

Children and young people first and at the heart of all we do

# SEND VISION AND IMPROVEMENT ROAD MAP 2020/2021

August 2020



the historic capital of the Black Country



## 2. INTRODUCTION

Welcome to our Vision and Improvement Road Map for children and young people with Special Educational Needs and Disabilities (SEND). This document sets out our how we are going to improve the Dudley area SEND offer to children and young people (up to age 25) and their families.

### Dudley SEND Strategy

In March 2019 the Dudley Area SEND Strategy was launched which set out our high level aspirations for improving the SEND offer across the Dudley system.

We identified three strategic priorities:

**Priority 1: Working in partnership with families** – our SEND children and young people must be at the heart of everything we do. Parents and carers should be able to tell their story once and as a system we should respond quickly, fairly and equitably to ensure that we achieve the best possible outcome for their child's needs.

**Priority 2: Planning and working together to make the best use of all of our resources** – at the heart of this is a stronger approach to joint commissioning and the sharing of ideas, resources and supporting innovation across health, council and other partners. The system should be driven by the partnership and coproduced with parents and carers.

**Priority 3: Simplifying help and support so that it is more accessible** – and that parents and carers are offered the best mix of specialist and mainstream support that reflects the diversity of their children and young people's needs.

### We know that there is a lot to do

In July 2019 OfSTED and the Care Quality Commission published their findings of their joint area SEND inspection of services and provision and concluded that as a system there were some significant weaknesses. They determined that a Written Statement of Action (WSOA) or action plan was required. This was submitted to OfSTED in November and approved on 20 December 2019.

With the onset of the Coronavirus pandemic we have been working hard to understand what elements of our improvement programme can continue at the same pace and other areas that need to be reprioritised given our virtual arrangements but rest assured we will be using our best endeavours to meet all delivery deadlines.

We know that every child or young person deserves the very best and that there are increased demands on the SEND system and that resources are tight but we also acknowledge that we do not yet deliver this on a consistent basis in Dudley.

### Our commitment

The Dudley Local Area SEND partnership, made up of the council, Dudley CCG, Dudley Parent Carer Forum – Working Together for Change, NHS, health providers, schools, colleges, employers, parents & carers and children and young people are now working together to deliver positive outcomes and improved lives.

Alongside our WSoA we have set out plans to improve the system as whole through the SEND Improvement Programme which is overseen by the SEND Oversight Group (SOG), please refer to section 6 for further details.

The following pages sets out what we want to achieve, how we will do it and by when. As a partnership we guarantee that we will:

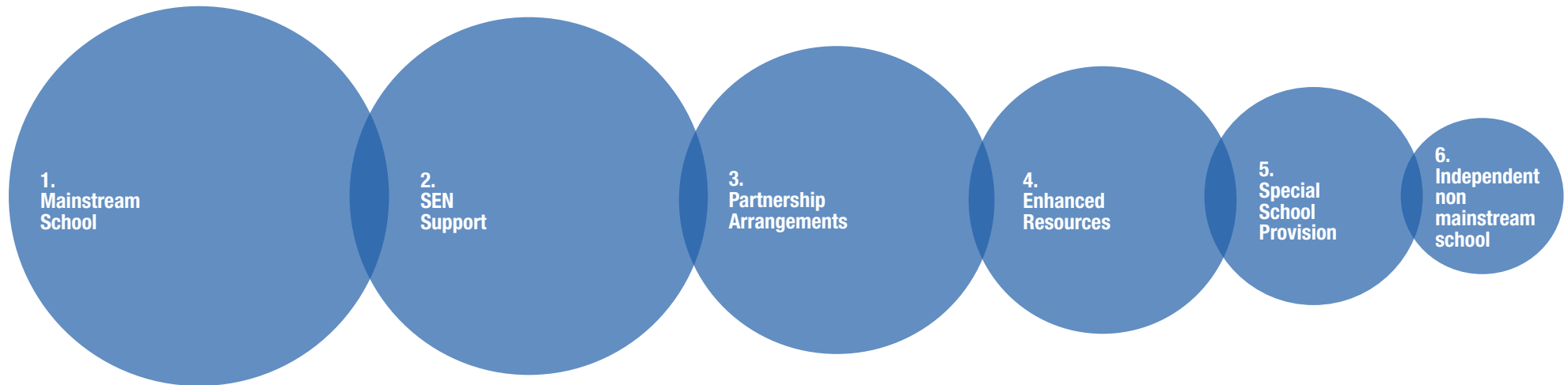
- Do what we say
- Move with purpose & energy
- Treat people as we would like to be treated
- Be the best we can

