



SESLIP Regional Improvement Plan 2020-21

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1. Introduction

- 1.1. This plan is an iteration of last year's plan¹. It has an enhanced section on Lead Member involvement, a new project on Children Missing Education, a new Future Leaders' Programme called "Taking Your Place" and has been informed by the Triad Peer Challenge sessions that were held in winter 2019-20. There are now 6 practice networks: Adoption and Special Guardianship; Assistant Directors Education; Assistant Directors Safeguarding; Data Benchmarking; Quality Assurance; and SEND. We will be canvassing support for a seventh for Fostering during the year. It also includes a large DfE grant in support of the national Data to Insight project.
- 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

2. Objectives of this plan

- 2.1. We will identify ways in which local authorities can support each other to improve and look at how collective action can help 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 support.

¹ The [South East Regional Improvement Plan and Annexes for 2019-20 are available here](#)

- 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. 14 proposed workstreams for this improvement plan

- 3.1. New or expanded workstreams previously discussed at SE ADCS meetings included in this plan are:
 - Children Missing Education
 - Quality Assurance Network – development
 - Taking Your Place - Future Leaders’ Programme
 - Lead Members’ Network support
 - SEND SE19 – High Needs Block and Inspection
- 3.2. We are also leading the new national Data to Insight project which has been separately funded by the DfE.
- 3.3. £20,000 has not yet been allocated to new or expanded projects. The SESLIP Steering Group will commission new projects during the year using this budget allocation.
- 3.4. The 14 proposed workstreams are divided into four groups:
 - Practice Issues (4)
 - Regional Networks (7)
 - Leadership and Staff Resources (2)
 - Self-assessment and Peer Challenge (1)

Table 1: 14 Workstreams for South East Sector Led Improvement in 2020-21

Workstreams 2020-21	Outputs
Actions that will address practice issues:	
<p>1. Collaborate to improve provision for complex LAC.</p> <p>To continue the work of the Complex LAC project, including the DfE grant awarded in March 2019. This project has active involvement of all 19 authorities</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 complete the outputs of the DfE’s £85,350 grant from the “Improving Commissioning and Sufficiency Planning to Increase Stability and Permanence for Looked After Children - Seed-Funding Opportunity”</p> <p>To deliver a business case for a possible regional commissioning hub, and depending on further DfE investment, delivery of a regional commissioning hub</p> <p>End of phase 1 close down</p>
<p>2. Collaborate on increasing in-house foster placements:</p> <p>To complete the work of this group aimed at supporting and developing in-house fostering capacity and capability</p>	<p>Commission and launch specialist marketing messages and increase collaboration</p> <p>To canvass support for a permanent Fostering Network, and exploration of more specialist data benchmarking between fostering services</p>

Workstreams 2020-21	Outputs
DCS Sponsor: Carol Cammiss (Wokingham)	To explore possible links to Complex LAC Phase 2 – if it proceeds
<p>3. Share and develop new models of social care practice that fit the times:</p> <p>To complete the work of this group, and consider follow-on links</p> <p>DCS Sponsor: Nikki Edwards (Bracknell Forest)</p>	<p>Write-up and publish the recently collected models of social work practice.</p> <p>To consider what follow-up actions, if any, result from the publication, including links to the emerging QA network (see 9 below).</p>
<p>4. Children Missing Education: support and development funding to improve identification and reintegration for CME</p> <p>To support the development of practice-sharing, robust data-gathering and approaches to improvement. To establish a coordinated approach to data gathering, to feature in the new Education 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 on behalf of Alison Jeffery)</p>	<p>Publish a series of practice vignettes as a result of the paired improvement work.</p> <p>Recommend shared policy positions on CME Share more rigorous and reliable benchmarking data about CME that can identify progress and impact.</p> <p>Host a shared library of local policy and practice documentation that is accessible to LAs via the SESLIP website.</p> <p>Periodic presentations to the AD Education Network and to SESLIP DCSs about the impact of this programme.</p>

Support for Regional Practice Networks

We will support 6 Regional Practice Networks: Adoption & SG; AD Education; AD Safeguarding; Data Benchmarking; Quality Assurance; SEND. Working with LGA we will also support the network of Lead Members and their deputies.

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.

Each of the groups will routinely

- 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

Workstreams 2020-21	Outputs
<p>5. 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>

	Narrow the Gap in children waiting and available carers through the analysis of data
<p>6. AD Education Network</p> <p>To hold regular meetings of the AD Education network, including joint meetings with the SEND network. To focus on children missing education, off rolling/ never rolling</p> <p>DCS Sponsors: Cate Duffy (Slough) and Lucy Butler (West Sussex)</p>	<p>Develop work between members of the network to better understand the needs of children missing education (CME) with the aim of reducing numbers (see project 4 above).</p> <p>Development of education data sharing and comparative indicators to result in a regional data spreadsheet that complements national school-level performance data.</p> <p>Maintain regular meetings of the AD Education Network including joint meetings with the SEND SE19 and coordination of future programme planning.</p>
<p>7. 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 started using WhatsApp group for discussions regarding CV19 developments.</p> <p>The weekly Safeguarding newsletter is also continuing with a combination of CV19 and general content. The next network meeting (05.06.20) will be virtual (hosted in teams).</p> <p>Plans for annual joint meet with East of England network later in the year are being reviewed.</p>
<p>8. 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. We will lead the new national Data to Insight project</p> <p>DCS Sponsor: Stuart Gallimore (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</p> <p>Lead on the national Data to Insight project, recruit and manage a project manager, chair the project to maintain and develop LA data tools such as the ChAT</p>
<p>9. Quality Assurance Network</p> <p>To establish and hold regular meetings of a Quality Assurance Network. To 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>Establish regular meetings of the whole network, together with mutual activity focussed on the Peer Challenge Triads/Quartet.</p> <p>Support the improvement of the effectiveness of existing quality assurance activities.</p>
<p>10. SEND 19 Network</p> <p>To hold regular meetings of the SEND 19 Network, its sub-groups and including joint meetings with AD Education network.</p>	<p>Maintain regular meetings focused on Jan19 priorities and additional Covid-19 specific responses</p> <p>Including joint meetings with AD Education Network and coordinated planning of network priorities and meetings.</p>

