



SESLIP Regional Improvement Plan 2021-22

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This plan was provisionally agreed in February 2021 and this version includes revisions in October 2021 to reflect the funding awarded from the Regional Recovery Fund.

1. Introduction

- 1.1. This plan is an iteration of the last two year's plans¹. This version reflects the funding applied for via the Regional Recovery Fund including core and optional projects, practice solution and innovation scale and spread projects.
- 1.2. The purpose of this regional improvement plan is to identify action that will assist all the local authorities in the South East to deliver effective services which improve outcomes for children and young people.
- 1.3. The plan recognises that all children's services have strengths which can help inspire improvement in others; it also recognises that they are all capable of further improvement. It aims to discourage the conclusion that only poor or weak services need improvement help; instead, it celebrates honest self-evaluation and constant improvement as antidotes to complacency.
- 1.4. The main features of the plan are
 - a non-stigmatising approach to improvement
 - support for innovation and new approaches to service delivery challenges
 - development of the skills of staff, managers, corporate and political leaders
 - increased sharing of ideas, insight, understanding and solutions
 - post-pandemic actions responding to the impacts of lockdown
- 1.5. The core activities include the collection and publication of benchmarking data, an annual round of self-assessments and triad peer challenge, the identification of improvement needs and interventions and the support of regional practice networks.
- 1.6. The data show that the pandemic interruption to early help, preventative and other community services has led to a rise in early help caseloads, and a rise in complexity and seriousness of children's social care presentations. The figures in Table 1 suggest:
 - There is more pressure on the Early Help system as seen by the increase Early Help referrals but a much smaller increase in Children's Social Care assessments
 - Children's Social Care are managing caseloads by stepping more down to Early Help
 - Despite small increases in Children's Social Care assessments, the number of Children in Need, Child Protection and Children Looked After has increased suggesting that those cases that do reach the statutory social care threshold are more severe and are in need of support and intervention.

¹ [Previous Regional Improvement Plans are available here](#)

Table 1: South East quarterly averages compared for 2019/20 and 2020/21

Average number per quarter	2019/20	2020/21
Early Help referrals have increased by 17%	12,247	14,381
Early Help assessments have increased 37%	6,624	9,103
Early Help cases have increased by 1.5%	19,349	19,639
Children’s Social Care referrals have dropped by 1%	27,743	27,367
Children’s Social Care assessments have increased by 0.5%	26,728	26,849
Children in Need increased by 4%	47,675	49,671
Child Protection Plans increased by 4%	7,911	8,241
Children Looked After increased by 5%	9,970	10,432
Step Down from Children’s Social Care to Early Help increased by 2% per quarter (best estimate)	17%	19%

Source: SESLIP quarterly benchmarking data aggregated for the 19 authorities in the South East

- 1.7. In response, our plan involves responses to help tackle the post-pandemic caseloads, and other measures to build back better early help, preventative and community services to support a longer-term recovery of all our children’s services.
- 1.8. The continuing arrival of unaccompanied asylum-seeking children in large numbers has created major pressures for south coast authorities and throughout the south east. Our plan includes coordination with the National Transfer Scheme and support and encouragement for all our authorities to provide placements in their areas that meet the needs of young people.
- 1.9. Other activity features children missing education; a future leaders’ programme called “Take Your Place”; commissioning of complex placements; hosting the national Data to Insight project; family hubs; motivational interviewing; services for pre-birth interventions; fostering and special guardianship; extra familial harms; a memorandum of cooperation on agency workers.
- 1.10. We are planning to support 10 practice networks: Adoption and Special Guardianship; Assistant Directors Education; Assistant Directors Safeguarding; Commissioning; Data Benchmarking; Fostering; Lead Members; Quality Assurance; SEND; with an Early Help network due to be launched in autumn 2021. These networks have helped identify innovation projects suitable for scale and spread in the region.

2. Objectives of this plan

- 2.1. We will identify ways in which local authorities can support each other to improve and take collective action to address systemic issues within the region.
- 2.2. We will recognise both positive and negative variance in performance and try to ensure that no child is left behind.
- 2.3. We will ensure that authorities who are facing more challenges have access to support from others in the region and, where appropriate, national programmes.
- 2.4. We will take collective action where this will support several authorities with their improvement journeys, including lobbying government where necessary.

