

# Development Plan 2017-18

## *An Area Wide Approach to Special Educational Needs and Disabilities (SEND)*



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Implementation arrangements

Section 1 – How effectively does the local area identify children and young people who have special educational needs and/or disabilities?

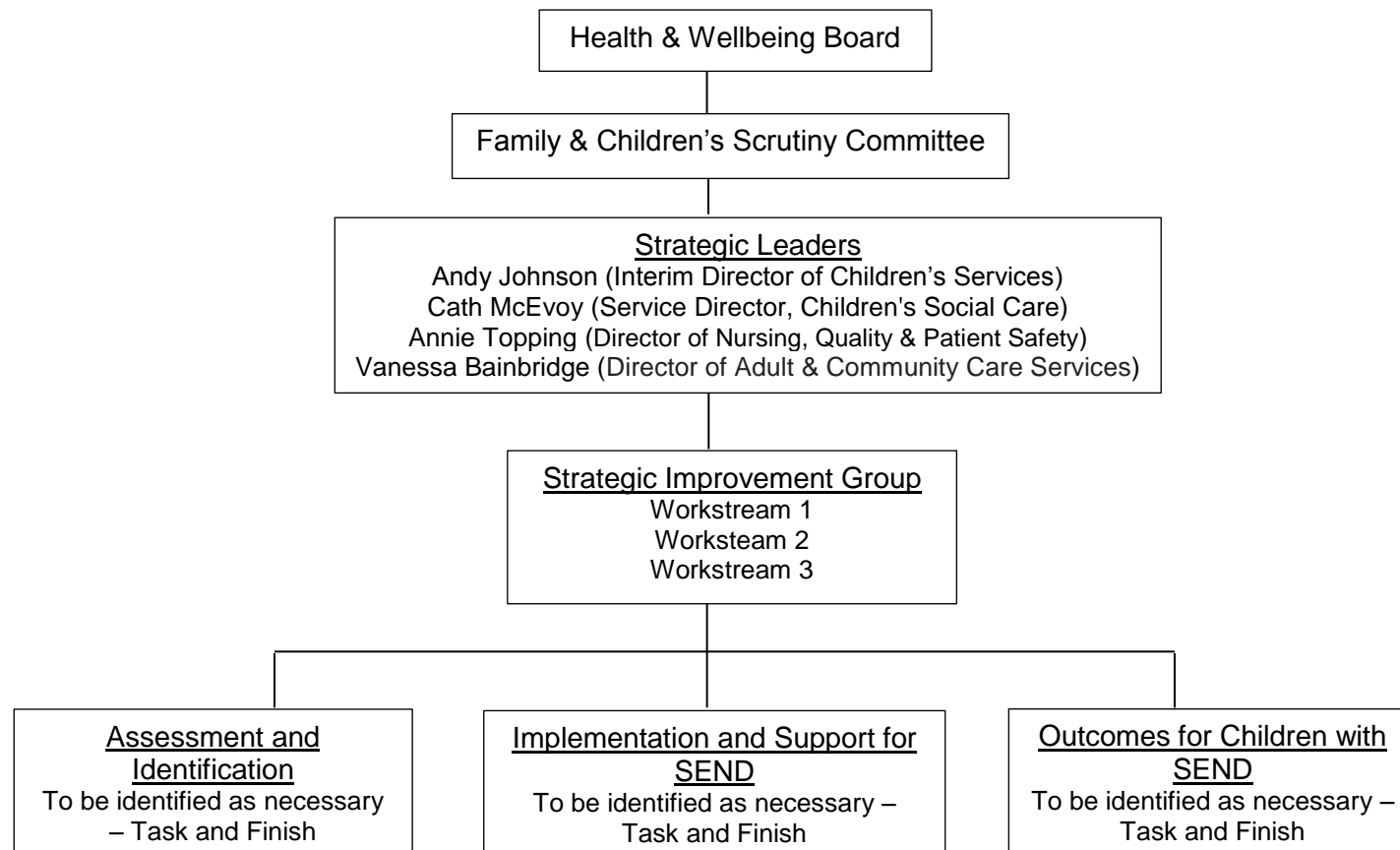
Section 2 – How effectively does the local area assess and meet the needs of children and young people who have special educational needs and/or disabilities

