

SEND IMPROVEMENT PROGRAMME – HIGHLIGHT REPORT

SRO	Rachel O'Connor	REPORT AUTHOR	Rob Willoughby / Marie Dobinson	DATE AUTHORED	28/08/2019
PERIOD FROM	10/07/2019	PERIOD TO	28/08/2019	OVERALL RAG	AMBER
OVERALL KEY PROGRESS SUMMARY – QUARTER 4					
<p>At the recent 1-year post inspection monitoring meeting with the DfE and NHS England on 10th July 2019, regulators reported that they were pleased with progress and have no significant concerns, whilst recognising that the next stage of the improvement is to deliver the wider transformation that is needed with a reset timetable. A review of remaining activity for the WSOA is underway, alongside planning for a more integrated SEND model.</p> <p>The SEND improvement work is seen and understood to be a local system priority across all agencies. There have been important increases in resources, leadership and staffing to support the required delivery. We are also now communicating the work and the progress through monthly newsletters that are circulated widely to parents, carers as well as professional across the city. In the latest of our six monthly Parent and Carer survey's that was reported in June there was some improvement in the experience of parents and carers – not a dramatic change, but definitely green shoots.</p> <p>Following the quarter 3 monitoring visit by regulators on 10th April 2019, we agreed 18 key priority actions that would be a 'test' of whether Birmingham could accelerate the pace of improvement. Progress on these 18 actions was monitored by the Birmingham Parent and Carer forum, and they signed off 16 of the 18 actions at the end of May. All 18 are now complete. Slippage remains on year 9 reviews and training both of which have remedial recovery plans. We are applying a similar approach to the monitoring and keeping grip and traction on the next set of actions for the next quarter.</p> <p>We are moving into year two which is the start of the bigger transformation change we will design and implement together for our new SEND commissioning and care delivery model. Nichola Jones, new permanent Assistant Director for SEND and Inclusion commenced with the Council in July 2019 and is taking forward planning for BCC, working with key partners on a new programme structure and plan to be agreed at SEND Improvement Board.</p>					
KEY DECISIONS AND AGREEMENTS					
<ul style="list-style-type: none"> It was agreed with the DfE and NHS England that the actions aligned to our new transformational SEND model WSOA actions will be reviewed alongside a plan to deliver the integrated model with dated reset to extend to May 2020. Workstreams structure and overall SEND governance to deliver the remaining WSOA actions will also be reviewed at the next SEND Board in September. Milestones for the Training and Year 9 reviews will not be reset, and a remedial actions plan to deliver these in the next qtr will also be signed off at SEND Board in September A refreshed SEND Strategy has been agreed by SEND Improvement Board, and is being updated in light of the newly developed SEND programme. Multi partnership assessment of bids for 1.4M was agreed and bidders notified of the outcomes in July. We are going to start preparation for a 'mock' inspection for January/February given that re-inspection is likely in early summer 2020 					
KEY PROGRESS ACROSS THE DELIVERY WORKSTREAMS (Further breakdown of workstream RAG status on page 2 & 3)					
WORKING TOGETHER					AMBER
<ul style="list-style-type: none"> CYP Concordat (or Pledge) – this has been consulted on with the parent carer forum and the refreshed SEND Strategy now includes 'The Birmingham Promise' Training plan agreed and multi-agency task and finish group established. Training will be delivered in 3 phases from September Developing Best Practice – Undertaken a desktop review of SEND Inspection findings for local authorities who have not been required to produce a WSOA. The Programme has been working with Interim Assistant Director SEND & Inclusion Paul Senior who brings knowledge from across country. Multi-agency complaints review – undertaken as part of new Quality Assurance Framework 3 editions of the SEND Newsletter have been published in June, July and August. Parent Carer Survey launched in June and report published July, showing small but measurable improvement in the experience of 					

children and families

- Focus groups with pupils in schools have taken place in the Summer term to understand key themes to incorporate in the future design
- Rix Wiki multi-agency project group has been established; families are being recruited and have taken part in a design day. Training is scheduled in July, September and October. Circa 80 are already signed up.
- A Business case for the new Local Offer development is being developed as part of the Council's corporate invest to save programme.

JOURNEY OF THE CHILD – KEY PROGRESS

AMBER

- Nichola Jones, new Assistant Director for SEND & Inclusion is now leading this workstream from July 2019
- An action plan to deliver the recommendations from an audit of 35 EHCPs has been agreed at SEND Board. The Quality Assurance framework has been agreed for the coming year which will focus on different aspects of the journey of the child, to review quality both on an interagency basis and to support system change. Again a small but measureable improvement in quality was seen in the last re-audit but we still have a way to go before this is at the quality expected
- Service mapping from Journey of the Child workshops has been agreed
- Innovate to save funding panel arrangements to agree how an additional £1.4m will be spent have been agreed. 27 bids to support early help have been considered by the multi-agency partners and notification to bidders has gone out. Delivery of these projects will commence in September.
- A plan to address annual reviews and year 9 reviews is under development, to deliver from September.
- Planning is underway with new AD for SEND and Inclusion to conclude the review of BCC SEND Services in September, and plan implementation of changes

PREPARATION FOR ADULthood – KEY PROGRESS

AMBER

- Requirements for Year 9 reviews is delayed, and a remedial plan is expected at SEND Board on 10.09.2019
- A pilot is underway with a cohort of 40 CYP going through transitions, to test integrated working.
- The PFA performance scorecard has been completed as part of a wider SEND multi-agency scorecard.
- A new plan for Post 16 employment / training needs will be developed as part of a wider review of the programme.

LEADERSHIP & INVESTMENT – KEY PROGRESS

AMBER

- CYP Improvement team – appointments have been made for 3 x Improvement & Transformation managers, 1 x Business Intelligence Officer, Finance Officer and Communications. Transformation director is going back out to recruitment.
- The refreshed SEND Strategy was agreed at SEND Improvement Board 04.07.2019 and has been approved via individual partner governance processes by end of July 2019.
- Joint Commissioning Framework has been completed and signed off with the refreshed SEND Strategy as an appendix
- Best Practice review of 'good' local authorities has been completed, and learning taken forward as part of a SEND Development workshop in June.
- Community Therapies – significant progress has been made between CCG and BCHC to develop a waiting list initiative to tackle high waits and start the move towards a 'balanced system' – wider workforce approach. With an investment of £1 into therapies and Waiting list indicatives commencing from July
- SEND Improvement Development day took place 27.06.2019 with all partners to discuss and shape a future more integrated SEND system. Further planning is underway on an integrated model working in four localities across Birmingham.
- Baseline funding for SEND across commissioners has been completed indicating a total spend in the region of £232M this will support the next stage of integrated commissioning work

Sufficiency reviews for NHS and Children's Trust have been completed. BCC/Education sufficiency review is underway including Specialist, Independent and Residential provision, and will complete before the end of November. System Leadership Programme commenced with 21 representatives across our partnership, it is a 9 month programme and 3 learning sets

TOP ISSUES – High Impact		Impact	Update
SEND Improvement structure to deliver transformation and remaining WSOA		H	All partners are working at a second stage workstream structure to deliver the remaining WSOA actions but also the need to transform SEND services, to be reviewed at SEND Improvement Board 10.09.2019
TOP RISKS - High / High		Mitigated Likelihood / Impact	Update

Long Waiting lists for therapy services	H	H	CCG agreement that business cases will prioritise waiting lists, and long waits. Neuro Developmental pathway has also been identified as a priority for CCG investment. Longest waiting times have continued to lengthen since Jan 19, eg SLT 120 weeks. High need cases will be prioritised with commitment to reduce these waits to 30 weeks by April 2020.
Embedding the lessons from the quality assurance work	H	M	QA Framework for 2019/2020 has been developed and is being implemented. Action Plan has been agreed and is being monitored through L&I workstream.
Embedding transitions for young people – preparation for adulthood	H	H	Following a review of the Preparation for Adulthood workstream, leads for key priority areas will be agreed as part of the governance review, and a priority year 9/annual review action plan has been developed for Board sign off in September.
Cultural Change needed to deliver transformation	H	H	Following good progress at the Quarter 4 monitoring meeting, wider transformation and culture change is understood as critical to improve SEND outcomes for children. System leadership course has commenced

1) WORKING TOGETHER – STATUS SUMMARY DUE DATE/EXPECTED DATE & RAG	Overall RAG	AMBER
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CO-PRODUCTION, ENGAGEMENT & PARTICIPATION					
Voice of the CYP – Implementation of Rix Wiki	30/11/20	G	Parent Carer Forum Partnership Agreement & co-production plan	30/07/19	B
Mapping Parent Forums & groups	30/03/19 (01/09/19)	R	Co-produce CYP Concordat/Pledge with PCF (<i>within SEND Strategy</i>)	28/02/19 (16/08/19)	B
June Parent Carer Survey & Feedback Report	04/07/19	B	Local Offer Phase 1 Compliance review	30/04/19	B
Partnership complaints review	01/09/19	B	Local Offer Phase 2 commissioning/re-launch	30/04/19 (30/09/19)	R

