

## East Midlands RIIA Plan 2022-24

**DRAFT v4 December 2022**

### Introduction

The purpose of the East Midlands Regional Improvement and Innovation Alliance (RIIA) is to promote and facilitate improvement across all ten local authorities through a flexible offer of challenge and support and a co-ordinated programme of collaboration.

This document summarises the main collaborative activities that will be planned and co-ordinated by the Directors of Children's Services (DCS) of the 10 Local Authorities in the East Midlands during the period 2022-24. NB The plan is *not* intended to be seen as a comprehensive 'state of the region' report.

This plan builds upon a strong tradition that goes back almost 20 years, of the region's DCS adding value to local improvement work by working together as a group to provide mutual support, increase efficiency and share expertise. It provides direction for this next period, highlighting some additional activity that the DCS group will sponsor or commission, as well as guiding the priorities for regional groups.

The period of this plan follows the pandemic experience of 2020-22 and some significant grant investment made by the government into regional recovery work, known as Build Back Better (BBB).

The activity within this plan is agreed by the regional DCS group, who will routinely monitor progress. The DCS group will seek additional funds where available in support of the plan priorities. The RIIA Plan is underpinned by a regional Memorandum of Understanding, the governance of the plan is provided through key DCS roles and a RIIA Executive Group, and its implementation is supported by a RIIA Operational Group and Delivery Partner, as follows:

EM DCS Chair: Jane Moore, Leicestershire

RIIA Lead DCS: Heather Sandy, Lincolnshire

RIIA Executive Group:

- DCS: Heather Sandy
- Lead Member: Cllr Russell, Leicester
- Lead Member: Cllr Taylor, Leicestershire
- Chief Executive: Debbie Barnes, Lincolnshire
- DfE: Stewart Bembridge
- LGA: Andrew Bunyan

Regional Strategic Co-ordinator: Peter Chilvers

RIIA Operational Group: Heather Sandy, plus the chairs or representatives of all regional groups

RIIA Programme Manager: Khalid Mahmood, SDSA

Regional Delivery Partner 2022-24: SDSA

### Timeline

This plan moves to a 2-year cycle, providing a longer period for the delivery of actions.

Phase 1: March - August 2022 Diagnostic process of Peer Challenge Triads, including SEF analysis, to identify the priority themes and actions for regional collaboration.	Phase 2: Sept 2022 – March 2024 Implementation period for actions selected to support the identified priorities.
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Phase 1 will be repeated in Spring 2024.

## Section A: Priorities for 2022-24

This RIIA Plan organises additional activity that complements the local improvement work within each LA area. It exists within a broader national context, while also not disregarding the breadth of important wider work of regional groups that also supports continuous improvement within the region. The priorities within this plan highlight the key areas that the region's DCSs have selected as the dominant focus for collaboration in 2022-24.

The regional priorities within the previous RIIA plan cycle were: Covid recovery, SEND reform, Quality of social work, Early Help systems, and Placement sufficiency and sustainability.

The ADCS national themes currently are: Levelling up for children, policy changes stemming from the Care Review, Education WP and SEND GP, Place and Place Leadership, the social work workforce crisis, the loss of ground in education, and a review of services of mental health.

The key themes emerging from the region's 2022 Peer Challenge are: Workforce challenges, placement sufficiency, engagement of partners, positive benefits of Early Help, and the consistency of practice and managerial oversight.

### **This RIIA Plan 2022-24 is organised around the following priority areas:**

Regional Pressures	Policy Areas	Capacity Building
<ul style="list-style-type: none"> <li>• Social Worker Supply</li> <li>• Placement Sufficiency</li> <li>• SEND and Inclusion</li> <li>• Stronger Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting Families, incl. the development of Family Hubs and effective Early Help</li> <li>• Staying Close (Care Leavers)</li> <li>• Dissemination of BBB projects</li> </ul>	<ul style="list-style-type: none"> <li>• Consistency of practice and managerial oversight</li> <li>• SEF Improvement</li> <li>• Leadership Development</li> <li>• Diversity in Leadership</li> </ul>

This plan does not aim to document every regional action.

### Summary of Regional Pressures

	Context	The desired change
Social Worker Supply	Rapidly escalating prices, low availability of good social workers, 'rogue' LAs, agencies, cost of living	Stability of workforce More reasonable costs Good supply pipeline of social workers
Placement Sufficiency	Limited availability, broken market, prices, insufficient LA provision, 'distant' SEND INMSS placements, Increasing UASC demands	Existing provider costs under control Increases in local specialist provision More LA provision
SEND and Inclusion	EHCP increases, parental choice & tribunals, balance of mainstream inclusion, specialist provision	Strong LA/area graduated response More schools and trusts developing inclusive graduated response Better partnerships with families
Stronger Partnerships	Uncertainty about LA and academies' accountabilities for safeguarding Children's services prominence within ICS arrangements	Clarity of partnership and action to safeguard children in every school Balanced representation of children's priorities in ICS arrangements/plans

## Section B: Regional activity

### Regional Pressures

• Social Worker Supply			Lead DCS: Andy Smith	
Activity	Outcome/Output	Roles/ Responsibility	Timing	Resources
1. Develop the use of the alternatively qualified workforce to support social work	a) Offer all LAs further capacity to help further develop their local approach, building on the BBB activity. b) Investigate broader scope to remodel social worker role further	a) Lou Williams (LW) and Khalid Mahmood (KM) to co-ordinate offer and mobilise b) LW to work with Directors (SW ADs and DCSs) to look imaginatively at tasks social workers customarily do, that could be in scope for other workers	a) Over 12 months b) Autumn/ Spring	<ul style="list-style-type: none"> <li>• Approx 20 days support from LW</li> <li>• KM co-ordination</li> </ul>
2. MoC and price management activity	a) Temporarily pause price control ambitions of the MoC, revisit when things become more stable b) Introduce regional compliance with the 'non price' aspects of the MoC, e.g. notice periods, references c) Engage agency providers in a robust discussion around ethical practice and seek a less adversarial approach to find solutions, e.g. UASC regional team? d) Iron out some of the anomalies and variations within our own LA rates for permanent staff	a) - d) Claire Threapleton (CT) to co-ordinate project plan with KM and the HR Leads Group	Year-round activity	<ul style="list-style-type: none"> <li>• 5-10 days support from CT</li> <li>• KM co-ordination</li> </ul>
3. Encourage and support national action by government and other regions	Links made between EM regional activity and national agenda. National players starting to take action.	Andy Smith to escalate with ADCS CT and LW to liaise with DfE on EM work-streams All DCSs encourage LMs to become active	Year-round activity	

Activity	Outcome/Output	Roles/ Responsibility	Timing	Resources
4. Develop positive regional action to strengthen social work across the region	Plan of action on priority areas developed and being implemented. Areas to consider: a) Recruitment campaigns, including career changers b) Improving training pathways through collaboration and a regional offer (microsite) c) Consistency of ASYE practice d) Work with the Teaching Partnerships to review and adapt provision to match current circumstances	CT to co-ordinate project plan with KM and the Directors of SW, plus HR Leads Group		<ul style="list-style-type: none"> <li>• 10-15 days from CT</li> <li>• KM co-ordination</li> <li>• Costs for microsite development</li> </ul>
5. Engage Finance Directors (Section 151) in a dialogue about this crisis	Better understanding of national context and advocacy for improved resources in budget setting	Jane Moore, Heather Sandy and Andrew Bunyan planning to utilise LGA support	Suggested seminar Autumn 2022	LGA in-kind support

• Placement Sufficiency			Lead DCS: Colin Pettigrew	
Activity	Outcome/Output	Roles/ Responsibility	Timing	Resources
1. Cost management activity with existing providers	Update and continue existing Fee Review processes for existing placements. The purpose of this process is to only approve essential increases and therefore avoid unnecessary costs to LA budgets.	KM working with regional Fee Review group	Rolling programme	KM co-ordination
2. Explore block purchasing and joint commissioning	Working with consultant Andrew Rome investigate the most effective use of block contract arrangements in the East Midlands to reduce costs and improve sufficiency	ML working with Commissioning Leads group. Laurence Jones and James Gracey as leads.	Nov-22 to Aug-23 and ongoing	ML co-ordination and Andrew Rome consultancy
3. Creating new provision in the region	Collate sufficiency and market position statements and publish these in a way that informs and stimulates market development	ML working with Commissioning Leads group.	By April 23	ML to co-ordinate LA responses
4. Taking a fresh look at UASC to see if we're missing out by not collaborating more	Evaluate current UASC placements options including for care leavers and identify any opportunities for joint commissioning and protocols	ML working with Commissioning Leads group.	January 23, May 23, Sept 23	ML and LA leads

