

SEND Transformation Programme

Programme Brief

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Programme: SEND GP Programme

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Programme Sponsor: Helen Jenner

Projects Lead: Chris Bush

Programme Manager: Chris Bush

Draft

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1. Version control

v.	Author	Comments/Record of Sign-Off	Date
0.1	Chris Bush	Original	27 th June 2013
0.2	Chris Bush	Update on original.	9 th August 2013
0.3	Chris Bush	Update following SEND Transformation Programme Board	5 th Sep 2013

Reviewers

v.	Reviewer	Date
0.1	Meena Kishinani (Div. Director; Strategic Commissioning and Safeguarding)	27 th June 2013
0.1	Tony Sargeant (Group Manager; Performance, Programmes and Catering)	12 th July 2013
0.1	Chris Martin (Divisional Director; Children's Social Care and Complex Needs)	12 th July 2013
0.1	Helen Jenner (Corporate Director; Children's Services)	15 th July 2013
0.2	SEND Transformation Programme Board	3 rd Sep 2013

2. Background

2.1 On 9 May, the Queen's Speech announced that the Children and Families Bill would be introduced to Parliament, following a draft Bill and pre-legislative scrutiny, in the spring of 2013. The Bill has been given a carryover slot (i.e. it will be carried over to the next Parliamentary session when this session ends in May 2013). On 15 May, the Government published the SEN and disability Green paper *Progress and Next Steps* document. This document fleshes out aspects of the Children and Families Bill and reports on the Government's next steps in relation to other SEN reforms.

2.2 The SEND Green Paper implementation will bring about significant changes in the design and delivery of services to children and young people with Special Educational Needs and disabilities. The headline details of these changes are the introduction of:

- A single assessment process which is more streamlined, better involves children, young people and families and is completed quickly;
- An Education, Health and Care Plan which brings services together and is focused on improving outcomes; and
- An offer of a personal budget for families with an Education, Health and Care Plan.

2.3 To this end it was agreed to implement formal programme management arrangements to manage the implementation of these changes. These arrangements, under the banner of the SEND Transformation Programme, are outlined in this document.

3. Aim

3.1 The purpose of this programme is to deliver the desired objectives of the SEND Transformation Programme. In broad terms, this is the development and implementation of an operating model that is compliant with the directives of the SEND Green Paper. The programme will build on the 'business as usual' improvements that have already been made by the service, and will have a focus on responding to the more immediate concerns in the short-term, with medium to long-term strands of work focussing on ensuring future sustainability.

3.2 This briefing will provide an outline of the programme for agreement by the Programme Board and Programme Sponsor. The subsequent programme documentation - produced once approval has been granted - will include a detailed delivery plan.

4. Objectives

4.1 The objectives of the programme are detailed below.

Ref	Deliverable	Date
1.	Early identification and assessment	
i.	Improve multi-agency collaboration through identification, assessment and planning phases	
ii.	Develop and implement a single assessment process from birth to 25	
iii.	Develop and implement the Education, Health and Social Care Plan from birth to 25	
2.	Giving parents/carers more control	

i.	Develop and publish a Local Offer, clarifying what support is available and from whom
ii.	Parents to have the option of a personal budget to give them greater control over their support
iii.	Parents will have access to transparent information about the funding that supports their needs
iv.	Parents of disabled children will continue to have access to a short break
v.	Parents will have a clear choice of school with equivalent rights to express a preference for any state-funded school, including Academies and Free Schools
vi.	Disabled children and children with SEN will have the right to appeal to the Tribunal
3.	Learning and achieving
i.	Leadership and Professional Development: ensuring teachers and staff are trained in effective identification
ii.	Improve the way we identify and support children with SEN and disability
iii.	Accountability: Schools and colleges will be more clearly accountable to parents, governors and Ofsted
4.	Preparing children and young people for adulthood
i.	Implement early and well-integrated support for, and advice on, their future as part of the proposed birth to 25 single assessment process
ii.	Provide access to better quality vocational and work-related learning options to enable young people to progress in their learning post-16
iii.	Ensure well-coordinated transition from children's to adult health services
iv.	Provide good opportunities and support in order to get and keep a job
5.	Services working together for families
i.	Work with the health sector and the new health and wellbeing boards to consider how the needs of children and young people with SEN or who are disabled can best be met
ii.	Work with the Clinical Commissioning Groups to explore the best ways of providing support for the commissioning for disabled children and young people
iii.	Explore how the different funding arrangements for special educational provision pre-16 and post-16 might be aligned more effectively

5. Scope

5.1 The delivery of the objectives (as detailed above) of the SEND Transformation Programme, including all composite projects as agreed by the Programme Board. All other elements remain outside of scope unless the Programme Board and Programme Sponsor specifically request a change to the programme, and the decision to do so is formalised.