Section 3 – Improving Outcomes : How effectively does the local area improve outcomes for children and young people who have special educational needs and/or disabilities

## 1. Implementation arrangements

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1. Arrangements are in place to provide clear lines of accountability for the implementation and monitoring of this development plan, which is delivered through the three work-streams as illustrated below.
2. The SEND strategic leaders and SEND improvement group (previously called Strategic Group) will meet every six weeks to monitor the actions set out in the plan and its links to the wider strategy. The SEND Partnership Development Manager will report quarterly to the strategic leaders and bi-annually to the Family and Children's Scrutiny Committee and Health and Wellbeing Board.



## Membership of Health and Well-being Board

Name	Organisation	Role
Cllr. Richard Dodd (Chair)	Northumberland County Council	Conservative Group Representative
Cllr. Wayne Daley	Northumberland County Council	Cabinet Member – Children’s Services
Cllr. Peter Jackson	Northumberland County Council	Leader of the Council
Cllr. Veronica Jones	Northumberland County Council	Cabinet Member – Adult Wellbeing and Health
Cllr. Scott Dickinson	Northumberland County Council	Labour Group Representative
Daljit Lally	Northumberland County Council	Interim Chief Executive
Liz Morgan	Northumberland County Council	Interim Director of Public Health
Andy Johnson	Northumberland County Council	Interim Director of Children’s Services
Vanessa Bainbridge	Northumbria Healthcare NHS Foundation Trust	Director of Adult & Community Care Services
Alistair Blair	NHS Northumberland Clinical Commissioning Group	Chief Clinical Officer
Siobhan Brown	NHS Northumberland Clinical Commissioning Group	Group representative
David Thompson	Healthwatch	Representative
David Evans	Northumbria Healthcare NHS Foundation Trust	Chief Executive
Gary O’Hare	Northumberland, Tyne & Wear NHS Foundation Trust	Chief Executive
Richard Glennie	Northumberland Local Medical Committee	Chair
Christine Keen	NHS England	Representative
Paula Mead	NCC Safeguarding Board	Chair
Ralph Firth	VCS	Representative

## Membership of Family & Children’s Scrutiny Committee

Name	Organisation	Role
Cllr. Guy Renner-Thompson (Chair)	Northumberland County Council	Conservative Group Representative
Cllr. Mark Swinburn (Vice Chair)	Northumberland County Council	Conservative Group Representative
Cllr. Trevor Cessford	Northumberland County Council	Conservative Group Representative
Cllr. Gordon Stewart	Northumberland County Council	Conservative Group Representative
Cllr. Kenneth Stow	Northumberland County Council	Conservative Group Representative
Cllr. Deirdre Campbell	Northumberland County Council	Labour Group Representative
Cllr. James Lang	Northumberland County Council	Labour Group Representative
Cllr. Kath Kisbet	Northumberland County Council	Labour Group Representative
Cllr. Margaret Richards	Northumberland County Council	Labour Group Representative
Cllr Russell Wallace	Northumberland County Council	Bedlington Independents Group Representative

## Membership of SEND Strategic Partnership Board

Name	Organisation	Role
Andy Johnson	Northumberland County Council	Interim Director of Children's Services
Vanessa Bainbridge	Northumbria Healthcare NHS Foundation Trust	Director of Adult Services
Sam Barron	Northumberland County Council	Partnership Development Manager for SEND
Annie Topping	Northumberland Clinical Commissioning Group	Director of Nursing, Quality & Patient Safety

