



Priority Action Plan

For children and young people with special educational needs and disabilities (SEND)



Introduction

Our shared ambition is for all children and young people with special educational needs and disabilities to be included and supported to thrive from early years into adulthood, where they will be safe, happy and healthy, achieving their potential, and receiving the right support at the right time to achieve their aspirations.

The Priority Action Plan sets out our commitment and the steps we will take, detailing the 3 priority areas and 2 areas for improvement identified during the inspection. It also details the expected impact of action, the key indicators of what success looks like, and the measures we will take to monitor and evidence sufficient progress.

The partnership is committed to listening to the voices of children, young people and their families, together with professionals, to shape and deliver the plan. We will ensure we fully engage and communicate at all stages to ensure we achieve our ambition. We know that we have much work to do and that our actions are ambitious, but we are confident that they are realisable, and through working together we will improve the lives of children and young people with SEND.

Together we aim to achieve positive outcomes for children and young people with SEND by working through our five priorities:

1. Leaders from the local authority and ICB should urgently work together to improve their shared strategic governance, oversight, commissioning, support, challenge and planning of services for children and young people with SEND. They should implement and monitor effective strategies to improve the experiences for children and young people with SEND in education, health and social care across Lancashire.
2. Leaders from the local authority and ICB should significantly improve the process, timeliness, quality and oversight of EHC plans and annual reviews.
3. Leaders from the ICB and local authority should continue to work together with urgency to address the delays and gaps in service provision within the current neurodivergent pathway. This is to meet the full range of needs of children and young people with SEND across Lancashire.
4. Leaders across the partnership should continue to improve their communication strategies at all levels. This includes communicating with children and young people with SEND and their families so that they are kept better informed about the support that they receive, plans in place to improve their outcomes and where to access support and guidance while waiting for assessment.

5. Leaders across the partnership should continue to work collaboratively to ensure that young people with SEND from across the whole of Lancashire are well prepared for adulthood and transition.

Our partnership

The local area partnership is made up of:

- Lancashire County Council,
- Lancashire and South Cumbria Integrated Care Board,
- Health providers,
- Education providers,
- Lancashire Parent Carer Forum
- POWAR / SEND Young Adviser (SEND Forum for children and young people).

[The Lancashire SEND Partnership](#) brings together all the agencies in Lancashire which provide services to Children and Young People with special educational needs and disabilities (SEND) and their parents and carers, with representatives from those who use our services. The Partnership continues to develop and evolve, with the aspiration to become a partnership which is strong and built on mutual respect, collaboration, and constructive challenge, working to drive continuous improvement in the lived experiences and outcomes of Children and Young People with SEND.

Strategic Vision

The Lancashire SEND partnerships vision is that children and young people with SEND in Lancashire:

- Have the opportunities to achieve their potential and ambitions, reaching their best outcomes.
- Access local schools or provisions that foster friendships and make them valued community members.
- Have good social, emotional, and physical health.
- Are well-prepared for a fulfilling adult life.
- Have access to early identification and timely support, offered by partners who share responsibility to ensure availability of child-centred, accessible, and responsive services.

