

Bristol Schools Forum
Education Transformation Programme: update on progress and spend

Date of meeting:	Tuesday 22 September 2020
Time of meeting:	5:00pm
Venue:	Zoom

1. Purpose of report (for information)

The purpose of the report is to provide Bristol Schools Forum with an update on the progress and spend against the £1.369m funding transfer from the Schools Block to the High Needs Block in 2020/21. The funding was to support a range of interventions and transformation activity within the scope of the Education Transformation Programme.

2. Recommendation

- a) The report is provided for information.

3. Background:

- a) A report introducing a proposal to deliver a system-wide SEND and Inclusion improvement programme was introduced at Schools Forum on 25 September 2019. A subsequent report was presented to Schools Forum at the November meeting, which outlined the broad scope, and funding requirement for the whole programme, specifically seeking a £1.3m allocation from the Schools Block to the High Needs Block as part of an overall programme investment sum of £3m.
- b) The transfer of £1.369m funding from the Schools Block to the High Needs Block in 2020/21 was agreed on a conditional basis, subject to further information on how the money will be spent.
- c) In responding to that requirement, this report provides the activities and milestones for delivering the HNB funded improvements set out in the Bristol Local Area [Written Statement of Action](#) (WSoA) for Special Educational Needs and Disabilities (SEND). Bristol's Local Area WSoA was approved and deemed fit-for-purpose by [Ofsted in a letter](#) dated 19 March 2020. See Appendix 1.
- d) There are additional HNB funded activities presented in the same format which support the actions contained with the WSoA.
- e) An experienced programme manager, with a proven track record for delivery, has been assigned to the programme, working to public sector standard project and programme methodologies. As part of the council's portfolio of

change, the programme is subject to mandatory reporting to divisional, directorate and Corporate Leadership Boards.

4. Funding for the Education Transformation Programme/Written Statement of Action improvement priorities

Funding to deliver the priorities laid out in the Written Statement of Action, and the wider ambitions captured within the Education Transformation Programme total £4.747m and are drawn from a number of sources:

1. £1.575m one-off funding from reserves was approved by Cabinet in June 2019. The majority of this funding was used to increase capacity within the SEND team for EHCP processing and also the Educational Psychology Service.
2. £0.5m council one off earmarked fund for 3 years (£1.5m in total) starting 2020/21
3. £303k one-off funding from reserves for 2020/21 financial year.
4. £1.369 DSG HNB approved by Schools Forum

Items 1 and 2 (£3.075m) has been passed directly to the operational services responsible for delivery in these areas.

Items 3 and 4 (£1.672m) comprise the available spend for the Education Transformation Programme and are tracked and monitored by the Programme Manager. Approval to release funding for specific proposals or interventions, are made by the Education Transformation Programme Board.

This paper specifically relates to progress of spend against Item 4, £1.369 DSG HNB.

Total DSG HNB funding allocation	£1.369m
Total estimate of spend items from this source	£1.238m
variance/contingency	£131k
Total spend on track 2020/21	£714k
Total spend profiled for 2021/22	£474k

- As a result of delays to recruitment and other planned activities and interventions, largely due to Covid, £474k of spend is profiled for 2021/22.
- The difference in original spend estimates versus current forecast is explained by increased certainty in some costs.

The Programme Manager's budget monitor tool is overseen by the Finance Manager in the Finance Division.

5. Governance

An Education Transformation Programme Board, chaired by the Director for Education & Skills, meets once per month to monitor progress, assess proposals for spend, review risks and resolve issues.

A newly formed Communities & Recovery Board, chaired by the Executive Director for People, expects to receive a monthly update report from the Education Transformation Programme (on a 'by exception' basis).

The Education Transformation Programme sits alongside and works in partnership with the Written Statement of Action process, making a direct contribution to many of the milestones contained within. Monitoring and tracking of delivering the milestones within the WSoA is robust and overseen by the DfE via quarterly monitoring visits. In between the DfE visits, the SEND Partnership Group (SPG) meets four weekly and is co-chaired by the Director Education and Skills and Director of Transformation, Bristol, North Somerset and South Gloucestershire CCG. The SPG is responsible for driving the actions set out in the written statement of action (WSoA) and establishing task and finish groups as necessary to focus on specific areas of work.

Accountability for progress and impact is through reporting to the bi-monthly, multi-agency SEND Improvement Board and via BCC and CCG governance. This board is independently chaired by a member of the Local Government Association.

