



# Schools Forum

## Delivering Better Value in SEND update

June 2023

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# What is DBV?

There have been challenges nationally and locally with the unsustainable nature of spending in SEND (High needs block). DfE have set out to work with councils who have a significant deficit to use a data-led approach to isolate unsustainable areas within SEND. Part of this work is the Delivering Better Value Programme, which Bracknell Forest Council was invited to take part in.

The analysis work in late 2022 identified that over the next 5 years, the unmitigated deficit position is forecast to increase to **£81.2m** in 2027/28. Key areas identified are

- An increase in spend in mainstream and INMSS settings.
- The number of children with EHCPs has been growing year on year, with new EHCPs being increasingly issued to young children (under 6) with ASC and SLCN needs.
- During case reviews, practitioners and professionals identified that in 29% of cases an EHCP being issued was not required to meet the CYP's needs, and CYP in specialist placements achieved a non-ideal outcome 74% of the time.
- Lack of parental/carer confidence in mainstream settings, and variation in how mainstream schools are supporting CYP with SEND, resulting in 24 non-ideal setting starts per year
- Increasing number of schools applying for EHCPs, especially for CYP with ASC, resulting in 13 non-ideal plans being issued each year

The council designed three sustainability projects to negate the deficit position forecast and improve services for CYP with SEND and submitted a bid for £1mil grant from DfE, which was successful.

# 3 workstreams

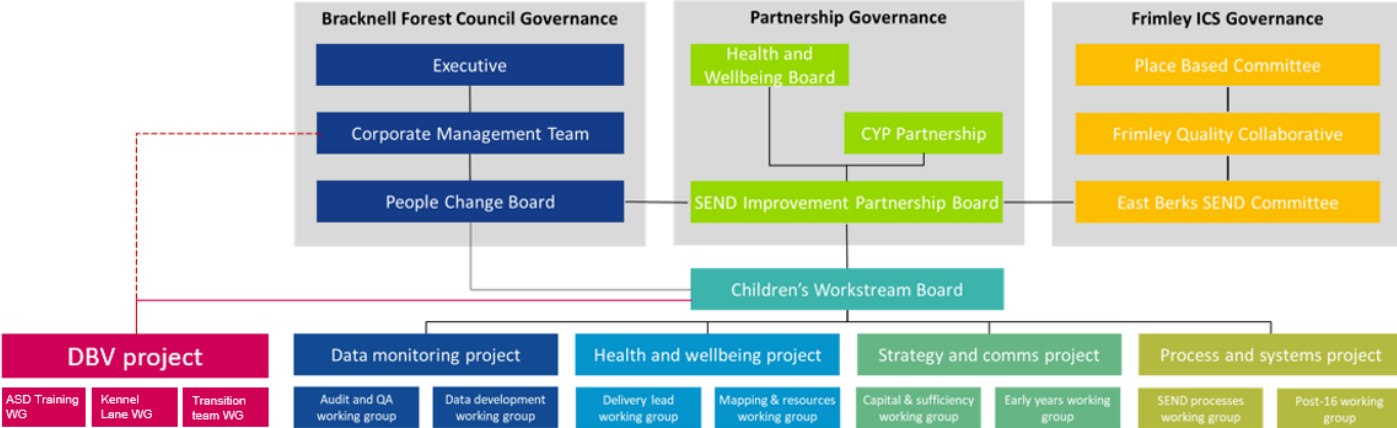
This slide includes further detail about the 3 sustainability projects designed by the DBV team. These projects encompass the 3 workstreams that will be going ahead over the next 2 years.

