

Schools Forum

Update on SEND Recovery Plan

(Following the initial meeting of the HNB Working
Group 9/01/20)

Friday 17th January 2020

SEND Strategy

- SEND is everybody's business
- Identify and Respond to needs early
- Deliver in the right place at the right time

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Demand Management and Invest to Save opportunities

13

Journey



IAG

Early
Intervention
/ Early Years

Preventing
exclusions

EHCP
requests
& panels

SEND Support
inc. in
mainstream

Special &
AP settings

Preparing
for
Adulthood

11

Home to
School
Transport

5

Top Up Fees

6

RAIISE

6

High cost top up review

7

Enhanced
Resource
Centres /
Bases

8

Out of
School
Tuition

9

Alternative
Provision

11

Home to School Transport

Enablers

2

Business Process Mapping

3

Quality Assurance Framework and Process

4

Performance Data (inc. Management System and SEND Sufficiency Review)

10

SEND Service Delivery Review

Communications and the Local Offer

SEND Recovery Plan Workstreams



Total amount of direct savings identified (across all workstreams) = **£4,411,435**

Workstream 1: Top Up Fees

Purpose: Universal Reduction of Top Up Fees by Reviewing Banding

Timescales: Implementation new banding Sept 2020

Feedback from HNB Working Group:

- ◆ We need to put more structure around the way we allocate funding
- ◆ We will need skilled people to create the criteria on the banding
- ◆ We will need to apply a best fit model
- ◆ Moderation should be built into the process
- ◆ We will need to be careful about increasing numbers of tribunals in a banding system
- ◆ The longer term overall aspiration is to put more money into early support to reduce demand later in the system

SEND Recovery Plan Workstreams



Workstreams 2 &3 : RAISE and High Cost Top Up Reviews

Purpose: To generate savings against current planned expenditure (RAISE) and a comprehensive review of all high cost placements across Special Schools (Phase 1) and Mainstream settings (phase 2)

Timescales: June 2020 (RAISE), December 2020 (High Cost Top Ups)

Feedback from HNB Working Group:

- ◆ We will need to look at all high cost placements
- ◆ This is an opportunity to review needs – is this child getting too much or too little support? Is it time to reduce the level of support?
- ◆ We need to develop the messages with parents that there is not enough money and we need to reduce our spend

SEND Recovery Plan Workstreams

Workstream 4: Enhanced Resource Centres

Purpose: Review of quality and consistency of provision and action plan in enhanced resource centres/bases

Timescales: June 2020

Workstream 5: Out of School Tuition

Purpose: To implement alternative and more effective models of delivery

Timescales: End 2020

Feedback from HNB Working Group:

- ◆ We will need to hold a firm line on the updated guidance on tuition that sign off from both a GP and medical practitioner will be required
- ◆ More outreach work would be useful here to enable children to come back into the system
- ◆ To increase the rigour in out of school tuition an option would be to bring the service back in house and run it as an LA service. There are options for schools to be involved in the delivery of this service also.

SEND Recovery Plan Workstreams



Workstream 6: SEND Service Restructure

Purpose: To identify efficiencies within senior management, benchmark salaries, review the district teams and review SEND Sensory Support

Timescales: April 2020

Feedback from HNB Working Group:

- ◆ Moving to a more place based approach may be beneficial
- ◆ Sensory support is an area in which we have high spend, an option would be to shift to systems of inclusive support in local schools
- ◆ Specialist teaching service is far higher in Cambridgeshire than other areas. Options could be a hub model co-located with special schools. This could potentially be commissioned to schools with partners.

SEND Recovery Plan Workstreams



Workstream 7: Alternative Provision

Purpose: To understand and address the need for the use of alternative provision

Timescales: Recommissioning of BAIPs model by September 2020

Feedback from HNB Working Group:

- ◆ Our spend in this area is high compared to statistical neighbours
- ◆ Part of this workstream will be around how we support inclusion in primary schools.

Workstream 8: Demand Management in SEND

Purpose: To design, test and deliver opportunities to positively influence demand

Timescales: April 2020

Feedback from HNB Working Group:

- ◆ Conversations with parents to set expectations would be useful from the outset
- ◆ Changing the culture and behaviour across the whole system will be required
- ◆ SENCOs need to be brought into early conversations

SEND Recovery Plan Workstreams



Workstream 9: Performance Data

Purpose: To measure service performance and give oversight

Timescales: March 2020

Workstream 10: Quality Assurance Framework and Process

Purpose: Framework and tools to report on the quality of provision to enable the local authority and partners to improve the quality of service provided.

Timescales: March 2020

Workstream 11: Business Process Mapping

Purpose: To understand the way we work and opportunities for improvement

Timescales: March 2020

Workstream 12: Home to School Transport

Purpose: Review of home to school mainstream, SEND, LAC and social care transport

Timescales: Route optimisation opportunities realised by end summer term 2020

SEND Recovery Plan Workstreams



Further points for consideration:

- ◆ It would be useful to carry out research then training into how schools can tap into funding and generate income accordingly. This is something that schools often don't have the capacity to do but that could be worked on with Pinpoint.
- ◆ Schools need help to be more creative with provision and bring children together to make the savings
- ◆ The criteria for thresholds needs to be reviewed and templates should be shared with schools (the new LA Synergy system will help with this)
- ◆ To reduce duplication and ensure consistency, we could work with health and social care to create brand new roles that would need more specialist training. This would mean people are more effective as they are interchangeable between roles and may make life easier for those with acute medical needs. Kim will lead on a proposal for this and will link in with the job families in maintained schools work that is currently underway.

Next Steps



- ◆ Area of focus for February HNB working group is Banding; categories and matrices
- ◆ Conference for SENCO feedback and input on banding to be arranged
- ◆ Secondary Head and Unit Head to join next HNB working group
- ◆ Overview of spend and budget to be provided at all HNB working group meetings.