Governance

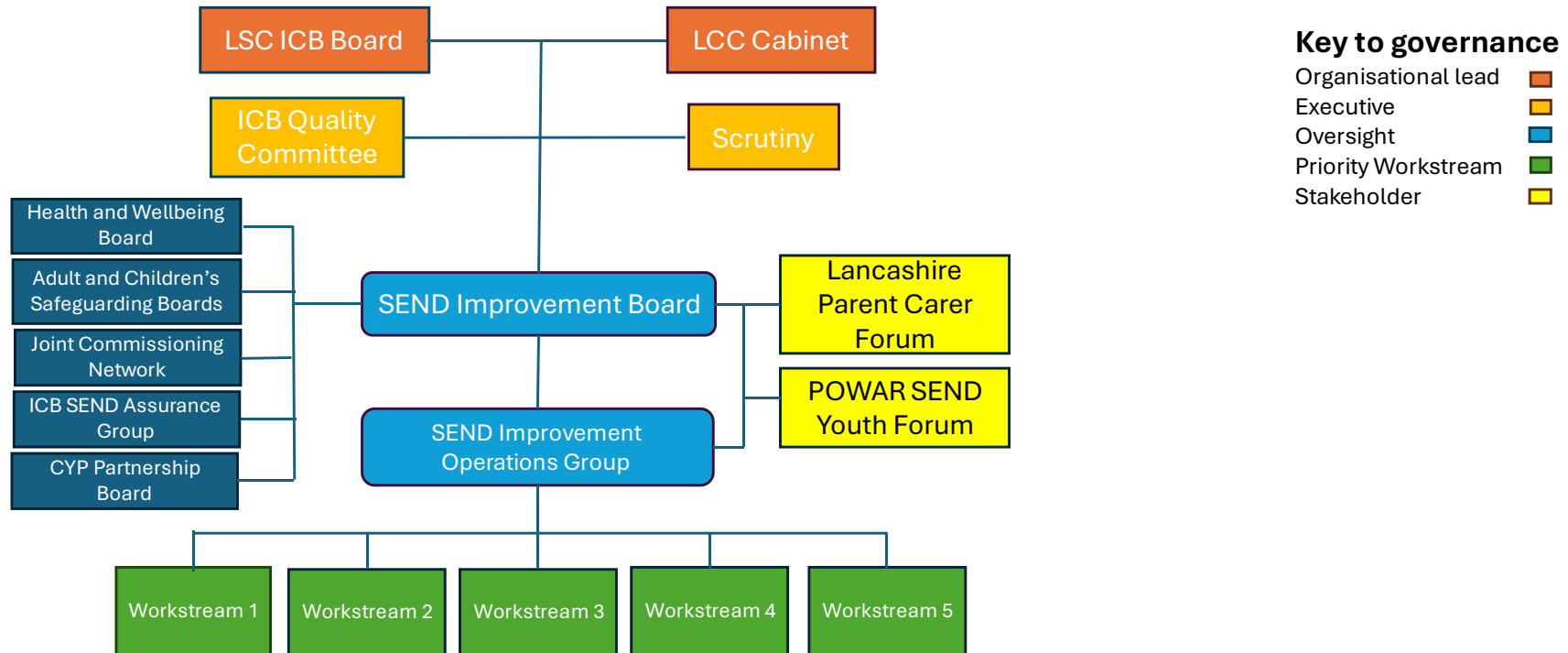
Since the SEND inspection we have reviewed our governance arrangements. Oversight and assurance of the PAP will be through the Lancashire SEND Improvement Board. The Lancashire SEND Improvement and Assurance Board will be chaired by Kathryn Boulton. The board will report into both the County Council and the Integrated Care Board. Lancashire's County Council's Cabinet and the ICB board will receive regular progress reports and respond to key decision making that ensures continuous progress can be made. The Scrutiny committee and the ICB quality committee will have oversight of the progress being made towards the priority action plans and ensure an appropriate level of challenge and assurance.

The SEND Improvement Operations Group will provide strategic oversight of operations activity with a specific focus on delivery of activity progress and impact of the plan.

Co-production is at the heart of how we deliver for Children with Special Educational Needs and or Disabilities and their families. Partners across the Local Area recognise the essential role that children and young people play in the development and improvement of services and have worked to ensure these voices are heard in key strategic governance groups to steer, advise and meaningfully influence service improvement and decision making. To ensure we place children, young people and families at the centre of what we do, regardless of which organisation or team. we have co-produced a Working Together document ([Lancashire SEND Partnership Working Together Strategy 2023-2025 - Lancashire County Council](#)).

This Priority Action Plan has been co-produced with all our partners through a variety of engagement events, feedback through the local offer, and through surveys, including the wider views of parents and carers via Lancashire Parent Carer Forum, and children and young people via POWAR.

Governance Structure



1. Leaders from the local authority and ICB should urgently work together to improve their shared strategic governance, oversight, commissioning, support, challenge and planning of services for children and young people with SEND. They should implement and monitor effective strategies to improve the experiences for children and young people with SEND in education, health and social care across Lancashire.

Ref	What (action)	When (including milestones)	Who	Why (Impact)	How will we know if we have achieved this.	SEND Strategy link
1.1	Create a Local Area SEND Improvement Board to ensure high level accountability and challenge.	An Independent Chair appointed. (April 25)	Executive Director Education and Childrens Services Chief Nursing Officer	The partnership ensures that the needs of children, young people and families with SEND are effectively met.	Children, young people and their families report improvements in experiences through the annual SEND survey. Data dashboard shows improvements in the key performance indicators across the partnership. There is robust challenge across the partnership through the challenge log.	2 & 4
		Terms of reference and membership agreed. (June 25)	Independent Chair	Families benefit from the joint accountability of senior leadership across the partnership ensuring that priorities are acted upon.		
		Governance structure in place and agreed by all partners. (June 25)	Independent Chair	Partners understand their roles and responsibilities.		
		Operational plan developed and agreed for each workstream. (June 25)	Director of Education, Culture and Skills Director of Children, young people and Maternity (ICB)	Children, young people and their families have their voices heard and can		

