



SURREY

# Transforming SEND sustainably in Surrey

Schools Forum  
11 July 2018

# Our ask today

- Understand the challenges facing our SEND system and the rationale for transformation.
- Work with us to deliver the significant transformation required to deliver better outcomes for Surrey children and young people and sustainability.
- Support our plans to provide some stability in 2017/18 as we move to transformation.
- We are not asking for a vote today, simply your understanding and support.

# Overview of the presentation

- Our strategy and impact in managing the HNB to date
- Changing profile of demand and implications
- Learning from practice elsewhere
- Principles for transformation of SEND to meet the needs of children and young people and achieve sustainability
- Interim measures to bridge the financial gap

# Managing the HNB - our strategy and impact

- A shared focus on savings - £6.9m delivered in 2017/18 through the HNB sub-group of the Schools Forum
- Expanding provision for children with SEND in both primary and secondary phase, with more planned
- If growth in demand had been in line with previous years, this strategy would have mitigated financial impact on HNB.
- Despite the savings made and the increased provision, the gap between HNB funding and SEND demand continues to grow.

# Increasing provision – our track record

## Primary

### 2016 – 43 additional places

1. Brooklands School - Provided an additional 8 reception places
2. Freemantles School - Provided an additional 9 reception places
3. Linden Bridge School - Provided an additional 8 reception places
4. West Hill School - Change of age range and initial intake of 16 reception aged pupils
5. William Cobbett Primary School specialist centre - Provided an additional 2 reception places

### 2017 – 108 additional places

1. Ashford Park Primary School specialist centre - Provided an additional 2 reception places and 4 further places in other year groups.
2. Eastwick Junior School specialist centre - Provided an additional 2 junior places.
3. Freemantles School - Provided an additional 9 reception places and 9 junior places. Provided 8 additional places across multiple year groups for COIN high children who will be accommodated at the Freemantles site initially.
4. Furze field Primary School specialist centre - Provided an additional 2 reception places.
5. Pond Meadow School – provided an additional 4 places across all year groups.
6. The Orchard Infant School provided 2 specialist reception places.
7. The Hythe School specialist centre - provided an additional 2 reception places and 4 further places in other year groups.
8. William Cobbett Primary School specialist centre - provided an additional 2 reception places and 4 further places in other year groups.
9. West Hill School – new reception intake of 16 pupils and additional 16 junior aged pupils
10. West Ewell Primary specialist centre – provided an additional 3 junior places
11. Wey House School – provided an additional 19 junior places across all year groups.

# Increasing provision – our track record

## Secondary

### 2016 – 15 additional places

1. Woodfield School - provided an additional 10 Year 7 places
2. Epsom and Ewell High School specialist centre - provided an additional 5 Year 7 places

### 2017 – 18 additional places

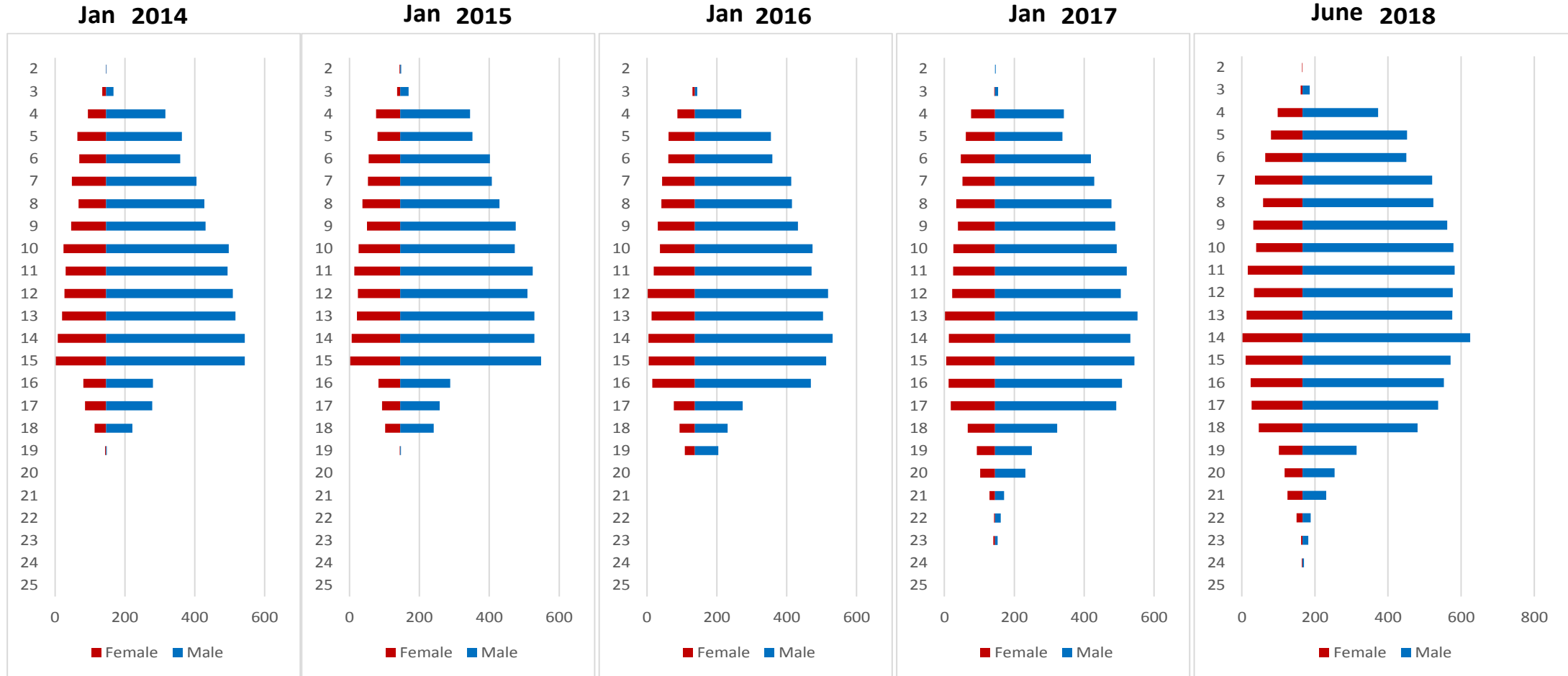
1. Woodfield School - provided an additional 10 Year 7 places
2. The Park School - provided an additional 4 Year 7 places
3. St John the Baptist Catholic Comprehensive School - provided 4 specialist Year 7 places

