



Lancashire SEND Accelerated Progress Plan

The Accelerated Progress Plan (APP)

APP

In March 2020 the inspectors from Ofsted and CQC found that whilst significant progress had been made by the partnership since November 2017, there were 5 areas where sufficient progress had not been made. The Accelerated Progress Plan was set up to cover those 5 areas and ensure the area makes sufficient progress in improving areas of concern:

- Leaders understanding of the local area
- Joint Commissioning
- ASD Waiting Times
- Transitions in Healthcare
- Local Offer

Since the inspection revisit, the Covid19 pandemic has impacted in both positive and negative ways:

- Capacity to deliver some pieces of work was hampered or delayed due to staff working on the Covid response.
- Integration has been strengthened, as work had to be delivered in partnership, which in turn strengthened both our ways of working, and relationships across the SEND Partnership.
- Greater responsiveness to feedback and the need for change from healthcare providers has enabled the SEND Partnership to deliver improvements.
- Using remote working systems has enabled improved working with children and young people, with parent carers, and with staff who might have struggled to travel – for example, this was evident in the high attendance at the Think SEND events.



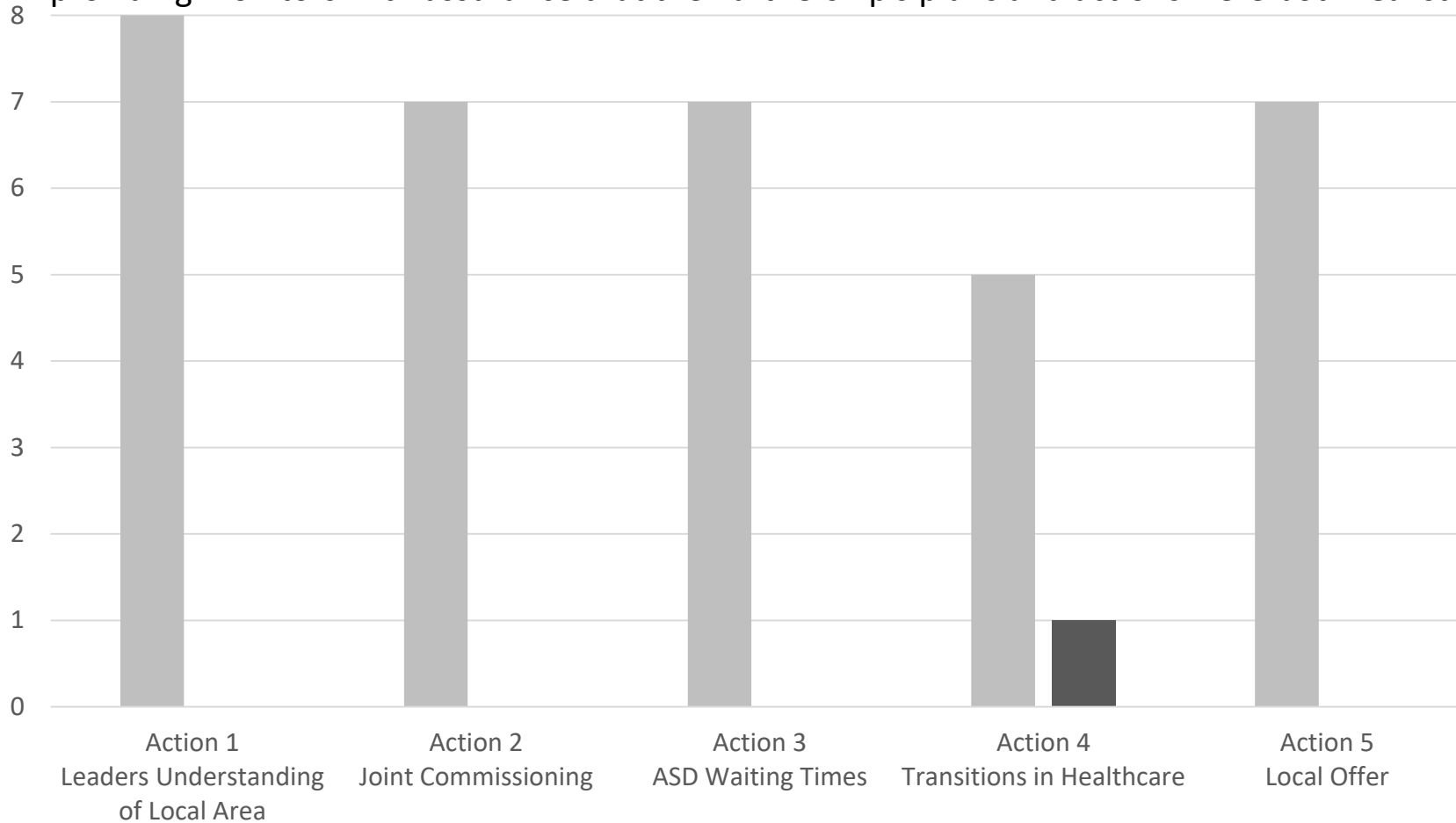
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Current Position on Progress with the APP Sub-Actions

