



Lancashire SEND APP Review

02 December 2020

Lancashire SEND Accelerated Progress Plan Highlight Report Date: 30/11/20 Action 1: Leaders' Understanding of Local Area

Priorities in APP for Delivery by 30/09/2021 (as in APP Submission):

- Establish a LCC and Health leads for data quality across the partnership and key to manage data flow
- Implement milestones and step-by-step targets for projects and action plans to illustrate progress
- Develop the partnership data dashboard to inform leaders about the measures of success
- Review the POET survey and implement improved feedback systems
- Ensure feedback about service effectiveness contributes recurrently to delivery groups and Board

Key Progress Since Last Update:

- Two new Partnership posts appointed to – both start 04/01/21
- Data team established across LCC and health
- Highlight reporting introduced for scrutiny and challenge, and project / action plans now have milestones and step-by-step targets
- Data dashboard is under development
- POET survey has been reviewed and action is to be taken as a result
- Survey Monkey Christmas Quiz under development
- Agreed focus of support with Whole School SEND

Key Milestones This Quarter (to 31/12/20)	Due Date	Responsible Owner
Establish data leads for local authority and health	31/10/20	Sarah Callaghan
Review project plans and implement milestones / step-by-step targets	31/10/20	Sarah Callaghan and Zoe Richards
Implement the Board 'Quiz' to improve understanding of local area and SEND with 35% of leaders scoring 75% or higher	31/12/20	Sarah Callaghan and Zoe Richards
Implement additional / new feedback mechanisms with a target of 30% of parent carers telling us services accessed for SEND are good or better	31/12/20	Sally Richardson

RISKS	MITIGATION	RAG
Feedback mechanisms not yet in place as staffing changes created some pressures	New staff joining partnership in jointly funded roles. First process agreed with PCF. Ready to test.	Yellow
Data from health is varied as different methods of business intelligence are in use	Data QuIP Group has been established with membership from across all providers	Red
COVID is putting pressure onto BI Teams within health providers	Working to address within constraints of current context	Red

Action in Next Month	Action in Next 3 Months	Action in Next 6 Months
Set up health provider Data Quality Improvement Programme Group	Review with health providers how the Friends and Family approach can support feedback	Keep feeding back re service effectiveness to delivery groups and SEND Partnership Board
Design the new annual review survey	Recurrent submission of Data Dashboard to the SEND Board	Identify knowledge gaps from Board 'Quizzes' and manage
Health data to be added to the Data Dashboard	On-going use of the Board 'Quiz' to improve local knowledge	Improve communications and engagement with all stakeholders
Develop the Highlight Reports (HLR) for each of APP actions	Review new feedback mechanisms for effectiveness	Review the Data Dashboard and all project plans / HLRs

Key Issues / Gaps: Some data issues for health due to each provider collecting information in different ways
Gap with having no SEND Partnership Manager in post until January

Support Requirements: Initial work with health providers suggests there may be a need to escalate the requirement for improved SEND data for health to senior execs, recognising constraints of current context

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Action 2: Joint Commissioning

Priorities in APP for Delivery by 30/09/2021 (as in APP Submission):

- Review the local area joint commissioning arrangements against the Children and Families Act 2014, setting out how each is being delivered
- Specify and share the public health nursing arrangements for special schools
- Implement an evaluation process to assess the effectiveness of jointly commissioned service
- Secure good quality data from a range of sources to inform joint commissioning decision-making e.g. JSNA; EHCP's; feedback from parent carers, SENDIAS, DCOs and schools (Whole School SEND)
- Review and address the specific inequalities in special school nursing provision
- Review and address the specific inequities in specialist children's nursing services
- Agree and implement consistent policy arrangements for the provision of continence services, ensuring appropriate services can be accessed in all areas of Lancashire

Key Progress Since Last Update:

- Paper drafted for the Children and Young People's Commissioning Network on 11/11/20 set out strategic, operational and individual commissioning arrangements
- School nurse practitioner workshops planned for November
- Special school nursing task group reconvened
- Review of specialist children's nursing services commenced and task and finish group meeting convened for 10/12/20
- Review of continence policy arrangements commenced

Key Milestones This Quarter (to 31/12/20)	Due Date	Responsible Owner
Set up commissioning dashboard and establish mechanism to jointly review data and intelligence to assess services	31/12/20	Dave Carr
Identify special schools without named PH school nurse	31/12/20	Karen Gosling
Map special school nursing services	30/11/20	Kirsty Hamer
Map and review continence services across Lancashire and identify current policy arrangements in each ICP	31/12/20	Steve Flynn