## Future Developments

- Two new special free schools have been agreed in Surrey; one of which will provide cross phase education for pupils aged 7-19 years old with Communication and Interaction Needs (COIN) and will be located in the west of the county. The other will provide cross-phase education for pupils aged 4-19 years old with Complex Social and Communication Needs (CSCN) and will be located in the east of the county. The COIN School will have a capacity of 180 places, or 15 per year. The CSCN School will have a capacity of 120 or 8 places per year.
- A consultation is currently out to create additional SMEH provision at Wey House School. An additional 19 places will be created and Key Stage 1 provision will become available as part of the expansion
- Feasibility Studies are taking places for the development of two additional centres attached to mainstream schools meeting High Coin Need (42 places)
- A 4th Cullum Centre for secondary high COIN students will be developed (20 places)

# The growth in demand is unprecedented

## Numbers of EHCPs over time— split by age and gender



5,443 plans

5,631 plans

5,751 plans

6,843 plans

7  
8,325 plans

# The headlines behind the growth in demand

Despite the savings made and the increased provision, the gap between HNB funding and SEND demand continues to grow.

## Headlines and Context

- As of June 2018 Surrey County Council maintains **8325 statutory plans**.
- **2813 are ASD, 1562 are SLCN, 1229 are MLD and 1106 are SEMH (largest primary need count)** .
- If nothing changes and current trends continue then plans, by 2020/2021, we project we will have **11000 plans**, an increase of **2675**. If current rate of **growth continues, this could be 14,000 by 2023 if nothing else changes** .
- Currently 42% of children with a statutory plan go into specialist provision.
- Surrey also has **approximately 1000 children** at NMIs, with more than twice proportion of children going to NMIs than our statistical neighbours. At an average cost of **over £40,000 per place p.a.** most are significantly more expensive than our specialist schools, therefore sustainability requires that the provision is available to address this balance.