Review of HNB Funded Activities with the Education Transformation Programme

Project	Baseline Estimate	Current Estimate	Spend 2020/21	Forecast 2021/22	Commentary
Specialist Provision Project	£105k	£69k	£69k	£?	<p>Two stage strategy:</p> <ol style="list-style-type: none"> 1. Address shortfall for 20/21 2. Longer term Specialist Place Planning – 5+ year strategy <p>Stage 1</p> <ul style="list-style-type: none"> • Engaged schools – 78 expressions of interest from 30 schools. • Feasibility studies to consider these and list produced • Open additional places in phases (dependent upon completion of building works and education setting ‘readiness’) <p>Stage 2</p> <ul style="list-style-type: none"> • Vision Document including core principles to be co-produced • Mapping exercise underway and baseline control • Plan is to create flexing provision to meet demand – ongoing annual process
SEND ‘First Call’	£400k	£334k	£206k	£128k	<p>A team manager was appointed in June 2020, recruitment to the wider team has concluded and been successful. The team will be fully in post by the end of September. Service has been undertaking ‘Covid return to school’ calls to families with EHCPs throughout August and beyond.</p>
Top Up Funding	£35k	£66k	£66k	£?	<p>Matrix of needs for all 4 areas of need completed and shared with key professionals for their feedback. BGG (matrix of provision) shared with key professionals on 1 June 2020. Funding formulas will be calculated in July and August ready for testing in September. Programme Board agreed to extend</p>

Project	Baseline Estimate	Current Estimate	Spend 2020/21	Forecast 2021/22	Commentary
					the scope, timeline and budget to incorporate Early Years to deliver 0 to 25 system for top-up. NB – 2 elements will run consecutively i.e. scope change does not affect implementation plan for school's top-up. Timeline only extended for Early Years element, increased scope does not impact on Schools' Top Up timeline
Local Offer Development	£25k	£25k	£5k	£20k	The plan for Local Offer development was amended to undertake wider promotion of the website in first instance in order to increase coverage and use. Once more families know about and are using the Local Offer, changes and developments will be better informed and based on user feedback.
SEND School Improvement Offer	£230k	£230k	£66k	£164	Progress was initially impacted by Covid_19 as efforts were diverted to attend to pandemic crisis. However, this was progressed during August and a recruitment process was successful in appointing a SEND SIO who will start in Jan 2020 for a 12 month fixed-term contract. The remainder of the funding will be used to directly commission support and intervention from schools and settings demonstrating best practice and with the capacity to provide external support.
SEND NEET	£118k	£116k	£116k	£?	All SEND NEET roles were in post as at March 2020 and working towards to agreed milestones. There is some impact as a result of Covid.
Attendance Task Group	£105k	£172k	£121k	£51k	The Attendance Strategy Manager was appointed and in post in March 2020. However, the strategic work aligned to priorities laid out in the programme was set aside due to the need to respond to the Covid crisis which required significant effort in terms of tracking attendance of vulnerable pupils. As at September, a new Belonging and Attendance Task Group

Project	Baseline Estimate	Current Estimate	Spend 2020/21	Forecast 2021/22	Commentary
					<p>was formally launched by the Directors of Education and Children Social Care and the work is set to get back on track. Underspend in other programme areas has been redirected to support this critical work.</p>
Coproduction Projects	£190k	£190k	£100k	£90k	<p>This is the area most severely impacted by Covid in terms of progress as the very nature of the proposal was that intervention should be coproduced with schools. The ability of all professionals across the education sector was seriously compromised by the need to respond to the Covid crisis. It is anticipated that opportunities to get this back on track will forthcoming as schools return and seek to address the inequalities that have deepened as a result of the pandemic.</p>

Appendix 1

Improvement Priority 2	Outcomes we are aiming to achieve Children and young people with SEND receive the best possible, appropriate and effective support and provision at the right time.
Impact Measures Increase in the percentage of parents reporting they know how to access early intervention and have used these services.	

Action	Milestones			
	July 2020	July RAG	November 2020	March 2021
Develop a SEND ‘first call’ single point of contact service for parents, carers and professionals – aligned to Family Support and Inclusion Team – to ensure an accessible pathway to advice and referrals to SEND Local Offer for families that need support before or after an EHC Plan is in place.	Role of team co-designed with parent carers.	Project Manager appointed and project board formed. In order to respond to urgent Covid-19 need to telephone all parents and carers of children with EHCP Team manager appointed and staffed by assistant EPs. Team focus will be reviewed in September.	Team recruited and launched.	Team embedded. Service user feedback evidences positive impact of team. Sustainable funding secured.
A support system for education, training and skills settings (0-25) to understand their responsibilities in relation to the SEND Code of Practice	SENDCo briefing meetings established to enable the sharing of information and good practice. An agreed co-	Established and will continue to be held using virtual platform. SENCo communication strategy out to consult and generally being well received including more	Forward programme of meeting agendas and content coproduced with SENDCos and informed by parents’ feedback. Structures and channels	Briefing meetings evaluated. SENDCo’s feedback evidences they are being kept informed and benefitting from direct