## Membership of SEND Strategic Improvement Board

Name	Organisation	Role
Rachel Mitcheson	Clinical Commissioning (children)	Head of commissioning (children)
Kate O'Brien	Clinical Commissioning (mental health)	Head of commissioning (mental health)
Sam Barron	Northumberland County Council / Education and Skills	Partnership Development Manager for SEND
Andrew Day	Mainstream Schools	Executive Director, Northumberland Church of England Academy
Michael Thompson	Special Schools	Headteacher, Hexham Priory School
Elizabeth Johnston	Northumberland parent/carer forum	Chair Northumberland Parent/Carer Forum for SEND: <i>In It Together</i>
Jackie Simpson	Northumberland parent/carer forum	Vice Chair Northumberland Parent/Carer Forum for SEND: <i>In It Together</i>
Marion Moon	Northumberland County Council / Social Care (adult)	Head of Service Care Management
Cath McEvoy	Northumberland County Council / Social Care (children)	Service Director - Children's Services
Lynn Bryden	Northumberland County Council / Joint Commissioning	Children's Commissioner
Alan Hartwell	Northumberland County Council / Performance Service	Senior Manager Performance - Education & Safeguarding
Andrew Johnson	Northumberland County Council / Education and Skills	Deputy Chief Executive/DCS
Sue Welsh	Northumbria Healthcare	Head of Therapies
Vanessa Bainbridge	Northumbria Healthcare	Director of Adult & Community Care Services
Margaret Tench	Clinical Commissioning	Head of Quality & Safety (Children) Designated Nurse Safeguarding Children & LAC
Alyson Raine	Northumbria Healthcare	Acting Deputy Director
Jackie Jollands	NTW	Group Nurse Director, North Locality
Emma Gashi	Northumbria Healthcare	
Rebecca Campbell	NTW	Service Manager - Children & Young People Community Services
Russell Patton	NTW	
Sarah Knowles	NTW	
Scott Milligan	NTW	LD / PBS Team Manager

Paula Hesford	Northumberland County Council	Service Manager – Psychological Services
Caroline Tulett	Northumberland County Council	Head of Skills and Employability
Nicola Taylor	Northumberland County Council	Service Manager – Sensory Support

Key to RAG rating:

	Progress not being made
	Progress being made but not meeting expected timescales
	On track to complete within expected timescales
	Completed

Key to Leads:

AJ	Andy Johnson	Interim Director of Children’s Services
AH	Alan Hartwell	Senior Manager Safeguarding and Education – Performance
AT	Annie Topping	Director of Nursing, Quality and Patient Safety
BP	Bruce Parvin	Education & Skills Business Manager
CM	Cath McEvoy	Service Director, Children’s Social Care
CT	Caroline Tulett	Head of Skills and Employability
DC	Dave Cookson	Secondary/Post 16 Commissioner
DS	David Street	EYFS/Primary Schools Commissioner
JG	Janice Gerard	Careers Employability and Programmes Manager
JW	Jane Walker	Head of Inclusion (Virtual Schools Headteacher)
LB	Lynn Bryden	Senior Manager, Commissioning
MC	Mark Cusack	Passenger Transport Manager
RM	Rachel Mitcheson	Head of Commissioning
RP	Russell Pickering	SEND Manager
SA	Sue Aviston	Head of School Organisation and Resources
SB	Sam Barron	Head of SEND Strategies

## Section 1 – How effectively does the local area identify children and young people who have special educational needs and/or disabilities?