Workstream Name	Description	Workstream Lead
<b>ASC Training</b>	<p>This workstream aims to improve inclusion of CYP with ASC through providing training in inclusivity at mainstream schools.</p> <p>This training will be targeted at both primaries and secondaries, and support teachers and SENCOs with material on how best to include students with ASC. A train the trainer model will be utilised to ensure sustainable knowledge retention, and schools will have funded backfill to ensure staff can attend. The aim is to ensure that schools can adequately support children with ASC, and reduce the need for EHCNAs and formal plans</p>	Oliver May
<b>Kennel Lane Outreach Hub</b>	<p>This workstream aims to improve inclusion in mainstream schools by building an outreach offer from the one-in-authority special school, Kennel Lane, helping children to maintain their placements in mainstream secondary schools. Learners would be identified through observations and referrals and would be partially educated in the outreach centre, whilst simultaneously upskilling support staff in the mainstream setting. Learners would visit for 6 weeks, have a 6 week break, and then re-visit, allowing for modelling, embedding and follow-up.</p>	Jenny Baker
<b>In-house Transition Team</b>	<p>This workstream aims to increase the chances of CYP being able to stay in a mainstream setting as they transition from primary to secondary.</p> <p>A LA-funded member of staff will be allocated per secondary, who will then visit the secondary school and feeder primary schools to work closely with the groups who will be transitioning in the near future, to ensure their needs can be met and they are supported during and after the transition.</p>	Oliver May

# Governance for DBV

The Delivering Better Value projects sits under the SEND WSOA programme; therefore, it will follow the same governance route as the other projects under that programme.

The DBV project will have a project board meeting – chaired by Chirs Kiernan (Interim AD Education and Learning), and 3 working groups for each of the projects outlined in the previous slide.



# DBV programme health card

Overall programme status is **AMBER**

<p><b>Rationale</b> Value proposition still holds true?</p>		<ul style="list-style-type: none"> <li>• DBV bid approved March 2023</li> </ul>
<p><b>Engagement</b> Stakeholders bought in?</p>		<ul style="list-style-type: none"> <li>• Work has been ongoing to set up the governance structure of DBV.</li> <li>• Several leadership changes in the SEND team have resulted in slight delays regarding who would sit as project sponsor, however it has now been agreed and the inaugural board meeting is scheduled for 6/6/23. Following this, working groups will be set up which will improve engagement.</li> </ul>
<p><b>Progress / Schedule</b> Delivery on target?</p>		<ul style="list-style-type: none"> <li>• There are tight timelines for delivery – work before summer holidays to identify ASC training course and suitable site for Kennel Lane outreach hub and recruitment for staff needs to be a key focus.</li> <li>• Viewed a potential site which could be renovated for the Kennel Lane Hub. Renovating this site would be more sustainable than renting a site as suggested in the bid. Decisions need to be made regarding this site to inform future planning (recruitment, transport costs etc)</li> <li>• In-house transition staff posts have been through job evaluation and the job descriptions are approved for recruitment in October</li> <li>• Ongoing work on setting up the documentation of the project to ensure we have a robust plan in place now a project manager is in post.</li> </ul>
<p><b>Resource</b> Secured and able to deliver?</p>		<ul style="list-style-type: none"> <li>• Interim SEND leadership roles are now all filled (AD, Head of Service and x2 strategic leads)</li> <li>• Recruitment to substantive posts is proving challenging</li> <li>• DBV is an additional requirement on top of BAU and WSOA activity for staff and partners that are already engaged in other pieces of work, which may impact ability to deliver</li> </ul>
<p><b>Outcomes</b> Confidence in target value being achieved?</p>		<ul style="list-style-type: none"> <li>• Conversations to be had at the first working group meetings to identify how we will measure impact</li> <li>• DBV Phase 1 model used for financial tracking</li> <li>• DBV planning meeting at the start of June to outline quarterly reporting requirements to DfE</li> </ul>