And together we can ensure that every child achieves their potential and we help them to achieve positive outcomes and improved lives.

### 3. WHAT DOES A GOOD SEND OFFER LOOK LIKE IN DUDLEY? A GRADUATED MODEL OF PROVISION

We have spent time gathering the data, looking at the numbers of children and young people who currently need SEND support, how many are likely to need support in the future and the money there is available to support the system.

We need to ensure that all children receive the most appropriate support in the most appropriate setting. We want to support schools to ensure that the majority of children and young people are supported with mainstream school. However we know that for some children this will not be possible and specialist provision will always be required.



#### 1. Mainstream School

The majority of children and young people with SEND attend mainstream school with quality first teaching that identifies need and adapts curriculum

#### 2. SEN Support

Some pupils require additional resources and arrangements. Their needs are described in a SEND support plan

#### 3. Partnership Arrangements

Schools work in partnership to arrange collaborative provision, alternative curriculums and shared resources

#### 4. Enhanced Resources

Specialist provision located on mainstream school site

#### 5. Special School Provision

Access to a variety of special school provision catering for the pupils with the most complex needs

#### 6. Independent Non Mainstream School

Access to a highly specialist leaning and care environments for those pupils with highly exceptional or low incidence needs

#### Our underlying principles

1. Our SEND children and young people are at the heart of all our improvements
2. SEND Improvements are a Dudley Partnership wide responsibility
3. Co-Production is the default start position for all initiatives
4. Having in place a skilled, motivated and effective SEND Team at the council
5. Ensuring we have accurate and timely data on which to base effective decisions upon
6. Increasing the quality and effectiveness of our SEND Support Offer
7. Increasing the number of our SEND children and young people within mainstream settings
8. Embed the SEND Improvements into the business as usual operations environment
9. Delivery of a Sustainable SEND Service and System

## 4. SEND IMPROVEMENT PLAN

### INTRODUCTION:

We will work in partnership with families – our SEND children and young people must be at the heart of everything we do. Parents and carers should be able to tell their story once and as a system we should respond, quickly, fairly and equitably to ensure that we achieve the best possible outcome for their child's needs.

We will plan and work together to best utilise all resources to ensure there is a stronger approach to joint commissioning and the sharing of ideas, resources and supporting innovation across health, the council and other partners. The system must be driven by the partnership and co-produced with parents, carers, children and young people.

We will simplify help and support so that it is more accessible and ensure that parents and carers are offered the best mix of specialist and mainstream support that reflects the diversity of their children and young people's needs

### WHAT WILL WE DO:

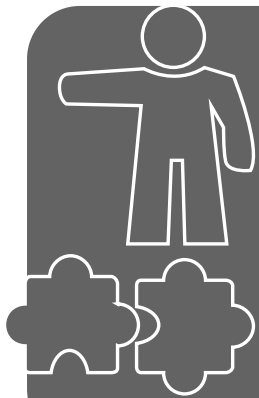
## Areas of Focus

- Our case officers do purposeful work with children based on their needs.
- Managers will deliver improved outcomes for our SEND CYP.
- We will resource our case officer teams adequately to have manageable case-loads
- We will ensure we accurately assess SEND needs and moderate them as required.