2.5. We will support the effectiveness of lead members and their deputies and colleagues.

3. 35 proposed workstreams for this improvement plan

3.1. The 35 proposed workstreams are divided into six groups:

- RIIA Core (5)
- RIIA Options (8)
- Practice Solutions (4)
- Innovation Scale and Spread (6)
- Practice Networks (10)
- SESLIP funded priorities (2)

Table 2: 35 Workstreams for South East Sector Led Improvement in 2020-21

Workstreams 2021-22	Outputs
RIIA Core Activities: all funded at least in part by Regional Recovery Fund (5)	
<p>1. Data benchmarking To collect and publish a range of data benchmarking reports.</p> <p>DCS Sponsor: Alison Jeffery (East Sussex)</p>	<p>Quarterly production of the national 18 dataset; Quarterly production of benchmarking data for children’s social care, education, SEND, adoption and special guardianship; Annual production of peer challenge 55 dataset profiles; CSC workforce benchmarks</p> <p>See lines 9 and 28</p>
<p>2. DCS annual self-assessment and peer challenge To continue to develop and improve the parallel triad/quartet arrangements for self-assessment and peer challenge for DCSs and for Lead Members</p> <p>DCS Sponsor: Alison Jeffery (East Sussex)</p>	<p>To deliver Round 4 of DCS self-assessment and triad/quartet peer challenge in the winter 2021-22</p> <p>To consult on the timing of Round 2 of Lead Member self-assessment and triad/quartet peer challenge</p> <p>To develop data triangulation and quality assurance support for self-assessments</p> <p>See line 31</p>
<p>3. Family Hub Development To appoint a regional co-ordinator to work with the DfE national team and colleagues throughout the region to support the spread of family hubs. To support the development of the Family Hub service in the Isle of Wight.</p> <p>DCS Sponsor: Kathy Marriott (Isle of Wight on behalf of Steve Crocker)</p>	<p>The Isle of Wight will second/recruit a regional full-time middle manager post and a full-time support officer to lead work with the DfE policy team and national centre to develop plans for a wider regional roll out of the model</p> <p>See line 14</p>
<p>4. Small package SLI support Hampshire will broker requests for small package SLI support from around the region</p> <p>DCS Sponsor: Alison Smailes on behalf of Steve Crocker (Hampshire)</p>	<p>There will be a minimum of 4 packages of support, none exceeding 39 days input, for peer reviews, diagnostic work, case audits or other similar improvement work.</p> <p>The scope and size of each package to be the subject of discussion and agreement between the</p>

Workstreams 2021-22	Outputs
	<p>target local authority and Hampshire's programme manager.</p> <p>See paragraph 6 for a fuller description of the Hampshire offer</p>
<p>5. National Transfer Scheme for Unaccompanied Asylum Seeking Children Hampshire will host a regional coordinator and placement officer to support the operation of the NTS</p> <p>DCS Sponsor: Alison Smailes on behalf of Steve Crocker (Hampshire)</p>	<p>Hampshire will host and manage this post within current placement commissioning arrangements – the manager will be recruited/seconded to develop and lead the project in liaison with the strategic migration partnership.</p> <p>The post will be supported by a placement officer who will develop capacity across the region to identify and make UASC placements</p> <p>See line 11</p>
<p>RIIA Optional Activities: funded (at least in part) from the Regional Recovery Fund (8)</p>	
<p>6. Workforce matters; recruitment and retention; agency. Complete review of the regional Memorandum of Co-operation (MoC) on agency staff with the DCS Group and consider appropriate next steps</p> <p>DCS Sponsor: Mac Heath (Milton Keynes)</p>	<p>Work is underway to review the MoC. This will be reporting to the DCS group in September 2021. The programme for work will depend on decisions made at this meeting. The options include:</p> <ul style="list-style-type: none"> a) Setting up of a project to refresh the terms of the MoC and also each authority's commitment to it b) Ending of the MoC arrangement c) Limited revision of the current MoC arrangement d) Investigation of the Connect 2 wholly owned agency being developed in Kent and Hampshire e) Development of a regional recruitment website <p>The Social Work Health Check Benchmarking tool continues to be available for all SE authorities</p>
<p>7. Take Your Place – our future leaders' programme</p> <p>We will continue to develop the Take Your Place programme following soft launch in 2020/21</p> <p>DCS Sponsor: Alison Jeffery (East Sussex)</p>	<p>The programme will be delivered on our behalf by The Staff College and include capacity to identify and recruit course delegates as well as deliver the courses.</p> <p>The programme will include Black and Asian Leaders and Women in Leadership courses and be aimed at future leaders at a range of management levels to complement the national aspiring DCS programme.</p> <p>As the impact of Covid19 starts to reduce we will roll out other planned elements of the programme (likely to include core leadership skills module, shadowing opportunities and first annual conference).</p>
<p>8. Placement Sufficiency – collaborate to improve commissioning and provision for young people with complex needs.</p>	<p>To complete the outputs of the DfE's £128,600 phase 2 grant from the "Improving Commissioning and Sufficiency Planning to Increase Stability and Permanence for Looked After Children – Seed-Funding Opportunity"</p>