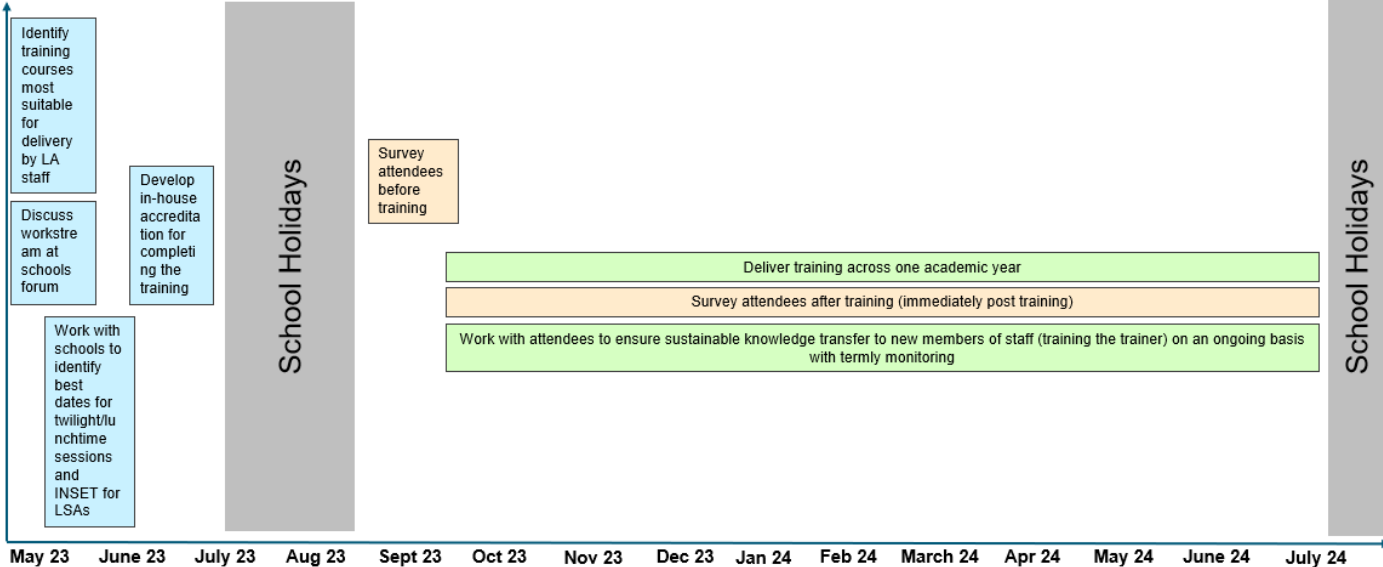
Project sponsor – Chris Kiernan / Workstream lead – Oliver May

Project	RAG	• Key progress	Forward look
ASC Training		Project manager resource has joined – PID produced, project plan drafted which will be reviewed by working groups, risk and issues log drafted, and schedule, membership and terms of reference set up for board meetings.	<ul style="list-style-type: none"><li>▪ <b>Working group set up</b> – the membership will be agreed at board meeting on 6/6/23, and meeting will be set up ASAP to run monthly</li><li>▪ <b>Identify training courses most suitable for delivery by LA staff.</b></li><li>▪ <b>Work with schools to identify best dates for twilight/lunchtime sessions</b></li></ul>