		Risk register and highlight report template agreed and in place. (June 25)	Director of Education, Culture and Skills Director of Children, young people and Maternity (ICB)	influence local development. Joint governance structures ensure decisions are made collaboratively. Long-term strategies that focus on sustainability and continuous improvements that support children, young people and their families.		
Ref	What (action)	When (including milestones)	Who	Why (Impact)	How will we know if we have achieved this.	SEND Strategy link
1.2	Develop and agree key performance indicators, outcome measures and quality assurance for the partnership, developing shared protocols for data reporting, and use of the data dashboard to provide monthly reports.	Outcome measures and KPIs from services are developed. (July 2025)	Director of Education, Culture and Skills Director of Children, young people and Maternity (ICB)	Families will be able to see that partners are working together to achieve positive outcomes for children, young people and their families, and ensure equity of offer across the county for children and young people and their families. Impact and progress can be reviewed at the improvement board to ensure the partnership is making sufficient progress	Data reporting will be more joined up with analysis at a district level possible, so that the partnership can understand variation in opportunities to access education, health and care evidenced through data reports. Data is shared and analysed across the partnership as standard practice, to pre-empt concerns and respond to changes in needs, as joint commissioners evidenced through minutes and agenda	2 & 4
		Baseline data captured. (Aug 2025)	LCC Data officer ICB Performance Lead			
		Co-produce prototype of refreshed dashboard for the improvement board. (May - August 2025)	Director of Policy, Commissioning & Children's Health LCC Business intelligence lead			

			Associate director of SEND and Complexities (ICB)	against the priority actions so that children and young people's needs are more effectively met.	items/data reports and changes to commissioning.	
		Data dashboard established with regular flow of data (September 2025)	LCC Business Intelligence Lead ICB Performance Lead			
Ref	What (action)	When (including milestones)	Who	Why (Impact)	How will we know if we have achieved this.	SEND Strategy link
1.3	Develop and publish a renewed Local Partnership SEND strategy and the Priority action plan	Priority action plan co-produced and published (Jan – March 2025)	Head of Inclusion Associate Director of SEND and Complexities (ICB)	Families will recognise that the co-produced vision for Lancashire aligns with the needs of children and young people, and that there are a clear, measurable goals to improve the experiences and outcomes. Outcomes for children and young people with SEND are improving.	Evidence of progress towards the key performance measures within the strategy as evidenced by the SEND strategy score card.	2&4
		SEND strategy and strategy on a page agreed and published (March – September 2025)	Head of Inclusion Associate Director of SEND and Complexities (ICB)			
1.4	Ensure robust Joint Commissioning arrangements supported by data,	Refreshed JSNA (July 2025)	Director of Policy, Commissioning & Children's Health	The needs of children and families with SEND are clearly understood so that immediate and long-term changes to provision can be	Decisions are made within Lancashire based on the intelligence and matrices agreed as evidenced by the services commissioned.	2 & 4

	intelligence and insight.		Head of Childrens Services and Commissioning	made through effective joint commissioning to ensure equity of outcome.		
		Joint commissioning Strategy reviewed and updated. (July 2025 – September 2025)	Senior commissioning Manager Head of Childrens Services and Commissioning			
		Update the Self Evaluation Framework (September 2025 and quarterly)	Head of Inclusion Associate Director of SEND and Complexities (ICB)			

2. Leaders from the local authority and ICB should significantly improve the process, timeliness, quality and oversight of EHC plans and annual reviews

Ref	What (Action)	When (including milestones)	Who	Why (impact)	How will we know if we have achieved this	SEND Strategy link
2.1	Improve timely assessment through significant increased capacity across key roles in the EHCP process.	Phased onboarding of frontline staff providing operational delivery. (April 2025 – September 2025)	Head of Inclusion	Children and young people have timely access to assessment, and where an EHCP is required, these are of a high quality resulting in improved outcomes.	Fewer vacancies and staff absences from establishments dashboard Increased size of the establishment within	1 & 2

					Inclusion Services - from establishment dashboard	
		Investment in agency EP and procurement activity undertaken. (April 2025 – April 2026)	Head of Inclusion		Increased number of advices allocated per month to agency EPs - of up to 300 additional assessments per month until the backlog is removed.	
		Produce a recovery plan to improve statutory compliance. (May 2025)	Head of Inclusion		Backlog of cases awaiting EP advice will reduce by 50% in 2025.	
		Develop progress tracking dashboard to monitor progress towards recovery and a monthly score card to track progress. (April 2025 – September 2025)	Head of Inclusion		Reduction in longest wait and average wait for an education health care plan, with 50% less children waiting more than 52 weeks and 36 weeks for a plan by January 2026. Improved timeliness of new EHCPs to 40% in 2025 and 60% in 2026 within 20 weeks	

					from a baseline of 17% in 2024, as evidenced through SEN2 return annually, and BI dashboard	
		Review of ICB capacity to deliver timely health advices. (April 2025)	Associate Director of SEND and Complexities (ICB)		Robust monitoring system for health advice timeliness and improvement trajectory agreed.	
Ref	What (Action)	When (including milestones)	Who	Why (impact)	How will we know if we have achieved this	SEND Strategy link
2.2	Produce a recovery plan to improve statutory compliance with annual reviews.	Joint recovery plan completed and shared with stakeholders. (May 2025)	Head of Inclusion Associate Director of SEND and Complexities (ICB)	Children and young people with SEND receive robust and consistent support through their EHCP and have the right support at the right time and from the right place.	50% of Annual Reviews take place within 12 months of previous MAC (Maintain, amend, cease).	1, 2 & 3
		Develop the progress tracking dashboard to monitor progress towards recovery. (April – September 2025)	Head of Inclusion Associate Director of SEND and Complexities (ICB)	Improved educational outcomes for Children out of school Accountability is evident among partners and decision-making is based on evidence and is continuously monitored for progress to identify areas for improvement.	Families are notified of the decision within 4 weeks and EHCPs are finalised within 8 weeks of the review date by January 2026 as evidenced within the SEN 2 return	

