

# SEND INSPECTION FEEDBACK & RESPONSE

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Birmingham SEND Improvement Programme

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**Birmingham**  
City Council



BIRMINGHAM  
CHILDREN'S TRUST

Birmingham City Council  
Birmingham Children's Trust  
NHS Birmingham and Solihull Clinical Commissioning Group  
NHS Providers

# Joint Ofsted and CQC Inspection

- Aim of the inspection was to review the effectiveness of the area in implementing the **special educational needs and disability (SEND)** reforms as set out in the **Children and Families Act 2014**.
- The report findings highlighted several areas of strong and positive practice; however, a number of **significant improvements** urgently need to be made.
- This work is being **prioritised** by all organisations involved, to ensure a clear focus on **improving standards** and **addressing the concerns** that have been identified.
- **Written Statement of Action** required by 7<sup>th</sup> December 2018.

# Themes of Inspections Findings: Our Reflections

**Collaborative  
Strategy and  
delivery**

**Partnership  
and  
Interagency  
working**

**Co-  
production  
and  
engagement**

**Lack of joint  
commissioning**

**Accessibility  
and  
effectiveness  
of Local offer**

**Quality of  
EHCP Plans  
and process**

**Therapy  
waiting  
times**

**Individual  
outcomes**

**Lack of  
awareness of  
2014 reforms**

**SENAR  
capacity and  
culture**

**Communication**

**Parent, Carer,  
Children and  
Young Peoples  
Experience**

**System Quality Assurance**

# Birmingham SEND Inspection Response

A joined up response with collective accountability

Strategic Leads:

- Birmingham and Solihull CCG – Rachel O'Connor (SRO)
- Birmingham City Council – Anne Ainsworth (DCS)
- Birmingham Children's Trust – Jeanette Young
- Birmingham Community Healthcare Trust – Claire Paintain

# Principles of our Reflections and Approach Going Forward

- Centred around children, families and journey of the child
- Empowerment, independence and early intervention
- Collaborative Leadership
- Collective responsibility
- Collaborative strategic approach and implementation
- Co-production and engagement
- Honesty, openness and transparency
- Based on best practice
- Transformational and fit for the future
- Outcome focussed and
- Robust governance, accountability and quality assurance

# Our Collective Commitment

Partners in Birmingham recognise that there needs to be **fundamental change** and **improvement** in how we **work together** and **provide care and services** to children and young people with special educational needs and disabilities (SEND) and their families.

We recognise that Birmingham's implementation of the SEND reforms has collectively not been good enough. We need to make **significant improvements** to how we **strategically plan and deliver services** in order to improve outcomes for children and young people.

We need to ensure we have a **common set of values** and **behaviours** and that we demonstrate these as leaders, colleagues, and at the front line.

We need to **improve how we work with children, families and carers** and with other organisations.

We have to **improve our effectiveness** in **identifying** children and young people's special educational needs and disabilities, in **assessing and meeting these needs** and we need to improve our **effectiveness in improving outcomes** for children and young people with SEND.

# Initial actions

- Establishment of SRO and Programme Office
- New leadership team
- Briefing and awareness of inspection findings to internal boards/cabinet, partners, key stakeholders
- Establishment of SEND Improvement Team and weekly Improvement Board
- Establishment of SEND Operational Group
- Tri-partite Meetings BCC/CT/CCG
- Stage 1 integrated improvement team established
- Establishment of Childrens Partnership Executive
- Redesign of SEND governance centred around workstream themes
- Partnership review and agreement of immediate priorities for the phase 1

# Initial actions

- Partnership review and agreement of immediate priorities for the phase 1
  - Establishment and relaunch of parent carer forum
  - Commissioning of independent partner to review and make recommendations with above re future engagement methods and models
  - Survey with parents, carers, children, young people reflections on current service offer and areas for improvement, their priorities to inform WSoA
  - SEND JSNA
  - Joint Commissioning - mandate to develop proposal
  - Baseline review of commissioning and service offer
  - Approval of increased DCO and DMO
  - Approval of increased LAC nursing WTE to reduce case loads
  - Approval of waiting list initiative for CDC, for all children due to start school
  - Journey of Child workshop
  - Childrens Improvement Forum
  - Multiagency review of complex children across the City – workshop
  - Childrens Improvement Summit in November

