



SEND IIP Programme Board Delivery Update

11.07.22

Agenda

1. Introduction and Welcome
2. Highlight Report Updates (including WG4 Dashboard Update (DR))
3. Local Offer Development
4. Harm Outside the Home Strategy
5. AOB

Progress Overview this Period



Good progress has been made across the SEND IIP Programme, especially on the 'Accelerated Progress Plan' (APP), but largely outside Working Group meetings and driven through specific meetings focusing on specific issues / actions within the Programme. Working Group sessions for 'Early Years Transitions' have commenced and are identifying potential projects and Co-Production has agreed a schedule of projects

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Significant challenges remain, arising from delays to opening of Oak Tree School, with implications for management of High Needs Block (HNB) funding. However, dialogue with DfE and colleagues in Reading have enabled us to develop options and mitigations – all work in progress and subject to further work and discussions. The Local Offer requires review, and a business case will be presented for discussion



Forthcoming period brings challenges in terms of deliverables across the programme – including signing-off progress of the APP with the DfE (13th July), developing the Data Dashboard and next phases of work in relation to addressing HNB challenges

Highlight Report – WG1

Working Group	1: Strengthening local provision and improving the quality of local practice	Overall Status RAG	On track	Report Date Completed By	1/7/22 Matthew Booth & Charles Blake	Purpose of Report	Decision
							Update
							Support
Objectives and Deliverables	<ul style="list-style-type: none"> Ordinarily Available & Right Time Right Place roll out The future of information, advice and guidance (including future of the Local Offer) Training and development, including online training 	Overall Status	Good progress has been made, with the Transport, SEND Restructure and Y9 AR reviews complete.				
Decisions / Support required from SEND IIP							
None.							
Delivered following the previous SEND IIP				Planned Delivery by next SEND IIP			
<p>Ordinarily Available</p> <ul style="list-style-type: none"> Undertaking consultation with schools regarding the WBC response on SEND Review Coordinating WBC response (WBC will be responding from an officer point of view and sharing with Schools, it will not be a joint response from schools and WBC) <p>Transport Review</p> <ul style="list-style-type: none"> Business case for the Liaison officer not supported Monthly Transport Panels ongoing, remaining successful <p>SEND Service restructure</p> <ul style="list-style-type: none"> May 2022 review completed Update on the day (currently interview stage) New Business case being developed to focus on increasing the number of case officers <p>Annual Reviews</p> <ul style="list-style-type: none"> Review of 80 Y9 meetings with schools complete, report in draft form <p>Outreach</p> <ul style="list-style-type: none"> Working with Commissioning regarding the SLA for Foundry College Review Sufficient Offer for Wokingham Mainstream Schools and funding mechanisms ongoing <p>Inclusion Group ENF</p> <ul style="list-style-type: none"> Regular meetings for vulnerable learners ongoing, discussing accessibility and creating a matrix for accessing funds <p>Local Offer (WG2 and WG1 working together with WG2 leading)</p> <ul style="list-style-type: none"> See WG2 & Co-production 				<p>Ordinarily Available</p> <ul style="list-style-type: none"> Complete WBC response to SEND Review Green Paper <p>Transport Review (complete)</p> <ul style="list-style-type: none"> Ongoing monthly Transport Panels <p>SEND Service restructure (main restructure complete)</p> <ul style="list-style-type: none"> Continued Business Case development for case officers <p>Outreach</p> <ul style="list-style-type: none"> Addington developing offer with funding from the ENF (HNB) Review Sufficient Offer for Wokingham Mainstream Schools and funding mechanisms ongoing Link into WG3 Early Years <p>Annual Reviews</p> <ul style="list-style-type: none"> Finalise Y9 report <p>Inclusion Group ENF</p> <ul style="list-style-type: none"> Review and explain process development and communication needed to stakeholders <p>Local offer</p> <ul style="list-style-type: none"> See WG2 <p>Capita 1</p> <ul style="list-style-type: none"> Launch procurement on Capita 1 			

Highlight Report – WG2

Working Group	2: Effective Processes	Overall Status RAG	On track	Report Date Completed By	1/7/22 Matthew Booth & Charles Blake	Purpose of Report	Decision	✓
Objectives and Deliverables	<ul style="list-style-type: none"> Process for roll-out and embedding the Ordinarily Available Interfaces: between Ordinarily Available and EHCPs, between Working Groups Strengthening process around Annual Reviews 	Overall Status	Good progress has been made reviewing transition pathways, communications and the Local Offer.					
Decisions / Support required from SEND IIP								
Support from SIIB is needed to develop the Local Offer considering both the IT platform and resources /staffing required								
Quality	Delivered	Planned Delivery by next SEND IIP						
<ul style="list-style-type: none"> Finalised communications matrix Identified options for improving the existing Local Offer and held meetings with neighbouring councils to understand resourcing requirements Created Local Offer Business Case (to be discussed, see Appendix 1 – Local Offer Business Case) Y9 Annual Review, review of 80 sessions completed (link to WG1) <p>Transitions</p> <ul style="list-style-type: none"> Continued input into Transitions Pathway mapping, to help improve efficiency and forward planning Additional tool created to map transitions in SEND Assessment Service <p>Timeliness / workflow</p> <ul style="list-style-type: none"> Ongoing development of the tender for the replacement for Capita (with the replacement system targeted for implementation in 2-3 years) SEND Needs Assessment review underway (with co-production group) Annual Review paperwork review underway (with co-production group and MS schools) 	<ul style="list-style-type: none"> Continued input into Transitions Pathway mapping, to help improve efficiency and forward planning Additional tool created to map transitions in SEND Assessment Service <p>Transitions</p> <ul style="list-style-type: none"> Continued input into Transitions Pathway mapping, to help improve efficiency and forward planning <p>Timeliness / workflow</p> <ul style="list-style-type: none"> Ongoing assessment of obtaining feedback from the EHCP process can be improved Continue reviewing draft EOTAS policy Continue Needs Assessment process review Continue Annual Review paperwork review <p>Capita 1</p> <p>Note progress on replacement Capita 1 system</p>							

Highlight Report – WG3 14+

Working Group	3: Effective Transitions	Overall Status RAG	On track	Report Date Completed By	1/7/22 Matthew Booth & Charles Blake	Purpose of Report	Decision
							Update
							Support
Objectives and Deliverables	<ul style="list-style-type: none"> Clarifying the remit / the language we use / the people we need Building on good work, addressing the gaps Structuring to deliver EY-Primary, 14-15 & Y6-Y7 	Overall Status	Significant work on the Accelerated Progress Plan has been completed meeting many of the required standards, further work being undertaken to drive forward remaining items.				
Decisions / Support required from SEND IIP							
None requested.							
Delivered following the previous SEND IIP				Planned Delivery by next SEND IIP			
Accelerate Progress Plan 14-25 <ul style="list-style-type: none"> Prepared for the upcoming 13th July DfE 'final' meeting Gathered suite of evidence for the upcoming DfE APP meeting Completed updated Approaching Adulthood Policy RBFT updated on hospital transitions journey and highlighted new mapping exercise and highlighted the new 'Clinical Services Strategy' launched in May 2022. Identified continued improvement in 'NEET' and 'Not Known' data, currently 3rd lowest in the region, with only 6% 'Not Knowns' Completed analysis of 80 Y9 Annual reviews (noted WG1 and 2) Continue developing a version of the 'Preparing for Adulthood' guide for professional use and consider against the PfA distributed to schools and CYP Identified improvements in '14+ LD Health Check' data from 62% to 65% for financial year 21/22 Identified training completed by RBFT on 14+ Health checks Optalis commissioned new videos to evidence feedback from children and young people that have been through the transitions system Agreed approach to obtaining feedback from CYP and parent carers during the transitions process at three stages, in addition noted the IT available to WBC to ensure this is viable. SEND Voices Wokingham launched a new survey that will be reviewed by the group 				Accelerate Progress Plan 14-25 <ul style="list-style-type: none"> Report to the DfE 13th July to sign-off APP progress Continue developing a version of the 'Preparing for Adulthood' guide for professional use. Identify training needs across Education, Health and Care for 14-25 Transitions Link into health regarding the ongoing Hospital Journey mapping work with RBFT Continue monitoring NEET and Not Known and seek opportunities with the service Outline implications of the analysis work on Y9 reviews Consider the results of the SEND Voices Wokingham survey Consider the results of the Say YES Forum survey Further develop a proposed 'Transitions Feedback Questionnaire' Review potential key measures to include in the to be developed and included in the Transitions Feedback Questionnaire 			

Highlight Report – WG3 Early Years

Working Group	3: Effective Transitions (EY)	Overall Status RAG	On track	Report Date Completed By	1/7/22 Matthew Booth & Charles Blake	Purpose of Report	Decision	
		Update	✓					
		Support						
Objectives and Deliverables	<ul style="list-style-type: none"> Clarifying the remit / the language we use / the people we need Building on good work, addressing the gaps Structuring to deliver EY-Primary 	Overall Status	The group recently formed and is identifying key areas and the work of internal and external staff in transitions.					
Decisions / Support required from SEND IIP								
None requested.								
Delivered following the previous SEND IIP				Planned Delivery by next SEND IIP				
<ul style="list-style-type: none"> The Group assessed and outlined the roles, issues and remits of those involved in early years to ensure a clear understanding going forward. The Group identified 25 issues across early years, and through a review process considering addressability and impact, focused on 14 to be considered at the next phase (see Appendix 2), including but not limited to: <ul style="list-style-type: none"> Need for greater commissioning focus on EY Need for data to feed into commissioning Key vacant roles (Early Years Advisor) Early Years teams having low capacities to deliver services (Portage, SENDIASS, Early Years and Childcare team +) Ordinarily Available engagement Variability of provision across settings Visibility of services to parent carers Lack of specialist provision in EY in MS and special schools Identified the Borough Education Partnership as delivering key elements Commissioning procured a new resource to complete data analysis and push forward commissioning in EY focusing on Short Breaks. CWD confirmed Short Break Steering Group was being reinstated and will be meeting in July 22. 				<ul style="list-style-type: none"> Review, prioritise and form projects identifying actions owners for the 14 identified issues. Continue tracking progress on short commissioning in EY and link into Coproduction group (links to above). Continue link into Short Break Steering Group. 				

Highlight Report – WG4

Working Group	4: Impact, intelligence and sufficiency	Overall Status RAG	On course with some key deliverables but significant pressures on HNB	Report Date Completed By	1/7/22 Matthew Booth & Charles Blake	Purpose of Report	Decision	
							Update	✓
							Support	
Objectives and Deliverables	<ul style="list-style-type: none"> Assigning owners to actions Progressing sufficiency at pace and aligning work across SEND IIP to meet budget challenges Next steps around data and dashboard 	Overall Status	Initial 'Data Dashboard' created with further work needing to be complete to shape this into the final product.					
Decisions / Support required from SEND IIP								
None requested.								
Delivered following the previous SEND IIP				Planned Delivery by next SEND IIP				
<p>Dashboard</p> <ul style="list-style-type: none"> Completed initial Data Dashboard with available information from Capita 1 Identified and reviewed non-Capita 1 data sources to include in the Dashboard (NEET & NK + Health data) Continued reviewing the 'Data Dashboard' including predicting future needs (as indicated by data and analysis) and identified a set of questions that the Dashboard needs to answer. <p>School Provision and Resource Base</p> <ul style="list-style-type: none"> Continued discussions with Planning on the new school provision Continued to implement outcomes from the Resource Base review Reviewed outcomes from INM with Intensive Support Team and check any interactions with project for example Ordinarily Available 				<ul style="list-style-type: none"> Continue development of the 'Data Dashboard' considering available information from varying sources and key questions Identify and agree process to create Dashboard with relevant teams 				