# What is driving EHCP growth?

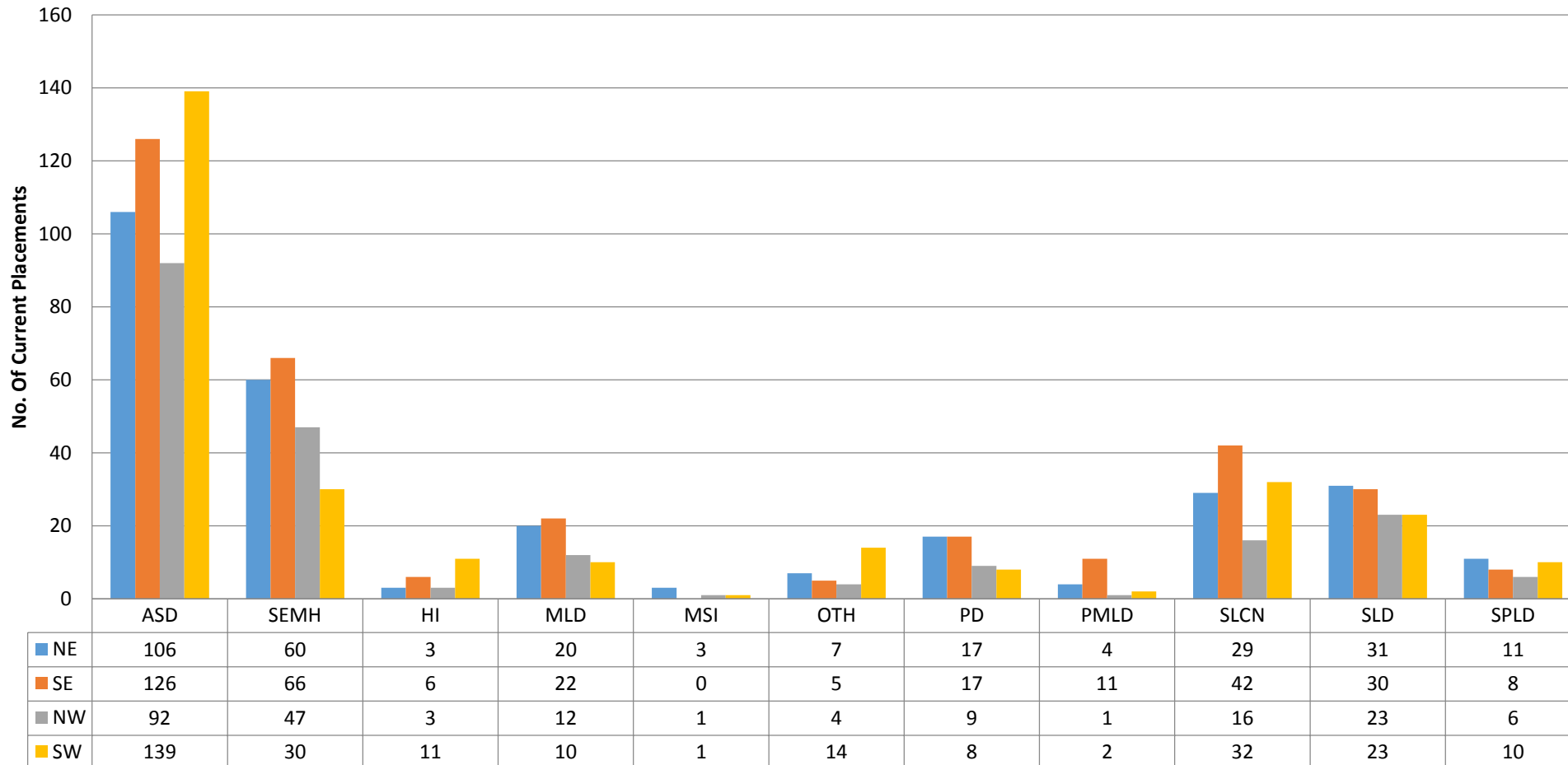
- Increased age range of Education, Health and Care Plans, resultant in additional 19-25 years olds requiring a plan to be maintained (In September 2018, **820** 19-25 year olds are expected to have EHCPs compared to **462** in September 2017)
- Increased Early Years SEND Demand
- Increasing prevalence of needs such as ASD, SEMH and SLCN
- Capacity to support non-statutory SEND reduced as a result of financial pressures
- Capacity in key services (e.g. health), internal and national recruitment shortages (Educational Psychologists)
- Parental Demand – parents have told us that they feel they “can only get support if specialist or have an EHCP”
- Demand for Special School places due to needs not being met through inclusive and well supported mainstream school provision
- Lack of alternative pathways for Post 16 and 19 learners (these are being developed through the all age learning difficulty work stream (therefore unit costs per learner may decrease). However the majority of these pathways (such as supported internships) still require an EHCP to be maintained.

**The approximate number of Plans maintained would reach approximately 14,000 by 2023 if nothing else changes...**

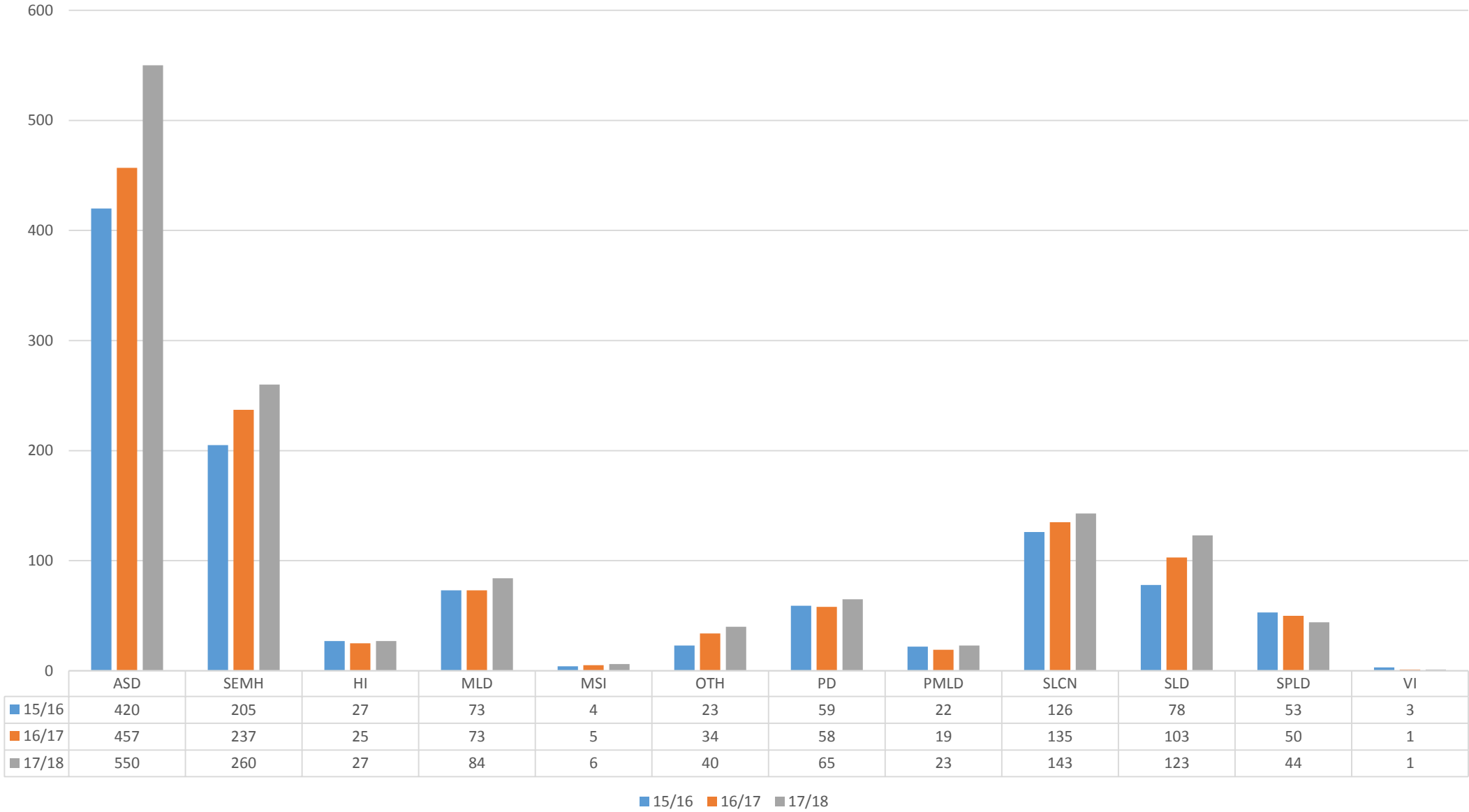
See NAHT Analysis of High Needs Funding (2018) for a report on the drivers of the crisis nationally:  
<https://www.naht.org.uk/news-and-opinion/news/funding-news/naht-analysis-of-high-needs-funding/>

