

**SEND PROGRAMME RISK REGISTER 2021/23 Update**

		Probability				
		1: Rare	2: Unlikely	3: Possible	4: Likely	5: Almost Certain
Impact	5: Catastrophic	5	10	15	20	25
	4: Major	4	8	12	16	20
	3: Moderate	3	6	9	12	15
	2: Minor	2	4	6	8	10
	1: Negligible	1	2	3	4	5

Probability and impact matrix

#	Description	Owner	Pre Mitigation Prob Imp.	Response/Mitigation	Post Mitigation Prob Imp.	Current Position
<b>Working Together</b>						
1	Communication and engagement is ineffective and as a result, managers, practitioners, service users and stakeholders are not sufficiently informed, and involved in the changes we need to make.	Ros Somerville Lianne Nunn	3	4 12	2 4 8	<u>East &amp; West Suffolk &amp; Waveney</u> <ul style="list-style-type: none"> <li>Inclusion News issued for practitioners</li> <li>SEND Parent Carer Update Nov 20 and Feb 21 written by DW reach is low.</li> <li>Activities Unlimited eNews written by CF/LR mailing list of 750</li> <li>New complaints management approach now implemented and taking learning into casework practice. (check)</li> <li>Practice of routine messaging following strategic meetings not fully embedded</li> <li>Local Offer Facebook page used for sharing key messages alongside all communication channels.</li> <li>Comprehensive comms during Covid to support families and system professionals.</li> <li>Intended publication of SEND Strategy 2021-23 delayed because of Independent Review</li> <li>EAL is in its infancy of developing accessible information</li> </ul>
2	Failure to undertake co-production effectively across the SEND system, including children and young people leading to poorly designed services and provision and continued CYP and parental frustration.	Ros Somerville Lianne Nunn	3	4 12	2 4 8	<u>East &amp; West Suffolk &amp; Waveney</u> <ul style="list-style-type: none"> <li>SPCN were previously involved in all aspects of the programme where there are strategic changes to services.</li> <li>SPCN disbanded June 21. Contact are helping build a new parent/carer forum</li> <li>A Young Persons' network enables young people with SEND to contribute</li> <li>3 YP Champions trained (check)</li> <li>SPCN monthly meeting now re-instigated</li> <li>You Said, We Did in response to pandemic published</li> </ul>

					<ul style="list-style-type: none"> <li>You said, We did to be re-invigorated <a href="https://www.suffolk.gov.uk/you-said-we-did-community-directory">You said, we did   Community Directory (suffolk.gov.uk)</a></li> </ul>			<ul style="list-style-type: none"> <li>You, Said We Did in support of draft 2021-23 strategy drafted – but not published as Strategy approval by Cabinet delayed</li> <li>Need better ways to capture and focus 'You said, We did' impact on day-to-day experience and outcomes for families</li> <li>Interim action plan is in place, and co-production volunteers are being sought</li> <li>Co-production scoping sessions are being held w/c 12/09/21</li> </ul>
<b>Resources</b>								
3	Delays to new Special Schools / Specialist SEND Units due to open Sept 21	Gemma Morgan	4	4 16	<ul style="list-style-type: none"> <li>Communication with affected families on progress of new units</li> </ul>	3	4 12	<ul style="list-style-type: none"> <li>Majority of the units progressed on schedule but some not, in large part due to C-19 delays: See Programme Board SRO report for update</li> </ul>
4	Increased demand and budgetary constraints may prevent or limit the ability of services to deliver outcomes from the SEND Strategy.	Ros Somerville Lianne Nunn	5	5 25	<ul style="list-style-type: none"> <li>SEND Sufficiency Plan needs to be reviewed in 2021</li> <li>Joint commissioning arrangements in place</li> <li>The potential longer-term impact of Covid-19 may have additional implications for funding Speech &amp; Language Services.</li> </ul>	3	5 15	<ul style="list-style-type: none"> <li>Some residual SEND reform grant. (£113,467 is uncommitted)</li> <li>To deliver more substantially on the objective to widen respite offer is a cost pressure that is not currently budgeted for.</li> <li>To undertake capacity (and training) analysis within Family Services</li> <li>Sufficiency plan meeting to be scheduled</li> </ul>
5	High Needs DSG budget constraints particularly in light of increasing demand and complexity, plus financial impact on health and care of opening new education placements e.g.	Gemma Morgan	4	4 16	<ul style="list-style-type: none"> <li>SEND capital programme</li> <li>Close scrutiny of spend from the High Needs Block</li> </ul>	4	4 16	<ul style="list-style-type: none"> <li>New high needs funding system now fully operational however Suffolk continues to be challenged because of low funding levels compared with other LAs. The COVID-19 pandemic has placed additional and as yet not fully quantified pressure on resources. Transitional Protection in place to support affordability. Deficit recovery agreed with School's Forum, however, High Needs element of DSG which is required to top-up revenue</li> </ul>

