

**Inspection of Warrington's arrangements for
children and young people with special
educational needs and/or disabilities**

**Warrington's Response to the Areas for
Development identified by Ofsted and the
Care Quality Commission**

1. Introduction

Warrington partners are committed to providing the best quality education, care and support for all children and young people with special educational needs and/or disabilities (SEND) so that they can:

- Do their best at nursery, school and college
- Have greater control over the support they receive
- Feel valued and included in their local communities
- Achieve meaningful occupation in their adult lives
- Lead healthy lives.

This document sets out Warrington's collective response to the findings of the recent inspection of arrangements for children and young people with SEND. It outlines Warrington's commitment to children, young people and their families to provide an honest account of the changes needed in Warrington so that we can deliver this vision and address the findings of the recent SEND inspection.

Inspection findings

Between the 23 January and the 10 February 2023, Ofsted and the Care Quality Commission (CQC) jointly inspected arrangements across education, health and care services to understand how well members of Warrington's Partnership work together to improve the experiences of children and young people with SEND.

A copy of Warrington's Inspection Letter can be found on the Ofsted website at:

[Warrington Borough Council - Open - Find an Inspection Report - Ofsted](#)

The inspection found that most children and young people with SEND living in Warrington benefit from:

1. The effective identification of their special educational needs.
2. Effective careers education information advice and guidance in school.
3. Valuable work experience and supported internship programmes which prepares them well for the future.
4. A wide range of inclusive leisure activities which offer dedicated sessions for them to attend.
5. Support from a trusted adult – this means that their voices matter and they take part in decision-making about the support they receive.

Many strengths were also identified in Warrington's local partnership arrangements:

6. The partnership is ambitious for children and young people with SEND.

7. The partnership work together to secure improvements for children and young people with SEND.
8. Joint commissioning is well established.
9. Joint funding arrangements means that young people receive help and support promptly.
10. Arrangements to check on the suitability of commissioned alternative provision and out of area placements, including residential special schools are robust.
11. Warrington's Parents and Carers Forum (WarrPAC) are actively involved on supporting the partnership to improve SEND provision across health, education and social care.
12. Regular feedback from parents and carers is used effectively when planning and evaluating services.
13. Effective training across the partnership is leading to the improved consistency and quality of Education, Health and Care (EHC) Plans.
14. The SEND, information, advice and support service (SEND IASS) is highly valued by families and helps them to successfully navigate the SEND system and reduces their anxieties.
15. Training across the partnership is effective and helps professionals to improve their confidence and ability when identifying, assessing and planning to meet children's and young people's needs.

Whilst we are proud of these findings, we are not complacent. We know that there is still much more to do to improve the experiences of children and young people with SEND and their families.

Inspection Outcome

The inspection team found that Warrington's arrangements lead to inconsistent experiences and outcomes for children and young people with SEND and have asked the partnership to work together to address the following areas for improvement:

1. Leaders across health, education and social care must improve the efficiency and quality of their information gathering processes so that that children's and young people's assessments are coordinated across providers and services.
2. Leaders across the partnership should ensure that assessments for EHC plans are completed within the statutory timeframes.
3. Health commissioners and providers should ensure that children and young people receive health services in line with area plans and that service specifications better meet children's and young people's needs in Warrington.
4. Leaders across health, social care and education should ensure that they have effective systems to share information about children and young people's needs in a more useful, timely and effective way.

The inspection team also identified the following areas which the partnership must address:

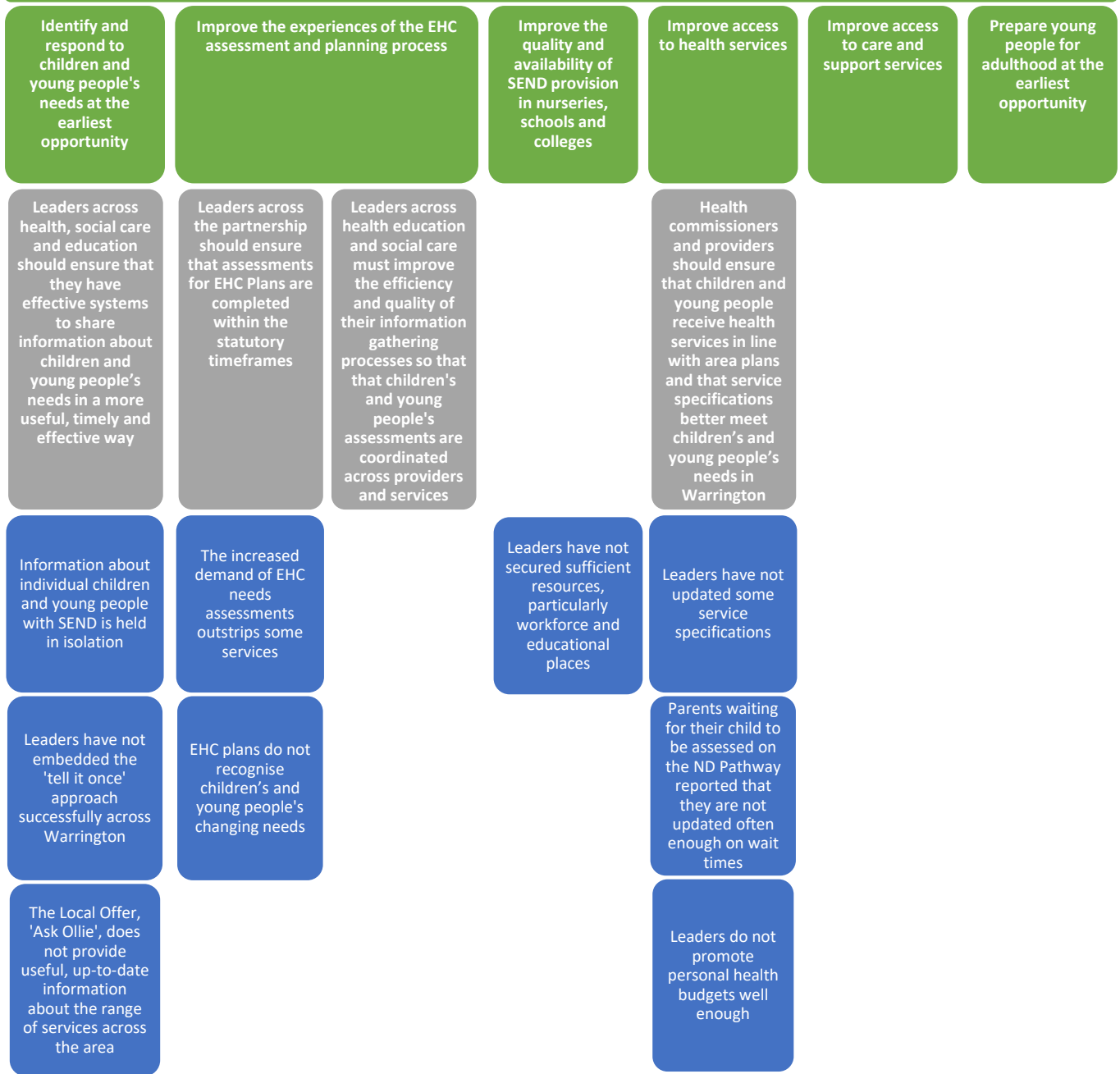
1. Information about individual children and young people with SEND is held in isolation.

2. The increased demand of EHC needs assessments outstrips some services, such as the educational psychology services' capacity to complete their reports in a timely manner.
3. EHC plans do not recognise children's and young people's changing needs.
4. Leaders have not embedded the 'tell it once' approach successfully across Warrington.
5. Leaders have not secured sufficient resources, particularly workforce and educational places, to meet the current and future increase in demands across services.
6. Leaders have not updated some service specifications to reflect that therapy services continue for young people until they reach the age of 18.
7. A significant number of parents and carers who are waiting for their child to be assessed on the neurodevelopmental pathway reported that they are not updated often enough on wait times.
8. Leaders do not promote personal health budgets well enough.
9. The Local Offer, 'Ask Ollie', does not provide useful, up-to-date information about the range of services across the area.

2. Next steps

Within 30 working days of the publication of the inspection report, Warrington is required to update and publish its SEND Strategic Delivery Plan so that the areas for improvement identified by Ofsted and the CQC integrate with the Partnership's existing plans. The connectivity between the report findings and how these relate to Warrington's strategic priorities are set out below:

SEND Strategic Plan Priorities



Section 3 of this document sets out how partners will work together to address the areas set out above. Warrington's SEND Strategic Delivery Plan has also been updated to reflect the areas for concern identified by Ofsted and the CQC and is available at [Children, young people and families | warrington.gov.uk](http://warrington.gov.uk), along with Warrington's other key planning documents.

Accountability arrangements

Warrington's SEND Partnership Board is responsible for holding partner organisations to account for the delivery of high-quality services for children and young people with SEND and will oversee the delivery of the SEND Strategic Delivery Plan for Warrington.

The Board is chaired by the Council’s Director of Education and Community Services and is supported by the Associate Director of Quality and Safety Improvement from NHS Cheshire and Merseyside Integrated Care Board (ICB) in the role of Deputy Chair. The key organisations involved in the SEND Partnership Board are:

- Warrington Borough Council – Early Help Services, SEND Service, Education Services, Children’s and Adult Social Care
- NHS Cheshire and Merseyside ICB (health commissioner)
- Bridgewater Community HealthCare NHS Foundation Trust (community health provider)
- Mersey Care NHS Trust (mental health provider)
- Representatives from Warrington’s mainstream schools, designated provisions and special schools
- Warrington Parent and Carers Forum (WarrPAC)
- Warrington Speak Up.

The SEND Partnership Board is ultimately accountable to the Health and Wellbeing Board which provides strategic direction across a wide range of organisations **ensuring that Warrington is a place where we work together to create stronger neighbourhoods, healthier people and greater equality** for our residents.



