

Education and Children's Social Care Overview and Scrutiny Committee

12th January 2022

SEND Accelerated Progress Plan: Working Together Well and Co-production

Introduction

Following the SEND OFSTED inspection in May 2021, an Accelerated Progress Plan was developed to address the 12 areas of concern where sufficient progress had not made since the previous inspection in 2018. These areas have been grouped into four Objectives:

1. Systems Leadership
2. Getting the Basics Right
3. Working Well Together
4. Pathways

At its last meeting, this Committee agreed to address one Objective at each meeting and the Objective for this meeting should be Working Well Together.

At the heart of Working Well Together is co-production, particularly with parents and carers.

Progress

The Objective is jointly led by the council and the Birmingham and Solihull CCG. All partners are involved in the groups which develop the direction of the project and monitor progress, including the voluntary sector. Since the summer Maria McCaffrey has been appointed as programme manager. Maria has considerable experience in co-production. In addition, Tony Bovarid has been engaged to support the work. Tony is CEO of Governance International, a Birmingham based not for profit organisation, and has extensive experience in co-production. Both are working closely with the Parent Carer Forum, particularly the chair, Sabiha Aziz, to develop the programme. We are very grateful to Sabiha for her time and commitment to this improvement work.

A summary of the work to date is given at Appendix 1. In December, the SEND Improvement Board, chaired by the DFE Commissioner, considered this Objective in detail and the slides used in the presentation are attached at Appendix 2.

Reporting on Performance Dashboard and Objectives 1, 2 and 4

The SEND Improvement Board is developing a Performance dashboard and this will include measures to assess parental satisfaction and engagement. It is proposed that the latest draft dashboard, which relates to all four Objectives, is submitted to the next meeting of this committee. Thereafter, this committee will receive updates on the performance against the dashboard.

The other Objectives are at various stages of development and appointments still to be made to some key posts. However, it is proposed that the future committees address the following order:

- Performance Dashboard
- Objective 2: Getting the Basics Right
- Objective 4: Pathways
- Objective 1: Systems Leadership

MAPPING SEND CO-PRODUCTION IN BIRMINGHAM: – WHERE WE ARE AND WHERE WE WANT TO BE

Introduction

This report provides an update on mapping the range of current and recent co-production activities in Birmingham relevant to children and young people (0-25 years) with Special Educational Needs and Disabilities (SEND) and their families. The importance of co-production for the SEND community in Birmingham has been given sharper focus by the recent SEND Inspection revisit in **May 2021**, in which OfSTED and CQC inspectors determined that insufficient progress had been made in addressing 12 out of the 13 areas of significant weakness identified within its original inspection report of June 2018. In particular, the revisit identified insufficient progress in the following areas around the themes of co-production and parental engagement:

- Co-production was not embedded in the local area
- Parental engagement was weak
- There was a great deal of parental dissatisfaction

As a result of the revisit findings, the area was required to develop and submit an Accelerated Progress Plan (APP) which summarised the 12 areas of significant weakness into 4 Objectives, each with its own plan including objectives, milestones and performance indicators, under the leadership of Senior Responsible Officers and a Project Lead

Mapping the current state of SEND co-production in Birmingham sits under APP Objective 3 Working Together Well, which aims to address significant weaknesses relating to :

- Co-production
- Parental engagement
- Parental satisfaction

Moreover, the APP stresses that co-production, as the ‘golden thread’ running through all SEND Code of Practice 2015 requirements, should be embedded within all 4 APP Objectives and associated project tasks and outputs in order to achieve the stated outcomes.

In order to support the achievement of these APP Objective 3 outputs, a Co-production Mapping exercise has been initiated. Its progress will be monitored by, and reported back to, the Objective 3 Working Together Well Management Group and ultimately to the SEND Improvement Board.

The core team undertaking this project has comprised Maria McCaffrey (SEND Co-production Officer, Birmingham City Council and Objective 3 Project Lead) and Tony Bovaird (CEO of the Birmingham-based non-profit organisation *Governance International*), with the close cooperation of Sabiha Aziz (Chair of Birmingham Parent Care Forum).

Project description– What has the project done?