• SEND and Inclusion			Lead DCS: Heather Sandy	
Activity	Outcome/Output	Roles/ Responsibility	Timing	Resources
1. SEND Peer Challenge	a) Updated methodology and training to match new inspection framework b) Continue schedule of peer challenges, offering bespoke approach, e.g. thematic	Pat Bullen (PB) to lead and co-ordinate programme with SDSA	4-5 LA/area SEND peer challenges over the year	A separate supplementary RIIA SEND Plan has been developed and approved with £99k ring-fenced for the activities within this theme
2. More effective use of SEND data	a) Updated SEND dataset within Tableau to include health links and focus on wider outcomes b) Data analysis informing practice development more	PB, Leicestershire Tableau team and SEND Strategic Leads group	Updates made during Autumn/ Spring	
3. Developing approaches that promote inclusion in local communities and provision	a) LAs sharing SEND SEFs to match new inspection framework b) LAs sharing Graduated Offers c) LAs sharing practice related to 1001 Days	PB and SEND Strategic Leads group working with Whole School SEND Consortium	Ongoing work over the year	
4. Management of HN SEND resources	a) Innovation and practice sharing regarding management of SEND resources b) Focus on demand pressures and mitigating action, escalation of issues to ESFA and DfE. Case studies shared.	PB to convene regular meetings of LA SEND Finance Leads	Termly	
5. Ensuring best value for specialist provision	a) Development of INMSS Fee Review process with commissioners b) Region securing better vfm from INMSS	SEND Strategic Leads and PB working with regional Commissioning Leads group and SDSA	Spring 2023	
6. Co-production with children and families with SEND	a) Region-wide good practice in coproduction, de-escalation and conflict reduction b) Better strategic engagement of Parent Carer Forums c) Research into the lived experience and perspectives of YP with SEND	a) PB, SEND and PCF Leads with NNPCF b) PB and SEND Leads c) PB with University of Derby	Ongoing work over the year  c) To be published Spring 2023	
7. Clarifying and strengthening social care in the EHCP pathway	a) Sharing effective and innovative approaches through DSCO network b) Involvement of social care colleagues in SEND peer challenge c) Regional moderation of EHCPs	PB to organise regional collaboration between SEND Strategic Leads, DSCOs and EHCP staff	Ongoing work over the year	

Activity	Outcome/Output	Roles/ Responsibility	Timing	Resources
8. SEND and AP in the region	a) Audit and analysis of current arrangements for SEND provision within AP b) Best practice identified and promoted c) Regional contribution to Green Paper developments about AP	PB and SEND Strategic Leads with AP providers	Ongoing work over the year  c) to meet GP deadlines	As above
9. Connecting with Green Paper developments	a) Submit regional responses to Green Paper consultation and subsequent opportunities b) Submit regional response to SEND inspection consultation	PB and SEND Strategic Leads with EMSEG	To meet deadlines	
10. Developing leadership for SEND	a) Take contingency action to ensure continuing training for LA SEND colleagues during any gap created by DfE national commissioning of future leadership programmes	PB with NHS East Midlands		

• Stronger Partnerships		Lead DCS (schools): Dawn Godfrey    Lead DCSs (ICS): Martin Samuels and Stuart Lackenby		
Activity	Outcome/Output	Roles/ Responsibility	Timing	Resources
1. Schools: Engagement of trusts, academies and regional DfE to improve clarity of safeguarding arrangements	a) Engagement meetings with DfE Regional Director to clarify disconnections in safeguarding policy and agree regional approach b) Dissemination of agreed approach to LAs, MATs and academies	DG with KM to arrange meetings and undertake subsequent action	Initial meetings autumn 2022	KM co-ordination
2. ICS: Strong profile for children's services within ICS arrangements. Health partners playing their role, making their contribution and fulfilling accountabilities.	a) Regional work with ICS lead colleagues to consider, develop and introduce standard protocols and processes to ensure children's priorities feature in ICS plans and structures consistently across the region	MS and SL to convene discussions with ICS colleagues KM to support process and co-ordinate subsequent agreements	Initial meetings autumn 2022	KM co-ordination

## Policy Areas

<ul style="list-style-type: none"> <li><b>Supporting Families, incl. the development of Family Hubs and effective Early Help</b></li> </ul> <b>Lead DCS (Early Help developments) Colin Foster    Lead DCS (Family Hubs) AnnMarie Dodds</b>				
Activity	Outcome/Output	Roles/ Responsibility	Timing	Resources
1. Support the continuing development of the Family Hubs approach across the region	<p>Jan 2023 meetings planned to create detailed work-plan, building on the 2021-22 BBB project, requesting resources to fund activity (see also section D priorities for networks).</p> <p>KM to work with CF and AMD plus Cath North (regional Family Hub coordinator) and regional groups for Supporting Families and Early Help</p>			
2. Dissemination and development of Early Help practice that reduces CSC / CIN demands				
3. Better engagement of partners in early help arrangements and hand-offs				

<ul style="list-style-type: none"> <li><b>Staying Close</b></li> </ul>			Lead DCS: Carol Cammiss	
Activity	Outcome/Output	Roles/ Responsibility	Timing	Resources
1. Regional Learning & Development programme	a) Programme of webinars/ seminars across the year to promote effective practice and contribute to LA development b) Bespoke coaching offered to all LAs wanting it to help them develop SC approach	Regional Care Leaver Leads group to lead the work, commissioning Break Charity and supported by SDSA (ND)	Ongoing work over the year	Up to £20k allocated to commission L&D programme
2. Regional submission of bid(s) for Staying Close placement funding	Strong bids submitted from the EM region to seek SC placement funding once DfE opens application window. Learning from previous applications applied a) Support for all LA/group applications to strengthen them and connect to regional partnership approach	Regional Care Leaver Leads group with Break Charity and supported by SDSA (ND)  Derbyshire to be lead applicant and host LA if regional bid agreed	From October 2022	16 days bid-writing support made available

	b) Submit pan-regional bid if DfE permits twin-track approach			

• Dissemination of BBB Projects				
Activity	Outcome/Output	Roles/ Responsibility	Timing	Resources
1. Lundy Participation Model	Development work completed and disseminated to the region	Leicester with KM	By April 2023	Funds already provided through BBB
2. Trauma Informed Practice/Toolkits to safeguard adolescents	Development work completed and disseminated to the region	Lincolnshire, Leicestershire, Nottinghamshire with KM	By April 2023	
3. Reducing court backlogs	Ongoing support for effective BBB project to ensure continuing progress	Regional group, led by Lincolnshire with KM	By April 2023	
4. Improving workforce wellbeing	Development work completed and disseminated to the region	Regional Workforce Group with KM	By April 2023	

## Capacity Building

• Consistency of practice and managerial oversight			Lead DCS: Carol Cammiss	
Activity	Outcome/Output	Roles/ Responsibility	Timing	Resources
1. Improving consistency of social work practice	Meetings planned for Jan 2023 to develop a costed work plan for these activities, to include consideration of: <ul style="list-style-type: none"> <li>Expert seminars on effective case auditing, followed by updated scheme of inter-LA or regional moderation of case audits</li> <li>Potential for a (regional) Team Manager training programme to develop effective practice and stimulate progression and retention</li> </ul> KM to work with CC and regional group of Audit Moderators/ Team Managers			
2. Increasing quality of managerial oversight / grip				
3. Promoting greater effectiveness of QA activity				



• SEF Improvement				
Activity	Outcome/Output	Roles/ Responsibility	Timing	Resources
1. Sharing the most effective self-evaluation practice across the region	Workshop with Gail Hopper (GH) for the Improvement Leads	KM to coordinate with GH and convene/support workshop	Autumn 2022 to support prep for Ofsted conversations	Funds already provided through BBB

• Leadership Development				Lead DCS: Jane Moore
Activity	Outcome/Output	Roles/ Responsibility	Timing	Resources
1. Leadership Development for senior leaders heading towards AD roles	a) CSSSL programme repeated for a second cohort b) ILM recognition provided	SDSA (RS and KM) to update proposal and provide programme co-ordination	Proposal Nov Recruitment Dec Induction Jan/Feb Delivery Mar-Oct	To be fully funded through regional funds, i.r.o. £30k

• Diversity in Leadership				Lead DCS: Catherine Underwood
Activity	Outcome/Output	Roles/ Responsibility	Timing	Resources
1. Increase of reach of Leading in Colour thinking by repetition of seminar				
2. Consider development of regional mentoring support scheme				
3. Is it worth convening a regional seminar or think tank to open up this discussion?				

## **Section C: Local support**

Within this RIIA Plan, local support will also be organised for LAs as they identify areas for improvement for which they would welcome help from regional colleagues.

## Section D: Regional groups

Regional Group	Chair	Group priority areas for 2022-24	Regional priorities that this group can contribute towards
Directors of Social Work & Safeguarding	Caroline Tote (Leicestershire)	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>✓ Social Worker Supply</li> <li>Placement Sufficiency</li> <li>SEND and Inclusion</li> <li>Stronger Partnerships esp. health &amp; schools</li> <li>✓ Supporting Families, incl. F Hubs and effective Early Help</li> <li>✓ Staying Close</li> <li>✓ Practice consistency and managerial oversight</li> <li>SEF Improvement</li> <li>✓ Leadership Development</li> <li>✓ Diversity in Leadership</li> </ul>
EMSEG (Strategic Education Group)	Pauline Anderson (Derby)	<ul style="list-style-type: none"> <li>• Sharing practice on demand management in SEND to help reduce pressure on the HNB.</li> <li>• Working across the region on commissioning of places in INMSS.</li> <li>• Sharing practice on managing the LAMB grant.</li> </ul>	<ul style="list-style-type: none"> <li>Social Worker Supply</li> <li>Placement Sufficiency</li> <li>✓ SEND and Inclusion</li> <li>✓ Stronger Partnerships esp. health &amp; schools</li> <li>Supporting Families, incl. F Hubs and effective Early Help</li> <li>Staying Close</li> <li>Practice consistency and managerial oversight</li> <li>SEF Improvement</li> <li>✓ Leadership Development</li> <li>✓ Diversity in Leadership</li> </ul>
Commissioning Leads Group	Laurence Jones (Nottinghamshire)	<ul style="list-style-type: none"> <li>• Cost management activity with existing providers</li> <li>• Explore block purchasing and joint commissioning</li> <li>• Creating new provision in the region</li> </ul>	<ul style="list-style-type: none"> <li>Social Worker Supply</li> <li>✓ Placement Sufficiency</li> <li>✓ SEND and Inclusion</li> <li>Stronger Partnerships esp. health &amp; schools</li> <li>Supporting Families, incl. F Hubs and effective Early Help</li> <li>Staying Close</li> <li>Practice consistency and managerial oversight</li> <li>SEF Improvement</li> <li>Leadership Development</li> <li>Diversity in Leadership</li> </ul>
SEND Strategic Leads	Pat Bullen (Leicester)	<ul style="list-style-type: none"> <li>• See SEND &amp; Inclusion plan Section B on p5-6</li> </ul>	<ul style="list-style-type: none"> <li>Social Worker Supply</li> <li>Placement Sufficiency</li> <li>✓ SEND and Inclusion</li> <li>Stronger Partnerships esp. health &amp; schools</li> <li>Supporting Families, incl. F Hubs and effective Early Help</li> <li>Staying Close</li> <li>Practice consistency and managerial oversight</li> <li>SEF Improvement</li> <li>Leadership Development</li> <li>Diversity in Leadership</li> </ul>
3rd Tier Safeguarding Leads	Kay Fletcher Adele Glover (tbc)	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>Social Worker Supply</li> <li>Placement Sufficiency</li> <li>SEND and Inclusion</li> <li>Stronger Partnerships esp. health &amp; schools</li> <li>Supporting Families, incl. F Hubs and effective Early Help</li> <li>Staying Close</li> <li>Practice consistency and managerial oversight</li> <li>SEF Improvement</li> <li>Leadership Development</li> <li>Diversity in Leadership</li> </ul>

Regional Group	Chair	Group priority areas for 2022-24	Regional priorities that this group can contribute towards
Principal Social Workers	Di Bentley (Nottinghamshire)	<p>Sufficiency of social work practitioners / social work supply</p> <ul style="list-style-type: none"> <li>Mixed economy of routes into social work - regional HEIs Undergraduate and post graduate courses, apprentice programmes, Frontline and step up to social work</li> <li>Pre-qualification – sufficiency of social work placements</li> <li>Knowledge and skill development for social work practitioners</li> </ul> <p>Promoting social work practice excellence – consistency of practice and management oversight</p> <ul style="list-style-type: none"> <li>Continued dissemination of and development of BBB projects (direct work with children and PLO toolkit)</li> <li>Core skills – package of regional, virtual workshops and briefings – led by practice experts across the region.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Social Worker Supply</li> <li>Placement Sufficiency</li> <li>SEND and Inclusion</li> <li>Stronger Partnerships esp. health &amp; schools</li> <li>Supporting Families, incl. F Hubs and effective Early Help</li> <li>Staying Close</li> <li>✓ Practice consistency and managerial oversight</li> <li>SEF Improvement</li> <li>Leadership Development</li> <li>Diversity in Leadership</li> </ul>
Child Exploitation Leads	Ali Noble (Derbyshire)	<ul style="list-style-type: none"> <li>Continue to gain assurance against standards</li> <li>Mapping - improve understanding of risks in region</li> <li>Awareness raising, workforce development around extra familial risk, e.g. knife crime, county lines, exploitation</li> <li>Development of dataset. Quality Assurance and Audit, understanding cohort and implications for minority groups</li> <li>Learning in the region around themes to tackling exploitation</li> <li>Development of tools to be shared with partner agencies to understand exploitation in the modern world. Secure ownership of tools that have been developed through the region</li> </ul>	<ul style="list-style-type: none"> <li>Social Worker Supply</li> <li>Placement Sufficiency</li> <li>SEND and Inclusion</li> <li>Stronger Partnerships esp. health &amp; schools</li> <li>Supporting Families, incl. F Hubs and effective Early Help</li> <li>Staying Close</li> <li>Practice consistency and managerial oversight</li> <li>SEF Improvement</li> <li>Leadership Development</li> <li>Diversity in Leadership</li> </ul>

Regional Group	Chair	Group priority areas for 2022-24	Regional priorities that this group can contribute towards
IRO managers and CP Chairs	Izzy Martin (Nottinghamshire)	<ul style="list-style-type: none"> <li>• How do IROs/CP chairs continue to drive practice improvement and standards whilst being empathetic to the challenges the SW teams face and keeping the child at the centre and contributing to stronger partnership working?</li> <li>• Continuous focus on the role of the IRO and CP chair in QA of the multi-agency practice for children and families throughout their journey</li> <li>• Provide four regional sessions a year for CP chair and IROs and encourage attendance of the community of practice sessions being delivered by National IRO managers group.</li> <li>• Evaluation across the region of effectiveness of hybrid and virtual meetings for children, families, and partner agencies.</li> <li>• Focus on the meaningful engagement and participation of children in meetings and CP/LAC processes.</li> <li>• How IROs might contribute to placement sufficiency and the staying close ambition</li> </ul>	Social Worker Supply Placement Sufficiency SEND and Inclusion Stronger Partnerships esp. health & schools Supporting Families, incl. F Hubs and effective Early Help Staying Close Practice consistency and managerial oversight SEF Improvement Leadership Development Diversity in Leadership
Care Leavers Leads	Andy Morris (Lincolnshire)	<ul style="list-style-type: none"> <li>• Networking with CLM and SC leads across the 10 LA areas to unpick what a regional approach to SC looks like and harmonise a Core Offer to Care Leavers</li> <li>• Working closely with colleagues to ensure strong and consistent bid submissions with the help of Break and SDSA</li> <li>• Reflecting on the needs across the region to deliver a learning development programme</li> </ul>	Social Worker Supply Placement Sufficiency SEND and Inclusion Stronger Partnerships esp. health & schools Supporting Families, incl. F Hubs and effective Early Help Staying Close Practice consistency and managerial oversight SEF Improvement Leadership Development Diversity in Leadership

Regional Group	Chair	Group priority areas for 2022-24	Regional priorities that this group can contribute towards
Early Help & Supporting Families Leads	Debbie Jesson (Nottinghamshire)	<ul style="list-style-type: none"> <li>Working towards the Early Help Vision following completion of the Early Help System Guide self- assessment tool by strengthening services and systems and sharing learning across the region, implementing a peer review.</li> <li>Securing greater engagement from partners in the Supporting Families programme in order to maximise the impact on children, young people and families and to meet the increasing targets set by DLUHC.</li> <li>Aligning the work of the Family Hubs, Supporting Families and Reducing Parental Conflict Programme to ensure effective Early Help across the region</li> <li>Evaluating the impact of Reducing Parental Conflict workforce development and interventions on children and families across the region</li> <li>Implementation of Reducing Parental Conflict regional workforce development to raise awareness and increase confidence and skills across the partnership.</li> </ul>	Social Worker Supply Placement Sufficiency SEND and Inclusion Stronger Partnerships esp. health & schools ✓ Supporting Families, incl. F Hubs and effective Early Help Staying Close Practice consistency and managerial oversight SEF Improvement Leadership Development Diversity in Leadership
Early Years Strategic Leads	Viki Thomas (Lincolnshire)	<ul style="list-style-type: none"> <li>Provide support for SEND Priority Strand particularly related to purposeful data on children aged around 2</li> <li>Recruitment and retention</li> <li>United regional approach to Ofsted regional team to help inform their policymaking</li> </ul>	Social Worker Supply Placement Sufficiency ✓ SEND and Inclusion ✓ Stronger Partnerships esp. health & schools Supporting Families, incl. F Hubs and effective Early Help Staying Close Practice consistency and managerial oversight SEF Improvement Leadership Development Diversity in Leadership
Virtual School Leads	Jasmin Howell (Nottingham) Charlotte Franks (North Northants)	<ul style="list-style-type: none"> <li>The VSH East Midlands group will develop a process to ensure consistency in arrangements for seeking directions of schools.</li> <li>The VSH East Midlands group will review our arrangements for quality assuring PEPs locally, with a view to ensure consistency across the region.</li> <li>The VSH East Midlands Group will support the implementation of attachment and trauma awareness in schools across each region to support inclusion.</li> </ul>	Social Worker Supply Placement Sufficiency ✓ SEND and Inclusion ✓ Stronger Partnerships esp. health & schools Supporting Families, incl. F Hubs and effective Early Help Staying Close ✓ Practice consistency and managerial oversight SEF Improvement Leadership Development Diversity in Leadership

