

Lancashire County Council

Children's Services Scrutiny Committee

Wednesday, 3rd July, 2019 at 10.30 am in Committee Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Agenda

Part I (Open to Press and Public)

| | |
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| No. | Item |
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| 1. | Apologies |
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| 2. | Disclosure of Pecuniary and Non-Pecuniary Interests |
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Members are asked to consider any Pecuniary and Non-Pecuniary Interests they may have to disclose to the meeting in relation to matters under consideration on the Agenda.

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| 3. | Constitution: Membership; Chair and Deputy Chair; and Terms of Reference | (Pages 1 - 8) |
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| 4. | Minutes from the meeting held on 13 May 2019 | (Pages 9 - 12) |
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| 5. | Lancashire SEND Partnership Improvement Plan | (Pages 13 - 72) |
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| 6. | Children and Families Partnership Arrangements | (Pages 73 - 78) |
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| 7. | Urgent Business |
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An item of urgent business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency. Wherever possible, the Chief Executive should be given advance warning of any Member's intention to raise a matter under this heading.

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| 8. | Date of the Next Meeting |
|-----------|---------------------------------|

The next meeting of the Children's Services Scrutiny Committee will take place on Wednesday 9 October 2019 at 10:30am in Cabinet Room 'C' (The Duke of Lancaster Room) at the County Hall, Preston.

County Hall
Preston

L Sales
Director of Corporate Services

Children's Services Scrutiny Committee

Meeting to be held on Wednesday, 3 July 2019

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|--|
| Electoral Division affected: (All Divisions); |
|--|

Constitution: Membership; Chair and Deputy Chair; and Terms of Reference (Appendix 'A' refers)

Contact for further information:

Samantha Parker, Tel: 01772538221, Legal and Democratic Services,
sam.parker@lancashire.gov.uk

Executive Summary

This report sets out the constitution, membership, chair and deputy chair and terms of reference of the Children's Services Scrutiny Committee for the municipal year 2019/20.

Recommendation

The Children's Services Scrutiny Committee is asked to note:

- i. The appointment of County Councillors Andrea Kay and Nikki Hennessy as Chair and Deputy Chair of the Committee for the remainder of the 2019/20 municipal year; and
- ii. The new membership of the Committee following the county council's Annual Meeting on 23 May 2019; and
- iii. The terms of reference of the Committee.

Background and Advice

The Full Council, at its meeting on 23 May 2019, agreed that the Children's Services Scrutiny Committee shall comprise 12 County Councillors (on the basis of 7 Conservative, 4 Labour and 1 Independent) and 5 non-voting co-opted members.

The membership of the Committee, as confirmed by the Political Group Secretaries and the Children's Partnership Boards is as follows:

County Councillors (12):

| | |
|------------|-------------|
| M Barron | N Hennessy |
| L Beavers | A Kay |
| I Brown | J Mein |
| A Cheetham | D Smith |
| J Cooney | P Steen |
| P Greenall | M Tomlinson |

Non-Voting Co-Opted Members (5)

Children's Partnership Board – Hyndburn, Ribble Valley, Rossendale – Cllr Stella Brunskill

Children's Partnership Board – Burnley, Pendle – Cllr John Harbour

Children's Partnership Board – Fylde, Wyre, Lancashire North – TBC*

Children's Partnership Board – Chorley, South Ribble, West Lancs – Cllr Zara Khan

Children's Partnership Board – Preston – TBC*

(*indicates that at the time the agenda was published, a nominee was yet to be confirmed by the Children's Partnership Board - Fylde, Wyre, Lancashire North and the Children's Partnership Board, Preston)

In addition, the Committee will continue to include a representative nominated by the Youth Council with full voting rights.

The Full Council also appointed County Councillors Andrea Kay and Nikki Hennessy as Chair and Deputy Chair of the Committee for the remainder of the 2019/20 municipal year.

The terms of reference for the Committee are attached at Appendix 'A'.

Consultations

NA

Implications:

This item has the following implications, as indicated:

Risk management

There are no risk management implications associated with this report.

Local Government (Access to Information) Act 1985

List of Background Papers

| Paper | Date | Contact/Tel |
|-------|------|-------------|
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NA

Reason for inclusion in Part II, if appropriate

NA

Part 2 – Article 5 (Overview and Scrutiny)

The council has established the following Overview and Scrutiny Committees:

| Committee | Responsibility | Membership |
|--|--|--|
| Internal Scrutiny Committee | Review and Scrutinise decisions, actions and work of the Council | 12 County Councillors |
| Health Scrutiny Committee | Statutory responsibility for scrutiny of adult and universal health services | 12 County Councillors, plus 12 non-voting co-opted members, nominated by the 12 district councils |
| Children's Services Scrutiny Committee | Review and scrutinise children and young people's services including the statutory powers of a scrutiny committee as they relate to the NHS. | 12 County Councillors, one non-voting co-opted youth council representative, and five non-voting district council members with one member being nominated by each Children's Partnership Board |
| Education Scrutiny Committee | Review and scrutinise issues around education services provided by the council including those education functions of a Children's Services authority. | 16 County Councillors and 5 co-optees, (comprising three Church representatives and two parent governor representatives) who shall have voting rights in relation to any education functions which are the responsibility of the Executive |
| External Scrutiny Committee | Review and scrutinise issues, services and activities carried out by external organisations | 12 County Councillors |

All Overview and Scrutiny Committees have the following Terms of Reference:

1. To review decisions made, or other action taken, in connection with the discharge of any functions which are undertaken by the Cabinet collectively, or in the case of urgent decisions which cannot await a Cabinet meeting by the Leader of the Council (or in his/her absence

**(Approved and last updated under the Council's Urgent Business Procedure on behalf of the Urgency Committee, 20 June 2017
Owner – Chris Mather)**

the Deputy Leader) and the relevant Cabinet Member, or Cabinet committees.

2. To make reports or recommendations to the Full Council, the Cabinet, the Leader, Deputy Leader or other Cabinet Members as necessary or Cabinet committees with respect to the discharge of any functions which are undertaken by them or in respect of any functions which are not the responsibility of the Cabinet.
3. To hold general policy reviews and to assist in the development of future policies and strategies (whether requested by the Full Council or the Cabinet, individual Cabinet members, Cabinet committees, or decided by the Committee itself) and, after consulting with any appropriate interested parties, to make recommendations to the Cabinet, individual Cabinet members, Cabinet committees, Full Council or external organisations as appropriate.
4. To consider any matter brought to it following a request by a County Councillor or a Co-optee of the Committee who wishes the issue to be considered.
5. To consider requests for "Call In" in accordance with the Procedural Standing Orders – Overview and Scrutiny Rules at Appendix C – Appendix 3 of the Constitution
6. To request a report by the Cabinet to Full Council where a decision which was not treated as being a key decision has been made and the Overview and Scrutiny Committee is of the opinion that the decision should have been treated as a key decision
7. To request the Internal Scrutiny Committee to establish task groups and other working groups and panels as necessary.
8. To request that the Internal Scrutiny Committee establish as necessary joint working arrangements with district councils and other neighbouring authorities
9. To invite to any meeting of the Committee and permit to participate in discussion and debate, but not to vote, any person not a County Councillor whom the Committee considers would assist it in carrying out its functions.
10. To require any Councillor, an Executive Director or a senior officer nominated by him/her to attend any meeting of the Committee to answer questions and discuss issues.

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Procedure on behalf of the Urgency Committee, 20 June 2017
Owner – Chris Mather)**

Internal Scrutiny Committee

1. To review and scrutinise all services provided by the authority, unless specifically covered by the Terms of Reference of another Overview and Scrutiny Committee.
2. To consider matters relating to the general effectiveness and development of Overview and Scrutiny in the authority including training for county councillors and co-optees.
3. To consider requests from the other Overview and Scrutiny Committees on the establishment of task groups, and to establish, task groups, and other working groups and panels as necessary, as well as joint working arrangements with District councils and other neighbouring authorities including joint committees to exercise the statutory function of joint health scrutiny committees under the NHS Act 2006.
4. To determine which Overview and Scrutiny Committee considers a particular matter where this is not clear.
5. To establish arrangements for the scrutiny of member development, and receive reports from the Member Development Working Group.
6. To recommend the Full Council to co-opt on to a Committee persons with appropriate expertise, without voting rights

Children's Services Scrutiny Committee

1. To scrutinise matters relating to services for Children and Young People delivered by the authority and other relevant partners.

The following provisions relating to scrutiny of health and social care relate to services for children and young people:

2. To review and scrutinise any matter relating to the planning, provision and operation of the health service in the area and make reports and recommendations to NHS bodies as appropriate,
3. In reviewing any matter relating to the planning, provision and operation of the health service in the area, to invite interested parties to comment on the matter and take account of relevant information available, particularly that provided by the Local Healthwatch
4. The review and scrutinise any local services planned or provided by other agencies which contribute towards the health improvement and

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the reduction of health inequalities in Lancashire and to make recommendations to those agencies, as appropriate

5. In the case of contested NHS proposals for substantial service changes, to take steps to reach agreement with the NHS body
6. In the case of contested NHS proposals for substantial service changes where agreement cannot be reached with the NHS, to refer the matter to the relevant Secretary of State.
7. To refer to the relevant Secretary of State any NHS proposal which the Committee feels has been the subject of inadequate consultation.
8. To scrutinise the social care services provided or commissioned by NHS bodies exercising local authority functions under Section 31 of the Health Act 1999.
9. To draw up a forward programme of health scrutiny in consultation with other local authorities, NHS partners, the Local Healthwatch and other key stakeholders.
10. To acknowledge within 20 working days to referrals on relevant matters from the Local Healthwatch or Local Healthwatch contractor, and to keep the referrer informed of any action taken in relation to the matter
11. To require the Chief Executives of local NHS bodies to attend before the Committee to answer questions, and to invite the chairs and non-executive directors of local NHS bodies to appear before the Committee to give evidence.
12. To invite any officer of any NHS body to attend before the Committee to answer questions or give evidence.

Education Scrutiny Committee

1. To scrutinise matters relating to education delivered by the authority and other relevant partners.
2. To fulfil all the statutory functions of an Overview and Scrutiny Committee as they relate to education functions of a Children's Services Authority.

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Health Scrutiny Committee

1. To scrutinise matters relating to health and adult social care delivered by the authority, the National Health Service and other relevant partners.
2. In reviewing any matter relating to the planning, provision and operation of the health service in the area, to invite interested parties to comment on the matter and take account of relevant information available, particularly that provided by the Local Healthwatch
3. In the case of contested NHS proposals for substantial service changes, to take steps to reach agreement with the NHS body
4. In the case of contested NHS proposals for substantial service changes where agreement cannot be reached with the NHS, to refer the matter to the relevant Secretary of State.
5. To refer to the relevant Secretary of State any NHS proposal which the Committee feels has been the subject of inadequate consultation.
6. To scrutinise the social care services provided or commissioned by NHS bodies exercising local authority functions under the Health and Social Care Act 2012.
7. To request that the Internal Scrutiny Committee establish as necessary joint working arrangements with district councils and other neighbouring authorities.
8. To draw up a forward programme of health scrutiny in consultation with other local authorities, NHS partners, the Local Healthwatch and other key stakeholders.
9. To acknowledge within 20 working days to referrals on relevant matters from the Local Healthwatch or Local Healthwatch contractor, and to keep the referrer informed of any action taken in relation to the matter.
10. To require the Chief Executives of local NHS bodies to attend before the Committee to answer questions, and to invite the chairs and non-executive directors of local NHS bodies to appear before the Committee to give evidence.
11. To invite any officer of any NHS body to attend before the Committee to answer questions or give evidence.
12. To recommend the Full Council to co-opt on to the Committee persons with appropriate expertise in relevant health matters, without voting rights.

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13. To establish and make arrangements for a Health Steering Group the main purpose of which to be to manage the workload of the full Committee more effectively in the light of the increasing number of changes to health services.

External Scrutiny Committee

1. To review and scrutinise issues, services or activities carried out by external organisations including public bodies, the voluntary and private sectors, partnerships and traded services which affect Lancashire or its inhabitants, and to make recommendations to the Full Council, Cabinet, Cabinet Members, Cabinet committees or external organisations as appropriate.
2. To review and scrutinise the operation of the Crime and Disorder Reduction Partnership in Lancashire in accordance with the Police and Justice Act 2006 and make reports and recommendations to the responsible bodies as appropriate
3. In connection with 2. above, to require an officer or employee of any of the responsible bodies to attend before the Committee to answer questions
4. To co-opt additional members in accordance with the Police and Justice Act 2006 if required, and to determine whether those co-opted members should be voting or non-voting
5. To review and scrutinise the exercise by risk management authorities of flood risk management functions or coastal erosion risk management functions which may affect the local authority's area

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Owner – Chris Mather)**

Lancashire County Council

Children's Services Scrutiny Committee

Minutes of the Meeting held on Monday, 13th May, 2019 at 1.00 pm in Committee Room 'C' - The Duke of Lancaster Room, County Hall, Preston

Present:

County Councillor Andrea Kay (Chair)

County Councillors

| | |
|------------|--------------|
| N Hennessy | P V Greenall |
| M Barron | Ms S Malik |
| I Brown | P Steen |
| A Cheetham | B Yates |
| B Dawson | |

County Councillors Malcolm Barron and Peter Steen were permanent replacements for County Councillors Jayne Rear and Andrew Gardiner.

