

# Lancashire Special Educational Needs and Disability

## Written Statement of Action

(May 2018)



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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 & 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 which will be taken forward by a dedicated working group:

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

Membership of each working group will be agreed and published. Each of the working groups has a lead and includes representation from a range of partners including parents, carers and children and young people, key strategic leads, commissioners, providers and the voluntary, community and faith sector. Each working group will co-produce a more detailed action plan by June 2018 to support delivery of this WSoA, including specific actions, owners, dates for completion and success measures. Each group will report 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.

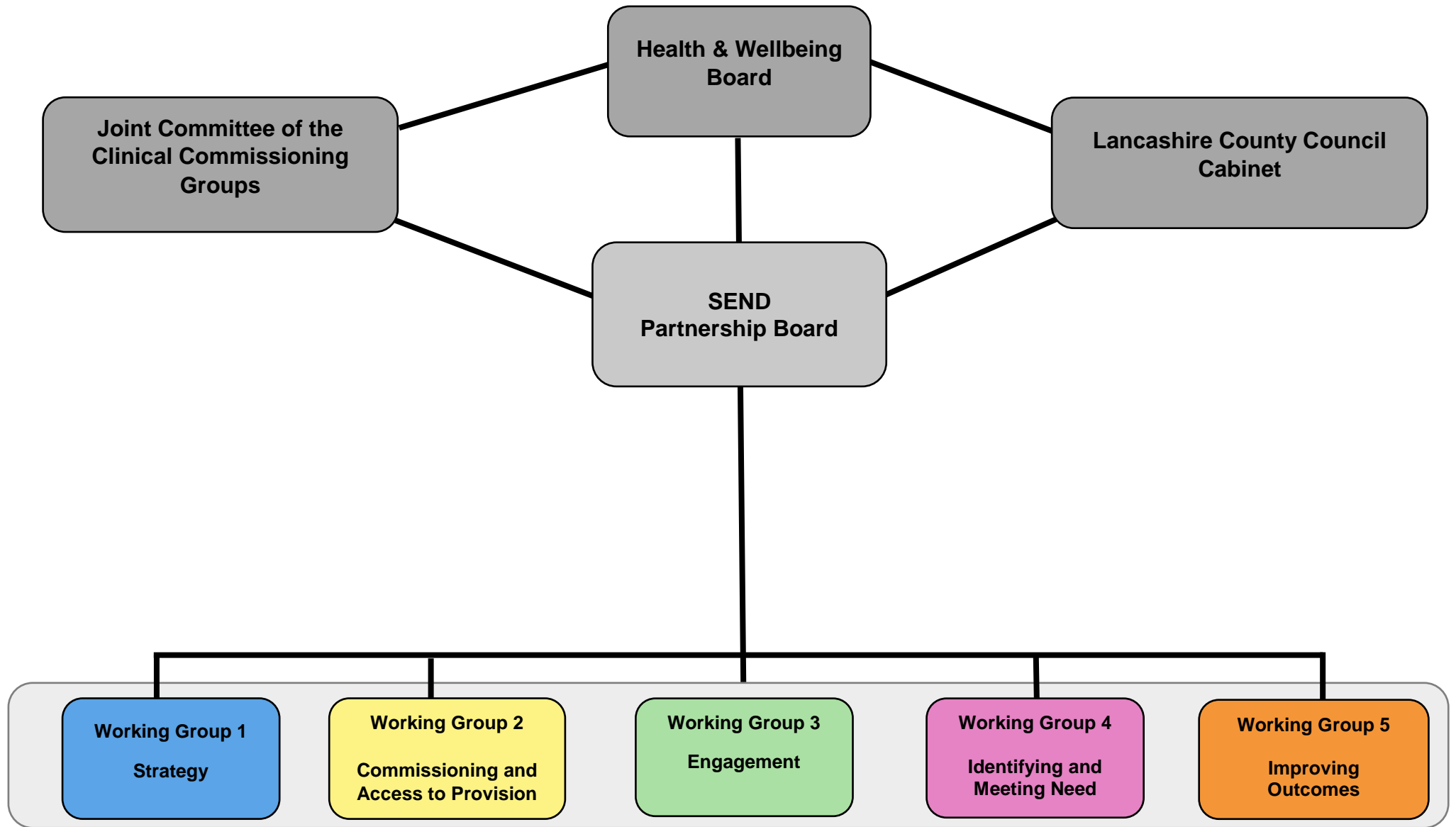
Strategic planning and decision-making responsibility for the implementation and monitoring of this WSoA will be held by the SEND Partnership Board reporting to the Lancashire Health and Well-Being Board (see governance structure on page 6 below). In addition, the Joint Committee of the CCGs and the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

