

# **Lancashire SEND Partnership**

**Strategy: 2019 – 2021**

**(DRAFT)**



# Content

SEND Partnership	.....3
SEND Strategy	..... 4
Just Count to Five	..... 5
SEND Vision	..... 6
Communication Model	..... 7
Shared Values	..... 8
Strategic Priorities	..... 9
Partnership Principles	..... 14
Delivering Change	..... 15
Measuring Our Progress	..... 16
Other Useful Information	..... 17

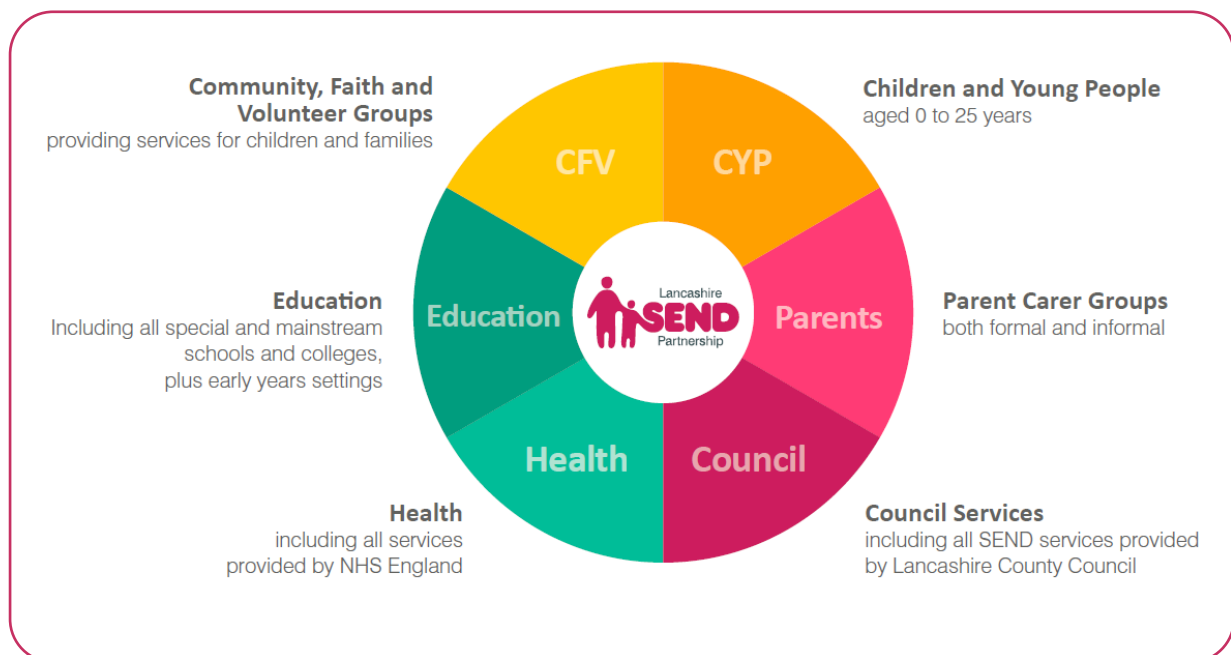
# The Lancashire SEND Partnership

The Lancashire SEND Partnership brings together all the agencies in Lancashire which provide special educational needs and disabilities support for children and young people from birth to twenty-five.

The purpose of the Partnership is to ensure agencies work with each other, and with parents and carers, to provide information, advice and support so that together we achieve the best outcomes for children and young people.

We use the SEND Partnership symbol, often known as a logo, when we meet together, work together, produce documents and materials together. The SEND Partnership symbol does not replace the identity used on the communication and materials of individual organisations.

We can describe the SEND Partnership as the agreement of organisations and people to work together:



# A Strategy for SEND in Lancashire

A strategy is a plan of action to help achieve a vision.

The strategy covers the support and services for children and young people with Special Educational Needs and Disabilities, often known as **SEND**, and sets out the improvements we want to make as a partnership over the next two years. It also suggests some things we need to consider about the way we deliver and fund services.

It is important that we have a strategy so that we can:

- Share our ambition for the future;
- Be clear about our priorities and the things we want to do;
- Make sure we are improving our support and services, to ensure children, young people and families are at the heart of what we do.

