

# Lancashire Special Educational Needs and Disability

## Written Statement of Action (May 2018)

Updated February 2019



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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.

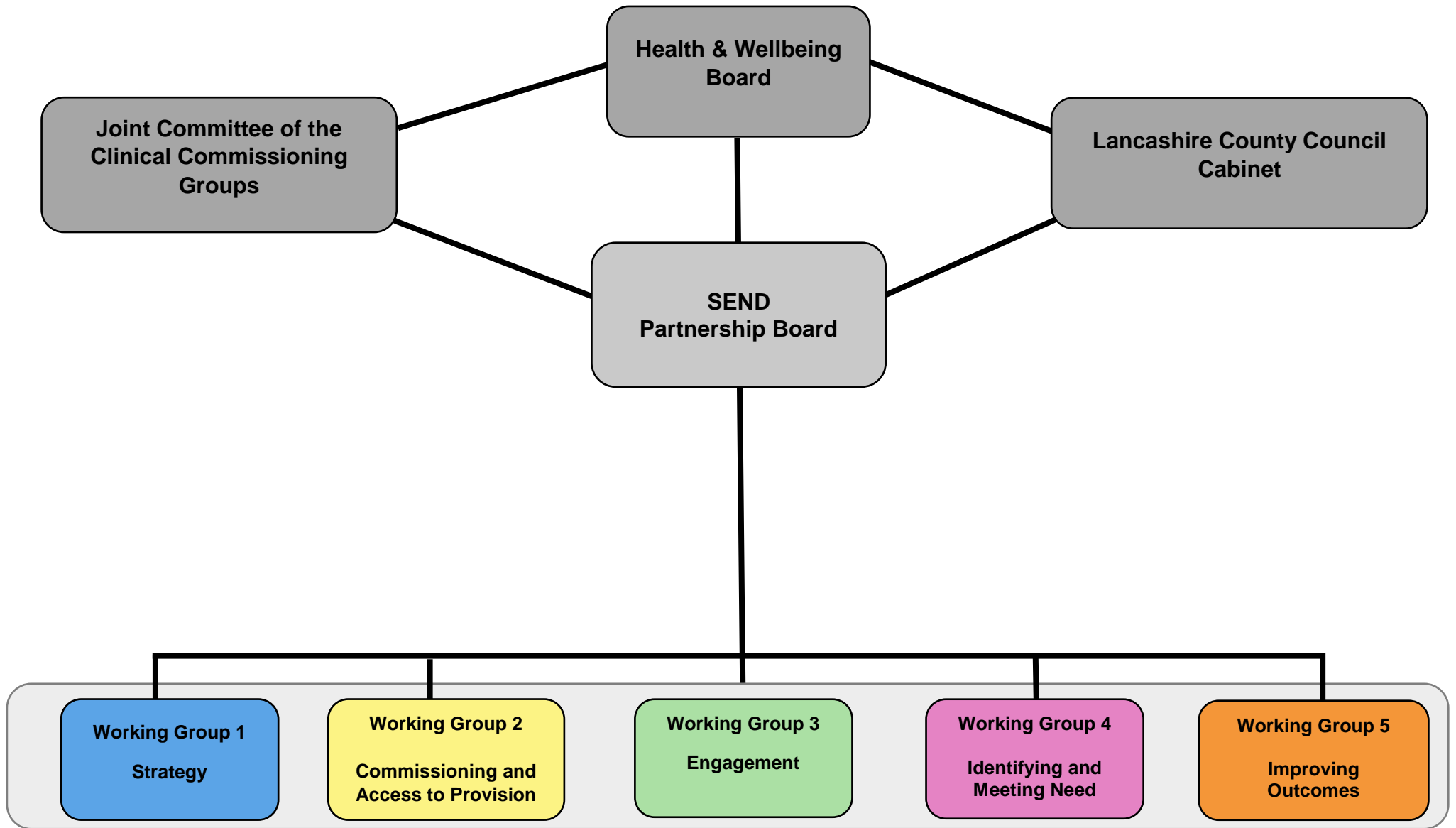
Strategic planning and decision making responsibility for the implementation and monitoring of this WSoA will be held by the SEND Partnership Board (Transitional) reporting to the Lancashire Health and Well-Being Board (see governance structure on page 6 below). In addition the Joint Committee of the 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

	<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 (Transitional)</b>	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.