6. Programme success criteria

6.1 The delivery of the objectives (as detailed above) of the SEND Transformation Programme, including all composite projects as agreed by the Programme Board, within budget will be deemed successful within the parameters of the programme.

6.2 Measures of success will be determined against the following criteria;

Successful Project Delivery
The successful delivery of the key projects identified in section four, within timescale and budget as per the agreed scope
Resulting In

6.3 Targets will need to be set for all of the above success criteria.

7. Key assumptions

7.1 In determining the parameters of the programme, the following assumptions have been made.

Ref	Assumption
1.	Sufficient ¹ resources will be made available to through the SEND Transformation Programme for the support, implementation and delivery of all projects
2.	There is sufficient ¹ funding available to deliver the project
3.	The governance structure is adhered to, with representation at all meetings (exceptional circumstances notwithstanding) assured

8. Projects

8.1 This programme consists of a number of projects that will be formally managed as such. There is a high degree of interdependency between many of these projects, and this will need to be carefully managed. A brief description of the projects that comprise this programme are as follows:

Single Assessment and Planning Project

The Green Paper highlighted the importance of identifying children’s support needs early so that parents and professionals can put the right approach in place quickly. Professionals from health services, such as health visitors, and from early years settings will work with parents to assess the development of all children to clarify where they need additional support or a different approach, in particular through the health and development review for children aged between 2 and 2½ years.

By 2014, children and young people aged from birth to 25 who would currently have a statement of SEN or learning difficulty assessment will have a single assessment process and ‘Education, Health and Care Plan’ for their support which will afford parents the same statutory protection as the statement of SEN. All the services on which the child or young person and their family rely will work together with the family to agree an Education, Health and Care Plan which reflects the family’s needs and ambitions for the child or young

¹ Sufficiency will be determined by the Programme Board at the inception of the programme.

person's future outcomes covering education, health, employment and independence. The plan will be clear about who is responsible for which services, and will include a commitment from all parties across education, health and social care to provide their services.

This project will comprise a range of workstreams, including the following:

- Single Assessment Process mapping;
- Education, Health and Social Care Plan development
- Establishment of multi-agency resource panels / allocation systems

Local Offer Project

The Green Paper makes it clear that families should be better able to understand the system of support and range of help available for disabled CYP and those with SEN, including in education, care and health, and can navigate available local support more easily. Local authorities and other local services will, therefore, communicate a clear local offer for families to clarify what support is available and from whom. This should include ensuring that parents of disabled children should continue to have access to a short break from caring while their child enjoys activities with their peers;

This project will comprise a range of workstreams, including the following:

- Local Offer development and publication;
- Short Break Statement revision and publication;
- Appeal/Tribunal process mapping

Multi-Agency Strategic Commissioning Project

Resources for disabled children and young people and those with SEN must be aligned to get the best out of investment, reduce duplication, and simplify resource allocation both for the whole system and individual care plans.

Work should be undertaken with the health and wellbeing board to consider how the needs of children and young people with SEN or who are disabled can best be taken into account through the Joint Strategic Needs Assessment and joint health and wellbeing strategies. Work should also be undertaken with the Clinical Commissioning Groups to explore the best ways of providing support for the commissioning of healthcare services for children and young people with SEN or who are disabled and their families.

There should be greater collaboration between local professionals and services and across local boundaries with an increase in the freedom and flexibility with which funding can be used locally.

Exploration of how the different funding arrangements for special educational provision pre-16 and post-16 might be aligned more effectively so as to provide a more consistent approach to support for children and young people from birth to 25 should be conducted. Consideration should also be given to how funding can be targeted at voluntary and community sector organisations that have a strong track record of delivering high quality services.

This project will comprise a range of workstreams, including the following:

- Develop arrangements for joint strategic planning and commissioning;
- Establishment of multi-agency resource panels / allocation systems (including examination of pooled budgets)

Personal Budgets Project

Parents should have the option of a personal budget by 2014 to give them greater control over their child's support, with trained key workers helping them to navigate different services. Parents should also have access to transparent information about the funding that supports their child's needs.

