

Framework for The Sutton Education Partnership September 2019

1. Introduction:

This reference document is to provide the framework for effective partnership between local education providers and commissioners in order to identify and respond to key educational priorities in Sutton. The table below shows the possible relevant groups, collectively called 'Partners', together with potential Partner representatives.

Figure 1

| Sutton Education Partners | Partner Representatives (September 2019) |
|----------------------------------|---|
| London Borough of Sutton | Director of People Services |
| London Borough of Sutton | AD Education and SEND |
| Cognus | Services Director |
| Early Years' Settings | Head of Hackbridge Primary |
| Primary Schools | Deputy CEO of the Cirrus Primary Academy Trust |
| Secondary Schools | Head of Wilson's School |
| Post-16/19 Colleges | Curriculum Manager, Supported Learning, South Thames Colleges Group |
| Special Schools | Head of Carew Academy |
| Pupil Referral Units | Head of Limes College |
| Primary Governors | Primary Governor, Muschamp Primary |
| Secondary Governors | Secondary Governor, Glenthorne Academy |
| Finance Representative | Finance manager from LBS |

This framework will be instigated where there is significant strategic and operational change that requires collaboration and understanding for a successful outcome; it is not intended to be used until and unless this is the case. Therefore, when both the Local Authority and the Partners feel that this framework is necessary to effect systemic change, it will be used as described in this document, and will be time-limited according to the requirements and scope of the change required.

2. Principles of the Partnership

These are encapsulated by the Local Area's co-produced Vision:

"We are collectively ambitious for our children and young people. Together we want to provide them with the best chances to achieve their best outcomes in life, whatever their starting point, and prepare them effectively for adulthood."

3. Values of the Partnership

Ambition; professionalism; transparency; accountability; supportive; constructive; collaborative; compromise, dispassionate; compassionate.

4. How the framework works in practice:

The framework provides for the following:

1. A strategic partnership called the Education Leadership Group (ELG)

2. An operational group called the Education Operational Group (EOG)

4.1 The Education Leadership Group (ELG)

Membership of the ELG:

To include Partner representatives as indicative voting members (as described in Figure 1). To include any other members of the EOG as non-voting members, as and when required.

Purpose of the ELG:

With reference to relevant reviews, financial concerns and/or change, to:

- Consider proposals from the EOG, together with the rationales, in order to identify any concerns that need addressing and/or improvements that could be made.
- Consider and advise regarding the next steps relating to implementation.
- Raise any systemic concerns with regard to the area under consideration for the EOG to consider (not individual cases).
- Identify any information to be shared (and how regularly) with partner groups
- Confirm the implementation of final proposals by voting on whether to accept (simple majority unless otherwise agreed unanimously by the group).
- Receive updates, through for example highlight reports and a risk register, on implementation, together with any refinements proposed, for consideration and challenge.
- Evaluate the impact of implementation and develop strategic approaches to further improvement

Partner representatives on the ELG

1. The Indicative Voting Members of the ELG shall be persons who are suitably qualified and experienced and with appropriate levels of authority to act as Indicative Voting Members on behalf of the Partner that they represent.
2. Partner representatives' approach to Indicative voting will be based on the principle of agreeing what is best for the local (Sutton) area education system **and not for any individual Partner group**
3. Each Partner shall also appoint a proxy member to attend and vote at meetings of the ELG in the absence of the appointed Indicative Voting Member. For the avoidance of doubt, only the representatives of the Partners or their proxies will have voting rights at the ELG.
4. No Partner shall remove a person as its representative on the ELG without first
 - a. securing the appointment of another representative and
 - b. advising the other Partners of the appointment of such representatives.
5. A Partner cannot be vetoed if it is the preferred representation of that group.
6. The Partners agree that:
 - a. It shall not have any delegated statutory powers or functions of the Partners;
 - b. nothing in this agreement shall be construed as a delegation of statutory powers by any of the Partners to the ELG and nor shall any Partners be deemed to have delegated any other powers to the ELG;
 - c. The ELG's Indicative Voting Members will provide a steer to decisions on the implementation of the strategic proposals made by the EOG.