# ASC Training High Level Roadmap

Project sponsor – Chris Kiernan / Workstream lead – Oliver May

Planning	
Delivery	
Review	





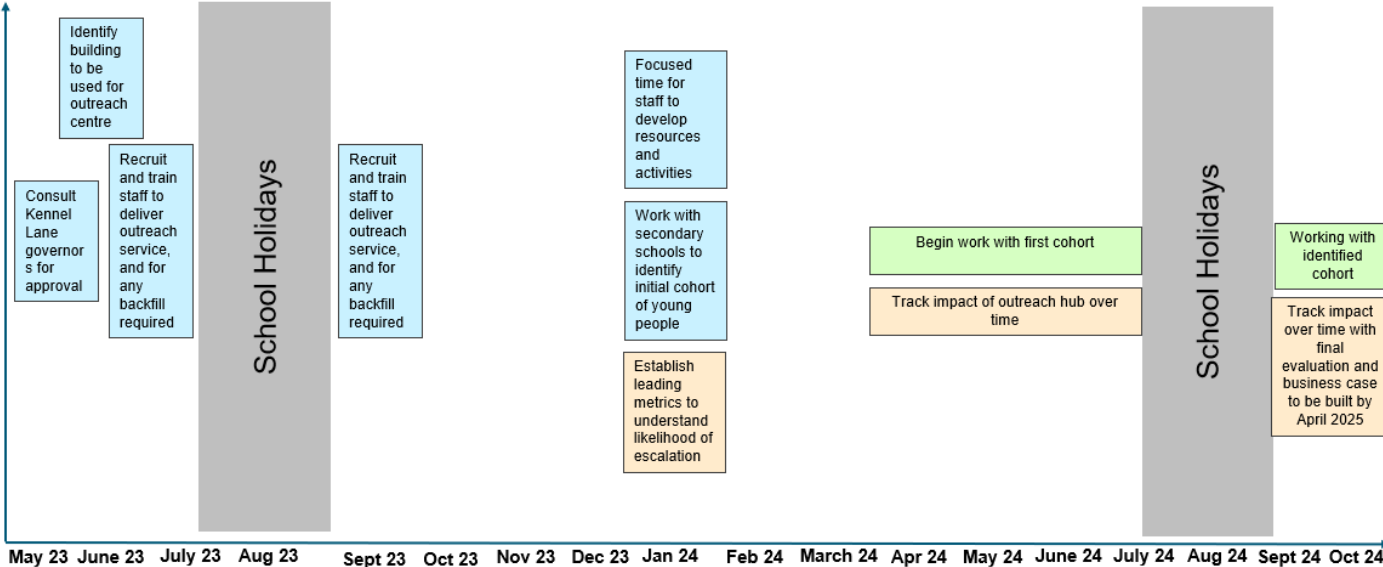
Project sponsor – Chris Kiernan / Workstream lead – Jenny Baker

Project	RAG	Key progress	Forward look
Kennel Lane Outreach Hub		<ul style="list-style-type: none"> <li>Project manager resource has joined – PID produced, project plan drafted which will be reviewed by working groups, risk and issues log drafted, and schedule, membership and terms of reference set up for board meetings.</li> <li>Met with Kennel Lane Head at a potential site to view and discuss the potential site for Kennel Lane outreach hub</li> </ul>	<ul style="list-style-type: none"> <li><b>Working group set up</b> – the membership will be agreed at board meeting on 6/6/23, and meeting will be set up ASAP to run monthly</li> <li><b>Finalise decision with potential site</b></li> <li><b>Recruit staff for hub</b></li> </ul>

# Kennel Lane Outreach Hub High Level Roadmap

Project sponsor – Chris Kiernan / Workstream lead – Jenny Baker

Planning	
Delivery	
Review	



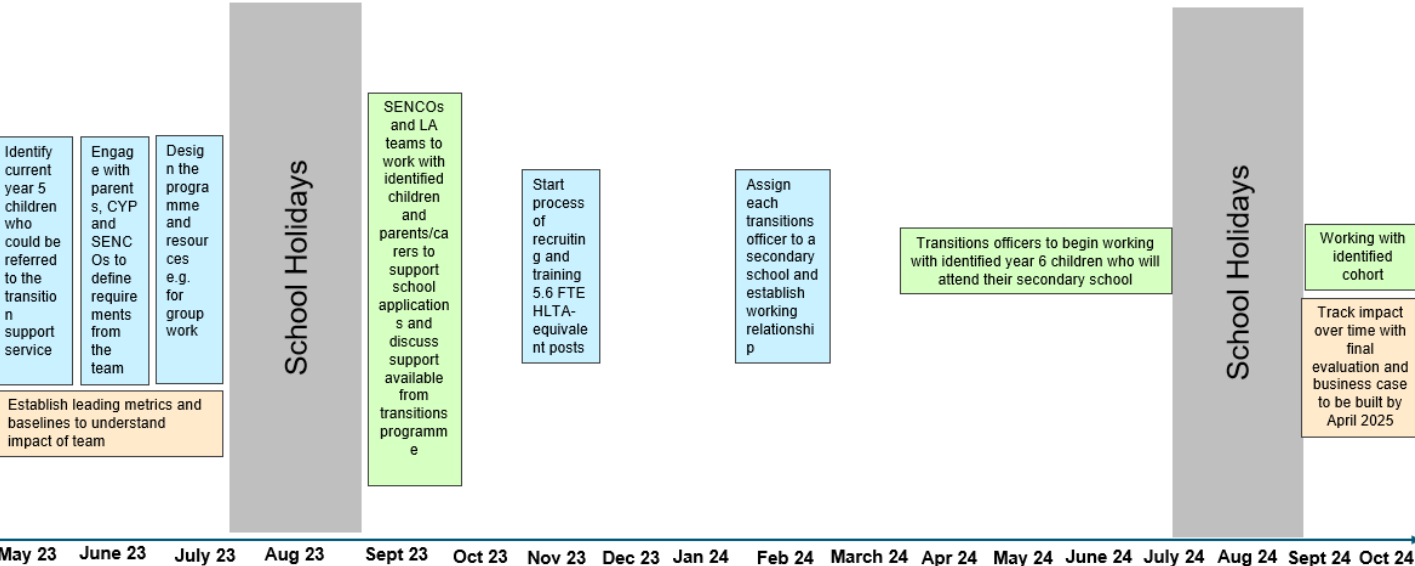
Project sponsor – Chris Kiernan / Workstream lead – Oliver May