# Just Count to Five

**One** vision for the future

**Two**-way communication model

**Three** shared values

**Four** strategic priorities for action

**Five** principles for the way we work



Feedback from children and young people, parents, carers and partners has informed the development of this strategy

# One Vision for SEND in Lancashire

The Lancashire SEND Partnership has a vision for the future.

Although there is a great deal of work to be done and we know we are not there yet, we have high aspirations and share a commitment to achieve change. It is our vision to be able to describe our services and our partnership in this way:

- We are passionate about planning for and meeting the needs of children and young people with special educational needs and disabilities;
- We work together, as equal partners, who understand and listen to each other;
- Our highly regarded services are child centred, accessible and responsive;
- Our children and young people are supported to achieve their potential and ambitions, as valued members of the community.

# Two-way Communication Model

We know that improving communication between us all is a priority.

We will put in place a Lancashire SEND Partnership model so that we can communicate more easily and effectively.

This model aims to improve access to senior practitioners, for children and young people, parents and carers within the local area through three **SEND Local Area Partnerships**.

The **SEND Local Area Partnerships** will also help to identify and resolve any local issues and share information about available support and services. Where services are not available or not working well, this will be shared with the SEND Partnership Board to help inform service development and improvement.



# Three Shared Values

We share these values as the basis of our work together to support children and young people.

**Inclusion:** Belonging and involvement

**Integrity:** Honesty, trust and fairness

**Respect:** Value, regard and reliability

When we use these words, we mean that they will guide the way we behave towards each other, so that we create a culture of understanding as the foundation for excellence.



# Four Strategic Priorities

We are committed to achieving our vision for children, young people with SEND and their families.

Over the next two years we will focus our joint action in four priority areas. We will be tenacious and courageous as we change the way we work together to:

- Priority 1:** Plan for and meet the needs of children and young people
- Priority 2:** Become equal partners who understand and listen to each other
- Priority 3:** Develop services that are child centred, accessible and responsive
- Priority 4:** Ensure children and young people achieve their potential and ambitions

The Lancashire SEND Partnership Board will support staff teams to deliver the priorities by:

- Encouraging a culture of mutually respectful working relationships;
- Recruiting and retaining a high performing workforce;
- Developing transformational leaders.

**Priority 1: *Plan for and meet the needs of children and young people***

We want to identify children and young people's needs earlier by increasing our knowledge and understanding and improving access to support. We will work together, using shared processes to plan for and meet the needs of children and young people.



**Young people, parents, carers and partners told us we need:**

- To involve everyone in strategic decision making, including difficult decisions about priorities and funding;
- Better training for all professionals to increase knowledge and understanding;
- Robust policies and procedures, which are consistent;
- Clear routes to access support;
- High quality Education Health and Care Plans;
- A multidisciplinary approach to meet need.

**In taking action we will:**

- Develop a SEND workforce programme, particularly for SENCO's and SENDO's
- Review and share policies and procedures, starting with referral routes and threshold guidance
- Put in place a multi-agency audit process, to improve the quality of Education Health and Care plans
- Be creative in providing easier and earlier access to specialist services
- Share the effective practice that is taking place more widely
- Expect all partners to contribute to the consideration and analysis of children's needs

**Priority 2: *Become equal partners who understand and listen to each other***

We want to be inclusive in the way we work as partners, living by our values and developing trusting relationships. We are committed to co-production in all aspects of our work as partners and with children, young people and their parents/carers. We will improve our information and keep on talking to each other.



**Young people, parents, carers and partners told us we need to:**

- Involve everyone in strategic decision making, including difficult decisions about priorities and funding
- Work together in a joined-up way
- Be open and transparent to re-build trust
- Listen to and value each other's views
- Communicate regularly using simple language
- Inform everyone when there are staff changes
- Have people on the ground to talk to and sign post
- Share information through an accessible 'Local Offer'
- Consider each other's needs when we need to meet

**In taking action will:**

- Include all partners in our improvement and development work
- Put in place SEND Local Area Partnerships to improve communication and share information
- Continue to develop the 'Local Offer' so that it is user friendly and useful
- Share our data to help us all make more informed decisions
- Collate and analyse feedback from children, young people, parents/carers and practitioners to inform improvement
- Consider how we can use our collective resources more creatively

**Priority 3: *Develop services that are child centred, accessible and responsive***

We want to ensure that children, young people, parents and carers are at the heart of what we do by developing a child centred approach. We will develop services that are more accessible and responsive, whilst targeting services at those who need them most. We will treat everyone with respect and involve those who use our services in decision making.