Action in Next Month	Action in Next 3 Months	Action in Next 6 Months
Agree with CYP Commissioners Network the refreshed joint commissioning arrangements	Establish LCC footprint commissioners' network to consider feedback/performance /gaps	Complete review and address the specific inequalities in special school nursing provision
School nurse practitioner workshops on how we can mobilise our school nurse offer	Collate structured data on needs and service performance	Complete review and address the specific inequities in specialist children's nursing services
Report initial findings from review of policy arrangements for the provision of continence services to CYP Commission		Agree and implement consistent policy arrangements for the provision of continence services,

RISKS	MITIGATION	RAG
Impact of Covid response on commissioning capacity across the system	Continued oversight of how commissioning capacity is deployed across the system	A

Key Issues / Gaps: Planned activity underway. Key challenge will be to maintain traction alongside Covid response.

Support Requirements: Continued support from data teams. Continued support across all partners.

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Action 3: ASD Pathway

Priorities in APP for Delivery by 30/09/2021:

- Develop an ASD waiting time recovery plan for those areas with long waiting lists
- Undertake a demand analysis for ASD assessment and diagnosis
- Improve the feedback loop with parent carers, and with CYP to support ongoing improvements
- 70% of parent carers who provide feedback about the ASD / ND support report that the support their child or young person is receiving is good or better

Key Progress Since Last Update:

- Engaged all providers and CCGs in Recovery Plan approach
- Current position now understood
- Funding allocated for ICS for Recovery Plan and to support whole-system improvement plan - £620k
- Linked in with National Autism Team who are eager to support work across the ICS, and are supporting benchmarking process
- Gap and demand analysis currently underway (Ian Davidson, National ASD Lead in NW), along with feasibility study of future potential models. Report due end December 2020
- ND Pathway Group main priority is now delivery of the ASD Project Plan

Key Milestones This Quarter (to 31/12/20)	Due Date	Responsible Owner
Engage providers in ICS-wide approach to managing recovery plan	31/10/20	Zoe Richards
Submit paper to Collaborative Commissioning Board for funding for recovery plan	09/10/20	Zoe Richards
Link in with National Autism Team	31/10/20	Zoe Richards
Undertake gap and demand analysis and a feasibility study of future potential models	31/12/20	Maria Nelligan LSCFT

RISKS	MITIGATION	RAG
Potential of not being able to appoint a digital assessor from private sector	NHS providers asked to identify staff willing to support digital assessments	Yellow
Issues regarding the quality of the outputs from private providers	Identifying alternative ways of delivering digital assessments, and alternative providers	Red
Data requirements not being met by providers	Data QuIP has been set up and providers are being asked to support improvement work	Yellow

Action in Next Month	Action in Next 3 Months	Action in Next 6 Months
Set up mobilisation group and project plan and define specification for recovery plan	Appoint digital assessment provider and commence digital assessments	Co-produce whole-system ASD Pathway Improvement Model
Identify support mechanisms required for families	Receive gap and demand analysis report (Ian Davidson)	Present paper to CCB for next steps funding requirement
Providers commence/continue screening of CYP on waiting list to identify those suitable for digital assessment	Set up feedback mechanism to receive feedback from families, with initial feedback at 30% as at 31/12/20	50% of parent carer feedback about ASD / ND support is good or better
Develop Likert scale questions for feedback from families on ASD services	Set up ICS-wide reference group with parent carers and CYP (join with Keyworker Gp)	

Key Issues / Gaps: ND Co-ordinators not appointed – critical to success
Data provision is currently not fit for purpose, which aligns with the national position. Needs addressing as a matter of urgency.

Support Requirements: ND Co-ordinators must be appointed
Project management support – funding includes 0.5wte B6 agreed by CCB, and needs appointment
Providers need to support data requests

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Date: 30/11/20

Action 4: Transitions in Healthcare

Priorities in APP for Delivery by 30/09/2021:

- Develop and implement a joined up ICS strategy to support transition in healthcare
- Identify and put in place the data requirements to monitor transitions processes and delivery
- Agree and implement transitions pathways that support transition into adult services
- Review service provision and identify commissioning gaps
- Implement mechanisms to share learning and good practice

Key Progress Since Last Update:

- Engagement with providers regarding the set up of SEND Improvement Groups within provider - this group then to report in to newly formed SEND Improvement Forum which replaces Provider Forum. Transitions is key priority for 2021 delivery
- Established a Transitions Delivery Group – first meeting 27/11/20
- Data requirements – suggestions have been collated to be agreed
- Strategy agreed and Plan on a Page developed to be used by ICPs for project planning
- NW Transitions Lead from NHSE/I supporting process for LSC
- Set up Commissioner SEND Improvement Group for Health with Transitions as a priority

Key Milestones This Quarter (to 31/12/20)	Due Date	Responsible Owner
ICS Strategy in place	30/11/20	Zoe Richards
Providers to agree Transitions Pathway model to be or being adopted	30/11/20	Zoe Richards
Define data requirements and parameters and put in place with providers	31/12/20	Zoe Richards
Data requirements for transitions agreed and reporting to SEND Partnership Board	31/12/20	Scott Johnson

Action in Next Month	Action in Next 2 Months	Action in Next 3-4 Months
Share project plan with ICPs to support their local plans	Develop reporting process to identify and assess transition need	Agree and implement protocols / model for effective joint working arrangements
Set up engagement meeting with providers (27/11/20)	Identify the data required to monitor transitions across providers	Identify gaps in commissioned services up to 25 years of age to inform future arrangements
Providers confirm adult services engaged with transitions outcomes	Set up feedback mechanism to receive feedback from families, with initial feedback at 20% as at 31/12/20	45% of young people feedback about transition process tells us their experience is good or better
Providers confirm the model for transitions they will adopt	Link in with ICS-wide reference group with parent carers	

RISKS	MITIGATION	RAG
Adult services not engaged with transitions agenda	NHS providers asked to set up SEND Improvement Group reporting into Executive	Red
Data requirements not being met by providers	Data QuIP has been set up and providers are being asked to support improvement work	Yellow
COVID-19 response within providers may create some delay	Ensuring all elements needed to support this project are delivered ready to proceed	Yellow

Key Issues / Gaps: Adult services need to engage with the transitions approach
Not currently collecting data on transitions, and need to do so

Support Requirements: Need executive buy-in from providers on the transitions agenda to require adult services to engage
Data QuIP needs to prioritise the data requirements for transitions
Providers to attend SEND Transitions Meeting 27/11/20

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Date: 30/11/20

Action 5: Local Offer

Priorities in APP for Delivery by 30/09/2021 (as in APP Submission):

- Appoint the partnership post of Local Offer Development Officer to further develop the local offer website, alongside the broader communication and engagement activity
- Complete and implement the directory of services, to improve the information about local provision in the area
- Implement a tool to enable parent carers to share their views about the local offer and analyse the findings
- Report timely feedback received through the local offer website to the SEND Partnership Board and the Joint Commissioning Group, to improve understanding about parent carer experience of service provision
- Schedule regular reviews of the information on the local offer website, to ensure it remains up to date, relevant and informs ongoing improvement
- Agree and implement a variety of methods of communication and engagement links with parent carers over a 12-month rolling period to support required improvement in the local offer
- Implement the changes to the local offer proposed by parent carers, young people and professionals, to increase the value of the information and ensure the platform is easy to navigate/use

Key Progress Since Last Update:

- Recruited Local Offer Development Officer – 4th Jan 2021 Start
- Local Offer Group established – next meeting 01/12/20
- Soft launch of directory of services
- Decision to renew Open Objects software licences for 1 year
- Feedback form on website to enable parent carers to share their views about the local offer live on website

RISKS	MITIGATION	RAG
Absence of partnership development officer until 4 th Jan 2021 / Absence of Project Officer	LA Head of Service/SEND Commissioning Manager undertaken review of Q2 feedback and undertaking project reporting	A
Interface between service directory and ICS wide-data lake project dependent on existing supplier and LCC corporate strategy	LA Head of Service progressing discussions with ICT/Comms/ICS colleagues re service directory / data lake interface	A
Little feedback through feedback tool in Q2	Partnership Board asked to help raise awareness.	G

Key Issues / Gaps: Short term resource. Decision on use of Data Lake as front end for service directory. Need to increase feedback through feedback tool.

Support Requirements: LA ICT/Comms function in respect of ICT platform / Data Lake interface. Confirmation of budget for software licences.

