



SEND

Haringey Safety Valve Programme Project Summaries

April 2023

1) A1 Review Therapeutic Support for Speech and Language



Project Overview

The purpose of the Project is to imbed a graduated response pathway for children and young people with speech, language and communication needs. The pathway will support children and young people in accessing universal, targeted and specialists' speech, language and therapeutic services based on need in the most appropriate setting. This project will also deliver additional capacity and capability within schools to support CYP with SLCN needs, through Language Assistants as well as relevant training.



Project Scope

In: Pathway covers 5-11 years olds and training covers school setting

In: Removing the requirement to have an EHCP to access SALT in Key Stage 2 and above.



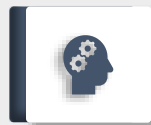
Key Project Goals / Benefits

1: Reduction of 219 EHC Plans leading to 219 AR's not being required each year

2: New models allow families to access better support at Universal and SEN Support levels to meet the needs of their child with SLCN needs

Key Risk & Issues

- Capacity and capability of educational settings to be able to deliver model is not sufficient.
- Number of children with EHC plans does not fall due to lack of access to appropriate support for families.



Assumptions

Level of support provided by universal and targeted services will reduce the need for EHCPs

Delivery / Project Team

Service Lead Tim Miller

Project Support to be provided



Workstreams

Targeted Schools Support
SALT EHCP Threshold

Key Milestones



Project Start
January 2023



Milestone 1
Launch 5-11 years Graduated Response Pathway – Sep 2023



Milestone 2
Recruit Learning Assistants – Sep 2023



Milestone 3
Remove EHCP Threshold for SALT – Sep 2023



Milestone 4
Complete delivering training in schools – Dec 2024



Project End
Dec 2024



Project Savings + Spend

Savings in the reduction of EHCP costs for of £2.896m by 2027/2028

2) A2 Increase capacity of mainstream schools to meet the needs of children with autism

Project Overview

The purpose of the Project is to provide increased specialist teaching capacity in our schools to support children with complex autism. This project will increase the capacity in the specialist teaching services to provide intensive support to 24 children before they reach crisis through structured support from the LAST Team by expanding the team by 2 practitioners. The model will also create a new graduated pathway for children with Autism.


Project Scope

- In : Teaching Capacities to be expanded through the LAST team by 2 FTE Posts.
- In : Graduated Response for children with Autism to be developed in the Borough

Key Project Goals / Benefits

- 1 :Reduction of 16 externally placed school places for children with complex autism leading to children having their needs met in borough by 27/28.
- 2 :New graduated response for Autism allows families to access better support at Universal and SEN Support levels to meet the needs of their child with Autism needs in school reducing the need for external placements.

Key Risk & Issues


-  Unable to recruit to two additional HLTA posts leaving gap in proposed support teaching provision
- Model does not provide diversion activities at required rate of diversion by 2027/2028



Assumptions

That the staffing posts are recruited to and the graduated response is developed and approved

Delivery / Project Team

 Service Lead Ellika McAulay
Project Support to be provided



Workstreams

Mainstream Autism Capacity Task and Finish Group to oversee the work.

Key Milestones



Project Start
Summer 2022



Milestone 1
Recruitment and on boarding of 2 additional ASC specialist support workers – Dec 22



Milestone 2
All new requests for specialist direct support are allocated to LAST team –April 23



Milestone 3
Review of impact of model – July 23



Project End
August 2023



Project Savings + Spend

Savings in the reduction of placement costs for children with Complex Autism Of £1.67m by 2027/2028-.

4) A3. Increase capacity of mainstream schools to meet the needs of children with SEMH.

Project Overview

The purpose of the Project is to create the infrastructure to support schools to meet the needs of children with SEMH in mainstream settings without the need for statutory assessments. The workstream will co-produce with the HEP, the workforce developmental programme to support school-based practitioners. This will provide support and guidance and practical example-based learning to reduce the need for statutory assessment where it is not required and give professionals the confidence to support children in mainstream settings who have SEMH. The Project will also develop the graduated response for SEMH for practitioners across Haringey.

Project Scope

In : To develop the Graduated Response for SEMH.

In : Workforce Development Programme with HEP for practitioners to support children with SEMH.