Objective	Actions (cross referred to development area in self-evaluation report)	By Whom	By When	Intended Outcome	RAG
1. Deliver a more consistent offer of support to children and young people with Special Educational Needs and/or Disabilities across the County. That is measurable through its impact and outcomes.	<ul style="list-style-type: none"> <li>Engage with mainstream settings and schools to develop and roll out a Graduated Approach model across all sectors.</li> <li>Update the Local Offer so that it's accessible to all and provides an effective point of information for parents and carers, children and young people and professionals across education, health and care.</li> </ul>	<p>Workstream 1</p> <p><b>Responsible Lead = SB</b></p> <p><b>Strategic Lead = AJ</b></p>	July 2018	<ul style="list-style-type: none"> <li>Mainstream settings have a clear understanding of the graduated approach and this ensures support is well matched to need.</li> <li>The local offer is accessible and well used.</li> </ul>	
2. Deliver a more effective package of support to mainstream schools which enables them to always identify and effectively meet the needs of children with Special Educational Needs and/or Disabilities. To improve transition and outcomes.	<ul style="list-style-type: none"> <li>Develop a consistent model for SEN Support Plans – review templates, process, training, pilot, evaluation, roll out across all sectors.</li> <li>Engage with early years, primary, secondary, Post 16 settings to agree mainstream Local Offer 0-25.</li> <li>Review Support Services and their role and ensure alignment within the graduated approach and assessment process.</li> </ul>	<p>Workstream 1</p> <p><b>Responsible Lead = SB</b></p> <p><b>Strategic Lead = AJ</b></p>	July 2018	<ul style="list-style-type: none"> <li>SEN Support Plans are a key mechanism used across all schools for improvement.</li> <li>A mainstream 0-25 local offer is in place.</li> <li>Support Services, Behaviour, Communication, SALT are well matched to need.</li> </ul>	
3. Develop a more overarching Assessment Framework to enable the consistent assessment of children and young people with Special Educational Needs and/or Disabilities	<ul style="list-style-type: none"> <li>Update terms of reference for EHCP panel to include roles and responsibilities, membership</li> <li>Review EHCP Process – Evidence for Assessment, factors for decision making, writing plans, annual review process, top up funding processes.</li> <li>Develop a joint Education, Health and Care Plans quality assurance</li> </ul>	<p>Workstream 1</p> <p><b>Responsible Lead = SB</b></p> <p><b>Strategic Leads = AJ, AT, CM</b></p>	July 2018	<ul style="list-style-type: none"> <li>All panels and strategic groups are well established and members have a clear understanding of their role.</li> <li>The EHCP process becomes more efficient and effective.</li> <li>A quality assurance framework enables robust</li> </ul>	

	<p>framework.</p> <ul style="list-style-type: none"> <li>• Stabilise the number of EHCP's that are issued by the Council.</li> <li>• Establish processes to align assessment cycles for CC, LAC.</li> <li>• Develop formal protocols for EHCP sign off with clear dispute/ escalation routes.</li> </ul>			<p>examination of the quality of EHCP process.</p> <ul style="list-style-type: none"> <li>• The number of EHCPs plans issued matches need.</li> <li>• Processes in health, education and social care are better aligned.</li> <li>• Disputes are kept at a low level and escalation is reduced.</li> </ul>	
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## Section 2 – How effectively does the local area assess and meet the needs of children and young people who have special educational needs and/or disabilities?

Objective	Actions (cross referred to development area in self-evaluation report)	By Whom	By When	Intended Outcome	RAG
1. Ensure the voice of families, children and young people is heard and drives improvement in education, health and social service delivery.	<ul style="list-style-type: none"> <li>Review Engagement and Participation Strategy to include the voice of children and Young People.</li> <li>Improve the multi-agency strategy for engagement and participation which is monitored through the SEND Strategic Partnership Board.</li> </ul>	<p>Workstream</p> <p><b>Responsible Lead</b> = SB</p> <p><b>Strategic Leads</b> = AJ, AT, CM</p>	July 2018	<ul style="list-style-type: none"> <li>Children and young people are enabled to influence operation and strategic measures to ensure provision and outcomes are excellent.</li> <li>Agencies work together to ensure the voices of young people are heard and co-production is at a high level.</li> </ul>	
2. Robust early identification pathway is in place that links health to social care and education.	<ul style="list-style-type: none"> <li>Monitor and evaluate the effectiveness of the pathway for health services to notify the Council of possible Special Educational Needs and/or Disabilities.</li> </ul>	<p>Workstream</p> <p><b>Responsible Lead</b> = RM</p> <p><b>Strategic Lead</b> = AT</p>	July 2018	<ul style="list-style-type: none"> <li>Health pathways enable SEND educational and social care development to be well matched to provision.</li> </ul>	
3. Post 16 and Post 19 Provision and Pathways, Preparation for Adulthood are clear and effective.	<ul style="list-style-type: none"> <li>Establish clear multi-agency pathways for Post 16 and Post 19 education, health and social care provision which is accessible to children, young people, their families and professionals.</li> <li>Co-produce Transition Guide for 14-25 year olds with and for children, young people and their families.</li> <li>Review EHCP and Annual Review paperwork for 14-25 year olds to better reflect move towards adulthood.</li> <li>Embed a person centred approach</li> </ul>	<p>Workstream</p> <p><b>Responsible Lead</b> = SB</p> <p><b>Strategic Lead</b> = AJ</p>	July 2018	<ul style="list-style-type: none"> <li>At age 16+ and 19+ pathways for young people are of a consistently high quality and transition to adulthood is a smooth well managed process.</li> <li>A transition guide is available for 14-25 year olds and their families.</li> <li>A quality assurance review of annual reviews is undertaken to ensure transition is always effective.</li> </ul>	