Workstreams 2021-22	Outputs
<p>To combine the DfE grant provided for the second phase of the project (£128,600 to July 2021) with a further £60,000 from the RRF project to work with at least 3 local authorities to develop an innovative and co-produced model of commissioning.</p> <p>A governance group including provider representatives assists the DCS Sponsor in directing the project.</p> <p>DCS Sponsor: Lucy Butler (West Sussex)</p>	<p>To sustain the pathfinder activity of the 3 founding partners and expand to further early adopters in the region.</p> <p>To deliver defined packages of services ready for commissioning by all LAs in south east which have been co-produced between 3 local authorities, providers and users.</p> <p>Establish a SESLIP-wide commissioners' group to share the learning of the project and prepare SESLIP authorities for adopting the commissioning framework.</p> <p>See lines 21 and 27</p>
<p>9. Data to Insight</p> <p>To continue to lead the work of this nationally funded project</p> <p>DCS Sponsor: Alison Jeffery (East Sussex)</p>	<p>The project will</p> <ol style="list-style-type: none"> develop the children's services analyst community by attending regional performance\data meetings update the ChAT and Children's Social Care Benchmarking tool develop the demand modelling and analysis tools support skills development through the Data Analysts Apprenticeship produce a benchmarking report for the RIIA 18 indicators for all regions providing a national picture. agree a sustainable subscription model with the 9 regions (completed by Sept 2022) <p>More detail at www.datatoinsight.org</p> <p>See lines 1 and 28</p>
<p>10. Children Missing Education: support and development funding to improve identification of CME, monitoring and re-engagement by vulnerable learners' post-lockdown.</p> <p>To establish a coordinated approach to data gathering, to feature in the new Education Data Dashboard, and to produce written evidence of strategic responses to CME and of collaboration across the South-East which will improve practice.</p> <p>DCS Sponsor: Mike Stoneman (Portsmouth) and Brain Pope (Hampshire on behalf of Steve Crocker)</p>	<p>Collaborate to support LAs to review or develop areas of local practice worked on through the 2020-21 development projects.</p> <p>Support projects that address challenges for groups of concern due to the pandemic: prolonged absence by priority vulnerable groups e.g., at risk of CSE and CCE, minority ethnic groups such as GRT children; strategies to reduce the use of part-time timetables by schools; audit education for pupils with medical needs across the SE.</p> <p>Recommend shared policy positions on CME. Share more rigorous benchmarking data about CME that can identify progress and impact.</p> <p>Maintain the shared library of local policy and practice documentation that is accessible to LAs via the SESLIP website.</p>

Workstreams 2021-22	Outputs
	<p>Periodic presentations to the AD Education Network and to SESLIP DCSs about the impact of this programme.</p> <p>See line 25</p>
11. National Transfer Scheme – placement officer	See line 5
<p>12. Special Guardianship and Kinship Support To audit special guardianship practice in the region and to provide training and tools to support the roles.</p> <p>DCS Sponsor: Mac Heath (Milton Keynes)</p>	<p>Our Regional Adoption and Special Guardianship Leadership Board (see line x below) has identified the need to focus in detail on special guardianship and connected carers (who often have similar needs), which is growing significantly across the region. This project will promote the take up of the national ASGLB sponsored audit tool for “exempla” special guardianship practice.</p> <p>New resources and good practice examples will be shared across the SE and added to the ASGLB guide, available nationally online.</p> <p>Outcomes to be measured: number of social workers trained; % satisfaction with training; % special guardians feeling well supported</p> <p>See line 24</p>
<p>13. Family Safeguarding - Pre-Birth pandemic caseload One of three regional approaches to tackling the pandemic caseloads of pre-birth presentations causing concern to children’s social care.</p> <p>DSC Sponsor: Sonia Johnson (Bracknell Forest on behalf of Grainne Siggins)</p>	<p>The project aims to turn the curve on the current trajectory of unborn children within the pre-proceedings framework and those that are likely to enter care proceedings, to reduce longer term pressures from this peak following the pandemic.</p> <p>Attempt to reduce the likelihood of recurrent care proceedings in the future through equipping parents and families with the resources and skills to safely care.</p> <p>Demonstrable impact of coordinated and integrated wraparound support for families otherwise likely to enter the court arena.</p> <p>Proactive use of Family Group Conferencing and reviews during the early stages of assessment and planning to support parallel planning of ‘in-family solutions’ or practical support for parents during pregnancy and post birth.</p> <p>Through the wraparound support and professional input provided by the Family Safeguarding Model, frontloaded assessments and permanency planning will reduce court delays for children who cannot be cared for at home.</p> <p>See lines 16 and 23</p>
Practice Solutions: all funded by Regional Recovery Fund (4)	
14. Accelerate Family Hubs (Option B)	See line 3

