


## Appendix 1

Deliverable	Products	Complete?
<b>Mediation and dispute resolution arrangements in place</b>	Requirements outlined to inform tender specification	✓
	Tender submissions evaluated	✓
	Information published on the local offer	✓
What does the business need to do as business as usual?	<ul style="list-style-type: none"> <li>• Manage Leicestershire's mediation and dispute resolution contract</li> <li>• Contribute to regional network in relation to the contract</li> <li>• Ensure information published on the local offer is kept up-to-date</li> </ul>	
Business owner	Marian Sutton (SENA)	
<b>Young offenders pathway</b>	Young offenders pathway	✓ - Currently trying to ensure information is published online
What does the business need to do as business as usual?	<ul style="list-style-type: none"> <li>• Continue to optimise the process that has been put in place</li> </ul>	
Business owner	Chris Thomas (Head of Service youth offending)	
<b>To support changes to advice and information services for young people with SEND and their families</b>	Establishing independent supporters via Core Assets	✓
	Requirements for a single point of access outlined	✓
What does the business need to do as business as usual?	<ul style="list-style-type: none"> <li>• Attend regular review meetings with core assets and continue to work closely with them to ensure independent advice to families is facilitated and maximised</li> <li>• To develop a single point of access for advice</li> <li>• Continue to provide families with independent advice in relation to SEND</li> </ul>	
Business owner	Marian Sutton (SENA) – to liaise with Core Assets in relation to independent supporters Penny Pugh (Locality Manager)- to manage advice provided to families by SENDIASS	



<p><b>Joint commissioning</b></p>	<p>Joint commissioning arrangements between health, education and social care which will culminate into a joint commissioning strategy</p> <p>Demands and Needs analysis</p> <p>Information sharing agreement with GEM</p> <p>Outcomes data</p>	<p>Still developing as part of the whole of Children and Families joint commissioning arrangements</p> <p>✓ ✓</p> <p>Considered as part of the projects involvement with the Dbi enabler. The project is involved in a national pilot of POET between September-December 15. Outcomes star is being considered as a long-term solution for generating outcomes data</p>
<p>What does the business need to do as business as usual?</p>	<ul style="list-style-type: none"> <li>• Continue to develop a joint commissioning strategy across C+F- this is evolving</li> <li>• To use Dbi enabler work to understand gaps in data and to work with service managers to address how missing data can be captured and to identify systems that will support this (i.e. where data should be stored)</li> <li>• To work closely with research and insight colleagues to ensure resources continue to be available to analyse data to inform commissioning arrangements</li> <li>• To support EHC plan facilitators to gather outcomes data using the outcomes star tool</li> <li>• Utilise the local offer to determine demand and need, commissioning gaps and market development</li> </ul>	
<p>Business owner</p>	<p>Chris Bristow (Strategic lead SEND reforms)</p> <p><b>No owner currently identified for utilising the local offer to inform commissioning arrangements. Decision at meeting between Neil Hanney, Michelle Nicholls and Chris Bristow (2/9/15), that Michelle as part of admin review, would lead the establishment of the SEND business support team as per 'future design model' as approved by transformation board. Part of this review will include identifying resource and capacity for this local offer role. In the first instance this will involve the amalgamation of the admin/support functions across psychology/STS and SENA.</b></p> <p><b>Other resources:</b>  Research and Insight – to support the business in gathering data that is not currently recorded  Michelle Nicholls (business support) – to ensure that the systems are in place for data storage  Mark Cast (early help) - will manage EHC plan facilitators to gather outcomes data using the outcomes star tool</p>	





<b>Workforce development</b>	Training needs analysis Training strategy Formal training (2 days) Facilitation and 1-1 support Training evaluation E-learning/guidance materials	
What does the business need to do as business as usual?	<ul style="list-style-type: none"> <li>• Learning and development to include elements of SEND training within their existing training offer</li> <li>• To identify a nominated person to review online documents and ensure they are up-to-date</li> <li>• LEEP to continue to develop the idea of 'SEND champions' to support work around SEND</li> </ul>	
Business owner	Liz Dunn ((Team manager Learning and Development)- to ensure the corporate training offer includes key messages in relation to SEND Lisa J Morgan (School Effectiveness Officer)- to develop SEND champions within the LEEP forum <b>No owner currently identified for maintaining online training documents- this could be a role for the SEND business support team following review with input from EHC plan facilitators to provide subject matter knowledge</b>	

<b>EHC plans and assessment</b>	<p>Conversion strategy for migrating young people with existing statements of SEN to the new plans</p> <p>Assessment process outlined</p> <p>Template forms/plans</p> <p>Information sharing process</p> <p>Review process</p> <p>EHC eligibility policy</p> <p>'Single view' of a child requirements/SEND portal</p> <p>EHC plan facilitators</p> <p>Capita update</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>A consultant has been identified to undertake this piece of work</p> <p>✓</p> <p>✓</p> <p>In progress</p>
<p>What does the business need to do as business as usual?</p>	<ul style="list-style-type: none"> <li>• To continue to keep documentation up-to-date in line with statutory guidance and to support practitioners in completing and returning information required by SENA</li> <li>• To support EHC plan facilitators in ensuring cultural change</li> <li>• To develop a process for sharing EHC plan information with GPs</li> <li>• To optimise capita for storing EHC plan information</li> <li>• To develop a system for recording 'outcomes' information once a process is in place for obtaining outcomes information from young people (i.e. outcomes star)</li> <li>• To continue to explore options allowing a 'single view' of a child such as implementation of the SEND portal. SENA will manage the SEND portal as BAU as a means for sharing information with families and professionals across education, health and social care</li> <li>• To support the implementation of new guidance for social care in providing advice for EHC plans</li> </ul>	
<p>Business owner</p>	<p>Marian Sutton (SENA)</p> <p><b>Other resources:</b>  Mark Cast (Early Help) – to manage EHC plan facilitators  Michelle Nicholls (Business support) – to support single view requirements</p>	