	with the provision of high quality outcomes linked to aspirations to all annual reviews, across education, health and care for all pupils.			<ul style="list-style-type: none"> <li>All professionals ensure that children and families are at the heart of our work and flexibility is built into processes.</li> </ul>	
4. Consistent model across mainstream provision is produced based upon a common graduated approach.	<ul style="list-style-type: none"> <li>Monitor the impact of the Graduated Approach and identify schools and setting which are examples of best practice and those who require additional support.</li> <li>Reduce numbers of children at SEN Support / EHCP who are permanently excluded.</li> </ul>	<p>Workstream</p> <p><b>Responsible Lead</b> = SB</p> <p><b>Strategic Lead</b> = JW</p>	July 2018	<ul style="list-style-type: none"> <li>The graduated approach to provision is reviewed.</li> <li>Permanent exclusion figures reduce to be below national averages.</li> </ul>	
5. Joint SEND Commissioning is effective in providing the correct level of support and outcomes.	<ul style="list-style-type: none"> <li>Establish Joint Commissioning Group to drive agenda forward</li> <li>Produce a deep dive JSNA that will provide information to enable the Local Area to effectively plan for the needs of children and young people.</li> <li>Complete a robust mapping of provision, needs and gap analysis across education, health and social care.</li> <li>Review data sharing arrangements that are in place with providers and the Local Authority.</li> <li>Establish mechanisms within health to better track children and young people with SEND.</li> <li>Better mediation and dispute arrangements are established at all levels.</li> </ul>	<p>Workstream</p> <p><b>Responsible Leads</b> = SA, LB, AH</p> <p><b>Strategic Lead</b> = AJ</p>	July 2018	<ul style="list-style-type: none"> <li>Joint commissioning becomes less ad hoc and is always well managed.</li> <li>The JSNA process is further developed and becomes a more useful tool to manage provision.</li> <li>A consultation and survey of current place planning allows a better offer for children and young people.</li> <li>Data is used for more effectively to monitor outcomes.</li> <li>Mediation is more consistently effective.</li> </ul>	
6. Commissioning Plans are produced jointly across health, social care and education that represent a	<ul style="list-style-type: none"> <li>Review, update and agree multi-agency representation on panels across all ages for education, health and care.</li> </ul>	<p>Workstream</p> <p><b>Responsible Lead</b> = SB</p>	July 2018	<ul style="list-style-type: none"> <li>Multi agency panels become more consistent in decision making and process is speeded up.</li> </ul>	