Reporting arrangements

So that there is robust oversight of the SEND Strategic Delivery Plan and that progress is made at the right pace and in line with the desired outcomes, each priority for improvement has been allocated a Strategic Sponsor, Lead Officer and parent and/or carer representative with the following responsibilities:

Role	Responsibilities
Strategic Sponsor	<ul style="list-style-type: none"> • Strategic oversight of the delivery plan • Champion the work of partners involved in supporting and implementing the SEND Delivery Plan • Remove any barriers to the successful implementation of the SEND Delivery Plan at a strategic level across all organisations • Support partners in their work to resolve any emerging risks or issues which could impact the delivery of the Plan.
Lead Officer(s)	<ul style="list-style-type: none"> • Operational oversight of the implementation of the agreed actions contained in the Delivery Plan • Tracking the performance against the success measures in the Delivery Plan • Identifying risks or issues which may threaten to derail the implementation of the Delivery Plan and working with the Strategic Sponsor to put in place credible plans to resolve any risks or issues. • Producing highlight reports on the progress made against the Delivery Plan on a quarterly basis.
Parent and/or carer	<ul style="list-style-type: none"> • Highlight the lived experiences of parents/carers • Challenge the work of the partnership to support positive improvement and development of service for children, young people and their families • Support clear communication with families about the progress being made by the Partnership • Support participation, engagement and coproduction regarding the changes required to services.

They will be supported by the relevant qualified professionals to implement the activities set out in the SEND Strategic Delivery Plan and will meet monthly to review the progress made, escalate any concerns, identify and resolve issues and risks, as well as address any ongoing performance questions.

Measuring the difference we have made

Progress will be monitored on a monthly basis against the Key Performance Indicators identified in the Plan using the following 'BRAGG' rating:

- | | |
|---|--------------|
| • Action completed and embedded | BLUE |
| • Action significantly delayed | RED |
| • Action in progress | AMBER |
| • Action on track | GREEN |
| • Action not yet started as dependent on or waiting other actions to be completed | GREY |

Softer intelligence will be used to demonstrate the lived experience of children, young people

and families. This will include, but is not limited to information collected from:

- Warrington Parents and Carers Forum
- SEND IASS
- Service user questionnaires
- Case studies
- Complaints and compliments.

Communication plan

This document, alongside Warrington's Inspection Report and refreshed SEND Strategy and Strategic Delivery Plan is available at [Children, young people and families | warrington.gov.uk](https://www.warrington.gov.uk/children-young-people-and-families).

Partners including Designated Clinical Officer, Designated Social Care Officer and Service Manager for SEND will work closely with WarrPAC and will meet on a monthly basis to oversee regular and transparent communications about the progress made and disseminate these wider to children and young people with SEND and their families.

General queries about the content of this document can sent to SEND@warrington.gov.uk.

3. SEND Strategic Plan

Priority 1: Identify and respond to children and young people's needs at the earliest opportunity

Strategic Sponsor: Director of Education and Community Services- Paula Worthington

Lead Officer: Head of Service – Louise Atkin

Parent rep: Development Officer Warrington Parents and Carers Forum - Sharon Wilson

Outcome: Children and young people have access to the right services at the right time so that they achieve their full potential and are able to make progress					
Areas for improvement	Key objectives	Planned development activity	Responsible	Timescale	What success looks like
Leaders across health, social care and education should ensure that they have effective systems to share information about children and young people's needs in a more useful, timely and effective way	Mobilise the SEND Portal	Work alongside IT and Capita to develop the portal so that information can be collected about children's needs digitally as part of the EHC assessment and planning process	Katie Massey Warrington Council Borough	Dec-23	Professionals and parents/carers report that they are able to contribute to the development and review of EHC Plans digitally
		Test the solution	Heather Berry Warrington Council Borough	Jan-Jul 24	
		Review the test phase and redesign as required	Heather Berry Warrington Council Borough	Aug-24	
		Mobilise the new online portal	Heather Berry Warrington Council Borough	Sep-24	
Information about individual children and young people with SEND is held in isolation	Information about education, health and care arrangements for children and young people with EHC Plans is shared promptly with professionals	Provide access to employees working with children and young people with SEND to Capita, IYSS and MOSAIC and that they use these systems to inform their working practices.	Louise Atkin Warrington Council Borough	Apr-23	Professionals report that they have access to the information they need about children and young people with EHC Plans This is reflected within the case audit and QA processes as business as usual
		Upload all EHC Plans onto Capita so professionals can review these when needed	Katie Massey Warrington Council Borough	Apr-23	
		Share final copies of EHC Plans with the professionals working with children and young people	Helen Rowlands Warrington Council Borough	Jun-23	
Leaders have not embedded the 'tell it once' approach successfully across Warrington	Establish a 'once-only' framework for Warrington partners across education, health and care	Coproduce the 'once only' framework for children and young people with SEND with partners organisations and parents and carers to identify potential options for change	Kellie Williams Jeanette Harvey Kat Booth SEND Partnership Board	Sep-23	Parents and carers report that they do not have to repeatedly tell their story to professionals
		Explore IT and digital solutions to support the framework as well as learning from other areas	Heather Berry Warrington Council Borough	Oct-23	