Key Milestones This Quarter (to 31/12/20)

Due Date

Responsible Owner

Appoint Local Offer Development Officer	31/10/20	Dave Carr
Complete and implement the directory of services	31/10/20	Ian Forsyth
Implement a web-based tool to enable parent carers to share their views about the local offer and analyse the findings	31/10/20	Ian Forsyth
Start process of increasing awareness of the local offer with parent carers and practitioners through various means	31/12/20	Lisa Taylor

Action in Next Month

Action in Next 3 Months

Action in Next 6 Months

Report timely feedback received through the local offer website	Agree and implement a variety of methods of communication and engagement links with parent carers	Implement the changes to the local offer proposed by parent carers, young people and professionals
Review Service Directory following soft launch to confirm further actions to improve content and mobilise launch, linked with ICS data lake project	Schedule regular reviews of the information on the local offer website /	Ongoing feedback, engagement and update of content

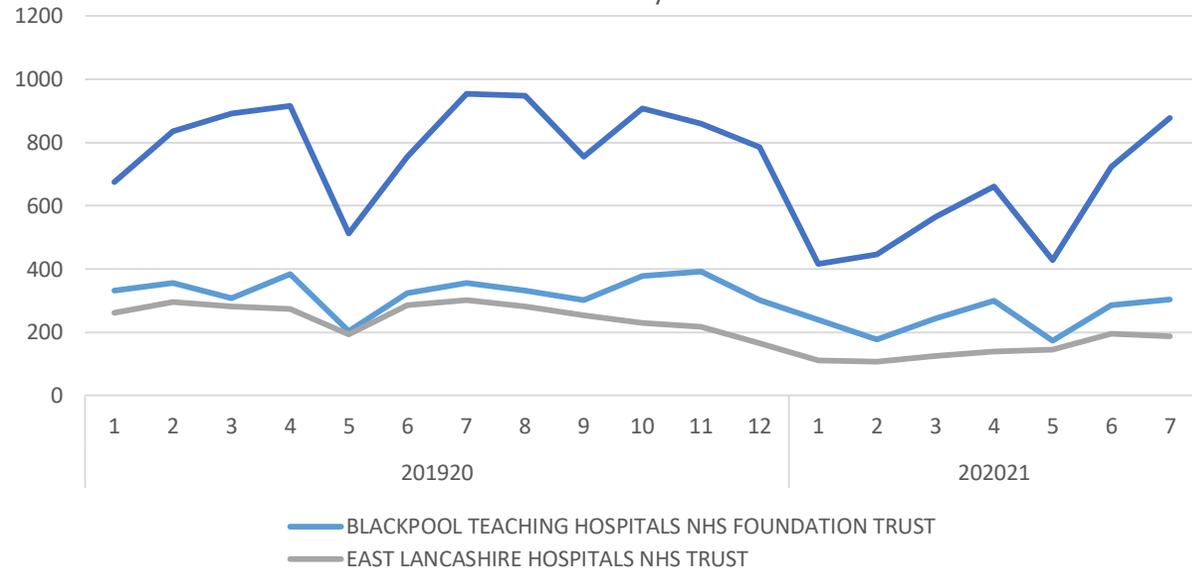
Inclusion Service - Performance Framework



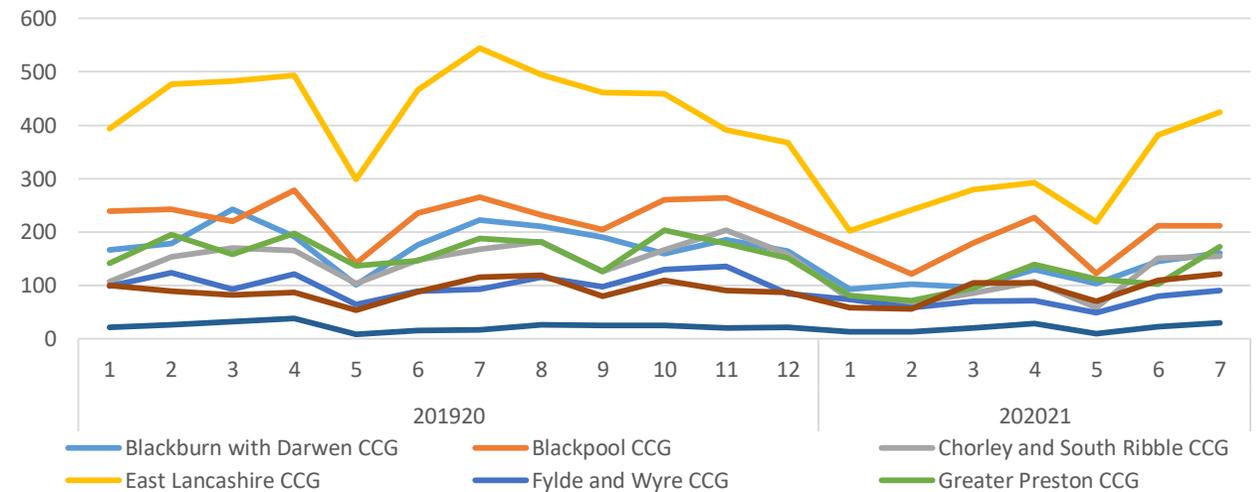
Lancashire & South Cumbria ICS Special Educational Needs & Disability (SEND) Data Dashboard