Regional Group	Chair	Group priority areas for 2022-24	Regional priorities that this group can contribute towards
Principal Educational Psychologists	Charles Savage (Nottinghamshire)	<ul style="list-style-type: none"> <li>Timely completion of Psychological Advice for EHC Assessments</li> <li>Educational Psychology Service (EPS) role in development of pre-EHC graduated response (Green Paper recommendations)</li> <li>EPS role in development of within local authority and cross-regional value-for-money specialist placements, and process for ongoing review of same.</li> <li>EPS capacity, including supply of and range of roles (e.g. Assistant EP, Associate EP, Trainee EP).</li> </ul>	Social Worker Supply Placement Sufficiency ✓ SEND and Inclusion Stronger Partnerships esp. health & schools Supporting Families, incl. F Hubs and effective Early Help Staying Close Practice consistency and managerial oversight SEF Improvement Leadership Development Diversity in Leadership
School Admissions/ Place Planning	Janet Baines (Northamptonshire)	Supporting current issues in School Admissions, including: <ul style="list-style-type: none"> <li>Increase in the number of in-year applications</li> <li>School place availability</li> <li>Applications from Children from Ukraine, Hong Kong, Afghanistan and from other countries abroad</li> <li>Funding for Ukrainian children</li> <li>Operation of the new Codes: School Admissions Code (2021) and the 2022 School Admission Appeals Code</li> <li>Changes in appeals process post Covid.</li> </ul>	Social Worker Supply Placement Sufficiency SEND and Inclusion ✓ Stronger Partnerships esp. health & schools Supporting Families, incl. F Hubs and effective Early Help Staying Close Practice consistency and managerial oversight SEF Improvement Leadership Development Diversity in Leadership
Regional Placements Commissioning	Amy Allcock (Lincolnshire)	<ul style="list-style-type: none"> <li></li> <li></li> </ul>	Social Worker Supply ✓ Placement Sufficiency SEND and Inclusion Stronger Partnerships esp. health & schools Supporting Families, incl. F Hubs and effective Early Help Staying Close Practice consistency and managerial oversight SEF Improvement Leadership Development Diversity in Leadership
Data and Improvement Leads	Samantha Harrison (Lincolnshire)	<ul style="list-style-type: none"> <li>Consolidating the data collection of new and existing measures.</li> <li>Review of Tableau – including new RIIA Measure collection, review of existing measures and improved data visualisation</li> <li>Deep dives into themes driven by the data and requests from other Tier 2 regional groups.</li> </ul>	Social Worker Supply Placement Sufficiency SEND and Inclusion Stronger Partnerships esp. health & schools Supporting Families, incl. F Hubs and effective Early Help Staying Close Practice consistency and managerial oversight ✓ SEF Improvement Leadership Development Diversity in Leadership

Regional Group	Chair	Group priority areas for 2022-24	Regional priorities that this group can contribute towards
Participation Leads	Adele Styles (Derby)	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	Social Worker Supply Placement Sufficiency SEND and Inclusion Stronger Partnerships esp. health & schools Supporting Families, incl. F Hubs and effective Early Help Staying Close Practice consistency and managerial oversight SEF Improvement Leadership Development Diversity in Leadership
Workforce Leads	Liz Maslen (Nottinghamshire)	<ul style="list-style-type: none"> <li>• Progression of workforce wellbeing initiatives to support workforce stability across the region – both in early help services, and social care</li> <li>• Reviewing the regional CPD offer to identify areas of shared need &amp; potential efficiencies on spend</li> <li>• Responding to regional and national developments in the sector, to ensure we have the appropriate resources and infrastructure to maintain a well-trained and well equipped workforce to deliver our services (e.g. Family Hubs training for partner organisations)</li> </ul>	✓ Social Worker Supply Placement Sufficiency SEND and Inclusion Stronger Partnerships esp. health & schools Supporting Families, incl. F Hubs and effective Early Help Staying Close Practice consistency and managerial oversight SEF Improvement Leadership Development Diversity in Leadership
QA and Audit moderation	?	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	Social Worker Supply Placement Sufficiency SEND and Inclusion Stronger Partnerships esp. health & schools Supporting Families, incl. F Hubs and effective Early Help Staying Close Practice consistency and managerial oversight SEF Improvement Leadership Development Diversity in Leadership
Regional Permanence Board	Catherine Underwood (Nottingham)	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	Social Worker Supply Placement Sufficiency SEND and Inclusion Stronger Partnerships esp. health & schools Supporting Families, incl. F Hubs and effective Early Help Staying Close Practice consistency and managerial oversight SEF Improvement Leadership Development Diversity in Leadership
Residential Workforce Leads	Suanne Lim (Derby) tbc	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	Social Worker Supply Placement Sufficiency SEND and Inclusion Stronger Partnerships esp. health & schools Supporting Families, incl. F Hubs and effective Early Help Staying Close Practice consistency and managerial oversight SEF Improvement Leadership Development Diversity in Leadership



The following groups have also met recently, but it is unclear whether they are currently active. Khalid will make enquiries.

QA and Audit moderation

Elective Home Education

Children Missing Education

LADO