PROGRAMME HIGHLIGHT REPORT – CSSLT/ High Needs Board

PROGRAMME Joint Additional Needs & High Needs Transformation Programme (JHNTP)	PROGRAMME DIRECTOR Charlotte Jones	SROs Phil Haslett Wendy Williams Amanda Henderson	PROJECT MANAGERS Usha Parmar Allyson McCulloch

GOVERNANCE STRUCTURES

JAN HN Governance
Structure v1.4.pdf

Terms of Reference
JAN-HN MB - v1.0.pd

PROGRAMME GOVERNANCE

Programme Sponsor	Director Children Services	Chris Spencer
Programme Director	Director of Education	Charlotte Jones
SRO	Assistant Director Commissioning	Wendy Williams
SRO	Head of Education Strategy & Development	Phil Haslett
SRO/ Chair JAN Board	Head of Additional Needs	Amanda Henderson
Programme Manager	JAN HN Transformation Manager	Usha Parmar
Project Manager	Project Manager	Usha Parmar
Project Manager	Project Manager	Allyson McCulloch

JAN STRATEGY PRIORITIES

	JAN STRATEGY PRIORITIES
1.	IDENTIFYING AND MEETING NEEDS
2.	HOLISTIC PLANNING AND ASSESSMENT
3.	UNIVERSAL SUPPORT
4.	PARTNERSHIP WITH FAMILIES
5.	SERVICE CO-PRODUCTION
6.	EQUAL EDUCATION ACCESS
7.	SUPPORTED TRANSITIONS
8.	EFFECTIVE COMMISSIONING AND RESOURCING
9.	INFORMED DECISION MAKING
10.	PREPARATION FOR ADULTHOOD

PROGRAMME PURPOSE	The JAN & High Needs Transformation Programme was formed in 2019 to direct the implementation of the Joint Additional Needs Strategy JAN Strategy and the High Needs Strategy. The programme is established to mitigate the principal risk of under performing in the next Local Area SEND inspection where the scoring framework is likely to change. The inspection is now expected towards the end of 2021 due to delays from COVID-19. The premise of the programme is for all agencies working with children and young people to respond to the child and family's needs first and not the category of need; providing the right support, in the right place, at the right time and to do this collectively, not separately. The project briefs produced and signed off to date:

	Projects	Project Manager	RAG	Status
PROJECTS				
1.	Spend Redesign SEND & EHCP	Usha Parmar	🟧	
2.	Integrated Commissioning	Usha Parmar	🟩	
3.	SEND Self Assessment Gaps and Readiness	Usha Parmar		Not started
4.	Primary LINCS	Allyson McCulloch	🟧	
5.	Secondary LINCS	Allyson McCulloch	🟧	
6.	Alternative Provision Service Redesign	Allyson McCulloch	🟩	

2.	
REPORTING PERIOD	Quarterly 🟩 Previous quarter 🟩

MANAGEMENT SUMMARY

Programme Overview

The JHNT Programme was developed in March 2020 with six projects identified to ensure the child is placed at the centre of any solutions and decisions and that the voice of families is represented in any service development through multiagency working. The key objective is to make a measurable impact where the difference made is tangible and relevant to families and practitioners.

A key driver is the High Needs budget and the significant overspend on the statutory services of EHCP and APS. As such the Spend Redesign project is to develop a banding system that facilitates schools/ Early Years to access funding much sooner when low level needs are identified; thus reducing the need for entering into the costly and resource intensive statutory processes. Likewise the Alternative Provision Service is to be redesigned to facilitate early intervention and inclusive practices to reduce costs and meet children's needs without resorting to permanent exclusions.

The Integrated Commissioning Forum has been established to provide strategic multiagency oversight and intervention for the Local Area by looking at the collective evidence and data from partners to build a cohesive picture for the county of what the needs are by cohort and by type of education setting. This brings together social care, health and education commissioning colleagues for a more formal integrated approach.

The Primary and Secondary Local Inclusion Clusters projects will ensure local authority services, resources, systems and processes are in place to support local partnerships to develop and implement inclusion services and interventions through a cluster based model. This was one of the agreed outcomes from the High Needs strategy following extensive consultation and is aimed at increasing local collaboration and best practice within the school system itself.

The SEND Inspection Readiness project is to implement the gaps and weaknesses that have been identified in the SIF Inspection and monitoring visits, SEF and ILACS self assessments, and the benchmarking of Ofsted reports of similar county profiles as a means to driving improvements with oversight from the JAN Management Board. This will ensure the council and partners are well placed at the next inspection. The project spans across education, health, CCG, and Adults Services.