Key Project Goals / Benefits

- 1 :** To create a support pathway / graduated response for children with SEMH.
- 2 :** To design a new model of funding to support Early Years providers within Early Years funding budgetary envelopes.
- 3:** To reduce the numbers of children with EHC plans with SEMH by 50 by 2027/2028.

Key Risk & Issues

- Delays in reviewing SEMH pathway, lead to a delayed implementation of the new model.
- New pathway does not provide the reduction in numbers of children being put forward for an EHCA with SEMH.

Delivery / Project Team

Service Lead Paul Taggart*
Project Support to be provided

Assumptions

Capacity within commissioning and Programmes team to complete the work is available.

Workstreams

Graduated Response and Workforce Development T/F Groups .

Key Milestones

-  **Project Start**
September 2022
-  **Milestone 1**
Workforce development plan joint with HEP- September 2022
-  **Milestone 2**
Roll-out new SEMH graduated response pathway – September 2023
-  **Project End**
October 2023

Project Savings + Spend

Savings in reduced numbers of children with EHC Plans from Project Activity to support children with SEMH in mainstream schools by £1.2m.

5) A4 Thresholds and Annual Reviews of EHCP's



Project Overview

Haringey, currently has a higher-than-expected number of children with EHC plans compared to other comparable Local Authorities. National data suggests that 12% of the mainstream school population have identified SEN needs and 4.6% of the mainstream school population require support via an EHCP. The aim of this project is to set up and embed the service standards / annual review processes / thresholds reducing our number of EHC Plans, bringing Haringey in line with other London Boroughs and Statistical Neighbours. To agree the fair funding model and ensure health contributions covering health costs in EHC Plans.



Project Scope

In: Completion of Annual Reviews for children within statutory timescales.

In: Cessations of EHC Plans (where appropriate to do so after annual review).

In: Health contributions for EHC plans are covered for health services in EHC Plans .



Key Project Goals / Benefits

1: To reduce the numbers of children following Annual Review who have an EHC Plan by 7% by 27/28.

2: To reduce 181 Education Health and Care plans within the LA by 2027/2028, through cessations processes.

3: To set up a revised fair funding model for health contributions for health provisions in EHC Plans..

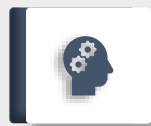
Key Risk & Issues

- Parental objection to cessation of plans, incurring tribunal costs leading to a reduction in numbers of plans being ceased.
- Financial Savings are not realised due to lower-than-expected cessations of plans

Delivery / Project Team

Service Lead Jacqueline Harniman

Project Support to be provided



Assumptions

That there is sufficient capacity within SEND Teams to undertake the Annual Reviews.

Workstreams

Annual Review Recovery Planning
/ Training and Development



Key Milestones



Project Start
Summer 2022



Milestone 1 Completion of implementation Annual Review Recovery Plan including training etc – July 23



Milestone 2 Training relating to thresholds and continuing health funding- July 23



Milestone 3 All Annual Reviews completed for 12-month period – July 23



Project End
August 2023



Project Savings + Spend

Savings in the reduction of EHC Plans following the Annual Review Process covering £3.8m. + £200k health contribution to EHC Funding processes.

6) A5. Review post 16 offer (including employment initiatives)



Project Overview

The purpose of the Project is to support more young people to access Supported Internships moving them towards gaining secure employment. A large scale creation of supported internships is required and will be delivered in this project to build at the scale and pace that is required working with employers of varying sizes across Haringey.



Project Scope

In : Supported Internships creation within the Borough.

In : Into employment Programme creation

In: Creation of Supported Internships Infrastructure



Key Project Goals / Benefits

- 1 :To increase the number of supported internships from 8 to 83 by 2027/2028.
- 2: To create a new employment co-ordinator role with SEND services to undertake core work to support the Supported Internships project area.
- 3:To increase the number of Disability confident employers within the Borough.
4. To reduce the numbers of children with an EHC by 50 through them entering employment

Key Risk & Issues

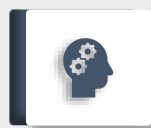
- Local employers are unable to offer supported internships to children in Haringey
- Supported Internships in Haringey continue to be taken up by young people from out of Borough.

Delivery / Project Team

Service Lead- Julie Khan

(Employability)

Mary Jarrett (SEND)

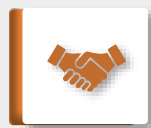


Assumptions

That the new SEND CO-Ordinator role is created to support the delivery.