Progress

9 The purpose of the APP was to ensure the SEND Partnership made sufficient progress on 5 areas of concern, providing monitors with assurance that the Partnership's plans and actions were both realistic and ambitious.



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■ 97% Sub-Actions Complete
■ 3% Sub-Actions Delivering With Delays (Primary Care Engagement - COVID related)

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Leaders' Understanding of the Local Area



Action 1

	Position: Action Complete
March 2020 What the inspectors said	<ul style="list-style-type: none">• Action plans did not clearly indicate how leaders would measure success in resolving each of the significant weaknesses identified by inspectors.• Leaders did not set out step-by-step targets to help them check how well their plans were progressing at key points.• Leaders did not know whether actions are on track and effective.• No system in place to collect the views of parents and carers at the point of service delivery.• Leaders do not always know whether their actions have made the positive difference for children, young people and their families that was intended.
September 2021	<ul style="list-style-type: none">• Action plans and highlight reports are used as standard to provide leaders with updates on step-by-step targets, enabling them check to keep track of progress.• Surveys, focus groups, and the data dashboards demonstrate the impact and effectiveness of changes, and whether actions have made the positive difference for children, young people and their families that was intended.• Systems are in place to collect the views of CYP and parents carers at various points of service delivery, and share results with relevant services / teams.
Next	<ul style="list-style-type: none">• Continue with the good practice that has been introduced, and with the ongoing improvements with processes that supports the SEND Partnership.• The Lancashire SEND Plan 2021-25 describes the next steps in full, with operational plans developed by services / teams to ensure and enable sustainable ongoing progress with SEND improvements across education, health and care.



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Leaders' Understanding of the Local Area



Action 1

What people said:

- Clinical Commissioning Group leaders say they are better informed about SEND and understand the need to deliver early intervention
- Leaders say they are better informed and can therefore make better decisions
- Children and Young People tell us they are more involved with what is happening
- LPCF says that the inclusion of the views of parent carers in forming the new SEND Plan helped leaders to develop their understanding of how services were being experienced at the point of delivery and to make appropriate plans for change.
- Special Schools tell us that the joint working across education, health and social care has significantly improved and is making a difference to the children we all aim to support though we know there are some things we all need to focus on in our refreshed SEND Plan.
- Primary schools say there is more trust and confidence and a sense that everyone is working together to support our children
- Parent carers found the Think SEND events invaluable, and enjoyed being part of shaping the future work on SEND improvements. They asked for a calendar of events to be put on with updates, events, training etc. which starts September 2021.
- Healthcare practitioners have valued the 'SEND is Everyone's Business' Briefings



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KPI Reference	KPI	Target	Actual
1a	100% of leaders confidently and consistently describe the 5 areas of improvement with examples that demonstrate progress	100%	96%
1b	70% of parent carer feedback tells us that services accessed for SEND are good or better than good	70%	*Varies 76%-100%

*Varies across different services

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Joint Commissioning



Action 2

	Position: Action Complete
<p>March 2020</p> <p>What the inspectors said – including recognition of positive progress made</p>	<ul style="list-style-type: none"> • A well-established group of commissioners from across the partnership work well together now. • Effective co-production is helping commissioners to decide what services they need to provide and where they need to provide them. • Commissioners are now prioritising some of the more pressing issues. • Arrangements are not sufficiently well developed or evaluated. • Inspectors reported continuing weaknesses in the services for consumables, such as continence products ... families ... struggle to get these consumables. • Inequitable special school nursing provision and gaps in specialist children's nursing services. • Children and young people's access to public health nursing in special schools is not well understood and therefore not routinely used.
<p>September 2021</p>	<ul style="list-style-type: none"> • Commissioners across LCC and the NHS work well together, and co-production continues to be used to understand what services need to be provided, and where. • Arrangements are well-developed and evaluated, supported by a robust joint commissioning framework and a commissioning dashboard. • Bladder and Bowel Framework was co-produced, approved and is being implemented across Lancashire. • Comprehensive plans are in place for the delivery of the Specialist Community Nursing Services, and the special school nursing provision. • All schools have been updated on their named public health nurse and their role.
<p>Next</p>	<ul style="list-style-type: none"> • Continue with the delivery plan for the projects that are underway. • Continue with the good practice, including ongoing evaluation of approaches used.