## Impacts

- Our children and young people are heard and their input is valued.
- Our children and young people are safe and risks minimised.
- Our children and young people are healthy and their health is promoted.
- Our children and young people are in the most appropriate setting.
- Our children and young people achieve learning and obtain life skills.
- We will see the right children and young people, in the right place, at the right time through partnership working.
- Impacts will be achieved through child-centred provision planning and commissioning.
- Focusing on improving children and young people outcomes and lives will be evidenced.
- We will see relentless focus on quality and reducing drift and delay.

# WE WILL DO THIS BY:



## Leadership & Governance

- Effective, transparent partnership structures and effective governance oversight.
- Partnerships committed to improving outcomes for children and destinations for young adult lives.
- Consistency across partnerships in working to the SEND Code of Practice to identify and manage areas of risk
- Policies and procedures agreed in co-production with children and young people and their families

## Capacity & Staffing

- All staff performance is monitored and measured
- Consistent partnership approach to training
- Staffing levels appropriate to meet demand need
- Increasing the number of permanent case officers
- Creating apprenticeships for our children and young people to aid their development



## Quality of Practice

- Partnership undertaking multi agency case audits
- Moderated panels to evaluate decision making
- Clear practice frameworks across whole partnership
- Multi-agency training attended and followed up
- Multi-agency EHCP input will ensure the needs of children and young people are fully reflected

## Performance Management

- Quality of EHCPs reviewed regularly to improve consistency
- Operational dashboard to monitor key deadlines in line with the Code of Practice
- Panel attendance by all agencies to contribute to decision-making for provision
- Learning from theme and comments to reduce number of complaints
- Demand management model ensures sufficient places are available at the right time to meet need.



## Enabling

- Additional actions and resources from the corporate centre to support the delivery of services
- Timely partnership responses to changing demands/needs
- New multi-agency service delivery models
- Flexible and timely responses to need by all partners
- Place planning/services demand forward planning based on accurate data



# HOW WILL WE KNOW WE MADE A DIFFERENCE?

- Monitoring shows the evidence of the “Tell It Once” approach being consistently used
- Families find the Local Offer website and statutory assessment process clear, accessible and informative.
- The vision for SEND in Dudley has been jointly created and owned by families and all services working with SEND children and young people
- Absence and exclusion levels for SEND children and young people have reduced across all settings
- Commissioning is a jointly planned activity and is always informed by accurate analysis of data.

## 100%

100% of EHCPs accurately reflects the assessed and moderated needs of every children and young people, so that pupils are placed in appropriate settings

- The number of children and young people with an EHCP excluded from School solely because of SEND will have reduced
- We will reduce the rate of offending by SEND children and young people
- We will reduce the number of children and young people in Out of Area provision



- SEND Inclusion will be understood across the Dudley System and associated improved outcomes evidenced
- The rates of progress for pupils with SEND at GLD, KS2 & KS4 have improved.
- The number of SEND young people in employment or apprenticeships will have increased by the end of 2021

## 0%

The backlog of annual reviews will have reduced and a target set in 2021 for when we will achieve 0%

100% of our EHCPs will have correctly assessed Education, Health and Social Care requirements

## 100%

## 100%

We have post 16 and 19 destinations named for 100% of our SEND children and young people

- Monitoring shows EHC plans contain appropriate information, are needs led, outcomes focused and completed within the 20 weeks' timescale
- We have a settled workforce turnover is less than 10% by 2021
- Average caseloads for Case Officers will reduced by 2021
- We will reduce the number of temporary Case Officers to less than 5% by 2021

# 5. SEND IMPROVEMENT MILESTONES

## Delivered in 2019

- Briefed Parent/Carers on the outcomes of the OfSTED/CQC inspection.
- DMBC SEND Senior Management Team restructured.
- SEND Improvement programme office set up.
- Written Statement of Action agreed with DfE.
- SEND Comms Strategy launched.