Outcome: Children and young people have access to the right services at the right time so that they achieve their full potential and are able to make progress					
		Establish a business case for any additional resources required to support and underpin the model	Kellie Williams Jeanette Harvey Kat Booth SEND Partnership Board	Dec-23	There is a clear programme of integrated workforce training advertised with a set of learning outcomes
		Develop and deliver a shared workforce training model for professionals and parents/carers	Kellie Williams Jeanette Harvey Kat Booth SEND Partnership Board	Feb-24	
		Mobilise the 'once-only' framework	Kellie Williams Jeanette Harvey Kat Booth SEND Partnership Board	Apr-24	
The Local Offer, 'Ask Ollie', does not provide useful, up-to-date information about the range of services across the area	Parents and carers know where to go for information about education, health and care services in Warrington	Review and revise content for the local offer	Content owners Overseen by Kellie Williams Warrington Borough Council	May-23	The number of users accessing content on the local offer website increases Baseline: 50 per month Target: 100 per month
		Migrate new content onto gov.uk solution	Lee Matthews Warrington Borough Council	Jun-Aug 23	
		Remove old content from My Life Warrington	Lee Matthews Warrington Borough Council	Jun-23	
		Launch new content	Lee Matthews Warrington Borough Council	Sep=23	

Priority 2: Improve the experiences of the EHC assessment and planning processes

Strategic Sponsor: Director of Education and Community Services – Paula Worthington

Lead Officer: Head of Service Education and Inclusion – Louise Atkin

Parent rep: Warrington Parents and Carers Forum – Laura Ridings

Outcome: Children and young people benefit from timely EHC assessments and good quality EHC Plans which set out how their needs will be met and which services will contribute to the delivery of their Plan					
Areas for improvement	Key objectives	Planned development activity	Responsible	Timescale	What success looks like
Leaders across the partnership should ensure that assessments for EHC plans are completed within the statutory timeframes	Increase awareness of the EHC needs referral and assessment process so that the majority of referrals proceed to an assessment	Work alongside school leaders to embed the revised Warrington's Graduated Response to meeting the needs of SEND children	Louise Atkin Warrington Borough Council	Jul-23	Increase the % of children and young people assessed for whom an EHC Plan was issued Baseline: 94.4% (2022 Actual) Target: 95%
		Develop and publish parent/carer friendly versions of the graduated response so that parents understand SEN Support and what action schools are taking to meet the special educational needs of their children	Kellie Williams Warrington Borough Council	Sep-23	
Provide targeted sessions to professional and parents/carers highlighting the offer of support available in mainstream schools	Chrissy Skermer Warrington Borough Council	From Oct-23			
Strengthen the EHC assessment process so that managers quickly identify and resolve delays in the process to improve compliance with 20 week time-frame		Update the partnership's performance management arrangements to establish a tiered approach so that reporting mechanisms are differentiated to meet managers and leaders oversight functions	Kellie Williams Warrington Borough Council	May-23	Increase in the rate of EHC Plans issued within 20 weeks Baseline: 48.2% (2022 Actual) Target: 75% (EOY 2023)
		Establish clear lines of communication between the EHC Team Managers and the Designated Clinical Officer, Designated Social Care Officer and Principal Educational Psychologist so that there is a shared understanding about what advice and/or assessments are outstanding from education, health and social care partners	Katie Massey Warrington Borough Council	Feb-23	
		Improve the SEND performance scorecard using Power BI to enable managers and leaders to track the EHC needs assessment process in real time and improve the grip on productivity of the workforce	Nicola Hitchmough Warrington Borough Council	Aug-23	
		Identify how Capita can be used more effectively by the EHC Referral and Assessment Team to record information throughout the assessment process	Katie Massey Warrington Borough Council	Oct-23	
		Develop options for how early help and social care assessments are triggered as part of the EHC needs assessment process and consult with key	Jeanette Harvey Warrington Borough Council	Sep-23	

Outcome: Children and young people benefit from timely EHC assessments and good quality EHC Plans which set out how their needs will be met and which services will contribute to the delivery of their Plan

		stakeholders; agree a way forward and put in place a credible plan to implement the new approach.			
		Review the quality and timeliness of advice provided from early help and social care as part of the assessment process	Jeanette Harvey Warrington Council	Borough	Apr-24 Baseline: 100% (2022 Actual) Target: 100%
		Continue to review the quality and timeliness of advice provided from health providers as part of the assessment process	Kat Booth Warrington Council	Borough	Apr-24 Baseline: 98% (2022 Actual) Target: 100% (2023 EOY)
		Continue to review the quality and timeliness of advice provided from education psychology as part of the assessment process	Patrick McArdle Warrington Council	Borough	Apr-24 Baseline: 54% (2022 Actual) Target: 75% (2023 EOY)
Establish efficient and effective quality assurance processes which underpin the EHC needs assessment, drafting and issuing of the EHC Plans	Establish additional quality assurance capacity in the service to ensure the timely completion of reviews of draft plans to prevent delays in the system	Kellie Williams Warrington Council	Borough	Jun-23	% of draft plans not issued in timescale due to delays in the quality assurance process reduces to nil Baseline: 20% (2022 Actual) Target: 0% (2023 EOY)
	Review the quality assurance process for draft plans so that is as efficient as possible	Kellie Williams Warrington Council	Borough	Jun-23	
Improve communications with families during the EHC needs assessment process so that they are kept informed regarding the progress of the assessment	Develop a parent handbook and welcome letter to be issued to parents/carers when we acknowledge receipt of the EHC needs assessment request	Katie Massey Warrington Council	Borough	Aug-23	Increase parental satisfaction with the EHC needs assessment process Baseline: Not previously measured Target: 75%
	Train the EHC Referral and Assessment Team so that they have the skills to deliver a high quality experience for parents/carers	Katie Massey Warrington Council	Borough	Sep-23	
	Review the experiences of parents/carers at the end of the EHC needs assessment process to establish learning opportunities for the team	Katie Massey Warrington Council	Borough	From Sep-23	