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Joint Commissioning



Action 2

What people said:

- LPCF have appreciated that commissioners were responsive to the feedback regarding continence, and that short-term solutions are being delivered for families whilst the commissioning arrangements are being put in place.
- Young people commented that joint commissioning means they are not having to repeat themselves as information can be shared between professionals in the different sectors or services.
- Feedback from the short break activities:
 - “If (my son) could have done more (activities) he would, and the instructor said he laughed almost for all of the paddle boarding session”
 - “Our son had the best time climbing and zip wiring and (we) enjoyed a couple of hours to ourselves, a really appreciated the break for us.”



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KPI Reference	KPI	Target	Actual
2a	70% of parent carers for those CYP meeting the criteria to access a service tell us that they receive the right support at the right time from the right service	70%	*Varies 70-100%
2b	70% of parent carer feedback tells us that services accessed for SEND are good or better than good	70%	*Varies 76%-100%

*Varies across different services

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ASD Waiting Times



Action 3

Position: Action Complete

March 2020

What the inspectors said

- Long waiting times in some areas are limiting the effectiveness of the pathways.
- In the north ... children and young people are waiting too long for an initial appointment.
- There is often little communication with these families about how long they should expect to wait for an appointment.
- Long waiting times for an initial appointment, combined with too little communication with families, are creating frustration and anxiety for some families.

September 2021

- The longest waits have been managed through a waiting list initiative, and there is understanding about the causes of long waits for initial and later appointments.
- Providers and commissioners understand the ongoing work to continue to reduce unwarranted longer waits, and to manage variations in pathways.
- Families on the waiting lists have been contacted each quarter. Pathway Navigators have been recruited to provide support to families on waiting lists and as they progress through the ASD pathway.
- Support offers have been made available on line and via the Pathway Navigators
- A robust data dashboard demonstrates NICE compliance re waiting times – reduced from an average of 27 weeks across Lancashire to an average of 17 weeks.

Next

- Continue with the reduction of unwarranted longest waits – a further funding request has been made to support ongoing waiting list initiatives.
- Implement ongoing pathway improvements for sustainability through LandSCAPE and Autism in Schools work, as well as through roll out of the ND Pathway, which has been successfully piloted on Fylde Coast.



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ASD Waiting Times



Action 3

What people said:

- 100% of those who responded and who have used the Pathway Navigators tell us that the support they received was exceptional.
- Commissioners reported that they can now have meaningful conversations with providers using the ASD data dashboard.
- One provider, identifying the issues with variability of the pathway, have recognised the need to adjust the pathway and have put resource into the areas where there is unwarranted variability.
- Feedback from families to the Pathway Navigators “I’ve already noticed a difference in my house after using the strategies you gave me last week. Thank you!” and “Thank you for giving us something new to try and the confidence to find new possibilities.”
- Feedback from service manager to the Pathway Navigators “... the role is freeing up approximately 2 hours for nurses to do other clinical work ...”.



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KPI Reference	KPI	Target	Actual
3a	70% of parent carers who tell us in feedback that the ASD / ND support that their child or young person is receiving is good or better than good	70%	Varies 80-100%

*Varies across different providers

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Waiting times for initial appointment reduced from an average of 27 weeks across Lancashire to an average of 17 weeks