# NMI usage by need and quadrant

Special Needs Types by Area (as of March 18)



# NMI placements by primary need 2015/16- 2017/18



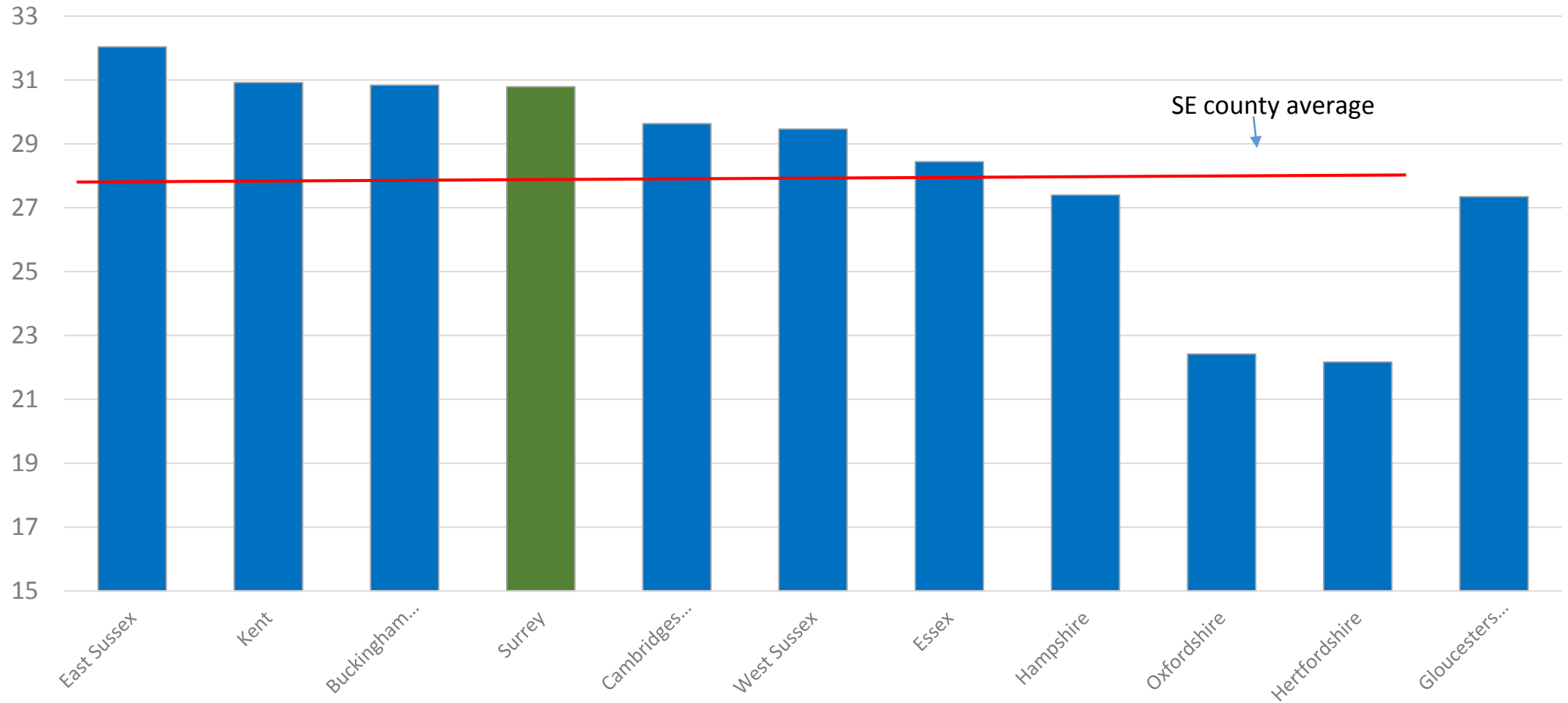
# How does Surrey compare?