Outcome: Children and young people benefit from timely EHC assessments and good quality EHC Plans which set out how their needs will be met and which services will contribute to the delivery of their Plan					
Leaders across health, education and social care must improve the efficiency and quality of their information gathering processes so that that children's and young people's assessments are coordinated across providers and services	Align team around the family (TaF) meetings across education, health and care so that planning is coordinated across all agencies for children with EHC Plans	Agree pilot process and put in place new guidance for staff to ensure that Annual Reviews are held at the most appropriate TAF meeting to reduce the burden on professionals and parents and carers	Kellie Williams Warrington Borough Council	Jun-23	% of Annual Review Meetings attended and chaired by Caseworkers in the academic year 2023/24 Target: 100% (Sep-23 to Jul-24) % of Annual Review Meetings attended by Early Help, Children's Social Care, Adult Social Care and/or Health as appropriate or reports received in advance Reports Received 2 weeks prior to the meeting Target: 100% (Sep-23 to Jul-24) Attendance of professionals involved with the child/young person: 75% (Sep-23 to Jul-24)
		EHC Caseworkers to establish Annual Review planning meetings in the summer term of 2023 with professionals working with children and young people to identify most appropriate forum to hold the Annual Review Meeting.	Helen Rowlands Warrington Borough Council	Jul-23	
		Pilot the alignment of TaF meetings in the autumn terms of 2023/24	Helen Rowlands Warrington Borough Council	Jul-24	
		Review pilot process, refine and re-launch for 2024/25 academic year	Kellie Williams Warrington Borough Council	Aug-24	
	Review the EHC assessment process so that there is a joined up and coordinated approach to assessing children's needs	Review the current EHC assessment process, in collaboration with WarrPAC and partner organisations, with a view to identifying efficiencies and improving coordination between agencies	Kellie Williams Warrington Borough Council	Sep-23	Increase in the rate of EHC Plans issued within 20 weeks Baseline: 48.2% (2022 Actual) Target: 75% (EOY 2023)
		Develop new plans and processes which promote integration across the system, including the role of IT	Kellie Williams Warrington Borough Council	Oct-23	
		Mobilise the new arrangements for the system	Kellie Williams Warrington Borough Council	Apr-24	
The increased demand of EHC needs assessments outstrips some services, such as the educational psychology services' capacity to complete their reports in a timely manner.	Establish the right level of capacity in education psychology (EP) service to address the backlog of advice requested and meet new demand for assessments in line with the statutory expectations	Recruit to vacant posts in line with the recruitment and retention business case	Louise Atkin Warrington Borough Council	Sep-23	% of plans not drafted and issued within timescale due to delays in received EP advice / assessment reduces Baseline: 46% (2022 Actual) Target: 25%
		Re-focus work of the service to focus on statutory duties and reduce the work on school support and other non-essential duties	Louise Atkin Warrington Borough Council	May-23	
	Review and revise the EP advice and assessment format in line with professional standards and the SEND Code of Practice	Patrick McArdle Warrington Borough Council	Sep-23		

Outcome: Children and young people benefit from timely EHC assessments and good quality EHC Plans which set out how their needs will be met and which services will contribute to the delivery of their Plan

EHC plans do not recognise children's and young people's changing needs.	Strengthen the Annual Review process so that managers are able to swiftly identify and resolve compliance with attendance at reviews and amending EHC Plans	Improve the SEND performance scorecard using Power BI to enable managers and leaders to track the EHC Annual Review process in real time and improve the grip on productivity of the workforce	Nicola Hitchmough Warrington Borough Council	Aug-23	% of EHC Plans amended in the previous 12 months increases in 2023/24 Baseline: 60% Target: 100%
		Improve the contributions of early help and social care workers so that when EHC Plans are amended they reflect the changing needs of children, young people and their families	Jeanette Harvey Warrington Borough Council	Sep-23	
		Identify how Capita can be used more effectively by the EHC Team to record information throughout the Annual Review process	Kellie Williams Warrington Borough Council	Oct-23	
	Improve knowledge, skills and confidence in the workforce	All new Caseworkers to complete mandatory training programme outlined in the workforce development plan	Katie Massey / Helen Rowlands Warrington Borough Council		100% of EHC Team completed: <ul style="list-style-type: none"> • CDC online Learning Modules • CTI Training - Outcome focused EHC Plans • Annual Review Training • IPSEA drafting legal compliant EHC Plans • NASEN Caseworker Training
	Improve the phase transfer process	Update the phase transfer process to ensure that is compliant with IPSEA guidance	Helen Rowlands Warrington Borough Council	May-23	100%: - Year 6 pupils with EHC Plan notified on their secondary school placement on the 15 February - Year 11 pupils notified of the sixth form placement by the 31 March
		Establish a digital method for parents/carers to record their preferences for 2024 admissions	Sarah Nanchollas Warrington Borough Council	Jun-23	
		Establish transition conferences for parents/carers	Chrissy Skermer Warrington Borough Council	Jul-23	
		Ensure 100% compliance with the statutory deadlines for notifying children of their school placements for year 6 and year 11 pupils	Helen Rowlands Warrington Borough Council		