Workstreams 2021-22	Outputs
<p>15. Safeguarding adolescents from extra familial harm</p> <p>To support Portsmouth leading a programme to reduce extra familial harms to adolescents through improved restorative practice in schools; improving school inclusion capacity; improving multi-agency understanding and interventions.</p> <p>DCS Sponsor: Sarah Daly (Portsmouth)</p>	<p>Portsmouth will lead a partnership in the Hampshire, Isle of Wight, Portsmouth and Southampton (HIPS) Safeguarding Board alongside the Hampshire Police and other partners to strengthen practice in schools.</p>
<p>16. Safeguarding infants - Born into care pilot</p> <p>To extend the East Sussex Foundations programme to provide more and better interventions for the pre-birth cohort to match the successful model working with the post-birth group. To work with Lancaster University to monitor and measure the impacts</p> <p>DCS Sponsor: Alison Jeffery (East Sussex)</p>	<p>Working with a small cohort of parents, identified by midwifery colleagues, this proposal will establish whether components of Foundations can be successfully applied at an earlier point within the safeguarding journey to avoid separation or proceedings. The extended offer will include pre-birth pregnancy support and preparation for social work assessment. This proposal seeks to adapt and extend the current offer to vulnerable parents who have not previously had a child removed or received a Foundations Service. It will partner with Claire Mason from Lancaster University</p> <p>See lines 13 and 23</p>
<p>17. Reducing Court Backlog - Regional Trainer</p> <p>To host and manage a dedicated regional training resource which will train other LAs in the SE region in the Essex PLO toolkit and broker peer to peer review to further enhance the use and development of the toolkit.</p> <p>DCS Sponsor: Alison Smailes on behalf of Steve Crocker (Hampshire)</p>	<p>The proposal is to use the funding to resource/backfill a hybrid approach to a 'regional trainer' to utilise both legal and social work resources. The regional trainer role will be split as follows for 8 months:</p> <ul style="list-style-type: none"> - 2.5 days per week legal professional - 1 day per week social work professional (workforce development) - 1 day per week administrative support to the regional training/trainer
<p>Innovation Scale and Spread: (6)</p>	
<p>18. Mockingbird South East</p> <p>We will have delivered through this project:</p> <ul style="list-style-type: none"> • a business case for longer term investment, drawing on existing Mockingbird evidence and learning in the South East • pilot constellations which create a sense of momentum and pace with a clear plan for scaling • further strengthened regional recovery work and relationships between the participating 12 LAs through the monthly action learning sets <p>DCS Sponsor: Deborah Glassbrook (Reading, Brighter Futures for Children)</p>	<p>We will expand Mockingbird into the following 8 LAs: Buckinghamshire, Southampton, West Berkshire, West Sussex, Wokingham, Reading, Bracknell Forest and Medway working closely with Oxfordshire, Surrey, Slough and Portsmouth as trailblazing LAs who already operate a Mockingbird scheme to share learning, best practice and support others in the region.</p> <p>See lines 19 and 30</p>
<p>19. Inside Out South East</p> <p>To create a South East version of Inside Out project demonstrated by Essex, starting with 11 of the 19 South East authorities</p> <p>DCS Sponsor: Deborah Glassbrook (Reading, Brighter Futures for Children)</p>	<p>11 local authorities of the 19 LA partnership – Bracknell Forest, Brighton and Hove, Buckinghamshire, Kent, Surrey, Windsor and Maidenhead, Milton Keynes, West Sussex, Wokingham, Reading and Hampshire – will work together to create a South East version of Inside Out. This will build on the learning from Essex and</p>