	additional children in county						cost for new placements and existing placements and improving the diversity of post-16 provision is likely to remain under significant pressure. Potential £3m HNF overspend this year in 2021/22
6	Capacity of all core partners to be able to commit required resources to meeting the milestones in the SEND strategy	Ros Somerville / Lianne Nunn	4	4 16	<u>East &amp; West Suffolk &amp; Waveney</u> <ul style="list-style-type: none"> <li>Consider what strengthen capacity for all core partners across SEND Strategy</li> <li></li> </ul>	3 3 9	<u>East &amp; West Suffolk &amp; Waveney</u> <ul style="list-style-type: none"> <li>Impact of C19 has slowed progress</li> <li>SEND Reform Grant has supported additional capacity needs – but limited remaining</li> <li>SEND Project Manager WA in place from May 2021 providing valuable capacity</li> <li>Limited capacity due to sickness / covid / vacancies in operational services to progress actions</li> <li>Impower support</li> </ul>
<b>Services</b>							
7	Garry / Rebecca to Review Completion of SLCN redesign does not deliver effective and appropriately targeted services.	Garry Joyce	3	3 9	<u>East &amp; West Suffolk</u> <ul style="list-style-type: none"> <li>Implementation of Year 2 plans</li> </ul> <u>Waveney</u>	2 3 6	<u>East &amp; West Suffolk</u> <ul style="list-style-type: none"> <li>Year 1 is completed and accounts for 70% of the investment. Year 2 commenced in-line with the agreed model, recruitment is now complete and service spec is to be varied into the contract.</li> </ul> <u>Waveney</u>

8	Continued progress in improving the experience of families and young people and impact in relation to statutory assessments and specialist placements to ensure needs are met in a timely way	Tracy Winwood	5	5 25	<u>East &amp; West Suffolk &amp; Waveney</u> <ul style="list-style-type: none"><li>Strengthen QA arrangements system wide</li><li>Enhance service feedback measures to enable more granular and current feedback on service provided</li><li>Delivery of SEND Priority 2, including redesign of Decision Making Panels process and the Phase Transfer Process</li></ul>	3	4 12	<u>East &amp; West Suffolk &amp; Waveney</u> <ul style="list-style-type: none"><li>Very significant improvements in EHCP timeliness</li><li>Weekly reporting supports managing casework. <b>This needs further strengthening</b></li><li>New QA arrangements in place from spring 2021 with audit / moderation cycle.</li></ul>
9	<b>Garry / Rebecca to Review</b> Failure to deliver mental health transformation will result in needs not being met	Jaime Hawkins	5	5 25	<u>East &amp; West Suffolk</u> <ul style="list-style-type: none"><li>Mental Health Transformation Programme</li></ul> <u>Waveney</u> <ul style="list-style-type: none"><li>Full redesign similarly happening.</li></ul>	4	5 20	<u>East &amp; West Suffolk</u> <ul style="list-style-type: none"><li>High level model agreed based on Thrive Framework.</li><li>Demand and capacity work to complete</li><li>Delays in Emotional Wellbeing Hub exacerbated by C19. <b>Some progress with waiting list but still significant</b></li><li>The Self Harm pilot at Ipswich Hospital is underway</li><li>CHRIS Crisis Response service in development. <b>Challenges with recruitment of practitioners</b></li><li>Partnership approach to be taken support development to minimise any duplication through Complex Case Panel</li><li>Whole School Approach – MHSTs existing waves being embedded, new sites rolled out from July 21. Primary</li></ul>