## Delivered in 2020

- Co-production approach agreed with Parents/Carers and Partners.
- SEND Oversight Group set up.
- EHCP and PfA improvement workshops held.
- Co-Production with Parents/Cares increases 100% compared to 2019.
- SEND Case Management Team restructured and additional staff recruited.
- First compliments received from Parents/Carers/Schools.
- 'Dudley Dialogue' launched with all partners and stakeholders.
- Additional Health resources recruited to improve EHCP's.
- Terms of reference and criteria published for Panel.
- Preparation for Adulthood co-production workshop led by the National Development Team for Inclusion
- Preparation for Adulthood and EHCP Task & Finish Groups set up.
- SEND data & system improvement projects started
- Alternative pathway, inclusion, guidance and training for all stakeholders

## To be Delivered in 2020

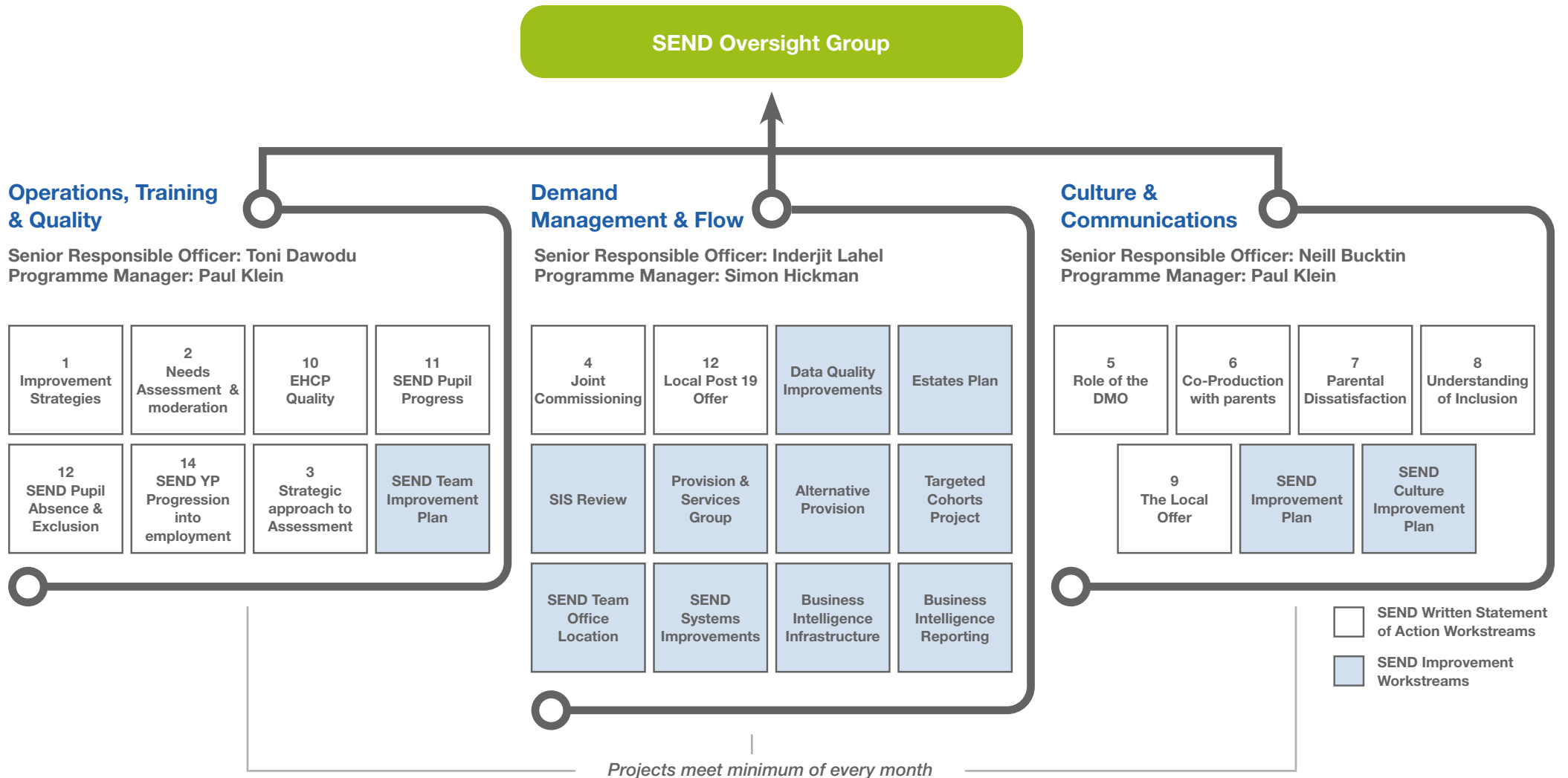
- Follow up Parent Carer satisfaction survey results published.
- Joint Commissioning Strategy Published.
- Improved Local offer launched.
- EHCP improvement processes published.
- Co-produced Inclusion strategy published.
- SEND Pupils Education progress targets published.
- Revised SEND Charter Published.
- 'Preventing SEND Pupil Exclusion Strategy' published.
- Increased number of jobs and apprenticeships created.
- Targets set for preschool readiness.
- Co-Produced Preparation for Adulthood Strategy and Pathway launched
- SEND Sufficiency Plan developed, "what provision we need for Dudley"
- Alternative provision Inclusion guidance, training and preventative pathways for all stakeholders