This project will comprise a range of workstreams, including the following:

- Development of mechanisms to enable families and young adults to access a personal budget;
- Development of a directory of local services;
- Development of resource mechanisms to enable direct purchasing by service users

Transitions Project

It is clear that a well-coordinated transition from children's to adult health services is essential. The family and young person's experience of the support system is better, particularly at key transition points, if there is a single coherent system that applies across the ages. Agencies are better able to develop provision as forecasts of projected needs, and service provision, are more joined-up.

This project will comprise a range of workstreams, including the following:

- Transitions process analysis and mapping;
- Operational design to support seamless transitions

Information Technology Systems Project

To support many of the proposed organisational changes covered by this programme, a number of changes to the IT systems and processes will need to be delivered. This will involve the implementation and/or redesign of key systems. There is also a significant requirement for effective and timely information sharing across agencies, both at an individual, service-user level (to enable effective service provision) as well as at a strategic level (to enable effective commissioning).

This project will comprise a range of workstreams, including the following:

- Implementation of a CMS capable of managing the EHCP processes;
- Information Sharing

Operational Design Project

The impact of many of the above changes will mean that examination of the existing operational structures will be necessary.

At this stage this particular project remains largely unspecified, but is expected to involve many areas of the business with multiple work-streams being established under the following broad headings:

- Service Design/Structure;
- Human Resources;
- Workforce Development/Training;
- Performance Management/Management Information;
- Commissioning and Procurement;
- Quality Assurance;
- Business Support;

This project requires considerable further scoping and, at that stage, a more detailed project synopsis can be produced.

9. Interdependencies

9.1 The interdependencies between the various projects are displayed in a matrix appended to this document. Please refer to Appendix B for further information regarding the full range of interdependencies.

10. Key milestone dates

10.1 Key milestone dates will be established within the Programme Plan that will be derived from the various Project Plans once the programme has been approved by the Programme Board and Programme Sponsor.

11. Key risks

11.1 Key risks to the success of the programme are outlined below with an indication of potential impact and, where possible and/or known, mitigations.

Ref	Risk
1.	Lack of appropriate levels of project resources
	<p>A key factor in ensuring delivery of the programme within tolerance is the commitment of appropriate resources. This includes both financial resources (lack of sufficient programme budget) and human assets (lack of sufficient programme support resources).</p> <p>There will be a similar risk associated with the individual projects; a lack of appropriate resources is likely to reduce the probability of projects being successfully delivered. With multiple project interdependencies, the failure of one is also likely to impact upon many.</p>
2.	Securing of appropriate business resources
	<p>Similarly crucial to the success of the programme will be the commitment of appropriate resources from the business. It is crucial that relevant officers are allowed sufficient time and capacity to perform the functions required of them within the parameters of the programme.</p> <p>Whilst every effort will be made during the planning of each project to account for pressures on officers, one each plan has been committed to, any reduction in the projected availability of resources is likely to have a detrimental impact upon the timeliness with which projects are successfully delivered.</p>
3.	Dependency on a small number of officers for project delivery
	<p>Initial scoping of the range of projects comprising the CSTC Programme suggests a high degree of commonality across the project leads and, potentially, each project steering group. With such a high number of interdependencies it is essential that there is significant communication between projects, and this is most easily achieved through cross-pollination of personnel from project-to-project. The risk with this is that a relatively small number of officers may find themselves leading and participating in a high proportion of the programme activity.</p> <p>This will present significant challenges in terms of availability of these officers as well as an increased risk to the programme through absence of any of these key officers, for whatever reason.</p>
4.	Non compliance with programme methodology
	<p>A failure to adhere to agreed programme methodology and/or operating protocols will compromise the ability of the Programme Board and Programme Manager to apply the necessary level of scrutiny and control to the programme. This includes the use of agreed programme documentation.</p>

5.	Maintaining 'business as usual'
With a significant degree of the project resources coming from within existing resources, there is a risk to maintaining business as usual whilst delivering the project. Similarly, an escalation in the volume of business as usual may impact negatively upon programme delivery.	

11.2 Please note that these represent high-level risks to the *programme*. More detailed risks to each of the individual projects will be outlined in each project plan. These will be collated and reported to the Programme Board via the Programme Risks and Issues Log.

12. Key issues

12.1 Key issues of immediate concern to the programme and in need of resolution in advance of project initiation are outlined below:

Ref	Issue
1.	Programme scope
The scope of the programme needs to be agreed. This should include an agreement that the programme scope can only be amended following discussion at the Programme Board and with the authorisation of the Programme Sponsor.	
2.	Programme management structure and governance
The governance, accountabilities and programme structure will be presented below. This will need to be ratified by the Programme Board prior to programme initiation. In addition, the Programme Board will be requested to issue a clear mandate instructing the participation of relevant officers.	
3.	Budget and resource issues
The required level of appropriate resources to successfully deliver the programme to be established and funding to support this agreed and held by the Programme Manager (or designate).	