								and secondary programmes being developed using the learning from pilots across the County – Implemented from Sept 21.
								<u>Waveney</u>
9.1	<b>Garry and Rebecca to Review</b> Risk that existing ASD and ADHD pathways and provision is not effective in meeting rising levels of demand and complexity across the system	Garry Joyce	4	5 20	<u>East &amp; West Suffolk</u> <ul style="list-style-type: none"><li>Recovery Plans for ASD and ADHD</li><li>New Service design</li></ul> <u>Waveney</u>	3	5 15	<u>East &amp; West Suffolk</u> <ul style="list-style-type: none"><li>Pathway finalised</li><li>Recovery plans in place</li><li>Awarded tenders to VCS for £700k p.a</li><li>Coordination function design meetings have commenced</li></ul> <u>Waveney</u>
9.2	Risk that existing Eating Disorder pathways and provision is not effective in meeting rising levels of demand and complexity across the system	Lianne Nunn			<u>East &amp; West Suffolk</u>  <u>Waveney</u>			<u>East &amp; West Suffolk</u>  <u>Waveney</u>
10	Need to continue to track individual cases of PEX children without a	Ros Somerville	4	4 16	<u>East &amp; West Suffolk &amp; Waveney</u> <ul style="list-style-type: none"><li>Established Monday morning review of exceptions with service leads</li></ul>	4	4 16	<u>East &amp; West Suffolk &amp; Waveney</u> <ul style="list-style-type: none"><li>PEX Deep Dive actions planning is being developed by Maria Hough. Need to clarify whether the inter-related issues</li></ul>

	placement so needs are met in a timely way. Note wider, but related, issue of Fixed Term exclusion and Part Time timetables							of Fixed Term Exclusion and Part Time Timetables are being incorporated into a more comprehensive plan
11	Families and services do not have time to plan and implement transition in cases where Specialist School placements for individual children from September 2021 are not being finalised in a timely way (statutory timescales 15 Feb 21 and 31 March 21)	Tracy Winwood	4	3 16	<ul style="list-style-type: none"><li>Issue for families and health services when not informed in timely way</li></ul>	4	3 16	<ul style="list-style-type: none"><li>Schools and services to be advised w/c 26/4/21. This is later than required, but a improvement on 2020</li><li>Subsequent difficulties in finding sufficient placements to meet needs / requests</li><li>The challenge around this has in part triggered the Independent Review of SEND</li><li></li></ul>
12	Risk that we do not re-establish annual multi-agency self-evaluation event which had provided the opportunity for an annual review of progress against the strategy; wider involvement and feedback from practitioners and service users and				<ul style="list-style-type: none"><li>Considering a potentially scaled down version with a focus on the new strategy and the new outcomes framework.</li></ul>			<ul style="list-style-type: none"><li>Subject to further consideration by Ros Somerville / Lianne Nunn</li></ul>

	refreshing of priorities.						
13	While High Needs Funding policy allows HNF without an EHCP, potential concern that this means it is not tracked			<ul style="list-style-type: none"> <li>To consider whether policy changes needed</li> <li>If Suffolk adopted having an EHCP wherever HNF was needed this would make Suffolk's rate of children with an EHCP rate at/near the top of Statistical Neighbours</li> </ul>			<ul style="list-style-type: none"> <li>Date from Gemma Morgan indicates 1650 children with no EHCPs receive HNF and up to 739 with an EHCP may not be receiving HNF</li> </ul>