

## North West SEND Regional Network (2016–17)



Delivery plan: v2 30.8.16

### Regional lead details (for enquiries about this delivery plan):

|                                |  |   |  |
|--------------------------------|--|---|--|
| <b>Name of local authority</b> | Oldham   |   |  |
| <b>Address</b>                 | Civic Centre, West Street, Oldham OL1 1UT  |   |  |
| <b>Key contacts</b>            | <b>Gill Hoar</b><br>NW SEND Regional lead<br>Tel: 0161 770 3150<br>Email: <a href="mailto:gill.hoar@oldham.gov.uk">gill.hoar@oldham.gov.uk</a> | <b>Dr Cathy Hamer</b><br>NW SEND Regional network lead<br>Tel: 0778 357 7284<br>Email: <a href="mailto:cwh01@hotmail.co.uk">cwh01@hotmail.co.uk</a> | <b>Sharon Davies</b><br>NW SEND Regional network co-ordinator<br>Tel: 0161 770 1138<br>Email: <a href="mailto:Sharon.davies@oldham.gov.uk">Sharon.davies@oldham.gov.uk</a> |

**Steering group:** Membership reviewed in conjunction with NWPCF co-chairs, CAF and NNPCF NW rep and ADCS (Health and SEND subgroup) at which a social care representative was nominated and a further health representative agreed. In due course a young persons' representative will join the group.

|                      |  |   |                      |
|----------------------|--|---|----------------------|
| <b>Gill Hoar</b>     | <b>NW SEND Lead</b>                    | <b><a href="mailto:Gill.hoar@oldham.gov.uk">Gill.hoar@oldham.gov.uk</a></b>             | <b>0161 770 3150</b> |
| <b>Simon Jenner</b>  | <b>PEP and Head of SEND, Blackpool</b> | <b><a href="mailto:Simon.jenner@blackpool.gov.uk">Simon.jenner@blackpool.gov.uk</a></b> | <b>01253 47667</b>   |
| <b>Julie Hicklin</b> | <b>SEND lead, Manchester</b>           | <b><a href="mailto:j.hicklin@manchester.gov.uk">j.hicklin@manchester.gov.uk</a></b>     | <b>07508 783921</b>  |
| <b>Karen Gleave</b>  | <b>SEND lead, Liverpool</b>            | <b><a href="mailto:Karen.gleave@liverpool.gov.uk">Karen.gleave@liverpool.gov.uk</a></b> | <b>07734 483459</b>  |

|                   |  |                                   |               |
|-------------------|--|-----------------------------------|---------------|
| Liz Johnson       | Programme delivery manager,<br>Liverpool CCG | Liz.Johnson@liverpoolccg.nhs.uk   | 07966381306   |
| Deanne Shaw       | NWPCF Co-chair                               | nwregionforum@gmail.com           | 07729276816   |
| Elizabeth Stanley | NWPCF Co-chair                               | nwregionforum@gmail.com           | 07901336921   |
| Andrew Robinson   | POINT  | Andrew.robinson@pointoldham.co.uk | 0161 667 2054 |
| Cathy Hamer       | NW SEND Regional Network lead                | cwh01@hotmail.co.uk               | 0778 357 7284 |
| Sharon Davies     | NW SEND Regional Network co-ordinator        | Sharon.davies@oldham.gov.uk       | 0161 770 1138 |

### NW Network Consortium members

DfE SEND Adviser for NW – Cath Hitchen

Sector led improvement team – Sue Cockerill

#### Aims of the SEND Regional network:

To embed a clear and sustainable strategy for partnership working with local authorities and with the main stakeholder groups across the region; including education settings for ages 0-25; health services; parent carers; Parent Carer Forums and children and young people across the 0-25 age range

To share good practice and offer targeted support on identified priority reform themes

To co-ordinate peer support activities including regional events, workshops, action learning sets, workshops and sub-regional groups.

#### Principles of the SEND Regional network:

1. The network will actively engage in partnership working across all stakeholders.
2. The network will promote sharing of practice, issues and solutions through learning opportunities
3. Members of the network will respect the opinions and views of other members and conduct themselves at all times on a professional level.
4. Confidentiality will be maintained on any issues considered confidential in any discussions. Any other issues will be communicated openly to the SEND community and stakeholders.