4.2 The Education Operational Group (EOG)

Membership of the EOG:

To include:

- Partner representatives of the London Borough of Sutton
- Partner representative/s of Cognus
- Other representatives seconded to the group based upon the specific project

Purpose of the EOG:

With reference to relevant reviews, financial concerns and/or change, to:

- Identify where changes are required, ensuring a concise and transparent rationale.
- Propose new procedures or systems, ensuring concise and transparent rationales for options is presented; in the absence of an immediate solution, propose how to progress the matter.
- Identify how information required by the EOG or the ELG will be gathered, and request / commission this with clear timescales for delivery.
- Respond to feedback on proposals from the ELG, or from working groups commissioned for the purpose; to refine and improve procedures and systems and present these improved options to the ELG.
- Note concerns from the ELG with regard to any systemic concerns and propose how to resolve these.
- Implement agreed procedures or systems following the ELG's confirmation, drawing up a precise and concise list of actions to be taken by whom and by when.
- Provide updates to the ELG and Education Partners as agreed by the ELG

Sutton Education Partnership Work Project 1:

The High Needs Block Review - September 2019

Brief: *The implementation of new processes and procedures for SEND with reference to the High Needs Block Review, the High Needs budget and the Written Statement Of Action (WSOA), to ensure more effective and efficient support for our students and young people.*

Project start and review date: *May 2019-September 2020. Meetings held regularly during the project lifecycle.*

Roles and Responsibilities of the LA:

The statutory responsibilities of the Local Authority cannot be delegated and as such it is important to clarify that the partnership does not have overall responsibility ceded to it.

The LA must:

- Ensure that options for equitable and proportional provision for all children and young people with SEND are fully considered and evaluated, and that examples of best practice and efficiency are incorporated into the local strategic planning and service delivery of the High Needs Block (HNB) implementation plan.
- Develop, agree and manage the implementation plan of the HNB that includes a programme of work that contains clear milestones and targets to ensure the provision of the Services is delivered in a coordinated and consistent manner.
- Identify, manage and mitigate risks pertaining to the implementation of decisions regarding the HNB.
- Through the administration of the HNB implementation plan, to ensure fitness for purpose of the Services in the Partnership through paying due regard to the requirements of education reform, education legislation and statutory guidance, local government reform, costs, benefits realisation, quality, effectiveness and equity of opportunity for children and young people with SEND.
- To provide assurance to the Partners that the Services are being delivered in accordance with the current legislation (e.g. The Children and Families Act 2014, The Equality Act 2010).
- To monitor implementation of the HNB plan against the objectives of the HNB Review and the Written Statement of Action (WSOA) and take any necessary corrective action. This will include ensuring effective and relevant highlight reports to the ELG.
- To ensure that Partners are kept informed of any other parallel developments, political / strategic issues, which may impact on, or have implications for the ELG's plans.

Membership of the ELG:

To consist of:

1. Chair (Chair arrangements will be determined by ELG)
2. Consultant Sutton Education Partnership Head Teacher (non-voting)
3. Director of People Services (non-voting)
4. AD Education and SEND (non-voting)
5. Cognus Managing Director (non-voting)
6. Partner representatives (as per figure 1) – these will hold indicative votes

Project start and review date: *May 2019-September 2020. Regular (at least monthly) meetings during the project lifecycle.*

Roles and Responsibilities of the ELG:

With reference to relevant reviews, financial concerns and/or change, to:

- Consider proposals from the EOG, whether directly from their work or as a result of working groups set up by the EOG, in order to identify any concerns that need addressing and/or improvements that could be made
- Based on highlight reports and the risk register provided by the EOG, consider and advise the EOG re the next steps with regard to the implementation of the HNB Review plan
- Raise any systemic concerns with regard to the area under consideration for the EOG to consider (not individual cases)
- Identify any information to be shared, and agree the frequency of sharing, with partner groups
- Confirm implementation of final proposals by voting on whether to accept (simple majority unless otherwise agreed unanimously by the group).
- Receive updates on implementation, together with any refinements proposed for consideration, against the implementation plan drawn up by the EOG
- Evaluate the impact of implementation and advise the EOG on steps to mitigate risk
- Ensure the Partnership embraces the opportunities for service improvement through increased effectiveness and efficiency.
- Develop and promote the Sutton Education Partnership as an example of good practice.
- Ensure that Partners are kept informed of any other parallel developments or political / strategic issues, which may impact on, or have implications for, the Partnership's plans.
- Seek to resolve any conflicts brought to their attention by the ELG or the Partners between individual stakeholder requirements/preferences and those of the overall Partnership, by explaining the work of the Group and what has been considered.

Membership of the EOG:

To consist of Core Members with the option to involve others:

1. Strategic Director for People Services to be a member for a time-limited period and acting Chair for this period until such time the HNB project is progressing efficiently, after which the Assistant Director, Education & SEND will become Chair – core member
2. AD Education and SEND – core member
3. Services Director, Cognus – core member
4. Consultant Sutton Education Partnership Head Teacher
5. Project Manager supporting Consultant Sutton Education Partnership Head Teacher.
6. Any member of the ELG on the invitation of any of the core members.

7. Representatives from the Sutton Education Partners as applicable to support the implementation of the HNB plan in Sutton.

All core members must be present for the group to be quorate.

Roles and Responsibilities of the EOG:

- Identify, using the High Needs Block Review and the WSOA together with budget and other information, where changes are required, ensuring a concise and transparent rationale.
- Develop the HNB plan for agreement by the ELG and thereafter implement the agreed plan
- Propose new procedures or systems, ensuring concise and transparent rationales for the options presented. In the absence of an immediate solution, propose how to progress the matter through, for example, the formation of working groups, ensuring clear ToR, nature of membership and timescale, or by other appropriate and agreed means.
- Identify how to gather any information required by the EOG and the ELG or working groups and then request or commission this with clear timescales for completion.
- Respond to feedback on proposals from the ELG, or from working groups commissioned for the purpose; to refine and improve procedures and systems and present these improved options to the ELG.
- Note concerns from the ELG with regard to any systemic issues and propose how to resolve these
- Implement agreed procedures or systems following the ELG's confirmation, drawing up a precise and concise list of actions to be taken by whom and by when.
- Provide updates to the ELG and Partners on the implementation of the HNB plan as agreed by the ELG through highlight reports and a risk register.

Roles and Responsibilities of the Consultant Education Partnership Head Teacher:

- In partnership with the Assistant Director, Education & SEND (LBS) and Cognus, and based on the work and leadership of the EOG and the ELG (see above) co-lead on the High Needs Block Review Implementation Plan
- Take the lead in developing and taking forward the HNB work plan (agreed by the ELG) on behalf of Sutton Education Partnership and in collaboration with key partners
- Coordinate with various partners, working groups and sources of information (such as SEN finance) to develop and inform proposals as required
- Ensure effective and regular communication with the Education Partnership regarding the progress of the development and implementation of the Plan, and ensure relevant feedback from all Education Partners is gathered where required
- Provide and ensure monthly reports that accurately reflect benefits, risks, interdependencies, disadvantages and recommendations, sharing these as agreed with the EOG and the ELG, through Highlight reports and a risk register.
- Ensure the implementation of the HNB plan through keeping to agreed timescales and milestones and through raising any concerns together with potential solutions where necessary
- Receive reports from relevant working groups coordinated by the Partnership leads and be able to present these as needed.
- Working with the co-lead, and the ELG ensure appropriate reporting to the People Committee for scrutiny and oversight purposes.

Governance structure:

