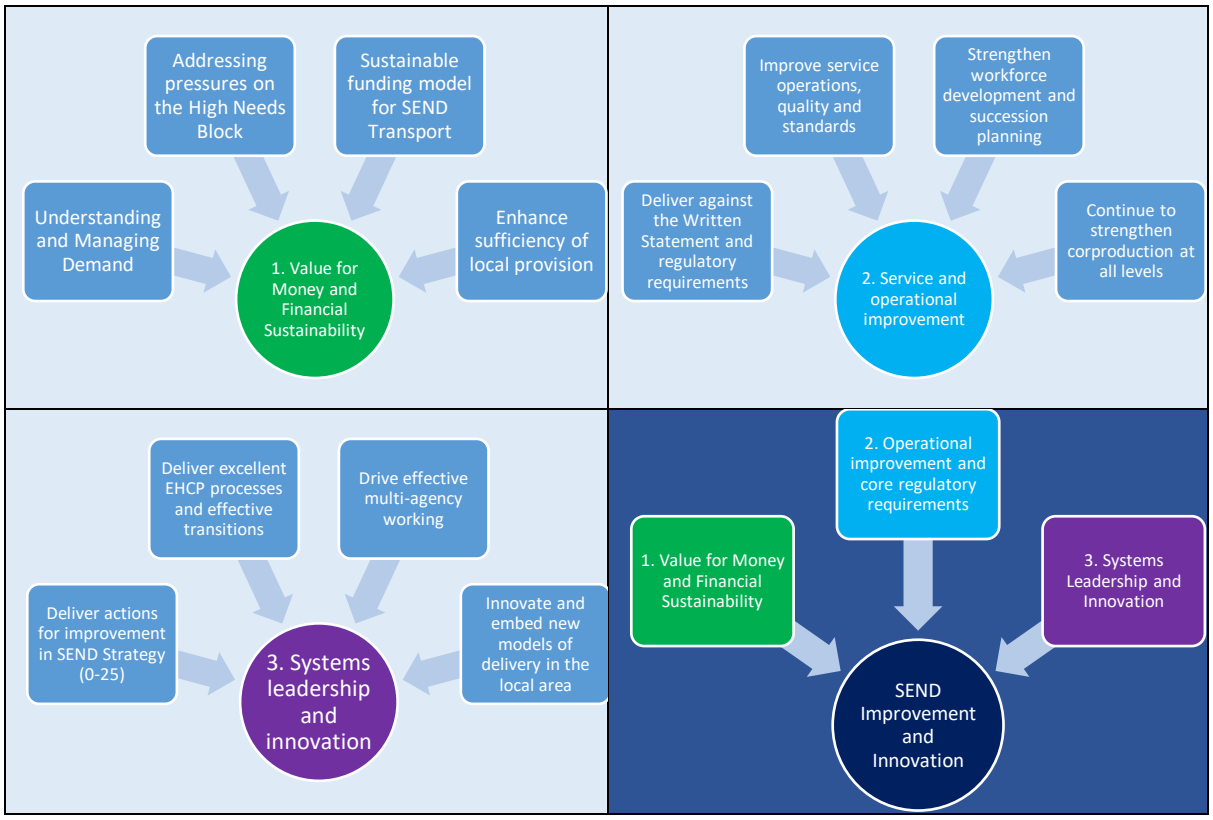
Wokingham SEND Innovation and Improvement Programme (SEND IIP)

Background

- Since the joint inspection in 2019 and subsequent Written Statement of Action, we have focused improvement of our local arrangements in relation to SEND
- There have been many areas of success and some strong progress, but several areas for improvement remain and are now a priority for Children's Services
- Over the course of the last year we have worked with partners and key stakeholders to develop a new coproduced SEND Strategy (0-25) 2021-24, which sets out how we will address these challenges and deliver better outcomes
- Partners have worked together to make some good progress over the past year addressing fundamental areas for service improvement (EHCP timeliness and quality), but we are now ready for the next phase of our journey: delivering a programme of accelerated improvement, with alignment between our priorities for improving outcomes, and our approaches to managing demand effectively whilst using our financial resources in the most efficient and effective ways

Drivers

- There are several complex factors and agendas which drive the need for further innovation and improvement in SEND services across the local area. These include the need to:
    - Deliver value for money and a sustainable financial model for SEND provision
    - Accelerate improvement of SEND services and how these operate
    - Drive Systems Leadership and Innovation in SEND, and deliver the local area SEND Strategy (0-25)
- These drivers are summarised below:



SEND Innovation and Improvement Programme: objectives

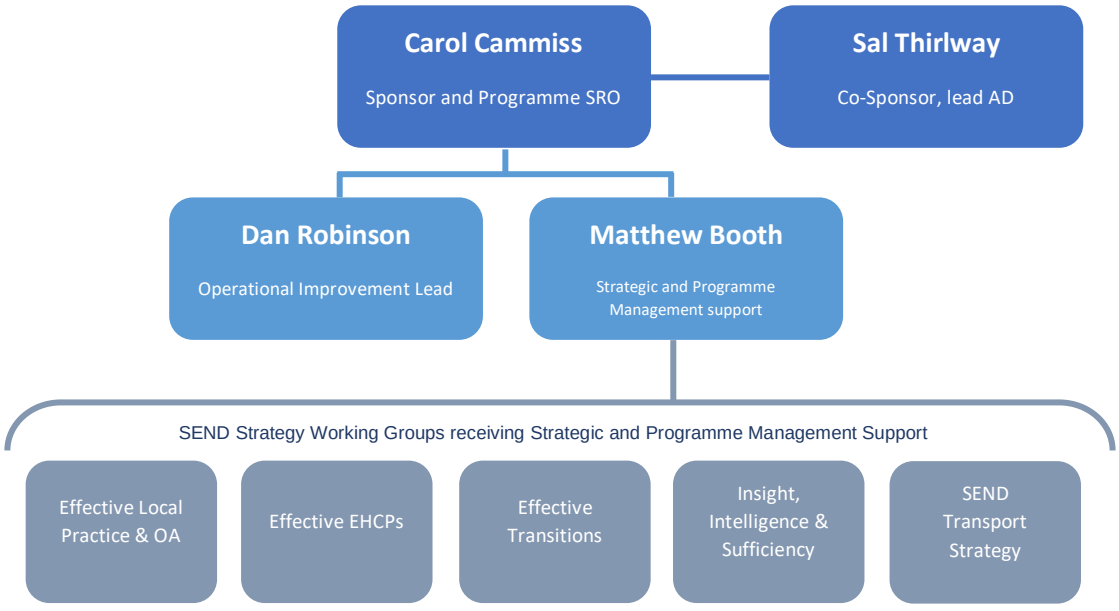
In order to respond effectively to these drivers, and building on the work already completed on the SEND Strategy (0-25) 2021-24, we are establishing a **SEND Innovation and Improvement Programme.** This comprehensive programme of work will:

- Deliver a comprehensive programme of SEND Innovation and Improvement between April 21 – December 22, based on the priorities and actions set out in the SEND Strategy (0-25) 2021-24. The programme will ensure that the key actions set out in the SEND Strategy are delivered
- Put support in place to help deliver this, and drive performance improvement in key areas, including operations in core SEND Services
- Align our strategy and vision for better outcomes for children and young people with SEND and their families, with the need to address sustained pressures on financial resources including the High Needs Bock, and drive collaborative, multi-agency strategic commissioning across the Wokingham area

SEND Innovation and Improvement Programme (SEND IIP): Governance

In order to ensure the SEND IIP is delivered successfully, robust governance and support arrangements have been put in place. The programme will be sponsored by Carol Cammiss, Director of Children's Services, who will also act as Senior Responsible Officer (SRO) for the Programme. Carol will be supported by Sal Thirlway, who will act as co-sponsor.

Carol will be supported in delivery of the SEND IIP by Dan Robinson and Matthew Booth, who will provide support on operational improvement and strategic/programme management respectively. Their areas of focus are set out in more detail below.



Matthew Booth - deliverables

Overview of Programme Management support for delivery of the SEND Strategy

1. Design and manage the delivery programme that will ensure the SEND Strategy and Action Plan is successfully delivered and makes a positive impact on outcomes for children and young people with SEND, and their families

2. Provide support for governance, performance management and regular reporting on progress with delivery of the Strategy and Action Plan
3. Deliver a review of current governance arrangements for SEND improvement, and refresh these to enable appropriate governance of SEND Strategy delivery
4. Liaise with partners and key stakeholders throughout the process, to ensure that roles, responsibilities and accountabilities for delivery and reporting are clear and implemented efficiently and effectively, and provide support help to build partnership capacity to deliver the Strategy and Action Plan
5. Provide targeted support as required to ensure that specific actions/projects contained within the SEND Strategy and Action Plan are delivered successfully
6. Provide the required reports and updates on progress with delivery of the Strategy to the necessary additional governance bodies and groups within Wokingham Council and across the partnership, and to a diverse range of audiences as required (e.g. to parents and carers, various health and education groups)
7. Stocktakes at agreed intervals to review progress with performance and delivery, and a full Annual Review of performance against objectives over the course of the 12-month period
8. Engage with parents, carers, children and young people as required in order to ensure an effective coproduced approach is taken to SEND Strategy implementation and delivery
9. Collaborate with service managers and other staff or supporting personnel to support a joined up and coordinated approach to SEND improvement activity. Help ensure effective and efficient coordination between delivery of the SEND Strategy priorities and Action Plan, and specific improvements required in the Written Statement of Action
10. Collaborate with colleagues to ensure effective and coherent alignment between financial and other resource management objectives and delivery of the SEND Strategy and Action Plan
11. Liaise with officers in the Council as appropriate and necessary to ensure that outcomes from delivery of the SEND Strategy feed into performance reports and evaluations required for internal governance or external regulators

Deliverables

a) A full programme plan for SEND Strategy and Action Plan delivery
b) Management of the programme plan into delivery and implementation, with reports on performance and progress as required
c) A review of governance arrangements, and implementation of appropriate governance arrangements into delivery
d) Presentations and reports on progress with delivery of the SEND Strategy and Action Plan to a diverse range of audiences across the partnership and key stakeholders, as required
e) Stocktake reports on performance and progress at agreed intervals, with a Full Annual Review report at the end of the 12 month period setting out a review of progress over the year
f) Contributions to reports, evaluations and presentations on progress to governance bodies across the partnership, and other bodies (e.g. external regulators) as required

Daniel Robinson: deliverables

a) SEND Team Manager, SEND Team, structure, recruitment and training
b) Data Management
c) Capita and Project Improvement Plan
d) Development of best practice with SENDIASS, Send Voices, Reading, Dingley's Promise etc.
e) Ordinarily Available roll out: 5 monthly meetings, all key stages and SENDCOs developing best practice and monitoring systems
f) Outreach and Resource Base development
g) Monthly Meeting with parent groups – feedback and updates
h) Direct link for complaints with complaints officer
i) Direct Links with SENDIASS, SEND Voices, and partners

Weekly Meetings

- Richard Tipping, Lynne Samuel, Matthew Booth, Daniel Robinson, Elaine Munro, SEND Team Manager, SEND Case Officers

Monthly Meetings

- SI, EY, EP, CWD Etc.
- SENDCO – all key stages