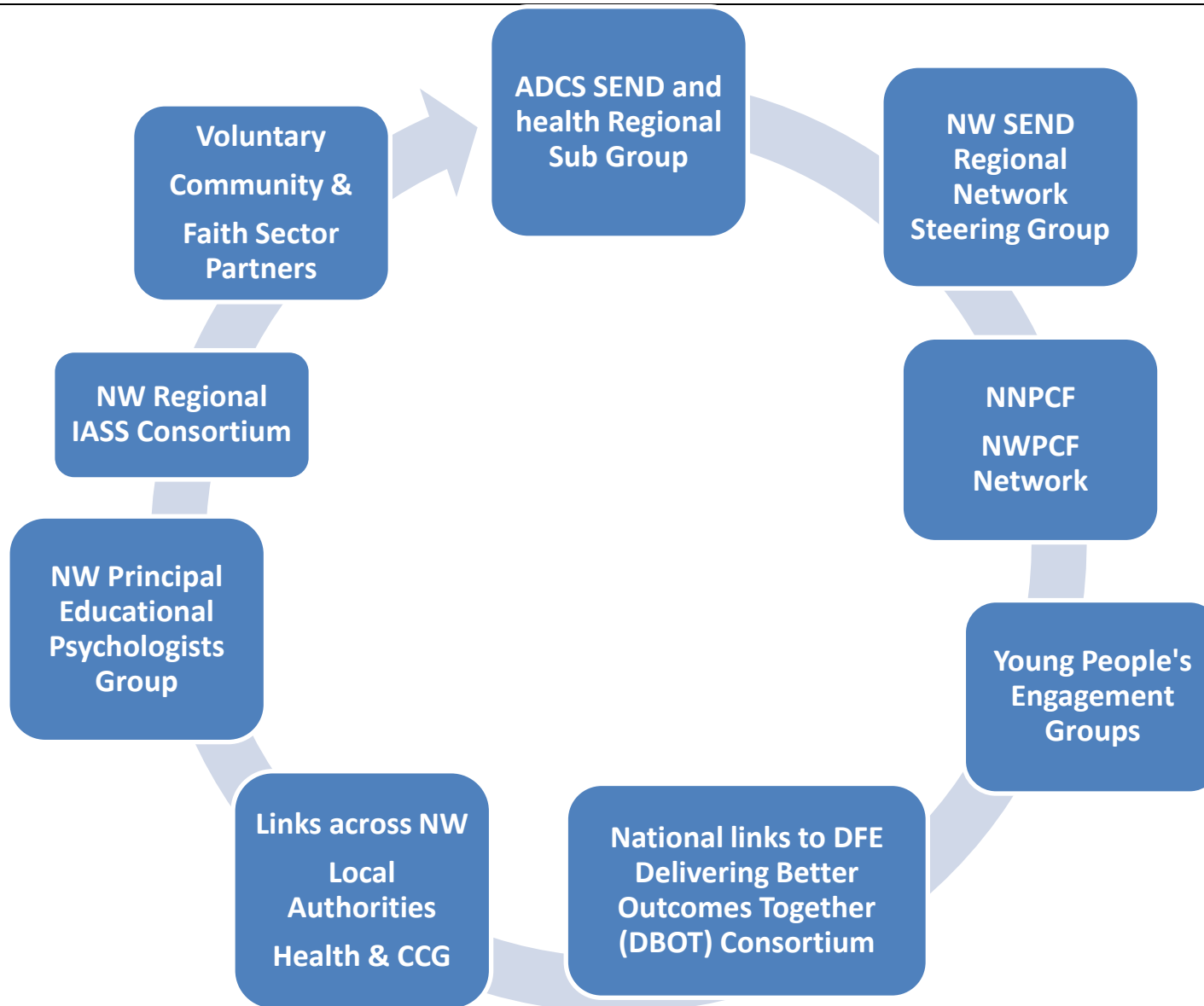
## Governance Arrangements:

- The NW SEND Regional Network is accountable to the Department for Education.  
The NW SEND Regional Network reports to the NW Association of Director of Children Services (ADCS) SEND and health Sub group. This is an established Network of Local Authority Children's Services SEND Leads and Health Leads. The governance through the ADCS subgroup ensures that the SEND Regional Network delivers against local and regional priorities. This also enables the SEND Regional Network to identify emerging themes, address these with the support of the ADCS Subgroup to deliver a robust and sustainable platform for SEND Delivery and Accountability across the North West Region. The ADCS (Health and SEND sub-group) oversight of the NW SEND Regional Network is achieved through liaison with the Chair and their quarterly meetings.
- The SEND Regional Network Steering Group provide strategic direction for delivering the NW SEND Regional Network. The NW SEND Regional Network delivery partner is Oldham. Oldham's role is to facilitate and enable the development of a sustainable NW SEND Regional Network. This relies on all partners to co-produce the desired outcomes and take a shared responsibility in the development, promotion and participation of the wider network. The Steering group is chaired by Oldham Council who hold the budget for the network.
- The agenda for the sub-group meetings and the activities of the NW SEND Regional Network which is co-ordinated by the Steering Group. The Steering group meets immediately after each quarterly ADCS sub-group meeting (12 noon on 13.10.16, 15.2.17, 19.4.17, 28.6.17 and 27.9.17). Further meetings will take place with a working lunch from 12 – 2 on 9.9.16 and 25.11.16.
- Regional and National partners are linked to, and participate to deliver, the priorities for the North West SEND Regional Network through one or all of the following work strands:
  - Association of Director of Children's Services (ADCS) SEND and health Sub Group
  - NW SEND Regional Network Steering Group
  - Delivering Better Outcomes Together (DBOT) consortium
  - Bi-Monthly NW Telekits arranged by Mott MacDonald
  - NW SEND Regional Newsletters
  - Regular training, networking and workshop events planned around the priorities identified across the NW partnerships.

Three sub-regions are designated with leads highlighted:

- Blackburn with Darwen, **Blackpool**, Lancashire and Cumbria
- Bolton, Bury, **Manchester**, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan
- Cheshire East, Cheshire West and Chester, Halton, Knowsley, **Liverpool**, Sefton, St Helens, Warrington and Wirral

The communication network, based on working together and two way communication, is as follows:



**Regional priorities and proposed activities:**

|   | Regional priorities        | Proposed activity/ support                                    | Target Audience         | Delivery format/outline content   | To be delivered by  | Desired outcomes  | Notes/progress  |
|---|----------------------------|---|-------------------------|---|---|---|---|
| A | Preparation for inspection | Peer challenge model developed + delivered across the region. | SEND leads and partners | Pilot developed at June ADCS (Health and SEND) sub-group                    | Pilot:<br>Warrington + challenge team from<br>Blackburn with<br>Darwen<br>Oldham<br>Salford | Model available for all LA areas to support preparation for inspection and improvement. | The model is similar to that used annually with NW DCSs. Self-view/SEF and data dashboard presented for challenge by other areas.<br><b>Two further areas challenged i.e. Blackpool (challenged by a team from different LA areas) and Oldham (challenged by Warrington).</b> |
|   |                            | Preparing for inspection                                      | “                       | Workshop based on risk assessment of self-view / SEF's and data dashboards. | Salford -<br>September  | Shared learning improves inspection outcomes.   | Sue Woodgate informs that Salford unable to do this as JTAI to commence 12.9.16 and she due to retire imminently.   |
|   |                            | Collation of learning from areas inspected.                   |                         | Pro-forma developed to capture learning to be shared across the region.     | Network lead + parent carer reps.   |   | Bolton PCF to be approached.<br><b>Awaiting response + to be considered</b>   |