Governance
The governance for the programme has been developed – see above

	Governance section. The SEND Inspection Readiness work reports to JCPE quarterly, and the CCG/SC/Health elements are to report to the Health and Wellbeing Board HWBB by exception. **Budget overview** The High Needs outturn for 20/21 is currently forecasting to be broadly in line with budget. This is a significant step forward from the previous year, where forecasting was showing a significant overspend against budget. In the last programme highlight report we outlined the importance of continued investment from the government. We are pleased to confirm that Gloucestershire has been provisionally allocated an additional £6.4m for 2021/22 (subject to census update), which is in line with the increase this year (2020/21). Modelling shows that this will help to offset some of the rising costs, but does not bridge the gap. This year on year increase would have made the difference if it had been implemented a year earlier. Details and modelling were shared with the Schools Forum in September and a number of areas are being considered to reduce costs (Diseconomy of Scale, Efficiencies in the Advisory Teacher Service and the 1 in 40 model). **Timescale overview** Two programme plans have been developed, a Pre Covid-19 timeline, and a Post Covid-19 timeline. Currently the programme is delayed by one month. The importance of the impact of Covid-19 on progress against SEND plans will depend upon the length of the current situation and the timing of the next inspection. The plans are below in the Critical Path section. **Decisions requested at Oct board – add to agenda** • Sign off of the Baseline report Prevalence and Emerging Needs Sept20. • Sign off of the SEND Inspection Readiness project brief v1.0 • Sign off in principle of Banded Funding engagement pack • Sign off of Coproduction & QA draft ToR v0.3

ACTIVITIES COMPLETED	**Spend Redesign SEND & EHCP**
	• Project brief and board structure agreed March 2020
	• Project Board Inception Meeting 17 March 20
	• Banded Funded workstream has developed the descriptors and an engagement pack for key stakeholders to comment on. The final descriptors with the financial model will form part of the cabinet report, with approval sought in Spring 2021.
	• Graduated Pathway workstream underway. The scope is to:
	   o Understand barriers to using the Graduated Pathway
	   o Align the banding and relevant systems and services to the Graduated Pathway
	   o Set up a monitoring system for tracking recipients of funding
	• EHCP: PeopleToo consultancy has been appointed to support the delivery of the EHCP workstream.
	• Communications:
	   o Updated key messages after receiving feedback from SR board members.
	   o Supporting with the engagement pack
	
	Integrated Commissioning
	• Project brief agreed June 2020
	• Integrated Commissioning Forum structure agreed June 2020
	• Integrated Commissioning Forum Inception meeting 3 June 2020.
	• Workstream leads identified
	• The Joint Commissioning workstream is to produce multiagency data and

analysis. As this will take some time to pull together, in the interim the workstream is producing a baseline of existing data. A report 'Estimating Prevalence and Emerging Need SEN-July20' was drafted for initial feedback. A final baseline report date-stamped Sept 20 is ready for sign-off by the JAN Board.

SEND Inspection Readiness
- Draft project brief developed and v0.4.4 issued for Health, CCG and Adults Services input.
- SEND Inspection Readiness brief v1.0 is ready for sign off from the JAN Board.
- Dir Education attended JCPE to update, report well received. Report to JCPE quarterly.
- It was agreed that the CDC Audit Tools would be used for the self-assessment and additional assessment carried out for the transitions elements.
- There are 5 stages with stages 1 and 2 underway. This involves populating the CDC audit tools. Education and Adult Services have started their self-assessments.
- Louise Brill coordinating stages and 2 and Caroline Staite providing the QA of the audit self assessment.
- Meeting held with Keith Vardy Adults Services 1/10/20
- All areas progressing audits.

