

Schools Forum: Cambridgeshire SEND Deficit Recovery Plan 2019-2021

(Appendix A)

SEND Recovery Project Workstreams with Direct Savings				
Workstream	Purpose	Indicative Savings	Current Status	Covid impact
Top Up Fees	Universal reduction of top up fees and introduction of banded funding	£1.14m	<p>Consultation on changes delayed until schools reopen more widely. (Original plan to consult Spring 2020 for implementation Sept 2020)</p> <p>Research on banding models used in other LAs completed. Links made to potential use of the Impower Valuing SEND tool as a basis for banding model. Work rescoped and development of banding descriptors has begun, going forward we need to engage schools in the development process.</p>	Consultation delayed. Unlikely that changes will be implemented from September 2020. This will reduce the delivery of savings. Every months delay equates to approx. £95k. Assuming changes are not implemented until April 2021 this would result in a reduction of approximately £665k.
RAIISE (Resilience and independence in SEND environment)	Review of high cost placements in order to generate savings	£1,330k	Work continues to be progressed on contracts and case review work (£900k savings)	70% of work has been paused due to access to providers and schools at this time.
High cost top ups	Reduction in high cost allocations and cost avoidance on long term allocations.	£582k	To date £381,435 savings identified from special school reviews. This included: spot purchase adjustments, 11 pupils reviewed	Work is currently paused. LA officers to continue desktop review of mainstreams when capacity allows.

	Seeking to ensure packages are appropriate, timely and well monitored and focused on improving outcomes for children and young people whilst promoting independence		with incorrect 1:1/2:1 funding, pupils with reduced funding	
Tuition	Review of what is required to prevent the need for tuition & support to children and young people in returning to school	£500k	Review in progress to determine our future approach, to include feasibility of in house provision. Plus review of our commissioning approach and strategic market development	Work has been paused
Alternative Provision	To redesign the Behaviour, Attendance and Improvement Partnership (BAIPs) approach to enable better efficiencies as well as consistency of delivery to provide an equitable level of service that remains focussed on the best possible outcomes for our most vulnerable mainstream pupils.	£497k	BAIP structures reviewed. Consultation sessions to be undertaken with the BAIP leads starting week beginning 25 May 2020 on development of a single BAIP model. We hope to complete the consultation process by the end of June and to move towards a relaunch of the new BAIP model by September 2020.	Confirmed 10% reduction in funding from Sept 2020. If not implemented in 2020, realistically could not be changed until Sept 2021 as provides funding for the full academic year. 12 months would equate to 497k
Enhanced Resource Centres/Bases	Review of quality and consistency of provision. Develop a set of proposals/recommendations/models for future ERB provision	£250k	ERB review report to the presented at July SEND Recovery Board to consider recommendations and potential future models.	Majority of ERC reviews completed before restrictions in place. Units top up - currently assumed 10% reduction in funding from September 2020. If not implemented until April 2021 would result in a reduction of approx. £131k

SEMH Review	Review of social, emotional and mental health provision in Cambridgeshire	-	<p>Report commissioned in 2017. Recommendations now circulated to partnership steering group for consideration of next steps based around:</p> <ul style="list-style-type: none"> • building capacity across universal provision • developing targeted local provision that supports universal provision and prevents escalation to more specialist services: • developing local specialist provision that meets local needs, provides equality of access across the local area, prevents escalation to independent out of area provision 	
SEND Service Delivery Review	To identify efficiencies, alternative delivery models, increase strategic capacity and achieve savings.	£100k	<p>SEND SMT restructure progressed. Principal Educational Psychologist and new Strategic Improvement Lead appointed.</p> <p>Revised structure for SEND District Teams agreed, reducing from 7 to 5 teams, roles reconfigured to streamline supervision, improve progression routes, provide a STEPS lead and Trauma practitioners. Implementation plan to be delivered by Sept 2020 (£72.8k savings identified)</p> <p>Review of Sensory Support to be progressed.</p>	

SEND Recovery Project - Enablers

Workstream	Purpose	Progress
Demand Management	To understand the demand drivers in SEND and take action to design, test and deliver opportunities to positively influence demand	<p>The external consultancy Impower appointed to undertake high needs diagnostic. This is largely complete, bar a few activities paused due to Covid-19 restrictions. Emerging recommendations in interim report include:</p> <ul style="list-style-type: none"> • Drive earlier, impactful support through SEN support funding and clearer advice and expectation setting –particularly for ASD and SEMH cohorts • Optimise holistic decision-making in panels, informed by behavioural insights • Embed a strengths-based approach to conversations in EHCP processes • Use annual reviews to ensure support is tailored to needs • Develop 'Targeted Inclusion Pathway' to return children/ young people to mainstream • Embed use of Valuing SEND approach and upskill staff in use of tool • Drive forward a primed performance approach and framework <p>Phases 2 and 3 of this work stream - design and delivery, to begin when schools return. Date to be determined</p>
Business Process Mapping	To map SEND processes with a view to identifying opportunities for improvement	<p>14 processes in Statutory Assessment Teams mapped, largely around the panel process. Introduced 'outcome sheet' detailing funding allocated per session and 'front sheet' to provide panel's with summary information. Process maps shared with Business Intelligence, to enable move of spreadsheet data to ONE/WISDOM. Findings to be ratified.</p>

Performance data Data Management System	To measure service performance and offer oversight of what is being done and how Procurement /implementation of online data system	SEND Dashboard restarted to provide management and performance information for Statutory Assessment Team. Work on procurement of Education data system to begin June/July. SEND requirements to be determined.
SEND Sufficiency Review	Accurate data that can be analysed providing a predictive model to inform decisions, service redesign and commissioning.	Initial data provided, await further iteration to inform strategic commissioning /planning.
Quality Assurance Framework and Process	Framework and tools to report on the quality of provision to enable CCC and partners to improve the quality of service provided.	QA (SEND) Officer appointed. SEND Quality Assurance Framework, Practice Guidance and Toolkit developed.