A Programme Manager's Experience of SEND

Simple Approaches and Tools That Deliver Successful Improvements

Zoe Richards

Workshop Brief

Recognising that SEND is unlike any other improvement programme, this workshop illustrates the simple things to use from programme and project management that enable successful delivery of SEND improvements, and keeps senior leaders up-to-date. Zoe Richards will share a small selection of the most useful approaches and tools that she used to strengthen partnership working and to deliver new ways of working that delivered improvements on SEND, ultimately releasing Lancashire local area from DfE and NHSE monitoring.

The Cogs That Turn The Delivery Wheel

Purpose

Performance

Process

People
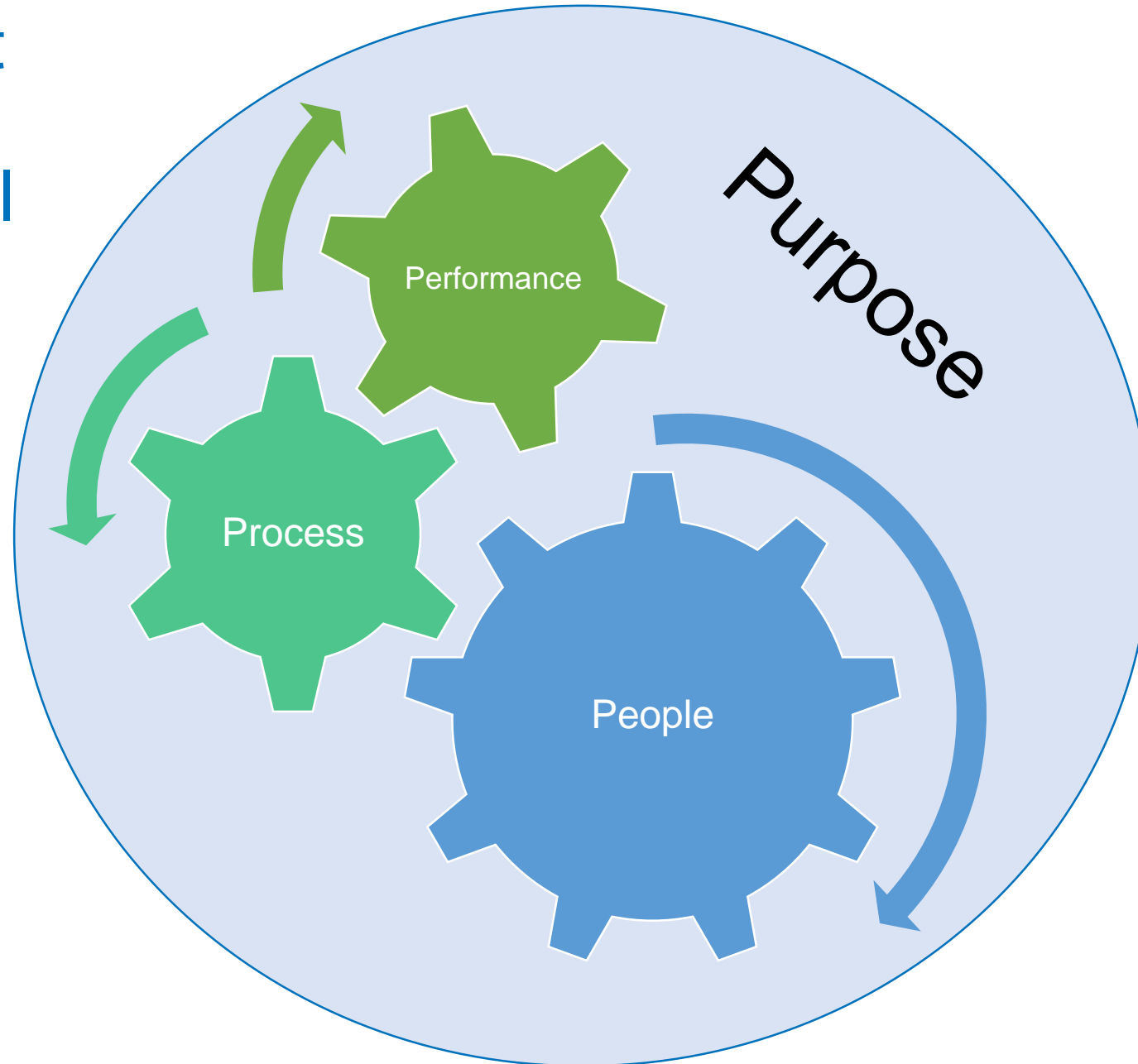
Purpose

- Passing inspections – a bi-product of improvement and robust practices

- What problem are you working to solve?

  - Integration, joint working, and partnership

  - Leaders' knowledge and understanding of the local area

  - Service redesign and service improvement – to deliver statutory duties

  - Accountability and delivery

  - Parent carer trust and faith in the local area

  - Positive/appropriate impacts on children and young people

Process

- **KEEP IT SIMPLE** – improvement is not a full-time job for most people

- **AVOID**: Contract management, GANTT Charts, Project Initiation Documents (PIDs) and Project Outline Documents (PODs) and other complicated tools

- **DEFINE**: Ownership, methodology, accountability

- **MANDATE**: Authority to proceed – with buy-in and clear boundaries

- **USE**: Pick and mix of tools, service redesign, data dashboard, Key Performance Indicators (KPIs)

- **GOVERNANCE**: Accountable officer, senior responsible officer, project leads – can't mark your own homework

Performance

- **Oversight**: partnership governance structure

- **Scrutiny**: elected members, Non-Exec Directors (NEDs), senior leaders

- **Accountability**: meaningful and realistic – a clear lead to hold to account

- **Key Performance Indicators**: realistic and chunked down to milestones

- **Monitoring**: Highlight reports (BRAG – Blue, Red, Amber, Green), exception reporting, risk and issues register, action tracker

- **Evidence**: demonstrate progress with KEY evidence