Workstreams 2021-22	Outputs
	<p>the existing evidence base surrounding this work, but also seek to incorporate wider therapeutic interventions in addition to coaching.</p> <p>See lines 18 and 30</p>
<p>20. Lifelong Links South East To develop and extend practice of the Lifelong Links model promoted by the Family Rights Group in both shire and unitary LAs</p> <p>DCS Sponsor: Alison Jeffery (East Sussex)</p>	<p>The proposal is in two parts reflecting the different positions of the four participating authorities (East Sussex, Kent, Oxfordshire and Portsmouth). It offers an opportunity to develop and extend practice in both shire and unitary LAs and where progress is at different stages. This proposal has been drawn up in collaboration with FRG.</p> <p>See lines 19 and 30</p>
<p>21. East Berkshire Commissioning Project This project will develop the local market place for placements for young people with complex needs, where the volume per local authority is low and typically results in spot-purchased, out of region placements which raise concerns about the long-term stability and impact for young people.</p> <p>DCS Sponsor: Kevin McDaniel (Windsor and Maidenhead)</p>	<p>The partners are Bracknell Forest, Slough, Windsor and Maidenhead and the East Berkshire CCG. The project will consider the following market areas:</p> <ul style="list-style-type: none"> • Short term, regulated capacity for individual young people in crisis. • Placements and support for those with a complex mix of behaviour and mental health needs that require multi-agency support to thrive. • Placements for those with life-long, complex needs and disabilities which require specialised support with access to local educational provision. • Long-term capacity for those with additional needs working towards independence locally. <p>The project will build on the Placement Sufficiency project (line 8) and work with the Commissioners' Network (line 27) to disseminate learning.</p> <p>See lines 8 and 27</p>
<p>22. Family Safeguarding – motivational interviewing South East This project concentrates on recovering and accelerating the pace of MI training to CSC and EH staff and partners, which has been interrupted in each authority by the impact of the pandemic.</p> <p>DCS Sponsor: Sonia Johnson (Bracknell Forest on behalf of Grainne Siggins)</p>	<p>A partnership of Bracknell Forest, Oxfordshire, Portsmouth, Southampton.</p> <p>A key element of the recovery plan is to invest in the recovery of early help, preventative and community services to strengthen their capacity to safely hold their caseload, thus managing the upward pressure on CSC caseloads. For this to be effective families need the agencies supporting them all to be using the same Family Safeguarding approach. The intention is to extend the MI technique to these teams as part of the roll-out of the training to CSC staff.</p>
<p>23. Pause Reading In Reading, there is concern about care experienced young people or children looked after that become mothers at a young age. In 2019 the rate of 18–21-year-old care experienced adults that were parents or pregnant in Reading was double the England rate.</p>	<p>By the end of 2021/2022 the project will deliver:</p> <ul style="list-style-type: none"> • A needs analysis report that sets out the scale and pattern of removals • A Business case for investment in Pause for Brighter Futures for Children • Budget agreed and funding for delivery secured • Delivery arrangements confirmed

Workstreams 2021-22	Outputs
<p>DCS Sponsor: Deborah Glassbrook (Reading, Brighter Futures for Children)</p>	<ul style="list-style-type: none"> • Mobilisation plan underway • Governance arrangements in place • Recruitment of team kicked off • Cohort identified • Monitoring and Evaluation agreed <p>See lines 13 and 16</p>
<p>Practice Networks (10): We will support 10 Regional Practice Networks: Adoption and Special Guardianship; AD Education; AD Safeguarding; Commissioning; Data Benchmarking; Early Help; Fostering; Quality Assurance; SEND. Working with LGA we will also support the network of Lead Members and their deputies.</p> <p>The work programme of each Network Group will be a mixture of “top-down” and “bottom-up” activity. The SEADCS meeting will refer tasks for further investigation; the networks will provide mutual support and encouragement and also bring suggestions to the SEADCS group.</p> <p>Each of the groups will routinely</p> <ul style="list-style-type: none"> • celebrate and support innovative approaches to service delivery • identify ways in which they can support fellow members to improve • suggest how collective action can help address systemic issues within the region • recognise positive and negative variance in performance, and react accordingly to publicise the positive and tackle the negative • ensure that authorities who are facing more challenges have access to support from others in the region and, where appropriate, national support 	
<p>24. Regional Adoption and Special Guardianship Leadership Board</p> <p>To hold regular meetings of the Regional ASGLB Liaison with RAAs and others Liaison with National ALSGB</p> <p>DCS Sponsor for Adoption and SG Leadership Board: Mac Heath (Milton Keynes)</p>	<p>Maintain regular meetings of the Adoption and Special Guardianship Leadership Board.</p> <p>Align practice in process and support in securing permanency arrangements</p> <p>Embed S.E. RAA arrangements in adopting a consistent approach to practice</p> <p>Narrow the Gap in children waiting and available carers through the analysis of data</p> <p>See line 12</p>
<p>25. AD Education Network</p> <p>To hold regular meetings of the AD Education Network, develop shared positions on strategic responses to lost learning.</p> <p>Maintain a focus on children missing education, off-rolling and learning recovery.</p> <p>To plan more closely with the SEND network and organise a joint event, following the publication of the national SEND Review.</p> <p>DCS Sponsor: Deb Austin (Brighton and Hove)</p>	<p>Development of shared thinking about strategic local education systems and steps to support learning and recovery from the pandemic (see project 3 above).</p> <p>Share education data as a regional data dashboard, that complements national school-level performance, and develop ways to consider comparative indicators to support shared improvement.</p> <p>Maintain regular meetings of the AD Education Network including joint meetings with the SEND SE19 and coordination of future programme planning.</p>

