

Bristol Schools Forum
System-wide Special Educational Needs and Disabilities (SEND) and Inclusion Improvement

Date of meeting:	26 November 2019
Time of meeting:	5.00 pm
Venue:	Writing Room, City Hall

1. Purpose of report (for information)

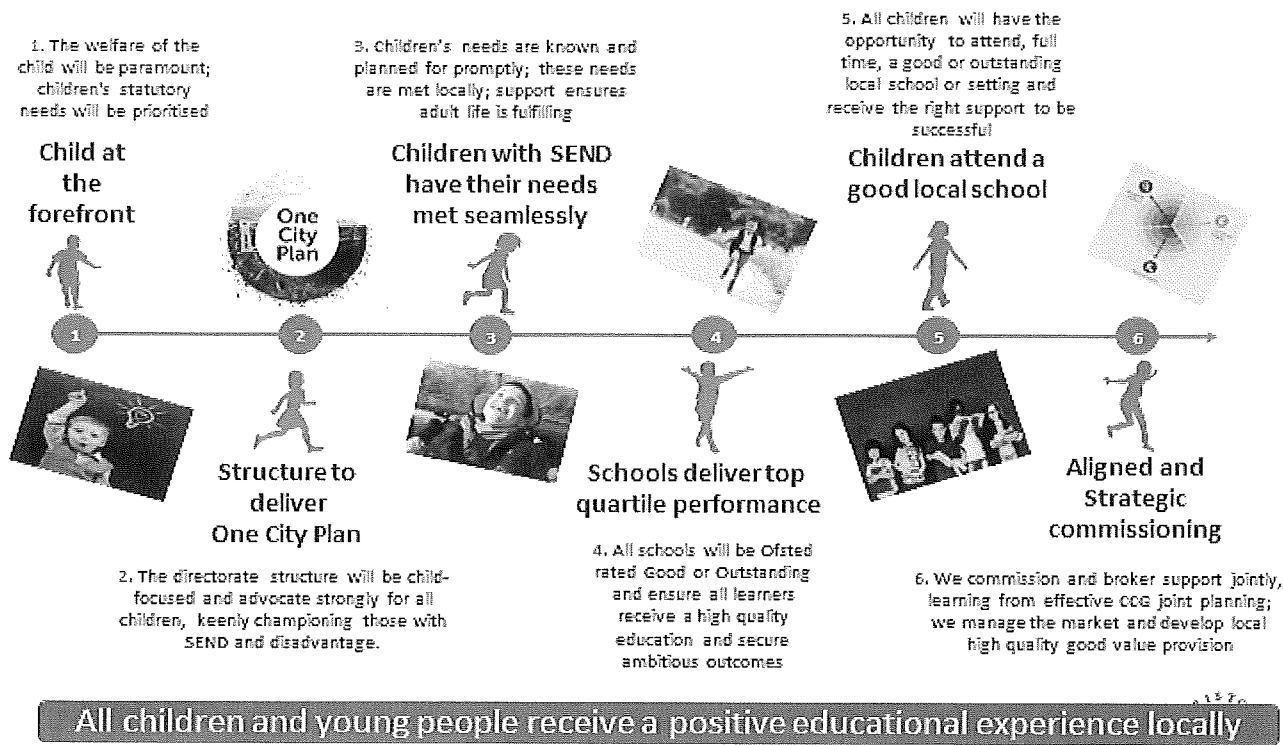
- 1.1 This report provides additional detail on the proposal to deliver a system-wide SEND and Inclusion improvement programme as was introduced at Schools Forum on 25th September 2019.
- 1.2 The report details activities to accelerate improvement for SEND across the system.

2. Summary and Context

- 2.1 Bristol's challenges with performance gaps, attendance and fixed-term exclusions are well known as is the system for supporting city-wide SEND. The pursuit of securing the best outcomes for the most vulnerable and disadvantaged children and young people needs to be at the forefront of the local authority's work.
- 2.2 At the previous Schools Forum, the Executive Director for People, presented the authority's ambition to establish a culture that puts children, young people and families at the front and centre, underpinned by a collective commitment and ambition to ensure every school and setting in Bristol is inclusive and inequalities are eliminated.
- 2.3 Schools Forum has been asked to consider the continued allocation from the Schools Block to the High Needs Block, as outlined in the finance report (previous agenda item) to sustain services while improvement in performance and standards are sought. These will be achieved through the following themes:
 - Make creative use of shared capacity
 - Partnerships and integrated working
 - Investments in capacity, co-production, consistency and creativity to deliver outcomes
 - Utilise SEND and Inclusion resources to build skills across the system
 - Be the best for all Bristol children and young people
- 2.4 Schools Forum asked the Director of Education & Skills to return with a more detailed breakdown of the financial implications of the proposals. This report responds to the request.

3. Overview of Education Transformation Programme (whole-system change)

Bristol's education system: achieving a step change



4. Overview of long-term outcomes

The programme will establish a culture that puts children, young people and families at the forefront, underpinned by a collective commitment and ambition to ensure every school and setting in Bristol is inclusive and inequalities are eliminated.