					<p>annually and BI dashboard.</p> <p>There is sufficient workforce capacity to meet the needs of children, young people and families and ensure statutory compliance.</p>	
Ref	What (Action)	When (including milestones)	Who	Why (impact)	How will we know if we have achieved this	SEND Strategy link
2.3	Improve processes and embrace digital solutions to increase consistency and efficiency.	Focused review of the EHCP process to streamline systems. April 2025 – June 2025)	Service Designer (LCC Change Service)	<p>Improved customer journey as reported through the SEND survey and focus groups (schools, families, advice givers).</p> <p>Children have high -quality timely plans that drive multi-agency work to ensure they achieve identified outcomes.</p>	<p>The EHCP process is more efficient, responsive and better meets the needs of children young people and their families as evidenced through the SEND survey.</p> <p>Reduction in complaints and increase in positive feedback.</p> <p>Improved efficiency of process, increasing</p>	3
		Report and recommendations in place. (July 2025)	Service Designer (LCC Change Service)	Parents and carers feel supported throughout the process.		
		Development and implementation of improvements identified	Head of Inclusion			

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		through a focused review. (August 2025 – December 2026)			overall productivity by 10%	
		Implement ECHP portal for new assessments. (September 2025)	Head of Inclusion		100% of new plans completed through the EHCP portal.	
		Implement EHCP portal for annual reviews. (January 2026)	Head of Inclusion		Incremental increase in the number of reviewed plans completed through the portal.	
		Review of digital solutions to deliver health advice. (September 2025)	Associate Director of SEND and Complexities (ICB)		Onboard 50% of parents and 50% of advice givers onto the portal within 12 months of the launch. Remainder by 18 months.	
		Implement Invision 360 audit tool. (April 2025)	SEND auditor		Audits undertaken on 5% of all plans by June 2026	

		Multi- agency audit schedule completed and agreed by the board. (June 2025)	SEND auditor		<p>Increase in the number of new and amended EHC plans being audited to 5% of all EHCPs and ensure 40% of audited plans are good or better, in line with the National figure benchmarked by Invision 360.</p> <p>Increase multi agency involvement in EHCP audits by 10%.</p>	
Ref	What (Action)	When (including milestones)	Who	Why (impact)	How will we know if we have achieved this	SEND Strategy link
2.4	Reconfiguration of the SEND statutory service to a relational model of practice delivery, including link workers.	Service redesign modelled. (April 2025)	Head of Inclusion	Improve outcomes for children, young people, and their families by fostering stronger, more collaborative relationships, enhancing communication and co-production.	<p>Positive feedback from stakeholders through SEND survey and focus groups.</p> <p>Reduction in complaints from schools and families and parents by 20%.</p>	3 & 4
		HR processes initiated (May 2025)	Head of Inclusion			
		New structure agreed. (August 2025)	Head of Inclusion			

		Implementation of new structure. (September 2025)	Head of Inclusion			
Ref	What (Action)	When (including milestones)	Who	Why (impact)	How will we know if we have achieved this	SEND Strategy link
2.5	Develop a skilled workforce that are proud of their achievements and making a positive difference for children and families, through EHCPs that are of high quality, resulting in improved outcomes.	SEND Academy Induction designed. (April 2025– July 2025)	Head of Inclusion	High-quality EHCPs that ensure children and young people receive the tailored support they need, leading to better educational outcomes	Feedback on the programme is positive following the induction.	3 & 4
		Pilot of SEND Academy Induction (April 2025)	Practice Development Officers		Reduced system/data errors impacting on the process, evident in error reports.	
		Foundation training delivered for all statutory service staff. September 2025 – July 2026)	Practice Development Officers		Reduction in vacancies and staff absences.	
		Extend the SEND Academy to offer continued professional development through Service days, workshops, moderation and performance reviews. (September 2025 – July 2026)	Head of Inclusion		Feedback from the training demonstrates increased confidence and understanding across health and social care partners. Increased satisfaction amongst staff as	