Workstreams 2021-22	Outputs
	Develop work between members of the network to better understand the needs of children missing education (CME) (see line 10 above).
<p>26. AD Safeguarding Network</p> <p>To hold regular meetings of the AD Safeguarding network, including joint meetings with other regional networks</p> <p>DCS Sponsor: Mac Heath (Milton Keynes)</p>	<p>AD Safeguarding Network remains active and has a good core membership who regularly attend and engage.</p> <p>Focus will be on recovery of services from the impact of the pandemic, Ofsted, budget, looked after children sufficiency, UASC and interfaces with key partner organisation</p>
<p>27. Commissioners' Network</p> <p>DCS Sponsor: Lucy Butler (West Sussex)</p>	Working in parallel with the Placement Sufficiency Project (line 8) and East Berkshire Commissioning Project (line 21) to set up and sustain a Commissioners' Network
<p>28. Data Benchmarking Network</p> <p>We will continue to support the quarterly collection and publication of regional benchmarking data across the range of children's services.</p> <p>We will lead the new national Data to Insight project</p> <p>DCS Sponsor: Alison Jeffery (East Sussex)</p>	<p>Quarterly meetings of the network, quarterly publication of benchmarking data for: social care; 18 national headlines; adoption. Twice yearly publication for SEND. Annual publication for CSC workforce census; Peer Challenge data.</p> <p>Introduce education data benchmarking with a focus on children missing education</p> <p>Lead on the national Data to Insight project (line 9)</p> <p>See lines 1 and 9 above</p>
<p>29. Early Help</p> <p>To identify the founder members of this new network and institute regular meetings</p> <p>DCS Sponsor: Sarah Gee on behalf of Grainne Siggins (Bracknell Forest)</p>	To develop this new regional network
<p>30. Fostering Network</p> <p>To hold regular meetings of the Fostering Network, develop shared positions on strategic responses to pandemic impacts.</p> <p>DCS Sponsor: Deborah Glassbrook (Reading, Brighter Futures for Children)</p>	To support the Innovation Scale and Spread initiatives Mockingbird (line 18) and Inside Out (line 19).

Workstreams 2021-22	Outputs
<p>31. Quality Assurance Network</p> <p>We will continue to support and hold regular meetings of the Regional Quality Assurance Network.</p> <p>Where possible we will deliver mutual quality assurance activity based on the Peer Challenge Triads/Quartets</p> <p>DCS Sponsor: Stuart Ashley (Hampshire and Isle of Wight on behalf of Steve Crocker)</p>	<p>Support the improvement of the effectiveness of existing quality assurance activities.</p> <p>Maintain the library of shared Quality Assurance Tools. Further the shared understanding of good practice, through network meetings, sharing practice standards.</p> <p>Develop opportunities for mutual external audit moderation and challenge.</p> <p>Develop a CP chairs network with the aim of enhancing the contribution of CP chairs to quality assurance.</p> <p>See line 2</p>
<p>32. SEND 19 Network</p> <p>To hold regular meetings of the SEND 19 Network, its sub-groups, including joint meetings with AD Education network, focused on supporting and sharing successful practice in delivering effective SEND services and managing SEND resources. Build on learning from Covid19 response groups to maintain improved levels of collaboration.</p> <p>DCS Sponsor: Kevin McDaniel (Windsor and Maidenhead)</p>	<p>Priority areas of focus 2021-22 to be: Mainstream inclusion and SEN Support</p> <ul style="list-style-type: none"> • Ordinarily available provision • Early years work with SEND <p>Refreshing readiness for Joint Inspections/ Re-inspections</p> <ul style="list-style-type: none"> • Maximising health partnerships • Scaling up mental health support <p>Exploring opportunities for better management of high needs funding</p> <ul style="list-style-type: none"> • INMSS T&F Group • Preparing for Adulthood (PFA) T&F Groups • Inclusion working group <p>Develop regional response to the SEND review (detail to follow when known)</p> <p>To reinstate (post-pandemic) EHCP peer moderation and review activity e.g., to share learning and increase quality of assessments and plans</p> <p>To influence DfE SEND Improvement Unit and their contractors to ensure their support program is in line with SE region needs and priorities.</p>
<p>33. Support for Lead Members Network</p> <p>Working with LGA to develop and deliver a development programme for Lead Members across the region</p> <p>Lobbying of central government</p> <p>Lead Member Sponsor: Cllr Gareth Barnard (Bracknell Forest)</p>	<p>To deliver induction and development support for Lead members</p> <p>To deliver a programme of expert workshops to improve the technical knowledge of lead members</p> <p>To develop peer challenge arrangements for lead members to complement the DCS-led annual self-assessment and peer challenge.</p>
<p>Other SESLIP activity:</p>	
<p>34. Post-Covid Learning Recovery Planning</p> <p>To recommend shared positions about learning recovery in schools following disruption to learning in 2020 and 2021.</p>	<p>Develop thinking, assemble evidence and recommend shared positions about approaches to learning recovery across local school systems. Conduct a roundtable between local authority leaders and school / MAT leaders about learning</p>