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

## Key Terms

	<b>Definitions</b>
<b>Lancashire / local area</b>	<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>
<b>Pan-Lancashire</b>	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
<b>Integrated Care Systems- (ICS)</b>	The Pan-Lancashire area plus south Cumbria (part of Morecambe Bay CCG's area)
<b>Joint Commissioning Framework</b>	The existing Joint Commissioning Framework (2017) <a href="#">found here</a> applies to the local area. This framework is currently being developed to apply across the ICS.
<b>Health and Wellbeing Board</b>	<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 <a href="#">found here</a></p> <p>The SEND Partnership Board is accountable to this board</p>
<b>Joint Committee of the CCGs</b>	<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 <a href="#">found here</a></p> <p>There will be regular reporting on progress to this committee.</p>
<b>Lancashire County Council Cabinet</b>	<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 <a href="#">found here</a></p> <p>There will be regular reporting on progress to the Cabinet.</p>
<b>SEND Partnership Board</b>	The purpose of the SEND 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:** Janette Hastings (Integrated Assessment Manager - SEND)

- 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 (Principal Advisor for School Improvement- LCC)

- 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. Some significant issues required immediate action and have either been completed or are underway.



## Working Group 1: Strategy

<b>Action A</b>	Develop strategic leadership and vision for SEND across the partnership			
<b>Action B</b>	Develop an accurate understanding of SEND across the local area, to support leadership & strategic decision making			
<b>Action C</b>	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	Expected Outcome	Progress
<b>A1</b>	Agree the governance structure for SEND across the local area	July 2018	The line of accountability is clear to families and practitioners. The governance structure is agreed and published. Regular reporting takes place to the Health and Wellbeing Board and JCCCG and is scrutinised by the Children's and Education scrutiny committee	Action Underway
<b>A2</b>	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	Families and practitioners are informed of the identified senior officers via the Local Offer	Action Underway
<b>A3</b>	Senior accountable officers work together to create the SEND partnership vision across the local area in collaboration with CYP, Parent/Carers & Stakeholder's	July 2018	Families, practitioners and partners are clear about the SEND vision, through the Local Offer, as a driver for improvement	Action Planned
<b>A4</b>	CCGs to pool funding and recruit a single joint commissioning post for Health across pan-Lancashire.	April 2018	Funding agreed to support increased consistency pan- Lancashire	Action Complete
<b>A5</b>	Establishment of the Designated Clinical Officer (DCO) service across the area	May 2018	Families benefit from greater equity in access to provision and a timely response to requests for assessments in line with statutory timescales	Action Underway
<b>A6</b>	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 produced, training and information regularly shared. Provider services receive regular training which impacts positively on their professional practice	Action Underway

<b>B1</b>	Complete and publish a Joint Strategic Needs Analysis (JSNA) to support understanding of health, social care and education need across the local area ensuring CYP and Parent/Carers voice is clearly communicated.	Jan 2019	JSNA produced which provides clarity for all partners about the ongoing needs of the community	Action Planned
<b>B2</b>	Develop a data dashboard to share SEND performance outcomes including health and education, to inform CYP, parent/carers and stakeholders of progress.	Sept 2018	All stakeholders, including CYP and parent/carers, can assess progress across the performance measures	Action Underway
<b>C1</b>	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 will result in improved outcomes for children and young people  More children, young people and families will to be involved in the co-production of the assessment and EHCP, resulting in greater satisfaction	Action Planned
<b>C2</b>	SEND partnership agree shared measures to monitor the Improvement Strategy	Oct 2018	The Partnership will be able to evaluate progress and develop or amend actions, according to outcomes achieved	Action Planned
<b>C3</b>	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	Decisions taken by the local area partners are co-produced with parents/carers and lead to services which meet their needs	Action Planned

