



WSOA (N)

Draft Note of Standard WSoA Review Meeting

Local Area:	Torbay
Date:	15 th September 2022
Venue:	Virtual Meeting (Recorded)

Present:

Emma Brown	DfE (Chair)
Heather Campbell	DfE Regional Lead for SEND Improvement
Keith Thompson	SEND South West Professional Adviser (DfE)
Mark Tucker	SEND Adviser (NHSE) for the South West
Kelly Knott	DfE Head of the Vulnerable Children Unit (SW)
Anne-Marie Bond	Chief Executive, Torbay
Nancy Meehan,	Director of Children's Services
Darryn Allcorn,	Chief Nursing Officer, for the ICB, Torbay and South Devon NHS Foundation Trust
Lincoln Sergeant	Director, Public Health
Becky Thompson	Divisional Director for Safeguarding
Rachael Williams	Divisional Director for Education, Learning and Skills
Hannah Baker	Project Manager, WSOA
Graham Pirt	Consultant Project Lead, WSOA
Stuart Heron	Mayfield School
Matt Gifford	Business and Performance Manager for CS, Torbay
Hannah Pugliese	Head of Women & Children's Commissioning
Karen Roofe	Representative SEND Family Voice Torbay
Sam Hadjiantoni	PA to DCS
Hannah Spencer	Senior SEND Officer, Torbay
Kelly Givens	SENDIAS
Kate Spencer	Head of Policy and Performance, Torbay

Update on any Actions jointly agreed at the end of the last meeting

Action and progress	Who	Complete
This was the first of a series of formal monitoring meetings. Reference should be made to the slide-pack provided by the Torbay local area.	N/A	N/A

General update on progress or areas of significant impact

Following introductory comments an overview focused on the need for a broad cultural change and commitment to **co-production** with parent/carers, young people and key stakeholders.

The **governance structure** and functions were clarified. The SEND Board (SB) will be co-Chaired, reflecting the broader SEND Partnership and inter-



dependencies across the statutory agencies. Clarity, regarding accountable officers and leads for each workstream, was sought by HC.

Communication Strategy outlined – with specific examples provided of changes to the current routes, methods etc.

Follow-up:

- The strength of engagement with parents/carers and young people.
- How well is the SB ensuring ‘communications’ are parent/carer focused, across the SEND system in Torbay?
- Outcome(s) of the Governance review and any subsequent changes.
- Clarifying timescales for the completion of actions and progression targets against KPIs within the WSoA.

In terms of **progress implementing the WSoA**, 65/92 (71%) of actions were due to have started from April 2022. Of these 89% are on track.

Cultural change initiatives to be embedded in the workforce transformation programme were outlined alongside the relationship with the Safety Valve(SV) work undertaken by the LA.

PCF – newly formed forum. Feeling very much full partners in the change process, with examples of co-production mentioned. Importance of effective communication of changes and feedback regarding impact highlighted.

Follow-up:

- The progress in implementing actions that should have begun in April 2022.
- Emerging evidence of a broader cultural shift regarding SEND .
- Aligning WSoA with DSG Management Plan (SV) – what are the challenges?
- Developing a ‘parent/carer community’ – progress over the past 3-4 months and PCF summary of impact of WSoA changes.

Support received in this reporting period

WSoA area of work	N/A	
Support/Activity		Provider
Impact/Outcomes from the activity		
WSoA Actions/timescale check		
Are there any actions behind schedule?	Yes - The actions behind schedule (see slide 6) and mitigations were elaborated.	
Action	Reason	Mitigation/remedial action



Progress on the WSoA Strands

Area 1	The lack of a suitably ambitious SEND strategy based on robust self-evaluation, and open co-production, and with the buy-in of all services across education, health and care and that includes measurable criteria for success.
<p>See Slide 9 for the SB's summary</p> <p>Coproduced SEND Strategy – verbal overview was provided of the strategy's 5 priorities. The plan is to be completed by the end of November. Quality Assurance arrangements were also described by RW.</p> <p><i>Follow-up:</i></p> <ul style="list-style-type: none"> • Success Criteria agreed for the new coproduced SEND Strategy. • What 'quick wins' have/will be achieved in the near future? • What evidence does the SB have that the new SEND strategy is understood by the SEND workforce and being reflected in changes to their day-to-day practice? 	
Area 2	The deep cultural issues leading to weak co-production and the inability of children and young people with SEND and their parents and carers to be equal partners in strategic and local decision-making.
<p>See Slide 10 for the SB's summary.</p> <p>Cultural change (link with Communication) – new cultural infrastructure described and the centrality of CYP with SEND and families. Six value-led priorities identified and translated into commitments for families and children that will now underpin workforce development.</p> <p><i>Follow-up:</i></p> <ul style="list-style-type: none"> • SB's evidence of a cultural change across the wider SEND system in Torbay. • PCF perspective of the changes in terms of the lived experience of CYP and families and the changing nature of their engagement with service providers. • Local Offer – progress in improving communication routes to provide the information needed by CYP, their families and professionals. 	
Area 3	The lack of joint working between services, which prevents area leaders working collaboratively to secure more consistent outcomes for children and young people with SEND and their families.
<p>See Slide 11 for SB's summary</p> <p>Coproduction Charter – recognition of the expertise of parents. Part of a general cultural shift and the basis of how the local area wishes to move forward.</p> <p>Participation Survey – provided qualitative information providing insights to the experiences of parents/carers.</p> <p>'Tell it Once' approach – to counter negative impact of repeat story telling for CYP and parents/carers.</p> <p>Communication Strategy – third party review clarified, part of the development process. No further review anticipated</p> <p><i>Follow up:</i></p> <ul style="list-style-type: none"> • Sign-off of Coproduction Charter – dissemination arrangements • Reach–voice of 'hard to reach' parents/carers – what are they saying? • Tell it once pilot – progress and when will outcomes be communicated • Arrangements for gathering feedback of impact as the WSoA is implemented 	