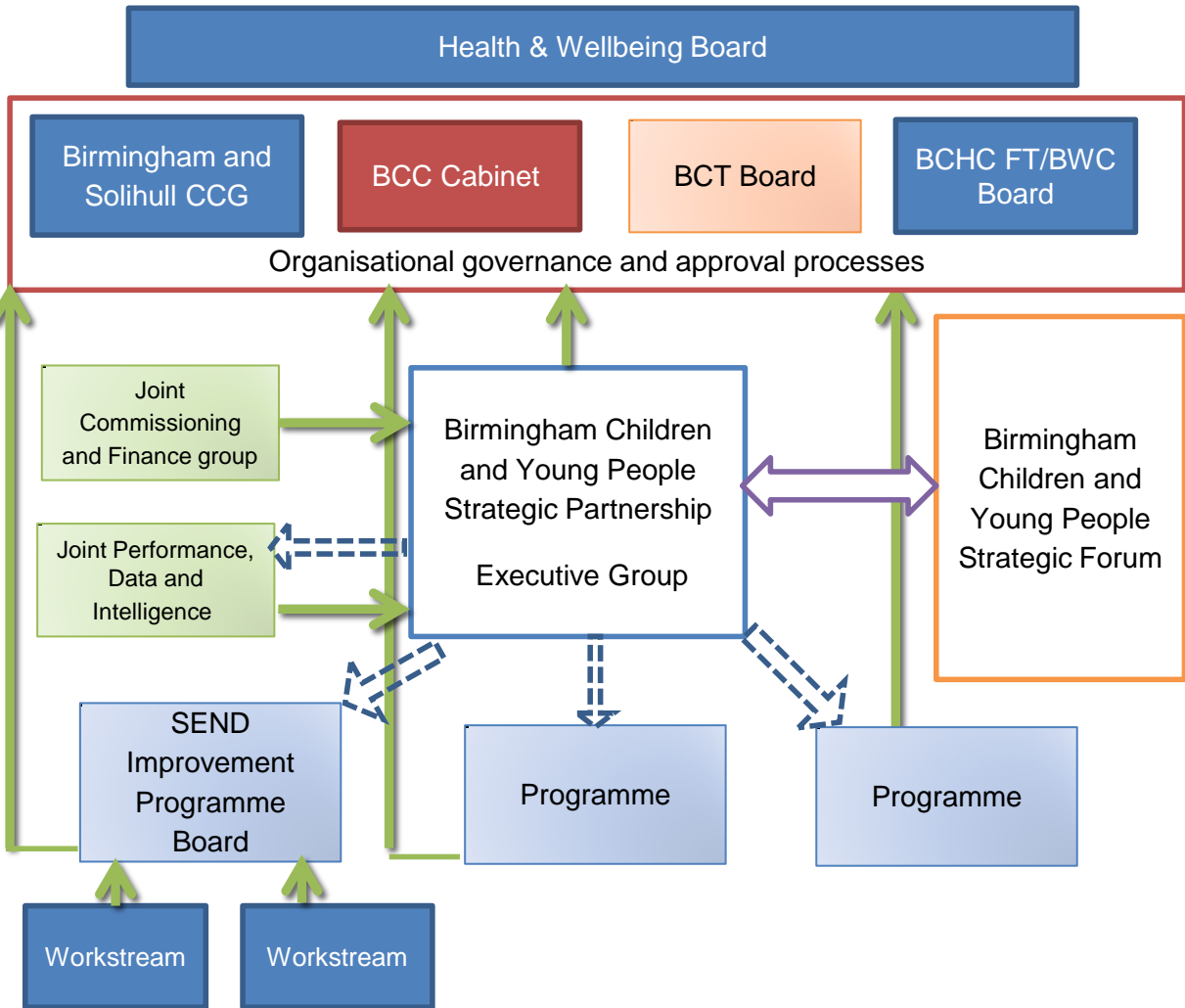


# Initial actions

- Review of evidence base re EHCPs and School Placements – to inform required redesign
- Walk the journey
- Best practice visits
- Business case being developed for the new Local Offer – to be developed in co-production with parents.
- Exploring options to create new educational places in the city – through the expansion of existing provision and the creation of new
- Prioritising though children who currently do not have a suitable school place into any new/expanded provision
- Review of the sufficiency of education in the city – to be completed working with our Special schools; and those schools with resource bases
- Training package for assessment report writing for all agencies will be completed by November and delivered by December
- Training package for gathering the voice of the Child should be ready in November and EHCP report writing training.
- Review of staffing, locations, capacity and skill sets

