

Delivering SEND Transformation in Cambridgeshire

**Cambridgeshire Primary Heads Forum
13 July 2022**

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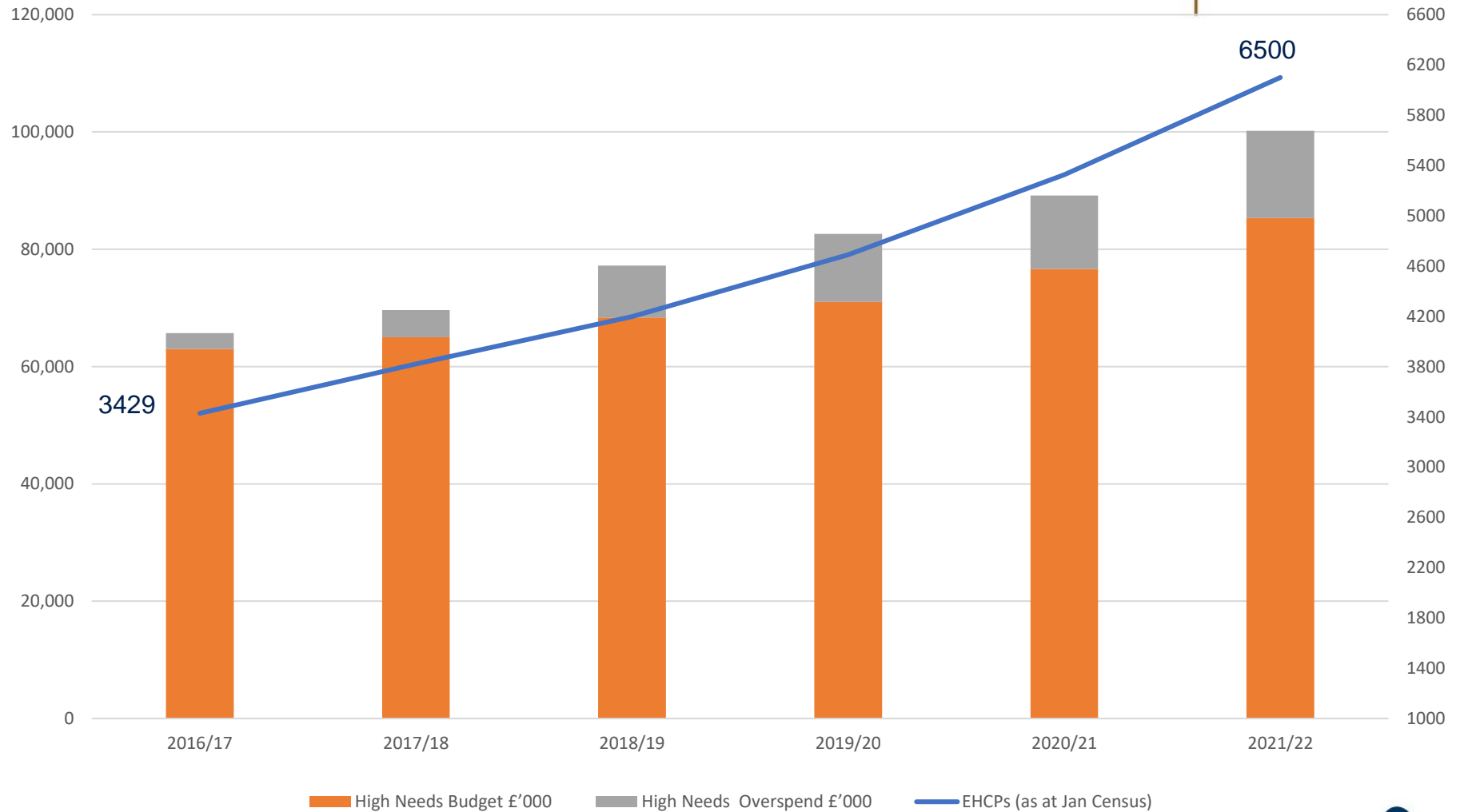


Cambridgeshire Context



- ◆ Demand for EHCPs continues to increase in Cambridgeshire (6500)
- ◆ Complexity of need is increasing – Birth survival rates
- ◆ Greater identification of need – especially Autism and SEMH
- ◆ Demographic increases – rapidly growing area – migration and mobility an issue – Addenbrookes ‘effect’
- ◆ Schools Funding pressures
- ◆ Covid – higher level of needs and number presenting increase beyond modelling – circa 200 pupils requiring a specialist placement – plans to deliver in place.

Growing budget, growing overspend and numbers of EHCPs



Our rationale for change

We want to ensure our services continue to meet the needs of the children and young people who need them most.