The project will have two main outputs:

- **December 2021:** A map of the current and recent co-production activities in Birmingham related to SEND, with a report which sets out the range of SEND co-production initiatives currently or recently taking place in Birmingham, broken down into a number of categories, including:
 - Co-commissioning, co-design, co-delivery and co-assessment approaches
 - Co-production involving different sub-groups of the SEND community

- Co-production activities in different services and co-production activities involving different types of organisation (health, social care, education, social enterprises, community groups, etc)
- **March 2022:** A set of options, based on a further set of interviews with key stakeholders, for how co-production of SEND services and support could look in the short and longer term. The project will again break down these options for extending future co-production activities into different categories and will highlight how these options for future SEND co-production map onto current areas of strength and weakness of co-production.

Project approach – How has the project been undertaken?

Scoping the project: Before the mapping exercise started, a discussion was co-facilitated with SEND Local Area Partnership leaders by the project team and the Chair of the Birmingham Parent Carer Forum, in order to identify the key issues to be included within the project and key stakeholders who should be approached in the first instance.

Establishing what activities would be included as ‘co-production’: The term co-production is used in a variety of ways in different contexts and services. As part of developing a co-production framework for SEND in the next few months, it is hoped to agree between all stakeholders a clear and straightforward definition of SEND co-production in Birmingham. Consequently, all those stakeholders in this mapping exercise were consulted on the definition which they currently use (either formally in their organisation or personally) and what definition they would prefer for the future. Their responses will be fed into the process of agreeing the SEND co-production framework. Therefore this mapping exercise is not being conducted with a fixed definition of co-production in mind.

However, it has been agreed with SEND Local Area Partnership leaders that the exercise would focus on co-production of public services and outcomes between public service organisations and citizens (including children, young people, parents, carers and members of the community), rather than joint working between organisations. Almost all interviewees agreed that this was a useful distinction to make, although a small number of them said that in their own work they tended to use the term ‘co-production’ to cover both types of collaboration.

Furthermore, the collaboration of citizens with public service organisations across the whole service planning and delivery process, from start to finish, exploring how children, young people, parents, carers, and members of the community took part in:

- Co-commissioning
- Co-design
- Co-delivery
- Co-assessment

Phases of the project: The mapping of current, recent and potential future SEND co-production activities in Birmingham is taking place in four phases:

- **Phase 1:** Contacting the key Birmingham stakeholders/‘influencers’ in SEND to conduct informal conversations about their specific co-production approaches and what they would like to do to extend these. We have gathered short summaries of these initiatives and relevant documents or weblinks.