|          | Regional priorities                      | Proposed activity/support  | Target Audience  | Delivery format/outline content  | To be delivered by                          | Desired outcomes   | Notes/progress   |
|----------|--|--|--|--|---|--|--|
|          |  |  |  |  |   |  | following C. Hitchen's overview of learning from inspections at ADCS (Health and SEND sub-group) in October.   |
| <b>B</b> | Quality EHCPs<br>EHCP processes & impact | Peer moderation groups   | Group 1: led by Blackpool<br>Blackburn with Darwen<br>Manchester<br>Wigan<br>Stockport<br>Salford<br>Cumbria<br>Rochdale<br>Group 2:<br>Sefton to lead | Meet at 6 monthly intervals. Initially focus on plans across the age range then groups to focus thematically e.g. school age, moderating outcomes at annual review of EHCP.<br>Reviews: Impact plans are making. | Group 1:<br>Blackpool<br>Group 2:<br>Sefton | High quality EHCP processes and plans developed through a self-improving system          | The group led by Blackpool is well established.<br>Sefton have agreed to lead another group<br>Salford are hosting an internal meeting on 10.6.16 following which consideration will be given to using their pro-forma for quality checking.<br><b>Report on Salford event due by end of Sept.</b> |
|          | Social care & EHC plans                  | Workshop focussed on social care and health in relation to EHC plans | EHC assessment and planning co-ordinators  | Workshop – 14.7.16, 10.30 – 4<br>Kings House Conference Centre, Manchester   | Amanda Harvey, CDC                          | Increased knowledge and awareness of social care & health assessments and input to plans | CDC to take bookings<br><a href="https://www.eventbrite.co.uk/e/focusing-on-health-and-care-in-education-health-and-care-planning-north-">https://www.eventbrite.co.uk/e/focusing-on-health-and-care-in-education-health-and-care-planning-north-</a>  |

|          | Regional priorities   | Proposed activity/ support  | Target Audience                          | Delivery format/outline content   | To be delivered by  | Desired outcomes  | Notes/progress  |
|----------|---|---|--|---|---|---|---|
|          | <p>Improving transition / commissioning of post-16 provision based on needs / outcomes in plans</p> <p>Tracking outcomes.</p> | Development of methodology for tracking outcomes when reviewing EHC plans | SEN officers                             | <p>Meeting 0 – 16 leads</p> <p>Meeting of 16 – 25 leads</p> <p>Paper circulated</p> | <p>Greater Manchester group<br/>Chaired by Bury</p> <p>Network lead</p> | <p>Outcomes in EHC plans inform commissioning of provision.</p> <p>High quality outcome focused reviews</p> | <p><a href="https://www.eventbrite.com/e/west-tickets-25925489838">west-tickets-25925489838</a><br/><b>Outcome: Email forum for EHCP co-ordinators to be considered.</b></p> <p>Exploration of possible link with NW Universities including Peter Hick, Centre leader for inclusion, MMU<br/><a href="mailto:p.hick@mmu.ac.uk">p.hick@mmu.ac.uk</a><br/><b>Contact awaited</b></p> <p>To include consideration of Outcomes Based Accountability, <b>Outcomes Star</b></p> |
| <b>C</b> | Children and young people's   | Development of NW YP's Voice network to                                   | Children and young people's engagement / | 5 July 16 Launch event, The Court House, Worsley, Salford                           | POINT   | Increased activity by children &  | <b>Workshop notes available.</b>  |

|          | Regional priorities   | Proposed activity/ support  | Target Audience   | Delivery format/outline content   | To be delivered by   | Desired outcomes   | Notes/progress  |
|----------|---|---|---|---|--|--|---|
|          | engagement / participation  | shape the SEND agenda, priorities and future provision                              | participation groups  | Workshop to establish roles, remit and structure, share issues, practice and draw up strategic plan.<br><br>Steering group established linking with CDC and National Youth Council<br>Link with National Citizen service.   |  | young people in SEND reforms.<br><br>Young people's key priorities established, represented and address through the SEND regional network.<br>Inclusion of a YP representative in the NW SEND regional network<br>Steering Group | <b>Steering group meeting – 1.9.16.</b><br>Links to be established with Centre for Children and Young People's Participation, University of Central Lancashire, National Youth Council etc.<br><b>Staff and student link established.</b> |
| <b>D</b> | Parent Carer participation, strengthening and embedding PCF's to ensure sustainability. | Collaborative activity to provide information and develop proposals and activities. | Parents carers<br>NW PCFs<br>SENDIASS<br>IS providers<br>NNPCF<br>CaF | ½ day event based on, 'What do quality EHC Plans look like, what are outcomes? local offer and SEN Support.'<br><i>AND</i><br>To provide information about the network<br>Give opportunities to consider how best to ensure two way communications between Parents and Carers and the network and how best to | Network lead in conjunction with parent carers, forums, their representatives and support organisations. | Parent carer voice strengthened.   | November  |