- **Impact and effectiveness**: on the child or young person, not the system

Cumbria SEND Action Plan for Autism: Highlight Report
Quarter 2 2022/23   Date: 30/08/22

BRAG Rating

Current Delivery Improving Position	Previous Position	Original Delivery Significant Delay

Priorities in Plan for Delivery by 31/03/23	Actions Delivered to Date	Impact on CYP
2.1 Develop an accurate understanding of our assessment times and referral information	**EXAMPLE TEXT**	
	Pathway navigators in post in South and recruited in North	Reduction in anxiety and frustration whilst on waiting list, and supported
2.2 Deliver operational improvements to existing provision		
2.3 Develop a recovery plan to address the pre-existing and increased backlog that has developed because of the COVID pandemic		
2.4 Implement ASD Pathway improvements		
2.5 Develop a system-wide model to deliver a graduated response across health, education and care		

Risk or Issue	Date	RAG	Mitigations

Cumbria SEND Action Plan for Autism: Highlight Report
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	Completed	On target	Delayed	Significant delay

| | Priority 2.1: Develop an accurate understanding of Autism assessment times and referral information | Date | Lead | Current Position

This column will be updated monthly to provide full quarter position |
|---|---|---|---|---|
| 2.1.1 | Sub-actions of the over-arching action | | | |
| 2.1.2 | | | | |
| 2.1.3 | | | | |
| 2.1.4 | | | | |

Cumbria SEND Accelerated Progress Plan for Autism: Highlight Report
Quarter 2 2022/23

Actions in Next Month	Actions in Next 3 Months	Actions in Next 6 Months
Expand 'You Said, We Did' to 'You Said, We're Doing, We Did' to share progress with actions with parent carers	Design improved triage process (Action 2.2.1)	Review progress with delivery of the Autism Improvement Plan
Consult across system and with parent carers on autism terminology	Socialise and pilot the referral form, and review the pan-Lancashire digital referral form with a view to longer term implementation once proof of concept is complete (Action 2.2.2)	
Continue to spread word about the Clinical Partners Support Offer – a diagnosis letter shared by a family shows this is not included in correspondence to families		