Area 4	The variability in the implementation of the graduated response, leading to slow identification, high levels of exclusion, some poor inclusive practices, and inequitable access and experience of the system across education, health and care.
<p>See Slide 12 for SB's summary</p> <p>Graduated Response – Clarifying offer as well as supporting documentation. Survey findings suggested need for a wider understanding across all levels of the partnership. Good practice models reviewed. SB satisfied that changes are moving at pace.</p> <p>Neuro-diversity game changer – revision to pathway to avoid waiting for assessment/diagnosis being a 'blocker to support'.</p> <p>SWIFT – used to support workforce development strategy</p> <p><i>Follow-up:</i></p> <ul style="list-style-type: none"> • GR - Progress of task and finish groups and timescales for completion. • Impact of neuro-diversity pathway changes in the last three-four months. • SWIFT – number involved and measurable impact. • Impact of GR activity being reflected in demand for EHCNAs (indicator). 	
Area 5	The poor range of opportunities and choice for children and young people with SEND when they reach 16 or transition to adulthood.
<p>See Slide 13 for SB's summary – brief discussion only</p> <p>Protocols – request from YP for accessible protocols. One page guide developed. Transitions in Health need to be noted.</p> <p>Ceasing EHCPs – system for analysing ceased plans has been developed.</p> <p><i>Follow-up:</i></p> <ul style="list-style-type: none"> • Suggest starting with this ASW at the next monitoring meeting 	
Area 6	The wide variances in the quality of EHC plans caused by weaknesses in joint working, fair access and the timeliness of assessments.
<p>See Slide 14 for SB's summary – brief discussion only</p> <p>Quality Assurance of EHCPs – multi-agency working group and PCF representation. Comprehensive model described alongside reporting arrangements to the SB.</p> <p><i>Follow-up:</i></p> <ul style="list-style-type: none"> • Quality Control vs Quality Assurance – how many EHCPs are 'right first time'? • Link to workforce development, capacity and performance management arrangements. 	
Area 7	Poor joint commissioning arrangements that limit leaders' ability to meet area needs, improve outcomes and achieve cost-efficiencies.
<p>See Slide 8 for the SB's summary.</p> <p>JSNA review work has not highlighted many surprises but diagnostically pointing to where most impact can be made through target work/resources (examples suggested).</p> <p>Joint Commissioning priorities - again no surprises but work has encouraged greater precision and a multi-agency approach.</p> <p><i>Follow-up:</i></p> <ul style="list-style-type: none"> • Outcome of the JSNA review – and any proposed improvements to the WSoA. 	



- Work to overcome challenges to obtaining essential data going forward.
- Progress in taking forward jointly commissioned activity that has impacted the lived experience of CYP with SEND and their families.

Area 8 | The lack of impact and of resilience to sustain improvement of recent initiatives due to low capacity in area teams.

No slide provided – brief discussion only
 Future **SLIP** work – a scoping meeting is to be arranged.
 The local **PCF (Family Voice)** has received additional funding.

Follow-up:

- Discuss actions to address the capacity within the statutory agencies and educational institutions to make necessary changes at pace.

Agreed actions/support following this meeting

Action	Who	When
Professional advisers to be invited to the SEND Board	KT/MT	tbc

Date and venue of next meeting

January 2023 - date, time and venue tbc

Conclusion and summary information

- The local area has made a very positive start in implementing the WSoA. Better governance arrangements have been established and beginning to work effectively.
- Key stakeholders are fully engaged with changing the SEND system and culture in Torbay.
- The newly formed PCF is a full strategic partner in making the necessary changes, with evidence of coproduction becoming central to service improvements.
- As a whole, the local partnership is aware of the pace of change required to fully implement the WSoA and address the areas of significant weakness identified by Ofsted/CQC.
- To assist formal monitoring of the WSoA, amber and red RAG rated actions should be discussed at the end of each ASW section during future presentations.