## To be Delivered in 2021

- 'Graduated Approach' established and embedded.
- Fully automated case management in place.
- All Written Statement of Action commitments delivered.
- Target set for achieving 100% compliance for EHCP timescales.
- 5 year SEND systems roadmap for digital transformation
- ASD Enhanced Provision put in place
- Health services delivery via Dudley Integrated Healthcare NHS Trust

# 6. HOW WE ARE MANAGING THE SEND IMPROVEMENT PROGRAMME

We have set up a robust governance framework to make sure that improvements are made at pace and that we comply with our statutory duties under the Education Act, Care Act, Children and Families Act and other relevant legislation. The Improvement Programme is directed and overseen by the SEND Improvement Group or SOG, membership includes (but is not limited to) Dudley Metropolitan Borough Council, Dudley CCG, Parent & Carers Forum and NHS Health Providers.





## 7. WHO TO CONTACT

If at any time you have a question relating to SEND please see below the details and contacts available to you.

If you have just moved to Dudley and you think your child may require additional support in his/her schooling and you want them to be assessed please contact your local GP in the first instance.

**<https://www.nhs.uk/service-search/find-a-gp>**

If you have a query on the progress of your child's Education, Health and Care Plan assessment please contact your case officer at Dudley Metropolitan Borough Council.

**<https://www.dudley.gov.uk/residents/learning-and-school/information-for-parents/dudley-sendiass/>**

If your child is of school age and you have an issue with the Education your child is receiving you should first contact your schools Headteacher and then if you are still not satisfied you should ask for the contact details of your schools Chair of Governors.

**<https://www.dudley.gov.uk/resident/learning-school/schools-and-colleges/>**

If you have a query on your Child's on-going SEND Support please contact your SENCo.

**<https://www.dudley.gov.uk/residents/dudleys-local-offer/local-offer-education-and-learning/schools/>**

If your query relates to your Child's EHCP you should contact the SEND Case Officer at Dudley Council

**01384 814360 or email [senteam@dudley.gov.uk](mailto:senteam@dudley.gov.uk)**

For any enquiries relating to the Parent Carer Forum please contact them directly.

**<https://careandshare.uk/welcome/>**

For free, confidential and impartial support for children and young people aged 0-25 years old with SEND and their parents and carers please contact them directly.

**[dudley.sendiass@dudley.gov.uk](mailto:dudley.sendiass@dudley.gov.uk) or the helpline on 01384 817373.**



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