement Framework.		CYP receive education, social and care support at the earliest opportunity	

						through the graduated response.	Datasets and audit will demonstrate that a higher percentage of SEND children and young people receive an early help offer before a statutory social care assessment.
2.1.4 To embed SEND within children's social care workforce development programme, with training, supported through the secondment of a social worker from the Children with Disabilities (CWD) team.	31/09/19	S/E	JN, JW	Refer 2.1.1 in regard to social care. Ref: to 5.2			

Key actions to address the areas for development	Milestone completion date	Work-stream	Action Owner	Milestones	Progress update (RAG)	Impact	How do we know?
Priority 2.2: To ensure that all plans meet the social care needs identified in the assessment processes.							
2.2.1 For the CDC outcomes-based training to be delivered across the partnership for EHC plan and report writers.	31/03/19	S/E	PW,HW, HH	Bespoke training completed (13/3 and 25/03/19) to core, multi-agency group of professionals undertaking advice and assessment for EHC planning.		Improved awareness, knowledge and skills in the trained workforce in writing EHC assessments and plans.	Children, young people and families agree with the assessments and plans and this is reflected in quarterly auditing and bi-annual surveys.
	01/06/19	S/E	PW,HW, HH	Review evaluations and commission further outcomes training to address staff groups who were unable to attend previous events.		Quality plans developed with appropriate outcome-based targets.	Audit process includes consideration around the quality of outcomes specified in EHC plans and associated reports.
2.2.2 To improve the alignment of all planning and review systems in education, health and social care for	30/06/20	S/E	JW,EH, HH,JN	Co-ordination of planning and review systems and practice are developed to more effectively		Children, young people and parents and	CYP and their families report processes are

CYP with EHC plans who also have another plan such as- -Early Help Assessment (EHA), -child in need (team around the child –TAC), -child protection plans (CP), -looked after child (LAC) plans -adult social care and support plans.				align education, health and social care (<i>ref 2.2.1</i>)		professionals attend fewer but more purposeful meetings to meet holistic needs.	more coherent overall.
2.2.3 To ensure consideration of a personal budget is included within the EHC planning process and this offer is clearly communicated. (<i>ref 1.5.3</i>)	31/03/20	JC, S/E	GM,SM, JW	Review of personal budget policy completed with parents and YP and published on the Local Offer.		CYP and families will be aware of the options of personal budgets and short breaks and be empowered to access them if assessed as appropriate.	From 01/04/20 revised guidance published on the Local Offer about personal budget reflecting an improved offer.
	31/03/20	JD	GM,SM, JW	Work-force is trained in revised policies and practices to ensure that consideration of personal budgets is always included within EHC assessments and plans.			
2.2.4 To co-produce a rewrite of the short breaks statement (including clarification of the distinction between short breaks and respite) and ensure that it is effectively communicated via the Local Offer.	31/03/19	S/E	SH,JW, SO	Review of the current statement complete and gaps identified.			By 31/08/19 the revised short-breaks statement will be published on the Local Offer reflecting an improved offer for families.
	31/08/19	S/E	JW	A revised short breaks offer is accessible on the Local Offer and parents, carers and young people know how to find it and use it to meet their needs.			

3. To involve children, young people and their families in the meaningful, effective co-production of the services, resources and support they need.

WSOA priority area owner	Director of Children's Services/ Accountable Officer CCG
Priority 3.1	To build and embed a culture of co-production.
Priority 3.2	To enable and empower local groups of parents, carers and young people to have strategic involvement.
Priority 3.3	To broaden participation across the SEND community including families, professionals and other stakeholders.
Priority 3.4	To review the Local Offer and improve its impact on the lived experience for families in Stockport.