12.2 Please note that these represent high-level issues concerning the *programme*. More detailed issues for each of the individual projects will be outlined in each project plan. These will be collated and reported to the Programme Board via the Programme Risks and Issues Log.

13. Governance and accountabilities

13.1 The structure and governance of the programme will be crucial to successful delivery. With the number of projects that will fall under the umbrella of the programme, care has been taken to ensure that the balance is struck between key officer involvement being secured, and not placing unrealistic burdens upon these officers.

13.2 For programme management purposes progress will be reported to the SEND Transformation Programme Board (DMT) through a formal highlight reporting mechanism. This Board will have overall responsibility for the execution of the programme. The Programme Board will be chaired by the Programme Sponsor. This group will meet monthly.

13.3 An 'off-line' decision-making process will exist throughout the life of the project. Decisions outside of the formal Board protocols may be taken providing tripartite approval is provided by the Programme Sponsor, Programme Manager and Projects Lead. All off-line decisions will be formally captured and reported to the next scheduled Programme Board for retrospective ratification. The off-line decision making protocol will not apply to

decisions that change the scope of the programme, these decisions must only be made by the Programme Board.

Programme Board Membership	
Name	Role
Helen Jenner	Corporate Director of Children's Services (Programme Sponsor/Chair)
Kamini Rambellas	Divisional Director; Children's Social Care and Complex Needs (Projects Lead)
Chris Bush	Commissioning and Projects Manager (Programme Manager)
Meena Kishinani	Divisional Director; Strategic Commissioning and Safeguarding
Christine Pryor	Divisional Director; Targeted Support
Jane Hargreaves	Divisional Director; Education
Baljeet Nagra	Group Manager; Children with Disabilities Service
Joy Barter	Group Manager; Early Years and Childcare (and LDD Board Chair)
Ann Jones	Group Manager; Education Inclusion
Jeremy Monsen	Principal Educational Psychologist
Sharon Morrow	Chief Operating Officer; Barking and Dagenham CCG

13.4 Operational programme delivery will be steered by a series of Project Managers who will report to the corresponding Project Sponsor. Each project will be supported by dedicated Project Support. The Programme Manager will meet regularly with the Project Sponsors and Project Managers to monitor progress and to facilitate reporting to the Programme Board. It is expected that Project Managers and Project Sponsors will hold their own steering groups as a way of overseeing the delivery of their individual projects. Details of the structure of this can be found below and in greater detail appended to this document.

Projects Structure			
Project	Project Sponsor	Project Manager	Project Support
Assessment and Plans	Joy Barter	Rosie Herbert	Sarah O'Donovan
Local Offer	Jane Hargreaves	Jacqueline Ross	TBC
Integrated Commissioning	Meena Kishinani	TBC	TBC
Personal Budgets	Jenny Beasley	TBC	TBC
Transitions	Kamini Rambellas	Pete Ellis	TBC
Information Systems	Tony Sargeant	Kevin Taggart	Rob Baker
Operational Design	Baljeet Nagra	Paul Richardson	TBC

13.5 In the interests of developing a more robust approach to project management across the department, a group will be formed of all the Project Support officers. This

group will be chaired by the Programme Manager with the purpose of developing a wider understanding of project management methodology as well as providing a support mechanism to these officers.

14. Communication

14.1 The following groups will receive the following reports in line with the cycles set out below.

Reporting plan			
Report	To	Author	Frequency
Programme Highlight Report	Programme Board	Chris Bush	Monthly
Project Highlight Reports	Programme Board	Project Sponsors	Monthly
Project Highlight Reports	Project Sponsors	Project Managers	Monthly
Workstream Progress Reports	Steering Groups	Workstream Leads	Monthly
Risks and Issues Report	All Groups	All Leads	Monthly

14.2 Standardised project documentation will be used. To minimise the burden upon staff much of this documentation has been rationalised so that only that which is absolutely necessary is being used. In addition to regular highlight reports, Project Sponsors/Managers will be expected to produce a Project Brief and an initial Project Plan and Timeline that will need to be updated as the project requests. A timetable for updates and submissions to the Programme Manager will be produced. Failure to adhere to the reporting structure will reduce the ability to track progress holistically.

