



# Improving outcomes for children with High Needs and SEND

**IMPOWER**

## At IMPOWER we're different.

When you work with us, you know that we really care. You can tell because we always do the right thing, even though it might make our jobs harder. You can tell because, through our behaviour, we demonstrate deep respect for the people who work in the sector. And you can tell because, despite all the challenges, we stay focused on results that bring positive outcomes, and we keep going until tangible change is delivered.



**Whenever I run into a problem I can't solve, I always make it bigger. I can never solve it by trying to make it smaller, but if I make it big enough, I can see the outlines of a solution"**

**Dwight D. Eisenhower**

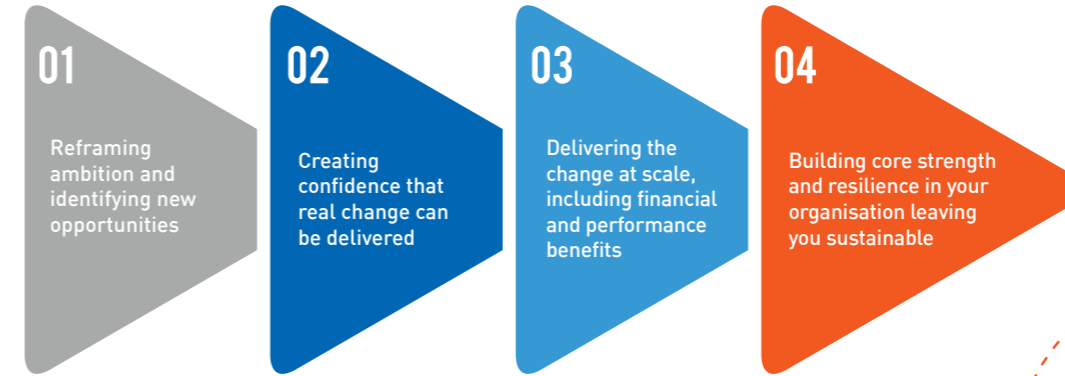
## It's a very different kind of consulting.

We don't just assume private sector innovation can be shoehorned into the public sector. Instead, we have a deep understanding of the complexity of public services, recognising that a different kind of challenge needs a different type of approach. Borne from this understanding, and over two decades serving the public sector, we developed EDGEWORK®. There is a better way.

We believe that a better public sector is the cornerstone of a better society. Delivering better outcomes is at the heart of what we do and is the key to financial sustainability. We aim to put humanity at the heart of public service reform.

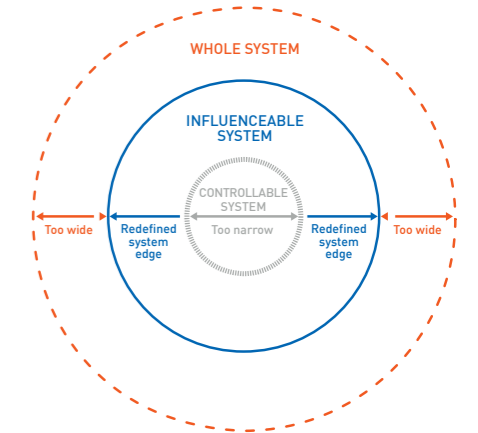
We're also the most fun, engaging, helpful and supportive team to work with – and don't just take our word for it. Ask our clients and their clients; our track record is unmatched. We get results, at scale, which last - because we understand that you don't just need our help now, you also need the capability to keep going once we're gone.

There is a different way. The IMPOWER way. Through our EDGEWORK® approach we help our clients deliver successful transformation through four key stages:



In practical terms this means we work with you, your frontline teams and partners to develop and implement the tools, training, and systems you need to drive the change to make these sustainable well into the future. We build confidence in your team and provide transferable tools that expedite and accelerate the impact of change initiatives.