Action	Milestones			
	July 2020	July RAG	November 2020	March 2021
	constructed plan documenting purpose and format of other communication with SENDCos.	use of virtual platforms post Covid.	agreed for disseminating information and guidance.	lines of communication.
Early Years current training offer reviewed to identify gaps.	<ul style="list-style-type: none"> Evaluation of training delivered in the last academic year and up to January 2020. Training needs identified from the Inclusion Visits to early years settings in the Autumn Term and early Spring Term. CPD Evaluation Form revised CPD Feedback Sheet created Agreed a programme of Training Courses developed to be delivered by EY Inclusion Team at early years settings' Inset Days: 	Comprehensive SEND training programme developed for Early Years staff in settings.	Feedback from trainees used to evaluate and further develop programme.	
A comprehensive 3-year	Programme	SEND Workforce	An evaluation of	

Action	Milestones			
	July 2020	July RAG	November 2020	March 2021
		SEND Workforce Development Programme for education settings including leaders, teachers, staff, governors and councillors.	requirements mapped – ‘Back to Basics’ CoP/Behaviour policy. Extended offer for SENDCos to include training for ‘aspiring SENDCos’ Draft programme to be agreed and refined with school clusters before end of term.	Development Programme implemented.
A support system for education settings to understand their responsibilities of early identification and assessment using a ‘graduated response’.	Clear communications about the Bristol Support Plan encouraging its use in all educational settings.	Done – through briefings and bulletins. On the Local Offer. Next SENDCo briefing will include a section on how to complete a good EHC Needs assessment request and this will incorporate information about BSP. Evidence that starting to be used to support EHCNA requests.	Bristol Support Plan being used by increased numbers of educational settings.	Evidence that the consistent use of the Bristol Support Plan is leading to good quality, coproduced assessments and effective support.

Improvement Priority 4	<p>Outcomes we are aiming to achieve</p> <p>Leaders across the local area will work together to ensure that the children and young people with SEND will experience inclusive cultures, enabling them to achieve their full potential.</p> <p>Develop our systems and resources to enable young people with SEND/EHCP to be better supported to achieve a successful transition into education, training and employment between ages 14 -25 and beyond.</p>
<p>Impact Measures</p> <p>Reduce the overall rate of fixed-term exclusions to bring Bristol in line with statistical neighbours (all schools) <i>Agree a fixed-term exclusion reduction target for SEN support and EHCP (primary, secondary, special)</i></p> <p>Reduce the percentage of sessions missed through overall absence to bring Bristol in line with statistical neighbours (all schools) <i>Agree a percentage of sessions missed through overall absence for SEN support and EHCP (overall and persistent absence)</i></p> <p>PE302b Reduce the percentage of SEND Young People aged 16-25, who have an EHCP and are NEET or Not Known</p> <p>BCP270 Increase experience of work opportunities for priority groups, including SEND young people</p>	

Action	Milestones			
	July 2020	July RAG	November 2020	March 2021
	Establish the structures and systems to improve attendance and reduce fixed-term exclusions for pupils with SEND	<p>Multi-agency (education, health and social care) Exclusion and Attendance work stream agreed and Task & Finish Group established – including parent carers – to support the development of a system-wide approach to identify the range of complex factors that underpin pupil absence,</p>	<p>Belonging work started: Task group established and meeting.</p> <p>Work begun with Excellence in schools Group</p> <p>This work is a key strand of Covid 19 recovery plan.</p> <ul style="list-style-type: none"> Returning to Education guidance 	<p>Operational activity mapped and coproduced, Bristol-wide approach to address issues of non-attendance and exclusion agreed and launched.</p> <p>Launch of coproduced assessment tool that will shape the approach of different agencies in keeping students in</p>

