

# SPECIAL EDUCATIONAL NEEDS & DISABILITIES

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# POLICY

Date Adopted:	December 2023DRAFT
Prepared by:	SENDCOLocal Authority
Approved by:	Local Governing Body



A Member of Exceed Learning Partnership • EVERY CHILD • EVERY CHANCE • EVERY DAY• Next Review:

2

December 2024<del>September 2017</del>

	Key People
	<ul> <li><u>SEND Coordinator (SENDCO)</u></li> <li><u>I lead and manage SEND in school.</u></li> <li><u>I hold the NASENCO award for this.</u></li> </ul>
Mrs Jessica Milnthorp	How to Contact Me iessica.miInthorp@sandringham.school 01302 361 880
	Principal     Ilead and manage the whole school.
Mr Metcalfe	How to Contact Me <ul> <li>admin@sandringham.school</li> <li>01302 361 880</li> </ul>



# **Welcome**

Sandringham is a primary school for 3 to 11 year olds in Doncaster.

We have 386 children in 14 classes and a 52 place nursery.

In this booklet, we hope you will discover all you need to know about our inclusive school.

If you have any questions or comments, get in touch.



# What is SEND?

A child has SEND if they have a **learning difficulty** or **disability** that we need to make **special provision** for.

Some key terms explained:

- Learning Difficulty: when a child finds it harder to learn than most children do.
- Disability (that we need to make special provision for): something that hinders a child from using our school facilities.
- **Special provision:** is support that is extra or different to what is typically provided.

# What are our Values?

Every child with SEND can thrive. We do everything we can to make sure that happens.

# That means we:

- provide lessons that meet the needs of every child;
- make reasonable adjustments to lessons and the school environment;
- provide staff training to expand our SEND expertise.

# What are our ambitions for children who have SEND?

We are ambitious for all our children with SEND. We want them to make excellent progress. This means they will know more, remember more and be able to do more, despite their SEND.

We want to give them the knowledge and skills they need for adult life. So, we try to think about the long term as well as the short term. In the long term, we want our children with SEND to:

- have excellent basic skills (especially in reading, writing and maths)
- have good friends and relationships
- live a healthy and independent life in the community
- be successful in work

# What are the types of SEND?



# The four categories of SEND

Schools follow the government guidelines in the SEND Code of Practice, where SEND is broken up into four categories:

# **<u>1. Cognition and Learning (C&L), including:</u>**

- Learning difficulties;
- Dyslexia & dyscalculia;
- o Focus, attention or memory difficulties.

#### 2. Communication and Interaction (C&I), including:

- o Autism / ASD;
- o Social communication difficulties (other than autism);
- <u>Speech & language difficulties (e.g. receptive language difficulties, selective mutism, tongue tie).</u>

# 3. Social, Emotional Mental Health (SEMH), including

- <u>o ADHD;</u>
- o Anxiety;
- o Dysregulated behaviour.

# 4. Physical / Sensory needs, including:

- o Physical needs (e.g. cerebral palsy, dyspraxia);
- Deafness or hearing difficulty;
- o Blind or visually impaired.

Some children have more than one type of SEND.

We welcome children with all of the above types of SEND who have applied for a place via our normal admission process.

If a child has complex needs, we consider admissions on a case by case basis (through an Education Health and Care plan consultation). For more information on this, please contact our <u>SENDCo.</u>

# **Identification of SEND**



# How do we decide if a child has SEND?

We will assess the child. This might be an assessment of reading, writing or maths. It could also be assessing a child's social skills or behaviour.

Some parents give us extra information to help us make decisions. For example, this could be an eye clinic report about sight loss, or an autism diagnosis letter.

Sometimes our assessment might be quick. Sometimes SEND only becomes clear when we assess a child over a longer period.

#### When we assess, we always look out for:

- A child making less progress than their class mates;
- A child making less progress than they did before;
- A child not closing the gap between them and their peers (despite any extra help we have been giving).

Sometimes, we ask outside experts to assess children and give us advice.



# Is it always SEND?

Slow progress does not always mean a child has SEND. When we are assessing whether a child has SEND we also consider, for example:

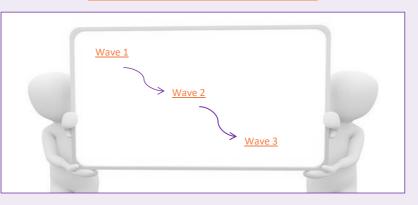
- Attendance
- Issues in that child's life (e.g. bereavement)
- Issues in school (e.g. friendships)

Often teachers address progress issues via adjustments to what is already on offer, without needing SEND provision.