Pupils/1000 2-18 pop	Surrey	Herts	East Sussex	Essex	Bucks	Oxfordshire	Gloucester-shire
1. With EHCPs	30.8	22.2	32.0	28.4	30.8	22.4	27.3
2. In mainstream schools*	16.4	12.4	18.9	16.8	16.6	12.2	17.1
3. In state specialist provision	10.7	9.2	11.6	10.6	13.8	8.7	8.8
4. In NMI/SPI	3.7	0.6	1.5	1.0	1.4	1.5	1.4
5. % incr in EHCPs Jan 2017-Jan 2018	12.67%	14.11%	9.41%	7.29%	2.01%	11.65%	8.08%
Number of state special schools	24	25	10	19	10	14	11
Population 2-18 (est) 000s	250	258	102	291	117	137	120

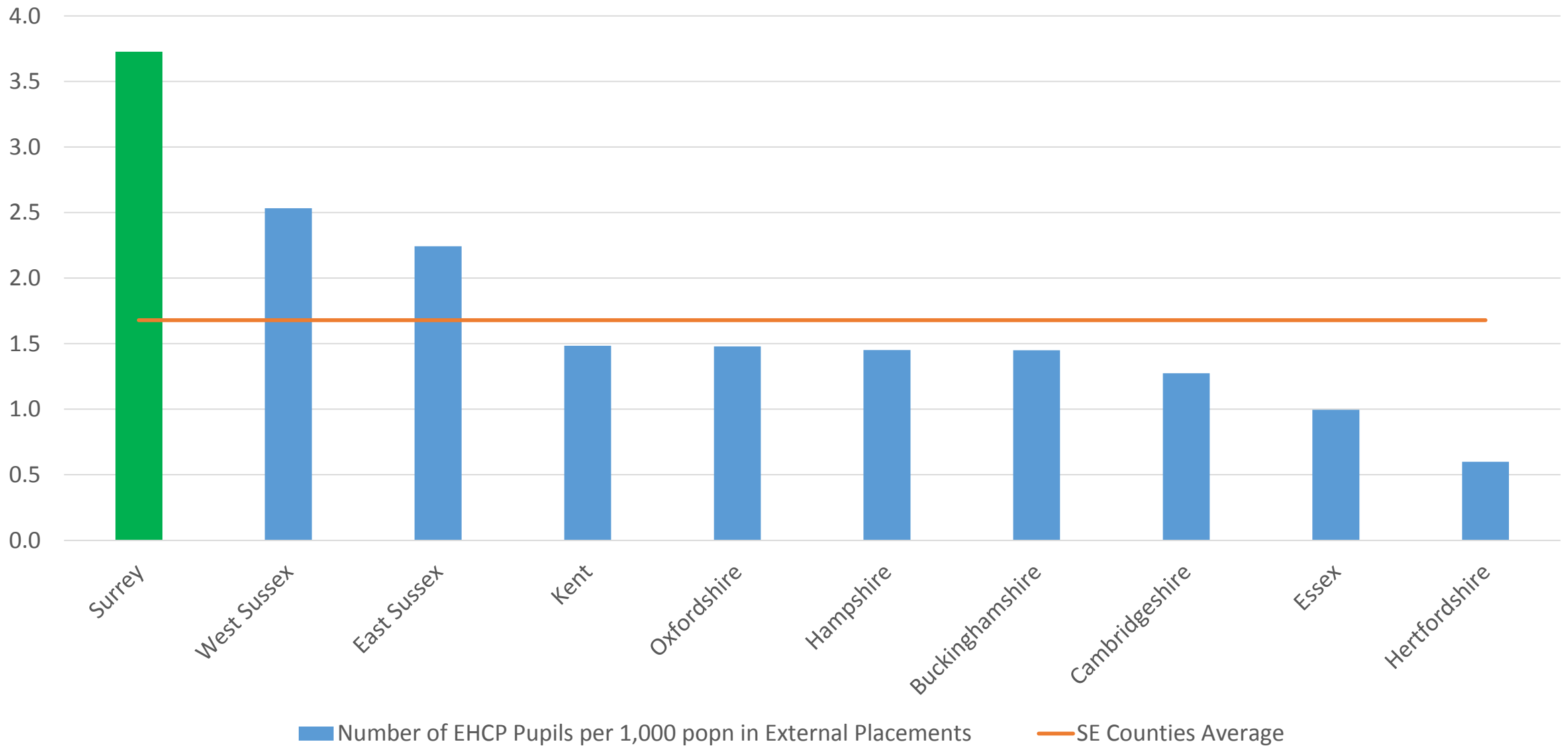
\*includes colleges and AP providers

Source: SEN2 return  
January 2018

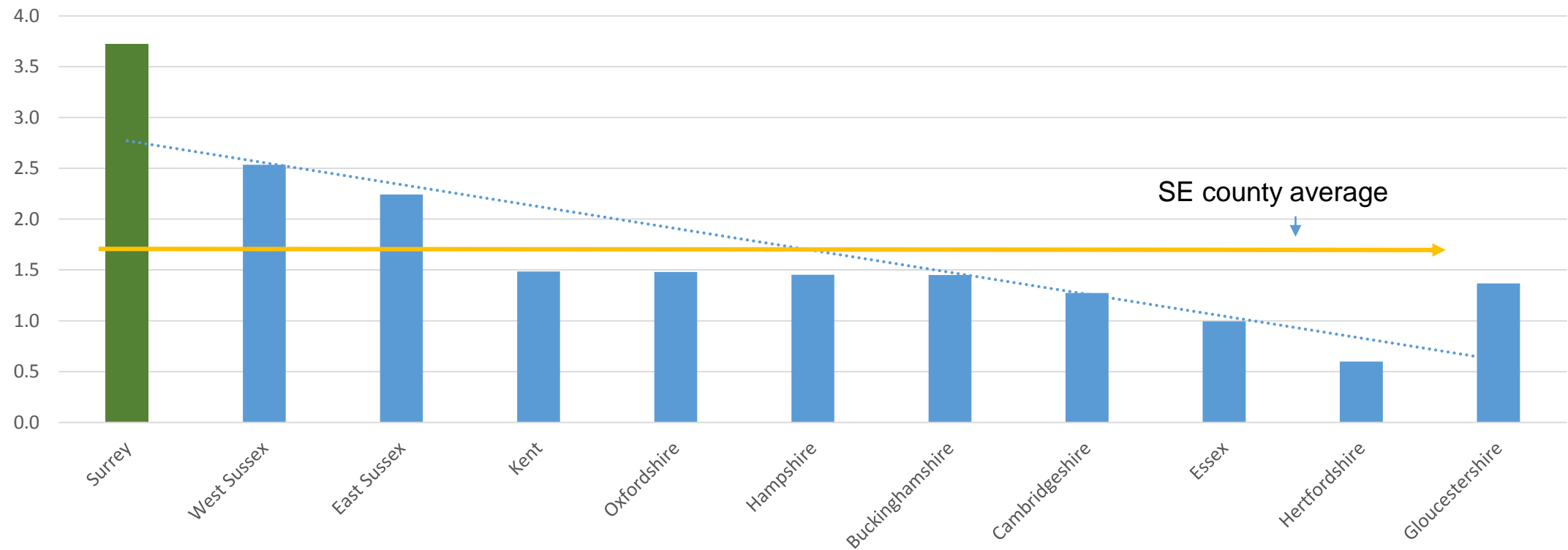
# Number of EHCPs per 1000 population (2-18 years) as at January 2018



# Number of Pupils with an EHCP per 1,000 Population (age 2 -18) in External Placements January 2018



# Number of EHCPs in external placements per 1000 2-18 population Jan 2018



# These demand pressures on the High Needs Block are not sustainable in Surrey

The scale of the overspend on the High Needs Block in 2018/19 means we have to transform Surrey's SEND services as a system or face the crisis described by NAHT.

<b>2018/19 HNB overspend</b>	<b>£m</b>	
<b>2016/17 overspend on HNB due to unanticipated growth</b>	<b>3.1</b>	} £9.3m carried forward into 2018/19
<b>2017/18 planned savings on HNB not achieved</b>	<b>4.2</b>	
<b>2017/18 overspend on HNB due to unanticipated growth</b>	<b>2.0</b>	
<b>2018/19 projected overspend on HNB due to demand growth</b>	<b><u>20.7</u></b>	
<b>Gap between High Needs Budget and HNB expenditure</b>	<b>30.0</b>	



# SEND : Service Transformation

SEND transformation must be a priority for the whole partnership and it will require whole system change.

To implement a series of changes:

1. Earlier identification and support, a graduated response and prevention of escalation to more complex needs (**Reduce demand through the right help at the right time**)
2. Ensuring the most appropriate and cost effective local provision (**Commissioning**)
3. Processes to enable timely whole system assessment and decision making (**Practice & Policy**)

# Principles for SEND Transformation

1. Children with SEND are identified early and supported at the first opportunity to improve their outcomes.
2. Children are helped to become resilient and independent so they can lead independent and fulfilling lives in their own communities.