**Parents, young people and partners told us that we need to:**

- Develop services with a ‘family first – child centred’ culture
- Treat everyone fairly, with compassion and understanding
- Involve a broader range of providers in the delivery of services
- Provide services consistently across the county
- Be accountable for the quality of our services

**In taking action we will:**

- Target the support available from specialist services more effectively
- Ensure SENDO's and DCO's are well known and active in the local area
- Implement a partnership model with schools for Alternative Provision
- Consider a coherent model to deliver outreach from special schools
- Re-commission Speech and Language and Occupational Therapy Services
- Develop a commissioning plan which is informed by the JSNA
- Implement the neurodevelopmental diagnostic pathway
- Continue to review service provision so that it is more consistent
- Develop arrangements to improve transition across our provision and services
- Improve our processes so that we reduce the bureaucracy

#### **Priority 4: Ensure children and young people achieve their potential and ambitions**

We want to support children and young people to achieve in learning, work and the community in which they live. We will work together to plan for more effective transitions and to prepare children and young people for adult life. We will support them to make their own choices, so that they can enjoy life as independently as possible.



#### **Parents, young people and partners told us that we need to:**

- Value and respect all young people as individuals
- Plan early for young people's transition into adulthood
- Develop pathways into employment and independent living
- Help young people understand all the options available to them
- Set ambitious, meaningful and up to date targets for children and young people

#### **In taking action we will:**

- Work with POWAR and school councils to involve more children and young people in the development of services
- Ensure children and young people achieve in their education at least as well as in other parts of the country
- Implement the SEND Review process in partnership with schools to support the inclusion of children and young people
- Develop post-16/19 provision which supports increased choice and independence to prepare young people for adulthood
- Consider the role of advocates for children and young people with SEND as they become young adults

# Five Partnership Principles

The **principles which are the foundation** for how we work are set out in the Code of Practice 2015. They make clear that we must take the views, wishes and feelings of children, young people and their parents/carers into account, support them to take part in decision making and together enable children and young people to achieve in education and adulthood.

In practice, the **FIVE principles** from the Code that guide our work are:

- **Choice and control** for children, young people and parents
  - Taking children and young people's views seriously
  - Involving parents and carers in decision making
- **Collaboration** between education, health and social care
  - Building trusting relationships
  - Ensuring coordination of support
- **Quality** provision and services
  - Delivering consistently
  - Communicating clearly
- **Inclusive** practice and removing barriers to learning
  - Behaving fairly and with compassion
  - Assuring children and young people's dignity
- **Preparation** for adulthood
  - Being proactive and ambitious
  - Providing options and choices