A child does not have SEND just because English is not their first language (although they could have SEND as well).

Also, a child doesn't have SEND just because they were born in summer term (and so have had less time in school than their September born class mates).

# How do we meet children's needs?



# **Overview**

Child's SEND are varied. Not all SEND children need the same level of support. Where need is higher, we usually take more actions. Where need is lower, we might only need two or three adjustments.

We match the level of support to the child's level of need. This matching is called our **graduated response**.

The levels of support are often called waves of support.

Schools have three waves of support:

- Wave 1: Support and opportunities that every child gets.
- Wave 2: Support and opportunities for children who need a little extra help.
- Wave 3: SEND support for children to meet their very individual needs.

Teachers and support staff all work at all levels of support.

# Wave 1

This is quality teaching lead by the class teacher. It includes

- ✓ Teachers who are ambitious for all their children.
- ✓ Well planned lessons that are differentiated (i.e. adjusted) to engage all children.
- ✓ Resources that help all children succeed (e.g. writing frames, number lines).
- ✓ Opportunities for children to practice and use their learning in different situations.
- ✓ Teachers assessing children to help them know when to move on and what to teach next.
- Sehaviour and reward systems that motivate children.

#### Wave 2

his is for children who need extra support to catch up with their peers. It is often small group work, either in the classroom or elsewhere in school. For example:

- ✓ Booster classes for English or maths.
- Extra teaching assistant support in lessons.
- Extra phonics sessions in a small group.
- Social skills groups.
- Anger management groups.

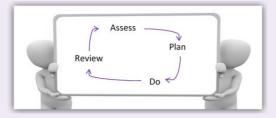
#### <u>Wave</u>

This means personalised SEND interventions. For example:

#### ✓ Phonics support.

- ✓ Work to help fine motor skills (e.g. doing buttons, hand strength exercises).
- 1:1 speech therapy work.
- ✓ Social Stories.
- ✓ An individual positive behaviour programme.
- Physiotherapy work.
- ✓ Tweaks to the child's environment (e.g. a visual timetable, a calming area).
- Person-centred plans (e.g. SEN Support Plan)

The SENDCo keeps a grid of our Wave 2 and Wave 3 SEND programmes. We call these our Provision Maps.



# Assess, Plan, Do, Review

All our SEND support fits into a four-part cycle called Assess, Plan, Do, Review.

Assess:	We decide what the child's needs are.
Plan:	We set targets. We decide how we support the child to meet their targets.
Do:	Everyone follows the plans we've agreed.
Review:	We look at how well the plans worked. We agree what to do next.

Each cycle takes one school term and there are three cycles per year.

Sometimes this timescale is shorter (e.g. we are working on an important safety target or because the child is very young and is changing quickly).

# **Targets for Children with SEND**



# **SMART Targets**

We set targets for children with SEND so that staff, parents and children know what we are all working towards. These targets are part of a child's Individual Education Plan (IEP) or SEND Support Plan.

We sometimes call these **SMART** targets. SMART targets are:

- **Specific:** We say exactly what the next small step will be for the child.
- ✓ Measurable: We say how we will tell if the child is meeting the target.
- ✓ Achievable: We will be ambitious for the child, but it still needs to be achievable.
- Relevant: We link it to the child's difficulties or what they need to achieve next.
- ✓ <u>Time bound</u>: <u>Targets are normally set to for one term (10-14 weeks)</u>.

#### How are Targets Specific?

Specific targets say what the child **will be able to do**. We avoid words that are vague. Instead, we use action words to write targets (read, write, take turns etc).

Vague Words (We avoid these)	Specific Action Words (We use these)	<u>Examples</u>
<u>Improve</u>	<u>Add</u>	Jo will add numbers up to 6 using apparatus (e.g. cubes).
<u>Continue</u>	<u>Read</u>	Jo will read all Phase 4 tricky words.
<u>Develop</u>	<u>Say</u>	Jo will say sentences that include where or when something happened (e.g. "In the water, the shark hunted her lunch"; "The woodcutter ate his lunch when the sun was high").
<u>Behave</u>	<u>Use</u>	Jo will use calming strategies (e.g. blutack, weighted dog, time out) when he is anxious in class.