Priority 3: Improve the quality and availability of SEND provision in nurseries, schools and colleges

Strategic Sponsor: Director of Education and Community Services – Paula Worthington

Lead Officer: Head of Service Education and Inclusion – Louise Atkin

Parent rep: Warrington Parents and Carers Forum – Gail Hall

Outcome: Children and young people receive the help and support they need to do their best at school							
Areas for improvement	Key objectives	Planned development activity	Responsible	Timescale	What success looks like		
Leaders have not secured sufficient resources, particularly educational places	Establish a clear sufficiency strategy with short, medium and long term plans for SEND provision in Warrington	Review the model for forecasting school places for children and young people with SEND	Kellie Williams Warrington Council	Borough	Jun-23	The % of children and young people with EHC Plans allocated their first, second or third preference as part of the phased transfer process increases Baseline: Not previously measured Target: 90%	
		Calculate the total pupil capacity of special schools using the Special School Net Capacity Assessment Tool introduced as part of the school capacity survey	Kellie Williams Warrington Council	Borough	Jul-23		
		Put in place a five year plan to improve access to local SEND provision for children and young people with EHC Plans	Kellie Williams Warrington Council	Borough	Sep-23		
		Monitor the demand for specialist places for children and young people with EHC Plans	Kellie Williams Warrington Council	Borough	Feb-24		
	Address the increase in demand for full time specialist nursery places	Review the emerging needs of children in the early years and identify the number of places required over the next five years	Review the use of the Sandy Lane site with a view to maximising the places for those children with complex needs which cannot be met by the PVI sector	Louisa Archer Hill Warrington Council	Borough	May-23	The % of children requiring a specialist nursery place are allocated a place in line with the Early Years Team’s assessment of their needs Baseline: Not previously measured Target: 90%
			Establish a business case looking at the potential expansion of the site based on the review of demand for specialist nursery places	Louisa Archer Hill Warrington Council	Borough	July-23	
			Implement changes for Designated Provision Places through the High Needs Place Change Process in line with short and medium term needs in Warrington	Kellie Williams Warrington Council	Borough	Nov-23	
	Establish sufficient Designated Provision Places as part of Warrington’s graduated response to need		Support school leaders to mobilise the new 16 place SEMH Designated Provision for Key Stage 3 and 4 pupils	Kellie Williams Warrington Council	Borough	Sep-24	The occupancy of Designated Provision Places increases from 95% to 98%

Outcome: Children and young people receive the help and support they need to do their best at school

	Establish sufficient Special School Places for children and young people with the most complex needs	Review the use of the Woolston Learning Village site in line with DfE guidance with a view to developing credible plans which enable the best use of the site	Felicity Wisken Warrington Borough Council	Sep-23	Places at Woolston Learning Village are increased in line with the capacity of the buildings
		Work with special school leaders so that each site is able to accommodate pupils requiring specialist school places	Kellie Williams Warrington Borough Council	Apr-24	
	Work with local general further education providers so that more young people have access to SEND provision in Warrington	Review the quality and availability of SEND provision post 16 and post 19 years	Liz Shepphard Warrington Borough Council	Dec-23	Increase the number of young people attending FE provision in Warrington
		Work with local college leaders to increase the number of High Needs Places	Kellie Williams Warrington Borough Council	Jul-24	
	Mobilise the new ASD Free School in collaboration with the Department for Education and other key stakeholders	Re-consider the possibility of opening a temporary site and mobilise new arrangement if feasible	Kate Guise Warrington Borough Council	Sep-23	Establish 56 school places for children and young people with a primary need of ASD in their EHC Plan
		Work with the Department for Education to identify a feasible permanent site for the ASD Free School	Kate Guise Warrington Borough Council	July-23	
		Submit to planning application to develop the site	Department for Education	Jan-24	
		Build the new school in line with the client's requirements	Department for Education	Jun-24	
		Open of new building	Sovereign Trust	May-25	
	Mobilise the new sixth form and post 19 provision for young people with the most complex needs	Seek approval to acquire the identified site	Paula Worthington Warrington Borough Council	Jun-23	Increase capacity in the sixth form college from 40 to 60 places and post for 10 to 20 learners
		Submit to planning application to develop the site	Elwyn Thomas Warrington Borough Council	Jan-24	
		Refurbish the site in line with the needs of the client	Elwyn Thomas Warrington Borough Council	May-25	
		Develop a service specification for the delivery of the post 19 local offer and put out to tender	Rick Howell / Kellie Williams Warrington Borough Council	Apr-24	
		Identify a suitable provider to deliver the post 19 offer	Warrington Borough Council	Jul-24	
Mobilise the move of the sixth form college onto a new site		Neil Bothwell Woolston Sixth Form	Sep-25		
Open the new post 19 provision		Warrington Borough Council	Sep-25		