Primary and Secondary LINCS
- Project briefs and Board structure agreed June 2020
- Joint Project Board Inception meeting held 24.06.20
- Workstream leads identified
- Primary: Inclusion Services to Schools developed draft workstream work package and implementation plan
- Secondary: Draft work packages and implementation plans developed
    - Inclusion Services to Schools
    - CASH Local Inclusion Cluster Pilot
    - Stroud Local Inclusion Cluster Pilot
    - Social Finance x 2 - CYP Voices & Exclusion and Team around the Locality Cluster (TALC)
- Initial engagement with Primary Local Inclusion Clusters Committee 14.09.20 to explain JHNTP/Inclusion Projects.
- Social Finance 'Participation & Coproduction' recruitment of local partner completed: Following substantial systems mapping work Social Finance has partnered with Prospect Training Services to capture the voices of children and young people and parent/carers who have lived experience of exclusions within Gloucestershire to ensure we have a depth of understanding on which to co-produce the infrastructure and evidence-based interventions.
- Initial engagement with Secondary Local Inclusion Cluster Leads on plans to review services to schools and develop pilots focussed on developing Inclusion baseline and tiered model of support

Alternative Provision Service Redesign
- Project brief and board structure agreed June 2020
- Joint Project Board Inception meeting 03.06.20
- Workstream leads identified
- Workstream work packages and plans x 3 developed and agreed
    - Property & Learning Environments
    - Primary Transformation and Early Intervention
    - Secondary Transformation and Early Intervention
- Significant progress on identifying options for securing primary AP premises

	for Stroud & Cots and Gloucester areas
	• Current AP accommodation report with recommendations developed and presented to CS SLT (Quality, suitability & capacity)
	• AP Primary Transformation and Early Intervention workstream underway
	• Draft coproduction plan developed
	
	Coproduction and quality assurance workstream
	• A Coproduction Quality Assurance Group has been established with representation from parents, young people and service providers from statutory and voluntary sectors to challenge and support the coproduction plans and activities from each of the programme workstream.
	• Terms of Reference for the QA group have been drafted for approval by the Board.
	• Coproduction training has been jointly commissioned by GCC and the Parent Carer Forum to begin 9th October.
	• A slide deck of information on the coproduction workstream and the coproduction planning and evidence template has been distributed to all workstream leads.
	
	Education Transitions workstream
	• Sarah Poultney has been identified as the lead on this workstream.
	• Work package and scope of the workstream is in progress.
	
	Digital Capacity workstream
	• A workstream lead is yet to be identified and a working group formed.
	• JHNTP ICT digital elements was reviewed as a request at ICT's Triage meeting on 11 August to ensure that ICT are aware of the programme. Sue Rossiter arranged a meeting with the ICF lead for GCC applications service on 12 August to confirm next steps on how to take the programme forward.
	
	Evaluation workstream
	• Meeting with Social Finance 1.10.20 to discuss approach for scoping out the evaluation framework and holding initial conversations with the SROs.
	
	JHNTP Communications Plan
	• A press release was issued to inform residents of the JHNTP
	• A webpage has been set up for JHNTP.
	• Developed key messages for Spend Redesign project and the Banded Funding engagement pack.
	    • TALC: supported communications for Team Around the Locality pilot. A message went to: All schools (about the pilot in general), Education staff (about the pilot in general), Schools involved in TALC pilot, Schools involved in TALC+ pilot.
	    • The weblink is below and there will be a link to this page from schoolsnet, staffnet and GHLL)
	https://www.glosfamiliesdirectory.org.uk/kb5/gloucs/glosfamilies/family.page?familychannel=3_2_10

ACTIVITIES NEXT PERIOD	**Spend Redesign** • Meeting with Felicity Deane to discuss cabinet process. Cabinet approval to be sought in Jan/Feb 2021. • Banded Funding engagement pack issued to stakeholders and engagement focus groups/ meetings held. • Define EHCP scope and deliverables with PeopleToo. **Integrated Commissioning** • Preparing for Adulthood Strategy and implementation plan finalised.

- Road maps cases and scope defined

SEND Inspection Readiness
- Stages 1 and 2 peer challenge and final conclusion report produced
- QA assessors report produced.

Primary & Secondary LINCS
- Mapping of GCC's Inclusion Services to clarify what and when we offer to schools and what might be missing
- Survey to schools to identify perceptions of which Inclusion Services are effective and where there are challenges and/or gaps (including systems and processes)
- Primary and Secondary LINC engagement to drive projects forward and identify challenges
- Develop workstream work packages:
  - Inclusion Systems & Processes
  - Primary LINCs Pilots
- Develop Co-production plan
- Finalise and sign off workstream work packages:
  - Inclusion Services to Schools
  - CASH Local Inclusion Cluster Pilot
  - Stroud Local Inclusion Cluster Pilot
  - Social Finance x 2 - CYP Voices & Exclusion and Team around the Locality Cluster (TALC)
- Develop workstream work package:
  - Inclusion Systems and processes