# **The Role of Parents**



# Teamwork with Parents and Families\*

Parents are a vital to the success of children with SEND:

- Parental knowledge helps us to get a shared view of a child's SEND.
- Parents tell us what strategies work well at home (often good ideas from home can help the child in school).
- Parents attend termly SEND Reviews so we can review their child's progress as a team.
- Parents use ideas from school to help the child at home.
- Parents share useful information with us to help us meet the child's SEND (e.g. clinic reports).

When we think a child might have SEND, we discuss this with parents. This is so that we can:

- Find out more about the parent's views;
- Chat about what the next steps might be (this might include setting targets);
- Agree some long term goals (we might refer to these goals as outcomes).

Excellent teamwork between us and parents is very important to us.

\* We use the word "parents" to mean anyone who has parental responsibility.

# **Co-Production**

The word *co-production* means parents being a key part of planning SEND support and what's provided for SEND.

<u>Co-production is really important to us. Parents help by coming</u> to SEND reviews and giving their input or by keeping us up to date on their child's life.

Just as importantly, parents help us to improve our SEND support through our parent survey, giving views on our latest SEND documents (parents of SEND children helped us to produce this document) and giving ideas for our next parent workshops.



# **Support for Parents**

#### Pastoral Manager

Mrs Ward (Pastoral Manager) is part of our Inclusion Team. If you have concerns about a child's wellbeing, please contact school via our main office, phone or email.

We will\_provide a friendly face and a listening ear for parents. We can also put you in touch with lots of services that help families.

# **SENDIAS**

SENDIAS is a service that provides independent advice and support for parents.

The service is free. They offer a range of help:

- Info on local groups and services
- Info on SEND laws
- Help to prepare for meetings
- Help to solve disagreements

When children get older (over 16\), SENDIASS can also help them with all these issues.

#### How can parents access SENDIAS?

Parents get in touch themselves.

- Tel: 01302 736 920
- Email: sendias@doncaster.gov.uk
- Web: www.doncaster.gov.uk/services/schools/sendias
- Facebook: www.facebook.com/DoncasterSENDIAS

Parents don't need anyone to refer them to SENDIAS. They can just get in touch.

# The Local Offer

The Local Offer is a website that is written for parents and families. It is a guide to all schools and services in our local area. It is not possible to outline all the information here, but it includes:

- Schools
- Leisure activities
- Holiday activities
- Support services
- Health services (e.g. contact details for the speech and language therapy team)

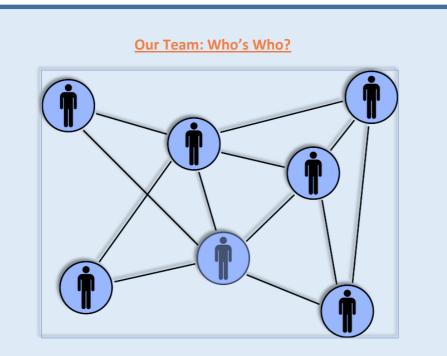


SENDIAS

Our staff, SENDIASS and the Local Offer can all help parents through the SEND maze



# **The Role of Children** The role of children is to do their best and aim high so that they reach for the stars! It is also important that adults listen to the views of children with SEND. The child's input can help us unlock extra progress. Collecting child views may include: • Asking or observing the child. • The child completing a survey. • The child self-assessing their behaviour targets. • The child coming to their SEND review meeting. • An annual survey of SEND children. How we collect child views depends on the child's age and maturity. Can a child with SEND join in day trips, residential trips, breakfast, after school and holiday clubs? Yes - we make adjustments so that children who have SEND can join in all of school life. Staff may need to talk to parents to plan adjustments. Or, if a parent is worried that their child might need adjustments to be successful, they can chat to the class teacher or SENDCo to discuss <u>this.</u> It is very rare that we have to make the hard decision for a child to not attend – in the very small number of occasions this is due to safety, wellbeing or both.



# Our SENDCo is Mrs Milnthorp



- She oversees all of the SEND work done by our teachers and teaching assistants.
- She guides staff and parents so that children with SEND have both highguality teaching and ambitious support.
- She works with our leadership team and SEND Link Governor to plan how we can improve our SEND work.
- She identifies training needs and makes sure that SEND training helps staff be even better.
- She works with nurseries, child minders, parents and other schools to help successful transfers in and out of our academy.
- She is our key contact with external SEND support services.

# Our Principal is Mr Metcalfe



- He leads and manages the whole academy, including managing the <u>SENDCo.</u>
- He checks on the quality of education. This includes our SEND provision.