|          | Regional priorities         | Proposed activity/support   | Target Audience   | Delivery format/outline content  | To be delivered by   | Desired outcomes  | Notes/progress  |
|----------|-----------------------------|---|---|--|--|---|---|
|          | Strengthening co-production | Sharing learning re co-production.<br><br>Enabling continuation of Parent Carer representation on the NW SEND Network Steering group, modelling co-production | Children Services Directors,<br><br>LA SEND Leads<br>Health Leads<br>DMO/DCO<br>Adult social care/health Leads.<br><br>NW SEND regional network | feedback to parents and carers.<br><br>'Flipped learning' – Turning the world upside down. The benefits of working in co-production with parent/carers, e.g., increased efficiency, less confrontation, greater understanding etc. etc. This will include role plays, hands on learning, with a focus on co-producing something relevant to each LA by the end of the day.<br><br>To ensure that PCF's and their issues, successes and challenges continue to be represented at the NW Network Steering group meeting, ensuring that the focus of the group remains on embedding a clear and sustainable strategy for partnership working. | PCF's in the NW to deliver a whole day session<br><br>All partners | Learning re co-production shared across the region.<br><br>Co-production in action. | January 2017  |
| <b>E</b> | Personal budgets            | Facilitated event to explore practical examples   | All interested parties  | Focus on key questions:<br>What's everybody doing?<br>What's working across the region?  | Wigan (Embrace)<br>Oldham – social care<br>RAS                     | Wider use of personal budgets   | Emphasis to be on mechanisms e.g. rates, issues and pitfalls. |

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|----------|---|---|--|--|--------------------|---|--|
|          |   | including lessons learned.                      |  | What can we learn from other areas?  |                    |   |  |
| <b>F</b> | Preparation for adulthood pathways/FE – skilling up college and training providers > pathways to employment. Introduction to job coaching. Sub-regional / locality offer 16 – 25 – cross border | Regional demonstration site.<br><br>Skilling up | Services / contacts within 1 LA                              | 12 days support for Cheshire West and Chester with a focus on the local offer, personal budgets and employment.<br><br>Development of a regional Preparing for Adulthood / Transitions network | PfA                | Learning available to share across the region<br><br>Wider appreciation of the reforms in relation to PfA | <b>PfA Workshop held on 15.7.16 to create a Transitions network. Next meeting 16.9.16</b>  |
| <b>G</b> | Engagement of social care with SEND reforms including process for transferring from children's to adult services  | Develop a regional social care network          | Children and adult social care lead and senior practitioners | Launch event: 16.9.16<br>Practice sharing workshop e.g. development of local protocols re engagement with SEN assessment & planning officers, social care timelines, short breaks.             | Amanda Harvey, CDC | Self sustaining support   | CDC to book venue. Sharon Davies to take bookings<br><br><b>St Thomas Centre, Manchester<br/>Good progress with bookings from children's and adults' SSD</b> |
| <b>H</b> | Engagement with all   | Newsletter                                      | Families<br>Parent carer forums                              | Monthly email<br>Also sent as pdf to all local offer leads   | Network lead et al | All stakeholders informed   | Spring & May newsletters circulated.   |