		Multi-agency training programme developed and in place. (April 2026 – April 2027)	Associate director of SEND and Complexities (ICB) Designated Social Care Officer Designated Clinical Officer (ICB)		evidenced through the staff survey. Trust in the system increases as evidenced through the SEND survey and reduction in complaints.	
Ref	What (Action)	When (including milestones)	Who	Why (impact)	How will we know if we have achieved this	SEND Strategy link
2.6	Enhance the efficiency, effectiveness, and timeliness of SEND-related multi-disciplinary processes across health and social care by improving communication and awareness, redesigning pathways for obtaining advice, and ensuring seamless access to the EHCP for partners for new	Awareness raising developed and shared and raised profile of SEND across health and social care. (April 2025 – April 2026)	Designated Social Care Officer Designated Clinical Officer (ICB)	Children & young people have better quality, better informed, more focused Education Health and Care information within their EHCP, that supports their improved outcomes. There is improved communication and awareness of SEND within social care and across health partners to ensure quality timely advice to inform EHCPs and Annual Reviews.	Health and social care professionals routinely report that they have access to the EHCP for children known to them as evidenced through sampling activity.	3 & 4
		Process for sharing EHCP across the system developed and implemented. (May 2025 – December 2025)	Head of Inclusion Associate director of SEND and Complexities (ICB) Designated Social Care Officer Designated Clinical Officer (ICB)		Improved quality of health and care advice is evident through quality assurance processes. There is increased health and social care information, outcomes and	

	assessments and annual reviews.	Pathway for obtaining advice reviewed and communicated widely. (September 2025 – December 2025)	Head of Inclusion Associate director of SEND and Complexities (ICB) Designated Social Care Officer Designated Clinical Officer (ICB)		provision within the EHCP as evidenced through the audit process.	
		Service specifications developed to improve the quality of health advice. (April 2026)	Associate director of SEND and Complexities (ICB) Designated Social Care Officer Designated Clinical Officer (ICB)			
Ref	What (Action)	When (including milestones)	Who	Why (impact)	How will we know if we have achieved this	SEND Strategy link
2.7	Develop and publish a Capital plan to ensure sufficiency of suitable educational places	Undertake a sufficiency activity and mapping to identify gaps in provision. (April 2025 – June 2025)	Head of Inclusion	There are sufficient suitable educational places to meet the needs of children and young people with SEND in Lancashire.	Increased number of commissioned maintained school places across the County.	2

	to meet the needs of children and young people with SEND in Lancashire.	Develop a SEND Capital plan and publish. (June 2025 – September 2025)	Programme manager for school place planning	Children and young people's needs are met in the most appropriate local provision and children receive the right support, in the right place at the right time.	Reduction in reliance on the independent sector by 10%. Average time to a financial decision reduces. Audit and moderation reports show that decisions are consistent and transparent.	
		Implement an annual programme of work. (January 2026 – January 2027)	Capital programme principal	Financial decisions are made in a timely way and comply with the relevant laws, regulations and policies.		
		Implementing a new, more flexible banding system, developing clear lines of delegation to improve timeliness and effective, fair and transparent decision making and to allow the audit of financial decision making and delegations for SEND. (April 2026 – December 2027)	Head of Inclusion LCC Senior accountant			
Ref	What (Action)	When (including milestones)	Who	Why (impact)	How will we know if we have achieved this	SEND Strategy link
2.8	Publish a Section 19 and a section 61 protocol providing operational	Section 19 and Section 61 protocol published. (April 2025 – September 2025)	Head of Inclusion	Children and young people who are not in school are receiving suitable provision.	More children and young people are receiving suitable education and	1&2

	guidance for LA staff and monitor outcomes through a new panel and dashboard.	Section 19 and Section 61 dashboard developed (April 2025 – September 2025)	Head of Inclusion LCC Business intelligence lead	Children are supported to access provision that meets their needs and are supported to reintegrate into a school as appropriate.	reintegrating quickly into an appropriate school or setting as evidenced by the section 19 panel information. Attendance of children with SEND at SEN support and those with an EHCP increases and the persistent absence rate reduces.	
		Regular tracking established through a panel. (September 2025 – July 2026)	Head of Inclusion	Children and young people that do not have a school place are known and interim provision is put in place.		
		Attendance strategy published. (April 2025 – September 2025)	Head of Education Improvement			
		Review multi-agency decision making for children too unwell to attend school for health reasons across the partnership. (September 2025 – December 2025)	Head of Inclusion Associate director of SEND and complexities (ICB)			

- 3. Leaders from the ICB and local authority should continue to work together with urgency to address the delays and gaps in service provision within the current neurodivergent pathway. This is to meet the full range of needs of children and young people with SEND across Lancashire.**

Ref	What (action)	When (including milestones)	Who	Why (Impact)	How (measure and reference to Evidence)	SEND Strategy link
3.1	Transform the current system from diagnosis led to needs led model of care.	Commission an enhanced robust Neurodivergent support offer for CYP and families which can be accessed without diagnosis across Lancashire. (April 2026)	Head of Children's Services (ICB SEND and Complexities)	Lack of diagnosis will no longer be a barrier to accessing support. Support will be tailored to individual need. Improved access to a range of support offers.	Agreed single key performance indicators across all providers. Increased uptake in pre-diagnostic support.	1,2,3,5
		Review and bring together all existing SEN support offers to create a suite of tools for schools, CYP and families. (Oct 2025)	Send Delivery Manager (ICB) Senior Manager Specialist Teaching Service (LCC)	Equitable access to support regardless of geography across Lancashire. Reduce risk of children and young people's needs escalating leading to crisis.	Reduction in complaints for ND pathway. Improved feedback of CYP and parent carers on experience of accessing ND via Send Survey and Engagement events.	
		Develop a local profiling tool to support identification of needs and appropriate support. (Dec 2025)	Head of Children's Services (SEND and Complexities)	Support CYP and families to gain a diagnosis and where appropriate access treatment such as medication for ADHD.		