## Working Group 2: Commissioning and Access to Provision

<b>Action D</b>	To develop robust joint commissioning arrangements which are regularly monitored and evaluated			
<b>Action E</b>	To develop effective, evidence-based diagnostic pathways for Autism across the local area			
<b>Action F</b>	To develop arrangements to support good transitions in health care services 0-25			
<b>Action G</b>	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	Expected Outcome	Progress
<b>D1</b>	Use the existing Joint Commissioning Framework (2017) to identify the appropriate level of commissioning for each service or function	April 2019	Levels of commissioning are clearly mapped	Action Underway
<b>D2</b>	Building on the work already being undertaken develop a commissioning plan based on JSNA including the joint commissioning strategy.	April 2019	Commissioning Plan sets out services across the geographical area which meet the needs of individual areas	Action Planned
<b>D3</b>	For those services to be commissioned at an ICS level agree joint commissioning function	Sept 2019	Families benefit from having easier access to services through joint commissioning agreements.	Action Planned
<b>D4</b>	Develop evaluation and monitoring system for jointly commissioned services at ICS level	Sept 2019	Services can demonstrate ongoing improvement, benefitting their users	Action Planned
<b>E1</b>	Implement an ASD diagnostic pathway for Morecambe Bay CCG (Lancs North)	Mar 2018	Families and practitioners have clear information about the pathway and how to access services	Action Complete
<b>E2</b>	Agree a pan-Lancashire NICE compliant diagnostic pathway for ASD as part of a neurodevelopmental diagnostic pathway	Dec 2018	Families benefit from a compliant pathway, which meets local need and supports consistent agreed outcomes pan Lancashire	Action Underway
<b>E3</b>	Implementation of NICE compliant diagnostic pathway across ICS as part of a neurodevelopmental diagnostic pathway	Dec 2019	Pathway implemented. Commissioners use the performance data collated in the dashboard to ensure families access high quality services Regular reviews ensure quality assurance	Action Planned

<b>F1</b>	Review and strengthen transition arrangements and ensure a 0-25 transition protocol is included as part of the joint commissioning plan	April 2019	All CYP passing through transition points have a quality service which supports a positive transition.	Action Planned
<b>F2</b>	Agree monitoring mechanism for transition processes	Oct 2018	Partners are able to see the impact of arrangements and make changes if required.	Action Planned
<b>G1</b>	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	April 2019	CYP and their families pan Lancashire increasingly have more equitable outcomes.	Action Planned
<b>G2</b>	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	Vulnerable groups protocol published. Vulnerable groups are able to access services appropriate to their needs.	Action Planned

### Working Group 3: Engagement

<b>Action H</b>	Ensure that parents and carers are fully engaged in decision making at a strategic and <b>individual</b> level			
<b>Action I</b>	Provide a local offer that is clear and accessible, and which provides high quality information			
<b>Key tasks to address actions H &amp; I</b>		<b>Date to Complete</b>	<b>Expected Outcome</b>	<b>Progress</b>
<b>H1</b>	Ensure that CYP & parents / carers are fully represented throughout the SEND governance structure	July 2018	It is evident that SEND strategic decision making is influenced by CYP, Parent/Carers	Action Underway
<b>H2</b>	Inform and implement an agreed set of principles with CYP, Parent/Carers for co-production across the SEND Partnership (see C3)	Oct 2018	The principles are evident in the way parents, carers and CYP through increased co-production	Action Planned
<b>H3</b>	Embed and ensure Section 19 principles ( <a href="#">found here</a> ) underpin a culture of co-production at an individual level	Sept 2018	CYP and their families/carers can recognise their views in co-produced plans	Action Planned
<b>H4</b>	Co-ordinate the delivery of an annual survey for CYP, Parents/Carers, and professionals and communicate findings of Personal Outcomes Evaluation Tool (POET <a href="#">found here</a> )	June 2018	The outcomes of the annual POET survey drive improvements informed by parent views	Action Underway
<b>H5</b>	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	CYP, Parents/Carers feel their feedback is reflected in service plans, delivery and ways of working	Action Underway
<b>I1</b>	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	CYP, Parents/Carers are aware of the Local Offer web pages and find the information accessible and high-quality	Action Planned
<b>I2</b>	Develop mechanisms to collect and respond to Local Offer feedback	July 2018	CYP, Parent/Carer are clear that their views influence services through the 'You Said, We Did' report	Action Underway