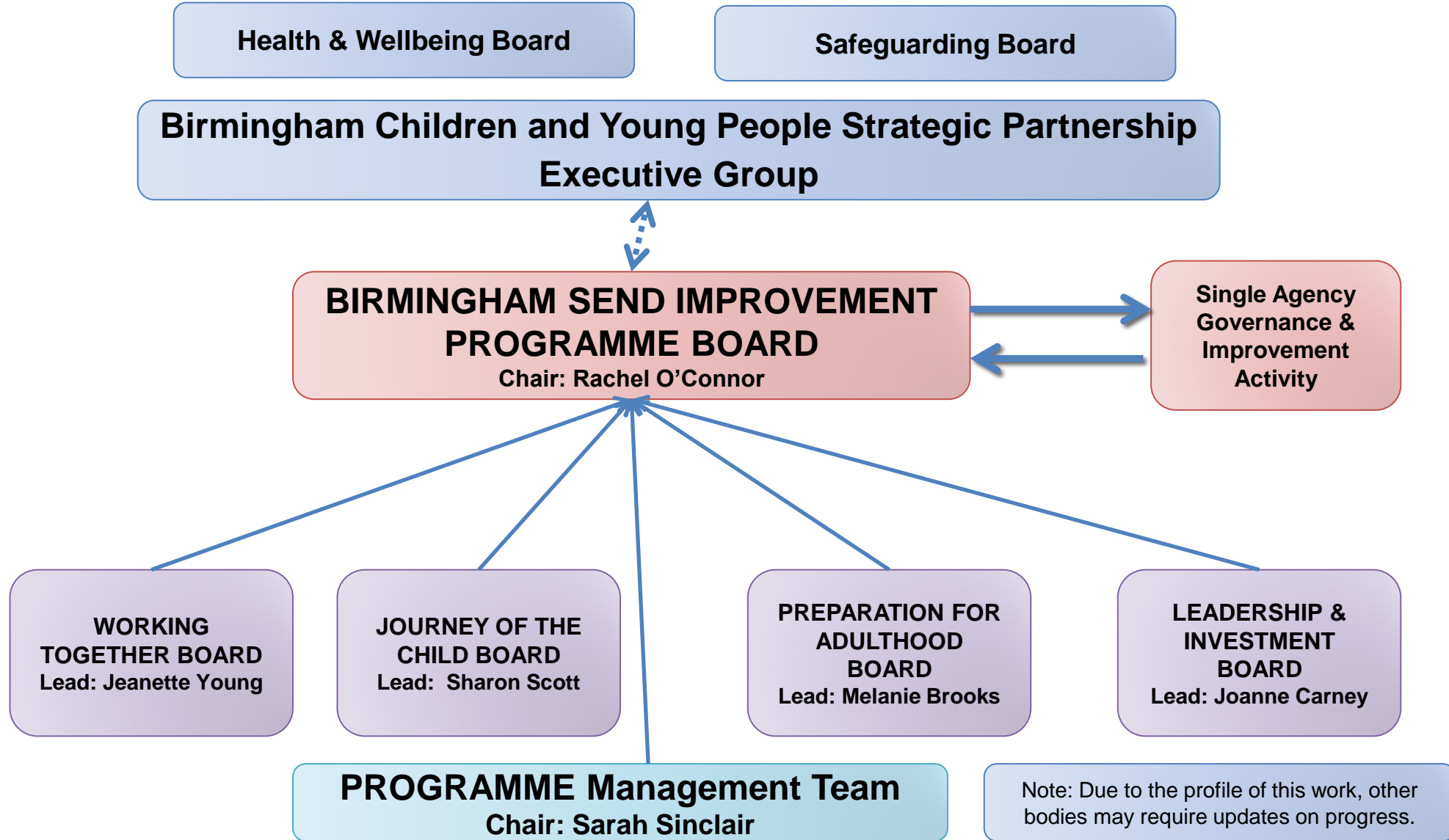
# Birmingham Children's and Young People Strategic Partnership