County Councillors Bernard Dawson and Barrie Yates replaced County Councillors Matthew Tomlinson and David Smith for this meeting only.

1. Apologies

Apologies were received from County Councillor Jennifer Mein, Councillor Gail Goodman and Councillor Stella Brunskill.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

None were disclosed.

3. Minutes from the meeting held on 10 April 2019

Resolved: That the minutes from the meeting held on the 10 April 2019 be confirmed as an accurate record and signed by the Chair.

4. Special Educational Needs and Disabilities (SEND) update

The Chair welcomed Dr Sally Richardson, Head of Inclusion to the meeting. The report presented provided an overview of the progress made in response to the outcomes of the joint local area SEND inspection in Lancashire since the previous updates to this committee in July 2018 and January 2019. It was also intended to provide a brief summary of the preparation for the re-inspection of the local area that was anticipated later this year.

It was reported that a SEND Partnership Board had been established and an Improvement Plan produced supported by detailed delivery plans. The Board would monitor the Improvement Plan which set out the priorities for action, timelines and leadership responsibilities. In addition, the Board would report bi-monthly to the Lancashire Health and Wellbeing Board on progress.

Members were informed that there was now a clear governance structure for improvement in place across the local area, with accountable officers for SEND in the local authority and the Clinical Commissioning Groups (CCGs).

The committee was advised that a co-production strategy had been developed with parent carers and the Personal Online Evaluation Tool (POET) survey broadened to include those receiving SEND support. The results of the survey were fed back the SEND Partnership Board. The Education, Health and Care Plan (EHCP) process had been reviewed and a Quality Framework agreed. It was highlighted that children and young people with an EHCP and at risk of exclusion were being closely monitored and additional support provided.

Concerns were raised regarding the length of time for completion of EHCPs. The committee was informed that around 80% of EHCPs were completed within the 20 week timeframe. It was reported that there was an increasing demand for EHCPs which further challenged this timeframe.

Members enquired on the relationship was between Special Educational Needs Coordinators (SENCOs) and Special Educational Needs District Officers (SENDOS). It was reported that each SENDO was assigned to a school and met with the schools and the SENCOs termly so there was regular contact.

In terms of the key performance indicators detailed in the Improvement Plan, members raised concerns that information on the national averages was not included which impacted on the ability to gauge performance.

Regarding the actions not started in the Improvement Plan, a request was made for further detail to include a provisional start date. It was also felt that there was a need for this to come back to the July meeting of the committee, including the key lead officers from the thematic groups detailed in the Improvement Plan to report on progress.

Resolved: That;

- i. The SEND Improvement Plan be considered.
- ii. The first assessment of progress on the newly implemented plan be considered.
- iii. The Improvement Plan be updated to include provisional start dates.
- iv. The updated Improvement Plan be included for the July meeting of the committee with an invitation to lead officers extended.

5. Children's Services Scrutiny Committee Work Programme 2018/19

The work plan for the Children's Services Scrutiny Committee for the 2018/19 municipal year was presented.

The committee was reminded that planning was underway for a joint work programming session (for the municipal year 2019/20) for members of both Children's Services and Education Scrutiny Committees.

Resolved: The report presented be noted.

6. Urgent Business

There were no items of Urgent Business.

7. Date of the Next Meeting

The next meeting of the Children's Services Scrutiny Committee will take place on Wednesday 3 July 2019 at 10:30am in Cabinet Room 'C' (The Duke of Lancaster Room) at the County Hall, Preston.

L Sales
Director of Corporate Services

County Hall
Preston

Children's Services Scrutiny Committee

Meeting to be held on Wednesday, 3 July 2019

| |
|--|
| Electoral Division affected: (All Divisions); |
|--|

Lancashire SEND Partnership Improvement Plan (Appendices 'A' to 'C' refer)

Contact for further information:
Dr Sally Richardson, Head of Inclusion,
sally.richardson@lancashire.gov.uk

Executive Summary

This report provides members of Children's Services Scrutiny Committee with a progress update on the Improvement Programme and Plan as requested at the 13 May 2019 meeting of the committee.

Recommendation

The Children's Services Scrutiny Committee is asked to:

- i. Note the reports provided at Appendices 'A' to 'C'
- ii. Consider and discuss the progress update on the Lancashire SEND Written Statement of Action and the mitigating actions where deadlines have not been met.

Background and Advice

The Lancashire local area SEND inspection was carried out by Ofsted and the Care Quality Commission (CQC) in November 2017. The purpose of this inspection was to see how well the local area was fulfilling its responsibilities for children and young people with special educational needs and/or disabilities. The inspectors identified two fundamental failings and twelve significant areas for improvement.

Partners in Lancashire were required to produce a Written Statement of Action, setting out the immediate priorities for action. Progress on the implementation of these actions has been monitored by the Department for Education (DfE) and NHS England. Formal review visits by the DfE and NHS England have taken place since April 2018 to consider the progress being made in line with the Written Statement of Action. The Written Statement of Action has been updated and any ongoing actions included in the SEND Partnership Improvement Plan for the period April 2019 to December 2020.

At the 13 May 2019 meeting of the Children's Services Scrutiny Committee (see below link to meeting papers), members were provided with the Lancashire SEND

Partnership Improvement Plan 2019-2020 and an update on progress towards achievement the required improvements ahead of the Ofsted re-visit, which is due to take place before October 2019.

<http://council.lancashire.gov.uk/ieListDocuments.aspx?CId=1260&MId=9950&Ver=4>

At this meeting, it was felt that further detail was required on progress and that an invitation to the 3 July meeting be extended to the partnership leads for the four thematic areas covered by the Improvement Plan.

Attached at Appendices 'A' to 'C' to this report are the following documents:

- Lancashire SEND Written Statement of Action (final version)
- Lancashire SEND Partnership Improvement Plan 2019-20 (updated June 19)
- Lancashire SEND Partnership Improvement Plan 2019-20 Progress Report

Members are requested to note these updated reports, consider the progress made and the mitigating actions where deadlines have not been met.

A presentation will be provided to the committee which will provide a summary of the outstanding actions from the Lancashire SEND Written Statement of Action, carried forward into the Lancashire SEND Partnership Improvement Plan 2019-20.

Consultations

The Improvement Plan was the subject of extensive consultation with partners, parent carers and young people.

Implications:

This item has the following implications, as indicated:

Risk management

The local area is required to make 'sufficient progress' in implementing the Written Statement of Action as determined by Ofsted and ensuring the positive impact of this action on children, young people and families. The Secretary of State for Education can require intervention where it is judged that sufficient progress has not been made.

Local Government (Access to Information) Act 1985 List of Background Papers

| Paper | Date | Contact/Tel |
|---|------|-------------|
| NA | | |
| Reason for inclusion in Part II, if appropriate | | |
| NA | | |

Lancashire Special Educational Needs and Disability

Written Statement of Action (May 2018)

Updated February 2019



- Senior Leadership Owners: Edwina Grant OBE (Executive Director for Education and Children's Services) and Julie Higgins (CCG Chief Officer with responsibility for SEND)
- Senior Officer Support Owners: Sally Richardson (Head of Inclusion Service) and Hilary Fordham (Chief Operating Officer MBCCG)

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Introduction

The Lancashire local area is committed to a process of continuous improvement as a partnership of statutory agencies, parents and community groups. We are committed to ensuring that we maximise opportunities for children and young people with special educational needs and/or disabilities (SEND) enabling them to benefit from high quality services which are developed in partnership.

This Written Statement of Action (WSOA) has been produced as a response to Lancashire's local area SEND inspection undertaken by Ofsted and Care Quality Commission (CQC) between the 13th and 17th of November 2017. Lancashire accepts the findings of the inspection report and is committed to ensuring the areas of concern are addressed to regain the trust of the local population. It is a response from Lancashire County Council (LCC), Morecambe Bay CCG, Greater Preston CCG, Chorley and South Ribble CCG, West Lancashire CCG, East Lancashire CCG and Fylde & Wyre CCG. We recognise that there are cross boundary flows between neighbouring CCGs and therefore have included Blackburn CCG and Blackpool CCG within the governance structure to ensure any resulting issues are addressed.

The WSoA addresses the 12 areas of significant concern identified during the inspection. It concentrates on these 12 areas and clearly defines the high level actions the partners need to address. There are additional development activities within the local area that are not referenced here, but which will ensure a golden thread throughout services for children and young people with SEND.

The WSoA sets out plans to address the inspection's 12 areas of significant concern:

1. The lack of strategic leadership and vision across the partnership.
2. Leaders' inaccurate understanding of the local area.
3. Weak joint commissioning arrangements that are not well developed or evaluated.
4. The failure to engage effectively with parents and carers.
5. The confusing, complicated and arbitrary systems and processes of identification.
6. The endemic weakness in the quality of EHC plans.
7. The absence of effective diagnostic pathways for ASD across the local area, and no diagnostic pathway in the north of the area.
8. No effective strategy to improve the outcomes of children and young people who have SEND and / or disabilities.
9. Poor transition arrangements in 0-25 healthcare services.
10. The disconcerting number of children and young people who have an EHC plan or statement of SEN who are permanently excluded from school.
11. The inequalities in provision based on location.
12. The lack of accessibility and quality of information on the local offer.

As a partnership we want to create a shared vision and clear strategy for the development and implementation of SEND services in Lancashire, in doing so our aim is to improve the equality of access to provision, work with children, and young people and their parents /carers along with other stakeholders to develop systems and processes which impact on the outcomes and ensure children and young people's needs are met through effective delivery of EHC plans. The overall aim is to improve outcomes for children and young people with SEND.

This WSoA describes the high level actions that will be taken to address the significant areas of concerns about SEND services in Lancashire. These actions have been grouped into 5 themes being taken forward by a dedicated working group:

- Strategy
- Commissioning and Access to Provision
- Engagement
- Identifying and Meeting Need
- Improving Outcomes

Each working group has a lead and includes representation from a range of partners including parents, carers and children and young people, key strategic leads, commissioners and providers. Each working group has co-produced a more detailed delivery plan to support delivery of this WSoA, including specific actions, owners, dates for completion and success measures. Each group reports monthly progress to the SEND Partnership Board on the tasks outlined in pages 9 – 16.

Commitment to co-production is central to the delivery of the WSoA and to the longer term delivery of SEND provision across Lancashire. Whilst the high level actions have been produced by key partners and time has allowed some discussion with wider stakeholders, further development will take place in the individual working groups.

Service provision across the pan-Lancashire area is shared across a number of commissioning bodies including LCC, 12 district councils, 6 Lancashire CCGs, plus 2 CCGs associated with unitary authorities and NHS England. NHS services are delivered by 6 hospital trusts, 2 community health trusts and 1 mental health trust that deliver services across CCG boundaries. Each working group will be required to take account of this complexity to ensure that the intended improvements are driven forward and there is clear accountability throughout the whole programme of work. The WSoA refers to actions being carried out within a number of geographical area footprints, these are explained in the 'Key Terms' table below.

