# **Appendix A**

# Lancashire Special Educational Needs and Disability Written Statement of Action (May 2018) Updated February 2019





Fylde and Wyre Clinical Commissioning Group









- 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)

# Contents

Introduction	3
Lancashire SEND Governance and Accountability Structure	6
Working Group Actions	
Working Group 1: Strategy	9
Working Group 2: Commissioning and Access to Provision	
Working Group 3: Engagement	
Working Group 4: Identifying and Meeting Need	14
Working Group 5: Improving Outcomes	

#### 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.

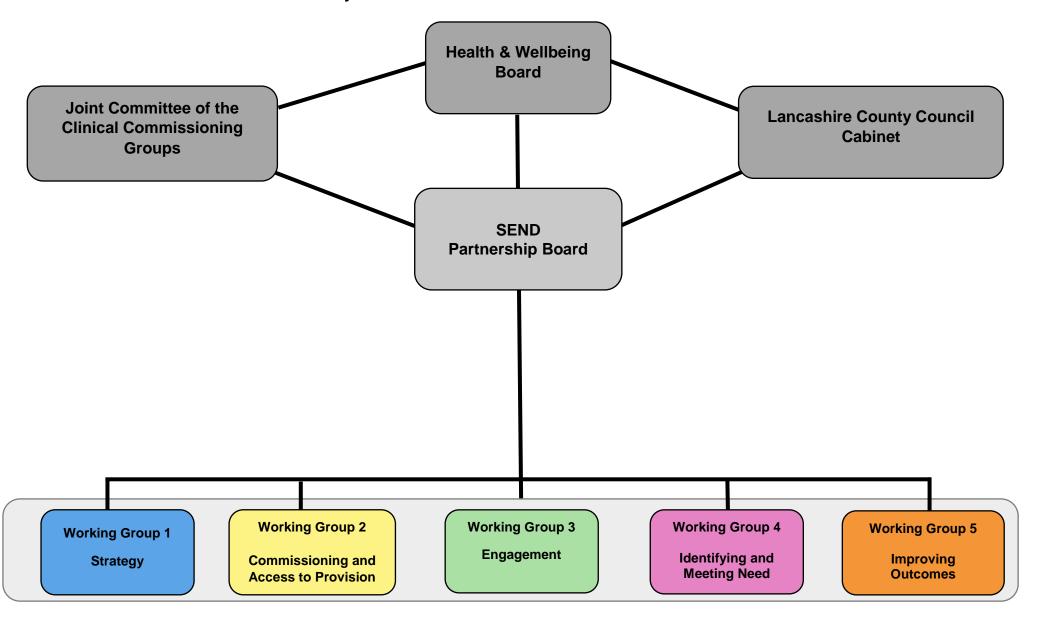
Strategic planning and decision making responsibility for the implementation and monitoring of this WSoA will be held by the SEND Partnership Board (Transitional) reporting to the Lancashire Health and Well-Being Board (see governance structure on page 6 below). In addition the Joint Committee of the 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	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.
	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
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	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  The SEND Partnership Board is accountable to this board
Joint Committee of the CCGs	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  There will be regular reporting on progress to this committee.
Lancashire County Council Cabinet	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  There will be regular reporting on progress to the Cabinet.
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 **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: Strate	gy		
Actio	on A	Develop strategic leadership and vision for SEND across the partnership			
Acti	on B	Develop an accurate understanding of SEND across the local area, to su		& strategic decision making	
Acti	on C	Develop an effective strategy to improve the outcomes for children and y	oung people wit	h SEND	
					Task Progress
A1	Agree the g	overnance 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	and consiste	er organisation must agree a senior accountable officer to support regular ent communication of the SEND agenda across the local area	May 2018	Accountable officers have been agreed for the CCG's and LA	
A3		ountable officers work together to create the SEND partnership vision ocal area in collaboration with CYP, Parent, Carers and Stakeholder's	July 2018	The SEND vision developed through the partnership and shared	
A4	CCGs to po pan-Lancas	ol funding and recruit a single joint commissioning post for Health across hire.	April 2018	A Director of ICS has been appointed	
A5	Establishme	ent of the Designated Clinical Officer (DCO) service across the area	May 2018	The service is in place and operational across the area	
A6	ensure that	LCC to include a contract variation with all their provider organisations to all provider senior management teams and staff receive appropriate information with regards to the ethos and the implications of the SEND	Sept 2018	Contract variations are in place. produced. Training is taking places	
B1	understandi	nd publish a Joint Strategic Needs Analysis (JSNA) to supporting of need across the local area ensuring CYP and Parent/Carers voice mmunicated	Jan 2019	JSNA developed in partnership and shared ahead of finalising in March	
B2		lata dashboard to share SEND performance outcomes including health on, to inform CYP, parent/carers and stakeholders of progress.	Sept 2018	Data dashboard developed and available on line	