<b>RAG Definition</b>	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

<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	Current Outcome	Task Progress
<b>A1</b>	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	
<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	Accountable officers have been agreed for the CCG's and LA	
<b>A3</b>	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	
<b>A4</b>	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	
<b>A5</b>	Establishment of the Designated Clinical Officer (DCO) service across the area	May 2018	The service is in place and operational across the area	
<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 are in place. produced. Training is taking places	
<b>B1</b>	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	
<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	Data dashboard developed and available on line	

<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 developed in partnership and shared	
<b>C2</b>	SEND partnership agree shared measures to monitor the Improvement Strategy	Oct 2018	Measures agreed by the SEND Partnership Board	
<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	Co-production strategy agreed, with co-production beginning to take place	

## 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	Current Outcome	Task Progress
<b>D1</b>	Use the existing Joint Commissioning Framework (2017) to identify the appropriate level of commissioning for each service or function <b>SEND Improvement Plan 2019-20–Action 3.7 Develop a commissioning plan which is informed by the JSNA</b>	April 2019	Commissioning being progressed via the ICS, including children	
<b>D2</b>	Building on the work already being undertaken develop a commissioning plan based on JSNA including the joint commissioning strategy. <b>SEND Improvement Plan 2019-20–Action 3.7 Develop a commissioning plan which is informed by the JSNA</b>	April 2019	JSNA developed to inform commissioning plan	
<b>D3</b>	For those services to be commissioned at an ICS level agree joint commissioning function <b>SEND Improvement Plan 2019-20 –Action 3.7.3 For those services to be commissioned at an ICS level agree joint commissioning function</b>	Sept 2019	Joint work is taking place; Speech and Language and Occupational Therapy are being recommissioned	
<b>D4</b>	Develop evaluation and monitoring system for jointly commissioned services at ICS level <b>SEND Improvement Plan 2019-20 –Action 3.7.4 Develop evaluation and monitoring system for jointly commissioned services at ICS level</b>	Sept 2019	Not yet actioned	
<b>E1</b>	Implement an ASD diagnostic pathway for Morecambe Bay CCG (Lancashire North)	Mar 2018	Diagnostic ASD pathway implemented across Morecambe Bay	
<b>E2</b>	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	
<b>E3</b>	Implementation of NICE compliant diagnostic pathway across ICS as part of a neurodevelopmental diagnostic pathway <b>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</b>	Dec 2019	High level pathway agreed and work continuing to develop pathway across ICS	
<b>F1</b>	Review and strengthen transition arrangements and ensure a 0-25 transition protocol is included as part of the joint commissioning plan <b>SEND Improvement Plan 2019-20–Action 3.9 Develop arrangements to improve transitions across our provision and services</b>	April 2019	Not actioned - transition arrangements across services priority for Improvement Plan	
<b>F2</b>	Agree monitoring mechanism for transition processes <b>SEND Improvement Plan 2019-20–Action 3.9 Develop arrangements to improve our transitions across provision and services</b>	Oct 2019	Not actioned - transition arrangements across services priority for Improvement Plan	
<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 <b>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</b>	March 2019	Not yet actioned	
<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	Process map for health care offer completed and recommendations identified	

### 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			
Key tasks to address actions H & I		Date to Complete	Current Outcome	Task Progress
<b>H1</b>	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	
<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	Principles included in the Working Together (co-production) Strategy	
<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	Principles included in the Working Together (co-production) Strategy	
<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	An annual survey - POET - has been expanded to include SEND Support and taken place	
<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	Local Areas Partnerships have been implemented to engage with and support parents locally	
<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	The Local Offer has been reviewed and is being rebuilt to ensure accessible and high-quality information	
<b>I2</b>	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

<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	R/A/G Rated Progress
<b>J1</b>	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	
<b>J2</b>	Co-produce, publish and implement a clear pathway for identifying and meeting need for CYP 0-25 across the local area. <b>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</b>	Oct 2018	Information in draft to ensure there is clear and consistent information	
<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 <b>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</b>	Oct 2018	System implemented to improve future efficiency and communication	
<b>K2</b>	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	
<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	Audit process agreed by SEND Partnership Board in January 2019 with pilot phase completed Participation in regional and national training and audit processes	
<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 <b>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</b>	Dec 2019	Improving the quality of EHC Plans priority for Improvement Plan.	

<b>K5</b>	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	
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## 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>Current Outcome</b>	<b>Task 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 identified	
<b>C5</b>	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	
<b>L1</b>	The newly established SEND Improvement Partnership Team will support SEND Inclusion policy development <b>SEND Improvement Plan 2019-20 – Action 2.7.3 Establish a Lancashire pledge for 'Inclusive Practice of SEND' in partnership with parent, carers</b>	July 2019	Policy in development	
<b>L2</b>	Training package will be produced and delivered for schools workforce to promote inclusive practice <b>SEND Improvement Plan 2019-20 – Action 1.3.2 Develop a strategic, universal and targeted workforce offer for education settings with education partners</b>	Jan 2019	SEND Reviewers trained and reviews taking place. Local resource maps in development	
<b>L3</b>	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	
<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	Draft guidance produced	
<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	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	