By enabling early intervention, at the right time, and ensuring that support is proportionate to needs, we can ensure our SEND system continues to be sustainable.



A developing programme



- ◆ SEND Recovery Programme 2019
- ◆ SEND Transformation Programme launched 2021
- ◆ Invest to transform funding
- ◆ SEND Strategy Phase 2
- ◆ DfE Safety Valve arrangements 2022
- ◆ Green Paper

Our Principles for SEND Transformation

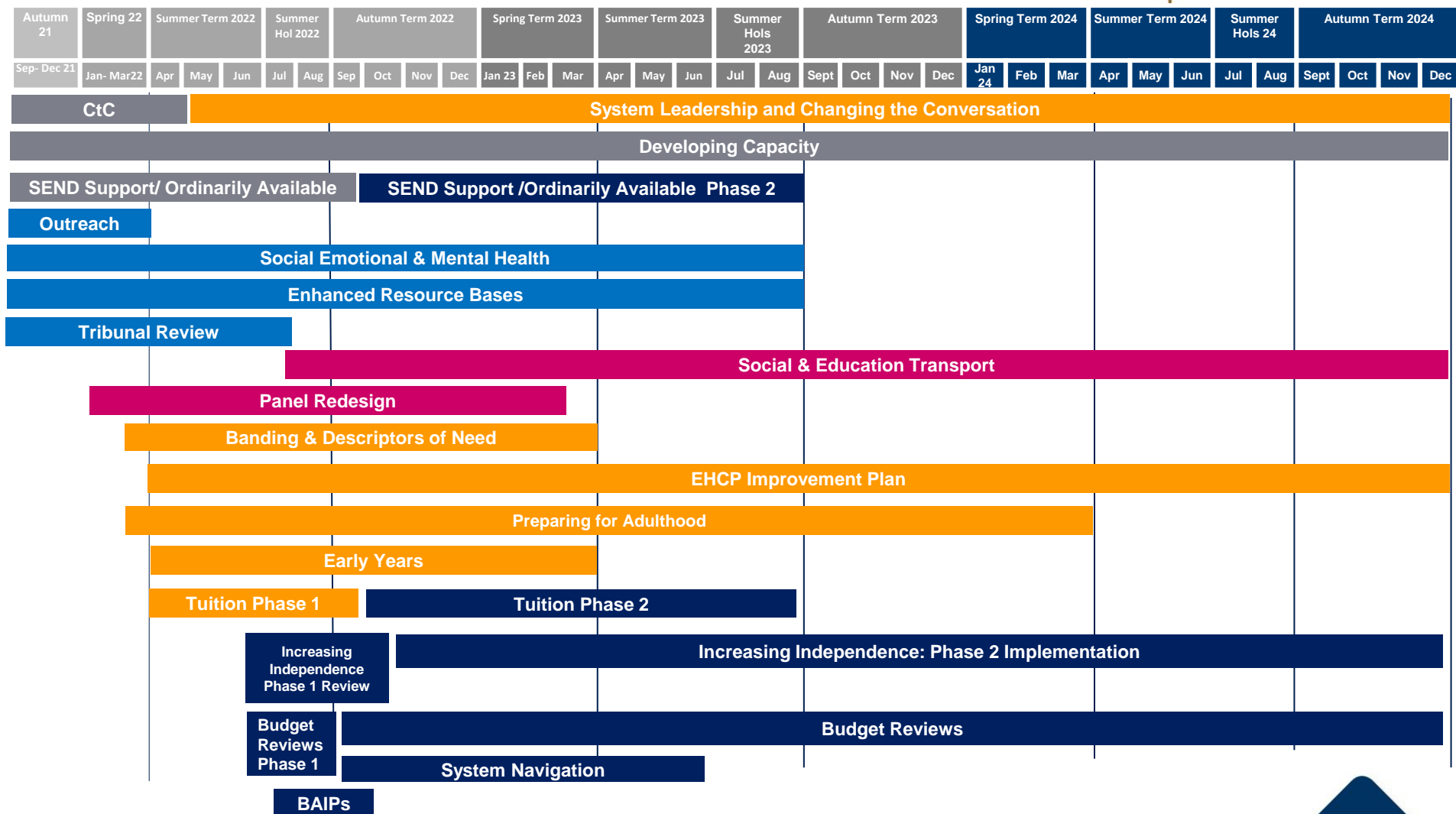
**Investing in early years
and earlier prevention**

**Embedding a focus on
outcomes**

**Developing a system-
wide view and working
with partners to shape
and deliver change**

**Measuring and sharing
our impact**

SEND Transformation | High- level plan



SEND Transformation Workstreams



SEND Support/ OAP: Designing a SEND support system, toolbox, and a shared understanding about mainstream provision