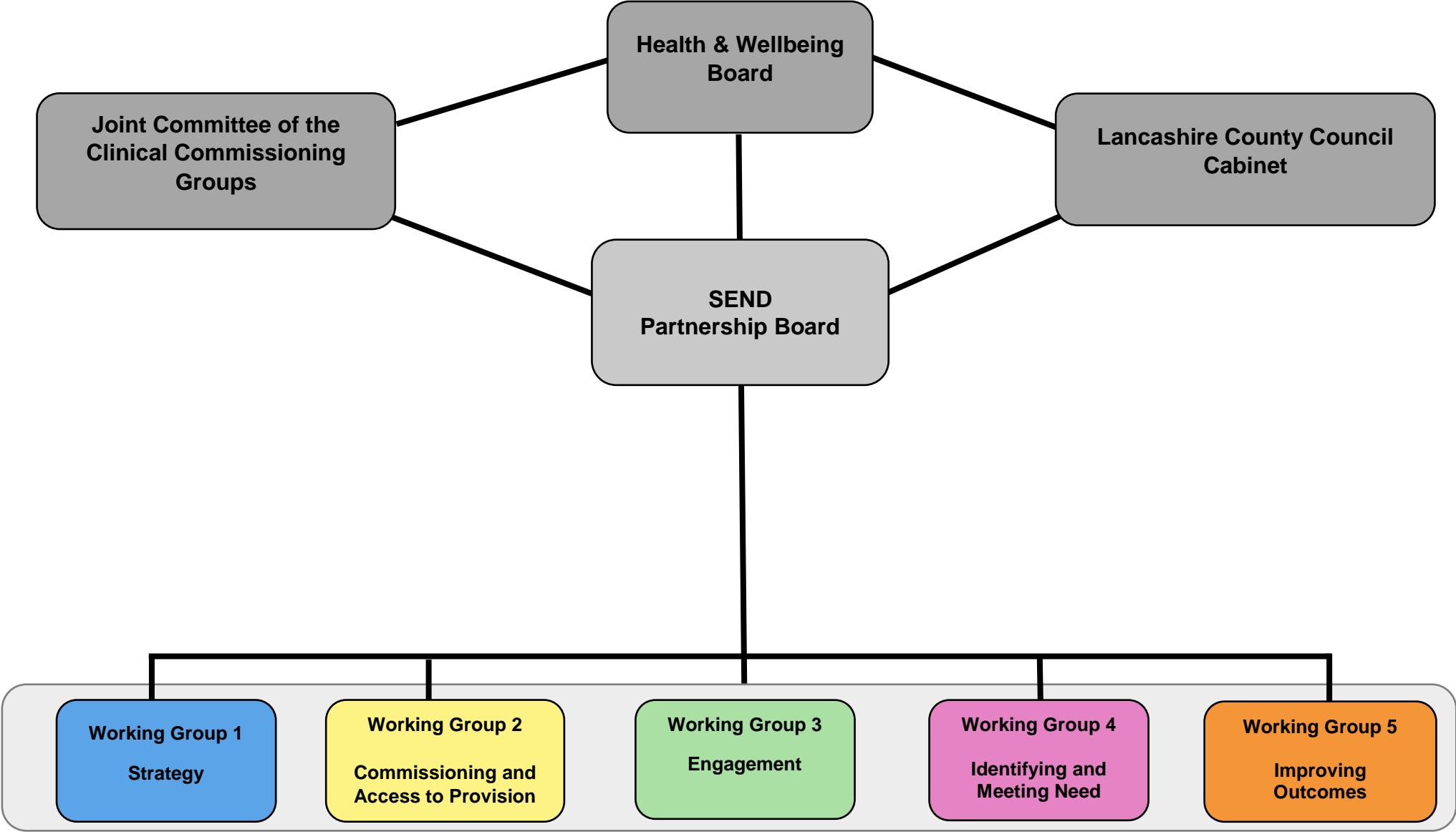
Strategic planning and decision making responsibility for the implementation and monitoring of this WSoA will be held by the SEND Partnership Board (Transitional) reporting to the Lancashire Health and Well-Being Board (see governance structure on page 6 below). In addition the Joint Committee of the CCGs and the LCC Cabinet include lay and elected members respectively, to act as advocates for the public interest.

The plan will be in place until DfE and NHS England are satisfied that sufficient progress has been made in relation to improving outcomes for children, young people and their families.

Key Terms

| | Definitions |
|--|---|
| Lancashire / local area | <p>The twelve districts in the Lancashire County Council (LCC) area: Burnley, Chorley, Fylde, Hyndburn, Lancaster, Pendle, Preston, Ribble Valley, Rossendale, South Ribble, West Lancashire and Wyre.</p> <p>Six NHS Clinical Commissioning Groups (CCGs): Chorley and South Ribble, Fylde and Wyre, East Lancashire, Greater Preston, Morecambe Bay (the North Lancashire area) and West Lancashire</p> |
| Pan-Lancashire | The area described above plus the two unitary authorities of Blackburn with Darwen Council and Blackpool Council, and Blackburn with Darwen CCG and Blackpool CCG |
| Integrated Care Systems- (ICS) | The Pan-Lancashire area plus south Cumbria (part of Morecambe Bay CCG's area) |
| Joint Commissioning Framework | The existing Joint Commissioning Framework (2017) found here applies to the local area. This framework is currently being developed to apply across the ICS. |
| Health and Wellbeing Board | <p>The Lancashire Health and Wellbeing Board is a forum for key leaders from the health and care system in Lancashire to work together to improve the health and wellbeing of the local population and reduce health inequalities, further information and membership found here</p> <p>The SEND Partnership Board is accountable to this board</p> |
| Joint Committee of the CCGs | <p>Joint committees are a statutory mechanism enabling CCGs to undertake collective strategic decision making, encouraging the development of strong collaborative and integrated relationships and decision-making between partners, further information and membership found here</p> <p>There will be regular reporting on progress to this committee.</p> |
| Lancashire County Council Cabinet | <p>Within the budgetary and policy frameworks set by the Full Council, the Cabinet is responsible for carrying out almost all of the Council's functions in delivering services to the community, including Children and Young People Services and Adult and Community Services, further information and membership found here</p> <p>There will be regular reporting on progress to the Cabinet.</p> |
| SEND Partnership Board (Transitional) | The purpose of the Partnership Board is to ensure Lancashire thoroughly fulfils its SEND code of practice duties, and in doing so, provides the best possible outcomes for all its children and young people with SEND. The Board also has the strategic leadership for the WSoA. |

Lancashire SEND Governance and Accountability Structure



Working Group Actions

Working Group 1 – Strategy

Lead: David Graham (Head of Service – SEND)

- Area of Concern 1 Action **A:** To develop strategic leadership and vision for SEND across the partnership
- Area of Concern 2 Action **B:** To develop an accurate understanding of SEND across the local area, to support leadership and strategic decision making
- Area of Concern 8 Action **C:** To develop an effective strategy to improve the outcomes for children and young people with SEND

Working Group 2 - Commissioning and Access to Provision

Lead: Hilary Fordham (Chief Operating Officer - Morecambe Bay CCG)

- Area of Concern 3 Action **D:** To develop robust joint commissioning arrangements, which are regularly monitored and evaluated
- Area of Concern 7 Action **E:** To develop effective, evidence-based diagnostic pathways for Autism across the local area
- Area of Concern 9 Action **F:** To develop arrangements to support good transitions in health care services 0-25
- Area of Concern 11 Action **G:** To ensure that all children in Lancashire have equal access to provision regardless of location

Working Group 3 – Engagement

Lead: Sophie Valinakis (SEND Reforms Manager)

- Area of Concern 4 Action **H:** To ensure that parents and carers are fully engaged in decision making
- Area of Concern 12 Action **I:** To provide a local offer that is clear and accessible, and which provides high quality information

Working Group 4 – Identifying and Meeting Need

Lead: Debbie Duffell (Head of Service, Children and Family Wellbeing)/ Diane Booth (SEND Manager NHS)

- Area of Concern 5 Action **J:** To develop and implement simple, transparent and consistent procedures for identifying and meeting need
- Area of Concern 6 Action **K:** To develop systems to ensure the quality of EHC Plans

Working Group 5 – Improving Outcomes

Lead: Steve Belbin (Head of Service, School Improvement)

- Area of Concern 8 Action **C:** To improve the outcomes of CYP with SEND towards the national average and statistical neighbours
- Area of Concern 10 Action **L:** To reduce the number of permanent school exclusions for CYP with an EHC Plan to below the national average and statistical neighbours

The partnership is committed to ensuring that this programme provides for greater joint working and co-production going forward. We acknowledge that some of the arrangements in place are interim and may evolve as the work progresses. The tables below outline the priorities and associated high level actions for each working group. Success measures and the more detailed actions required to achieve these will be agreed as part of the working group delivery plans. A Red, Amber, Green (RAG) rating is being used as part of the monitoring process. Some significant issues required immediate action and have either been completed or are underway.

| | |
|---------------------------|---|
| RAG Definition | Action Completed and Signed off |
| | Action underway and on target for completion within timescale |
| | Action planned but yet to commence |

February 2019 Delivery Update

This is the final update on the Written Statement of Action, which has now been replaced by the Lancashire SEND Improvement Plan 2019-20. All outstanding actions will be carried over to the Improvement Plan as detailed within the following tables.

Working Group 1: Strategy

| Action A | Develop strategic leadership and vision for SEND across the partnership | | | |
|------------------------------------|---|------------------|--|---------------|
| Action B | Develop an accurate understanding of SEND across the local area, to support leadership & strategic decision making | | | |
| Action C | Develop an effective strategy to improve the outcomes for children and young people with SEND | | | |
| Key tasks to address actions A - C | | Date to Complete | Current Outcome | Task Progress |
| A1 | Agree the governance structure for SEND across the local area | July 2018 | The governance structure is agreed and published. Regular reporting takes place to the Health and Wellbeing Board and JCCCG. Action is also scrutinised by the Children's and Education scrutiny committee | |
| A2 | Each partner organisation must agree a senior accountable officer to support regular and consistent communication of the SEND agenda across the local area | May 2018 | Accountable officers have been agreed for the CCG's and LA | |
| A3 | Senior accountable officers work together to create the SEND partnership vision across the local area in collaboration with CYP, Parent, Carers and Stakeholder's | July 2018 | The SEND vision developed through the partnership and shared | |
| A4 | CCGs to pool funding and recruit a single joint commissioning post for Health across pan-Lancashire. | April 2018 | A Director of ICS has been appointed | |
| A5 | Establishment of the Designated Clinical Officer (DCO) service across the area | May 2018 | The service is in place and operational across the area | |
| A6 | CCGs and LCC to include a contract variation with all their provider organisations to ensure that all provider senior management teams and staff receive appropriate training and information with regards to the ethos and the implications of the SEND reforms. | Sept 2018 | Contract variations are in place. produced. Training is taking places | |
| B1 | Complete and publish a Joint Strategic Needs Analysis (JSNA) to support understanding of need across the local area ensuring CYP and Parent/Carers voice is clearly communicated | Jan 2019 | JSNA developed in partnership and shared ahead of finalising in March | |
| B2 | Develop a data dashboard to share SEND performance outcomes including health and education, to inform CYP, parent/carers and stakeholders of progress. | Sept 2018 | Data dashboard developed and available on line | |

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|-----------|---|----------|---|--|
| C1 | Develop a Strategy for improving outcomes for CYP with SEND across the local area through co-production with stakeholders across the partnership | Oct 2018 | The SEND strategy developed in partnership and shared | |
| C2 | SEND partnership agree shared measures to monitor the Improvement Strategy | Oct 2018 | Measures agreed by the SEND Partnership Board | |
| C3 | Establish and implement with CYP and parents/carers an agreed set of strategic principles to ensure that co-production is at the heart of strategic decision making and service delivery (see H2) | Oct 2018 | Co-production strategy agreed, with co-production beginning to take place | |