<p>joint strategic approach.</p>	<ul style="list-style-type: none"> <li>• Undertake Local Area review of services for Speech, Language and Communication Needs and co-produce with all stakeholders a Local Area approach which reduces the lack of clarity and possibility of duplication with NHS and Council speech and language teams.</li> <li>• Undertake a Local Area review of services for children experiencing sensory difficulties to establish if there is any unmet need and co-produce an action plan to improve services.</li> <li>• Review the arrangements for Special School Nursing to ensure that there is a clear Local Offer from the service, existing resources are fairly distributed and that all partners across education, health and care understand roles and responsibilities for children with significant medical needs in schools.</li> <li>• Mental Health support is reviewed to ensure high quality provision</li> </ul>	<p><b>Strategic Lead</b> = AJ, AT</p>		<ul style="list-style-type: none"> <li>• SALT becomes a better service for users and a more cost effective approach enables investment in users.</li> <li>• Children with sensory difficulties from all parts of the County have a high quality service.</li> <li>• Considerably high quality services are in place for nursing in special schools.</li> <li>• Mental health support is timely and appropriate.</li> </ul>	
<p>7. Special School Provision and Pathways match the need of children and families in Northumberland.</p>	<ul style="list-style-type: none"> <li>• Establish clear designations for each Special School for pupil population served.</li> <li>• Provide clear guidance on the process of entry for Special Schools available on the Local Offer.</li> </ul>	<p>Workstream</p> <p><b>Responsible Leads</b> = SB, SA, JW</p> <p><b>Strategic Lead</b> = AJ</p>	<p>July 2018</p>	<ul style="list-style-type: none"> <li>• A better and more focussed offer is available for parents and children. Centres of excellence are established.</li> <li>• Parents and pupils have a clear understanding of pathways.</li> </ul>	
<p>8. SEND children and families are provided with accurate and impartial careers advice and guidance.</p>	<ul style="list-style-type: none"> <li>• Specialist advice and guidance is available for schools on SEND via SENCo training of a high quality</li> <li>• Children and families receive excellent careers advice and guidance.</li> </ul>	<p>Workstream</p> <p><b>Responsible Leads</b> = DS, CT, JG.</p>	<p>July 2018</p>	<ul style="list-style-type: none"> <li>• All schools in Northumberland have a well trained and effective SENCo.</li> <li>• All schools with SEND pupils access impartial, high quality</li> </ul>	

		<b>Strategic Lead = AJ</b>		careers advice and guidance.	
9. Quality Assurance & Outcomes Framework across all sectors are robust and drive forward improvement.	<ul style="list-style-type: none"> <li>Establish an integrated SEND outcome framework across education, health and care.</li> <li>Devise systems for the collection of outcome information from EHCP's.</li> </ul>	<p>Workstream</p> <p><b>Responsible Leads = SB, RP</b></p> <p><b>Strategic Lead = AJ</b></p>	July 2018	<ul style="list-style-type: none"> <li>Data and quality assurance are linked to provide effective measures and as a result outcomes improve.</li> </ul>	
10. Outcomes at Secondary improve for children with SEND.	<ul style="list-style-type: none"> <li>Improve the quality of secondary education by providing expert support.</li> <li>Further decrease the attainment gap for those who are (from the closing the gap report).</li> <li>Improve links between local authority and academies.</li> </ul>	<p>Workstream</p> <p><b>Responsible Lead = ?</b></p> <p><b>Strategic Lead = RSC, AJ</b></p>	July 2018	<ul style="list-style-type: none"> <li>A much higher proportion of children attend good or outstanding secondary schools. This matches or exceeds national averages.</li> </ul>	

## Section 3 – Improving Outcomes : How effectively does the local area improve outcomes for children and young people who have special educational needs and/or disabilities?

Objective	Actions (cross referred to development area in self-evaluation report)	By Whom	By When	Intended Outcome	RAG
<ul style="list-style-type: none"> <li>Reduce independent and out of county placements and costs and by doing so improve outcomes for children.</li> </ul>	<ul style="list-style-type: none"> <li>Decrease the number of children and young people attending placements out of the county.</li> </ul>	<p>Workstream</p> <p><b>Responsible Lead</b> = SB, SA</p> <p><b>Strategic Lead</b> = AJ</p>	July 2018	<ul style="list-style-type: none"> <li>More cost effective arrangements are in place and as a result children and families benefit.</li> </ul>	
<ul style="list-style-type: none"> <li>Review funding banding with particular focus on top-up funding to ensure funds are well targeted.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen monitoring of top up funding to ensure robust mechanisms for review and monitoring outcomes are implemented.</li> <li>Review funding bandings.</li> </ul>	<p>Workstream</p> <p><b>Responsible Leads</b> = RP, SB</p> <p><b>Strategic Lead</b> = AJ</p>	July 2018	<ul style="list-style-type: none"> <li>More appropriate use is made of the dedicated schools grant in mainstream settings to improve outcomes.</li> </ul>	
<ul style="list-style-type: none"> <li>Efficiency savings on support services result in more funds being made available directly to schools and parents.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver efficiency savings on SEND Support Services.</li> <li>Develop Outcomes Framework to monitor value added provided by SEND Support Services.</li> </ul>	<p>Workstream</p> <p><b>Responsible Lead</b> = SB</p> <p><b>Strategic Lead</b> = AJ</p>	July 2018	<ul style="list-style-type: none"> <li>The DSG does not overspend and services are sharply aligned to need.</li> <li>Schools and parents satisfaction levels improve.</li> </ul>	
<ul style="list-style-type: none"> <li>Complex cases, review funding mechanisms is in place on a more systematic basis.</li> </ul>	<ul style="list-style-type: none"> <li>Review funding of the most complex cases to identify opportunities for joint commissioning, development of interagency pathways.</li> </ul>	<p>Workstream</p> <p><b>Responsible Leads</b> = SB, RP</p> <p><b>Strategic Leads</b> = AJ, CM, AT</p>	July 2018	<ul style="list-style-type: none"> <li>Appropriate funding is available to meet needs of children from a variety of sources.</li> </ul>	
<ul style="list-style-type: none"> <li>Review travel policy to ensure SEND children are</li> </ul>	<ul style="list-style-type: none"> <li>Review policy in line with local authority general review.</li> </ul>	<p>Workstream</p>	July 2018	<ul style="list-style-type: none"> <li>Policy is fit for purpose.</li> </ul>	

not disadvantaged.		<b>Responsible Lead</b> = SA, MC <b>Strategic Lead</b> = AJ			
<ul style="list-style-type: none"> <li>Joint SEND Commissioning is applied consistently across county to focus on outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Develop an outcomes framework that will measure the impact of children, young people and their families' involvement in service delivery and the impact of joint commissioning activity.</li> </ul>	Workstream <b>Responsible Lead</b> = SA, LB <b>Strategic Lead</b> = AJ, AT, CM	July 2018	<ul style="list-style-type: none"> <li>Commissioning is sharpened up to ensure outcomes are always a key measure.</li> </ul>	
<ul style="list-style-type: none"> <li>Strategy for managing the high needs budget improves to match funds to outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor the strategy for managing the high needs budget.</li> </ul>	Workstream <b>Responsible Lead</b> = SA, BP <b>Strategic Lead</b> = AJ	July 2018	<ul style="list-style-type: none"> <li>The strategy matches available funds and needs.</li> </ul>	
<ul style="list-style-type: none"> <li>SEN children accessing full early year's entitlement means that outcomes improve.</li> </ul>	<ul style="list-style-type: none"> <li>SEND children's entitlement to early years provision is reviewed annually.</li> </ul>	Workstream <b>Responsible Lead</b> = DS <b>Strategic Lead</b> = AJ	July 2018	<ul style="list-style-type: none"> <li>SEND children always have access to early years support.</li> </ul>	
<ul style="list-style-type: none"> <li>Personal Budgets – Health, Care, Education are well matched to parental needs.</li> </ul>	<ul style="list-style-type: none"> <li>Develop information for children, young people and their families on process of application, criteria and place on the Local Offer.</li> <li>Establish mechanisms to monitor the number, cost and impact of personal budgets across education, health and care.</li> </ul>	Workstream <b>Responsible Leads</b> = RP, SB <b>Strategic Lead</b> = AJ	July 2018	<ul style="list-style-type: none"> <li>Personal budgets are used effectively and appropriately.</li> </ul>	