<p><b>Local offer</b></p>	<p>Content requirements</p> <p>Settings minimum offer</p> <p>SEN information report e-form</p> <p>Accessibility strategy</p> <p>Design &amp; functionality requirements</p> <p>Database (following RFQ)</p> <p>Feedback mechanism (your voice comments and surveys)</p> <p>User acceptance testing/piloting</p>	<p>✓ - Content is currently being updated</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>In progress</p>
<p>What does the business need to do as business as usual?</p>	<ul style="list-style-type: none"> <li>• Manage ongoing revenue costs for the local offer database £5K per annum</li> <li>• Monitor information submitted by settings using SEN information report e-forms and managing any related queries</li> <li>• Maintenance of the local offer database and ensuring that providers populate this</li> <li>• Publishing comments made by families and professionals on the 'your voice' area of the local offer and responded to at least annually (as a statutory obligation), providing quarterly reports of survey responses to Strategic lead for SEND reforms</li> <li>• Ensuring that settings minimum offers remain up-to-date</li> <li>• Ensuring that the accessibility strategy for the local offer remains up-to-date</li> <li>• Ensuring pdf documents are presented in an accessible format</li> <li>• Ownership of the front pages of the local offer and ensuring that these remain up-to-date- content designer to confirm whether these will still exist following content review.</li> </ul>	

<p>Business owner</p>	<p>Michelle Nicholls (Business support)- Pratik Desai to support maintenance of database and ensuring that providers populate this, monitoring and responding to feedback provided via 'your voice' (with support from SMEs) and converting pdfs into an accessible format</p> <p><b>Other resources:</b>          Early years will pay £1.5K of the annual local offer database revenue costs          Relevant service managers will ensure settings minimum offers are kept up-to-date</p> <p><b>Business owner required for:</b></p> <ul style="list-style-type: none"> <li>- Providing quarterly reports of survey responses to strategic lead for SEND reforms- this could be a role for research and insight</li> <li>- Responsibility for ensuring the accessibility strategy for the local offer remains up-to-date</li> <li>- Monitoring information submitted by settings using SEN information report e-forms and managing any related queries</li> </ul> <p>- Local offer front pages- however clarity is required from the content designer as to whether these will remain as part of the redeveloped local offer- Pratik Desai/business support will continue to provide 'technical support' as currently. Admin review as referred to above will provide capacity to fulfil this function</p> <p>- Ongoing revenue costs minus early years contribution – this stands at £3.5K per annum. Chris Bristow has contacted Jenny Lawrence to see how C&amp;F budget can be top sliced to meet this short fall in funding</p>
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<b>Personal budgets</b>	Demand analysis Unit costing/banding SEN transport personal budget Assessment model established across education, health and social care Coordinated and transparent allocation system (reflective of ACS principles) Requirements for and implementation of a payment administration and monitoring system Policy/guidance Support for managing personal budgets Implementation/testing strategy Testing/piloting/training	In progress In progress Planning underway to commence a pilot September 2016 Strategic vision and scope required Strategic vision and scope required Strategic vision and scope required  Will be reviewed to reflect new developments  part of ACS contract To do To do
What does the business need to do as business as usual?	<ul style="list-style-type: none"> <li>• The business will need to manage the new process for education personal budgets which will involve a banding system- further details to be confirmed</li> <li>• The business will need to manage the new allocation system for children’s social care- this may include inputting data into a spreadsheet or ICT system to calculate personal budget allocation</li> <li>• The business may need to utilise new systems in administering personal budget payments for children’s social care</li> <li>• To ensure that the personal budgets guidance is kept up-to-date</li> <li>• To develop services that can be offered as a personal budget year on year[;</li> </ul>	
Business owner	Ian Clarkson (Service Manager DCS) / 0-25 social care service manager Marian Sutton (SENA) CCG manager- TBC	

<b>Communications/ stakeholder engagement</b>	Stakeholder analysis  Communications plan  Accessible information for families and professionals- online information, case studies, publications- i.e. newsletters, Leicestershire matters, staff matters, briefings, e-mails, surveys/consultations, face to face  Co-production with families	   
What does the business need to do as business as usual?	<ul style="list-style-type: none"> <li>• To continue to keep professionals and families informed of changes relating to SEND and the reforms (i.e. development of personal budgets, STS review, the local offer)</li> <li>• To continue to coproduce changes with families (i.e. ongoing role in developing the local offer and involvement in strategic decision making such as commissioning arrangements)</li> </ul>	
Business owner	<p><b>None identified at this stage.</b></p> <p>However it is suggested that as this is parental and young persons voice at a requirement of all services, then this falls within the brief of 'Voice' work led by Michelle James and Ellie Lowe. It is recognised that currently adopting send requirements has not been possible due to their capacity. It therefore mean are prioritising to ensure that this statutory obligation is fulfilled as business as normal.</p>	



<b>STS review</b>	Scope and strategic intentions	✓
	Review methodology	✓
	'As is' analysis	In progress
	Target operating model	To do
	HR action plan/consultation	To do
	Implementation plan/change management strategy	To do
What does the business need to do as business as usual?	<ul style="list-style-type: none"> <li>• This is yet to be confirmed- however the business will need to manage new operational processes</li> <li>• It is recommended that commercial expertise is utilised to develop STS into a viable business</li> </ul>	
Business owner	Chris Connearn and Chris Bristow (Head of Strategy vulnerable groups)	