# More about our Team

# What is the role of class teachers for SEND?

- Be responsible for the development for every child they teach.
- Work closely with support staff to plan and review support.
- Adjust lessons to make them accessible for every child.
   Use assessments to help plan accessible lessons.
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- Follow advice from any support services.
- Review each child's progress and plan the next steps.

Every teacher is a teacher of SEND.

# What do support staff (e.g. teaching assistants) do for SEND children?

Support staff, including teaching assistants, are a key part of our team. They:

- Provide a wide range of SEND support.
  Lead SEND sessions outside the class.
- Support children in classroom.
- To help us do the best for every child, all staff can ask for any child's SEND plans.

# Our SEND Governors are Lisa Hayes and Amy Barrett. Their role is to:

- Monitor SEND in our academy, including our legal duties.
- Have an overview of long term plans for improving our SEND provision.
- Meet with the SENDCO at least twice a year and make sure our governors are kept up to date on SEND issues.

Staff and governors can be contacted via the main office.

# How do we develop our SEND Expertise?

Our team have lots of SEND expertise. However, it is important we keep refreshing and developing our skills.



- To train and develop our team, we use: • Staff meeting and INSET day training
- Staff supporting each other
- Online courses and webinars
  - o e.g. MindEd: www.minded.org.uk
- Online information
   <u>o e.g. NASEN's What Works:</u>
   www.sendgateway.org.uk/page/what-works

SEND Training is often led by the SENDCo, as our in house expert. We also use external trainers so that our staff can benefit from the best specialist expertise.

# What training have our staff had?



# Training in the last Three Years

We always want to learn more about SEND. Sometimes this is individuals attending a course to train on a specific strategy (e.g. Music Interaction). Sometimes it is whole staff training. If you'd like to know more about any of our training, please contact the SENDCo.

#### Recently, staff have been trained on:

#### <u>Learning</u>

# ✓ Phonics

- ✓ Read, Write Inc.
- ✓ Reading Plus
- √ Precision teaching
- $\checkmark$ Toe-by-Toe
- $\checkmark$ Dyslexia
- $\checkmark$
- **Power Maths**
- ✓ <u>Times Tables Rock Stars</u>
- ✓ Reading Eggs
- ✓ Numbots

#### Social Skills and Language

- ✓ Autism
- Communication Champions
- Makaton
- Lego therapy
- $\checkmark$ Nuffield Early Language (NELI)
- $\checkmark$ Play for Purpose
- $\checkmark$
- ✓ Social scripts

# Wellbeing and Behaviour

- ✓ Anxiety
- ✓ Attachment
- ✓ Loss & Trauma
- ✓ Mental Health
- Team Teach
- ✓ <u>Thrive</u>
- ✓ Positive Regard

#### Other

- $\checkmark$ Sensory circuits
- $\checkmark$ **Epilepsy Awareness**
- $\checkmark$ HI Awareness
- Medical Awareness

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Can we access specialist help?

Some children have needs that are very specific or complex. We work with support services to meet such needs.

We sometimes describe the support services as "external agencies."