- Service Type**
- B CF CAMHS
 - Childrens Learning Disability Service
 - ELHT IHSS Therapies
 - Integrated therapies
 - Occupational therapy
 - Physiotherapy
 - Speech and language therapy

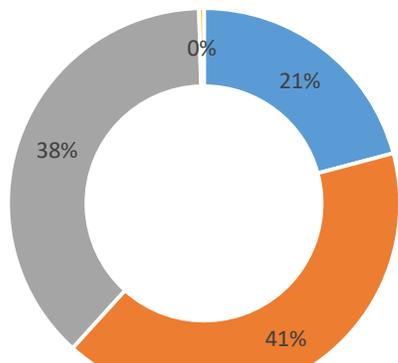
Total referrals by Provider



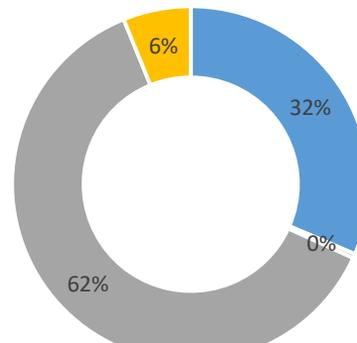
Total referrals by CCG



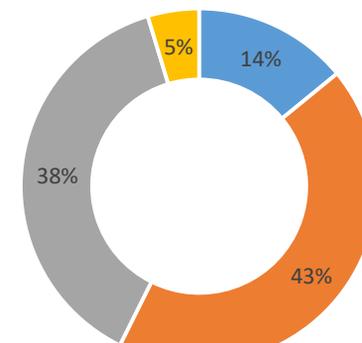
BTH - referral source group - 20/21



ELHT - referral source group - 20/21



LSCFT - referral source group - 20/21

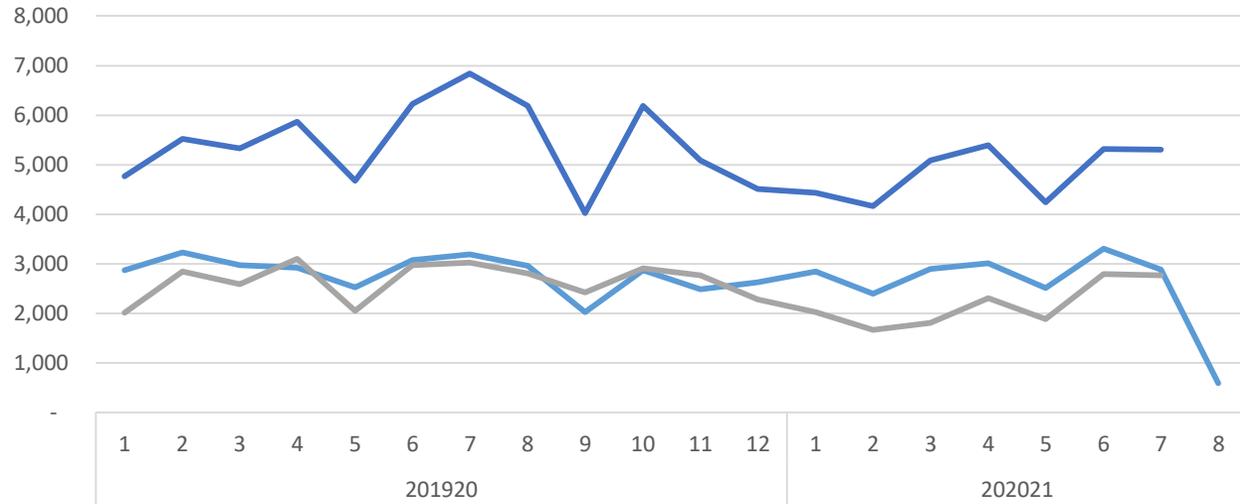


- GP
- Internal
- Other
- Self

Lancashire & South Cumbria ICS -Special Educational Needs & Disability (SEND) Data Dashboard - Continued

