

Transformation Programme

OSMB

16 December 2021



Transformation Programme focus

- **Deliver Council Policy and Corporate priorities** – delivering better outcomes for residents and visitors through a One Council approach
- **Contribute to the sustainability of the organisation** – drive financial savings, maximise independence and resilience to minimise demand and cost rises where possible, help protect frontline services through delivering good value, consider the environmental benefits and demonstrate a return on investment
- **High complexity and high risk requiring a different approach** - cross-cutting programmes of change which require a new way of working and the development of a different skillset

Our Projects – Enabling everyone to enjoy life to the full

Enabling everyone to enjoy life to the full

Key Points

Promoting independence & choice

Priority Outcome

Focus to control the growing demand and mounting costs through early intervention; this will continue to improve outcomes, stabilise and avoid escalating costs and manage future cost pressures.

Project

- Adults Improvement and Development
- Children in Care Transformation
- Home 2 School

Our Projects – Provide good value council services

Provide good value council services

Key Points

Business services offer good value for money

Priority Outcome

Continuously improve how we deliver our functions; being more efficient and effective in our operations ensuring we are able to shape and prioritise services around residents needs.

Projects

- Corporate Support Optimisation
- Customer Strategy
- Digital Strategy
- Business Intelligence Strategy
- People Strategy
- Smarter working

Our Projects – High aspirations

	High Aspirations
Key Points	Better understand the demand across High Needs and implement the Inclusive ambition
Priority Outcome	To implement the inclusive ambition with a revised High Needs strategy approach. To enable more early intervention to take place and deliver sustainable outcomes.
Project	<ul style="list-style-type: none">• SEND High Needs

Transformation Programme

Special Educational Needs and
Disability (SEND) High Needs
Transformation focus



Introduction

National Context

1.37 million pupils in England (Jan 2021) identified with SEN (15.5%); 430,697 students had an EHC Plan (3.4%).

SEND Code of Practice 2015

Includes expectation that the majority of children with SEND will have their needs met and outcomes achieved through mainstream education provision without the need for an Education, Health and Care Plan

Lincolnshire Context

16.8% (Jan 2021) of pupils were identified with SEN. More pupils (3.5%) in Lincolnshire have EHC Plans than the England average

Data and intelligence gathered during initial stages of the transformation programme told us:

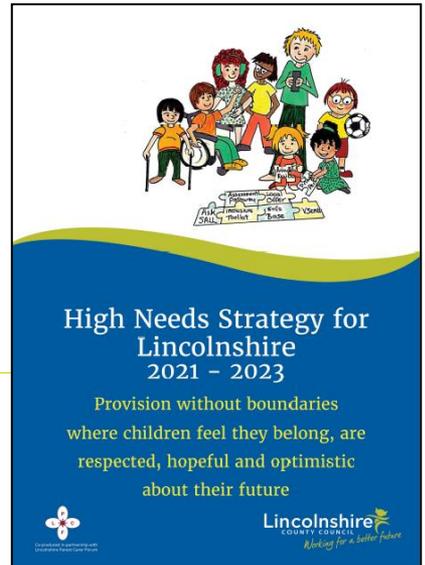
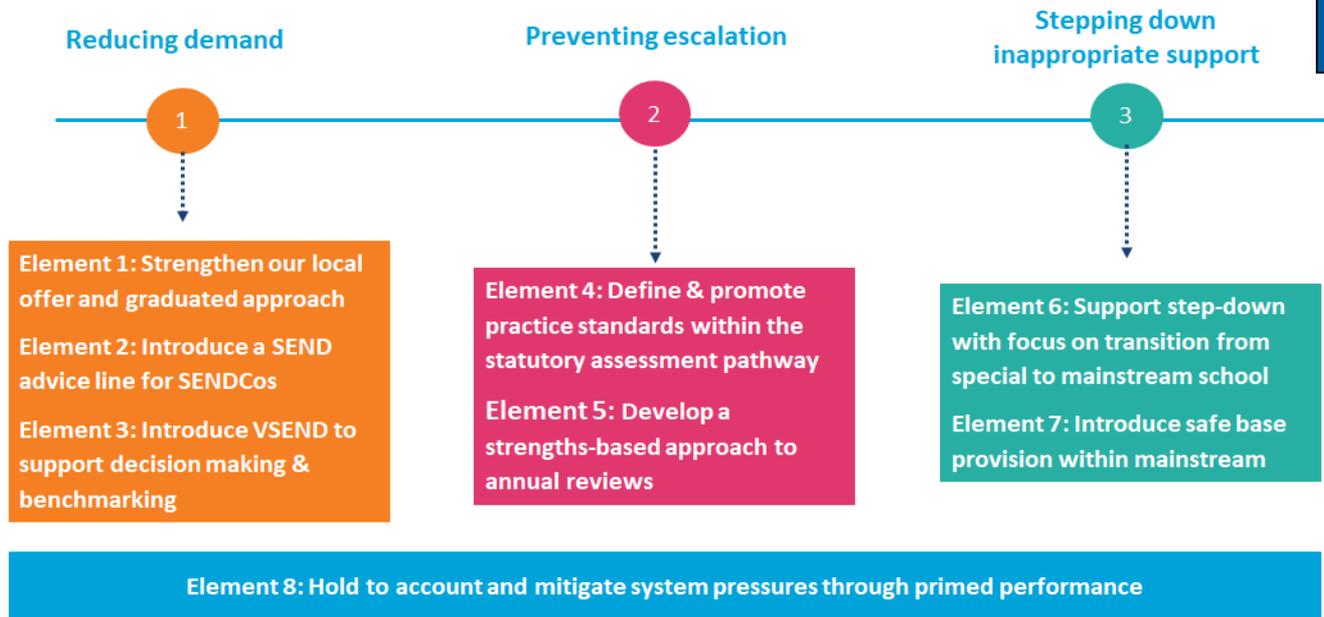
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- The Local Offer is not sufficiently understood to divert partners and parents to early intervention
- The number of 'refusals to assess' was down to 6% (nationally around 26%)
- Exponential rise in number of EHC Plans – 3,300 in September 2014; 6023 in September 2020
 - In audit, 69% of children with an EHC Plan could have had needs prevented, reduced or delayed
 - There are misaligned expectations – EHC Plan is seen as the 'best' means of support
 - EHC Plans are rarely ended prior to leaving education with outcomes for children and young people with SEND generally poorer than those of their non-SEND peers
 - There is a need to move to a social model of SEND and trauma-informed practice
 - If the partnership does nothing
 - The demand for EHCPs is estimated to continue to increase
 - Demand on the High Needs Block would increase by over £20m a year by financial year 2022/23

High Needs Strategy

Eight elements | Planned work improves outcomes right across the child's journey

The High Needs Strategy is based on eight elements of work, each of which has an internal workstream. These elements are designed to deliver right across the high needs system:



What we have delivered so far

Improving earlier identification & response to **reduce the level of new demand for statutory support**

Reducing the **escalation of need** and push to move from mainstream to specialist provision (including AP)

Stepping down children from **specialist provision to mainstream** where better outcomes can be achieved

ASK SALL, updated Local Offer & Inclusion Toolkit

Promoting practice standards and strength based approach across Assessment Pathway & Annual Reviews

Support settings to deliver the graduated approach by identifying the **right support at the right time.**

Embed a strengths-based approach across the pathway to ensure a focus on inclusion. Introduced a **multi-discipline allocation panel** with follow up support from Ask SALL and EPs



VSEND (supported by the Inclusion Toolkit) informs a more holistic consideration of the needs of children and young people, helping to better match provision based on current needs

Targeted reviews of cohorts of children and young people to support needs in the most inclusive way. **Supporting transitions including returning to mainstream** when that's the best option for the CYP. Embedding of VSEND into Annual Review

Valuing SEND
Individual children and young people and whole school development

Has it made a difference?

Identification of children to transition from special to mainstream school

- Six children have begun their transition from special to mainstream school.
- Work is ongoing to identify children ready to transition and embed through the statutory process.
- Summaries of the children's circumstances, next steps and RAG rated actions are being monitored by the Project Board to ensure timely support for the children, parents and schools involved.

Ask SALL has reduced likelihood for statutory SEND services in 48% of cases, where settings indicated request for assessment was a likely option upon contact.

'VSEND and the strengths-based approach had a positive impact on the outcome of the annual review'
(SENDCo)

An incredible 78% of all cases who have received SALL advice have not so far requested an EHCNA after contact.