Workstreams 2021-22	Outputs
<p>To clarify the strategic role of the local authority in support of learning recovery and ways to champion the needs of vulnerable learners.</p> <p>DCS Sponsor: Deb Austin (Brighton and Hove)</p>	<p>recovery and disseminate recommended outputs from this.</p> <p>Develop thinking, assemble evidence and recommend share positions about re-engaging the most vulnerable learners and how to monitor progress across the local school system. Explore what options there are to include suitable indicators in the Education Data Dashboard.</p>
<p>35. Input to the DfE Care Review To respond to the DfE Care review consultation</p> <p>DCS Sponsor: Lucy Butler (West Sussex)</p>	<p>To respond to the DfE Care Review consultation</p>

4. Budget

Table 3: South East Sector Led Improvement Budget 2021-22: October 2021

Budget for 2021-2022					
	Income	20-21 budget	20-21 yearend forecast	21-22 with RRF project grant	Notes
	Carry forward from previous year	50,680	83,771	151,746	
	DfE SESLIP contribution	130,000	130,000	0	
	DfE Phase 2 Project	0	48,600	10,000	
	DfE Data to Insight	180,000	180,000	80,000	Assumes £10,000 per region contribution (8 x £10,000 = £80,000)
	DfE RRF Strand 1 Core	0	0	317,800	Total awarded
	DfE RRF Strand 1 Options	0	0	295,750	Total awarded
	DfE RRF Strand 2 Practice Solutions	0	0	412,450	Total awarded
	DfE RRF Strand 3 Innovation Scale and Spread	0	0	1,328,120	Total awarded
	SE subs	162,500	169,000	162,500	
	Data only subs	750	4,500	2,250	Somerset and Swindon
	Total In	523,930	615,871	2,760,616	
Plan Ref	Expenditure	20-21 budget	20-21 yearend forecast	21-22 with RRF project grant	Notes
1 & 28	Data Benchmarking	70,000	70,000	86,000	SESLIP £46,000 plus RRF project 1:1 £40,000. East Sussex leading
2	Self-assessment and peer challenge	33,000	28,000	82,800	SESLIP £22,000 plus RRF project 1:2 £60,800 Hampshire leading
3 & 14	Family Hub development	0	0	273,000	RRF project 1:3 £73,000 plus RRF project 2:1b £200,000 Isle of Wight leading
4	Small package SLI support	0	0	94,000	RRF project 1:4 £94,000 Hampshire leading
5 & 11	National Transfer Scheme	0	0	90,000	RRF project 1:5 £50,000 plus RRF project 1:6f £40,000 Hampshire leading
6	Workforce matters; recruitment and retention; agency.	2,500	2,500	25,000	£5,000 SESLIP plus RRF project 1:6a £20,000 SESLIP leading
7	Take Your Place – our future leaders’ programme	40,000	18,500	60,000	£40,000 SESLIP plus RRF project 1:6b £20,000 SESLIP leading
8	Placement Sufficiency	5,000	37,300	95,000	£35,000 tail of Phase 2 funding plus RRF project 1:6c £60,000 West Sussex leading
9	Data to Insight	180,000	180,000	90,000	National project funding assumes £80,000 regional contributions in income plus RRF project 1:6d SE own £10,000 share = £90,000 East Sussex leading
10	Children Missing Education	20,000	15,900	20,000	£5,000 SESLIP plus RRF project 1:6e £15,000 SESLIP leading
11	National Transfer Scheme	0	0	0	See line 5 above
12 & 24	Special Guardianship	13,000	8,000	30,000	£15,000 SESLIP plus RRF project 1:6g SESLIP leading