Working Group 2: Commissioning and Access to Provision

| Action D | To develop robust joint commissioning arrangements which are regularly monitored and evaluated | | | |
|------------------------------------|---|------------------|---|---------------|
| Action E | To develop effective, evidence-based diagnostic pathways for Autism across the local area | | | |
| Action F | To develop arrangements to support good transitions in health care services 0-25 | | | |
| Action G | To ensure that all children in Lancashire have equal access to provision, regardless of location | | | |
| Key tasks to address actions D - G | | Date to Complete | Current Outcome | Task Progress |
| D1 | Use the existing Joint Commissioning Framework (2017) to identify the appropriate level of commissioning for each service or function SEND Improvement Plan 2019-20–Action 3.7 Develop a commissioning plan which is informed by the JSNA | April 2019 | Commissioning being progressed via the ICS, including children | |
| D2 | Building on the work already being undertaken develop a commissioning plan based on JSNA including the joint commissioning strategy. SEND Improvement Plan 2019-20–Action 3.7 Develop a commissioning plan which is informed by the JSNA | April 2019 | JSNA developed to inform commissioning plan | |
| D3 | For those services to be commissioned at an ICS level agree joint commissioning function SEND Improvement Plan 2019-20 –Action 3.7.3 For those services to be commissioned at an ICS level agree joint commissioning function | Sept 2019 | Joint work is taking place; Speech and Language and Occupational Therapy are being recommissioned | |
| D4 | Develop evaluation and monitoring system for jointly commissioned services at ICS level SEND Improvement Plan 2019-20 –Action 3.7.4 Develop evaluation and monitoring system for jointly commissioned services at ICS level | Sept 2019 | Not yet actioned | |
| E1 | Implement an ASD diagnostic pathway for Morecambe Bay CCG (Lancashire North) | Mar 2018 | Diagnostic ASD pathway implemented across Morecambe Bay | |
| E2 | Agree a pan-Lancashire NICE compliant diagnostic pathway for ASD as part of a neurodevelopmental diagnostic pathway | Dec 2018 | Pan-Lancashire Neurodevelopmental Assessment | |

| | | | | |
|-----------|---|------------|--|--|
| | | | and Diagnostic high level pathway agreed | |
| E3 | Implementation of NICE compliant diagnostic pathway across ICS as part of a neurodevelopmental diagnostic pathway SEND Improvement Plan 2019-20–Action 3.4.1 Implement neurodevelopmental diagnostic pathway across ICS to include NICE compliant diagnostic pathway for ASD and links to THRIVE CAMHS re-design model | Dec 2019 | High level pathway agreed and work continuing to develop pathway across ICS | |
| F1 | Review and strengthen transition arrangements and ensure a 0-25 transition protocol is included as part of the joint commissioning plan SEND Improvement Plan 2019-20–Action 3.9 Develop arrangements to improve transitions across our provision and services | April 2019 | Not actioned - transition arrangements across services priority for Improvement Plan | |
| F2 | Agree monitoring mechanism for transition processes SEND Improvement Plan 2019-20–Action 3.9 Develop arrangements to improve our transitions across provision and services | Oct 2019 | Not actioned - transition arrangements across services priority for Improvement Plan | |
| G1 | Review and strengthen the health, social and education offer to ensure that services meet the needs identified in the JSNA to deliver consistent outcomes across the local area SEND Improvement Plan 2019-20– Action 2.1.2 Complete and publish a Joint Strategic Needs Analysis to support understanding of health, social care and education across the local area | March 2019 | Not yet actioned | |
| G2 | Develop the healthcare offer to ensure that vulnerable groups have their healthcare needs identified, assessed and met, and that there is oversight across the local area. | Dec 2018 | Process map for health care offer completed and recommendations identified | |

Working Group 3: Engagement

| Action H | Ensure that parents and carers are fully engaged in decision making at a strategic and individual level | | | |
|------------------------------------|---|------------------|--|---------------|
| Action I | Provide a local offer that is clear and accessible, and which provides high quality information | | | |
| Key tasks to address actions H & I | | Date to Complete | Current Outcome | Task Progress |
| H1 | Ensure that CYP & parents / carers are fully represented throughout the SEND governance structure | July 2018 | Parents and young people represented on SEND Partnership Board and working groups | |
| H2 | Inform and implement an agreed set of principles with CYP, Parent/Carers for co-production across the SEND Partnership (see C3) | Oct 2018 | Principles included in the Working Together (co-production) Strategy | |
| H3 | Embed and ensure Section 19 principles (found here) underpin a culture of co-production at an individual level | Sept 2018 | Principles included in the Working Together (co-production) Strategy | |
| H4 | Co-ordinate the delivery of an annual survey for CYP, Parents/Carers, and professionals and communicate findings of Personal Outcomes Evaluation Tool (POET found here). | June 2018 | An annual survey - POET - has been expanded to include SEND Support and taken place | |
| H5 | Develop a viable and robust two-way communication system to rebuild trust and regain positive relationships to facilitate wider participation and engagement with CYP & Parent/Carers | Dec 2018 | Local Areas Partnerships have been implemented to engage with and support parents locally | |
| I1 | Work with CYP, Parents/Carers and stakeholders to review the Local Offer and ensure the Local Offer is accessible and provides comprehensive high-quality information | Sept 2018 | The Local Offer has been reviewed and is being rebuilt to ensure accessible and high-quality information | |
| I2 | Develop mechanisms to collect and respond to Local Offer feedback | July 2018 | The Local Offer re-build will enable ongoing feedback | |

Working Group 4: Identifying and Meeting Need

| Action J | | Develop and implement simple, transparent and consistent procedures for identifying and meeting need | | |
|------------------------------------|--|--|--|----------------------|
| Action K | | To develop systems to ensure the quality of EHC Plans | | |
| Key tasks to address actions J & K | | Date to Complete | Expected Outcome | R/A/G Rated Progress |
| J1 | Implementation and integration of a transparent and consistent DCO service across the local area | Sept 2018 | DCO service in place across the area and parents increasingly aware of service | |
| J2 | Co-produce, publish and implement a clear pathway for identifying and meeting need for CYP 0-25 across the local area. SEND Improvement Plan 2019-20 – Action 1.4.1 Co-produce information about a graduated response to SEND support, identifying needs and requesting an assessment to ensure this is clear and transparent | Oct 2018 | Information in draft to ensure there is clear and consistent information | |
| K1 | To review the current EHC Plan process to ensure the agreed pathway is fully embedded across all organisations including co-production and particularly from social care and health professionals SEND Improvement Plan 2019-20 – Action 1.7.2 Implement the electronic case management system to manage the EHCP process efficiently and improve communications with parent, carers and professionals | Oct 2018 | System implemented to improve future efficiency and communication | |
| K2 | Define Lancashire quality standards for EHC Plan | Sept 2018 | Standards agreed and training taking place to ensure auditors are clear about what good looks like | |
| K3 | To develop and implement an EHC Plan content audit process across the local area and participate in regional audit and training opportunities | Jan 2019 | Audit process agreed by SEND Partnership Board in January 2019 with pilot phase completed Participation in regional and national training and audit processes | |
| K4 | Commence using the results of audit to inform the professional development of plan writers, advice givers and those supporting the delivery of the plans SEND Improvement Plan 2019-20 – Action 1.5.3 Utilise service wide findings from case audits on the quality of plans to inform activity and secure a consistent countywide approach | Dec 2019 | Improving the quality of EHC Plans priority for Improvement Plan. | |

| | | | | |
|----|---|----------|---|--|
| K5 | To develop planning and recording systems to support joint working and the improvement process of producing quality EHC plans | Jan 2019 | Draft reports written to enable reporting to the SEND Board | |
|----|---|----------|---|--|

Working Group 5 – Improving Outcomes

| Action C | To improve the outcomes of CYP with SEND towards the national average and statistical neighbours | | | |
|-----------------------------------|---|------------------|---|---------------|
| Action L | To reduce the number of permanent school exclusions for CYP with an EHC Plan to below the national average and statistical neighbours. | | | |
| Key tasks to address action C & L | | Date to Complete | Current Outcome | Task Progress |
| C4 | Analyse the outcomes for CYP with SEND and agree targets for improvement | June 2018 | Key themes for improvement, including a reduction in exclusions and raising attainment identified | |
| C5 | Implement a programme of action with schools to achieve the agreed targets with PHiL, LASH and LASSHTA | July 2019 | Targeted action taking place and service support provided | |
| L1 | The newly established SEND Improvement Partnership Team will support SEND Inclusion policy development SEND Improvement Plan 2019-20 – Action 2.7.3 Establish a Lancashire pledge for 'Inclusive Practice of SEND' in partnership with parent, carers | July 2019 | Policy in development | |
| L2 | Training package will be produced and delivered for schools workforce to promote inclusive practice SEND Improvement Plan 2019-20 – Action 1.3.2 Develop a strategic, universal and targeted workforce offer for education settings with education partners | Jan 2019 | SEND Reviewers trained and reviews taking place. Local resource maps in development | |
| L3 | Deliver a series of briefings to SEND Leaders, school governors and workforce to promote inclusive practice | Nov 2018 | Briefings completed and reduction in EHCP exclusions evident | |
| L4 | Review guidance for Lancashire's school behaviour policies to ensure reasonable adjustments for SEND needs are appropriately identified and managed | Dec 2018 | Draft guidance produced | |
| L5 | LCC Governors Service to provide training on the role school governing bodies have in avoiding the needs for permanent exclusion of pupils with EHC Plans (Equality Act for CYP with SEND found here) | July 2018 | Training for governors developed and delivery commenced | |

| | | | | |
|-----------|---|-----------|---|--|
| L6 | Support and intervention to be made available by LCC Educational Psychologist (EP) and Specialist Teachers Service for pupils with an EHC Plan identified as being at risk of permanent exclusion | Sept 2018 | Targeted support provided and reduction in exclusion evident | |
| L7 | SEND Exclusions will be a regular standing item on the School Improvement termly visits to schools and the Schools Service Guarantee meetings | Sept 2018 | In place | |
| L8 | SEND Service champion will attend the Partnership Development Group termly meetings and contribute to the schools Governors newsletter | July 2018 | Closer working and regular contributions to newsletter taking place | |
| L9 | LCC will establish a new Lancashire Education Award for 'Inclusive Practice of SEND' SEND Improvement Plan 2019-20 – Action 2.7.3 Establish a Lancashire pledge for 'Inclusive Practice of SEND' in partnership for parent, carers | July 2019 | Development in train | |

Lancashire SEND Partnership

Improvement Plan

2019 – 2020

24 June 2019

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Introduction

The SEND Partnership has embarked upon a major improvement programme for special educational needs and disability services (SEND) in Lancashire.

Following the Ofsted and the Care Quality Commission (CQC) joint inspection of our services for children and young people with SEND, in November 2017 we formed the Lancashire SEND Partnership.

The Partnership brings together representatives from education, health, parents and carers, young people and the local authority; we are committed to working together to give children, young people and their families the support they need.

Since the report was published we have established the SEND Partnership Board, produced an action plan supported by detailed delivery plans, made some significant changes to improve services and recruited new people.

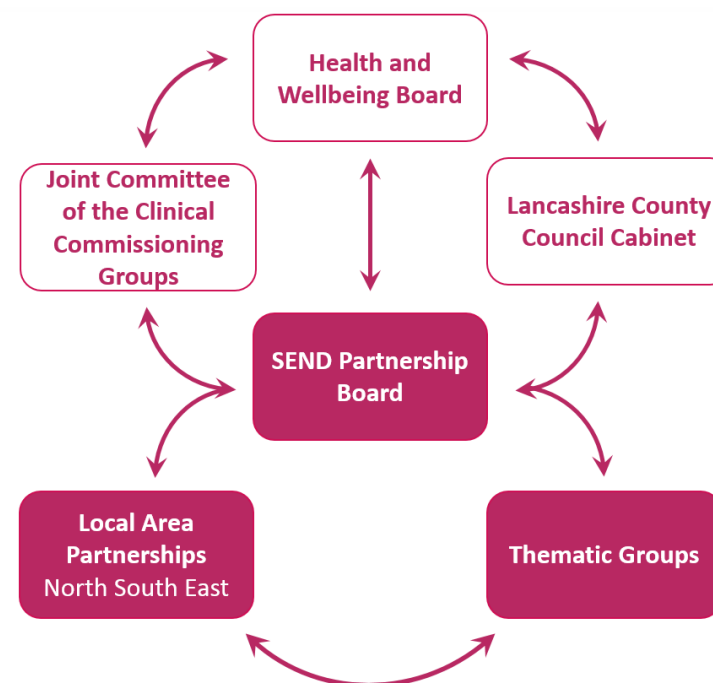
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Governance Structure

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

The SEND Partnership Board will establish task groups to deliver these changes, 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 vision, strategy and Improvement Plan to the Lancashire Health and Wellbeing Board, Lancashire County Council Cabinet and the Joint Committee of the Clinical Commissioning Groups.



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Areas of Significant Concern

Over the past year the SEND Partnership has been working to address the twelve areas of significant concern that were raised in the inspection and resulted in the requirement to produce a written statement of action.

The twelve areas were:

1. The lack of strategic leadership and vision across the partnership
2. Leaders' inaccurate understanding of the local area
3. Weak joint commissioning arrangements that are not well developed or evaluated
4. The failure to engage effectively with parents and carers
5. The confusing, complicated and arbitrary systems and processes of identification
6. The endemic weakness in the quality of Education Health and Care Plans (EHCP's)
7. The absence of effective diagnostic pathways for Autistic Spectrum Disorders (ASD) across the local area, and no diagnostic pathway in the north of the area
8. No effective strategy to improve the outcomes of children and young people who have SEND and/or disabilities
9. Poor transition arrangements in 0-25 healthcare services
10. The disconcerting number of children and young people who have an EHCP or statement of SEN who are permanently excluded from school
11. The inequalities in provision based on location
12. The lack of accessibility and quality of information on the local offer.

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What we have done so far

Working together in partnership, we have been ensuring the foundations for continuous improvement and ongoing development are in place for the long term. Although there is much more to do, a great deal has been achieved by working together and sharing our different perspectives.

A governance structure is in place across local area, with accountable officers for SEND in the local authority and the Clinical Commissioning Groups (CCG's).