Key actions to address the areas for development	Milestone completion date	Work-stream	Action Owner	Milestones	Progress update (RAG)	Impact	How do we know?
Priority 3.1: To build and embed a culture of co-production.							
3.1.1 To agree a working definition of co-production across the SEND community incorporating the feedback from CYP parents, carers and stakeholders.	23/04/19	CP	CW, SH, HW	A draft definition of co- production is written and agreed.		There is a shared understanding about what is meant by co-production across the SEND community.	All co-produced activity will be routinely collated, summarised and published on the Local Offer.
	30/04/19	CP	CW, SH, HW	The definition of co- production is shared and finalised across the SEND community.			
3.1.2 To agree a core set of co-production principles across the SEND community incorporating the feedback from CYP, parents and carers and professionals.	30/04/19	CP	CW, SH, JB, HW	Co-production principles published on Local Offer and disseminated across the SEND community.		The SEND Community has adopted the Charter and co-production principles and illustrate these in their 'business as usual' approaches.	Feedback from the SEND community via Local offer feedback mechanism and bi-annual listening events confirm awareness of the definition and satisfaction with impact of co-production working.
	31/05/19	CP	CW, SH, JB, HW	Co-production principles are embedded in TOR and included within all SEND work- stream activity.			
3.1.3 To develop a Stockport Co-production Charter based upon the agreed principles.	30/06/19	CP	CW, SH, JB, HW	Draft Stockport Co-production Charter published and disseminated across the SEND community.		Raised awareness and understanding	By collecting the positive responses on lived experiences from parents and carers
	30/09/19	CP	SH,JB, HW	Parent/ carer focus groups set up to evaluate the effectiveness of the draft Stockport Co-production Charter.			

	30/10/19	CP	SH,JB, HW	Final Stockport Co-production Charter published, launched and disseminated.		amongst professionals of the core principles and practice underpinning co-production work.	at specially convened focus groups and other accessible means of communication.
3.1.4 To take Stockport Co-production Charter out for wider consultation across all SEND community.	31/10/19	CP	SH,JB, HW	An annual process is set up to review and evaluate co-production definition, principles and impact of Charter.		SEND community are empowered and championing co production.	Monthly sampling of new and updated EHC plans and associated reports demonstrates improving co-production.
3.1.5 To develop and deliver a series of co-produced and co-delivered workshop, training and development sessions across the SEND community to promote Stockport Co-production Charter.	31/12/19	CP	SH,JB, HW	Initial Co-production workshops, training and development sessions delivered. These will need to be ongoing. <i>Ref 5.2</i>			Case studies of good practice are collated and published on the Local Offer.
3.1.6 For a participation lead to be identified, on behalf of the SENDIB, to lead, co-ordinate and oversee co-production work with the SEND community in Stockport.	31/07/19	CP	MM, JN	Task and finish group established to scope and undertake recruitment and selection process based on co-production working, with parents, carers and YP.		Successful recruitment of participation lead to champion strategic involvement of CYP and families in 'business as usual' working.	A survey will evidence the acceptance and understanding of the definition of co-production at participation workshops.
	30/09/19	CP	JN	Participation lead is in post with a broad portfolio of work			Annual Performance Development Review (PDR) of the Participation Lead evidences the impact of the role.

Key actions to address the areas for development	Milestone completion date	Work-stream	Action Owner	Milestones	Progress update (RAG)	Impact	How do we know?
Priority 3.2: To enable and empower local groups of parents, carers and young people to have strategic involvement							
3.2.1 To maintain and further strengthen parents/carers participation in the SENDIB and associated work-streams.	30/09/19	CP	SH, Participation lead	Publicise opportunities to engage in on going work via the Local Offer, SEND communities including PIPS	Yellow	Parents, carers and CYP are represented and are actively participating on all SEND strategic forum and actions reflect this including feedback. (ref 1.1.1, 1.1.2, 1.1.3)	As with 3.1.1 all co-produced activity will be routinely collated, summarised and published on the Local Offer.
3.2.2 To work collaboratively with the local parent/carers forum and wider support groups to develop training opportunities to promote active participation.	30/04/19	CP	SH, Participation lead	Use the recommended (DfE/Contact) best practice guidance to ensure parent/carers involvement on the improvement board (SENDIB) and associated work-streams.			
3.2.3 In consultation with YP, to determine the most effective mechanism for ensuring young people's representation on the SEND improvement board and associated work streams. (ref 1.1.2)	31/01/19	CP	MM	Report with recommendations on CYP representation delivered to SENDIB.	Green	CYP and families will have a strong voice both individually and via the Parent/Carers Forum and are actively engaged, listened to and are able to see their voice, ideas and views represented and influencing SENDIB and work-streams.	Minutes of young people's reference groups will be published on the Local Offer 4 times per year
	31/04/19	CP	MM	Recommendation accepted for SEND young people's reference group reporting 4 times per year.			
	28/02/19	CP	MM	Board TOR finalised to reflect young people's representation.			
3.2.4 To work with KIDS, through the 'Making Participation Work' national support programme, to improve young people's participation and co-production in operational and strategic decisions making.	31/06/19	CP	MM	Set up YP's focus group including wide range of young people's stakeholder groups and young people's representative. Collaborate with YP to develop and co-facilitate the event.	Yellow	Process and mechanism will	YP will provide regular reports(4 times annually) to SENDIB to hold the board to account

	15/05/19	CP	MM	Creation of action plan in conjunction with KIDS Making Participation Work programme to take the process forward including up-skilling young people in preparation for the development day.		be in place to ensure CYP's participation and co-production in operational and strategic decision-making.	for the implementation of the Participation Strategy.
	30/06/19	CP	MM	Delivery of the initial development day June 2019 to bring together a network of YP in order to scope, plan and agree participation work programme. We will formalise YP's relationship with the SENDIB.		The principles of involvement and co-production are embedded across health, care and education commissioned services, including universal.	
3.2.5 Development and launch of CYP's Participation Strategy.	31/12/19	CP	JN, Participation Lead	Review current CYP arrangements to embed within a CYP's Participation Strategy.		CYP will have co-designed and developed a Participation Strategy and monitor its implementation.	SEND Community will provide annual feedback via the Local Offer feedback mechanism and bi-annual listening events on the effectiveness and impact of the Engagement Strategy.
	01/02/20	CP	Participation Lead	Draft Participation Strategy consulted on.			
	01/04/20	CP	Participation lead	Participation strategy approved and published.			
3.2.6 To review and update the joint draft Involvement and Engagement Strategy 2018-2020 to reflect the principles of co-production.	31/05/19	CP	JB	Draft documented updated.		SEND Community will know the local parent forum, their role and how to feed into services.	Membership of the local parent and carer forum will
	30/09/19	CP	JB, MW, JB	Consultation on draft document with wider representation from the SEND community.			
	01/12/19	CP	JB	Involvement and Engagement strategy finalised and published			
3.2.7 To review local area engagement and coproduction supported by Contact, in order to support effective engagement with parents and carers and to strengthen joint working arrangements with the local parent carer forum.	31/03/19	CP	CL,SH, PH	Review undertaken with parent carer forum, wider support groups, parents and carers and professionals facilitated by Contact.			
	30/06/19	CP	CL	Recommendations from Contact's review implemented and LA contract amended to reflect changes.			

	01/09/19	CP	AB, DeW	Frontline staff routinely make CYP and families aware of the local parent/carer forum and relevant support groups.		Recommendations from the review noted by SENDIB	increase as illustrated through the parent/carer feedback reports.
3.2.8 For the JSNA refresh and review to include qualitative data and information from a broad representation of parents/carers and CYP obtained through focus groups and an online survey carried out in January 2019 (ref. 1.4.1)	28/02/19	CP	DS, MM	The views of CYP and families captured in the draft JSNA.		Parent carers will know and feel fully engaged in support and services	
	31/10/19	JC	DS	JSNA refreshed to include "lived experience" measures.		Excellent working relationships with the local parent carer forum and evidenced in strategic coproduction At the re-fresh of the JSNA, the needs of local families are fully represented within the JSNA for SEND from parent, carer and CYP feedback.	

Key actions to address the areas for development	Milestone completion date	Work-stream	Action Owner	Milestones	Progress update (RAG)	Impact	How do we know?
Priority 3.3: To broaden participation across the SEND community including families, professionals and other stakeholders							
3.3.1 Delivery of a range of initiatives, including parent/carer listening events, focus groups and an online survey reaching over 300 parents and carers.	31/01/19	CP	MM, CL, JB	Participation initiatives developed and delivered.	Green	Benchmark for future engagement and participation and evidence of increased number of parent/carers participation in the SEND improvements.	SEND Community feedback via the Local Offer feedback mechanism and bi-annual listening events on the effectiveness of improvements to date.
	30/06/19	CP	MM, CL, JB	Feedback collated, published and used to inform the commissioning strategy and priorities.	Yellow		
3.3.2 Delivery of inspection feedback sessions to 96 senior leaders across the professional SEND community, with requirement for inspection messages and findings cascaded to all frontline staff across SEND community.	31/12/19	CP	CMcL, ND	SEND inspection findings and key messages delivered to the wider system work force to inform improved practice.	Green	YP and parents will be asked for their views to inform the evidence-base on 'Talking Mats' pilot approach to consider its adoption as a universal tool to promote the voice of CYP.	Pilot evaluation report will include parental and YP views.
3.3.3 Development of pilot project implementing "Talking Mats Approach" as a universal communication aid to promote the voice of the child.	31/05/19	CP	HW	Talking Mats pilot project developed and approved.	Yellow		
	31/06/19	CP	HW	Talking Mats project pilot sessions delivered.	Yellow		
3.3.4 Develop a network of "Champions" across professional, parent/carer and CYP's SEND community.	30/09/19	CP	HW	Review outcome of pilot with a view to universal implementation.	Yellow	CYP and their families will be encouraged and able to engage in	Details of Parent Champions are publicised on the Local Offer.
	31/10/19	CP	SH, Participation Lead	Set up a sub-group to draft the feasibility, role description and required resources with a view to formulating a network of SEND Champions.	Red		
	31/10/19	CP	SH, Participation Lead	Designated group of "Champions" responsible for signposting families to support and services. Identified.	Red		

	31/05/20	CP	Workstream Leads	Promote and further embed the principles of families "Telling it once".		many ways and feel represented in the decisions made about their futures. Parents and carers can have an identified "go to person" to provide support and advice and signpost to appropriate support.	Bi-annual listening events evidence that more parents are able to identify a person who is able to provide appropriate support.
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Key actions to address the areas for development	Milestone completion date	Work-streams	Action Owner	Milestones	Progress update (RAG)	Impact	How do we know?
Priority 3.4: To review the Local Offer and improve its impact on the lived experience for families in Stockport.							
3.4.1 Local Offer to include updates on SEND improvement journey and regular communication and feedback opportunities.	30/09/19	CP	SO	Updates from SENDIB and work-streams published on the Local Offer in parent friendly version. (Progress to date reports)		Parents, carers and CYP are kept up-to-date and can see their feedback is reflected in all SEND improvement work.	Evidence for Ofsted review meetings published on Local Offer.
3.4.2 Work stream sub-group set up to review the functionality, accessibility, usability and awareness of the Local Offer to meet the needs of families in Stockport.	15/04/19	CP	CMcK	Sub group agree scope of Local offer review and timelines.			
	15/04/19	CP	CMcK	A range of Co-production events agreed as part of Local Offer review.		A Local Offer that is reliable, accurate, accessible and up to date and reflects the stated needs of the local	Timeline and co-production opportunities published on the Local Offer and via PIPS.
	30/05/19	CP	CMcK	Co-production events to include functionality, usability and awareness of the local offer delivered.			
	31/06/19	CP	CMcK	Report outlining recommendations and action plan for the improvement of the LO presented to SENDIB for agreement.			Final review report and Action plan presented and agreed and

3.4.3 To review the resourcing capacity available to provide technical support to the Local Offer website.	31/03/19	CP	CMcK	Current management and resourcing arrangements reviewed with budget holder, IT and Local Offer development staff.		SEND community.	timeline of improvements published.
3.4.4 To review the Local Offer feedback facility for parents, carers and young people leading to implementation of an annual review and reporting process.	30/05/19	CP	CMcK	Focus group run to understand how CYP and parents would like to feedback on the Local Offer and services, Including other methods of feedback (surveys)		Feedback from the local offer is routinely used to drive and inform service design, delivery and improvement.	There is a feedback button on the Local Offer which parents use to comment on their experiences.
	30/09/19	CP	CMcK	Implementation of feedback mechanism.		Parent/carer level of satisfaction reflected in feedback on local offer.	Revised feedback mechanism is implemented and an annual review report has been devised including "you said, we did"
3.4.5 Determine a mechanism to ensure regular audit of the Local Offer with parents, carers, young people and professionals.	31/07/19	CP	CMcK	Mechanism developed and implemented to ensure information on the Local Offer is accurate, timely and relevant.		Adequate resource available to ensure compliance with SEND code of practice.	Increased levels of young people's, Parent and carer satisfaction reflected in the feedback on the local offer.
						CYP and their families will be able to access all the information they need via the LO and the impact of this is monitored through the feedback system.	Audit process in place and used to inform updates on the Local Offer, creating a cycle of continuous improvement for CYP and families.
						The SEND community will be	By March 2020 the number of unique

						fully aware of, and encouraged to use, the Local Offer to communicate with CYP and their families.	visitors to the Local Offer web pages will have increased by at least 100%.
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4. To develop a shared understanding by local area leaders of the needs of these children and young people and their education, care and health outcomes.

WSOA priority area owner	Director of Children's Services
Priority 4.1	To ensure that there are robust reporting arrangements and scrutiny of outcome information to support joint commissioning and service improvement.
Priority 4.2	To ensure that there is a more consistent support offer across settings, schools and colleges for CYP with SEND, particularly for those at SEN Support.
Priority 4.3	To improve outcomes and meet the needs of CYP with SEND, including educational progress and attainment, reducing exclusion and improving attendance.
Priority 4.4	To develop, deliver and evaluate a model of place-based integrated locality working to promote shared understanding and outcomes.

Key actions to address the areas for development	Milestone completion date	Work-streams	Action Owner	Milestones	Progress update (RAG)	Impact	How do we know?
Priority 4.1: To ensure that there are robust reporting arrangements and scrutiny of outcome information to support joint commissioning and service improvement.							
4.1.1 To routinely analyse EHC plans to inform the planning and commissioning of services based on population need, agreed outcomes and feedback from CYP and families.	31/08/19	S/E	SM	Scheduled audit cycle of EHC plans developed to provide information to support commissioning decisions.		All EHC plans and annual reviews are used to create a strong evidence base for decision-making and the aspirations and outcomes for individuals are reflected in future commissioning priorities.	Annual audit summary report provided for commissioners.
	31/09/19	S/E	SM	EHC audit cycle integrated in to the SEND performance management framework.			A comprehensive outcome-based performance management system is in place which is used to support and challenge all
4.1.2 To agree an outcome-reporting structure and the frequency of reporting arrangements to SENDIB and publish. Ensure that the performance of the SEND population is widely reported.	31/07/19	JC, S/E	LP	Content, format and frequency of performance data reporting is agreed. Performance reports are routinely produced and			

				distributed across the SEND community.			providers (including schools)
4.1.3 To further improve service delivery in line with the outcomes of the JSNA, the findings of the joint SEND inspection report, performance information and information received from CYP and families. (ref 1.2, 1.4)	01/04/20	SENDIB	JN	Create a strong evidence base to inform ongoing service review and development.		A SEND Performance Framework is developed which provides routine reports for local area leaders of the needs of these children and young people and their education, care and health outcomes. Commissioned and provider services reviewed to reflect changing needs and demands.	providers (including schools)
	19/03/19	JC	PH	“Lived Experienced” case studies co-produced between parents and PIPS.			New services are commissioned or variations are made to specifications.
	15/05/19	SENDIB	JN	Thematic analysis undertaken on case studies to identify key learning evidence base for service improvement.			10 families contribute to thematic review of lived experiences. Local area leaders have a greater understanding of the lived experience of families and use this to direct their teams’ work

Key actions to address the areas for development	Milestone completion date	Work-streams	Action Owner	Milestones	Progress update (RAG)	Impact	How do we know?
Priority 4.2: To ensure that there is a more consistent support offer across settings, schools and colleges for CYP with SEND, particularly for those at SEN Support.							
4.2.1 To develop an Entitlement Framework, which defines the expectations on settings, schools and colleges as to the offer for CYP with SEND. This will build on the current SEND guidance provided to settings, schools and colleges document 2016.	31/09/19	S/E	CL	Current SEND Guidance for settings and schools amended to create an Entitlement Framework to focus on emerging and increasing need and distributed electronically to all early years settings and schools.		CYP, families and educational settings have a clear, consistent and shared expectation around SEN Support.	Feedback from CYP and families through the bi-annual survey demonstrates an increasing awareness of SEND support.
	31/10/19	S/E	CL	Parent-friendly version of Entitlement Framework developed and published on		Parents are able to access	Less than 10% of needs assessments requests returned

				the Local Offer and distributed to all early years settings and schools.		documentation to support conversations with schools/early years about SEND.	due to lack of evidence of SEND support by 31/07/20
	31/10/19	S/E	LP	Roll-out Entitlement Framework into EY and primary phase, supported by advisory teacher, inclusion services and EY/school improvement.			
	31/12/19	S/E	LP	Roll-out Entitlement Framework into secondary phase.		Appropriate support and challenge are provided educational settings to promote inclusive practice and improve outcomes (ref. 4.3).	QA processes evidence that all senior school leaders have considered the Entitlement Framework in developing their provision.
4.2.2 To develop and recruit to a SEND specialist role within the School Improvement team, which provides practice-based challenge to school leaders and practitioners.	31/03/19	S/E	LP	Job description agreed. and role appointed to.			
	30/06/19	S/E	LP	Quality assurance process agreed.			
	31/07/20	S/E	LP	Early Years Settings and Schools are challenged according to evidence of need.			
To create a service to provide targeted support and challenge to education leaders around the SEND provision and processes.	31/07/20	S/E	LP	A portfolio of practice-change case studies developed.		Schools are routinely challenged to ensure they are meeting these expectations and that they are being delivered consistently across the SEND community.	QA processes evidence that all schools that have undertaken SEND audit and school's senior leaders have responded appropriately.
4.2.3 To roll out the Whole School Consortium support toolkits as a standard audit tool to support self-evaluation of SEND provision (whole school, teachers and governors' tools) to all mainstream schools.	31/07/20	S/E	LP	All schools are trained and using audit frameworks to self-evaluate.			
	31/12/20	S/E	LP	All schools return their completed self- evaluation one term after initial introduction.			
4.2.4 To identify key professionals to attend National Association for Special Educational Needs (NASEN) SEN Reviewer training and utilise the	08/03/19	S/E	LP	The key group identified is trained.			
	31/07/20	S/E	LP	A clear process for challenge is embedded into the system.			

approach to further develop the support and challenge to schools.	31/07/20	S/E	LP	Practice-change case studies are available to evidence impact.		Moderation panel feedback to identified schools leads to an improvement in the quality of SEN Support plans	Feedback letters to schools include the voice of families Number of schools submitting SEN Support plans to moderation panel increase by 50% in 2019/20 Minutes will evidence increased levels of accountability for improved outcomes and provision for SEND. Improved outcomes for SEND learners (ref 4.3)
4.2.5 To strengthen the SEND support plan moderation process, ensuring that the voice of CYP and families is clear in the evaluation and the feedback to schools.	31/05/19	S/E	CL	The moderation panel processes are reviewed to ensure that the voice of parents/ YP is captured in the moderation of SEN Support.			
	01/09/19	S/E	CL	New moderation panel established and schedule of meetings developed with expected school attendance			
	31/07/20	S/E	LP	SEN support practice will be a key focus for observation and challenge by School Improvement Service.			
4.2.6 To strengthen governor's understanding of their strategic contribution to the leadership of SEND through attendance at forums, briefings and training.	31/07/20	S/E	LP, PD	All boards of governors and trust boards will participate in SEND awareness raising, including revision to training programme supported by parents.			
	28/02/20	S/E	LP, PD	Dip sampling audits of governing bodies established.			

Key actions to address the areas for development	Milestone completion date	Work-stream	Action Owner	Milestones	Progress update (RAG)	Impact	How do we know?
Priority 4.3: To improve outcomes and meet the needs of CYP with SEND, including educational progress and attainment, reducing exclusion and improving attendance.							
4.3.1 To ensure that the needs and outcomes of CYP with SEND is a particular focus from the School Improvement Service in its interactions with schools. The development of appropriate curricula, the voice of the	31/07/20	S/E	LP	A programme of school visits is instigated by the school improvement service with a focus on SEND, with at least a termly visit.		The support and challenge provided to schools supports improved	Attainment and progress levels in the SEND cohort at all key stages have improved so that by July 2020 attainment

parent/child and tracking the progress for SEND learners not achieving age-related expectations will inform this dialogue with schools.						outcomes for SEND learners.	is at least in line with similar groups nationally.
4.3.2 To produce and share regular outcome information with all schools and relevant services, including information on exclusion rates and attendance, and to target appropriate support and challenge to identified 'outliers'. Information will reflect the information contained in the joint outcome's framework (ref. 1.4.2)	31/12/20	S/E	LP	Process established enabling information sharing to lead to co-ordinated challenge, where practice change can be evidenced.		Schools are well informed about the outcome information for SEND learners and are able to compare themselves against national data sets.	By July 2021 attainment and progress across all key stages will be at least 1 percentage point (ppt) above similar groups nationally.
4.3.3 To refresh the guidance to schools for managing attendance for pupils with SEND.	31/07/19	S/E	HS	A first refresh is published, then further refined following the learning from the Werneth area 'Enhanced Team Around' pilot.		Schools' leaders are well informed through revised attendance guidance. SEND learners attend school regularly as their needs are met. SEND learners remain in education and exclusions are reduced as their needs are met.	Attendance for the SEND cohort improves by July 2020 to be more in line with similar cohorts nationally. By July 2021 for attendance to move to be at least in line national levels for similar cohorts. By July 2020 fixed term exclusions for SEN learners reduce. (see detail in Appendix 1)
4.3.4 To undertake a comprehensive sufficiency review of specialist places, including alternative provision, to	31/08/19	S/E	MB	The sufficiency review will be completed and used to inform the commissioning of special		The sufficiency review and recommendations made target increase in	

inform the strategy for ensuring sufficient, high quality, local provision to improve outcomes and to ensure the mix of provision keeps pace with the changing needs of the local population.				school places and specialist provision.		local special school provision to meet the needs locally.	Additional school places and planned place developments for a. Primary SLD re-build by September 2021 and b. Secondary PMLD/ASD free school by Sept. 2022. ** PLEASE SEE ADDITIONAL MEASURES IN APPENDIX 1**
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Key actions to address the areas for development	Milestone completion date	Work-stream	Action Owner	Milestones	Progress update (RAG)	Impact	How do we know?
Priority 4.4: To develop, deliver and evaluate a model of place-based integrated locality working to promote shared understanding and outcomes.							
4.4.1 To co-develop a locality-based approach to integrated working in Werneth between Stockport Family, health and education to improve outcomes.	10/01/19	S/E	HS, LP	Programme lead (Head Teacher) for the Werneth Pilot appointed.		Outcomes for CYP and families are improved through closer integration of services within their locality. A programme of scale and spread of best practice is established. (What Works Well?)	Cardiff University will evaluate the impact of the project, with baseline May 2019 and overall report Feb 2020 to illustrate impact on outcomes.
	31/07/19	S/E	HS,LP	A project group and implementation plan is established with clear outcome measures identified.			
	31/07/20	S/E	DeW	An evaluation report outlining the successes and critical learning from the first 12 months is produced. That evaluation informs decisions about potential wider rollout.			

5. To strengthen the assessment of the effectiveness of the local area in improving outcomes for children and young people.

WSOA priority area owner	Director of Children's Services.
Priority 5.1	To utilise data and local intelligence to inform decision making to improve SEND outcomes.
Priority 5.2	To ensure all key partners are appropriately trained and informed to support improved outcomes.

Key actions to address the areas for development	Milestone completion date	Work-streams	Action Owner	Milestones	Progress update (RAG)	Impact	How do we know?
Priority 5.1: To utilise data and local intelligence to inform decision making to improve SEND outcomes.							
5.1.1 To establish a joint management and performance group to regularly monitor the dashboard data and identify areas of improvement and weakness.	30/03/19	JC	DS	A joint CCG and LA management performance group is established that reviews all datasets, their current format, their frequency of reporting and presents this in an accessible, routine and clear format to drive service improvement.		Service improvements are informed by accurate and comprehensive data that is routinely collected, analysed and presented to commissioners, providers and families to identify outcomes and areas where additional work needs to be completed to secure improvements.	A comprehensive outcome-based performance management system is in place and published on the Local Offer. This is used to support and challenge all providers (including schools) and provide assurance that performance on all SEND outcomes is improving.
5.1.2 To map all SEND datasets across organisations including commissioned and provider services.	29/03/19	JC	DS	Accurate knowledge of available data identified.			
5.1.3 To establish a system that will ensure that the voice of CYP and their families is reflected in measurable outcomes that are tracked and monitored for improvement (ref. 1.4.2)	30/09/19	CP	DS	CYP with SEND and their families are able to see a demonstrable improvement in the outcomes that matter to them.		Accurate knowledge of available data identified that underpins effective performance monitoring system	Clear and comprehensive performance reports allow parents to provide challenge where they believe performance improvement
5.1.4 To ensure that the roll-out of the new case management system is utilised to populate the data dashboard and to better inform day to day decision-making.	30/05/19	JC, S/E	CH	The joint data dashboard is produced to provide an improved understanding of complexity and risk- factors to support better targeting of resources internally and through commissioning.			

						and framework to improve outcomes. CYP and their families see that their views and their outcomes inform decision-making.	needs to be accelerated. 'You said, we did' on Local Offer to include reference to 'lived experience' outcomes.
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Key actions to address the areas for development	Milestone completion date	Work-stream	Action Owner	Milestones	Progress update (RAG)	Impact	How do we know?
Priority 5.2: To ensure that all key partners are appropriately trained and informed to support improved outcomes.							
5.2.1 To conduct a SEND workforce training need analysis of the SEND workforce to benchmark current position and identify gaps in knowledge and skills, including schools and school governance.	31/05/19	S/E	NO	Training needs analysis completed.		Professionals are more confident in their knowledge and skills so that CYP and their families will benefit from working with professionals with a consistently strong understanding of their needs. A more inclusive culture is developed across the system.	Identified through an increased uptake in training (aspects of which will become mandatory for all relevant staff). Audit of cases evidence a skilled work-force able to work with families effectively and confidently.
	31/10/19	S/E	NO	Mechanism established to routinely assess ongoing training needs and gather feedback on training delivered.			
5.2.2 To develop a suite of training programmes and information to address any gaps identified above.	31/07/19	S/E	NO	Priority training needs identified and training sourced or co-produced. Training delivered and where appropriate co-delivered.		GP's and Primary Care practices	Supervision and PDR's will demonstrate training compliance

5.2.3 To roll out SEND CDC eLearning modular programme embedded within the CCG learning management system to be utilised by General Practice work force.	04/01/19	S/E	MM	SEND CDC eLearning added to the CCG learning management system.		have basic and enhanced awareness of SEND reforms that improves the quality of health advice and practice for input in to EHC plans.	and impact on the skills of the work-force.
	19/03/19	S/E	VM, HW	To deliver SEND GP master class.		The needs of CYP with SEND are well understood by safeguarding professionals and embedded into best practice.	
	27/02/19	S/E	MM	To deliver SEND awareness raising training and development sessions to Health Safeguarding Leads (children and adults).		SEND training offer in place across the Council leading to raised awareness and knowledge in all service areas. Training needs routinely reviewed. Training needs analysis updated annually.	
5.2.4 For the secondment of a social worker from the Children with Disabilities (CWD) team, to support the SEND training offer.	28/02/19	S/E	PW	Social worker identified to support the SEND training offer.		Analysis of training effectiveness routinely collected and reported from all sessions.	
5.2.5 To develop a cycle of identifying on-going training needs	31/09/19	S/E	NO	Utilise the training needs analysis to develop and implement an on-going			

and to evaluate the effectiveness and impact of training delivered.

programme of training and development opportunities and an annual review of effectiveness.



8. Appendix 1. Additional Impact measures:

Number	Measure	Phase	Baseline	Target	Date By:
1.	Reduce the difference in Progress 8 score for Stockport pupils at SEN support.		-0.27	-0.20	July 2020
2.	Reduce the difference in Progress 8 score for Stockport pupils with an EHC Plan to national average.		-1.31	-1.08	July 2020
3.	Reduce the number of fixed period exclusions for pupils at SEN support.		15.18%*	14.76%	July 2020
4.	Reduce the number of fixed period exclusions for pupils with an EHC Plan.		21.90%*	20.90%	July 2020
5.	Reduced the number of permanent exclusions for pupils at SEN support.		0.21%*	0.20%	July 2020
6.	Reduce the number of permanent exclusions for pupils with an EHC Plan.		0.14%*	0.13%	July 2020
7.	Increase the overall attendance for pupils at SEN support.	Primary	94.3%*	94.6%	July 2020
		Secondary	90.5%*	91.5%	July 2020
8.	Increase the overall attendance for pupils with an EHC Plan.	Primary	93.1%*	93.4%	July 2020
		Secondary	89.2%*	91.0%	July 2020
9.	Reduce the persistent absence rates for pupils at SEN support.	Primary	15.5%*	14.3%	July 2020
		Secondary	28.2%*	26.0%	July 2020
10.	Reduce the persistent absence rates for pupils with an EHC Plan.	Primary	20.8%*	19.5%	July 2020
		Secondary	28.9%*	26.5%	July 2020
11.	Decrease the number of young people with an EHC Plan that are NEET		43 (January 2019)	35	Jan 2020
12.	Increase the number of young adults (18-25yrs) with LD in settled accommodation		88.7%	90.0%	July 2020
13.	Increase the number of young adults (18-25yrs) with LD in paid employment		0.6%	10%	July 2020

*Note figures are 2017/18 provisional data.