Action	Milestones			
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	adopting a contextual safeguarding approach.	written for when children returning to school following Covid 19 absence <ul style="list-style-type: none"> • Using trauma informed approach • Data – ‘Think Family data-base – multi-agency working • Aim is to minimise double disadvantage - links to Leading Edge work. 	education.	
Extend the SEND Data Tracker (BG6) temporary contract to ensure there is sufficient capacity to carry out critical research and contact functions to build an accurate picture of Bristol young people aged 19-25 with SEND (currently there are 633 young people in our cohort)	80% of young people aged 19-25 with SEND will be known and/or EHCP ceased	Aware now of where 620 YP are 13 are still not contactable. Work ongoing with SEND team in regards to ceasing the plans who need to be.	90% of young people aged 19-25 with SEND will be known and/or EHCP ceased	100% of young people aged 19-25 with SEND will be known and/or EHCP ceased

Action	Milestones			
	July 2020	July RAG	November 2020	March 2021
	Extend the Post-16 SEND Participation Worker (BG9) temporary contract to ensure there is sufficient capacity to carry out critical face to face support and IAG activities with young people with SEND aged 19-25 to secure positive progression from Education to Training and Employment	20 SEND young people aged 19-25 will have been supported to successfully progress into training or employment	As of August the SEND case worker was working with 14 young people to support them with EET progress.	35 SEND young people aged 19-25 will have been supported to successfully progress into training or employment
Extend the WORKS Project Manager temporary contract so that we can work in partnership with schools and education settings to embed careers development into the curriculum, expand the number of employer pledges, and co-design exploratory career insights and experiences of work for young people aged 14-16 with SEND	420 SEND young people aged 14-16 will have taken part in employer workshops and experience of work activities to increase aspirations and awareness of future career options	0 from April - July for YP due to Covid however there has been a CPD event for staff and Parents 24 people attended. Most of the SEND provisions had limited communication during lockdown. However with schools now returning there are already plans to return to delivery within the school from next week this is through a blended offer of Virtual and face to face in school.	500 SEND young people aged 14-16 will have taken part in employer workshops and experience of work activities to increase aspirations and awareness of future career options	840 SEND young people aged 14-16 will have taken part in employer workshops and experience of work activities to increase aspirations and awareness of future career options
Develop a strategy with health	Current education	Two stage strategy:	Significant increase in	Increased capacity across

Action	Milestones			
	July 2020	July RAG	November 2020	March 2021
and schools to ensure specialist provision is used effectively and there are sufficient appropriate places to meet need.	<p>providers are engaged to work with Bristol City Council to ensure sufficient school places for all children and young people carefully matched to meet their particular needs in line with SEN Code of Practice.</p> <p>Mapping exercise completed and gaps and issues understood to inform Specialist Provision Sufficiency Strategy.</p> <p>Principles for specialist provision planning are agreed.</p> <p>Forecast demand to ensure there are sufficient places in specialist provision (schools and resource bases) to meet need.</p>	<p>1. Address shortfall for 20/21</p> <p>2. Longer term Specialist Place Planning – 5+ year strategy</p> <p>Stage 1</p> <ul style="list-style-type: none"> Engaged schools – 78 expressions of interest from 30 schools. Feasibility studies to consider these and list produced Open additional places in phases (dependent upon completion of building works and education setting ‘readiness’) <p>Stage 2</p> <ul style="list-style-type: none"> Vision Document including core principles to be co-produced Mapping exercise underway and 	<p>number of places available in specialist provisions.</p> <p>Review of effectiveness of resource bases and alternative provision is undertaken.</p>	<p>the local area to meet demand to 2021/22 and beyond.</p>

Action	Milestones			
	July 2020	July RAG	November 2020	March 2021
			baseline control Plan is to create flexing provision to meet demand – ongoing annual process	

Improvement Priority 5	Outcomes we are aiming to achieve Parents and carers have a positive experience of the SEND system in Bristol and their confidence in the system improves
Impact Measures Findings from quality assurance activity (audits, feedback cards, surveys, complaints) demonstrate ongoing improvement in parental confidence and satisfaction with the SEND system and Local Offer.	

Action	Milestones			
	July 2020	July RAG	November 2020	March 2021
	Coproduce the Local Offer website with children, young people, parents and carers in order to ensure information is clear, comprehensive, accessible and up-to-date.	Developed working groups with young people, parents and carers to identify their key needs and agreed way forward for the Local Offer website. A co-produced Website	Due to Covid, unable to engage parent carers fully to make an informed decision for the development, so current focus is on promoting the Local Offer website. - Revised plan is to engage the whole	Completed stage one of the Website Development Plan in coproduction with young people, parents and carers.

Action	Milestones			
	July 2020	July RAG	November 2020	March 2021
	Development Plan, ratified by all.	community in the Local Offer website through promotion, with a specific focus on harder to reach communities.		