Workstreams

2 Workstreams to support creation, matching and delivering Supported Internships



Key Milestones



Project Start
Summer 2022



Milestone 1
Needs analysis of cohort & review no. of placements
January 23



Milestone 2
Development of new supported internship Capacity
March 23



Milestone 3
50% of the current YP in further education over the age of 20 will be in a pathway to employment
December 24



Milestone 4
Enrol 15 additional young people aged 20-25 into supported internships, traineeship, or apprenticeship
23/24 TBC



Milestone 5
90% of the current young people in further education over the age of 20 will be in a pathway to employment or adult social services
25/26 TBC



Project End
August 2025/ 2026



Project Savings + Spend

Savings attributed to young people gaining employment allowing for cessations of EHC Plans is £3.35m by 2027/2028.

7) A6. Early Years Funding Review



Project Overview

The purpose of the Project is to redesign the Early Years systems for supporting children with SEND to consistently access early help across early years in Haringey. A new pathway to support families, children and professionals is needed to help move towards a model of early help in line with the other graduated responses and pathways that are being developed as part of the Safety Valve Programme. The project will also support new models of funding within early years to taper off High Needs block funding to Early Years providers



Project Scope

In : Review of Early Years funding for children

In : Pathways for children with SEN in Early Years.



Key Project Goals / Benefits

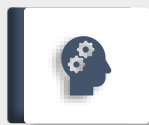
- 1 :** To create a support pathway / graduated response for supporting children with SEND in Early Year's
- 2 :** To design a new model of funding to support Early Years providers within Early Years funding budgetary envelopes.

Key Risk & Issues

- Opposition to funding decisions from key stakeholders due to concerns over viability.
- Nurseries no longer remaining financially viable due to funding changes being proposed in new plans .

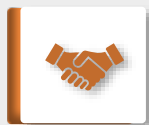
Delivery / Project Team

Service Lead Ellika McAulay
Project Support to be provided



Assumptions

Commissioning capacity to do review of Early Years is available



Workstreams

Early Years Task and Finish Group to oversee the work.

Key Milestones



Project Start
September 2022



Milestone 1
EY review of SEND spend
December 2022



Milestone 2
New SEND funding model
September 2023



Project End
September – October 2023



Project Savings + Spend

£2.374m savings by 2027 / 2028 from the high needs block funding for children under the age of 5.

8) B2.Ensure cost-effective commissioning & brokerage of services



Project Overview

The purpose of the Project is to support a move towards block-based commissioning arrangements when securing specialist and independent school-based places for children with SEND in line with a new SEND Sufficiency approach. The project will reset the route to the marketplace favouring block contracts and reducing the numbers of spot purchased INMS placements.



Project Scope

- IN :** Spot purchased contracting for Independent and OOB SEND Placements
- OUT :** Mainstream capital placements provisions.



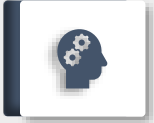
Project Goals / Benefits

- 1 :To reduce the numbers of children and young people in Spot Purchased placements from 200 to 125 by 2027/2028.
- 2 :To reduce INMS place costs overall by 20% by 2027/2028.



Risk & Issues

- Savings are not realised due to lack of commissioning capacity.
- Closure of providers due to current economic environment, places future and existing places at risk.



Assumptions

Sufficient commissioning and legal capacity is available to undertake works.



Delivery / Project Team

Service Lead : Kevin Taggart
Project Support to be provided.



Workstreams

School based Sufficiency and commissioning workstreams will oversee this work.

Key Milestones



Project Start
Summer 2022



Milestone 1
Review Placement Costs – September 2022



Milestone 2
SEND Sufficiency Strategy March 2023



Milestone 3
Implement new Block Contracts April 2024



Project End
August 2024



Project Savings + Spend

Savings based on a change of commissioning-based arrangements totalling £3.143m

9) B4. Remodel Alternative Provision offer and funding model



Project Overview

The purpose of the Project is to redesign the Alternative Provision (AP) in Haringey moving to a model of design that meets needs and provides good outcomes for children and young people. The new model of delivery moving forward will provide a budgetary envelope in line with neighbouring and sister authorities and our statistical neighbours within London. Our new models will also improve participation and see reduction in numbers of children needing AP and the numbers of children being excluded from school.