- All children will have the opportunity to attend a good or outstanding school or setting. We will work with school leaders to improve attendance rates and inclusion, so that the achievement of disadvantaged pupil cohorts increases significantly. We will facilitate the strengthening of school-led support systems and increase local authority school improvement capacity.
- The Right Child will receive the Right Support at the Right Time in the Right Setting. We will do this by fully integrating our SEND processes; providing a seamless offer that ensures school and LA resources are targeted according to the intensity of need. Requests for assessments will be appropriate and will be completed within statutory timescales; LA staffing resource will be temporarily increased, in order to resolve backlogs.
- Schools and settings will be supported to achieve top quartile performance and improve life chances for all children, particularly the most vulnerable or disadvantaged. We will support

schools in developing the creative and innovative use of limited resources, to ensure equal access to high quality education for all learners.

- We will establish integrated models of working, with effective support and scaffolding for children and young people at key transition points or as individual needs change, resulting in increased independence.
- We will work with school leaders to ensure all learners are supported effectively, so that they are successful in completing their programmes of study. Young people will be supported into work experience and internships and have access to supported skills training, which will enable greater access to employment.
- Commissioning will provide good value for money for Bristol's citizens, by bringing all children's commissioning and brokerage together, in order to deliver good quality provision and the best outcomes for children and young people. Joint commissioning with our health partners will support the co-ordination of children's continuing care.
- A restructured LA leadership tier will provide an education and skills function, informed by the lens of social justice. This will realise the aims of the One City Plan, ensure learning for all children and young people is ambitious, meets individual need and delivers the inclusive ambition of OFSTED's new Education Improvement Framework (EIF).

5. High-level Delivery and Investment Components 2020-21

1. SEND Statutory Assessment, Planning & Review

This delivery component is focused on a complete overhaul of all statutory and non-statutory processes related to SEND.

Investment will lead to a significant increase in capacity to streamline systems, improve access to support and information and reduce the current key points of failure.

This programme will improve timeliness and statutory compliance, and seek to create an experience for parents and carers that is clear, supportive and underpinned by good communication.

A quality assurance framework will be introduced to ensure needs are known and support is appropriate and planned for.

Role	Cost (with o/h)	2020/21 FTE	2020/21 Total
SEND Statutory Assessment Planning & Review			
Assessment Manager	55,011	1	55,011
Senior Assessment Co-ordinator	41,410	4.0	165,639
Assessment Co-ordinator	31,464	12.0	377,562
Career Progression for Assessment Coordinators (BG8 - 10)		0.0	160,000
Mediation	41,410	1.0	41,410
Business Support Officer	27,939	2.0	55,878
SEND Complaints Support	31,464	2.0	62,927
Team Manager (Social Worker grade)	55,011	1.0	55,011
Triage Officers (call handling capacity)	31,464	3.0	94,391
Inclusion Family Support Workers	44,615	5.0	223,073
Children's Social Care			109,000
Participation & Engagement (co-production)	64,078	1.0	64,078
Quality Assurance Officer	49,961	1.0	49,961
Performance Advisor: Education & Skills	49,961	1.0	49,961
Transitions Team for 14+			220,000
		34	1,563,902

2. Performance & Standards (SEND & Inclusion)

Key to the transformation programme is the ability to increase resource and capability to support schools and settings to drive up the standards related to effective inclusion.

Through increasing capacity to work in partnership to improve the skills of practitioners and provide a robust framework to respond to Ofsted's wider welfare agenda, an equitable and sustainable baseline can be secured.

Detailed analysis and understanding of place planning and use of alternative provision will inform the long-term sufficiency strategy to ensure every child or young person has access to the right education.

Role	Cost (with o/h)	2020/21 FTE	2020/21 Total
Performance & Standards (SEND & Inclusion)			
Educational Psychologists	91,600	4.0	366,400
Local Offer post	35,639	1.0	35,639
SEND Advisor	64,078	1.0	64,078
Project Manager: Review of ALP & Medical Learning & First Call	55,011	1.0	55,011
Bristol Education Partners (School Improvement Officers)	83,448	2.0	166,896
BAME School Workforce Inclusion Consultant		0.5	41,724
Disadvantage Project (citywide rapid improvement)		0.5	41,724
Attendance Coordinator	64,078	1.0	64,078
Schools Based Training & Development			100,000
		11.0	935,549.2

3. SEND Improvement & Programme Delivery Team

This delivery component comprises a number of programme and project management related roles to manage and accelerate delivery; monitoring and reporting across all areas of activity, managing dependencies and interdependencies across the programme; programme structure to provide high support and high challenge to service leads and provide governance and accountability to ensure pace and traction.

Programme will produce and be served by clear data and trajectories tracking improvements over time.

Capacity front loaded to get change underway and leave a stable state for ongoing service delivery.

Role	Cost (with o/h)	2020/21 FTE	2020/21 Total
SEND Improvement & Programme Delivery Team			
Programme Support Officer	41,410	1.0	41,410
Project Manager: SEND System & Process	55,011	0.8	41,258
Business Analyst: whole system	55,011	0.5	27,506
Project Manager: First Call	55,011	0.5	27,506
Project Officer: Joint Commissioning	41,410	1.0	41,410
<i>SEND Resourcing Plan (EPS, Caseworkers etc) Forecast Spend</i>			
Wider SEND & Inclusion Workforce Training Budget	n/a		25,000
SEND Consultant: Policy & Culture Change	n/a		47,500
SEND Consultant: Performance, BI and Data	n/a		47,500
Project Officer: Inspection Response	41,410	1.0	41,410
Capacity to improve Early Help Module	44,615	1.0	44,615
Stakeholder Management Officer	55,011	1.0	55,011
Stakeholder Management Assistant	41,410	1.0	41,410
		8	481,534

6. Governance