3. The majority of children's needs can be met without statutory intervention through inclusive and well-supported school provision and communities.
4. Statutory plans are utilised only when it is evident that their needs cannot be met through SEN support.
5. Children's and their families' needs are met by confident child-centred practitioners.
6. We work with families to reach a new collaborative model of partnership practice.
7. The whole system workforce is aligned to meet demand across the levels of need.
8. Surrey maintained schools and other providers are able to support children to live, learn and grow up locally and achieve their full potential.
9. SEND services are able to demonstrate good financial stewardship and meet needs within the funding available.
10. Digital solutions and opportunities are identified to support the transformation.

# SEND Sustainability (Service Transformation)

- Executive Summary
- Vision & Landscape
- Strategic Direction
- Thematic Areas
- Impact
- Roadmap To 2021
- Risks & Assumptions
- Appendices

### Why is the change needed?

Outcomes for SEND children in Surrey are lower than our peers and need to improve. Feedback from children, young people and families as well as our regulators also highlight that the service needs to improve.

Demand is increasing at much higher levels than funding. The service needs to be transformed to ensure it is financially sustainable.

### Implications

More children's need will be met through inclusive and local school provision.

Statutory plans are utilised only when needs cannot be met through SEN support.

Financial sustainability will only be achieved through best quartile performance and a significant reduction in the rate of increase of demand.

Full Business Case submitted 10 August 2018



### What will change?

Focus on early support and prevention to manage down demand, including preventing the escalation to more complex needs.

A joined up and whole system approach to practice.

Commissioning to ensure appropriate and cost effective local provision.

A reduction in SEND transportation costs through policy changes and increased local placements.

Improved financial stewardship.

Enabled by improved data and insight as well as digital solutions.

### Key assumptions

Partners are committed to a whole system approach.

Capacity of provision will be available when required.

The current cost pressure for 18/19 can be mitigated.

### Benefits & outcomes

Improved outcomes for children and families.

