

**WALSALL SEND LOCAL AREA – ACCELERATED ACTION PLAN  
IMPROVEMENT PLAN**

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....	By When	RAG
<b>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.</b>									
Ensure there is sufficient capacity and skill within services to complete statutory tasks	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 2023	
	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 2023	
	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 IPSY 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.	November 2023	
	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.	Designated Clinical Officer	Undertaken 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.	September 2023	
	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.	December 2022	

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	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 2023	
	APP 1.1.7	Take advantage of Sector Led Improvement Partners Support.	Detail to be determined following first SLIP meeting in October						
Improve the timeliness of EHC Plans and Reviews	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 2023	
	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	December 2022	
	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 2023	
	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	January 2023	
	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 2023	

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	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 develop further refinement to guidance and 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	December 2022	
	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 2023	
	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 EHCPs are on the new plan template.	Have up to date EHCPs which are reviewed in statutory timescales and meet changing needs as children and young people grow.	Head of SEND	Published guidance on the revised 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 EHCPs and embedded the processes and expectations so that reviews remain up to date going forward.	August 2023	
Improve the quality of EHC assessments, 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.	December 2022	
	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 2023	
	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 2023	

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	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 2023	
	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.	December 2022	
	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 2023	
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.	December 2022	
	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.	December 2022	
	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 2023	

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<b>The poor quality of the local offer, which does not meet the requirements of the code of practice</b>									
Increase Co-production with 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.	December 2022	
	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 2023	
	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 2023	
	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 2023	
	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,	September 2023	

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Improve the look, content, and navigation of the 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 2023	
	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.	December 2022	
	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 2023	