|   | Regional priorities  | Proposed activity/support  | Target Audience   | Delivery format/outline content   | To be delivered by               | Desired outcomes   | Notes/progress   |
|---|--|--|---|---|----------------------------------|--|--|
|   | stakeholders in SEND agenda  | Online communications platform.  | LA, health and social care services<br>Schools & colleges<br>VCS<br>SENDIASS & IS | Request for case studies and good news stories.<br><br>You said...We did feedback summary.  |                                  | of activity, resources etc.<br><br>Impact of parent carer voice evidenced.                 | <b>Newsletter circulated monthly.</b><br><br><b>Website ready for launch once approved by Steering Group</b>   |
| I | Thematic engagement e.g. early years, health engagement, joint commissioning | Develop a regional early years SEND action learning set<br><br>Local area joint working workshop | Early years leads<br><br>SEND leads and CCG children's commissioners              | Action learning set to identify issues and problem solve.<br><br>The context of joint commissioning for Children and Young People with SEN and disabilities and aligning with other national programmes/initiatives including IPC, Transforming | Network lead<br><br>CDC – 8.7.16 | Early years support network evolves.<br><br>Joint working across SEND and health improved. | Interested participants already identified.<br>CDC support requested.<br><b>Philippa Stobbs, CDC to support. 25.10.16</b><br><b>The Studio, Manchester</b><br><br>Bookings via Eventbrite<br><a href="https://www.eventbrite.co.uk/e/north-west-joint-working-to-implement-send-">https://www.eventbrite.co.uk/e/north-west-joint-working-to-implement-send-</a> |

|          | Regional priorities | Proposed activity/support | Target Audience  | Delivery format/outline content  | To be delivered by | Desired outcomes                          | Notes/progress   |
|----------|---------------------|---------------------------|--|--|--------------------|---|--|
|          |                     |                           |  | Care, CAMHS transformation plans and local area Sustainability and Transformation Plans. <ul style="list-style-type: none"> <li>Joint planning for children and young people with the most complex needs including those who are in out-of-area placements</li> <li>SEN Support and improving outcomes for the wider group of CYP who do not have EHC plans</li> </ul> |                    |   | <a href="#">reforms-workshop-registration-25546403982</a><br><b>Event held</b>   |
| <b>J</b> | SEN support         | Building links            | Regional schools commissioner. School improvement services, Teaching schools, Universities | Working with schools on pathway to being inclusive.  | Network lead       | Schools actively engaged in SEND reforms. | Presentation information provided for Vicky Beer's Alternative Provision and Free Schools event.<br><b>J. Hicklin to present at Regional schools commissioner event for Special Schools in September</b><br><br>Link with SENCO programmes e.g. MMU<br><b>Contact awaited (as above)</b> |

|          | Regional priorities                | Proposed activity/support   | Target Audience                        | Delivery format/outline content  | To be delivered by                | Desired outcomes   | Notes/progress   |
|----------|------------------------------------|---|--|--|-----------------------------------|--|--|
| <b>K</b> | Children & young people in custody | Training day  | EP's<br>YOT's<br>YOI's<br>Social care  | Training programme developed including focus on issues experienced in terms of barriers and blockages – how got round, what found. | Working group led by Network lead | Increased knowledge and awareness of issues and solutions.                         | H. Wyton – Oldham<br>F. Gomes – Wirral?<br>DfE designated support organisation yet to be identified.<br><b>The Youth Justice SEND Project brings together Achievement for All, the Association of Youth Offending Team Managers and Manchester Metropolitan University. H. Wyton &amp; C. Hamer invited to join Advisory Group.</b><br>NW event to take place on 22.11.16 at MMU |
| <b>L</b> | Workforce development              | Workshops on improving the understanding and writing of outcomes. | Blackburn with Darwin<br><br>St Helens | Outcomes training<br><br>Person centred planning training  | Network lead<br><br>“             | Outcomes better defined<br><br>Person centred approach integral to ways of working | 8.6.16 – Two training sessions- <b>Delivered by Regional network lead</b><br><br>Date TBA<br><b>No longer required</b>   |

|          | Regional priorities  | Proposed activity/support                                    | Target Audience    | Delivery format/outline content   | To be delivered by           | Desired outcomes                    | Notes/progress                     |
|----------|--|--|--------------------|---|------------------------------|-------------------------------------|------------------------------------|
|          |  | Key working  | Interested parties | Training for trainers   | CDC                          | Key working strategy sustained      | Info awaited from A. Gardiner, CDC |
| <b>M</b> | Establish criteria for describing educational provision and ceasing plans 19 – 25s | Meeting  | SEN leads and EPs  | Workshop  | Manchester to host in Autumn | Clarity of expectation and process. |                                    |
| <b>N</b> | Keeping in touch with Dfe  | Responding to identified national priorities as these emerge | All stakeholders   | Circulation of information through newsletter. Regular contact with DfE SEND adviser. | Network lead                 | All stakeholders fully informed.    | <b>On-going</b>                    |