13	Family Safeguarding – pre-birth pandemic caseload	0	0	115,750	RRF project 1:6h Bracknell Forest leading
14	Family Hub Option B	0	0	0	See line 3 above
15	Safeguarding adolescents EFH	0	0	72,450	RRF project 2:2a Portsmouth leading
16	Safeguarding Infants	0	0	50,000	RRF project 2:4 East Sussex leading
17	Reducing Court Backlog	0	0	90,000	RRF project 2:5 Hampshire leading
18	Mockingbird	0	0	327,600	RRF project 3:1 Wokingham leading
19	Inside Out	0	0	174,200	RRF project 3:2 Wokingham leading £150,000
20	Lifelong Links	0	0	100,000	RRF project 3:3 East Sussex leading
21	East Berkshire Commissioning Project	0	0	95,000	RRF project 3:4 Windsor and Maidenhead leading
22	Family Safeguarding – motivational interviewing	0	0	576,320	RRF project 3:5 Bracknell Forest leading
23	Pause Reading	0	0	55,000	RRF project 3:7 Reading (Brighter Futures for Children) leading
24	Regional Adoption and Special Guardianship Leadership Board	0	0	0	See line 12
25	AD Education	15,000	19,000	23,000	SESLIP leading
26	AD Safeguarding	15,000	8,000	10,000	SESLIP leading
27	Commissioners Network	0	0	2,000	See line 8
28	Data benchmarking	0	0	0	see line 1
29	Early Help	0	0	10,000	SESLIP leading
30	Fostering	0	6,000	8,000	SESLIP leading
31	Quality Assurance Network	15,000	8,250	12,000	Hampshire to lead
32	SEND – SE19	30,000	20,000	33,000	There is an additional DfE grant payable direct to Portsmouth, who lead on this project
33	Lead Members Network	10,000	5,000	5,000	SESLIP leading
34	Post-covid learning recovery	0	0	5,000	Scope to be determined SESLIP leading
35	DfE care Review	0	0	1,500	Input to DfE review SESLIP leading
-	New Projects	25,000	0	0	To be determined SESLIP leading
-	Silver Linings	0	5,750	0	Closed
-	New models of social work practice	5,000	3,825	0	Closed
other	SE ADCS Rooms	15,000	3,000	8,000	Resumption of room bookings SESLIP leading
other	Programme Management	20,000	18,000	30,000	Larger programme to manage SESLIP leading
other	Website maintenance	5,000	2,100	3,000	SESLIP leading
other	ESCC Overhead	5,000	5,000	7,500	Larger programme to administer SESLIP leading
	Total Out	523,500	464,125	2,760,120	
	Carry forward to 21/22	430	151,746		Pandemic paused some projects
	Carry forward to 22/23			496	

5. South East Sector Led Improvement Programme

5.1. The Regional Improvement Alliance for the South East is known as the South East Sector Led Improvement Programme (SESLIP). Further details can be found at www.seslip.co.uk.

- 5.2. The members of the steering group which oversees the programme are: Alison Jeffery (DCS, East Sussex, in the chair); Kevin McDaniel (DCS, Windsor and Maidenhead); Steve Crocker (DCS, Hampshire and Isle of Wight); Becky Shaw (Chief Executive, East and West Sussex) and Michael Bracey (Chief Executive, Milton Keynes); Cllr Gareth Barnard (Lead Member, Bracknell Forest) and Cllr Hannah Clare (Lead Member, Brighton and Hove); and the Improvement Advisers from the LGA (Mona Sehgal and William Brooks; Children's Improvement Adviser, Alison Michalska). David Myers, DfE Regional Improvement Adviser is invited to attend these meetings.
- 5.3. The lead authority is East Sussex which acts as treasurer for the programme. Richard Tyndall is the programme manager who is retained by East Sussex

6. Small packages of sector-led improvement support (workstream 4)

- 6.1. Using the Hampshire and Isle of Wight sector led improvement model, Hampshire will work collaboratively to scope the packages and draw on expertise from around the region to deliver this work. The central team has a dedicated and experienced Programme Manager which means refined project management documentation is available for enhanced coordination. Hampshire is experienced in robust quality assurance and governance, contributing to Assurance and Improvement Boards regularly. This approach and model can be used to support the delivery of smaller packages of improvement work through the RIIA.
- 6.2. Hampshire already has the mechanism in place to coordinate and project manage the delivery of sector led improvement, has done so for some years, and can do this on behalf of the region. This enhances the sustainability of the regional improvement work as the infrastructure is already in place. The sustainable impact of Hampshire and IoW improvement partnership with other local authorities is embedded in an approach to work collaboratively and transparently. The strict quality governance in place allows for agreed milestones and measure outcomes to be achieved on a phased basis. Partnership work, at every level, includes a recognition of progress but with a specific focus on the impact on practice for children and families.