<u>Support</u>	<u>Service</u>
Autism Team (also known as ASCETS) • 01302 796 888	Speech and Language Therapy Service     O1302 642 633     Doncaster Royal Infirmary, Armthorpe Road, Doncaster,     DN2 5LT
Attendance & Pupil Welfare Service         • 01302 736504         • welfare.service@doncaster.gov.uk         • APWS@doncaster.gov.uk         • APWS@doncaster.gov.uk         • O1302 736 295	Occupational Therapy           • 01302 644 111           • Children's Therapy, Doncaster Royal Infirmary, Armthorpe Road, Doncaster. DN2 5LT           Physiotherapy           • 01302 642 633           • dbth.paediatricsadmin@nhs.net           • Children's Therapy, Doncaster. Royal Infirmary, Armthorpe Road, Doncaster. DN2 5LT
Educational Psychology Service (EPS) educationpsychology@doncaster.gov.uk 01302 737 291	Child Mental Health Service (CAMHS) • 01302.796.191 • The Crystal Building, Weston Road Site, Balby, Doncaster, DNA 80N
Service for Children with HI (SCHI) • sarah.barton@doncaster.gov.uk • SEND/HI, Floor 3, Civic Office, Waterdale, Doncaster, DN1 3BU	School Nursing Team • 01302 566 776 • Park Lodge, Woodfield Park, off Tickhill Road, Balby, Doncaster,
Service for Children with VI (SCVI)           • 01302 734 838 / 07920 283 550           • Amanda.Bayley-Sunter@doncaster.gov.uk           • SEND/VI, Floor 3, Civic Office, Waterdale, Doncaster, DN1           38U	<u>Child Development Centre</u> <u>01302 642302</u> dbth.DoncasterGDAreferrals@nhs.net     Children's Outpatients, Doncaster Royal Infirmary,     Armthorpe Road, DN2 SLT
SEN Service           01302 737210 / 737211           sen@doncaster.gov.uk           SEN Team, Civic Office, Waterdale, Doncaster. DN1 3BU	Continence Service  Ul302 885056 Ul302 885056 Ul302 885056 Ul302 Bash Health Centre, Church Balk, Edenthorpe, Doncaster DN3 2PP
Early Help 01302 734110 earlyhelphub@doncaster.gov.uk Doncaster Children's Services, Colonnades House, Duke Street, Doncaster. DN1 1ER	Health Visitors           • 01302 566776           • www.facebook.com/doncasterhealthvisitors           • RDASH, Children's Care Group, Honeysuckle Lodge, Tickhill Road, Balby, Doncaster DN4 8QN
Children with Disabilities Team           • 01302 734100.           • General.Enquiries@dcstrust.co.uk           • Colonnades House, Duke Street, Doncaster. DN1 1ER	Children's Epilepsy Nurse 01302 379 528 / 07917 232 005 Cantley Health Centre, Goodison Blvd, Cantley, Doncaster DN4 6ED

For many children with SEND, school meets all their needs without needing to call on support services. This is because our staff have training and skills to adapt classrooms and lessons to meet the needs of most children.

If we think extra advice from one of the SEND support services is needed, then we will discuss this with the child's parent first. The parent makes the final decision.

Support services advise teachers and/or the SENDCo. Teachers make sure advice is followed and the SENDCo monitors this.

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# When Children with SEND Join or Leave Us (This is called transition)



#### Joining Us

- We talk to the child's parent and any current nursery, school or childcare setting to find out about the child's needs.
- We provide a transition booklet.
- The child visits school and gets to meet the adults in their new class.
- The child can have extra visits if needed.
- The child's new class teacher, working in a team with the SENDCo, will organise this. It applies to children joining our Foundation Stage, but also children joining older classes (Y1 to Y6).

#### Leaving Us

- We link with the next school to share SEND information. This is normally a secondary school, but we also do this if a child moves before the end of Y6 (for example, because of a house move or a move to a special school).
- Transfer to secondary school is normally led by the secondary school. You can find more
   about how they approach this in their SEND Information Report.
- However, we often support children having extra visits or talk to children about any worries relating to the move to a new school. We also invite the SENDCo of child's chosen secondary school to our Y6 summer SEND reviews.

# Transition between Year Groups

- Teachers pass on SEND information to the new teacher and the child gets to visit their new class before the end of the summer term.
- If needed, extra visits to the new class or transition booklets are provided to help children with SEND have a smooth transition to their new teacher and their new class.

# Our Buildings and Equipment



#### **Our Buildings**

children safe.

Our school is the perfect place to begin your child's learning journey. We have two buildings: Key Stage 2 building and the Key Stage 1 and Early Years building.

Inside, we have spaces for PE and libraries brimming with books. Our classrooms are calm places for learning so that children can reach for the stars!



have

accessible toilets, as well as changing facilities. Outside, we have plenty of space for developing play, fitness and

friendships. Fences and an intercom on our main entrance help to keep

All of our building is on a single floor with level access throughout. Inside, we



Foundation Stage staff make great use of the outside areas to give children chance to develop their play and learning.

# **Extra Equipment for SEND**

Some students need extra items to help them be successful at school. Most of these are not expensive and we buy them from our SEND budget.

From time to time, equipment costs much more than this (e.g. hoists, hearing aid loops). If so, we might ask for outside funding from the local council's SEND Team.

We do not ask parents to pay for essential SEND items from their own money.



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# Your Questions Answered

1. Does a child need a diagnosis in order to have SEND?

No. Some children do have a diagnosis (e.g. autism, ADHD), but we can address a child's SEND even if they don't have a diagnosis.

We know that families often want diagnosis so that they can be sure what is going on for their child. But, it's also important that we help the child as soon as we can – so we don't need to wait for a diagnosis to make adjustments for a child.

#### 2. What is an EHCP?

EHCP is short for *Education, Health and Care Plan.* This is like a contract between a local council, school and parents.