The Partnership has an agreed vision and strategy to drive improvement and is improving its knowledge about SEND across the local area with the production of a Joint Strategic Needs Assessment (JSNA) and data dashboard.

An Executive Director of commissioning for the Integrated Care System (ICS) has been appointed to improve the joint commissioning arrangements, including children's commissioning. The speech, language and occupational therapies are a priority for recommissioning and appointed contractors are required to nominate a SEND champion.

A pan-Lancashire Neurodevelopmental Assessment and Diagnostic high-level pathway has been agreed by the ICS and SEND Partnership Board. A diagnostic ASD pathway has been implemented across Morecambe Bay.

The SEND Partnership has engaged with parent carers as a priority; with representatives' members of the Board and all working groups. A co-production strategy has been developed with parent carers and the Personal Online Evaluation Tool (POET) survey broadened to include those receiving SEND support, so that feedback includes all those with SEND.

A Designated Clinical Officer (DCO) service is in place across the local area to support parent carers and professionals access the health care system. The

Local Offer is currently being redesigned, to provide accessible, high quality information.

The EHCP process has been reviewed and a Quality Framework agreed; an audit programme is in place and auditors are being trained to ensure the quality of plans improves.

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To improve the outcomes for children and young people with SEND a programme of action has been agreed with schools and the outcomes for all SEND pupils discussed during termly school advisor visits. Children and young people with an EHCP and at risk of exclusion are being closely monitored and additional support provided.

Conferences for Governors have been held and thirty SEND reviewers trained across the local area. A review of support for children and young people with social emotional and mental health needs in alternative provision is underway.

Whilst doing this work, we have been listening to and considering feedback from families and practitioners to ensure we understand what needs to change in the future.

We are committed to continuing our work together to deliver improvement and ensure that children and young people remain at the heart of service delivery.

To implement this plan we are working through thematic and action leads as detailed in the following table:

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Managing the Improvement Plan – April 2019 onwards

Thematic Groups

Four thematic groups of work are aligned with the priorities in the SEND strategy and Improvement Plan; their role is to oversee progress on action and ensure interconnectivity across the improvement programme

| | 1. Meeting Need Sally Richardson Head of Inclusion | 2. Equal Partners Sam Jones, Parent, Carer Forum Chair/ Gareth Jenkins SEND Partnership Engagement Lead | 3. Accessible Services Hilary Fordham CCG Lead for SEND | 4. Achieving Success Steve Belbin Acting Director of Education |
|--|---|---|---|--|
| Action Leads | <p>a) Workforce development (teaching and learning) Sian Rees, SEND Improvement Partner</p> <p>b) Multi-agency workforce development Diane Booth, SEND Partnership Health Lead/ Rachel Rump, LCC Skills Learning and Development Officer</p> <p>c) Quality of planning, procedures and processes Sally Richardson, Head of Inclusion</p> | <p>d) Data and information Caroline Waddington, Senior Programme Manager NHS/ Elaine Heaton, Key Schools Project Team Leader</p> <p>e) Communication and engagement Gareth Jenkins, SEND Partnership Communications and Engagement Lead</p> | <p>f) Service improvement and commissioning Hilary Fordham CCG Lead for SEND/ Dave Carr, Head of Service Policy Information and Commissioning</p> <p>g) Service transition Charlotte Hammond, Head of Service Learning Disabilities, Autism and Mental Health</p> | <p>h) Improving outcomes and support Steve Belbin, Head of Service Education, Quality and Performance</p> <p>i) Preparing for adulthood Ajay Sethi, Head of Service, Learning and Skills</p> |
| Action leads will involve a broader range of partners as appropriate, enabling detailed discussion and completion of work within agreed timescales | | | | |

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Vision and Priorities

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.

To achieve this vision, we will be continuing our improvement work with a focus on four priority areas:

- 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

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Implementing the Improvement Plan

This Plan focuses on the key priorities identified as part of the inspection process and through our ongoing partnership work.

To secure improvement and deliver consistently good services for children and young people with SEND and their families, the Plan sets out the actions, expected outcomes, improvement measures, responsible person, targets and due dates.

The actions set out in this plan will help to deliver the partnership vision and strategy.

Key Performance Indicators

Measures of our performance have been agreed for each priority to assess the impact of activity and continue to drive improvement.

These are included following each priority action plan.

Each outcome will be assessed as part of our monitoring arrangements, using the descriptions below:

| Rating | Status |
|------------|--|
| GREY (n/s) | Action yet to commence (not started) |
| RED (R) | Action delayed and at risk |
| AMBER (A) | Action underway |
| GREEN (G) | Action will achieve completion deadline |
| BLUE (C) | Action completed and signed off (Complete) |

Evaluation

We will evaluate our work, using internal and external quality assurance processes such as surveys, audits and reviews, to assess the impact we are making. We will build a partnership evaluation process into the work programme of the Board to ensure the Improvement Plan is being implemented and the outcomes are being achieved.

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Action Plan

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

| | Action | Due | Lead | |
|------------|---|----------------|--|------------|
| 1.1 | Implement the SEND Review process to support the inclusion of children and young people | | SEND Improvement Partner | |
| 1.1.1 | Develop the SEND Review offer for all education settings in partnership with LSSHTA | March 2019 | SEND Improvement Partner | C |
| 1.1.2 | Create local resource 'maps' with partners to include signposting for support, advice and practical materials | May 2019 | Head of Specialist Teaching Service | G |
| 1.2 | Consider how we can use our collective resources more creatively | | SEND Partnership Board | |
| 1.2.1 | Increase the education skills base of LA SEND Service Integrated Assessment Teams | September 2019 | Head of Inclusion | A |
| 1.2.2 | Determine how specialist teachers are deployed to support schools with children who may have more complex needs | September 2020 | Head of Inclusion | n/s |
| 1.3 | Develop the SEND workforce programme | | SEND Partnership Health Lead/ LCC Skills Learning and Development Officer | |
| 1.3.1 | Implement training for health provider SEND Champions | April 2019 | SEND Partnership Health Lead | C |
| 1.3.2 | Develop a strategic, universal and targeted workforce offer for education settings with education partners | June 2019 | SEND Improvement Partner | G |
| 1.3.3 | Develop a SEND multi-agency workforce strategy, in the context of national standards, to include core and targeted learning opportunities | December 2019 | Task and Finish Group | G |

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|------------|--|----------------|--|------------|
| 1.3.4 | Increase the number of education and health staff who have received youth mental health first aid (YMHFA) training | April 2020 | SEND Partnership Health Lead | A |
| 1.4 | Review and share policies and procedures | | Head of Inclusion | |
| 1.4.1 | Co-produce information about a graduated response to SEND support, identifying needs and requesting an assessment to ensure this is clear and transparent. | April 2019 | Head of Inclusion | R |
| 1.4.2 | Co-produce information about the assessment and planning process for SEND support | July 2019 | Head of Inclusion | A |
| 1.4.3 | Develop a shared understanding and consistency about categorisation of need across all partners | July 2019 | Principal Educational Psychologist/ SEND Partnership Health Lead | A |
| 1.4.4 | Review the Short Breaks Strategy and commissioning arrangements with parent, carers to improve access and consistency | August 2019 | Head of Inclusion | A |
| 1.4.5 | Review the Personal Budget policy, analyse take-up and determine future approach in partnership with parent carers | September 2019 | LA Inclusion Service Manager | A |
| 1.4.6 | Develop a transparent, accessible framework for assessment and/or support from the Children with Disabilities social work team | January 2020 | Head of Inclusion | n/s |
| 1.5 | Put in place a multi-agency audit process, to improve the quality of Education Health and Care plans | | Head of Inclusion | |
| 1.5.1 | Implement a multi-agency audit process, including training for auditors, commencing with a pilot phase | March 2019 | LA Inclusion Service Manager | G |
| 1.5.2 | Undertake and utilise findings from regular case audits on the quality of plans to identify themes, inform training and drive activity at a local level (CSC IP 3.4.6) | September 2019 | LA Inclusion Service Manager | A |
| 1.5.3 | Utilise service wide findings from case audits on the quality of plans to inform activity and secure a consistent countywide approach (Children's Services Improvement Plan (CSC IP 3.4.7) | June 2020 | Head of Inclusion | n/s |
| 1.6 | Expect all partners to contribute to the consideration and analysis of individual children's needs | | Head of Inclusion | |
| 1.6.1 | Implement the EHC Plan quality standards and audit framework (CSC IP 5.2.4) | January 2019 | Head of Inclusion | C |
| 1.6.2 | Train and support all EHCP auditors to ensure consistency of approach (CSC IP 5.2.5) | March 2019 | SEND Auditor/ Audit Team Manager | G |

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|------------|---|----------------|---|------------|
| 1.6.3 | Audit a range of EHC plans including at transition to secondary school, Year 9 and post 16 (CSC IP 5.2.6) | June 2019 | SEND Auditor | A |
| 1.6.4 | Individual services and providers to secure improvement in the advice given for EHC Plans | September 2019 | DCOs/ Director of Children's Social Care/ Education Board representatives | A |
| 1.6.5 | Ensure children, young people and parent carers views are considered and reflected in EHC Plans | September 2019 | SEND Auditor/LA Inclusion Service Managers | A |
| 1.6.6 | Audit a sample of new EHC Plans issued from January 2019 within the first year (CSC IP 5.2.7) | January 2020 | SEND Auditor | G |
| 1.6.7 | Consider in partnership a process for quality assuring SEN support plans | June 2020 | SEND Auditor | n/s |
| 1.7 | Improve our processes so that we reduce bureaucracy | | Head of Inclusion | |
| 1.7.1 | Ensure that CLA and care leavers with SEND have their healthcare needs identified, assessed and met, and that there is oversight across the local area. (CSC IP 4.7.10) | March 2019 | Director of Children's Social Care | C |
| 1.7.2 | Implement the electronic case management system to manage the EHCP process efficiently and improve communication with parent carers and professionals | June 2019 | LA Systems Lead/ LA Inclusion Service Manager | R |
| 1.7.3 | Review best practice to inform an integrated statutory assessment and decision-making process, which is clear and transparent. | July 2019 | Head of Inclusion | n/s |

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Priority 1: Key Performance Indicators

| Ref | Measure | Responsible Officer | Frequency | Latest Performance 17/18 | Target 18/19 | Target 19/20 | 17/18 Stat Neighbours Average | 17/18 National Average |
|---------|--|--|------------|--------------------------|-------------------------|-----------------------------------|-------------------------------|------------------------|
| 1a | Practitioners rate the level of help and support children and young people with SEND receive to meet their needs (via the POET Survey) | SEND Partnership Communication and Engagement Lead | Annual | Good 27% | Good 40% | Good 50% | Not available | Not available |
| 1b (i) | Social Care contributions to EHC Plans are completed and timely | Director of Children's Social Care | Monthly | N/A | Baseline March 2019 | tbc based on March 19 performance | Not available | Not available |
| 1b (ii) | Health contributions to EHC Plans are timely | Responsible Officer for Health | Monthly | N/A | Baseline January 2019 | tbc based on Jan 19 performance | Not available | Not available |
| 1c | Percentage of EHCP's completed within 20 weeks | Head of Inclusion | Bi-monthly | 84.7% | 90% | 90% | Available May 19 | 67% |
| 1d | Annual EHCP Reviews completed within timescales | Head of Inclusion | Bi-monthly | N/A | Baseline from July 2019 | tbc based on 18/19 performance | Not available | Not available |
| 1e | Number of EHCP audits assessed as Outstanding or Good | Head of Inclusion | Bi-monthly | N/A | Baseline from May 2019 | tbc based on May19 performance | Not available | Not available |

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| | | | | | | | | |
|----|--|--|-----------|-----|-----|-----|---------------|---------------|
| 1f | Percentage of CYP with EHCP educated in mainstream school | Head of Inclusion | Annual | 40 | 40 | 42 | 55 | 50.9 |
| 1g | Increase the number of staff attending youth mental health first aid training (Lancashire and South Cumbria) | Midlands and Lancashire Commissioning Support Unit | 6 monthly | 183 | 174 | 250 | Not available | Not available |