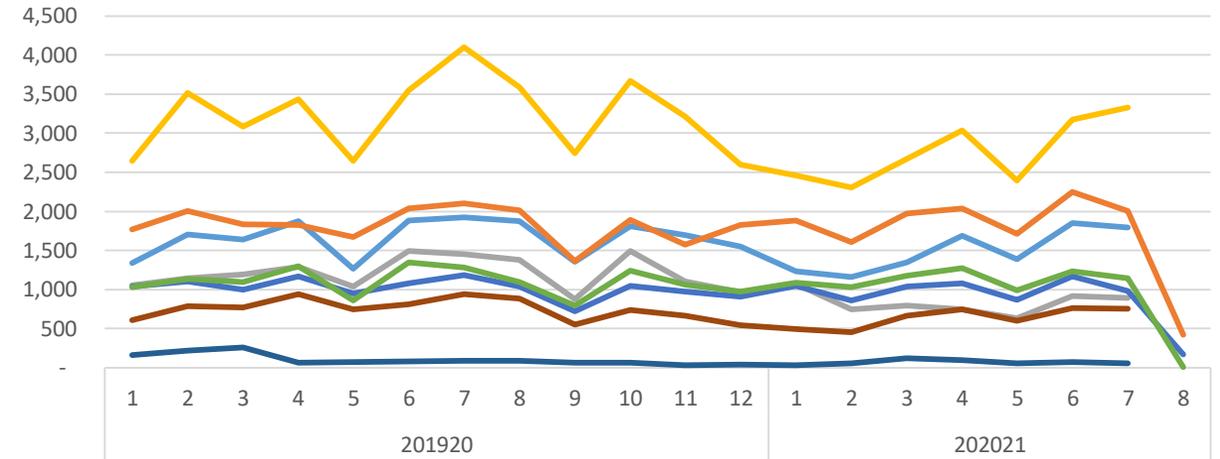
Care Contacts

Total care contacts by Provider



— BLACKPOOL TEACHING HOSPITALS NHS FOUNDATION TRUST
— EAST LANCASHIRE HOSPITALS NHS TRUST
— LANCASHIRE & SOUTH CUMBRIA NHS FOUNDATION TRUST

Total care contacts by CCG



— Blackburn with Darwen CCG
— Blackpool CCG
— Chorley and South Ribble CCG
— East Lancashire CCG
— Fylde and Wyre CCG
— Greater Preston CCG
— Morecambe Bay CCG
— West Lancashire CCG

	BTH	ELHT	LSCFT
B CF CAMHS	B CF CAMHS		
Childrens Learning Disability Service			Childrens Learning Disability Service
ELHT IHSS Therapies		ELHT IHSS Therapies	
Integrated therapies		ELHT Integrated Therapies, ELHT Integrated Therapies Burnley, ELHT Integrated Therapies Pendle	
Occupational therapy	N CF Occupational Therapy, S CF Occupational Therapy		Childrens Occupational Therapy
Physiotherapy	S CF Physiotherapy	ELHT Paediatric Physiotherapy', 'ELHT Paediatric Physiotherapy ACORN', ELHT Paediatric Physiotherapy Blackburn, ELHT Paediatric Physiotherapy Burnley, ELHT Paediatric Physiotherapy Sport	Childrens Physiotherapy
Speech and language therapy	N CF Speech & Language Therapy, S CF Speech & Language Therapy	ELHT SLT All Voice (BV), ELHT SLT BwD Community (BC), ELHT SLT East Lancs Community (CT), ELHT SLT Head & Neck and Max Fac (HN), ELHT SLT Inpatients (BI), ELHT SLT IP Pendle, ELHT SLT IP RBH	Childrens Speech & Language Therapy
It is not currently possible to identify patients on a SEND specific pathway, and so all children's therapy services have been included. Discussions are being help with providers to refine this			

Caveats

This dashboard is currently in development, and as such all numbers should be treated as indicative. Currently only the following providers are included within the data: Blackpool Teaching Hospital Foundations Trust, East Lancashire Hospital Trust, Lancashire & South Cumbria Foundation Trust.

Further work is ongoing to include more provider's data