**So, how does this approach deliver change for High Needs and SEND systems?**

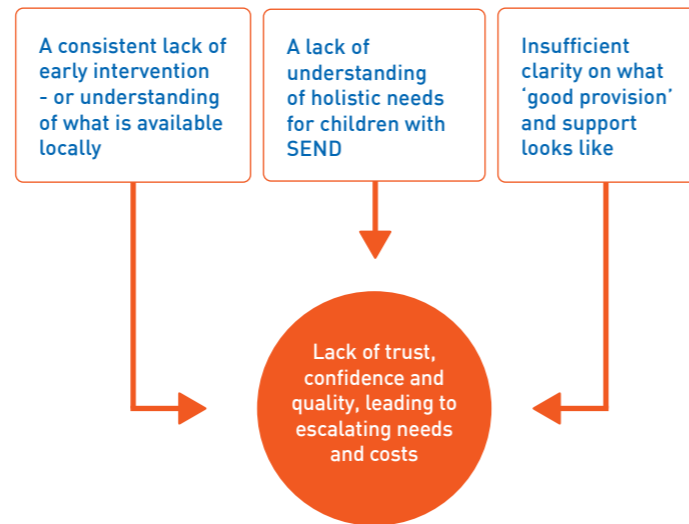


## The challenge

In most local areas, requests for statutory support are rising and the financial challenge is growing. This is increasing the pressure on local systems and, in some areas, is leading to challenges in confidence and trust between parents and professionals across the system. Despite increased funding, the sector is not yet able to demonstrate improved outcomes for children with SEND or how families are getting value from the £10+ billion spent annually on provision and support. While recent policy reforms hold much promise, alone they will not provide a solution in SEND without local leadership and creativity.

<b>Increasing need</b>	<b>Increasing cost</b>	<b>Ongoing poor outcomes</b>
<p>The number of education, health and care plans (EHCPs) has risen by 61.7% in the last five years, from 319,819 (including statements) in 2017/2018 to 517,026 in 2022/2023</p>	<p>£2 billion overspend in 2022/2023, despite significant increase in investment - £2.5 billion in the past three years and a further £1 billion this year</p>	<p>60% of working age adults with Learning Disabilities are not in employment nationally, with this figure being as high as 90% in some areas</p>

The system has tipped into a vicious and escalating cycle of late identification, escalation of needs, worsening confidence and experience increased cost. The system needs re-balancing towards early intervention, and three root causes must be addressed to do so:



## Our impact

Our work focuses on re-balancing the system towards early intervention and de-escalation of needs, achieved by re-building trust and confidence through strengths-based and independence-focused approaches across the whole of the child’s journey. Critically we engage parents and carers from day one, ensuring the case for change, design, implementation and then review of any new ways of working are co-produced with parents, children and young people and professionals. Through working in this way, we have already helped systems to meet the SEND Review aim of ‘Right Support, Right Place, Right Time’ – demonstrating that local councils and their partners have the power to change things for the better.

### Improving outcomes

IMPOWER provides tools to better match needs and support holistically, enabling more children to remain in mainstream settings where appropriate. We also support young people to re-integrate into mainstream settings, improving life chances including:

- **Achieving GCSE qualifications**
- **Going to college**
- **Completing internships**

We have supported over 1,000 practitioners to build a strengths-based focus, improving their confidence as a SEND practitioner and delivering more inclusive outcomes.

### Delivering social value

IMPOWER is working in partnership with a further education college to launch a SEND internship scheme to provide opportunities for young people with SEND to gain paid employment from September 2022

**“ I feel like the freedom of lessons is a big change...I’m looking forward to seeing if I can pass my GCSEs – that’s something I’ve been held back by a lot [in a specialist setting]”.**

Quote from a student who made the transition from a special to mainstream setting

### Delivering good savings

By investing in earlier intervention and supporting children inclusively in their communities, requests for assessments reduced by **32%** in one area.

Earlier intervention and preventing children’s needs from escalating can also result in a more financially sustainable system. In one area, this has helped to save over £5 million per year, which can be reinvested in valuable services for those who need it most.

### Improving resilience

**100%** of practitioners in one area said that relational and strengths-based approaches are helping to improve the experience of children and families

Callers to the 6 IMPOWER-supported SEND Advice Lines report greater confidence and knowledge around meeting children’s needs in school

**SEN Co-ordinators** (SENCOs) across the 2000 settings using the Valuing SEND approach report that it helps them deliver greater inclusion and better outcomes

## Our approach

Despite the rapidly rising demand and cost pressures seen in every local area across England, our analysis shows over 50% of need could be responded to earlier or better met by more inclusive, lower cost provision. Our approach helps to rebalance the High Needs system towards this earlier intervention and support with long-term aspiration and outcomes at the centre of system change.