Project	RAG	Key progress	Forward look
In-House Transition Team		<ul style="list-style-type: none"> <li>Project manager resource has joined – PID produced, project plan drafted which will be reviewed by working groups, risk and issues log drafted, and schedule, membership and terms of reference set up for board meetings.</li> <li>JD and JE process complete for the HLTA roles as part of the in-house transition team. Timelines for recruitment finalised and communicated to schools</li> </ul>	<ul style="list-style-type: none"> <li><b>Working group set up</b> – the membership will be agreed at board meeting on 6/6/23, and meeting will be set up ASAP to run monthly</li> <li><b>Engage with parents, CYP and SENCOs to define requirements for team</b></li> <li><b>Identify current year 5 cohort who could be referred to the transition team</b></li> </ul>

# In-House Transition Team High Level Roadmap

Project sponsor – Chris Kiernan / Workstream lead – Oliver May

Planning	
Delivery	
Review	



Risk or Issue	Workstream	Description	RAG Pre	Mitigation	RAG post
Risk	All workstreams	Variation of engagement with/from schools could limit the scale of improvement across Bracknell Forest.	Orange	Listening to and including the Schools Forum in development of plans, to own and input Ensuring headteachers involved in design teams as 'champions' of work to facilitate engagement from other schools Ongoing monitoring of training provided by 'trained trainers'	Green
Issue	All workstreams	Staffing and leadership changes in Education and Learning	Orange	Posts that do not have permanent members in post are out to advert/interviews. Recruitment is a key priority and is actively being monitored as part of the wider SEND programme and BAU	Orange
Risk	All workstreams	Capacity for schools and LA due to multiple demands/limitations on time	Orange	For schools – Project will provide funding to schools for additional hours / backfill LA to align requests to schools and prioritise this programme of work For LA staff – Small amount of grant funding (£9,500) to be used to provide additional capacity within Inclusion teams Managers to ensure this activity is prioritised within team capacity	Green
Risk	Kennel Lane Outreach Hub	Finding suitable accommodation for Kennel Lane outreach hub, which ideally should be aligned to a secondary school	Orange	There are secondary schools within the borough who are below PAN and have vacant accommodation that could be utilised. Discussions are underway. Site may be suitable - now need to have further conversations. Timeline on September 2023, is that realistic?	Green
Risk	In-House Transition Team	Challenges recruiting to HLTA posts	Red	Roles will be recruited by LA rather than schools and BFC has strong employer value proposition Secondment opportunity	Orange
Risk	In-House Transition Team	Parental confidence regarding mainstream secondary settings ability to support CYP with SEND/EHCP	Red	The early engagement of parents will be a key focus of this workstream. Phase transfer consultations will begin earlier.	Orange