### Appendix: Roles and responsibilities

#### **NW SEND regional lead:**

Programme planning and delivery:

- Work with Steering group to identify regional priorities.
- Work with DBOT consortium and delivery partners to develop work programme based on regionally identified priorities

- Report on second rapid response survey to establish preparedness, progress and priorities in delivering the SEND reforms, current challenges and good practice for sharing plus identification of key contacts for each LA area
- Create and maintain a regularly up-dated Delivery plan of proposed, planned and delivered activity and budget breakdown in conjunction with Steering Group
- Contribute to Delivery partner telekits – Planning and partnership working
- Co-ordination of delivery of events, workshops etc.
- Link to pilot activity i.e. POET, SEND Tribunal, PfA development site

#### Support:

- Individual & targeted support in conjunction, where appropriate, with DfE SEND Regional Adviser
- Identify sources of support and negotiate to meet requirements and desired outcomes
- Delivery of training to support workforce development and practice development
- Support structures for collaboration / sharing including existing networks and groups
- Build new and self-sustaining support across the region e.g. children and young people's participation
- Co-ordination of, and support for, regional, sub regional and local area events

#### Communications:

- Maintain an up to date list of contacts for Newsletter
- Horizon scanning for events, information and content for Newsletter
- Produce and circulate monthly newsletter
- Respond to follow up enquiries
- Circulate national communications to SEND leads
- Act as a single point of contact for information, sharing learning, networking and queries
- Briefings as required for network members

#### Relationships with Consortium members:

- Regular links with DfE SEND Regional adviser, Schools Regional Commissioner, NW Sector led improvement team, Chair ADCS (SEND and Health sub-group)
- Preparation of agendas for NW SEND Regional Network Steering Group and ADCS (SEND and Health sub-group) + reporting at meetings
- Knowledge sharing at Accelerated Working Groups arranged by Delivery Partner

## NW SEND Regional network co-ordinator:

### Finance

- Initial work around collation of contributions from 22 LAs, raising sales orders/invoices
- Emailing LA contacts/Cathy Hamer/Gill Hoar regarding contributions
- Creating and maintaining income spreadsheet of above contributions
- Checking Agresso daily to clarify above income received
- Creating and maintaining expenditure spreadsheet
- Raising of requisitions/POs for expenditure
- Monthly meetings with Accountant to ensure income and expenditure are checked off against Agresso

### Steering Group

- Producing & circulating meeting schedule for the year in line with Health/SEND sub group
- Ensuring rooms/refreshments are booked for above meetings
- Updating steering group contact list and email distribution list
- Preparation of agenda and associated papers for meetings
- Emailing papers to steering group
- Minute taking at monthly meetings and subsequent typing up of minutes
- Ad hoc emailing to steering group members
- Distribution of relevant information via email to steering group members and SEND/Regional Network circulation list i.e. DfE updates etc.

### Events/Training

- Sourcing & booking venues – emailing, telephoning, checking venue websites, liaising on layout, equipment, refreshments, catering, facilities etc.
- Producing flyers and email invites – distributing to LA contacts as appropriate
- Creating Eventbrite links – if appropriate or producing registration forms
- Producing and maintaining registration list, agenda, signing in sheets, name badges, venue directions, evaluation form and layout diagram
- Ad hoc emailing to attendees i.e. if they have requested extra places, have dietary/access requirements etc.
- Regular email communication with facilitators re: presentations etc.
- Regular keeping in touch email communication with attendees and venue i.e. updating on numbers, further equipment requests etc.
- Updating expenditure spreadsheet with associated costs and raising requisition/PO where appropriate
- Facilitating on the day i.e. setting up registration desk and liaising with venue to ensure smooth running of event



- Post event – collation of evaluation forms and production of delegate feedback i.e. graphs etc. to present to steering group, collation/typing up of workshop notes if appropriate
- Distribution of any further material to attendees i.e. powerpoint presentations, workshop notes