		Develop single data set for all ND pathways across Lancashire to monitor activity. (Sep 2025)	Head of Children's Services (SEND and Complexities)			
Ref	What (action)	When (including milestones)	Who	Why (Impact)	How (measure and reference to Evidence)	SEND Strategy link
3.2	Improved model of delivery and NICE compliant pathways through local providers of ND assessment.	Roll out of digital front door and single point of access in place. (April 2026)	Associate Director of SEND and complexities (ICB)	Improved experience for CYP and families from referral and throughout their assessment.	Improved appropriateness of referrals.	1,2,3,5
		Integrated ASD and ADHD referral pathway. (April 2027)	Associate Director of SEND and complexities (ICB)	Joined up and holistic approach to assessment ensuring children to prevent children and young people sitting on multiple waiting lists or on the 'wrong' waiting list.	Reduction in longest wait across Lancashire by 20%.	
		Implementation of screening and high-quality triage at the start of the pathway. (April 2027)	Associate Director of SEND and complexities (ICB)	Effective prioritisation for those most in need or at highest risk.	Reduction in average wait time by 20%.	
		Development of service specification in line with NICE standards. (April 2026)	Head of Children's Services (SEND and Complexities)	Improved timeliness and reduced burden in making referrals.	Reduced variance across Lancashire NHS providers waiting times to no more than 12 weeks.	
		Local NHS providers are all offering NICE compliant assessment pathway. (April 2027)	Head of Children's Services (SEND and Complexities)	Ensure all CYP receive good quality, safe and accurate assessment. Reduce risk of CYP sitting on multiple waiting lists.	Audit of all pathways against NICE standards.	

		Accreditation in place for any private providers for families accessing Right to Choose including a published list on the local offer. (Dec 2025)	Head of Children's Services (SEND and Complexities)		90% of RTC activity is with providers who are accredited. 90% of children assessed receive a personalised support plan.	
Ref	What (action)	When (including milestones)	Who	Why (Impact)	How (measure and reference to Evidence)	SEND Strategy link
3.3	Improved understanding of Neurodivergence and new model of delivery across all professionals.	Training strategy agreed and implemented across Lancashire. (Oct 2026)	Head of Children's Services (SEND and Complexities)	CYP are referred appropriately for assessment. Support strategies and referrals will be implemented earlier.	ADOS training delivered to 90% of identified staff.	1, 2, 4
		Targeted ADOS training for appropriate diagnostic workforce. (Aug 2026)	Head of Children's Services (SEND and Complexities)	Professionals working with neurodivergent children better understand their needs.	Awareness training delivered to 90% of identified services.	
		Awareness training delivered to relevant and targeted staff groups within health, social care and education. (April 2027)	Associate Director of SEND and complexities		Number of schools or settings that have accessed training through the AET and PINS projects. Audit of high quality and adaptive teaching	

		Review implementation of quality first teaching for neurodiversity across the local area partnership through the Ordinary available Framework and reasonable adjustments. (Dec 2026)	Head of Inclusion		effectiveness through the education improvement adviser statutory visits. Improved appropriateness and quality of referrals identified through referral audit and moderation.	
Ref	What (action)	When (including milestones)	Who	Why (Impact)	How (measure and reference to Evidence)	SEND Strategy link
3.4	Ongoing engagement with families and CYP on the neurodivergent transformation.	Multiple stakeholder events held and quarterly dedicated update sessions with CYP and families. (April 2027)	SEND delivery Manager (ICB)	CYP and families feel supported and listened to. The views and experiences of CYP and families inform the ongoing transformation.	CYP and family experiences shared at ND Programme Board quarterly. Feedback from stakeholder events reflects improved communication.	4
		Presentation at PCF and Round Table. (Sep 2025)	Associate Director of SEND and complexities	Parent carers have a clear understanding of what to expect for their child and where to access support.	Increased uptake of ND support services.	
		Improve visibility and accessibility of support through the local offer and other channels, such as provider websites. (Dec 2025)	SEND delivery Manager (ICB) Local Offer Development Officer			

- 4. Leaders across the partnership should continue to improve their communication strategies at all levels. This includes communicating with children and young people with SEND and their families so that they are kept better informed about the support that they receive, plans in place to improve their outcomes and where to access support and guidance while waiting for assessment.**