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

| | Action | Due | Lead | |
|------------|--|----------------------|---|----------|
| 2.1 | Share our data to help us all make more informed decisions | | Head of Inclusion/ MLCSU representative | |
| 2.1.1 | Report JSNA outcomes to the SEND Partnership Board to inform future service requirements and workforce development needs | January 2019 | Principal Educational Psychologist | C |
| 2.1.2 | Complete and publish a Joint Strategic Needs Analysis (JSNA) to support understanding of health, social care and education need across the local area (CSC IP 5.1.5) | March 2019 | Principal Educational Psychologist | C |
| 2.1.3 | Keep the JSNA updated to ensure data remains relevant and useful | Quarterly | Inclusion Service Data Lead / Health Data Lead | A |
| 2.1.4 | Develop a data dashboard communicating shared performance measures to inform CYP, parent carers and stakeholders of progress (CSC IP 5.1.6) | April 2019 | Inclusion Service Data Lead/ Health Data Lead | C |
| 2.2 | Collate and analyse feedback from children, young people, parent carers and practitioners to inform improvement | | Communication and Engagement Lead | |
| 2.2.1 | Report POET outcomes to the SEND Partnership Board to inform service improvement and development | April 2019 | Communication and Engagement Lead | C |
| 2.2.2 | Research the approach and models used in other areas to capture feedback from parents, carers, children and young people | June 2019 | Communication and Engagement Lead | A |
| 2.3 | Include all partners in our improvement and development work | | SEND Improvement Partner/ SEND Partnership Health Lead | |
| 2.3.1 | Implement the partnership co-production strategy – Working Together – in individual services and provisions | January 2019-ongoing | SEND Partnership Board | A |
| 2.3.2 | Review current working group structure to ensure this supports the delivery of the Improvement Plan from March 2019 onwards | February 2019 | SEND Improvement Partner | C |

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| 2.3.3 | Expand the membership of the Parent Carer Forum to ensure it is more representative of parent carers across the county, reflecting geography, age range and need | December 2019 | Lancashire Parent, Carer Forum Chair | A |
| 2.4 | Put in place SEND Local Area Partnerships to improve communication and share information | | SEND Partnership Health Lead | |
| 2.4.1 | Establish Local Area Partnerships, with named representatives from statutory services | January 2019 | SEND Partnership Health Lead | C |
| 2.5 | Continue to develop the 'Local Offer' so that it is user friendly and locally specific | | Communication and Engagement Lead | |
| 2.5.1 | Work with stakeholders to determine the look and style of the new website. Determine project scope, deliverables and next steps with providers | January 2019 | Communication and Engagement Lead | C |
| 2.5.2 | Undertake build phase and test site with parent carers, young people and practitioners to create a working version | April 2019 | Local Offer Commissioned Service | R |
| 2.5.3 | Launch new Local Offer and promote engagement with stakeholders | June 2019 | Communications and Engagement Lead | R |
| 2.5.4 | Establish programme of ongoing content review and evaluation | September 2019 | Communications and Engagement Lead | n/s |
| 2.5.5 | Report engagement and feedback to the SEND Partnership Board | September 2019 | Communications and Engagement Lead | n/s |
| 2.6 | Work with POWAR, school and college councils to involve more children and young people in the development of services | | Head of Inclusion | |
| 2.6.1 | Review current specification and provider arrangements, to secure involvement from a broader range of young people with SEND across all partner organisations | December 2019 | LA Participation Lead/LA Inclusion Service Manager | A |
| 2.6.2 | Ensure young people with SEND are represented on the wide range of participation groups for children and young people including those with SEN support | December 2019 | LA Participation Lead/SEND Partnership Health Lead | A |
| 2.7 | Share the effective practice that is taking place more widely | | Head of Inclusion | |
| 2.7.1 | Share good practice about identifying and meeting needs through a regular feature in the SEND Partnership Newsletter, to include case studies from school SENCO's | April 2019 | SEND Communications and Engagement Lead | G |
| 2.7.2 | Deliver event with Further Education providers to share good practice, including effective transition and pathways for young people with SEND | May 2019 | The Lancashire Colleges SEND Partnership | R |

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|-------|--|-----------|--|------------|
| 2.7.3 | Establish a Lancashire pledge for 'Inclusive Practice of SEND' in partnership with parents, carers | July 2019 | LA SEND Advisor | A |
| 2.7.4 | Host multi-agency SEND event to share good practice and lessons learned through the process of improvement | June 2020 | Chair Parent Carer Forum supported by SEND Partnership | n/s |

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Priority 2: Key Performance Indicators

| Ref | Measure | Responsible Officer | Frequency | Latest Performance 17/18 | Target 18/19 | Target 19/20 | 17/18 Stat Neighbours Average | 17/18 National Average |
|---------|---|--|-----------|--------------------------|---------------|---------------------------------|-------------------------------|------------------------|
| 2a (i) | Users rate the quality of the Local Offer | SEND Partnership Communication and Engagement Lead | Quarterly | N/A | Baseline 2019 | increase in "good" rating | Not available | Not available |
| 2a (ii) | Users rate the content of the Local Offer | SEND Partnership Communications Lead | Quarterly | N/A | Baseline 2019 | increase in "good" rating | Not available | Not available |
| 2b (i) | Inclusion Service feedback number of complaints | Head of Inclusion | Annual | 188 | 179 | 170 | Not available | Not available |
| 2b (ii) | Inclusion Service feedback number of compliments | Head of Inclusion | Annual | 114 | 108 | 102 | Not available | Not available |
| 2c (i) | DCO service number of issues raised | Midlands and Lancashire Commissioning Support Unit | Quarterly | N/A | Baseline 2019 | No target | Not available | Not available |
| 2c (ii) | DCO service number of issues resolved | Midlands and Lancashire Commissioning Support Unit | Quarterly | N/A | Baseline 2019 | Increase in issues resolved tba | Not available | Not available |
| 2d | Number of mediation cases that were followed by appeals to tribunal | Head of Inclusion | Annual | 4 | 4 | 4 | Not available | Not available |

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

| | Action | Due | Lead | |
|------------|---|----------------|---|------------|
| 3.1 | Target the support available from specialist services more effectively | | Responsible Officer for Health/ Head of Service Policy Information and Commissioning | |
| 3.1.1 | Work with health providers, schools, colleges and commissioners to implement the recommendations following the review of the Specialist Nursing Service | March 2020 | Senior Commissioning Manger F&WCCG / Head of Service Policy Information and Commissioning | G |
| 3.1.2 | Develop and improve relationships with tertiary health centres to ensure information is readily available for parents, local providers, education and social care as necessary | March 2020 | SEND Partnership Health Lead | G |
| 3.1.3 | As part of broader work taking place about funding arrangements for individual packages of care (CHC Review for children and wider IPA review), ensure the process of allocating resources for those with complex needs, including those with SEND, is consistent in approach and methodology, to include short-term agreements and also review of the use of Personal Health Budgets | April 2020 | SEND Partnership Health Lead / Head of Service Policy Information and Commissioning | A |
| 3.1.4 | Review and refresh the commissioning framework for independent non-maintained provision | September 2020 | Head of Service Policy Information and Commissioning | n/s |
| 3.2 | Be creative in providing easier and earlier access to specialist services | April 2020 | Head of Inclusion CCG Lead for Health | |
| 3.2.1 | Increase access to advice and support from SEND Services, including for SENCO's, for example through webinars, YouTube videos and 'drop in' sessions | June 2019 | LA Inclusion Service Manager | A |
| 3.3 | Ensure all service leads, including SENDO's and DCO's, are well known and active in the local area | | LA Inclusion Service Manager / SEND Partnership Health Lead | |
| 3.3.1 | Develop and implement consistent local arrangements to ensure parent carers and professionals have regular access to DCO's | March 2019 | SEND Partnership Health lead | C |

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|------------|---|----------------|--|-----|
| 3.3.2 | Develop and implement consistent local arrangements to ensure parent carers and professionals have regular access to SENDO's | June 2019 | LA Inclusion Service Manager | A |
| 3.3.3 | Develop and implement consistent local arrangements to ensure parent carers and professionals have regular access to a range of other professionals | September 2019 | Local Area Partnerships | G |
| 3.4 | Implement the neurodevelopmental diagnostic pathway | | Responsible Officer for Health | |
| 3.4.1 | Implement neurodevelopmental diagnostic pathway across ICS to include NICE compliant diagnostic pathway for ASD and links to Thrive CAMHS re-design model. | July 2020 | Chief Operating Officer MBCCG/ Lead Consultant Paediatrician | A |
| 3.5 | Continue to review service provision so that it is more consistent | | Director of Public Health | |
| 3.5.1 | Review the current provision and develop a multi-agency school readiness pathway, including the pathway between health visiting and Early Years settings. | September 2019 | Head of Service Health Equity, Welfare & Partnerships | n/s |
| 3.5.2 | Develop a health promotion campaign aimed at parents and carers to address school readiness. | September 2019 | Head of Service Health Equity, Welfare & Partnerships | A |
| 3.6 | Re-commission Speech and Language and Occupational Therapy Services | | Head of Service Policy Information and Commissioning | |
| 3.6.1 | Submit refreshed joint Speech and Language Service specification to the December Children and Maternity Commissioners Network for final comments / agreement from CCGs | January 2019 | Policy Information and Commissioning Lead | C |
| 3.6.2 | Discuss new service specification for Speech and Language Services with key providers | January 2019 | Policy Information and Commissioning Lead | C |
| 3.6.3 | Agree contracting arrangements for Speech and Language Services with CCGs /Providers | March 2019 | Policy Information and Commissioning Lead | C |
| 3.6.4 | Agree associate contracts, including the refreshed Speech and Language Service specification, through CCG/LA Governing Body/decision making arrangements | April 2019 | Policy Information and Commissioning Lead | R |
| 3.6.5 | Review / refresh LCC Occupational Therapy Service Specification and associated pathways | April 2019 | Policy Information and Commissioning Lead | R |

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|------------|---|----------------|--|------------|
| 3.6.6 | Agree contracting arrangements for Occupational Therapy Services with CCGs /Providers | July 2019 | Policy Information and Commissioning Lead | R |
| 3.6.7 | Agree contract variations to reflect new service specification | October 2019 | Policy Information and Commissioning Lead | n/s |
| 3.7 | Develop a commissioning plan which is informed by the JSNA | | Head of Service Policy Information and Commissioning | |
| 3.7.1 | Provide a link between the SEND Partnership Board and the Lancashire and South Cumbria Children and Young People's Emotional Wellbeing and Mental Health Transformation Board, ensuring the SEND Partnership Board is sighted on key issues/risks in delivering the Transformation Plan 2015 – 2020 | Ongoing | Head of Service Policy Information and Commissioning | G |
| 3.7.2 | Assess the outcomes from the JSNA to determine which vulnerable groups require improved service delivery and agree action plan | September 2019 | Head of Service Policy Information and Commissioning | A |
| 3.7.3 | For those services to be commissioned at an ICS level agree joint commissioning function | December 2019 | Responsible Officer for Health/ Head of Service Policy Information and Commissioning | A |
| 3.7.4 | Develop evaluation and monitoring system for jointly commissioned services at ICS level | April 2020 | Responsible Officer for Health/ Head of Service Policy Information and Commissioning | n/s |
| 3.7.5 | Use the JSNA to ensure the commissioning arrangements are strengthened to deliver improved outcomes across the local area | September 2020 | Head of Service Policy Information and Commissioning | n/s |
| 3.8 | Consider the role of advocates for children and young people with SEND as they become young adults | | Head of Service Policy Information and Commissioning | |
| 3.8.1 | Review arrangements for independent advocacy for young people undergoing transition assessments (section 67 care act) | July 2019 | Head of Service Policy Information and Commissioning | A |

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| 3.9 | Develop arrangements to improve transition across our provision and services | | | |
|-------|---|---------------|--|-----|
| 3.9.1 | Establish, through the SEND Partnership Board, a cross-service transitions group to ensure an overall approach to transition is developed | April 2019 | Head of Service, Learning Disabilities, Autism and Mental Health | G |
| 3.9.2 | Develop a strategy for transition from children's services into adult services, including 0-25 healthcare services | August 2019 | SEND Partnership Health Lead | A |
| 3.9.3 | Agree priorities and action plan to improve transition in each priority sector | December 2019 | SEND Partnership Health Lead | n/s |

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Priority 3: Key Performance Indicators

| Ref | Measure | Responsible Officer | Frequency | Latest Performance 17/18 | Target 18/19 | Target 19/20 | 17/18 Stat Neighbours Average | 17/18 National Average |
|-----|---|---|-----------|--------------------------|---------------------|--|-------------------------------|------------------------|
| 3a | Parent, carers rate the level of help and support their child has received (via the POET Survey) | SEND Partnership Communication and Engagement Lead | Annual | Very Good/ Good 67% | Very Good/ Good 70% | Very Good/ Good 75% | Not available | 60% |
| 3b | Improvement in health outcome measures for Speech and Language services | Midlands and Lancashire Commissioning Support Unit | 6 monthly | Not available | Not available | Target to be confirmed (data available 2020 onwards) | Not available | Not available |
| 3c | Average time in weeks from referral to clinical triage/ intake assessment North Lancashire ASD diagnostic pathway | Midlands and Lancashire Commissioning Support Unit | 6 monthly | Not available | Not available | Target to be confirmed (data available June 2019) | Not available | Not available |
| 3d | Reduce time from referral to decision for continuing health care funding (non-emergency) | Senior Manager, Children and Maternity System MBCCG | 6 monthly | Not available | Not available | Target to be confirmed (data available June 2019) | Not available | Not available |

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|----|---|------------------------------|-----------|---------------|---------------|---|---------------|---------------|
| 3e | Increase the number of CYP with an EHCP who have a personal health budget | SEND Partnership Health Lead | 6 monthly | Not available | Not available | Targets to be establish post review (June 2019) | Not available | Not available |
| 3f | Number of drop in clinics available for health services | SEND Partnership Health Lead | 6 monthly | 2 | 3 | 4 | Not available | Not available |

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Priority 4: Ensure children and young people achieve their potential, ambitions and aspirations

| | Action | Due | Lead | |
|------------|--|----------------|---|------------|
| 4.1 | Ensure children and young people achieve in their education at least as well as in other parts of the country | | Director of Education, Quality and Performance | |
| 4.1.1 | Implement a co-produced strategy and action plan to improve education outcomes for children and young people with SEND (CSC IP 1.1.2) | June 2019 | Director of Education, Quality and Performance | A |
| 4.1.2 | Analyse the outcomes for children and young people with SEND and agree targets for improvement (CSC IP 4.6.9) | October 2019 | Director of Education, Quality and Performance | n/s |
| 4.1.3 | Implement a programme of action to achieve the agreed targets for improvement (CSC IP 4.6.10) | November 2019 | Director of Education, Quality and Performance | n/s |
| 4.2 | Implement a partnership model with schools for Alternative Provision | | Director of Education, Quality and Performance | |
| 4.2.1 | Review the current approach and operation of alternative provision and support in both primary and secondary sectors | March 2019 | Director of Education, Quality and Performance/SEND Improvement Partner | C |
| 4.2.2 | Develop and implement primary inclusion hubs across all districts in partnership with primary school partners | April 2019 | Head of Service Education Quality and Performance | G |
| 4.2.3 | Work with secondary school partners to implement the recommended outcomes following the secondary focused Social Emotional Mental Health/Alternative Learning Provision review | September 2019 | Director of Education, Quality and Performance | A |
| 4.2.4 | Review approach and operation of alternative provision with all providers, continuing to roll out across local area | September 2020 | Director of Education, Quality and Performance | n/s |
| 4.3 | Consider a coherent model to deliver support | | Head of Inclusion | |
| 4.3.1 | Review the current approach to and offers of SEND support in partnership with education leaders | June 2019 | SEND Improvement Partner | A |
| 4.3.2 | Develop a consistent model of support, in partnership with education leaders, from special schools and other providers | September 2019 | Head of Inclusion | n/s |

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|------------|---|---------------|---|-----|
| 4.3.3 | Agree implementation plan to roll out model/approach | December 2019 | Head of Inclusion | n/s |
| 4.3.4 | Review model/approach with education providers and service users | December 2020 | Head of Inclusion | n/s |
| 4.4 | Develop 16-19 provision which supports increased choice and independence to prepare young people for adulthood | | Head of Service Learning and Skills/ Head of Inclusion | |
| 4.4.1 | Implement a strategy to develop a more sustainable model of independent living for young people | Jan 2019 | Head of Service Learning Disabilities, Autism and Mental Health | C |
| 4.4.2 | Share destinations data with secondary education providers to agree priorities for action which will increase the number of young people with SEND in education, employment and training | April 2019 | Head of Service Learning and Skills | C |
| 4.4.3 | Work with providers to ensure that young people with SEND have the Careers Education Information Advice Guidance they need in key stage 5 to prepare them for adulthood and increase the proportion securing a positive destination | April 2019 | Head of Service Learning and Skills | G |
| 4.4.4 | Develop a Suitability and Sufficiency Strategy and action plan to guide the development of local specialist and supported provision | June 2019 | Head of Inclusion | A |
| 4.4.5 | Work with providers to develop a range of 16-19 options which meet increasing need, whilst providing greater choice and independence | March 2020 | Head of Service Learning and Skills/ Head of Inclusion | A |
| 4.4.6 | Work with providers as part of the annual review process to ensure that young people with an EHCP have the Careers Education Information Advice Guidance they need to support their transition to adulthood and increase the proportion securing a positive destination | April 2020 | Head of Inclusion | n/s |
| 4.4.7 | Expand the programme of supported internships (Project Search) for young people with SEND across the partnership | April 2020 | LA Inclusion Service Manager / SEND Partnership Health Lead | n/s |
| 4.4.8 | Work with providers to review and develop new proposals for supported employment and social enterprise, to increase number of young people in paid employment | June 2020 | Head of Service Learning Disabilities, Autism and Mental Health | A |

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Priority 4: Key Performance Indicators

| Ref | Measure | Responsible Officer | Frequency | Latest Performance 17/18 | | Target 18/19 | | Target 19/20 | | 17/18 Stat Neighbour Average | | 17/18 National Average | |
|----------|---|--|-----------|--------------------------|--------------|--------------|------------|--------------|------------|------------------------------|------------|------------------------|--------------|
| 4a | Children and young people rate the support they've received to develop independence and the skills to be ready for the next steps (via POET Survey) | SEND Partnership Communication and Engagement Lead | Annual | Good 67% | | Good 70% | | Good 75% | | Not available | | 51% | |
| 4b (i) | Attainment for children and young people with SEND (FSP) | Head of Education, Quality and Performance | Annual | 2.5 SEN (E) | 22.1 SEN (K) | 2.9 SEN (E) | 24 SEN (K) | 3.3 SEN (E) | 25 SEN (K) | 3.2 SEN (E) | 24 SEN (K) | 4.9 SEN (E) | 27.7 SEN (K) |
| 4b (ii) | Attainment for children and young people with SEND (KS1) | Head of Education, Quality and Performance | Annual | SEN (E) | SEN (K) | SEN (E) | SEN (K) | SEN (E) | SEN (K) | SEN (E) | SEN (K) | SEN (E) | SEN (K) |
| | | | R | 7 | 27 | 9 | 29 | 11 | 33 | 10 | 31 | 13 | 33 |
| | | | W | 5 | 18 | 7 | 20 | 9 | 22 | 7 | 22 | 9 | 25 |
| | | | M | 8 | 29 | 10 | 31 | 11 | 33 | 11 | 34 | 13 | 26 |
| 4b (iii) | Attainment for children and young people with SEND (KS2) | Head of Education, Quality and Performance | Annual | 10 SEN (E) | 21 SEN (K) | 12 SEN (E) | 23 SEN (K) | 14 SEN (E) | 26 SEN (K) | 8 SEN (E) | 24 SEN (K) | 9 SEN (E) | 24 SEN (K) |
| 4b (iv) | Progress for children and young people with SEND (KS2) | Head of Education, Quality and Performance | Annual | SEN (E) | SEN (K) | SEN (E) | SEN (K) | SEN (E) | SEN (K) | SEN (E) | SEN (K) | SEN (E) | SEN (K) |
| | | | R | -3.7 | -0.8 | -3.5 | -0.7 | -3.4 | -0.5 | -4.0 | -0.9 | -3.8 | -1.0 |
| | | | W | -4.4 | -1.7 | -4.3 | -1.6 | -4.1 | -1.5 | -4.6 | -2.0 | -4.1 | -1.8 |
| | | | M | -4.5 | -0.7 | -4.4 | -0.6 | -4.3 | -0.5 | -4.2 | | -4.2 | -1.0 |

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|------------|---|--|--------|---|--------------------|--|--------------------|--|--------------------|--------------------|--------------------|---|--------------------|
| 4b (v) | Attainment for children and young people with SEND (KS4) | Head of Education, Quality and Performance | Annual | 12.9 SEN (E) | 31.8 SEN (K) | 13.5 SEN (E) | 32.3 SEN (K) | 14.1 SEN (E) | 33.8 SEN (K) | 12.7 SEN (E) | 31.8 SEN (K) | 13.5 SEN (E) | 32.2 SEN (K) |
| 4b (vi) | Progress for children and young people with SEND (KS4) | Head of Education, Quality and Performance | Annual | -1.3 SEN (E) | -0.5 SEN (K) | -1.1 SEN (E) | -0.3 SEN (K) | -0.5 SEN (E) | -0.1 SEN (K) | -1.1 SEN (E) | -0.5 SEN (K) | -1.1 SEN (E) | -0.4 SEN (K) |
| 4c | Combined NEET and Not Known percentage of 16 and 17yr olds with SEND | Head of Learning and Skills | Annual | 13.7%, December 2017 – February 2018 average | | 14.7% December 2018 – February 2019 average | | 13.5% December 2019 – February 2020 average | | Not available | | Not available Lancashire Overall Combined NEET and Not Known is 8.3% | |
| 4d | 16 and 17yr olds with SEND participating in education and training | Head of Learning and Skills | Annual | 77.9% as at March 2018 | | 80.0% as at March 2019 | | 81.5% as at March 2020 | | Not available | | 81.4% as at March 2018 | |
| 4e | Key stage 5 destination measures by SEN (state funded mainstream schools) – any sustained education or employment destination | Head of Learning and Skills | Annual | 81%, 2016/17 destination of 2015/16 cohort | | 82%, 2017/18 destination of 2016/17 cohort | | 83%, 2018/19 destination of 2017/18 cohort | | Not available | | 86% | |
| 4f | Key stage 5 destination measures by LLDD (state funded colleges) – any sustained education or employment destination | Head of Learning and Skills | Annual | 84%, 2016/17 destination of 2015/16 cohort | | 85%, 2017/18 destination of 2016/17 cohort | | 86%, 2018/19 destination of 2017/18 cohort | | Not available | | 85% | |

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|------------|--|--|--------|------|-----|-----|---------------------|---------------------|
| 4g (i) | Number of SEND young people with EHCPs receiving a permanent exclusion | Head of Education, Quality and Performance | Annual | 27 | 5 | 2 | Not available | Not available |
| 4g (ii) | Number of permanent exclusions from special schools | Head of Education, Quality and Performance | Annual | 2 | 0 | 0 | Available June 2019 | Available June 2019 |
| 4h | Percentage of persistent school absentees with EHCP's | Head of Education, Quality and Performance | Annual | 5.8% | 5.8 | 5.8 | 6.2% | 6.6% |

Key: FSP- Foundation Stage Profile, SEN (E) – Children and young people with EHCPs, SEN (K) – Children and young people with SEN support
R- Reading, W- Writing, M- Maths

SEND Partnership Improvement Plan – Progress Report 3rd June Board Meeting

| | Actions Completed | Due | Lead |
|-----------------------|---|---------------|---|
| MEETING NEED | | | |
| 1.1.1 | Develop the SEND Review offer for all education settings in partnership with LSSHTA | March 2019 | SEND Improvement Partner |
| 1.3.1 | Implement training for health provider SEND Champions | April 2019 | SEND Partnership Health Lead |
| 1.6.1 | Implement the EHC Plan quality standards and audit framework (CSC IP 5.2.4) | January 2019 | Head of Inclusion |
| 1.7.1 | Ensure that CLA and care leavers with SEND have their healthcare needs identified, assessed and met, and that there is oversight across the local area. (CSC IP 4.7.10) | March 2019 | Director of Children's Social Care |
| EQUAL PARTNERS | | | |
| 2.1.1 | Report JSNA outcomes to the SEND Partnership Board to inform future service requirements and workforce development needs | January 2019 | Principal Educational Psychologist |
| 2.1.2 | Complete and publish a Joint Strategic Needs Analysis (JSNA) to support understanding of health, social care and education need across the local area (CSC IP 5.1.5) | March 2019 | Principal Educational Psychologist |
| 2.1.4 | Develop a data dashboard communicating shared performance measures to inform CYP, parent carers and stakeholders of progress (CSC IP 5.1.6) | April 2019 | Inclusion Service Data Lead/ Health Data Lead |
| 2.2.1 | Report POET outcomes to the SEND Partnership Board to inform service improvement and development | April 2019 | Communication and Engagement Lead |
| 2.3.2 | Review current working group structure to ensure this supports the delivery of the Improvement Plan from March 2019 onwards | February 2019 | SEND Improvement Partner |
| 2.4.1 | Establish Local Area Partnerships, with named representatives from statutory services | January 2019 | SEND Partnership Health Lead |
| 2.5.1 | Work with stakeholders to determine the look and style of the new website. Determine project scope, deliverables and next steps with providers | January 2019 | Communication and Engagement Lead |