## Working Group 4: Identifying and Meeting Need

<b>Action J</b>	Develop and implement simple, transparent and consistent procedures for identifying and meeting need			
<b>Action K</b>	To develop systems to ensure the quality of EHC Plans			
Key tasks to address actions J & K		Date to Complete	Expected Outcome	Progress
<b>J1</b>	Implementation and integration of a transparent and consistent DCO service across the local area	Sept 2018	CYP & families have their needs assessed and met in a timely and consistent manner	Action Underway
<b>J2</b>	Co-produce, publish and implement a clear pathway for identifying and meeting need for CYP 0-25 across the local area	Oct 2018	CYP & families pan-Lancashire have information about and benefit from a clear pathway to services	Action Planned
<b>K1</b>	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	Oct 2018	CYP benefit from high quality EHC Plans, produced pan- Lancashire, which reflect co-production across all partners	Action Underway
<b>K2</b>	Define Lancashire quality standards for EHC Plan	Sept 2018	All partners understand what quality plans look like and the quality assurance processes reflect ongoing improvements	Action Planned
<b>K3</b>	To develop and implement an EHC Plan content audit process across the local area and participate in regional audit and training opportunities	Jan 2019	CYP benefit from high quality EHC Plans produced pan Lancashire. Plans demonstrate continuous improvement through analysis of audit outcomes	Action Underway
<b>K4</b>	Commence using the results of audit to inform the professional development of plan writers, advice givers and those supporting the delivery of the plans	Dec 2018	Outcomes for CYP are improved through the performance management and training of plan writers	Action Underway
<b>K5</b>	To develop planning and recording systems to support joint working and the improvement process of producing quality EHC plans	Jan 2019	Improved joint working ensures the needs of CYP and their families are assessed and responded to with improved timeliness and efficacy	Action Underway

## Working Group 5 – Improving Outcomes

<b>Action C</b>	To improve the outcomes of CYP with SEND towards the national average and statistical neighbours			
<b>Action L</b>	To reduce the number of permanent school exclusions for CYP with an EHC Plan to below the national average and statistical neighbours.			
<b>Key tasks to address action C&amp; L</b>		<b>Date to Complete</b>	<b>Expected Outcome</b>	<b>Progress</b>
<b>C4</b>	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, are identified	Action Planned
<b>C5</b>	Implement a programme of action with schools to achieve the agreed targets with and Primary Heads in Lancashire (PHIL), Lancashire Association of Secondary Heads (LASH) and Lancashire Special School Head teacher Association (LASSHTA)	July 2019	CYP benefit from improved outcomes in line with agreed targets	Action Planned
<b>L1</b>	The newly established SEND Improvement Partnership Team will support the development of SEND Inclusion policy	July 2019	Increasing numbers of CYP will benefit from inclusive practice, by a reduction in exclusions, an increase in attendance and improvement in attainment	Action Underway
<b>L2</b>	Training package will be produced and delivered for the school workforce to promote inclusive practice	Jan 2019	Teachers will have increased skills and confidence to support inclusive practice	Action Planned
<b>L3</b>	Deliver a series of briefings to SEND Leaders, school governors and workforce to promote inclusive practice	Nov 2018	Governors and School leaders will support a reduction in permanent exclusions for CYP with an EHC Plan	Action Underway
<b>L4</b>	Review guidance for Lancashire's school behaviour policies to ensure reasonable adjustments for SEND needs are appropriately identified and managed	Dec 2018	Guidance published and issued to all governing bodies. CYP have increased access to education through reasonable adjustments.	Action Planned

<b>L5</b>	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 <a href="#">found here</a> )	July 2018	Inclusion of young people with SEND increases; exclusion from school is a standing item on governor training	Action Underway
<b>L6</b>	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	CYP benefit from support in school resulting in fewer exclusions	Action Underway
<b>L7</b>	SEND Exclusions will be a regular standing item on the School Improvement termly visits to schools and the Schools Service Guarantee meetings	Sept 2018	Reduction in exclusions and targeted action agreed where required.	Action Underway
<b>L8</b>	SEND Service champion will attend the Partnership Development Group termly meetings and contribute to the schools Governors newsletter	July 2018	Improved communication of local areas SEND development	Action Underway
<b>L9</b>	LCC will establish a new Lancashire Education Pledge for 'Inclusive Practice of SEND'	July 2019	More CYP benefit from an inclusive approach with increasing number of Lancashire schools recognised as having inclusive practice	Action Planned