

SEND Improvement

Written Statement of Action

Monitoring update – April 2022

- Permanent Leadership in place to support the changes
- Positive engagement with parents/carers throughout the Programme
- Parent/Carer Conference
- Programme Structure Secure – Full Programme Team in Place
- SEND Improvement Governance Structure in place
- New Service Model for Speech, Language and Communication Needs agreed with additional funding.
- Finalised new structure of BCP Council SEND Team to support deliver of improvements
- Successful Education Conference launch
- Banding review in pilot stage
- Communications Plan in place
- Anna Freud Mental Health Link Programme completed
- Huge amount of activity throughout the Programme
- Capital Programme to develop specialist places in place

Programme Risks/Issues

Risk/Issue	Detail	RAG	Impact	Mitigation
Capacity for Change	Current workloads have increased significantly over the past few months making it difficult to do additional tasks	R	WSoA not delivered within timescales. Significant negative impact on Children/Young People and Families of Bournemouth, Christchurch and Poole	Clear staffing structure in place. Additional work to be done to streamline process to free up additional time for improvement work.
Increase in EHCP requests	59% increase from Jan – March	R	Timeliness of assessments. Pressure on EP service and health colleagues.	Permanent staffing. Communication to schools around capacity.
Recruitment and Retention	There are significant delays in recruiting to existing positions due to lack of applicants.	R	Lack of capacity to deliver a timely service and deliver progress on improvement activities	Widen the recruitment activity to attract a wider pool of applicants

Progress

- Co-creation of 7 values to create a co-production culture across local area SEND system; Trust, Honesty, Transparency, Empathy, Communication, Belonging and Respect.
- Views and lived experiences captured from current service users.
- Met with Swindon DCS to hear about their WSOA journey.
- Open letter calling for further engagement from the community circulated, incorporated into Family Information newsletter and published on Local Offer.
- Agreed values informed first draft of a “Values Pack” code of behaviour guidance document for professionals.
- Integrated new workstream lead Cathi Hadley (supported by Helen Becker) into team and introduced her to parents and key stakeholders.
- Initial set up of Task & Finish Group with key members (delegate list to be expanded).

Next Steps

- Continue capturing lived experiences from families.
- Review effectiveness of current training materials and flag areas that need improving.
- Working with Task & Finish Group, deliver immediate priorities of:
 - ☐ Developing Values Action Plan to implement the values (this includes reviewing the Values Pack code of behaviour guidance document for professionals as well as the core Action Plan).
 - ☐ Agreeing recommendations for an accountability and quality assurance values framework.
- Working with Task & Finish Group, start planning for delivery of:
 - ☐ Designing prototype changes to interactions with families.
 - ☐ Ensuring agreed values are in the new workforce development aspect of the new People Plan.
 - ☐ Producing a family led report, outlining how the lived experience of families can be embedded in day to day working both frontline and strategically.

Culture Workstream

Focus Area	Milestone	RAG	Issue	Mitigation
Focus Area 1: Partners agree a set of values led behaviours which are the basis of creating one co-production culture across the local area SEND system.	Draft Values Pack created and being reviewed.	A	Incorporating conflicting partner views and feedback into Values Pack and Action Plan is proving challenging. Could lead to a risk of delay in completing Task 1.B.	<ul style="list-style-type: none"> • Encourage partners to voice their views in discussions initially and then ensure amendments/developments are implemented promptly. • Track changes as documents evolve. • Consider agreeing a scheme of delegation for review. • Aim for completion of task by end of April but accept that SIB sign off may have to be at the following Board meeting in May.
Focus Area 2: Leaders have an accurate understanding of the impact of culture change work, and there are effective means for partners to collectively hold each other to account.	Task & Finish Group meetings now set up with initial members but delegate list needs expanding to include greater representation from schools and CCG.	A	Availability of members for Task & Finish Group is limited. Easter holidays posing further issues around stakeholder availability. Could lead to a risk of delay in achieving end of April target completion dates for Tasks 2.A and 2.B.	<ul style="list-style-type: none"> • Continuous monitoring of progress. • Ensure community understands the significance of the work. • Consider combining Tasks 2.A. and 2.B as Task 2.B relates to QA sign off and allows for a later deadline of August 2022. This may enable partners to give the 2.A. work the greater focus it requires. • Flag early any potential programme risks that look likely to occur due to absences/availability and robustly re-programme tasks and sub-tasks as needed to maintain progress momentum.