Transitions in Healthcare



Action 4

Position: Action Mostly Complete

<p>March 2020</p> <p>What the inspectors said</p>	<ul style="list-style-type: none"> • Transition arrangements across the area are splintered. • There is no evidence of a strategy to ensure that young people transitioned effectively into adult services, or that appropriate arrangements are in place for those young people who do not meet adult thresholds. • There is no mechanism to share and disseminate learning. • There are still not enough commissioned services for young people up to age of 25. • There is limited effective joint working between children’s and adult services. • Poor experiences for young people.
<p>September 2021</p>	<ul style="list-style-type: none"> • Phase 1 complete with transitions arrangements consistent across the area, and any variation being warranted, based on need or complexity. Phase 2 roll-out is ongoing with completion planned for 31/12/21, dependent on winter pandemic response. • A strategy is in place to ensure young people transition effectively into adult services, with clear pathways for the transition process, including a process for those who transition to primary care where they do not meet adult service thresholds. • Sharing and dissemination of learning is embedded as good practice across providers, including for workforce development. Universal services projects are part of this. • Effective joint working between children’s and adult services is improving. This Phase 2 work was delayed due to Covid response by adult services in providers & primary care. Roll-out is supported through Exec-sponsored SEND / transition groups in providers. • Young people are providing feedback to help providers understand where experiences can be improved.
<p>Next</p>	<ul style="list-style-type: none"> • Continue to roll-out with adult services and primary care to ensure joint working between children’s and adult services for transitions is effective • Review and improve pathways based on feedback from young people



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Transitions in Healthcare



Action 4

What people said:

- Children and young people who attended the Transitions in Healthcare Task and Finish Group said they feel they are being listened to.
- CYP enjoy being involved in the consultations with Designated Clinical Officers around how transitions in healthcare can be improved.
- Young people in POWAR and the CYP Executive SEND Board tell us they can now influence the conversations regarding transitions.
- Providers have developed a delivery group to continue a forum to share, disseminate and access information, support and resources.

Risk	Mitigation
Due to the Covid response, working on Phase 2 roll out with adult services was delayed and delays continue with primary care	Phase 2 roll out with adult services is now underway and is happening in pockets with primary care who have now requested an increase in pace of roll out from September '21.

KPI Reference	KPI	Target	Actual
4a	80% of young people who need to transition to age and needs-appropriate services tell us that their experience of the transition process was good or better than good	80%	33%



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Local Offer



Action 5

	Position: Action Complete
<p>March 2020</p> <p>What the inspectors said</p>	<ul style="list-style-type: none"> • Parents' awareness of the local offer was poor and the information provided was not useful. • The new offer (Local Offer web page) ... is not yet complete.
<p>September 2021</p>	<ul style="list-style-type: none"> • The Local Offer Development Officer commenced in January 2020. • The Local Offer web link is shared on the Facebook page, in email signatures, on a resources page of the SEND Plan for 2021-25, in the FIND Newsletter, and on slides at events. Keywords have been improved to assist people doing an internet search. • Parent carers have been surveyed about their awareness of and experience of the Local Offer. Following the feedback from parent carers that they like the Facebook page, we use a blended approach for communicating information. • Parent carers report that they can find the Local Offer. Experience of the information provided varies, and is contributing to ongoing improvements. • Improvements to the Local Offer web page are informed by and supported through the Local Offer Development Group which includes LPCF representatives. • The Directory of Services has launched with 950 services, and is well received. • NHSE funding has supported a project to improve the health input on Local Offer and a video regarding transition is being co-produced for upload in November '21.
<p>Next</p>	<ul style="list-style-type: none"> • Continue with the ongoing improvements to the Local Offer, responding to feedback from parent carers • Implement the changes to the co-produced health input to the Local Offer • Ensure the Local Offer is kept current and up-to-date, and is meaningful to users



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Local Offer



Action 5

What people said:

- 79% of people looking for the Local Offer said they could find it, or could find it with ease.
- Lancashire Local Offer is ranked at position 25 out of 125 Local Offer sites (top quartile) for accessibility.
- Parent carers have asked for a blended approach to information sharing using the Facebook page, and for the FIND Newsletter to continue to be used to update people on the Local Offer.
- The directory of services has received positive reactions to its accessibility and usefulness of information.
- Young people said that the Local Offer has definitely improved and they value the discussions to create an agreement to further solidify the voice of the young person in the improvement of the local offer.



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KPI Reference	KPI	Target	Actual
5a	70% of those providing feedback on the local offer tell us that they were able to find the information they need	70%	48%
5b	70% of parent carer feedback tells us that services accessed for SEND are good or better	70%	51%

Too few people completed the online feedback tool. We have therefore designed an alternative feedback approach, through which 66% of parent carers tell us they prefer to use the Local Offer Facebook page as a source of information. The page has 4,865 followers and a 4.2 out of 5 star rating. Feedback has led to a blended approach for information sharing.