Ref	What (action)	When (including milestones)	Who	Why (Impact)	How (measure and reference to Evidence)	SEND Strategy link
4.1	Improve engagement with CYP and Parent Carers.	Co-produce and publish an engagement strategy with clear and transparent mechanisms in place for communication engagement. (October 2025)	Chair of LPCF Head of Inclusion Associate director of SEND and Complexities (ICB)	The views and experiences of CYP and parent carers at the heart of decision making. Improved consistency and transparency in how we co-produce.	Audit use of and impact of Four Cornerstones approach. Number of partners signed up to co-production charter. Thematic review of feedback from Let's Talk sessions to evidence CYP and Families reporting improved communication with practitioners.	4
		Launch the Four Cornerstones model of co-production across Lancashire. (Sep 2025)	Chair of LPCF Youth Policy Strategic Lead	Embedded co-production as an ongoing cyclical process. Compassionate and strength-based communication which uses inclusive language supports better outcomes and wellbeing.		
		Develop a termly programme of 'Let's talk' sessions in conjunction with Lancashire Parent Carer Forum, that aligns with parents' requirements across the partnership. (Sep 2025)	Chair of LPCF Head of Inclusion Associate director of SEND and Complexities (ICB)	Ensure the voices of all people within the SEND community are heard and valued Foster a culture of constructive feedback and continuous		

		Children and young people's participation plan is in place. (May 2025 - September 2025).	Youth Policy Strategic Lead	improvement, where challenges are addressed proactively. All CYP have mechanisms in place to have their voices heard and to influence partnership decisions.	Improved satisfaction on communication through SEND survey. Voice of children and young people as well as parents and carers heard through various means. Share SEND specific learning from compliments and complaints and from audits on a quarterly basis with relevant managers. Increase in contact with identified Seldom Heard communities. Increased engagement and membership with POWAR. Launch of Co-produced SEND survey. Reduction in complaints and increase in	
		Develop and implement an active communication plan to those seldom heard, including those who are NEET, educated at home, in other settings or less likely to attend those more accessible settings. (Oct 2025)	Youth Policy Strategic Lead			
		Co-produce a strategy to deliver the growth of POWAR as the SEND Forum. (September 2025)	Youth Policy Strategic Lead			
		Work with children and young people to revise the current SEND Survey. (June 2025 – September 2025)	Youth Policy Strategic Lead			

					compliments in relation to communication.	
Ref	What (action)	When (including milestones)	Who	Why (Impact)	How (measure and reference to Evidence)	SEND Strategy link
4.2	Improve communication between professionals and organisations.	Produce and embed a partnership communications protocol. (Dec 2025)	SEND Partnership Manager	There is clarity across the workforce about the roles and functions of services. Children and families benefit from every practitioner working together to achieve the outcomes within the EHCP.	Communications protocol is available and accessed by staff. Multi-agency take up and attendance at development and training sessions.	4
		Implement multi-agency SEND development sessions to improve cross organisational working. (Dec 2025)	Head of Inclusion Associate Director of SEND and complexities (ICB)			
		Develop a programme of joined up multi-agency training by health, social care and education. (Aug 2025)	Designated Social Care Officer Designated Clinical Officer, Senior Manager STS			

Ref	What (action)	When (including milestones)	Who	Why (Impact)	How (measure and reference to Evidence)	SEND Strategy link
4.3	Increase capacity and impact of Parent Carer Forum.	Provide advice, guidance and support for the new PCF chairs in developing the PCF. (April 2025 – April 2026)	Chair of PCF Head of Inclusion Associate director of SEND Complexities (ICB)	Ensure the PCF can capture the voice of a broader range of parents and carers and that this influences strategic decisions and improves their outcomes and experiences.	Memorandum of Understanding agreed and implemented.	4
		Regular officer and senior lead attendance at PCF Round Table events. (May 2025 onwards)	Head of Inclusion Associate director for SEND and Complexities (ICB)		Parent carers report improved communication, feeling heard and valued and report a positive difference.	
		Develop and promote social media and webpages to broaden the reach of PCF. (July 2025 – December 2025).	Local Offer Development Officer		Increase in PCF membership and contacts Engagement of PCF in workstreams across the partnership	
Ref	What (action)	When (including milestones)	Who	Why (Impact)	How (measure and reference to Evidence)	SEND Strategy link
4.4	Access to advice and guidance.	Improve the accessibility of the local offer website through co-production. (Dec 2025)	Local Offer Development Officer	A user friendly and accessible local offer will improve experiences for CYP and families, reduce frustration and increase access to wider service provision.	Quarterly thematic audit of content of Local Offer. Increased use of Local Offer website.	4

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		Review the SEND helpline and approach to managing SEND enquiries and improve information to triage based on data and timescales to allow them to better support parents and carers when they call. (Sep 2025)	Head of Inclusion	All parents can access quality, timely advice. Improved access to timely and quality support for CYP, parent carers and professionals	Feedback from CYP and parent carers on the Local Offer. Reduction in complaints. Improved satisfaction rating from SEND helpline.	
		Increase the capacity of SENDIAS through the recruitment of additional officers. (June 2025)	Head of Service Quality Assurance and Safeguarding			

5. Leaders across the partnership should continue to work collaboratively to ensure that young people with SEND from across the whole of Lancashire are well prepared for adulthood and transition.