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| ACCESSIBLE SERVICES | | | |
|---------------------|--|--------------|---|
| 3.3.1 | Develop and implement consistent local arrangements to ensure parent carers and professionals have regular access to DCO's | March 2019 | SEND Partnership Health lead |
| 3.6.1 | Submit refreshed joint Speech and Language Service specification to the December Children and Maternity Commissioners Network for final comments / agreement from CCGs | January 2019 | Policy Information and Commissioning Lead |
| 3.6.2 | Discuss new service specification for Speech and Language Services with key providers | January 2019 | Policy Information and Commissioning Lead |
| 3.6.3 | Agree contracting arrangements for Speech and Language Services with CCGs /Providers | March 2019 | Policy Information and Commissioning Lead |
| ACHIEVING SUCCESS | | | |
| 4.2.1 | Review the current approach and operation of alternative provision and support in both primary and secondary sectors | March 2019 | Director of Education, Quality and Performance/SEND Improvement Partner |
| 4.4.1 | Implement a strategy to develop a more sustainable model of independent living for young people | Jan 2019 | Head of Service Learning Disabilities, Autism and Mental Health |
| 4.4.2 | Share destinations data with secondary education providers to agree priorities for action which will increase the number of young people with SEND in education, employment and training | April 2019 | Head of Service Learning and Skills |

| | Actions Delayed | Due | Lead |
|---------------------|--|------------|---|
| MEETING NEED | | | |
| 1.4.1 | <p>Co-produce information about a graduated response to SEND support, identifying needs and requesting an assessment to ensure this is clear and transparent. The process for requesting an EHCP has been reviewed. The pathway has been considered by partners and draft documentation developed. It is a priority to finalise these documents and make available to partners.</p> <p>These will be included in the SEND Inclusion Toolkit that is part of Workforce development and will be shared by/with schools at events with Heads/SENCOs and Early Years in the summer term.</p> <p>UPDATE 24/6/19- The draft documentation comprises a series of leaflets for parent, carers and will be finalised by the end of August 2019.</p> | April 2019 | Head of Inclusion |
| 1.7.2 | <p>Implement the electronic case management system to manage the EHCP process efficiently and improve communication with parent carers and professionals The implementation of the system is presenting significant challenges for the service. The expectation that letters would be sent out automatically to improve communication is not effective. In addition the professional portal to support services has significant limitations.</p> <p>All information is now recorded in a single system so the chronology of events is more accessible and has improved the accuracy of information. Support from corporate ICT is required to resolve the system's inadequacies.</p> <p>UPDATE 24/6/19- The Director of Strategy and Performance has been engaged to resolve the issues with the system. A meeting to progress required improvements was held with the Head of Inclusion on 10/6/19 and action is progressing.</p> | June 2019 | LA Systems Lead/ LA Inclusion Service Manager |

| EQUAL PARTNERS | | | |
|----------------|--|------------|--|
| 2.5.2 | <p>Undertake build phase and test site with parent carers, young people and practitioners to create a working version</p> <p>The project has been delayed following the project managers failure to plan the work effectively. This project has been brought back to LCC to support the design and technical build, with the SEND Partnership team developing the content. We continue to work with the selected web developer, Open Objects, and a new timetable for delivery will be published in June.</p> <p>UPDATE 24/6/19 - Design of the new Local Offer site is now underway. The site will be relaunched from mid-September onwards. It will feature a new home page and web address.</p> | April 2019 | Local Offer Commissioned Service |
| 2.5.3 | <p>Launch new Local Offer and promote engagement with stakeholders</p> <p>Work to develop the promotion plan is delayed until we are clear on the new expected launch date. The will include all partners and provide the tools to share the new Local Offer with families and practitioner across Lancashire.</p> <p>UPDATE 24/6/19- Promotion to 250 School Special Educational Needs Coordinators (SENCOs) took place w/c 10/6/19 June. Further promotion work will take place between the 3/7/19 – 18/7/19 to engage over 300 education partners.</p> | June 2019 | Communications and Engagement Lead |
| 2.7.2 | <p>Deliver event with Further Education providers to share good practice, including effective transition and pathways for young people with SEND</p> <p>Planning for the event is well underway. To accommodate The Lancashire Colleges this event will take place during the Summer or Autumn term.</p> <p>UPDATE 24/6/19- Planning meetings have been held with the Lancashire Colleges Chief Executive for the rescheduled Autumn term event, date to be confirmed.</p> | May 2019 | The Lancashire Colleges SEND Partnership |

| ACCESSIBLE SERVICES | | | |
|---------------------|---|------------|---|
| 3.6.4 | <p>Agree associate contracts, including the refreshed Speech and Language Service specification, through CCG/LA Governing Body/decision making arrangements</p> <p>Contracts are in place with NHS providers. Fylde Coast and Morecambe Bay services have agreed joint service specification. For the rest of Lancashire, served by Lancashire Care Foundation Trust (LCFT) and Blackpool Teaching Hospital (BTH), a new contract has been agreed from 1st April 2019 but we have not yet agreed delivery of the new joint service specification. The new service specification is included within an MOU to the contract with an agreement to jointly review implications in terms of service delivery and potential cost implications prior to agreeing implementing.</p> <p>UPDATE 24/6/19 – Associate contracts agreed with BTH and UHMB. Specifications are agreed and will be implemented from 1/7/19, with the exception of performance reporting requirements which are currently being reviewed.</p> <p>LCFT contract and service specification for Speech and Language service still to be agreed.</p> | April 2019 | Policy Information and Commissioning Lead |
| 3.6.5 | <p>Review / refresh LCC Occupational Therapy Service Specification and associated pathways</p> <p>Revised specification drafted but not yet implemented</p> <p>UPDATE 24/6/19 - Occupational Therapy service specifications agreed with BTH and UHMB and will be implemented from 1/7/19, with the exception of performance reporting requirements which are currently being reviewed.</p> <p>LCFT service specification is in the final draft stages for Occupational Therapy service.</p> | April 2019 | Policy Information and Commissioning Lead |
| 3.6.6 | <p>Agree contracting arrangements for Occupational Therapy Services with CCGs /Providers</p> <p>Contracts for OT services in place but not yet working to the refreshed service specification across the whole of Lancashire. Joint working required with LCFT to assess impact on current delivery model and cost implications given the current significant cost pressures on activity reported by LCFT.</p> <p>UPDATE 24/6/19 - Occupational Therapy service specifications agreed with BTH and UHMB and will be implemented from 01/07/19, with the exception of performance reporting requirements which are currently being reviewed.</p> <p>LCFT service specification is in the final draft stages for Occupational Therapy service.</p> | July 2019 | Policy Information and Commissioning Lead |

| ACHIEVING SUCCESS | | | |
|-------------------|--|--|--|
| | | | |

Appendix C

| | Actions Not Started (Due May- August 2019) | Due | Lead |
|-------|--|-----------|--|
| | MEETING NEED | | |
| | | | |
| | EQUAL PARTNERS | | |
| | | | |
| | ACCESSIBLE SERVICES | | |
| 3.8.1 | Review arrangements for independent advocacy for young people undergoing transition assessments (section 67 care act) <i>All advocacy services have been re-tendered</i> | July 2019 | Head of Service Policy Information and Commissioning |
| | ACHIEVING SUCCESS | | |
| 4.3.1 | Review the current approach to and offers of SEND support in partnership with education leaders <i>Delay in commencing review, due to capacity. Revised timescale to September 2019</i> UPDATE 24/6/19 – Revised model in draft and being discussed by partnership working group on 26/6/19 to be followed by consultation with all education partners in September. | June 2019 | SEND Improvement Partner |

Children's Services Scrutiny Committee

Meeting to be held on Wednesday, 3 July 2019

| |
|--|
| Electoral Division affected: (All Divisions); |
|--|

Children and Families Partnership Arrangements

(Appendix 'A' refers)

Contact for further information:

Dave Carr, Head of Service: Policy, Information and Commissioning (Start Well)

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Email: dave.carr@lancashire.gov.uk

Executive Summary

The report provides an update on the Lancashire Children and Families Partnership arrangements.

Recommendation

The Children's Services Scrutiny Committee is asked to:

- i. Note the information provided.
- ii. Consider the progress made in establishing partnership arrangements.

Background and Advice

The county-wide Children and Young People's Trust Partnership Board was suspended in 2017 pending a review to understand the current position with the Children and Young People's Partnerships and to identify appropriate means of determining and taking forward children and young people's priorities across Lancashire.

Of the five local Children's Partnership Boards that were established as part of our Children and Young People's Trust Arrangements:

- Fylde, Lancaster & Wyre remains active
- Burnley & Pendle not active
- Hyndburn, Ribble Valley & Rossendale remains active
- Chorley, South Ribble & West Lancashire has not met for some time
- The Preston partnership has lapsed.

In November 2017 informal discussions were held with a range of partners to consider the most important areas to work on and lead together. These discussions have progressed well, leading to the establishment of a county-wide Children's Partnership Board, Chaired by the Executive Director for Education and Children's Services. The Board includes representation from district councils, schools, police,

Clinical Commissioning Groups and from the County Council's Education and Children's Services and Public Health Teams.

The Partnership Board has agreed a vision for children, young people and families and a "Plan on a Page" (Appendix 'A') with which to guide activity. These will be kept under review.

Capacity has now been agreed to support the coordination of the County level Children and Families Partnership Board. At this point there is no change to the local Children's Partnership Board arrangements.

An early priority for the Partnership will be to support the development of a Multi-Agency Early Help Strategy.

Alongside the development of the Children and Families Partnership Board, we have also made progress in developing new Area Safeguarding Arrangements. Under the Children Act 2004, as amended by the Children and Social Work Act 2017, Local Safeguarding Children Boards (LSCBs) will be replaced. Under the new legislation, the three agencies are identified as key safeguarding partners (Local Authorities, Chief Officers of Police and Clinical Commissioning Groups (CCGs) and must make arrangements to work together with relevant agencies (as they consider appropriate) to safeguard and protect the welfare of children in the area.

Under the guidance it is permissible for the new arrangements to cover more than one local authority area. It has been agreed that the three Local Safeguarding Children Boards in Blackpool, Blackburn with Darwen and Lancashire will be replaced by new arrangements that will cover all areas. The new arrangements are called the Blackpool, Blackburn with Darwen and Lancashire Safeguarding Children Strategic Partnership Board.

The Strategic Board will be supported by three tactical/operational area based groups reflecting the following three geographical areas:

- Blackpool and North Lancashire
- Central and South Lancashire
- Blackburn with Darwen and East Lancashire

This will ensure delivery of the Strategic Board objectives at a local level and ensure the Strategic Board's work is also informed by more local issues or concerns. The footprint of these groups will also enable current cross-boundary issues and inconsistencies to be more easily addressed.

Work is progressing to ensure the statutory deadline of 29 June 2019 is met for these new Area Safeguarding Arrangements to be submitted to the Department for Education (DfE) and to be effective for September.

Consultations

N/A

Implications:

N/A

Risk management

N/A

**Local Government (Access to Information) Act 1985
List of Background Papers**

| Paper | Date | Contact/Tel |
|-------|------|-------------|
| N/A | N/A | N/A |

Reason for inclusion in Part II, if appropriate

N/A

Our vision

Children, young people and their families are safe, healthy and achieve their full potential.

Lancashire Children, Young People and Families Partnership Vision

Five Outcomes

- Vulnerable children and young people are safe from harm and build resilience.
- Children and young people achieve their full potential in education, learning and future employment.
- Children and young people enjoy healthy lifestyles and know how to help others.
- Children, young people and families have a voice in shaping the support they receive.
- Children and young people live in Lancashire where they can enjoy a good quality of life, be happy and want to stay.

Five partnership priorities

- Improve the environment in which children and young people live, learn and work.
- Support children, young people and their parents to make healthy lifestyle choices and to build strong families, friendships and healthy relationships.
- Provide children and young people with a good quality education and learning opportunity which matches their talents, ambitions and aims and enables a positive transition to adulthood.
- Prevent the need for children to become looked after, and with compassion, step in when necessary to keep children and young people safe from harm.
- Support children and young people to influence decision making and bring about positive change for themselves and others.

Five partnership ways of working

- We will focus on the children, young people and families who need our support.

- We will focus on strategic priorities which raise aspirations and enable people to work locally to build on the strengths of people and their communities.
- We will build on what works well.
- We will collaborate and share information.
- We will provide critical challenge to improve practice and outcomes.

Five partnership measures of impact against our greatest challenges.

- Improve the healthy life expectancy for children and young people.
- Increase the number of children who achieve a good level of development at the end of the reception year.
- Increase the number of 16-17 year olds in education, employment or training.
- Show clear evidence of improved outcomes as a result of family participation.
- Ensure the right number of children are in the care of the Council.



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