Outreach Model: To facilitate supporting pupils with SEND in mainstream provision through Special Schools outreach



Banding & Descriptors: Bring clarity to graduated approach with consistent understanding and planning to meet needs



SEMH: achieving positive outcomes for children experiencing SEMH needs while remaining in mainstream education



System Leadership: Embedding a strengths-based, person-centred approach to enable positive, sustainable change



System Navigation: To improve navigation of SEND System for families and improve consistency in access and provision



BAIP: Arrangements review to bring greater clarity in relation to funding, roles and responsibilities



Panel Redesign: Developing consistent, transparent, strengths-based multi-agency decision making.



Tuition: Review to ensure appropriate use of tuition packages, promoting reintegration to mainstream school settings



Increasing Independence: Targeted reviews to ensure provision is proportionate, meets need and promotes independence



Preparing for Adulthood: Ensuring YP can access high quality transition and provision to achieve independence & wellbeing



EHCP Improvement Plan: Improve timeliness, quality, confidence in the system and increased transparency in decision-making



Developing Capacity: Ensuring we can provide the right support, at the right time for the right cost.



Enhanced Resource Bases: Confirming the commissioning arrangements for ERBs, and develop the Cambridgeshire offer.



SEND Transport: Review, rationalise and retender SEND Transport



Early Years: To provide a more cohesive and comprehensive SEND Support offer to early years children.



Tribunals: Review of tribunal process and resources



Budget Reviews: Review to ensure value for money and aligned to support SEND Transformation Principles

SEND Transformation Enablers



Communication & engagement: Developing a consistent & regular approach to engaging, consulting and co-designing changes across the programme



Workforce Development: Ensuring all staff across the system has access to training to enable them to work in a way that compliments the transformation programme



IT Transformation: Updating systems to ensure they are fit for purpose, enabling more efficient processes and access to more reliable data



Trajectory Management: Establishing an approach to tracking impact by bringing together finance and activity data, enabling everyone to understand impact of work



Quality Assurance: Focus on the continuous improvement in the quality of services delivered

Capacity to deliver Transformation Programme

- ◆ Resource is now in place to support the transformation programme including using sector capacity and specialist providers to deliver.
- ◆ However, exceptionally high demand which is placing a stress on the service. We are addressing timeliness and further resources are being deployed to support performance improvement (EP capacity significant barrier).
- ◆ We know our transformation programme will impact and reduce costs.
- ◆ We are keen to learn from other LAs and have begun engaging at a strategic level to ensure our transformation programme is as effective as possible.



Delivering Transformation in collaboration with schools



- ◆ We are an inclusive county; schools demonstrate commitment to inclusion in mainstream schools, we have a significantly low number of permanent exclusions and Cambridgeshire special schools work in close partnership with the Local Authority to meet rising demand.
- ◆ Our relationships with schools provides a good foundation for collaborative working - raising expectation of ordinarily available provision will be a key element of the journey to financial balance.
- ◆ We are working with SENCOs to develop an online SEND Toolkit
- ◆ We are establishing Headteacher focus groups – with opportunities across the programme.

Progress and successes



Workstream	Progress
Outreach	Outreach Model launched to facilitate supporting CYP with SEND who are at risk of placement breakdown to remain in mainstream provision through Special Schools outreach
Tribunal Review	Some elements of mediation and tribunal has been brought 'in house' for decision making, rather than using external Legal Services. £20k saving this year.
SEND Support/ OAP	Development of SEND Support web-based toolkit in progress for publication in September 2022.
Preparing for Adulthood	Multi-agency steering group established, plus working groups around Health, Employment, Independence & Communities to take forward development of PfA strategy.
Banding and descriptors	SEND4Change commissioned to lead this work. Analysis of the HNB undertaken. Agreed starting point and priority focus should be ERBs , initial session held with ERBs. SEND4Change will visit a sample of ERBs during July to discuss effectiveness and impact of the current funding system and ways of bringing about improvements.
System Leadership	Changing the Conversation has been introduced to the Statutory Assessment Team, Additional Needs (14-25) Team and Access & Inclusion Officers to support strengths-based approaches. Plans are in place to start a pilot around transitions with early years and schools and to support the Social and Education Transport Programme. We will be recruiting two System Leadership Co-ordinators

