

Education and Skills Transformation Programme: Proposal



Making a positive difference every day to people's lives

Education and Skills Transformation Programme

- The Education and Skills Directorate is in need of strategic transformation to ensure it is fit for purpose to deliver high quality services – either directly or through the commissioning and oversight of partner organisations
- The recent Ofsted/CQC Local Area SEND Revisit has highlighted that the Directorate has failed to deliver sufficiently good services
- In light of this, there is a need to do three things:
 - immediately address poor service performance of SEND services to schools and families
 - make decisions about the most effective delivery model of SEND services and initiate this change
 - and, in light of this, ensure that the delivery model for the Directorate is fit for purpose and the Directorate is effective in its leadership, strategy and oversight
- This is a 3-5 year programme of change and needs to be adequately resourced in the short and long term

Education and Skills Transformation Programme

SRO: Director of Education and Skills

Lead: Deborah Brooks

1. SEND Improvement

SRO: AD SEND

Lead: Victor Roman

- Operational Turnaround
- Improved Co-production
- Communications and engagement
- Financial sustainability
- Data Management & IT
- Performance Management
- SEND Improvement Board
- Graduated Approach/ DLP

3
years

2. SEND Strategy and Delivery Model

SRO: AD Commissioning

Lead: TBC

- Baseline current services and recommendations for future delivery model
- Performance framework
- Strategy Development
- Sufficiency Strategy
- Commissioning
- Workforce Strategy

12-18
months

3. Education and Skills Transformation

SRO: TBC

Lead: TBC

- Future directorate operating model
- Performance framework
- IT enabled change
- Culture and leadership
- Communications
- Strategy

12-18
months

Home to School Transport Improvement

SRO: Deborah Brooks

At the right point this moves to

Integrated Transport Unit

SRO: Rob James

Work Packages

- There is a need to bring in a range of different resource to deliver this transformation. E&S already has a Transformation Director and a SEND Programme Manager. These roles need to be supported with project management capacity (interims in the first instance, moving to permanent roles when/if possible)
- Proposed costings for this are attached in a spreadsheet but are represented at a high level on the following slide
- Project 1 ends at the point service performance is good and improvement sustained (estimate 3-4 years)
- Project 2 ends at the point that the future delivery model is agreed and delivered so could extend if any decision to move services is delayed or has a high degree of complexity. (estimate 12-18 months)
- Project 3 ends at the point that the future delivery model is agreed at which point a new project will be instigated (estimate 12-18 months)
- Project 4 ends at the point the Home to School Transport structure is established permanently within the ITU
- At this stage funds are requested for scoping only for **Project 2** and **Project 3**

Education and Skills Transformation Programme

SRO: Director of Education and Skills

SEND Improvement

SRO: AD SEND

Lead: Victor Roman

£4.6m over two years initially

If this service moves, the funds move with the service to sustain improvement

SEND Strategy and Delivery Model

SRO: AD Commissioning

Lead: TBC

Estimate £2.8m over 18 months initially

To support the delivery of consultancy services and the management and oversight of any service move, plus the development of strategy and commissioning for SEND

Education and Skills Transformation

SRO: TBC

Lead: TBC

Estimate £2.3m over 12 months

To enable secondments and/or interim staff to support the development of an operating model for the directorate and to implement effective central functions.

Home to School Transport Improvement

SRO: Deborah Brooks

£2.6m At the right point this moves to

Integrated Transport Unit

SRO: Rob James

Education and Skills Transformation Programme: Proposed Governance

