

## **Specification: Independent Review of SEND data and performance system and processes**

**Independent Reviewer:** Samantha Freeman (SF Independent Specialists Limited)

**Date:** 3rd July '19 to be completed by 30<sup>th</sup> July '19

**Review Commissioner:** Councillor Anna Keen

Following the identification of previously unknown level of poor performance in delivery of statutory timescales and team outputs, the Political and Directorate Leadership have commissioned an Independent Review:

### **Context:**

The LGA Peer Review in November '17 outlined the paucity of good quality performance processes and reporting for SEND:

...Poor performance has been tolerated and data quality has not been challenged by local area partners...tolerance of inaccurate data and poor service delivery which might be historical, yet the same problems remain...performance data is not effectively used to inform, or measure improvement priorities.

Work commenced to build a case record system to support effective performance and management information including dashboards for ease of dissemination of PI's. This work is incomplete as yet. In the run-up to the 2 July cabinet meeting a review triangulating SEND assessment performance data raised serious concerns about the reliability of data and actual performance levels.

### **Objectives of the Review**

- To understand and report on
  - factors contributing to the declined performance in statutory assessment and review of SENs, focusing on timeliness of assessments and processing annual reviews
  - the suitability of performance data and the processes undertaken to manage the change from the old system to the new
  - Management processes and mitigation of risks
- To link with previously commissioned audit work on SEND business processes
- To make recommendations for what is needed to ensure compliant and significantly improved operational performance and secure performance reporting on which officers and members can rely.

### **Questions to be addressed by the review**

#### Systems

- What has gone wrong in the development of appropriate performance processes to meet the recommendations of the LGA Peer Review and service / Inspectorial requirements?
- What are the limitations of the current data / performance mechanisms?
- What were the underlying issue which resulted in problematic migration of data to the Liquid Logic System?

- What are the barriers to improving or understanding the current data / performance system?
- What could reasonably be expected from officers in the delivery of data in the absence of high quality performance data being available digitally.
- Has the role undertaken by the Case Record Provider Liquid Logic, in relation to data and performance reporting, been as could reasonably have been expected.
- In relation to Strategic and Operational performance management information, is it fit for purpose and have service subject experts supported development effectively

#### Strategic performance:

- Have products been developed to facilitate strategic engagement and oversight?
- Is there Information available to fully understand the effectiveness of services and their impact on outcomes
- Does the dashboard enable Performance Clinic / Board and LASPAG oversight
- Is there more that senior management could have done in challenging performance data and progress

#### Operational performance:

- Have products been developed to facilitate operational and management engagement and oversight?
- Are difficulties in migration and consequent impact on reporting of data now being overcome?
- Should the authority develop a manual (ie Excel-based) tracking system for statutory processes in SEN to support planning and oversight of day to day work?

#### **Methodology of Review**

##### Review of SEND performance and data management to include:

- Diagnostic review of systems and performance outputs including data accuracy
- Presenting and accessing data
- Governance and communication
- Workforce and capacity
- Recommendations to inform action planning and performance management

Independent Review Final Report to be considered by the Steering Group (Councillor Anna Keen; Mike Jackson; Jacqui Jensen; Internal Audit, consideration given to other professionals dependent on emerging findings) presented to Mike Jackson.

8<sup>th</sup> July 2019