Progress and successes



Workstream	Progress
Tuition	Analysis of all CYP on tuition nearing completion with themes emerging for improvement
SEMH	5 July SEMH Conference held. Options appraisal for ERB (SEMH) underway
EHCP Improvement	Project resource allocated to progress an ambitious and far-reaching EHCP and Annual Review Improvement Plan – initial areas of focus agreed.
Panel Redesign	New Post Assessment Panel introduced, to determine whether an EHCP should be issued and if so what funding/provision should be linked.
SEND Transport	Recruitment underway for 2 Engagement Officers and an Operational Officer to review and re-tender transport serving special schools.
Capacity	Additional investment in the Statutory Assessment Team to build capacity , this and smarter working including focus days, is starting to improve timeliness and quality.
Data	Measures taken to improve SEND data quality , plus new SEND Performance & Compliance Officer role introduced.
Case management system	Procurement of a new case management system completed. The system will drive process efficiencies and free up staff capacity. Implementation planning in process

Progress

‘Invest to Transform Funding’



Activity	Progress
<p>SEND Contingency</p> <ul style="list-style-type: none"> - To support those schools with higher numbers of SEND / EHCPs than notional SEN supports. 	<p>Initial figures have been calculated using May 2022 EHCP numbers. Qualifying schools will be notified of the initial allocations to be funded in July, with the exercise repeated in the autumn term to capture any changes in overall numbers</p>
<p>SEMH Training</p> <ul style="list-style-type: none"> - Training programme for schools to upskill their ability and awareness when working with CYP who experience SEMH difficulties 	<p>Steps - Free tutor and refresher places - Additional courses booked to take place starting Sep 2022. Emotional Literacy project - Brief written and negotiated with Therapeutic Thinking. Writing has begun, next steps agreed. Available for free next school year. SEMH virtual conference held 5 July.</p>
<p>SENCO Training</p> <ul style="list-style-type: none"> - roll out SEND whole school audits and individualised support for each school/ 	<p>10 full day programme initial visits undertaken this financial year with a further two booked before end of summer term. Recruitment campaign for September 2022 to backfill to free up more time to roll out programme and support package.</p>
<p>New Provision</p> <ul style="list-style-type: none"> - One-off revenue support to develop additional provision and support increasing needs. 	<p>Paper presented to CYP Committee on the 5 July outlining 16 project proposals to be taken forward. Funding will support the associated revenue costs (set up and running costs)</p>

Safety Valve Intervention



- The government recognises that, over recent years, significant pressures on high needs budgets have resulted in many local authorities accruing deficits on their Dedicated Schools Grant (DSG)
- There is an urgent need to resolve issues with the sustainability of high needs systems which are essential for the effective ongoing support of children and young people with SEND, and this will be the focus for any future high needs system
- In 2020-21, the Department for Education introduced the 'safety valve' intervention programme for those local authorities with the very highest percentage DSG deficits, recognising that help would be needed for these authorities to turn things around in a short space of time
- The DfE has now entered into agreements with a number of local authorities. These agreements will hold the local authorities to account for delivery of reforms to their high needs systems, so that they can function sustainably and therefore in the best interests of the children and young people they serve.
- These local authorities will be expected to reach an in-year balance on their DSG as quickly as possible, and over time eliminate their deficits.

Safety Valve

Components of a deal

- ◆ Deficit 'capped' in next 18 months rather than continuing growth
- ◆ In-year financial balance by 2026-27

SPEND TRAJECTORY (ACTIONS FOR CCC)

- ◆ Acknowledge data uncertainty, further modelling of trajectories
- ◆ Commit to identification of additional spending mitigations

LOCAL FUNDING

- ◆ Local authority general fund contribution through to 2027
- ◆ Block transfer

NATIONAL FUNDING (ASK FROM DfE)

- ◆ Funding to 2027 (frontloaded) from DfE to address accumulated capped deficit
- ◆ Capital request

Deadlines

Initial proposal submission to DfE: 15 Sept 2022.

Final proposal submission to DfE: 6 October 2022.

Approval from DfE: December 2022



The Plan

1. Act to reduce the number of requests for assessment, building resilience in the system to support children with SEND, recognising particular pressures around Autism and SEMH.
2. Look at our current cohort, ensure the support they are getting is as closely aligned with their needs as possible, now and in the future.
3. Look at individual budget areas to ensure value for money and efficient use of the High Needs Block.

How....

Enablers to strengthen confidence in the SEND System

SEND Ordinarily Available Provision

Changing the conversation

Banding

Panel redesign

Decrease demand for EHCNA requests.
Increased resilience in schools.

Reviews to increase independence

Tuition reviews

Increasing independence

Preparing for adulthood

Cease to maintain

ISEPs

Reviews will ensure proportionate resources whilst promoting increased independence for pupils across Cambridgeshire.

Other activities to address specific parts of the budget

Developing capacity

Transport

Early Years / SENIF

Budget reviews

Improve PEX / managed moves

Thank You

Any comments or questions?