



SEND Programme update

Health and Wellbeing Board
September 2023

SEND workstreams health card

Overall programme status is **AMBER**

<p>Rationale Value proposition still holds true?</p>		<ul style="list-style-type: none"> WSOA approved by Ofsted end of June 22
<p>Engagement Stakeholders bought in?</p>		<ul style="list-style-type: none"> Ongoing induction activity with new leaders within the SEND team on the WSOA and their areas of responsibility SEND briefing session held on 13 July with new elected members was well received School reps secured for process mapping workshops and DBV project teams All project teams and working groups have PCF representatives
<p>Progress / Schedule Delivery on target?</p>		<ul style="list-style-type: none"> 75 of the 113 actions are now complete (up from 64 last month), 14 actions are on target, 20 are delayed and 4 are not started All actions within the health and wellbeing project have been delivered and the project closure report is being drafted Majority of actions within the data monitoring and oversight project have been delivered and the project closure report is being drafted (with a small number of outstanding actions being transferred to other projects) Plans are in place to deliver the participation, PfA and DSCO actions that were delayed awaiting appointment to roles New DSCO and PfA officers are working to ensure greater alignment between services and coordination in the delivery of WSOA actions Positive feedback on progress made following the DfE and NHS England review meeting, but further work required on monitoring impact of the activity
<p>Resource Secured and able to deliver?</p>		<ul style="list-style-type: none"> Two of the additional agency SEND officers have been dismissed in the last fortnight due to concerns about their performance A further round of recruitment for the finance officer and business support officer vacant posts has been unsuccessful Transport support services manager is due to start at the beginning of September and will report into the head of SEND and specialist support services Resource has been secured to deliver process mapping workshops throughout August, September and October in the absence of the business analyst
<p>Outcomes Confidence in target value being achieved?</p>		<ul style="list-style-type: none"> Evidence of impact collated and submitted for recent DfE and NHS England review meeting Evidence of impact now a standing agenda item for all project team meetings to ensure this information is collated

SEND workstream updates

Project sponsor – Grainne Siggins / Operational lead – Chris Kiernan

Project	RAG	• Key progress	Forward look
Strategy and communications	72% ↑	<ul style="list-style-type: none"> ▪ SEND Strategy – content has been made accessible and has been published on both Local Offer and Can(Do) websites. A mapping exercise is underway to align the strategic objectives (28 listed in the Strategy) with the published measures and the resulting gap analysis will identify any additional metrics that will need to be produced. ▪ Comms Charter – co-produced metrics were approved at the Strategy and Comms project team meeting (26 June) and have been added to the document. The document has been made accessible and published on the Local Offer and Can(Do) websites along with the strategy. ▪ Local Offer – the proposed approach was approved by the DMT (17 June) agreeing a 3 way funding split agreed (ASC, SEND and CSC). A PO is currently being raised for Idox and a request for a Statement of Works has been submitted. Work on a co-produced design planned – initial meeting scheduled for w/c 14 August. ▪ Preparing For Adulthood (PFA) T&FG – overview of deliverables provided; delivery leads drafting plans; and stakeholder meetings being scheduled for August ▪ Participation - data review conducted and list of activities has been captured; early discussions conducted with PCF regarding engagement and co-production 	<ul style="list-style-type: none"> ▪ SEND Strategy – SEND SLT to review meeting (scheduled for 31 August) to review strategic objectives/ measures mapping and confirm metrics ▪ Local Offer – set up regular Working Group meetings; conduct initial research; and initiate discussions regarding website design with stakeholders ▪ Preparing for Adulthood – support all workstreams to continue to progress over the August period ▪ Participation – schedule meetings with PCF throughout August; and agree an approach with Short Breaks Coordinator to feed into new Innovation Fund bid. ▪ CSC services approach – continue to develop draft 'strategy' document, working with PCF throughout August ▪ ASC transition to adulthood pathway – draft co-produced 'Pathway' document to be expanded to include content from PFA Officer covering younger age groups

SEND workstream updates

Project sponsor – Tracey Faraday-Drake / Operational lead – Manjit Hogston

Project	RAG	Key progress	Forward look
Health and wellbeing	92% ↑	<ul style="list-style-type: none"> • Out of 23 Actions for this project team - 23 actions are now complete/BAU. • This workstream is now closing and the draft closure report is being co-produced in anticipation it will go through the governance process beginning at the end of Sept 23 (CWB 28 Sept, SIPB 2 Nov 23 and Business Change CMT 29 Nov 23) • Full workstream meeting was held on 12 July 23 where the meeting focussed on reviewing the outstanding 6 actions for completion • All 4 integrated therapy actions (253, 516, 517 and 613) covered by the Strategic Procurement Plan (SPP) which entered the governance process on 25 July 23 for Executive consideration 19 September 23 were marked as closed by the project team. • Action 6.2.2 was closed by the project team. The independent panel for the Bracknell Safeguarding Care Review Group took place on 19 July 23 The final report will be considered as part of BAU arrangements in September 23 • Action 5.1.1 was reviewed by the project team on 12 July and additional context to the what completed looks like section of the traceability matrix was agreed and this action was closed 	<ul style="list-style-type: none"> • Full workstream meetings have been booked for 23 August and 20 September 23 to co-produce project closure reporting requirements and approve the final report. • A draft closure report was shared with the full workstream on 12 July for review and contribution • The workstream will be looking to co-produce a closure report to enter the governance process at the end of September 23. • Following the completion of the Bracknell Forest governance process and the SIPB on 24 August, all actions in the project team will be handed over to BAU