Ref	What (action)	When (including milestones)	Who	Why (Impact)	How (measure and reference to Evidence)	SEND Strategy link
5.1	Complete a needs analysis in relation to preparation for adulthood and map local health, education and social care provision to identify gaps and inform future commissioning.	Needs analysis undertaken. (September 2025 – January 2026)	<p>Director of Policy, Commissioning and Children's Health</p> <p>Head of Children's Services (SEND and Complexities)</p> <p>Head of Inclusion</p> <p>Senior Commissioning Manager</p> <p>Head of Children's Services (SEND and Complexities)</p>	<p>Children and young people with SEND are well prepared for adulthood.</p> <p>Children and young people and practitioners have a shared understanding of provision available post statutory school age and how this is meeting their needs.</p> <p>Commissioning decisions are informed by needs analysis and responsive to the needs of children and families.</p>	<p>Reduction in NEET for children with EHCP, and increased % of CYP with EHCP successfully accessing education or training between the age of 16 -25yrs</p> <p>Increase in % of young people with L2 or 3 qualifications by the age of 19 increases.</p> <p>Number and % of CYP with SEND successfully completing supported internships or apprenticeships.</p>	5

		Development of offer for Post 16 and post 19	<p>Director of Policy, Commissioning and Children's Health</p> <p>Head of Children's Services (SEND and Complexities)</p> <p>Head of Inclusion</p> <p>Senior Commissioning Manager</p> <p>Head of Children's Services (SEND and Complexities)</p>		<p>% of young people with SEND transitioning into Employment.</p> <p>Young people and parents' carers report that they feel well supported in their preparation for adulthood through the SEND survey.</p>	
Ref	What (action)	When (including milestones)	Who	Why (Impact)	How (measure and reference to Evidence)	SEND Strategy link
5.2	Ensure the Local offer includes information on preparation for adulthood.	Review current information on local offer area (June 2025 – August 2025)	Local Offer Development officer	Children, young people and their families have access to clear, comprehensive, and up-to-date information about available services	Children, young people, parents and carers report improved understanding of the opportunities available	5

		Co -produce a transition/preparation for adulthood guidance for children, young people and their families, schools and settings that informs good practice (August 2025 – December 2025)	Service Manager Learning Disability and Autism Head of Children's Services (SEND and Complexities)	and support to support them in making informed decisions. Local offer includes guidance on all aspects of Preparation for adulthood.	post 16 through the SEND survey and focus groups. Number of visits to preparation for adulthood pages on the local offer.	
		Produce a directory/videos of opportunities for internships, apprenticeships, volunteering, and job opportunities (September 2025 – September 2026)	Local Offer Development officer Head of Inclusion			
Ref	What (action)	When (including milestones)	Who	Why (Impact)	How (measure and reference to Evidence)	SEND Strategy link
5.3	Preparation of adulthood outcomes are routinely including within EHCP plans from Early years.	Review the EHCP template to ensure that Preparation for Adulthood outcomes are routinely captured. (September 2025)	Head of Inclusion Associate director for SEND and Complexities (ICB)	Children and young people are better prepared for the transition to adulthood, leading to improved long-term outcomes in education, employment, independent living, and community participation.	% of audited EHCP for children that have PFA outcomes through Invision 360 audit report.	5

		<p>Provide training for the statutory SEND service and advice givers on including Preparation for adulthood outcomes and provision within the EHCP. (September 2025 – April 2026)</p> <p>Produce Annual Review guide and training for schools and other advice givers on Preparation for Adulthood outcomes to include in a child's Annual Review. (January 2026 - September 2026)</p>	<p>Head of Inclusion</p> <p>Associate director for SEND and Complexities (ICB)</p> <p>Head of Inclusion</p> <p>Associate director for SEND and Complexities</p>		<p>Audits of Annual Reviews ensure good, clear Preparation for Adulthood outcomes are included.</p>	
Ref	What (action)	When (including milestones)	Who	Why (Impact)	How (measure and reference to Evidence)	SEND Strategy link
5.4	Improve transition between Children's and Adults' NHS and Social Care Services.	Conduct a review of transition processes across health and social care, and implement improvements that ensure seamless, person-centred transitions for children and young people with SEND. (June 2025 – December 2025)	<p>Head of Service for Learning Disability and Autism</p> <p>Head of Children's Services (SEND and Complexities)</p>	<p>Families understand the transition processes and feel well supported.</p> <p>There is a consistent transition offer across Lancashire, with the transitions team involved from year 9.</p>	CYP and Families report improved experience of transition from children to adult social care and health providers as reported through the SEND survey.	5

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		Develop a transitions pathway/protocol and assurance tool across health and social care. (December 25 - March 26)	Head of Service for Learning Disability and Autism Head of Children's Services (SEND and Complexities)		Increased number of children receiving a planned transition from year 9. 80% compliance with transitions audit / assurance	
		Increase membership and reach of NHS Transitions Community of Practice (August 25)	Head of Children's Services (SEND and Complexities)			