Project Scope

In : Remodeling alternative provision in Haringey

In : Reducing numbers of exclusions in schools

Out : Capital Schemes for SEND Places



Key Project Goals / Benefits

1 : Reduction in numbers of children who require Alternative Provisions in Haringey through new models from 388 to 368 in 27/28

2: Reductions in the number of children being excluded from school places from 1400 to 1200 per year.

3: New models meet the needs of children and young people and provide the right places at the right providers.

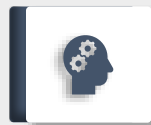
Key Risk & Issues

- Lack of competitive market of alternative providers leads to reduction in potential service offers once changes are proposed.
- Financial savings not achieved due to wider market instability

Delivery / Project Team

Service Lead- Kevin Taggert

Project Support to be provided.



Assumptions

That Commissioning based support will be available.

Workstreams

1 Workstream to deliver the overarching review of AP in Haringey.



Key Milestones



Project Start
Summer 2022



Milestone 1
Completion of Review of Alternative Provision March 23



Milestone 2
SLA for Haringey Learning Partnership March 23



Milestone 3
Written governance framework, outlining reporting, outcomes and KPIs – July 23



Milestone 4
New governance structure embedded and in practise September 23



Project End
August 2025/ 2026



Project Savings + Spend

Savings in AP Costings of £1.634m against the high needs block.

10) B5. Commissioning post-16 learners



Project Overview

The purpose of the Project is to support a move towards block based commissioning arrangements and contracting to provider greater resilience and financial efficiency in our approach to post 16 places for children with SEND through a revamped SEND sufficiency Strategy. Haringey will move towards block based contracting models as described in other projects such as the B2 Project.



Project Scope

- IN :** Spot purchased contracting for post 16 learners
- OUT :** Mainstream capital placements provisions.



Project Goals / Benefits

- 1 :To reduce the numbers of children and young people in Spot Purchase placements in Post 16 provision from 454 to 319 by 2027/2028 .
- 2:To move towards a block-based commissioning model of places using framework providers by 2024/2025.



Risk & Issues

- Lack of capacity to undertake reviews of places, leading to a continuation of spot purchasing of places.
- Lack of engagement from market leads to lack of understanding of current position.



Assumptions

Sufficient commissioning and legal capacity is available to undertake works.



Delivery / Project Team

Service Lead : Kevin Taggert
Project Support to be provided.



Workstreams

Post 16 Placements and SEND sufficiency work to review and lead on project areas.

Key Milestones



Project Start
Summer 2022



Milestone 1
Develop SEND Sufficiency Strategy for placements – March 23



Milestone 2
Review of placement costs September 23



Milestone 3
Implement new block contracts with main providers – April 25



Project End
Summer 2025



Project Savings + Spend

Savings in post 16 placements through block-based commissioning of £3.187m

11) B6. Remodel financial top ups to mainstream schools



Project Overview

The purpose of the Project is to review, design and implement an affordable and fair funding model for element 3 top ups in schools. This project will address this area of improvement through one dedicated workstream, to support the development of new funding bands for supporting children within Haringey's schools. The project will be tasked to ensure that schools are not disincentivised through the funding system of top up funding from supporting children within mainstream schools and placed in special school places when mainstream schools can meet their needs.



Project Scope

In : remodeling of financial top ups to schools (Element 3 funding)

Out : Capital Schemes for SEND Places, graduated responses.



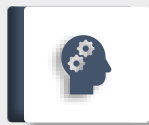
Key Project Goals / Benefits

- 1: To review existing funding bands for element 3 funding within Haringey.
- 2: To consider alternative models of funding to meet the need of children who are supported through EHC Plans.
- 3: To recommend a new model of funding across all Haringey schools for EHC TOP up funding.
- 4: Reduction of children at top level special school banding by 90% by 2024/25 reducing from 466 to

Key Risk & Issues



- Review of bandings does not achieve savings targets leading to financial shortfall
- Modelling of banding is not accepted by LA / Partner agencies
- Banding roll out is delayed leading to reduced benefits.



Assumptions

That the external agency are able to complete the task (ISOS) within agreed timelines

Workstreams

1 Workstream to deliver the remodelling of tops ups for schools (Funding Band review)



Delivery / Project Team

Service Lead- Mary Jarrett

Project Support to be provided.