By co-designing, testing, then scaling system change in one local area:

- The needs of those with High Needs and SEND have been identified and met earlier, in a more inclusive way
- There has been less escalation of need and support, and a greater focus on children and young people's long-term ambitions and independence - resulting in children achieving qualifications and employment that wouldn't have been achieved otherwise
- Parental confidence in the system has increased
- The requirement for new education, health and care plans (EHCPs) has reduced by over 15%, by meeting children's needs earlier

- By intervening earlier, ensuring children are getting the support they need, and preventing an escalation of their needs, £5 million has been saved annually which can be reinvested into valuable services

Our unique EDGEWORK® approach helps to identify where and how these opportunities exist to intervene earlier, reducing the escalation of need and helping deliver sustainable reductions in cost and spend whilst improving outcomes for children. We focus on developing a virtuous circle, centred on longer-term ambition and independence for children with additional needs and enabling children to transition back to mainstream provision, where better outcomes can be achieved as needs have reduced. This is centred around long-term aspiration and outcomes – not cost reduction.

01

### We reframe the challenge and identify new opportunities.

Firstly, we use insights developed with parents and professionals in local areas, to help create a new inclusive ambition across a local partnership on how you want the High Needs system to operate.

02

### We help create confidence by delivering impact.

Secondly, those we work with tell us we inject pace and energy to rapidly create confidence across the partnership. We begin change quickly with 'fast forward' trials to demonstrate real and tangible change, with an uncompromising focus on outcomes for children.

03

### We deliver impact at scale.

Thirdly, we help to scale up the things that are working, drawing on our toolkit to deliver change across all elements of the child's journey – including strengths-based conversations, implementing new early advice hubs and our unique Valuing SEND approach – which helps to holistically codify needs and support a more consistent approach across settings, enabling the system to identify where children could be supported in different and better ways.

04

### We build team and organisational resilience.

We deliver our approach by working with parents from day one, with a strong focus on coproduction to rebuild trust and confidence. As such, our approach ensures we create a more resilient system, so when our involvement ends, improvements and benefits are sustained.

Our approach is designed and delivered with our partners and includes the development of revised performance reporting to enable real time analysis of how the pattern of need, provision and cost is changing, and what is working - ensuring this is understood and driven across all levels of an organisation.







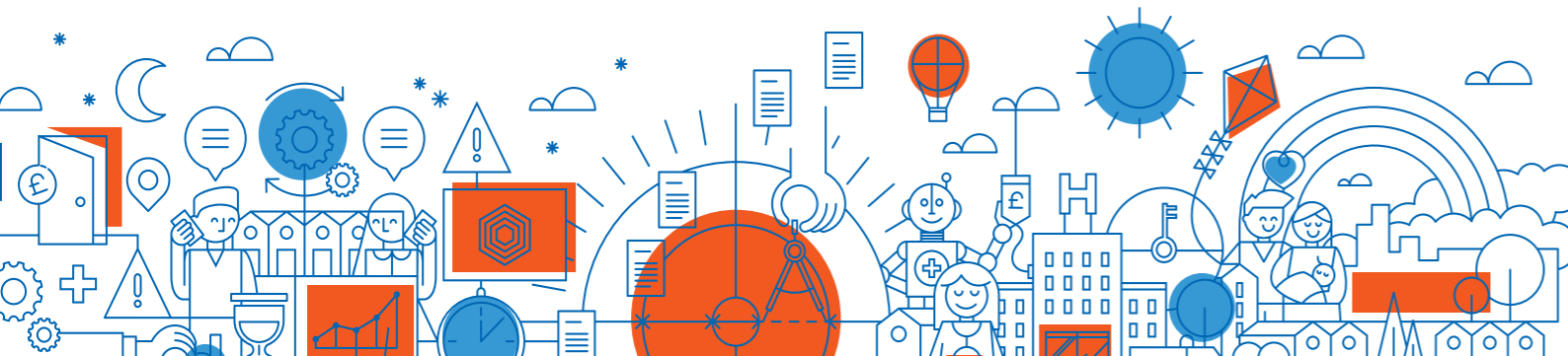
“I don’t just work with anyone. I work with IMPOWER because they understand that delivering true value in SEND is about enabling staff to have strength-based conversations and supporting early intervention. This is achieved through collaboration based on needs and resources which potentially leads to cost savings”

Carol Kelsey, a parent with 12 years’ experience working in parent carer participation



IMPOWER has worked with pace and focus with us in developing High Needs interventions – redesigned panel processes, rollout of the Derby Inclusion Tool [VSEND] and the Derby SEND Advice Line (DSAL). The interventions are driving positive financial impacts and outcomes around improved decision making for children with High Needs. IMPOWER have challenged us to work differently across different levels of the council and in time, Derby will have a more resilient organisation thanks to these different ways of working

Pauline Melvin OBE, Derby City Council





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