DCS Sponsor: Kevin McDaniel (Windsor and Maidenhead)	Small increase in budget to tackle the priorities discussed on 31 January 2020 for work on HNB and Inspection
11. Support for Lead Members Network Working with LGA to develop and deliver a development programme for Lead Members across the region Lobbying of central government Lead Member Sponsor: Cllr Gareth Barnard (Bracknell Forest)	To deliver induction and development support for Lead members To develop peer challenge arrangements for lead members to complement the DCS-led annual self-assessment and peer challenge.

Actions that will develop leadership capacity and staff resources:	
Workstreams 2020-21	Outputs
12. Taking Your Place – the future leaders programme Following the 2019 needs analysis and regional consultation, proposals for a menu of interventions under the “Taking Your Place – Future Leaders Programme” will be delivered DCS Sponsor: Alison Jeffery (Portsmouth)	To roll out the proposals for the “Taking Your Place – Future Leaders Programme” which have been developed following the 2019 needs analysis and consultation. Work has been started with potential partners and providers. Plans were in place for an early summer 2020 launch, but these have been paused in light of CV19
13. Workforce matters; recruitment and retention; agency. To review and refresh the regional Memorandum of Co-operation on agency staff with the governance group DCS Sponsor: Sarah Hammond (Kent on behalf of Matt Dunkley)	To manage and maintain the MoC throughout the year including dialogue with 3 LAs currently outside the agreement, and review of pay rates in the light of anticipated changes in London. Initial analysis of latest DfE workforce data to assess ongoing impact of the MoC has been completed. Work on developing a survey of authorities to support the review has been done but roll out has been suspended in light of CV19 crisis. The Social Work Health Check Benchmarking guidance is completed and available authorities who want to participate annual exercise (deadline for submissions will be extended in light of CV19).

Actions to deliver the annual cycle of self-assessment and peer challenge:	
Workstreams 2020-21	Outputs
14. Annual Self-assessment and Peer Challenge. To continue to develop and improve the triad/quartet arrangements for self-assessment and peer challenge DCS Sponsor: Stuart Gallimore (East Sussex)	To deliver Round 3 of self-assessment and triad/quartet peer challenge in the winter 2020-21 To incorporate contributions from the quality assurance network and lead members.

4. Budget

Table 2: South East Sector Led Improvement Budget 2020-21

	Income	19-20 planned	19-20 forecast yearend	20-21 Subs + DfE grant	Notes
	Carry forward from previous year	10,000	20,580	50,680	
	DfE SESLIP contribution	130,000	130,000	130,000	
	DfE Complex LAC	0	73,350	0	
	DfE Data to Insight	0	0	180,000	
	SE subs	162,500	162,500	162,500	Medway 19/20 not yet in
	Data only subs	2,250	2,250	750	
	Total In	304,750	388,680	523,930	
Plan Ref	Expenditure	19-20 planned	19-20 forecast yearend	20-21 Subs + DfE grant	Notes
1	Complex LAC Project	38,000	87,500	5,000	Further activity subject to DfE support
2	In-house Fostering	6,000	13,500	5,000	To investigate new network
3	New models of social work practice	10,000	6,250	5,000	To publish findings
4	Children Missing Education	0	7,500	20,000	As per proposal discussed in Jan 2020
5	Adoption and SG Leadership Board	7,000	10,500	13,000	Includes £3k for data support
6	AD Education Network	14,100	15,250	15,000	
7	AD Safeguarding Network	10,200	13,250	15,000	
8	Data Benchmarking Network	65,000	68,000	70,000	Includes £10k Education Data
8.1	Data to Insight national project	0	0	180,000	New national project hosted in SE
9	Quality Assurance Network	10,000	7,750	15,000	To continue the network's development
10	SEND SE19 Network	22,500	22,500	30,000	
11	Lead Members Network	5,000	0	10,000	To support LGA work with lead members
12	Taking Your Place – Future Leaders Programme	40,000	5,000	40,000	As per proposal discussed in 2019
13	Workforce matters/ MoC	0	0	2,500	To support the review of MoC
14	Triad Peer Challenge	38,000	40,000	33,000	Includes £13k DfE data
	New Projects	0	0	20,000	To be allocated by SESLIP SG
other	SE ADCS Rooms	10,150	14,500	15,000	
other	Programme Management	20,000	16,250	20,000	
other	Website maintenance	3,500	5,250	5,000	
other	ESCC Overhead	5,000	5,000	5,000	
	Total Out	304,450	338,000	523,500	
	Carry forward to 20/21	300	50,680		
	Carry forward to 21/22			430	

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: Stuart Gallimore (DCS, East Sussex, in the chair); Alison Jeffery (DCS, Portsmouth); Steve Crocker (DCS, Hampshire and Isle of Wight); John Coughlan (Chief Executive, Hampshire); Cllr Gareth Barnard (Lead Member, Bracknell Forest) and the Improvement Advisers from the LGA (Mona Sehgal and William Brooks; Children's Improvement Adviser, Alison Michalska).