Key Milestones



Project Start
Summer 2022



Milestone 1

Completion of banding and top-up review Academic Year 22/23



Milestone 2

Undertake review of Special School finances Academic Year 22/23



Milestone 3

Consultation on new model and establishment of adjustment processes Academic Year 23/24



Milestone 4

Implement new bandings for top-ups and remove SEND sufficiency funding Academic Year 24/25



Project End

Academic Year 24/25 TBC



Project Savings + Spend

Savings in HNB funding arrangements for top up funding provides £10.1m in savings

12) B8. School Block Transfer to High Needs Block



Project Overview

The Local Authority is undergoing a significant review of the funding for SEND services and the distribution of the High Needs Block. The Local Authority is seeking external facilitation and consultation to remodel the governance and distribution of the High Needs Block to schools. Haringey has commissioned the ISOS partnership to work in co-production with key stakeholders to ensure a fair, open, and transparent distribution of resources, supported by good governance. The purpose of the Project is to gain approval to a 0.5% Schools' Block transfer for each year over the duration of the programme.



Project Scope

In : Review of DSG funding and additional block transfer to High Needs Block

Out: - Early Years High needs Block funding



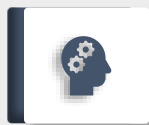
Key Project Goals / Benefits

1 Financial transfer to HNB is completed each year starting from 22/23.

2: Ongoing transfers provide funding envelope increase till 2027/ 028 in line with other comparator LA's.

Key Risk & Issues

- Reduction in schools block funding results in schools reporting deficit budgets that are not sustainable.

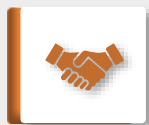


Assumptions

That schools forum continue to approve the funding block transfer in subsequent years.

Delivery / Project Team

Service Lead Jackie Difolco
Project Support to be provided



Workstreams

Non workstream meetings / and agreed through DMT schools forum

Key Milestones



Project Start
September 2022

1

Milestone 1
Meet with key stakeholders to discuss proposal
September 2022

2

Milestone 2
Approval of block transfer at School Forum
October 2022



Project End
September – October 2022



Project Savings + Spend

Financial transfer to HNB over the course of the Programme provides £5.255m of additional funding.

13) C1 Embed core standards & SEND support tools .



Project Overview

Having a core set of standards and SEND Support Tools is a pre-requisite for local areas to help children and young people to meet their potential as part of an overall suite of approaches to tools to support children who have SEND. The core standards for SEND and associated documents are intended to support professionals in meeting the needs of children and young people with SEND. They describe the common features found in high-quality SEND practice. The project will design, develop and embed the new core standards and SEND Support tools.



Project Scope

IN : New core Standards. / SEND Support Tools.

OUT : Funding Bands for EHC Plans.



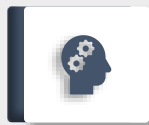
Project Goals / Benefits

- 1: To develop new Service Standards for SEND Support for professionals.
- 2: To commit to keep these updated reflecting best practice and to ensure they are clear and concise in their application.
- 3: To develop and embed a model of training to ensure professionals can access the tools through learning opportunities



Risk & Issues

- New service standards are not updated regularly leading to inconsistent practices.



Assumptions

That there is ongoing capacity to develop and update tools for practitioners.



Delivery / Project Team

Service Lead Ellika McAulay
Project Support to be provided



Workstreams

There is 1 workstream supporting the development of Service Standards.

Key Milestones



Project Start
<Date>



Milestone 1
Relaunch Core Standards to schools September 22



Milestone 2
Review and update core standards February 2023



Milestone 3
Develop training sessions for each core standard July 2023



Project End
September 2023



Project Savings + Spend

There are no savings attached to this project area.

13) C2 Culture Change by working with school leaders



Project Overview

In the first year of the Safety Valve programme Haringey EPS will undertake several projects to create better relationships between parents and schools, and thereby drive culture change within the SEND system. These will include developing a pathway for young people who are becoming anxious about school attendance; offering supervision and support to SENDCos and staff in the Statutory Assessment team and developing access to Education Psychology services via drop-ins at The Markfield Project.



Project Scope

IN : EBSA Project , EPS Allocations

OUT : EHC Processes .



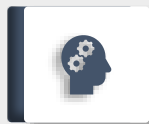
Project Goals / Benefits

- 1: EPS Allocation to all schools across Haringey.
- 2: Launch of EBSA project to support children to access education.
- 3: Launch of VIG model with Markfield to support parents / professionals and children.