WORKFORCE DEVELOPMENT, TRAINING, BEST PRACTICE					
Baseline Workforce development needs & capacity	28/02/19	R*	Multi-agency training plan	01/04/19	B
Workforce requirements for new model	30/05/19	R*	Training phase 1 – Training on SEND code of practice	01/04/19 (30/09/19)	R
Mechanism to share Best Practice	30/04/20	G			

2) JOURNEY OF THE CHILD - STATUS SUMMARY DUE DATE/ EXPECTED DATE & RAG	Overall RAG	AMBER
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JOURNEY OF THE CHILD REVIEW & DEVELOPMENT					
Journey of the Child workshops & Service mapping	30/04/19	B	Review of SENAR & SEND Services	30/03/19 (30/09/19)	R*
Options for Lead Professional type model	30/05/19 (30/09/19)	R*	Agree mechanism for identifying and sharing best practice examples	01/03/20	G
Consultation on future integrated model for SEND	30/06/2019	B	Final version – Future integrated commissioning model	30/09/19	G

QUALITY OF EHCPs					
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EHCP Quality Assurance Framework	30/04/19	B	EHCP Process Improvements - Planning	30/01/19 (30/09/19)	R
EHCP process improvements – year 9 reviews	30/12/19	A	EHCP Process Improvements – Annual Reviews	28/02/19 (30/09/19)	R
ATTAINMENT, ATTENDANCE & EXCLUSIONS			Inclusion Action Plan	30/09/19	G
3) PREPARATION FOR ADULthood - STATUS SUMMARY				Overall RAG	AMBER
DUE DATE/ EXPECTED DATE & RAG					
PARTNERSHIP					
Refreshed PfA Strategy signed off with all partners	30/04/19	B	Standardised protocols for Transitions	30/07/19	R
Adults Transitions Dashboard	30/07/19	B	Single implementation plan for Transitions 0-25 across all partners	30/04/19	B
EHC PLANS					
Year 9 Reviews (links with EHCP Process – Annual Reviews)	30/12/19	A	Standardised Transitions approach with clear integrated pathway	30/07/19	R
EMPLOYMENT					
Baseline review and sufficiency post-16 pathway	01/05/19	R	Briefings for Careers Advisors for inputting into year 9 reviews	30/05/19	R
APPRENTICESHIPS					
Develop apprentice model and pathways for children leaving care	30/06/19	B	Implement apprentice model	30/06/20	G
JOINT COMMISSIONING					
Plan for specialist colleges	30/07/19	R	Agreed contract position (independents)	30/07/19	R
4) LEADERSHIP & INVESTMENT – STATUS SUMMARY				Overall RAG	AMBER
DUE DATE/ EXPECTED DATE & RAG					
LEADERSHIP			Re-prioritisation of DfE £1.4m with Schools Forum	30/07/19	B
Birmingham Children's Partnership – QA reporting	30/03/20	G	Establish CYP Improvement Team	30/03/19 (30/09/19)	R
Best Practice Review – SEND Inspections rated "good"	30/04/19	B	Information Sharing agreement for SEND	30/08/19	G
Signed off SEND Strategy	31/03/19 (16/08/19)	B	Implement SEND Outcomes Framework	31/07/19 (30/09/19)	R*
SEND QA Framework across partnership	31/07/19	B	SEND Dashboard	28/02/19	B
INTEGRATED COMMISSIONING					
SEND Financial Baseline reviews – Commissioning & Provision	28/02/19	B	Sufficiency Review & Gap Analysis (NHS)	28/02/19	B
Sufficiency Review & Gap Analysis (Children's Trust)	28/02/19	B	Sufficiency Review & Gap Analysis (Education)	28/02/19 (30/09/19)	R*
Joint Commissioning Framework	31/03/19	B	Integrated Care Delivery Model	30/09/19	G

	(16/08/19)				
Phase 1 Waiting Lists – Business Cases	30/03/19	B	Personal Budgets – Research and Identification of efficiencies	30/06/19 (30/09/19)	R*

Key to RAG status

PURPLE (R*)	Delivery is subject to Re-planning with approval from DfE & NHS England, aligning with a new Integrated SEND Model	RED	Delivery is overdue and mitigations are insufficient to bring back on track	AMBER	Delivery is delayed or at risk of delay, mitigations are in place to bring back on track	GREEN	Delivery is on track	BLUE	Completed
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