'I love [the SEND Inclusion Toolkit] already - just been to the Sensory section, found a great website and shared that with staff working with a little boy with profound hearing loss'
(Deputy Head)

Of those most complex cases that progress to a one-off EP appointment, **60% are prevented from entering the statutory SEND arena.**

'Valuing SEND is simple and strategic. Its scale and statements provide information without jargon and this is crucial for getting parents on board. It really brings clarity to the graduated approach for staff and parents.'

(Head Teacher)

Impact of Covid

There were 76,000 initial requests for an EHC plan in England during 2020, down from 82,300 in 2019 and the first decrease since EHC plans were introduced. This is an 8% decrease on the previous year. Lincolnshire saw a 23% reduction in 2020.

The 15% difference indicates the impact of the early Transformation work.

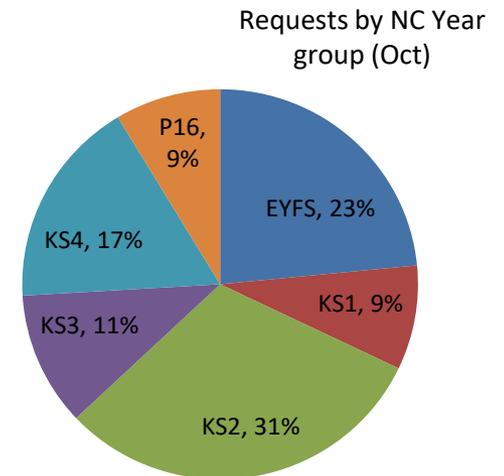
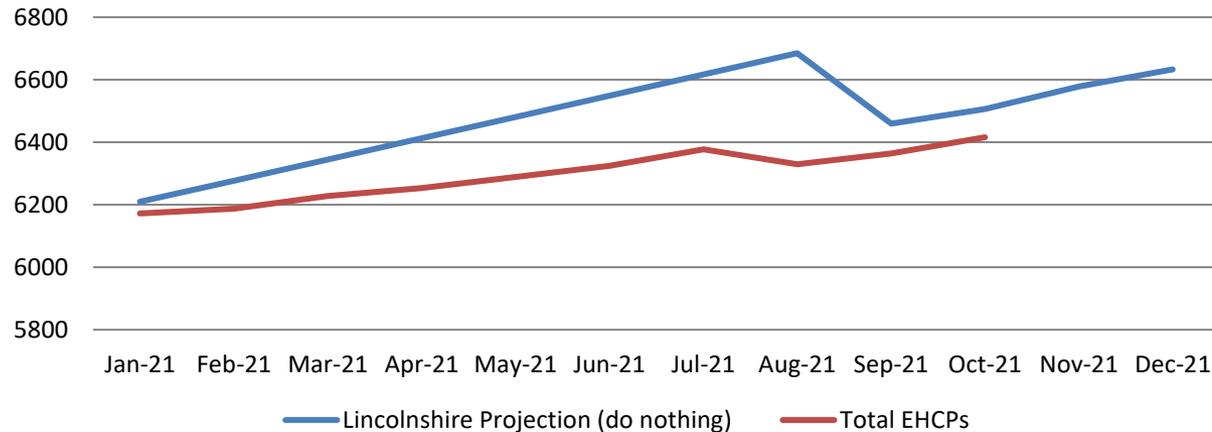
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Benefits	Target	Date for realisation	2018/19 Average	Change
A reduction in requests for EHC assessment being received monthly	10%	Jun-21	100	-17%
A reduction in requests for EHC assessment converting to full assessments monthly	5% increasing to 10%	Jan 2021 & Jan 2022	92.2%	-32.2%
A reduction in new plans being created monthly	8% increasing to 12%	Apr 2021 & Apr 2022	61	-16%

Primed Performance Key Messages

- ✓ The number of requests for assessment has stayed consistent in October
- ✓ Requests converting to full assessments for October was 76% compared to 71% in Sept and the Sept – Jan average of 60%. *(Suggesting the right requests are coming through)*
- ✓ The number of new plans created has reduced from 55 in Sept to 51 in Oct.
- ✓ The total number of EHCP is 6,416 (Oct) which is below Lincolnshire projection of 6506

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Transformation Programme

- Review and reset undertaken
- Governance structures monitor:
 - progress, dependencies, benefits and risks and issues
 - new projects
 - project closure
- Agree future reporting requirements into OSMB

Transformation Programme

If you have any queries about this work or would like to find out more, please contact:

programmemanagementoffice@lincolnshire.gov.uk

Or visit:

[Transformation Programme - Home \(sharepoint.com\)](#)

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