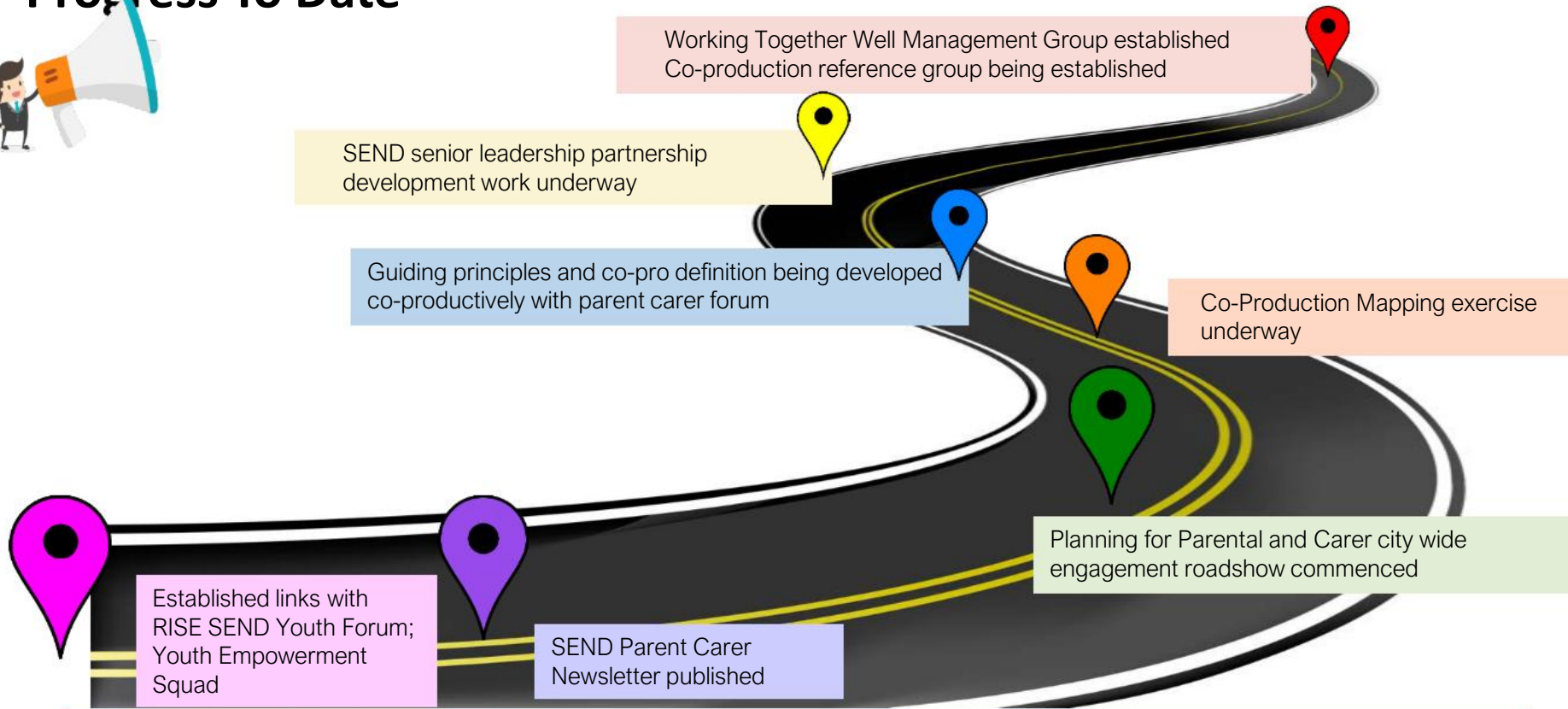
- **Phase 2:** The summary report of the SEND co-production initiatives which have been highlighted to us is currently being widely circulated for comments and accuracy checks, so that people can add and amend, as appropriate. It will also be tested in a range of forums, such as SEND Local Area Partnership leadership meetings and parent engagement events, where parents and carers will be able to contribute directly to this list of current and recent SEND co-production activities.
- **Phase 3 – up to mid-January 2022:** A final version of the report will incorporate the comments and suggested amendments from Phase 2 and will summarise the current state of SEND co-production in Birmingham, highlighting strengths, weaknesses, gaps, and opportunities for collaborative development of future co-production activities.
- **Phase 4 – up to end-March 2022:** Based on the Phase 3 report, further discussions will be held with all stakeholders identified in Phases 1 – 3 to identify their views on how SEND co-production can be deepened, widened and made more effective. A first draft report on these discussions will be prepared for wide circulation, summarising the suggestions and comments which have emerged. A final report on 'Options for Widening and Deepening SEND Co-production in Birmingham' will be prepared to inform decisions on how SEND co-production in Birmingham should look, when implementing new ways of working.

SEND Improvement Board 1 December 2021

Objective 3 – Working Together Well



Progress To Date





Progress To Date...