Cumbria SEND Accelerated Progress Plan for Autism: Highlight Report
Quarter 2 2022/23

ASD APP Exception Report Aug 2022	Date	Lead	Expected or Actual Impact
Feedback from parent carers indicates a growing trust in the changes that are being implemented, and indicating that changes are being experienced by families	31/08/22	Barbara Kewn	Reduced numbers of families feeling the need to get a second opinion or private assessment for autism diagnosis

Engagement, Participation and Co-production Activity this Quarter	Next Steps

Cumbria SEND Action Plan for ASD APP: KPI and Milestones Report Quarter 2 2022/23

BRAG Rating

Current Delivery Improving Position	Previous Position	Original Delivery Significant Delay

Impact measures and milestones to be achieved

KPI Reference	By 3 months	RAG	By 6 months	RAG	By 12 months	RAG	Target
Priority 2.1: Develop an accurate understanding of Autism assessment times and referral information							
2.1.1 / 2.3.1	Data set, including waiting times approved by all relevant stakeholders	🟩					Autism Data Set defined and agreed
2.1.2	Initial data dashboard developed using available data and reporting monthly	🟧	Coding completed for additional parts of the data set, and reported on dashboard		Full data set in place and reported on dashboard		Autism Data Dashboard in place and reporting monthly
2.1.3	Initial unwarranted variations identified and reported on	🟧	Unwarranted variation identified and deep dive held to understand reasons		Action plan in place and delivering changes to manage unwarranted variations		Unwarranted variations identified and understood, with action plan in place to manage
2.1.4	Set up coding to identify referral sources	⬜	Analyse referral data and report on areas with highest referrals		Deep dive with identified areas to support graduated approach		Understand referral sources and highest referral areas
Priority 2.2: Deliver operational improvements to existing provision							
2.2.1 / 2.2.3 / 2.4.3	Set up process mapping workshop with all stakeholders	🟩	Process mapping complete with action plan developed to deliver change		Action plan delivering achievable pathway improvements		End-to-end process for Autism Pathway fully understood
2.2.2	Include referral process within process mapping workshop (Action 2.2.1)	🟩	Design of referral process is understood and agreed by all stakeholders, including graduated approach		Improved referral process in place, supported by graduated approach		Referral process is clear and graduated approach included
2.2.4 / 2.5.1	Information regarding all available support offers collated	🟧	Support offers shared on Local Offer and with all relevant practitioners, who are sharing with families		Regular communications in place with families to keep them informed of support offers		Support offers are in place and easily accessible by families
2.2.5	Gaps identified in support offers available	🟩	Gaps in support offers reported to inform next steps		Action plan in place to develop on-going support offers		Gaps in support offers understood and managed
Priority 2.3: Develop a recovery plan to address the pre-existing and increased backlog that has developed because of the COVID pandemic							
2.3.2	Develop action plan for recovery	🟧					Recovery Action Plan in place
2.3.3			Analyse potential causes for increased referrals, and report to inform next steps				Understanding of reasons for increased referrals
2.3.4			Monitoring system in place for recovery plan, with monthly/quarterly reporting				Recovery plan monitored monthly and quarterly

People

- Cultures, behaviours, operating models, ways of working

- Partnership with trust – and with same purpose

- Clear governance – what is reported and who it is reported to

- Matrix delivery with mandates to deliver

- Who leads the programme, who leads elements of delivery?

- Think SEND, Think Voice – engagement, participation and co-production – with practitioners across system as well as with parent carers, and children and young people

- Understand what can be co-produced, and what can't

Recap – Key Tools

- Focus on impact from the start – what difference will this make to children and young with SEND, and their families

- Governance structure

- Data Dashboard – including SEN2 Data

- Action tracker – tracker not log as a log is static, a tracker is active

- Highlight reporting – monthly and quarterly – and include exception reporting

- Risk and Issues Register – risk might happen, issue is already happening

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