Most children's SEND can be met without an EHCP - we use our SEND funding to do this. A small number of children with more complex SEND have an EHCP (about 2% of all children). Some of these children in special schools and some are in mainstream schools.



More information on EHCPs can be found on the Local Offer website parents and staff can talk to our friendly SENDCo for a chat.



# 3. Are emotional difficulties always SEND?

No. Some children have time when they are withdrawn or sad (e.g. because of a death of a family member or loved pet).

If a child is distressed this is often short term. We have a range of emotional support we can offer, depending on a child's difficulties.

Some experiences can lead to longer term emotional issues. If so, it might be that the difficulties do get assessed a SEND.

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# Your Questions Answered (continued)

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4. What support is available for social and emotional needs?
We are proud to be a caring, nurturing and supportive school. We believe that children need to feel
happy, secure and safe in order to meet their potential. Every child is treated as an individual.
We use the Thrive programme to support our children with SEMH. Children are initially assessed by a
Thrive trained colleague and their teacher. This is then used to set targets and strategies to support the
child's specific needs. This is shared with parents so that the strategies can also be used at home.
If a child is exhibiting challenging behaviour we try to find the causes and then adapt so we can alleviate
the behaviour.
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If needed, we work with parents to identify needs of the family as a whole. This may involve forming a team around the child (TAC). This means we can look at the bigger picture for the child and get even
better progress. It can also help us to agree referrals to get extra support for both child and their family.
We also have:
Class circle time.
<ul> <li>School assemblies about emotions and feelings.</li> </ul>
<ul> <li>Posters tell children who they can talk to if worried (our safeguarding team).</li> </ul>
Clear systems for managing behaviour.
Staff who offer pastoral support.
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Wisdar Impairment – Loss of some or all of their signt,
 Hearing impairment – Loss of some or all of their hearing;
 Multisensory impairment – Loss of some or all of both their hearing and sight.
 Each of these sensory needs refers to the loss of sight and/or hearing.

Children with ASD or ADHD can also have sensory needs but they have not lost the use of their senses. It's more that they might be over or under-sensitive to sights, smells or sounds etc.

So, while we can't put these needs into the sensory needs category, it doesn't make a difference to the support that the child receives.

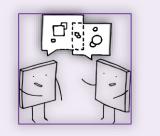
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# **Other Information**

<u>Complaints about SEND</u> <u>We hope that every child with SEND thrives.</u>

If a parent has concerns or complaints, first of all, please speak to your class teacher, SENDCo or the principal.

If parents have a complaint, our complaints policy is on our website.



# **Exclusions**

We reduce the risk of exclusions by making adjustments to help everyone fully access life in school. However, you can find out more about exclusions in our Behaviour Policy. This is on the policies page of our website: www.sandringham.school



# Where to find more SEND Information

Visit our website www.sandringham.school to read our other policies that link to SEND, including our:

- Accessibility Policy and Plan
  - A three year plan to be an even more inclusive school.
- Behaviour Policy Rewards, rules, sanctions and much more.

If you need paper versions please ask the school office.

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#### Want to read more?

If you want to read more, these are the key SEND rules and laws: • SEND Code of Practice

This is the Government's SEND rulebook. You can find it here.



This 2010 law outlines our duties to make reasonable adjustments for those who have disabilities. It legally protects people from discrimination. Find out more here.

#### • The Children & Families Act This 2014 law outlines our duties for children with SEND. You can find it here.

# Status of our SEND Policy

This policy is statutory. That means that the law says schools must have a SEND policy and a SEND information report. The DfE says that these can be a single document.

We use a single document so that it is easier to find out about our SEND work. This booklet has all the essential parts of both the SEND Information Report and SEND Policy.

# **Evaluating our SEND Policy**

We have five key ways to check how well our SEND policy is working:

- Monitoring the progress children have made.
- Monitoring how well children with SEND meet their SMART targets.
- Regular reviews of interventions with teachers and support staff.
- Our leadership team visit classrooms to observe and look through books.
- Asking and listening to the views of parents, families and children.

Our SENDCo and leadership team are in charge of evaluating our SEND policy.

#### **Reviewing this policy**

We review this policy every 12 months. If we need to update anything before the end of 12 months, we will. Our SENDCo is in charge of any review. Then, our governors discuss and approve it.

We hope you found this SEND document helpful.

Thank you for reading.

We welcome questions and comments – please get in touch with our <u>SENDCo.</u>