Risk & Issues



- Lack of take up of EBSA offer leading to continued and increasing absenteeism in pupils across schools.
- Exclusions in pupil cohorts does not decrease with new offer.



Assumptions

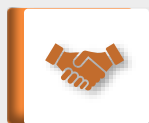
That external partners support the culture change initiatives.

Delivery / Project Team



Service Lead Sarah Lewis

Project Support to be provided



Workstreams

There is 1 workstream to support Culture Change Initiatives.

Key Milestones



Project Start
Summer 2023



Milestone 1
Allocation and recruitment of schools to EPS Sept 22



Milestone 2
Launch Emotionally based school avoidance project (Heads and SENDCos January 2023)



Milestone 3
Develop VIG intervention offer and launch via Markfield and SENDCO network. Jan/ July 23



Milestone 3
•Launch of VIG guidance and offer on Local Offer website – Jan 23



Project End
Spring 2023



Project Savings + Spend

There are no savings attached to this project area.

14) C3 Process mapping and analysis that identifies & produce efficiencies



Project Overview

In this project, Lean Process Analysis will be applied to current SEND operations so that systems and capacities within SEND services can be used more effectively and to improve the timeliness of statutory assessment and annual review processes. Thereby increasing confidence in the quality of statutory processes and driving the Safety Valve projects which depend on high quality statutory processes to deliver strategic change and financial savings..



Project Scope

IN : Process review, redesign and implementation of new ways of working.
OUT : ICT development Works*, Graduated Response Development, Funding Bands Reviews.



Project Goals / Benefits

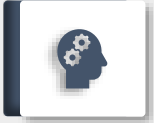
1. Development of new process maps for service activities relating to EHC Planning processes.
2. Development of new support / training / literature of new ways of working.
3. Development and implementation of new approaches that lead to improved outcomes for children.

Risk & Issues



- Insufficient BA Capacity to support project leading to delays.
- New Process redesigns do not support wider improvement as set out in application.
- Processes not redesigned lead to inconsistent practice.

Assumptions



That external partners and agencies can deliver new initiatives to support process review and systems' redesigning.

Delivery / Project Team



Service Lead Jacqueline Harniman
Project Support to be provided



Workstreams

There is 1 workstream to support Process / Systems Redesign.

Key Milestones



Project Start
September 2022



Milestone 1
Identify "as is" status of EHCP processes and procedures – **September 2022**



Milestone 2
Develop and implement revised EHCP operating procedures and manuals – **September 2022**



Milestone 3 Consult on revised processes – **December 2022**



Milestone 3 Develop and implement revised operating procedures and operating manuals for Haringey and partners as required – **TBC**



Project End
September 2024



Project Savings + Spend

There are no savings attached to this project area.

15) C4 Workforce Development in SEND in mainstream schools in partnership with HEP



Project Overview

As a core enabler to improving practice, a workforce development programme is required in partnership with Haringey Education Partnership, to help increase workforce skills and confidence within mainstream schools to support children with SEND in Haringey. The proposed Programme will have several dedicated areas of focus that will help to bring Haringey in line with other high performing Local Areas to support children who have additional needs. A number of key areas have been identified that will form the majority of the Workforce Programme over the next two years.



Project Scope

IN : Workforce Development across key domains of knowledge and SEND Professional practices.

OUT : Strategic Planning for places, Staffing model Development within LA.



Project Goals / Benefits

1. Rolling Programme of development across Haringey's schools and professional services to be delivered.
2. One off Programmes and set aside training for specific areas of support / development to be delivered across partners.

Risk & Issues



- That training take up by schools and providers is low leading to inconsistency of approach and practice.
- That the width of offer does not meet the needs of the Local Area.
- That training is delayed or not delivered due to capacity



Assumptions

That external partners and agencies can deliver new initiatives to workforce development.

Workstreams



There is 1 workstream to support Workforce Development.



Delivery / Project Team

Service Lead Mary Jarrett
Project Support to be provided

Key Milestones



Project Start
September 2022



Milestone 1
Develop and implement documents for school leaders SENCOs–September 2022



Milestone 2
Complete training programme. – September 2022



Milestone 3
Commence cluster model pilot scheme– September 2022



Project End
September 2023



Project Savings + Spend

There are no savings attached to this project area.