Priority 4: Improve access to health services

Strategic Sponsor: Associate Director of Quality and Safety Improvement – Denise Roberts

Lead Officer: Commissioning Lead – Maternity, Children & Families – Steve Tatham

Parent rep: Chair of Warrington Parents and Carers Forum – Jean Fitzpatrick

Outcome: Children and young people benefit from timely access to health services so that their needs are met					
Areas for improvement	Key objectives	Planned development activity	Responsible	Timescale	What success looks like
Health commissioners and providers should ensure that children and young people receive health services in line with area plans and that service specifications better meet children's and young people's (C&YP) needs in Warrington	Reduce wait times for speech and language therapy (SLT)	Establish recovery plan provided to ICB with monthly oversight at the provider contract meeting and Clinical Quality Performance Group meeting	Denise Roberts NHS Cheshire and Merseyside ICB	Mar-23	Timely access to high quality assessment and evidenced based interventions. Wait times should be in line with National standards (under 18 weeks to first appointment). Time to diagnoses should be in line with or better than National average. Assessments to support EHC Plans should be completed with statutory timescales Baseline: 1294 children and young people on waiting list 39 (33%) of those are waiting over 18 weeks for SLT (April 2023)
		Put in place improvement trajectories to be agreed with ICB	Steve Tatham NHS Cheshire and Merseyside ICB	Mar-23	
		Provider arranging a process mapping event with Speech and Language Therapy Team and ICB Commissioner to look at current and future service deliver	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	May-23	
		Provider recruitment to new SLT neurodevelopment pathway posts – posts currently advertised on NHS jobs however start dates not anticipated until August / September 2023	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	Sep-23	
		Speech and language therapy service to pause attendance at non-essential meetings and training for 4-month period (until Neurodevelopment Pathway specialist speech and language therapists take up post)	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	Apr-23	
		Provider to continue to seek additional temporary therapists and advanced nurse role via agency / fixed term contracts	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	Apr-23	
		Provider to review SLT business continuity plans / prioritisation framework	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	Apr-23	
		Provider to undertake SLT demand and capacity review excluding referrals for social communication assessments.	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	May-23	

Outcome: Children and young people benefit from timely access to health services so that their needs are met					
Areas for improvement	Key objectives	Planned development activity	Responsible	Timescale	What success looks like
		SLT service are piloting a new approach to delivery of social communication assessments which will potentially streamline the process creating additional capacity.	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	May-23	
		Provider to recruit new SLT staff for the neurodevelopment pathway then implement new assessment pathways.	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	Oct-23	
		Provider to focus on staff health and wellbeing to support staff to manage day to day pressures.	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	Apr-23	
	Reduce wait times in the neurodevelopment pathway (NDP).	Recovery plan provided to ICB with monthly oversight at the provider Contract meeting and Clinical Quality Performance Group meeting.	Denise Roberts NHS Cheshire and Merseyside ICB	Mar-23	<p>Effective single point of referral and triage to ensure appropriate signposting and support for families and professionals</p> <p>Timely access to high quality assessment and evidenced based interventions. Wait times should be in line with National standards (under 18 weeks to first appointment).</p> <p>Time to diagnoses should be in line with or better than National average.</p> <p>Assessments to support EHC Plans should be completed with statutory timescales.</p> <p>Commissioner and provider have access to readily available data and intelligence regarding those children and young people on the Neuro-developmental pathway.</p> <p>Baseline: 753 children and young people on waiting list</p>
		Provider to undertake demand and capacity review of neurodevelopmental pathway post implementation of new assessment pathways.	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	Jun-23	
		Provider to explore opportunities to purchase additional neurodevelopment assessments from a local independent provider as other providers in Cheshire and Merseyside have done such as Alder Hey.	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	Jun-23	
		Discussion with Warrington ICB team to discuss funding of additional locum paediatrician capacity required until May 2024.	Steve Tatham NHS Cheshire and Merseyside ICB	May-23	
		Provider to implement actions from Neurodevelopmental pathway staff engagement session held on 31.3.23 to further explore opportunities to address waiting lists / create additional clinical capacity.	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	Mar-23	
		Improvement trajectories to be agreed with ICB.	Steve Tatham NHS Cheshire and Merseyside ICB	May-23	
		Provider to work with ICB to embed shared care prescribing for Attention Deficit Hyperactivity Disorder (ADHD) medications to reduce pressures in the Community Paediatric Medical service.	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	Aug-23	