Work Together Be Bold Be Better

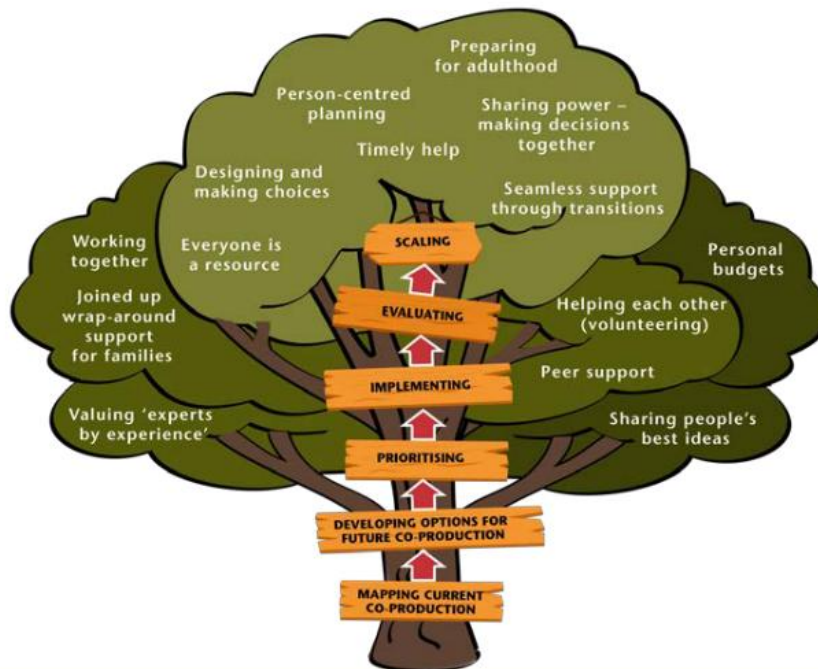
Co-produce!





Progress To Date...

On our way to
co-
production ...



Work Together Be Bold Be Better

Co-produce!



Making a positive difference every day to people's lives





Progress To Date...

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The 4 Big Co's of Co-production

- **Co-commissioning:** Families and communities contributing to the priorities and decisions in the commissioning process to achieve better outcomes
- **Co-design:** Families and communities contributing to the design of services and support systems to ensure they are more relevant and effective
- **Co-delivery:** Families and communities contributing to the delivery of services and support systems to ensure they achieve better results
- **Co-assessment:** Families and communities contributing to decisions on what works well, what works badly and what changes are needed

Each of the 4 Big Co's is important ...

... but at any given time one or two of them might be the priority for improvement

Making a positive difference every day to people's lives



BIRMINGHAM
CHILDREN'S TRUST





Progress To Date...

Work Together Be Bold Be Better

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Defining SEND co-production in Birmingham ...

- Co-production is not just a word, it is not just a concept, it is a meeting of minds coming together to find shared solutions.

In practice, co-production involves people who use services being consulted, involved, and working together from the start to the end of any project that affects them. When co-production works best, people who use services and carers are valued by organisations as equal partners, can share power, and have influence over decisions made.

Solihull Metropolitan Borough Council (SMBC), NHS Birmingham & Solihull Clinical Commissioning Group (CCG), Solihull Parent Carer Voice

- Co-production is a way of working, where everybody works together on an equal basis to create a service or come to a decision which works for them all. Co-production is a process that involves citizens in the design and delivery of services.

Citizens Involvement Team, Birmingham City Council

- And for SEND in Birmingham ...

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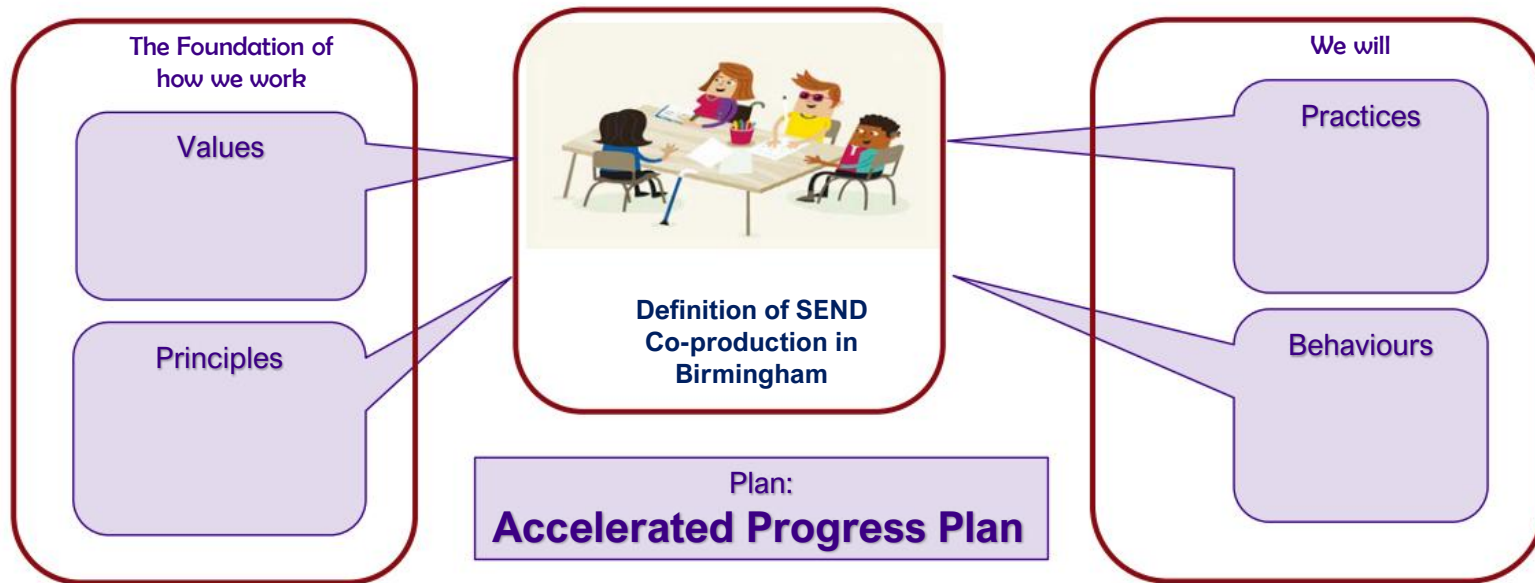
Progress To Date...