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Reactions



Reactions

Partners, including parent carers, and children and young people, have told us that as a result of the changes we have made since March 2020:

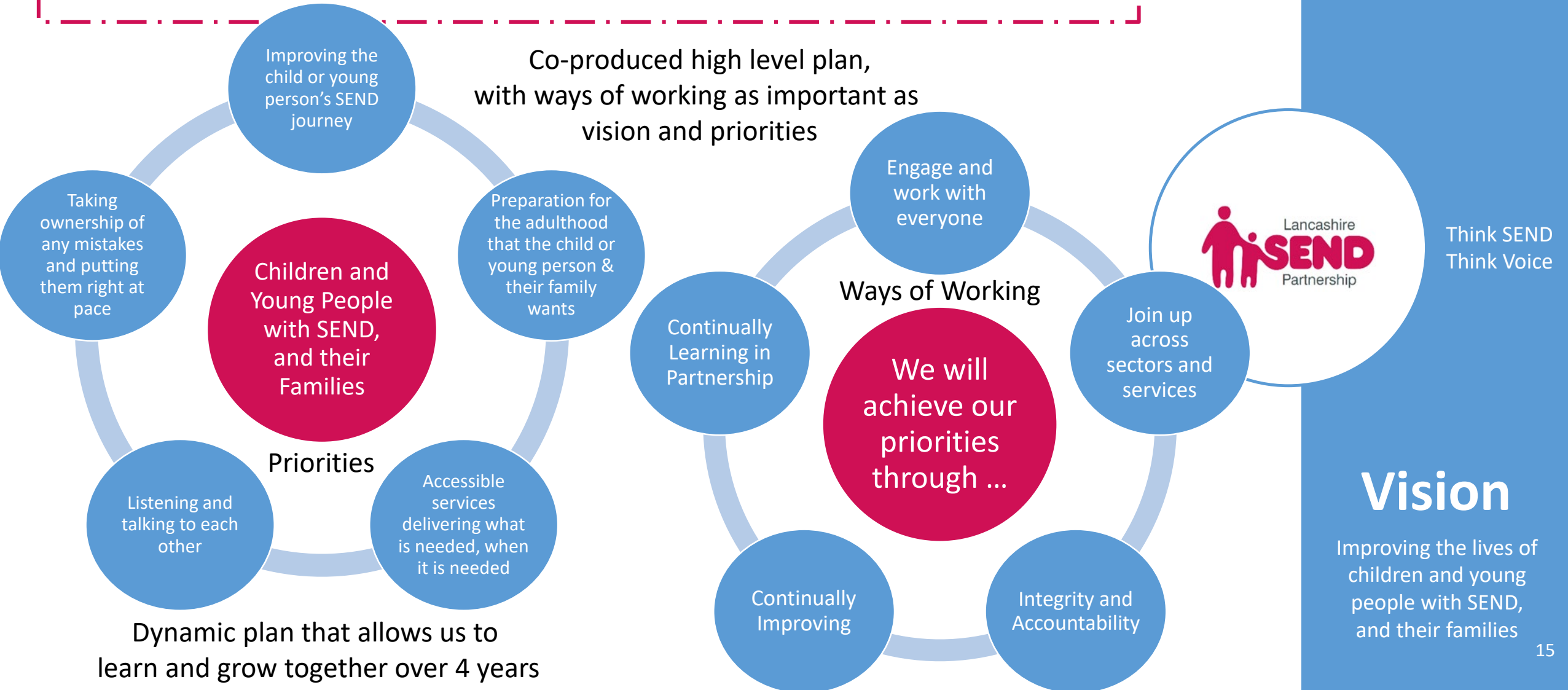
- 76% of 154 respondents said that they can see improvements in SEND services since the initial inspection and since March 2020.
- LPCF are positive about the changes achieved through partnership working and look forward to continued improvement which will enable more families who access services to experience better outcomes.
- LPCF recognises that having a responsive SEND Partnership impacts positively in terms of all partners developing a wider understanding of a creative solution-focussed approach to service improvement and how they can contribute to the overall improvement plan.
- CYP have more opportunities to engage with key professionals and they feel empowered for their voices to be heard on a wider platform.
- Members of the Partnership Board have a better understanding of their role and the contribution they make.
- Healthcare providers are able to be responsive to improvements and redesign because they understand the context.
- Commissioners are better informed and have a place where they can have meaningful conversations about current and future commissioning arrangements.
- Schools recognise it has been a challenging journey for all, and welcomes a much improved position than before.
- A parent commenting on Lancashire Break Time: “(My child’s) confidence and social skills could be seen growing each week. A lovely sight to see.”



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Deliver the Lancashire SEND Plan 2021-2025



Questions?

Questions

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