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| **What is the Change Programme and what is it trying to achieve?** |
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| The [SEND and Alternative Provision Improvement Plan](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fncb.us9.list-manage.com%2Ftrack%2Fclick%3Fu%3D93ca41ab24380caf57761bd37%26id%3D34fbbc7d77%26e%3D3f62d95026&data=05%7C02%7Cmlord%40wakefield.gov.uk%7Cae60c71096ae42c6a77408dc49ce252b%7Cd76faab796b740c79b253d2fbd4ac1f1%7C0%7C0%7C638466396941055213%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=xwIz%2BluwzEADSQMv8QfOtpPKw1DZCvBp%2BUCgWEfNQ6c%3D&reserved=0) set out an ambitious roadmap towards a national system that consistently provides the right support, at the right time, in the right place for disabled children and young people, children, and young people with SEN, and those who are in alternative provision, wherever they live in the country. To achieve this, the Change Programme provides a unique opportunity to test whole system reform in local areas, building confidence that we are delivering the right changes in the right way to create a nationally consistent system of support.The Change Programme is testing system-level reforms, which means we are looking to see whether a range of system-level changes will deliver sustainable, improved outcomes and experiences for children with SEND or in AP and their parent/carers. The findings and learning from this testing will form part of a wider evidence base (including information on what does and doesn’t work) to inform decisions about the future roll-out of the proposals, such as the need for legislation and/or funding. |

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| **Bedford Borough Council’s whole-system approach** |
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| Hello, my name is Emma Stone. I am the Change Programme Lead for Bedford Borough Council, which is the lead LA for the East of England Change Programme Partnership (CPP). My background is in Change and Transformation, and I have spent 15 years working in Local and Central Government to design and implement change programmes.I am most motivated and energised when given the opportunity to design change and transformation approaches that are co-produced, can be sustainably implemented and have long-term benefits for people, and I was delighted to start work with Chris Morris (Chief Officer for SEND, Education and School Infrastructure) and Kerri Rennie (Parent Carer Forum Chair) in Bedford Borough in September last year when the SEND & AP Change Programme launched. They are both ambitious and excited about innovation and improvement within SEND and AP.  The Change Programme provides a great opportunity to build on conversations that are happening with children, young people and families and the wide range of professionals working in the SEND & AP system to better understand lived experiences and how everyone interacts with the system as it currently is, in order to co-produce a sustainable system for the future.The SEND & AP system can seem vast and complex to many of us and the prospect of implementing a series of policy reforms in a short period of time can feel overwhelming. In Bedford Borough we wanted to zoom out from the individual policy reforms in the Change Programme and consider our approach from a whole-system perspective, and we asked ourselves some questions: * Do we really understand what it is like for people navigating the SEND & AP system, and for those people who have a role operating within it?
* Can we see/touch/feel the SEND & AP system as a whole or is it a complex, abstract concept?
* Do we have a shared vision of the SEND & AP system we want in the future?
* How do we maximise the opportunity provided through the SEND & AP Change Programme to build a plan for system changes?

In addition to asking these questions, we also thought about managing and delivering change, particularly in a complex system and in the context of significant challenges and capacity constraints.We know change is most successfully achieved when we: * **Create a sense of urgency** - we understand why things need to change right now. (The Improvement Plan sets the scene nationally and at a local level that we need to create a shared sense of urgency among everyone involved).
* **Form powerful guiding coalitions** – we want to facilitate a coalition of voices within the whole of the East of England (via the Eastern Region SEND Forum) to lead and advocate for change, and also to more powerfully articulate what is needed from policy reform, legislation and funding for a sustainable system in the future and improved outcomes for children, young people and families.
* **Develop a vision and a strategy** – Co-produce a SEND and AP system for the future and a robust detailed plan to achieve the vision.
* **Remove obstacles and empower people for action** – this is particularly pertinent within Education settings.
* **Create short-term wins** - celebrate success along the way to share learning and sustain momentum.
* **Embed change, anchored in the culture** – systems, processes, ways of working and behaviours to embed change and enable continuous improvement.

In Bedford we have planned a local SEND & AP System Review, alongside which we will continue to test the policy reforms. The activity will be delivered in collaboration with our PCF and SEND colleagues, through lots of one-to-one and small group conversations, focus groups, workshops and system-mapping/design sessions.The aims of this activity are to bring everyone involved on a journey of change by: * **Understanding lived experiences** and how all stakeholders interact with the system as it currently is.
* **Elevating Youth Voice**, learning from the hugely successful partnership we have with our Parent Carer Forum and going further in creating opportunities for young people to influence and advocate within the SEND and AP system.
* **Visually mapping** the local SEND and AP system to provide a tangible, single view of a complex system, around which we can all coalesce.
* **Co-producing where we want to be** - a sustainable, person-centred local SEND and AP system, with the initial focus on Education, Health and Care Plan Standardisation and AP.
* **Enabling and encouraging next steps**, with a detailed and robust roadmap for system changes. This will include all operating model components through the lens of the Local Area Inclusion Plans (e.g. Strategy, People and Organisation, Systems, Data and Information, Processes and Governance).

Kerri Rennie, Chair of Bedford Borough PCF who has worked with me to develop our approach to the Change Programme said: “I’m really pleased that we have designed an approach that starts with the lived experiences of our young people and parent carers and prioritises co-producing future system changes. We have such good engagement in Bedford with our parent carers, and it’s really positive to be able to bring them into the fold as we test the impact of the various policy reforms, identify and implement some quick wins and work together to ensure the SEND & AP System continues to evolve to improve lived experiences and outcomes”.Whilst our approach is focused on our local SEND and AP System in Bedford, we will continue to engage with our CPP partners in the East of England, and we will also share our findings and collect feedback from our regional network through the Eastern Region SEND Forum.We want to use this opportunity through the Change Programme to provide really good quality, powerful feedback on the proposed policy reforms as well as to set ourselves up for success locally as much as possible beyond the Change Programme. |
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