SEND workstream updates

Project sponsor – Grainne Siggins / Operational lead – Thom Wilson

Project	RAG	Key progress	Forward look
Data monitoring and oversight	84% ↑	<ul style="list-style-type: none"> Steady progress is being made by this project team with 2 actions formally closed at last project team meeting 28 July 23 15 actions are currently allocated to this project team – 14 are complete, 1 (Action 3.2.5 – EHCP audits) is delayed Action 8.1.3 has been moved to the Strategy & Comms Project team to align with delivery of the other PfA actions The project team is preparing for closure and the draft closure report will be co-produced in anticipation it will go through the governance process beginning in October 23. (CWB 16 Oct 23, SIPB 2 Nov 23 and Business Change CMT 29 Nov 23) Action 4.1.2 (Data set to inform appropriate tier of provision and tier mobility for forecasting) was discussed by full project team on 28 July 23 and closed Action 4.1.5 A verbal update on progress of scheduled reviews supported with timelines was provided to the full project team on 28 July 23 and traceability matrix updates agreed. The project team agreed to move action 4.1.5 to the Process and System project team for delivery as part of the Inclusion task and finish group Action 4.2.4 A discussion was had about the scheduled review of the quality and quantity of premises at the full project team meeting on 28 July 23 and, together with the delivery of action 4.1.2 (SCAP returns data) this action was felt to have been addressed and closed by the project team. The project team agreed to move action 7.2.4 to the Process and System project team for delivery as part of the graduated approach inclusion actions delivery 	<ul style="list-style-type: none"> 3.2.5 EHCP Audit report –The first audit report is awaiting SEND leaders review and comment and agreement of action. Ops lead and delivery leads are meeting with the Head of SEND on 8 August The co-produced closure report will be drafted in September/early October 23 to enter the governance process on 16 Oct 23. There are 2 more planned Data Monitoring and Oversight Project team meetings, 22 September and 06 October to co-produce and sign off the closure report Action 2.4.1 (complaints data from new online form) will be brought to the project team for review in September 23 and a report provided to check the categories being monitored are appropriate. This action is closed but it will be reviewed.

SEND workstream updates

Project sponsor – Grainne Siggins / Operational lead – Dorothy Hadleigh

Project	RAG	Key progress	Forward look
Process and systems	76% ↑	<ul style="list-style-type: none"> • Processes – workshop sessions for all process that require co-production have been arranged throughout July, August, September and October, with representation from all key stakeholders confirmed • Processes – the annual review process mapping workshops have taken place and a new to be process has been developed. This has been shared with workshop participants for feedback • Processes – agenda item on new annual review process has been confirmed for next headteacher briefing and SENCO forum • Capita – system amendments being made following on from annual review process mapping workshop • Inclusion – infographic has been developed which outlines the decision making process for key panels, designed to be used by parents / carers and other professionals. Reviewed at project team meeting on 3 August and some amendments requested. • Inclusion – terms of reference finalised for Short Term Intervention Panel, Fair Access Panel and Integrated Resource Allocation Panel. 	<ul style="list-style-type: none"> • Processes – further to be process mapping workshops to be delivered and training on new processes to be provided to SEND team • Capita – ongoing Capita system change requirements to be identified by process mapping workshops and reconfiguration carried out by IT app support team • Capita – recruitment of a technical Capita ONE system technical specialist and system administrator to take place • Capita – meeting with new account manager planned for September • Inclusion – amendments to be made to the decision making panels infographic and then to be published on the Local Offer website • Inclusion – work to commence on co-producing a borough wide framework for the graduated approach • Inclusion – ToR for DMG and Tuition Panel to be finalised within the next month

SEND programme level risks

Overall programme status is **AMBER**

Risk / Issue	Description	Date raised	Impact / Potential impact	Risk score			Mitigation	Actionee	Mitigated risk score		
				Likelihood	Impact	RAG pre			Likelihood	Impact	RAG post
Risk	Availability of SEN operational staff to support the projects	01/08/22	Delivery delayed or blocked due to conflicting priorities	3	3	9	Additional resource within SEND team for short term whilst improvement activity continues	Chris Kiernan	2	3	6
Risk	Insufficient capacity within the SEND leadership team to focus on improvement projects as well as induction activity and business as usual priorities	10/07/23	Delay to delivery of programme actions	4	4	16	Review prioritisation of activity across the improvement programme, including WSOA and DBV, to agree priority areas of focus. Rebaseline dates where appropriate and clearly communicate rationale.	Kellie Williams	2	3	6
Issue	Evidence of impact has not been evidenced and articulated clearly enough in DfE Review meeting papers	10/7/23	DfE not sufficiently aware of the impact of work carried out	4	4	16	Evidence of impact is now on every project meeting agenda to ensure it is considered, discussed and documented. Process for collation of DfE reports is being reviewed.	Kellie Williams	2	3	6

SEND workstream risks and issues

R or I	Project	Description	RAG	Mitigation and path to 'green'	RAG
Risk	Strategy and comms	Complex environment - many new joiners in roles not previously filled, therefore some risk that overlapping actions may be missed or work is duplicated	Red	Re-established the PfA WG to help bring stakeholders together. 1 st meeting conducted, engaging all key stakeholders; next meeting scheduled for 31 August. New substantive post holder expected to start September; Interim to provide handover in September	Green
Issue	Process and systems	Capita - key person dependency. Simon Misselbrook seems to be the only person capable and knowledgeable enough to support BFC (and possibly other LAs)	Red	To be raised with new Capita ONE account manager in September	Yellow
Risk	Process and systems	Process mapping activity is restricted during school holiday period which may impact speed of delivery	Red	Process mapping activity to continue throughout summer holidays, with alternative staff identified to facilitate workshops. Mop up workshop session to be held with SENCOs in September to ensure school input into the processes	Green