Cost savings of ~ £35m - £40m over 5 years

Cost avoidance equivalent to ~ £40m - £50m over 5 yrs

Investment Plan and Transformation timeline

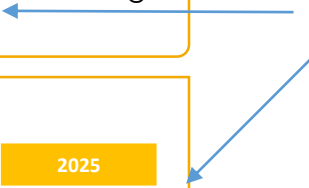
### Investment

~ £2.5m investment required - LA transformation funding  
Plus ~£7m SEN capital DfE grant funding

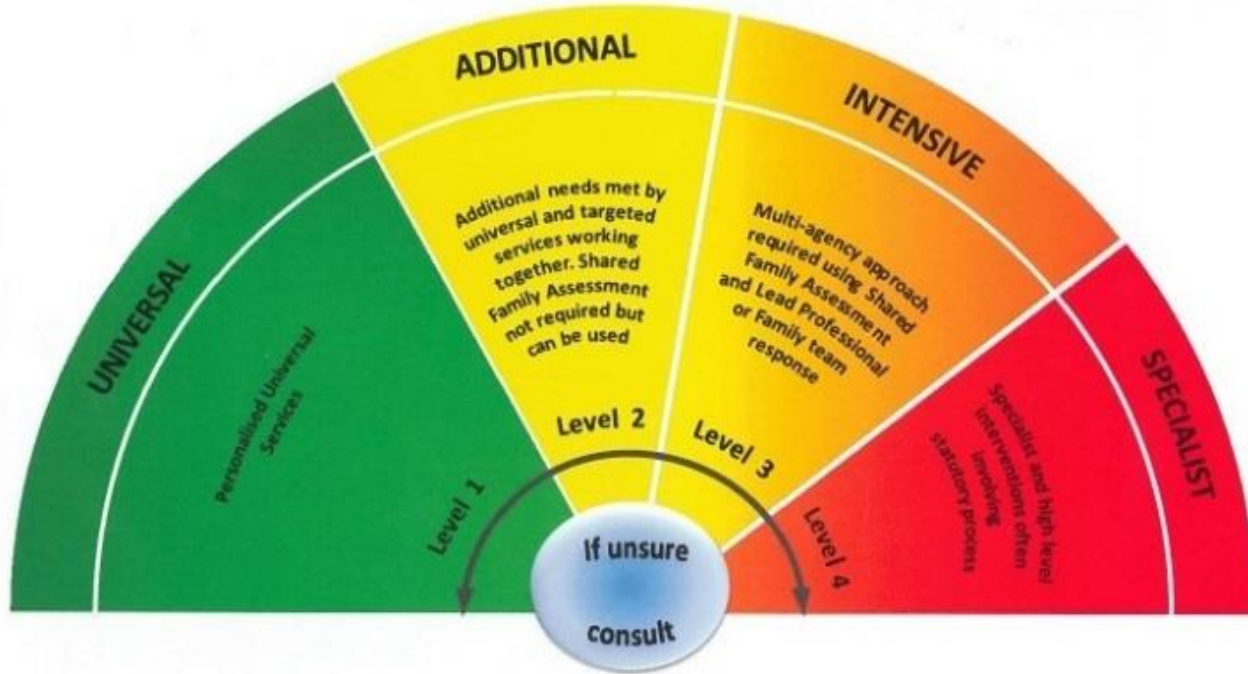


### Outline Plan with key milestones

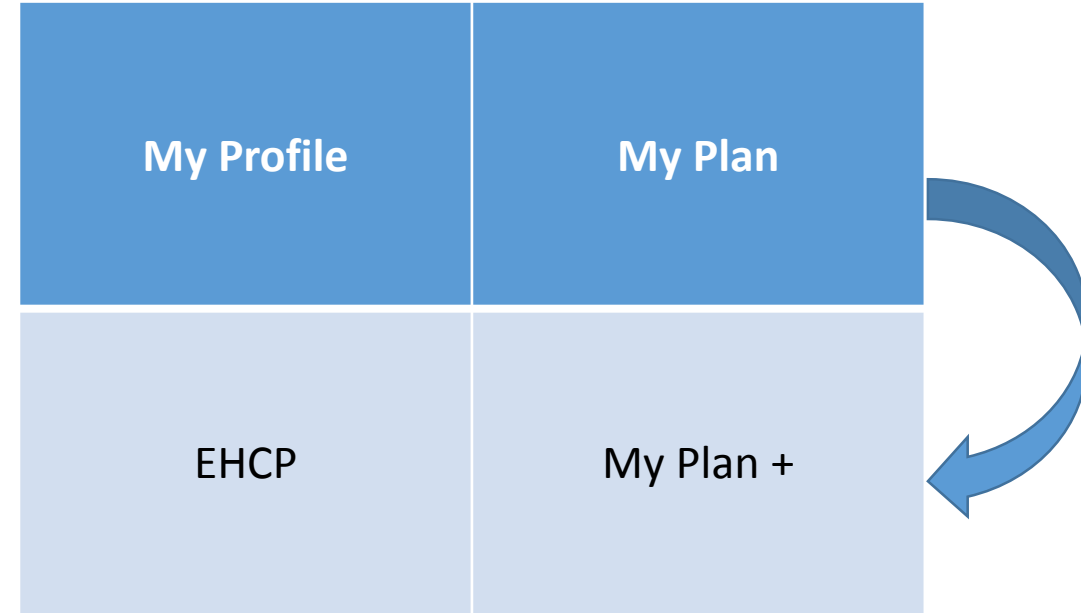
2018	2019		2020		2021		2022	2023	2024	2025
H2	H1	H2	H1	H2	H1	H2	-	-	-	-
18/19 Savings	Benefits realisation ongoing throughout programme									
Design	Delivery					◆				



# A new model for SEND in which children get the right level of intervention and support when needed



Levels of Need Windscreen



Gloucestershire Graduated Approach

# What does sustainable look like in Surrey?

As part of the business case development, work is underway to model what sustainability looks like:

- **X** fewer children in NMI/SPIs?
- **X**% growth in new EHCPs?
- **X** number of children learning closer to home?