Alternative Provision
- Establish AP Secondary working group meetings
- Refine and send Co-production plan to QA group
- Agree baseline data
- Confirm Primary AP property search outcomes and next steps
- Securing Watermoor / developing programme of works & timelines
- Ongoing review and proposal for current AP sites
- Engagement with mainstream primary and secondary schools to identify needs and expectations
- Development of primary and secondary offer including assessment and transitions
- Develop principles of future AP funding model
- Develop workstream work package x 1
  - Inclusion Systems and Processes

Coproduction and quality assurance
- Coproduce targeted training for workstream leads and arrange dates to co-deliver this.
- Support workstreams to develop their coproduction plans and activities.
- Work with project areas to identify opportunities for developing a project wide coproduction plan (rather than multiple workstreams' plans) that may be more relevant and engaging for parents and young people.

Education Transitions workstream
- Working group to be set up

Digital Capacity workstream
- A workstream lead is yet to be identified and a working group formed.

	• A meeting arranged on 5th October 2020 where ICT have been invited to review the request and confirm next steps. **Evaluation workstream** • Scoping and further workshops to be held on establishing a baseline for the programme. • Scope out and develop a proposal for evaluating JHNTP incorporating Common Outcomes Framework. • Social Finance to submit proposal for Outcomes/ evaluation Framework **JHNTP Communications Plan** • Produce staffnet page and article in Families Count about JHNTP • Finalise engagement documents for Banded Funding workstream.
RISKS	New risk identified this period | Risk ref	Description	Mitigation options	RAG
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DECISIONS REQUIRED	Decision requested this period from High Needs Board/ Children Services SLT: • Sign off of the Baseline report Prevalence and Emerging Needs Sept20. • Sign off of the SEND Inspection Readiness project brief v1.0 • Sign off in principle of Banded Funding engagement pack • Sign off of Coproduction & QA ToR
3.	
INTER DEPENDENCIES	• Wider multi-agency work: JCPE, Health, Social Care, Schools, Safeguarding board • Data Lake Programme
BUDGET	The High Needs outturn for 20/21 is currently forecasting to be in line with budget. This is a significant step forward from the previous year, where forecasting was showing a significant overspend against budget. Gloucestershire has been provisionally allocated an additional £6.4m for 2021/22 (subject to census update), which is inline with the increase this year (2020/21). Modelling shows that this will help to offset some of the rising costs, but does not bridge the gap. Details and modelling were shared with the Schools Forum in September and a number of areas are being considered to reduce costs (Diseconomy of Scale, Efficiencies in the Advisory Teacher Service and the 1 in 40 model).

MILESTONES		

Key milestones (based on Pre C19)	Date	Status
Project briefs produced and signed off: • Spend Redesign • Integrated Commissioning • SEND Self Assessment Gaps and Readiness	Feb 20	Done
Project briefs produced and signed off: • Primary LINCS • Secondary LINCS • Alternative Provision Service Redesign	June 20	Done
Integrated Commissioning Forum established	June 20	Done
5x projects initiated	July 20	Done
Inclusion projects x3 planning and inception	Sept 20	Done
SEND Inspection Readiness brief signed off	Oct 20	
SEND Inspection Readiness stages 1 and 2 started	Oct 20	
SR-Banded Funding developed for engagement	Oct 20	
Integrated Commissioning Baseline prevalence and emerging needs report produced and signed off	Oct 20	
SEND Inspection Readiness final conclusion and QA reports produced		
Alternative Provision draft Primary and Secondary models scoped out	Dec 20	
Alternative Provision Primary School sites identified agreed and secured	Jan 21	
SR-Banded Funding Cabinet Approval	Feb 21	
Alternative Provision Primary School programme/s of work agreed/started	Mar 21	
Alternative Provision consultation on revised Primary and Secondary models completed	Mar 21	
Alternative Provision Primary School Programme/s Works completed /handover of sites	Aug 21	
Banded Funding Go Live	Sept 21	
Alternative Provision revised models implemented	Sept 21	
Alternative Provision implementation of revised models monitored and evaluated	Dec 21	

PROGRAMME PRODUCTS	Programme products JHN Programme Products-July20.docx
CRITICAL PATH	The current timescale is of 18 months to Autumn 2021. With COVID 19, this is forecast to be delayed by up to 8 months to Summer 2022 due to the level of engagement required with schools and other stakeholders. See the Pre C19 and C19 timelines below for this programme. JHN Programme timeline v1.0.pdf JHN Programme timeline C19 v1.0.pdf