

SEND Governance Review

Summary Points

- This report is the product of a task and finish group established by the SEND Programme Board to review programme governance as part of the current refresh underway as we move to a new SEND Strategy.
- The current governance arrangements are well established and effective and provide a good foundation on which to build.
- There are opportunities to strengthen the governance arrangements further by reviewing the function of the current Priority Leads Group; building greater performance oversight; extending social care involvement; reviewing potential duplication; and strengthening the voice of key stakeholder groups.
- The task and finish group has identified a series of recommendations for the next phase of the programme and seeks the support of the Programme Board regarding these proposals.

SEND Programme Board is asked to:

- Consider the adoption of the recommendations for further strengthening governance arrangements set out in this paper.

Introduction and Context

The Suffolk SEND Programme has now reached the end of its first four-year cycle with the current SEND Strategy ending in 2020. A new strategy is currently in the final stages of development for 2021-2023. This will be finalised in June 2021. It is therefore an appropriate time to review the effectiveness of the programme governance and agree any changes to be made for the next phase of delivery.

At the January SEND Programme Board it was agreed that a task and finish group would be convened to review the governance arrangements and provide recommendations back to the Board. This group has now met, and this report is a summary of the views and recommendations from the group.

Review of Current Governance Arrangements

The following table summarises the key points from the Task and Finish Group's evaluation of the current governance arrangements:

What is working well?
<ul style="list-style-type: none">• There are clear and well-established governance structures with shared programme priorities for delivery.• All partners across the system are committed to the SEND Programme as a joint endeavour and participate actively in it.

- There is strong accountability across the various elements of the governance system, with representatives willing to hold each other to account.
- The current governance model has been impactful in driving change and aligning elements of system more closely.

What needs to change/Future opportunities?

- The role and membership of the Priority Leads Group needs to be reviewed and strengthened as the operational oversight group for the programme.
- The arrangements for analysis and quality of performance across the full range of SEND system quality indicators and learning from them needs to be developed.
- There are opportunities to build stronger involvement of social care colleagues.
- There is an opportunity to streamline activity between this and other large programmes to reduce duplication.
- We should develop further young people's voice within the programme, including more input from YP regarding their lived experience.
- Lived experience should be a stronger part of overall review of progress
- We should seek ways to strengthen the BAME community voice within SEND
- The role of programme board members in communicating and cascading work of the board and the programme should be clarified.
- There are opportunities to streamline the reporting approach within the programme
- There is a need to develop a new outcomes framework for the new strategy that is more refined than the current KPI dashboard

Recommendations for Taking Forward the Key Areas for Development

The task and finish group recommends the following actions to take forward the key areas identified for further development of the current governance model:

Aspect for Development	Recommendation
The role and membership of the Priority Leads Group needs to be reviewed and strengthened as the operational oversight group for the programme.	<p>Retain and strengthen priority leads and priority groups. Having this structure helps to spread ownership at an operational level and it is important not to lose this.</p> <p>1. The Priority Leads Group should be developed as follows: Extend its remit to include accountability for quality/training/performance across the programme alongside oversight for operational delivery of the work programme. Review the membership to include senior system operational leaders (including provider reps.) given new remit. Create terms of reference for the group. Change its name to signify wider role.</p>
The arrangements for analysis and quality of performance across the full range of SEND system quality indicators and	<p>2. Priority Leads Group should take responsibility for: Regular review and analysis of the performance of key aspects of the SEND system, with a quarterly report on this work to Programme Board. Identify the learning/ actions from this analysis and oversee the improvement work related to it.</p>

learning from them needs to be developed.	
There are opportunities to build stronger involvement of social care colleagues.	<p>3. Strengthen the early help and social care participation in the programme by: Appointing a DSCO Asking social care and early help service leads to work with the Programme Manager to find a way to secure involvement from across the spectrum of early help and social care across the breadth of the programme.</p>
There is an opportunity to streamline activity between this and other large programmes to reduce duplication.	<p>4. Undertake a mapping exercise to identify potential point of overlap between this and other programmes and opportunities for smarter use of information and meetings. (eg Transforming Care? Children's Alliance?)</p>
<p>We should develop further young people's voice within the programme, including more input from YP regarding their lived experience.</p> <p>Lived experience should be a stronger part of overall review of progress</p>	<p>5. Review and strengthen the arrangements for gathering child/YP voice through survey and feedback, perhaps something similar to Healthwatch Survey?</p> <p>6. Use case studies – one at each or every other Programme Board to gain insight into lived experience for child and their family – ask different system reps to prepare a case study on a rota</p> <p>7. Prioritise the voice of service users in changing the order of agenda for Board</p>
We should seek ways to strengthen the BAME community voice within SEND	<p>8. Priority Leads Group should undertake a piece of work to explore other organisations' approach and develop a plan for the Programme.</p>
The role of programme board members in communicating and cascading work of the board and the programme should be clarified.	<p>9. The Programme Manager should prepare a short summary for Headlines (and related communications) following each board mtg to summarise key points/decisions.</p> <p>10. Clarification of role of Board Members in cascading information should be agreed and included in the terms of reference.</p>
There are opportunities to streamline the reporting approach within the programme	<p>11. Review the current reporting documentation to streamline it. Using the action plan as the report that feeds the board directly would improve transparency and reduce bureaucratic burden – would need a way to also update the action plan along the way. Making action plan more of a working document with SRO report pulling out highlights, exceptions and key risk changes</p> <p>12. Develop practice regarding the risk register to be more integral and dynamic.</p>
Develop new outcomes framework that is more refined than the current KPI dashboard	<p>It was noted that this work has already been commissioned by Programme Board and is in progress as part of the development of the new phase of the programme.</p>