# Closing the gap in 2018/19

In order to close the in year gap in the HNB and provide some stability to move to transformation, we need to draw upon previous underspends in the Schools Block and Early Years Block.

Contribution from previous years underspends	£m
* Schools Block	-4.575
* Early Years – free entitlement net underspends	-1.000
* Early Years – LA funding rebate	<u>-0.332</u>
Total	-5.907

A further £3.755m of underspend will not be drawn upon.

Surrey County Council is also contributing £2.2 million of un-ringfenced SEND grant to close the gap.

# Impact on 2019/20 Individual Schools' Budgets

Impact of every £1m transferred from Schools Block is

- Approx. £6.05 per primary pupil
- Approx. £8.64 per secondary pupil
- Approx. impact of £1m transfer on individual schools:

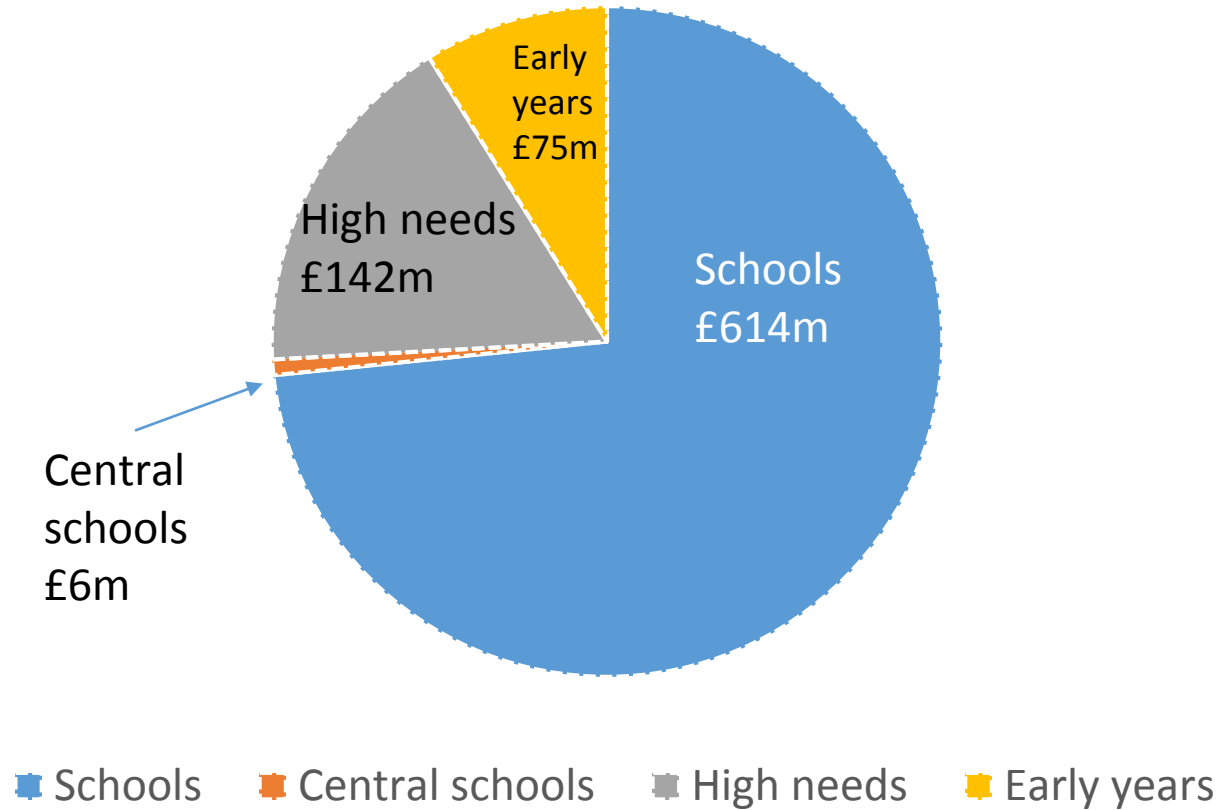
PRIMARY		
		£
Small	90 pupils	540
Medium	270 pupils	1,630
Large	480 pupils	2,900

SECONDARY		
		£
Small	600 pupils	5185
Medium	1,000 pupils	8,640
Large	1,500 pupils	12,960

**Note:**

- Schools on MFG (20% of all schools) would see no impact
- Above figures exclude anticipated increase in NFF funding of 2% in 2019/20

# Working as one system





## To conclude – our ask

- Champion the SEND transformation with colleagues.
- Work with us to deliver the significant transformation required to deliver better outcomes for Surrey children and young people and achieve sustainable SEND services.
- Understand and support the need for a contribution to the HNB of £5.9m Schools/EY underspend from 2017/18.