Outcome: Children and young people benefit from timely access to health services so that their needs are met					
Areas for improvement	Key objectives	Planned development activity	Responsible	Timescale	What success looks like
		Provider has developed 3 ASD pathways across the age range in line with NICE SG128 guidance which have been agreed.	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	Aug-23	with 392 (52% waiting over 18 weeks for Paediatric Community Medical Service (April 2023) Target: Less than 50 on waiting list and all seen within 18 weeks (April 24)
		Provider to co-produce business case with ICB in respect meeting existing future capacity and demand issues.	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	Jun-23	
		Weekly provider internal performance meetings in place including technical validation, clinical validation and quality assurance.	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	Mar-23	
		Provider to review and redesign of caseload management processes in SystemOne.	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	Jul-23	
		Provider to focus on staff health and wellbeing to support staff to manage day to day pressures.	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	Apr-23	
		Provider to create Neurodevelopmental waiting list pathway dashboard with commissioners.	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	Aug-23	
		Provider to review the process and criteria for expediting referrals.	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	Jun-23	
		Provider to recruit to data quality post to ensure that activities such as staff training, waiting list data cleansing and validation, RTT and unrecorded outcome monitoring and general S1 housekeeping.	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	Jul-23	
		Development of “drop in” opportunities for professionals ensuring information, education, advice, and support available pre-referral.	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	Jun-23	
		Review of Early Help front door triage function and referral form to ensure that referrals are triaged appropriately.	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	Jun-23	

Outcome: Children and young people benefit from timely access to health services so that their needs are met					
Areas for improvement	Key objectives	Planned development activity	Responsible	Timescale	What success looks like
	Reduce wait time for Child and Adolescent Mental Health Services (CAMHS).	Schools Mental Health Link Worker Team (live Dec 22).	Steve Tatham NHS Cheshire and Merseyside ICB	Mar-23	<p>Access and Waiting Times in line with or better than National requirements i.e. under 18 weeks to second appointment).</p> <p>Thrive model in place ensures graduated response to mental health needs and access to support across a range of settings and ability to self-refer into services</p> <p>Baseline: 78% of Referrals seen same day (2023-23) Average wait to second appointment for Core CAMHS was 48 days (2022-23) National Access Target for 2022-23 was 3001 contacts actual was 3498 (116%)</p> <p>Target: 80% Referrals to Core CAMHS seen same day (2023-24) Average wait time to second appointment for Core CAMHS 45 days (2023-24) National Access Target remains at 35% of 1/10 total of C&YP population (stretch target of 3600 contacts for 2023-24)</p>
		Youth Zone Drop In (7 days a week) live March 23.	Steve Tatham NHS Cheshire and Merseyside ICB	Mar-23	
		Increased capacity in Core CAMHS.	Steve Tatham NHS Cheshire and Merseyside ICB	Apr-23	
		Access & Waiting Times Target for CAMHS.	Steve Tatham NHS Cheshire and Merseyside ICB	Apr-23	
Leaders have not updated some service specifications to reflect that therapy services continue for young people until they reach the age of 18.	Review and refresh service specifications to ensure parity in respect to age range of coverage, working up to 19 years with view to how we can move to 25 years over time.	Review and update the Speech & Language Therapy Specification.	Steve Tatham NHS Cheshire and Merseyside ICB	May-23	All community services for Children and Young People run up to last day of 19 th Year and have in place early and effective transitional care
		Review and update the Occupational Therapy Specification.	Steve Tatham NHS Cheshire and Merseyside ICB	May-23	

Outcome: Children and young people benefit from timely access to health services so that their needs are met					
Areas for improvement	Key objectives	Planned development activity	Responsible	Timescale	What success looks like
		Review and update the Physiotherapy Specification.	Steve Tatham NHS Cheshire and Merseyside ICB	Jun-23	arrangements with adult services where appropriate.
		Review and update the Community Paediatrics Specification.	Steve Tatham NHS Cheshire and Merseyside ICB	Jun-23	
		Review and update the Continence Specification.	Steve Tatham NHS Cheshire and Merseyside ICB	Jul-23	
		Review and update the Audiology Specification.	Steve Tatham NHS Cheshire and Merseyside ICB	Jul-23	
		Review and update the Neuro-developmental Service Specification.	Steve Tatham NHS Cheshire and Merseyside ICB	Jun-23	
A significant number of parents and carers who are waiting for their child to be assessed on the neuro- developmental pathway reported that they are not updated often enough on wait times.	Improve communication during the process.	Review the provider Patient Access Policy internally but informed by the work being done at a Cheshire and Merseyside Integrated Care System (ICS) level.	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	Sep-23	All children, young people and families/carers are regularly updated on the wait times whilst on the Neuro-developmental pathway (minimum monthly updates).
		Provider to review of communication with children and young people, their parents / carers, from the pre-referral to post diagnosis period. Additional capacity has been sourced in the form of a communication specialist and work will begin on 4.4.23.	Alison Anton Bridgewater Community Healthcare NHS Foundation Trust	Apr-23	
Leaders do not promote personal health budgets well enough.	Increase parents and carers understanding of how to access a personal health budgets.	Ensure communications around the current offer are clear to all families and professionals.	Sam Olubodun NHS Cheshire and Merseyside ICB	Apr-23	Parents and carers understand how to access a personal health budget.
		Pilot for Dynamic Support Keyworkers to identify children and young people at significant risk of Tier 4 inpatient admission who would benefit from a PHB.	Sam Olubodun NHS Cheshire and Merseyside ICB	May-23	