Progress

- Issued a public statement of commitment to working with a wide range of parent carer groups
- Reviewed the parent and carer co-production charter, and the you people co-production charter
- Co-created job description and role for a Co-Production lead
- Co-created job description and role for a Participation worker
- Section 256 agreement in place for Peer led engagement and coproduction for Special Educational Needs and Disabilities
- Created a new platform for the SEND local offer
- Created a job description and role of a SEND local Offer lead

Next Steps

Get Charters signed off and agreed by SEND Improvement Board

Advertise and recruit to the three new roles

Agree programme of work and arrangements for the three new roles

BCP and Health Providers review governance arrangements to identify where and how to embed the principles of the co-production charter within governance

Co-produce with children and young people and parents and carers agreed co-production and participation arrangements to cover the whole range of SEND needs

Resolve snags and migrate local offer data over to new platform

Develop and agree arrangements across partners for updating and maintaining the published SEND Local Offer

Co-production Workstream

Focus Area	Milestone	RAG	Issue	Mitigation
Focus Area 10: Transform capacity across partners to support co-production with children and young people	Agreed programme of work and arrangements for co-production with children and young people is created	A	Some health providers do have systems in place for co-production and also have peers working within services	Baseline required of all health providers to map out current work and arrangements for co-production. Visits to be booked into groups, schools and individual CYP

Progress

- A new paediatric consultant has been recruited by University Hospital Dorset
- E-learning module launched early April
- Speech and language contract has been agreed and funding made available for the 22/23 year
- SEND training for governors completed
- Precursors for implementing Synergy system progressing
- High Need descriptors completed and financial modelling started
- Alternative Provision, Children Missing Education & Pupils Missing Out on Education draft policies being consulted on

Next Steps

Progress new staffing structures and recruitment

EHCP existing process mapped and new process developed

Implement the Alternative Provision, Children Missing Education & Pupils Missing Out on Education agreed policies

Monitor demand and capacity issues

Clear plan to implement the Graduated Response and complete review of specialist support services to schools

Clear Preparing for Adulthood improvement plan

Identify, Assess, Meet Need Workstream

Focus Area	Milestone	RAG	Issue	Mitigation
14: To have a consistent, knowledgeable and established service with a manageable caseload in place 15: Address immediate staffing issues	Prepare a staff budget forecast that includes growth to manage continued increase in numbers of EHCPs in line with recent trends. Ensure new recruitment is actioned well in advance to avoid staff overload due to increasing caseloads.	A	Increase in request for EHCP assessment over 50% in the last 3 months. Limited capacity to implement WSOA actions and support systems changes required.	Recruitment requests have been made. Focus on Graduated Response and recommissioning specialist support services to schools. Bid for additional resource funding to Transformation Board.
20: Social Workers and Managers understand the complexities of SEND	Co-produced training programme around the nature of SEND is developed for Social Care staff agency staff and Managers, Early Help and Attendance Services	A	Staff training budget is limited/not sufficient for the need. Training and workforce development for social care.	Bid for additional resource funding, if unsuccessful develop within LA SEND service.
22: Governing bodies are following the statutory guidance on supporting pupils at school with medical conditions	Undertake a survey of schools to ensure that they are all aware of their responsibilities and that their policies reflect the expectations.	A	Survey not completed before end of Mar 22.	Now being designed and implemented to collect responses ASAP.
23: An assessment process that results in high quality EHCPs and Annual Reviews	End to end review of EHCP and Annual Review processes across partners including parent carers, externally facilitated, recommendations agreed by SIB Including timeliness, need for IT system and Business Support	A	The increase in demand and recruitment issues across SEND Service and Business Support means meeting statutory timescales are not being met.	Additional posts going through recruitment processes. Ed psychologist recruitment and retention plan in draft for agreement.

Progress

- A working Group has met three times and agreed a consultation process and form to gather stakeholder feedback on a quarterly basis. The feedback will form a central Register of strengths & areas for development across SEND system
- Detailed Communication Plan has been agreed
- T&F group has engaged in two SEND JSNA workshops to agree approach and priorities and drafted the SEND JSNA structure
- Mapping of existing governance for joint commissioning and role of each Board/Group completed
- T & F Group has agreed a framework for Joint Commissioning Strategy/Delivery Plan and are consulting on proposed ways of working in relation to joint commissioning
- T & F Group formed to establish Policy and process for Specialist equipment

Next Steps

- The feedback/evaluation process is being trialled in April and will be reviewed in May
- Communication Plan is being presented to the April SEND Improvement Board
- A 'deep-dive' SEND JSNA workshop in early May will focus on 2-3 key priorities. Further workshops will be arranged
- Task & Finish group are meeting in early May to discuss Joint Commissioning Delivery Plan.
- Task & Finish group meeting mid-May to agree outline Specialist Equipment Policy on how to meet the needs of children for specialist equipment to support their learning

Joint Commissioning Workstream

Focus Area	Milestone	RAG	Issue	Mitigation
30. There is clear and agreed governance and decision-making for joint strategic planning and commissioning for children and young people and decisions / progress are well-communicated to the SEND community	Task & Finish Group has agreed the mapping of existing governance structure	A	Need to align joint commissioning governance proposals with new BCP Council governance and the delayed implementation of the integrated care system	Discussions will now take place with senior leaders on how to strengthen governance and potential links with the Children's Services Transformation Board and the emerging ICS governance
31. Strategic commissioning capacity and people supported to develop competencies	Task & Finish group formed to work on supporting development of strategic commissioning skills	A	Need to align proposals for staff development with implementation of the Council's new Commissioning Centre of Excellence	Discussions taking place with the Director of Commissioning/DCS about Children's posts within the Commissioning Centre of Excellence
33. Access to appropriate and inclusive short breaks clearly advertised on the SEND Local Offer	Work to complete needs assessment and options appraisal has started	A	Due to limited resources work has not progressed as quickly as planned	An external organisation will undertake some of the data research and provide a market position statement to inform future commissioning

Progress to date...

Established SEND Intelligence and Data Group

Key Performance Indicators (KPI) revision – Team, Service and BCP level (child focused)

Development of a WSOA monitoring framework

What we
have done
so far....

Identification of system and process changes to better support data reporting

Relationship building – colleagues in Health, schools, parent/carers

Data developments – in response to data requirements of parents/Carers

Established a Governance Framework around SEND data – applied to both internal and external partners

SEND Intelligence and Data Group (SID)

What is SID?

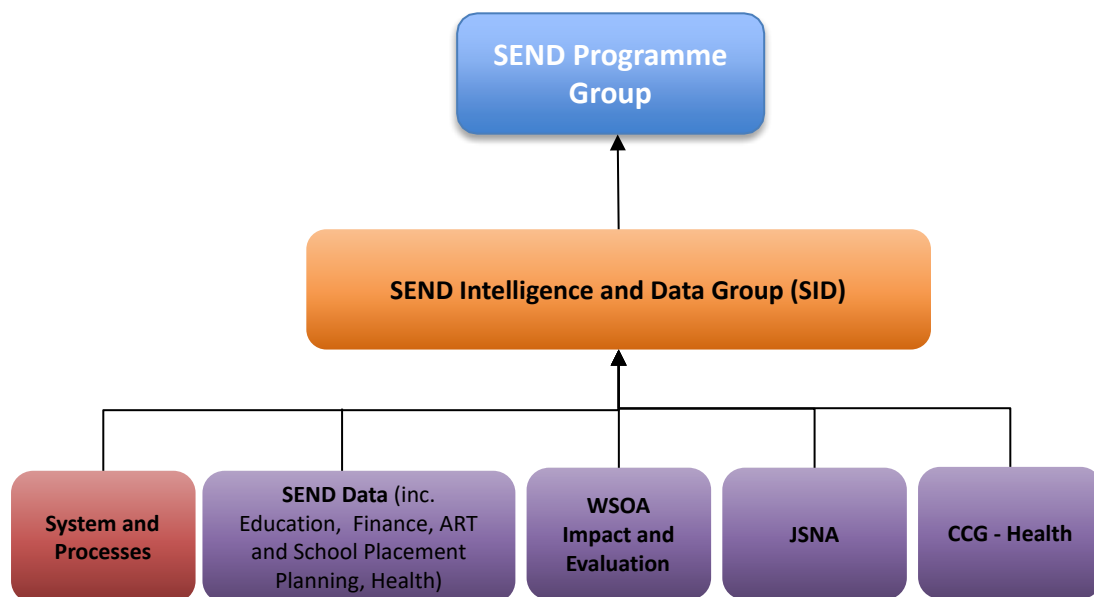
The SEND Intelligence and Data Group (SID) is responsible for overseeing all data and intelligence for SEND, as well as leading on SEND system and process developments. SID reports into the SEND Programme Group.

Who is SID made up of?

BCP SEND data analysts/officers from Education, Finance, ART, School Placement Planning, and Health colleagues.

Purpose and Responsibility

- Central SEND data body that governs all SEND data and intelligence
- Collaborative working across all partners internal and external to BCP
- SEND and SIB scorecards
- Leading the impact and evaluation of the WSOA – progress and impact tracking
- System and process developments to increase efficiencies, including evidencing of outcomes
- Lead and deliver on SEND projects tasks and activities e.g. Mainstream Banding Review
- Proactive use of data and intelligence to help inform service delivery



Reporting Milestones

Data Reporting	Report Type	Frequency	Start Date	1st Draft To be developed by	First Report Issue	Progress as at 22/04/2022
CCG - DiiS (Dorset Intelligence and Insight Service)	PowerBI	TBD	Sep-21	Ongoing development	TBD	Work underway
BCP JSNA data - priority led	Report	TBD	Feb-22	TBD	TBD	Work underway
Building a SEND Picture - Parent/Carers (Interim)	Infographic	Quarterly	Mar-22	Apr-22	Apr-22	On track
JSNA Infographic - BCP demographic summary	Infographic	Annual	Mar-22	Apr-22	May-22	On track
Dashboard - Schools and BCP Maintained graphs (Interim)	Dashboard	Quarterly	Apr-22	Apr-22	May-22	On track
Finalise Inclusion, Education and SEND KPIs	Performance Report	Monthly	Apr-22	Jun-22	Jun-22	On track
Banding Evaluation scorecard	Mixed Medium	Monthly	Mar-22	Apr-22	Oct-22	On track
WSOA monitoring and evaluation	Mixed Medium	Monthly	Mar-22	Apr-22	Jul-22	On track
Inclusion - detailed reporting - Power BI	Power BI	TBD	Apr-22	Apr-22	May-22	On track
Establish Governance Framework for Education (link in with SEND also)	Performance Report	TBD	May-22	Jun-22	Jun-22	To be started
SEND Team Performance - Power BI	Power BI	TBD	Jun-22	Dec-22	Dec-22	To be started
BCP, Locality and Ward level data - Edu ,SEND, etc - PowerBI	Power BI	TBD	Aug-22	Dec-22	Dec-22	To be started
School level data - PowerBI	Power BI	TBD	Sep-22	Dec-22	Dec-22	To be started

WSOA Monitoring and Evaluation-Approach

How much we **DID**

How **WELL** did we
do it

Impact – What
DIFFERENCE has it
made?

Example indicators:

- No. of EHCP requests
- No. of EHCP assessments
- Number of Annual Reviews completed
- No. of cyp by provision type
- No. of case audits
- Attendance at YR 9 reviews
- Referrals to Specialist services
- No. of 'Rising 5yr olds' currently under assessment for an EHCP

Example indicators:

- % of EHCPs decision to assess made within 6wks
- % of new EHCPs issued within 20wks
- % of cyp with an up to date Annual Review
- No/% of appeals and tribunal hearings
- Quality of assessments and plans (voice of child, voice of parent/carer)
- Awareness and quality of Local Offer

Example indicators:

- % children and young people meeting goal based outcomes (measured at review)
- Educational progress of vulnerable groups
- Pupil absence rates of children with SEND
- Pupil exclusion rates
- Change in attitude/skills/confidence of workforce
- Change in trust and confidence level of parents/carers

Programme – Next Steps

- Communications with Schools – regular contact to be established, including dedicated SEND update
- Secure permanent staff in SEND team
- Co-Production and Participation Officers in post
- Children's and Young Peoples Charter in place
- Regular bi-annual Education Conferences in place to address local and national issues
- Milestone evaluation of Autism in Schools Project
- Initiate support projects for delivery e.g. update of Case Management Systems for BCP Council SEND Team