Highlight Report – Co-Production Task and Finish Group

Co-Production Task and Finish Group		Overall Status RAG	On track	Report Date Completed By	1/7/22 Matthew Booth & Charles Blake	Purpose of Report	Decision
							Update
							Support
							✓
Objectives and Deliverables	<ol style="list-style-type: none"> Deliver specific Coproduction Actions in the Action Plan Support Working Groups to deliver against their Coproduction Actions 	Overall Status	The Group has identified a set of specific projects and actions that benefit from additional co-production and have a planned schedule to deliver these outcomes.				
Decisions / Support required from SEND IIP							
See WG2 re Local Offer.							
Delivered following the previous SEND IIP				Planned Delivery by next SEND IIP			
<ul style="list-style-type: none"> Met with the Chairs of the 4 Working Groups to identify projects that could benefit from additional co-production. Initially outlined 8 projects of focus that run until March 2023: <ul style="list-style-type: none"> SEND Needs Assessment Process – initial meeting held Annual Review process – initial meeting held SEND Transport – feedback in new academic year Local Offer – ongoing meetings Outreach – review in new academic year SEND Dashboard – ongoing meetings with WG4 SEND Strategy Update – review in new academic year Short Breaks – Steering Group reinstated see WG3 EY (managed under CWD) Identified potential opportunities that would be revisited in the new academic year: <ul style="list-style-type: none"> EOTAS Policy WG1 - SEND Restructure Inclusion Group Working Group 3 Reviewed and agreed on the contents of the Co-production Charter and agreed to ensure new Members and officers were sighted Identified opportunity for the Say YES Forum to obtain feedback from CYP on the Green Paper and may identify new areas to focus on. 				<ul style="list-style-type: none"> Continue progressing identified projects: <ul style="list-style-type: none"> SEND Needs Assessment Process – review of paperwork and available training Annual Review process – initial meeting held Transport – feedback in new academic year Local Offer – ongoing meetings Outreach – review in new academic year SEND Dashboard – ongoing meetings with WG4 SEND Strategy Update – review in new academic year Short breaks – hold new steering group meeting Review and consider feedback from parent carers from SEND Voices Wokingham (survey) Review and consider feedback from children and young people through the Say YES Forum and other Me2Club activities 			

Key Risks and Issues

Programme wide risks and issues



Owners for actions and on the ground capacity to deliver change, short-term capacity pressures (e.g., COVID, Ofsted)



Challenges to make the links across groups and areas of work, manage the interdependencies

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Forward planning and space to think creatively required for effective co-production



Managing resources (including time) and addressing budget pressures whilst delivering improvement and innovation



Communications Plan delivery requires focused attention and needs to align with other “on the ground” improvements

Working Group risks and issues

WG1: Strengthening local provision and improving the quality of local practice

Local Offer is currently not configured to meet all the goals originally identified, is insufficiently resourced compared to our neighbours and may lead to push back from stakeholders

Challenges to ensure that support to improve the effectiveness of processes is directed at the most important / value-adding areas: a mitigation of this issue has been to identify areas of responsibility Working Groups across the programme which could benefit from targeted support to improve processes (e.g., Annual Reviews, Transitions).

WG2: Effective Processes

WG3: Effective Transitions (14+ only)

Main issues are around the scale and complexity of the Transitions agenda (particularly at all stages and ages). Challenges to meet expectations around delivery of the APP within required timescales. Some issues reported around ensuring all Early Years settings are able to successfully engage in training, support, information sharing. Some settings experience challenges around appropriate financial resources; burden of paperwork; having sufficient information around key issues and future direction.

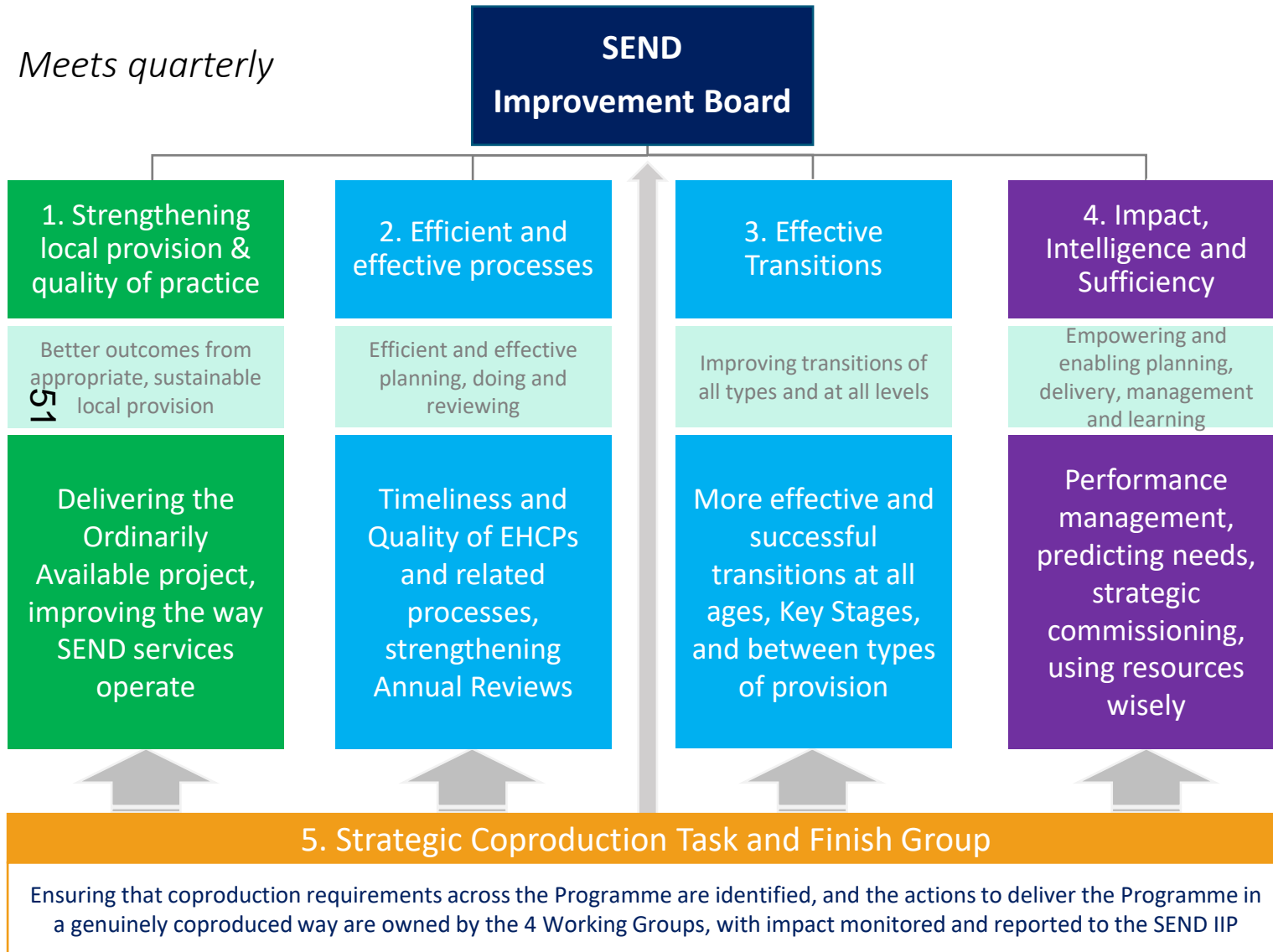
WG4: Impact, intelligence and sufficiency

Challenges around mitigating impacts on HNB expenditure in the light of delays to the Oaktree opening. The ongoing need to balance longer term strategic thinking around investment / invest to save, with shorter-term objectives around addressing pressures on resources (e.g., High Needs Block). Progress with performance monitoring and management has been made; regular systematic reports regarding “on the ground impact” is still in progress.

Co-Production Task and Finish Group

Identified a gap for commissioning in the early years and the need for data to be analysed in order to effectively commission services. A new project was established, and resource obtained, but the market is lacking in providers for Short Breaks and may prove difficult to meet the needs of users.

Delivery arrangements from April 2021



Group Remits

SEND Improvement Board

1. Overall accountability for improved outcomes
2. Retained responsibility for WSoA delivery
3. Acts as the Programme Board for SEND Innovation and Improvement Programme
4. Quarterly Progress and Performance Reports
5. Joining the dots and breaking down silos
6. Horizon scanning and looking ahead

Working Groups

1 2 3 4

1. Deliver the Actions within their portfolio
2. Unblock barriers, solve problems
3. Flag issues and areas for attention on the behalf of other Working Groups
4. Report on progress and escalate issues to the SEND IIP

Coproduction T&F Group

1 2 3 4

1. Deliver specific Coproduction Actions in the Action Plan
2. Support Working Groups to deliver against their Coproduction Actions

Appendix 1 – Local Offer Business Case

Appendix 2 – WG3 EY Issue Tracker

Appendix 3 – Co-production Programme