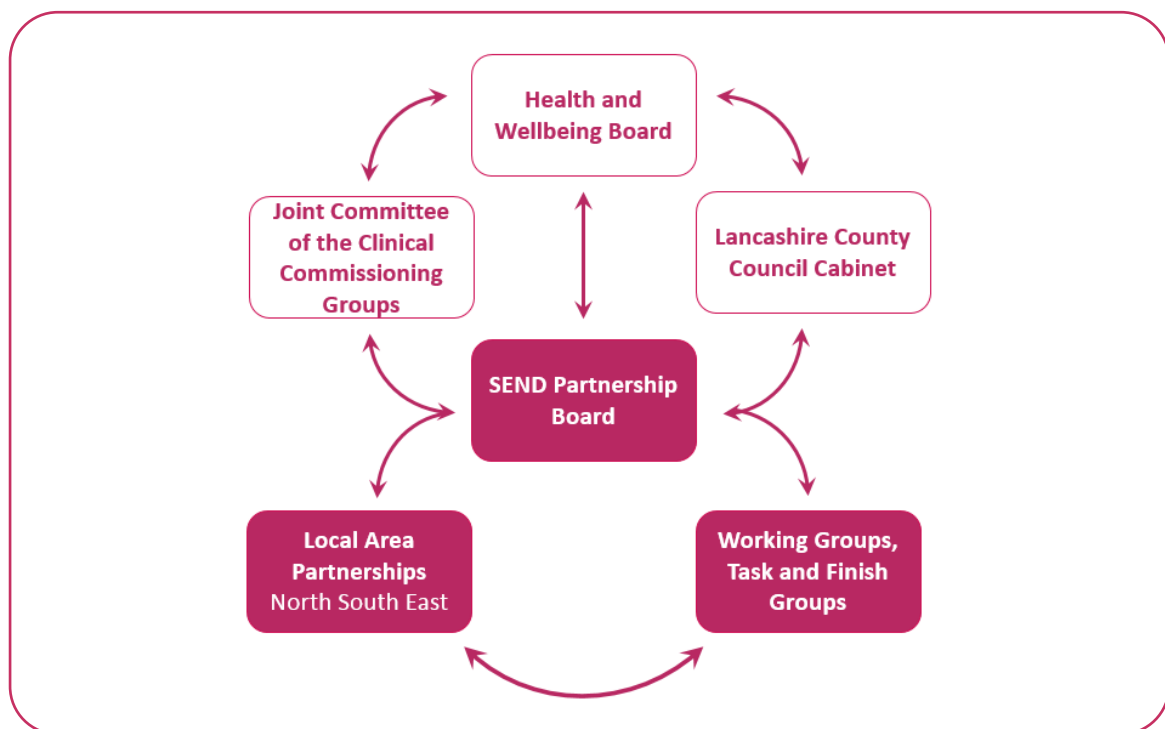
# Delivering Change

The Lancashire SEND Partnership Strategy 2019-2021 will be overseen by the Lancashire SEND Partnership Board and delivered by the partners.

The SEND Partnership Board brings together partners who will work together to deliver our shared vision and priorities. The Board will monitor an Improvement Plan which sets out the detailed action, timelines and leadership responsibilities.

The SEND Partnership Board will establish working groups and task groups, as these are needed, to deliver the change with the involvement of all partners. Board members will act as representative for their sector, sharing their own perspective, whilst engaging and keeping others informed.

The SEND Partnership Board is accountable for the delivery of the strategy and plan to the Lancashire Health and Wellbeing Board, Lancashire County Council Cabinet and the Joint Committee of the Clinical Commissioning Groups.



# Measuring Our Progress

For each of our strategic priorities we have agreed a number of measures to help us to judge if things are changing. We will also use other information, such as the feedback from surveys with parents and carers, to assess the progress we are making. We will share the information about our progress with all our partners and use this to keep on improving.

## **Priority 1: Plan for and meet the needs of children and young people**

- Exclusion from and attendance at school
- Timeliness and quality of EHC Plans

## **Priority 2: Become equal partners who understand and listen to each other**

- Feedback and complaints from parents and carers
- Number of tribunals

## **Priority 3: Develop services that are child centred, accessible and responsive**

- Service waiting lists
- The number of children and young people in out of county provision

## **Priority 4: Ensure children and young people achieve their potential and ambitions**

- Attainment for children and young people with SEND
- Number of young people in Education, Employment and Training



# Other Useful Information

## The legal context for our work

We need to reflect the changes in the law about how we support children, young people with SEND and their families. This is set out in the Children and Families Act 2014: Part 3 and in the SEND Code of Practice.

We must also have regard to:

- the Care Act 2014
- the Equality Act 2010
- the Lancashire Health and Wellbeing Strategy
- the Lancashire Accessibility Strategy
- Health Young Minds: Transformation Plan 2015-2020

## The terms we use in this document

Within this document '**partners**' means all public and voluntary, community and faith sector agencies and can also mean parent/carers when they are not specifically named.

### Education Health and Care Plans (**EHCP's**)

We mention **SENCO's** and **SENDO's** are key professionals who work with children, young people, parents and carers. A Special Educational Needs Coordinator (SENCO) works in a school; they are responsible for the operation of the school's SEN policy. A Special Educational Needs Disability Officer (SENDO) works in the local authority; they advise parents, carers and professionals about the additional needs of children and young people.

Designated Clinical Officers **DCO's** play a key role in supporting joined up working between health services and local authorities.

The Joint Strategic Needs Assessment or **JSNA** is a way of assessing the health and wellbeing needs of the local community to inform local decision making.

**SEND** stands for children and young people with Special Educational Needs and disability.



A group of young people with SEND work with the Lancashire County Council **POWAR** (participation opportunity win achieve and respect) to influence decision making.

### **Other documents which are linked to this Strategy**

SEND Partnership Communication Model [Add link](#)

SEND Partnership Working Together – Co-Production Strategy [Add link](#)

SEND Partnership Board Terms of Reference [Add Link](#)

### **For Further Information**

Please contact us at: [SENDPartnership@Lancashire.gov.uk](mailto:SENDPartnership@Lancashire.gov.uk)