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

	Working Group 2: Commissioning and Access to Provision					
Actio	n D	To develop robust joint commissioning arrangements which are regularly r	monitored and	d evaluated		
Actio	n E	To develop effective, evidence-based diagnostic pathways for Autism acro				
	Action F To develop arrangements to support good transitions in health care services 0-25					
Actio	n G	To ensure that all children in Lancashire have equal access to provision, re				
	Key tasks to address actions D - G  Date to Current Outcome Tas  Complete Progr					
D1	level of cor SEND Imp	disting Joint Commissioning Framework (2017) to identify the appropriate mmissioning for each service or function rovement Plan 2019-20–Action 3.7 Develop a commissioning plan which by the JSNA	April 2019	Commissioning being progressed via the ICS, including children		
D2	on JSNA in SEND Imp	the work already being undertaken develop a commissioning plan based including the joint commissioning strategy.  Tovement Plan 2019-20–Action 3.7 Develop a commissioning plan which by the JSNA	April 2019	JSNA developed to inform commissioning plan		
D3	function SEND Imp	services to be commissioned at an ICS level agree joint commissioning rovement Plan 2019-20 –Action 3.7.3 For those services to be ned 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	level SEND Imp system for	valuation and monitoring system for jointly commissioned services at ICS rovement Plan 2019-20 –Action 3.7.4 Develop evaluation and monitoring jointly commissioned services at ICS level	Sept 2019	Not yet actioned		
E1	North)	an ASD diagnostic pathway for Morecambe Bay CCG (Lancashire)	Mar 2018	Diagnostic ASD pathway implemented across Morecambe Bay		
E2		an-Lancashire NICE compliant diagnostic pathway for ASD as part of a lopmental 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: Engag	jement			
Act	Action H Ensure that parents and carers are fully engaged in decision making at a strategic and individual level					
Act	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 governance	CYP & parents / carers are fully represented throughout the SEND structure	July 2018	Parents and young people represented on SEND Partnership Board and working groups		
H2		nplement an agreed set of principles with CYP, Parent/Carers for cocross the SEND Partnership (see C3)	Oct 2018	Principles included in the Working Together (co-production) Strategy		
НЗ		ensure Section 19 principles ( <u>found here</u> ) underpin a culture of cotan individual level	Sept 2018	Principles included in the Working Together (coproduction) Strategy		
H4		the delivery of an annual survey for CYP, Parents/Carers, and s and communicate findings of Personal Outcomes Evaluation Tool here).	June 2018	An annual survey - POET - has been expanded to include SEND Support and taken place		
H5		able and robust two-way communication system to rebuild trust and ve relationships to facilitate wider participation and engagement with nt/Carers	Dec 2018	Local Areas Partnerships have been implemented to engage with and support parents locally		
I1		YP, Parents/Carers and stakeholders to review the Local Offer and ocal Offer is accessible and provides comprehensive high-quality	Sept 2018	The Local Offer has been reviewed and is being rebuilt to ensure accessible and high-quality information		
I2	Develop med	chanisms to collect and respond to Local Offer feedback	July 2018	The Local Offer re-build will enable ongoing feedback		

	Working Group 4: Identifyi	ng and Mee	eting Need	
Act	tion J Develop and implement simple, transparent and consistent pr	ocedures for ide	entifying and meeting need	
Act	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	
К3	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.	

	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		
Acti	on C	To improve the outcomes of CYP with SEND towards the national average a	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 neighbors.					
Key tasks to address action C & L Date to Current Outcome T Complete					
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		ent a programme of action with schools to achieve the agreed targets with ASH and LASSHTA	July 2019	Targeted action taking place and service support provided	
L1	Inclusion SEND In	ly established SEND Improvement Partnership Team will support SEND policy development policy development plan 2019-20 – Action 2.7.3 Establish a Lancashire pledge for a Practice of SEND' in partnership with parent, carers	July 2019	Policy in development	
L2	inclusive SEND In	package will be produced and delivered for schools workforce to promote e practice approvement Plan 2019-20 – Action 1.3.2 Develop a strategic, universal and workforce offer for education settings with education partners	Jan 2019	SEND Reviewers trained and reviews taking place. Local resource maps in development	
L3		a series of briefings to SEND Leaders, school governors and workforce to inclusive practice	Nov 2018	Briefings completed and reduction in EHCP exclusions evident	
L4		guidance for Lancashire's school behaviour policies to ensure reasonable ents for SEND needs are appropriately identified and managed	Dec 2018	Draft guidance produced	
L5	in avoidii	vernors Service to provide training on the role school governing bodies have ng the needs for permanent exclusion of pupils with EHC Plans 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	