Work Together Be Bold Be Better

Co-produce!



Birmingham SEND Partnership Agreement



Based on template from Birmingham and Solihull CCG, Solihull PCV and Solihull MBC Partnership Agreement



Impact / Green Shoots...



- Building Relationships – Trust, Confidence, Credibility
- Increased co-production visibility – developing a shared understanding of what it means
- Improved strategic profile of Parent Carer Forum
- Improved communication channels – partners and stakeholder community are having meaningful conversation about co-production
- Establishing a baseline of city-wide co-production initiatives and what works?
- Transparent Governance arrangements – reporting and accountability in place
- Foundation for enhanced relationships with Families and Young People



Next Steps...

TO DO LIST

Set up a Voluntary Sector Partnership Group

Design a co-production and engagement framework and plan

Launch Parent Portal as part of the SENAR Case management System Upgrade

Agree and sign a Partnership Compact

Establish Working Together Well Management Group

Mapping Co-production – get a baseline

Design and implement a communications strategy

Review and Strengthen the role of SENDIASS





Next Steps...

Work Together Be Bold Be Better

Co-produce!



Mapping SEND co-production in Birmingham ...

- Nov 2021: Discussions with all stakeholders
- Mid-Dec 2021: Summary report on current state of SEND co-production in Birmingham, highlighting strengths, weaknesses, gaps, and opportunities for collaborative development of future co-production activities (with draft circulated early Dec 2021)
- Jan- March 2022: Discussions with all stakeholders on how SEND co-production can be taken further, quickly, effectively, and systematically
- End-March 2022: Report on 'Options for Widening and Deepening SEND Co-production in Birmingham' (draft circulated end-Feb 2022).



Risks / Issues ...

Risk	Mitigation
Low level buy-in /System cynicism (key partners / stakeholders)	Making personal contact with all (or as many as possible) of all respondents to ensure they are clearer about the project (building on the current co-produced work around the definition of SEND co-production)
SEND Partnership focus on wider more easily measurable indicators of 'success' , rather than directly on co-production issues	Parallel co-production development work to continue with SEND leadership
Agreement on what approach to co-production is best for the SEND system of Birmingham to prioritise – whole system or specific projects	Mapping exercise will help determine what is already working, why and what next
Delays on SENAR project initiative limit capacity for parent involvement in portal development	Ensuring alignment of activity and tasks under all 4 Objectives so that parental carer capacity for update and inclusion in conversation on delays is open and transparent
Creating a separate Voluntary Sector Group may impact on integration of the sector into all aspects of co-production improvement journey	Create a 'virtual' group of Voluntary Sector Partners Include Voluntary Sector in all Co-Production events Representative member from Voluntary sector on Ob 3 exec group