14.3 Templates of the above project documentation have been produced and tested.

15. Resources

15.1 Funding: To be established once information from individual Project Plans has been collated.

15.2 Staffing: To be established once information from individual Project Plans has been collated.

16. Quality assurance

16.1 Quality assurance is a critical component of the programme delivery. To this end, all Project Briefs (produced by Project Manager/Sponsors) will be quality assured at the Quality Assurance Group prior to the first presentation to the Programme Board. This review will include the recommendation (to the Board) of quality assurance/control measures that should be attached to each project.

16.2 Once the programme is live, the Quality Assurance Group will review the progress of each project prior to presentation to the Programme Board. This will occur as part of the monthly reporting cycle.

17. Further Information

17.1 For further information regarding the contents of this report, please contact Chris Bush, Commissioning and Projects Manager by telephone on 020 8227 3188, or via e-mail on christopher.bush@lbbd.gov.uk

**Appendix A
Projects Outline (Summary)**

Information Systems Development Project

Project Sponsor: Tony Sargeant

Project Manager: Kevin Taggart

Project Support: Rob Baker

EHCP CMS Implementation Workstream	Lead Damien Cole
Information Sharing Workstream	Lead TBC
Modern Ways of Working Workstream	Lead Jeevan Sharma

Integrated Commissioning Project

Project Sponsor: Meena Kishinani

Project Manager: TBC

Project Support: TBC

Commissioning Strategy Workstream	Lead TBC
Multi-Agency Resource Panels Workstream	Lead TBC
Resource Allocation Workstream	Lead TBC

Personal Budgets Project

Project Sponsor: ACS Rep (TBC)

Project Manager: Jenny Beasley

Project Support: TBC

Resource Allocation Workstream	Lead TBC
Personal Budgets Process Workstream	Lead TBC
Service Directory Workstream	Lead TBC

Single Assessment and Plans Project

Project Sponsor: Joy Barter

Project Manager: Rosie Herbert

Project Support: Sarah O'Donovan

Referral and Assessment Process Workstream	Lead TBC
EHCP Plan Development Workstream	Lead TBC
Multi-Agency Resource Panels Workstream	Lead TBC
Eligibility Criteria Workstream	Lead TBC
Resource Allocation Workstream	Lead TBC
Multi-Agency Resource Panels Workstream	Lead TBC
Consultation and Engagement Workstream	Lead TBC

Local Offer Project

Project Sponsor: Jane Hargreaves

Project Manager: Jacqueline Ross

Project Support: TBC

Local Offer Development Workstream	Lead TBC
Short Break Provision Workstream	Lead TBC
Appeal and Tribunal Workstream	Lead TBC

Transitions Project

Project Sponsor: Kamini Rambellas

Project Manager: Pete Ellis

Project Support: TBC

Transition Process Workstream	Lead TBC
Transition Model Workstream	Lead TBC
Transition Plan Development Workstream	Lead TBC
Resource Allocation Workstream	Lead TBC
Consultation and Engagement Workstream	Lead TBC

Operational Design Project

Project Sponsor: Baljeet Nagra

Project Manager: Paul Richardson

Project Support: Craig Seymour

Operational Service Structure Workstream	Lead Baljeet Nagra
Human Resources Workstream	Lead Jackie Manood
Training/Workforce Development Workstream	Lead Linnett Whittaker
Performance Management Workstream	Lead Vikki Rix
Commissioning/Procurement Workstream	Lead Valerie Tomlinson-Palmer
Quality Assurance Workstream	Lead TBC
Business Support Workstream	Lead TBC

Programme Governance

Work Streams

Managed through the individual Project Steering Groups by each Project Manager with the various 'Workstream Leads'



Projects and Project Managers

Assessment and Plans	Joy Barter
Integrate Commissioning	Meena Kishinani
Personal Budgets	TBC
Information Systems	Tony Sargeant
Local Offer	Jane Hargreaves
Transitions	Kamini Rambellas
Operational Design	Baljeet Nagra



Each Project Manager produces a Highlight and Exceptions Report for their project in conjunction with Project Sponsor and Programme Manager for presentation to the Programme Board

Programme Board

Project Sponsors

Joy Barter	Jane Hargreaves
Meena Kishinani	Kamini Rambellas
TBC	Jeremy Monsen
Tony Sargeant	Chris Bush

Other Members

Helen Jenner Christine Pryor Ann Jones Sharon Morrow	TBC ACS Representative(s)
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