## Governance Arrangements



key	
	Dialogue between two groups and sharing of information
	Formal reporting and approval route
	Allocation of activity including launch of programmes of work
<b>BCYPS Executive Group</b>	A small group drawn from CYP leads in identified key organisations (Suggest DCS, CCG, BCT CEO, BCHC and Police). Meeting 4-6 weeks This group will address work of cross agency importance and identify resources to progress activity including launching individual programmes ,
<b>BCYPS Forum</b>	A wider forum representing all areas working in Education, Safety, Care and Health. Membership would be defined at senior officer level (inc Executive group)
<b>Joint Commissioning and Finance group</b>	This will drive joint commissioning activity reporting back to the Executive group
<b>Joint Performance, Data and Intelligence</b>	This will pool intelligence and information to aid in identification of key areas of concern and update on performance. This will report back to the Executive group and the Forum. These will set up and manage work streams as required
<b>Individual Programmes</b>	These will be set up by the Executive. Programme boards will be decision making groups but where needed members will gain approval through their own organisational governance routes. There will be three monthly updates to Executive for noting

# SEND Improvement Programme Governance



Note: Due to the profile of this work, other bodies may require updates on progress.

# What is different already?

- All partners are around the table – we do together, we want to build an excellent service with our children and young people
- We have developed a sound understanding of the difficulties collectively across Education, Health, Social Care perspective
- Joint sign up and collective accountability & commitment – in it for the long haul
- Working together collaboratively, transparently and with mutual honesty
- An understanding of the difficult road ahead but also a great deal of common ground
- Working together to ensure outcome of inspection is taken seriously
- Positive working with Parent Carer Forum and wider partners
- Commitment to forming a jointly-resourced and integrated Children's Partnership Improvement Team
- Establishing a jointly-resourced Childrens improvement team, colocated work as an integrated turnaround team under way.

# WRITTEN STATEMENT OF ACTION

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Early thinking



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# Draft WSoA

The statement of action will be **co-produced** between **partners** and **Birmingham Parent Carer Forum**, and will be subject to wider **engagement with schools, GP practices, wider partners and providers.**

- Meeting with DfE and NHS England - Best practice, peer support on WSoA and transformation
- Initial Feedback positive; further deep dive next week
- Parent/carers feedback will underpin the final WSA

# Approach

- Strategic Direction and ambition
- Principles of what good looks like
- Child-centred, not process driven, practice
- Learning from other areas and areas of good practice in the system
- Focus on inspection findings but also other areas we have identified for transformation and sustainability – system leadership
- Immediate, medium term and longer term
- Co-production timeline
- Roles and Responsibilities
- Focus on Outcomes
- Focus on quality assurance
- Golden thread of coproduction, communication, OD, Culture, transition

# SEND WSA Birmingham Timeline

## Inspection and Outcome

- 25-29<sup>th</sup> June 18 Local Area SEND Inspection
- 3<sup>rd</sup> Sept - letter received
- 10<sup>th</sup> Sept – Letter published

## Birmingham Initial Response

- Statement developed for release by partners
- 10<sup>th</sup> Sept 9am Partners release joint statement on websites in response to letter

## Develop WSOA

- Engage parents and carers
  - 13<sup>th</sup> Sept Parent Carer Forum
  - Parent consultation
- From late Sep - Share early draft with Partners
  - 20<sup>th</sup> Sept Children's Trust Exec
- Early draft developed for DfE visit by 7<sup>th</sup> October
- 10<sup>th</sup> October DfE initial visit
- Guidance and feedback to shape next iterations
- Co-productions and engagement through workstreams.
- Engagement with parent, carer forum 5<sup>th</sup> Nov
- Final development by end of Nov

## Approve WSOA

- 2/10 update paper to Bsol CCG Governing Body
- 2/12 Final WSOA to Bsol Governing Body
- Nov TBC Final WSOA to Corporate Management Team, Cabinet Member
- 12/12 or 16/01TBC – CSC Overview & Scrutiny

## Publication of WSOA

- AT LATEST
- 7/12 Send WSOA and appendices to Ofsted
- Publish on website