



Haringey Safety Valve Programme update

Children, Young People and School's Scrutiny

Tuesday 3 January, 2023

SEND Children are the  of all we do

Haringey
LONDON

1) Safety Valve Programme Approach

Haringey has designed an ambitious, robust and systemic approach to reducing its deficit which will act as an enabler to support the overall SEND system improvements which Haringey Council is working to achieve. Our areas of focus will be to appropriately managing demand for Education, Health and Care Plans and the ensure the effective use of appropriate and cost-effective provision whilst maintaining high standards for all children and young people, not comprising on quality.

- Haringey has submitted a draft Safety Valve Programme which achieves a surplus of £1.6m in 27/28 and a cumulative deficit of £30.4m
- Haringey's Safety Valve draft portfolio of projects will have reduced costs by £47.8M over 5 years.
- We will address demand management within the SEND system **which will result in a reduction of 611 EHCPs** with the objective of reducing the number of EHCPs to at least London averages by 2027-28.
- We have developed capital proposals that will reduce unit costs within the SEND system through the development of **in borough provision for an additional 118 children** and young people within mainstream education settings
- We will complete a review of bandings, top ups and ensure we have effective commissioning arrangements.
- We have taken an early Intervention approach, supporting schools and developing a graduated response to meet demand and reduce the need for specialist support
- Through our strong partnership arrangements, we will continue to work with our key school leaders, parents and carers, children and young people and partners to create shared ownership and change the culture of the SEND system in Haringey.

2) Haringey DRAFT Safety Valve Projects

| Workstream A: Demand Management | Reduce demand by increasing the no of CYP supported by SEND support plans and reduce the of new EHCPs in line with national averages |
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| A1. Review Therapeutic Support for Speech & Language (March 23 – March 24) | Develop a graduated response through a SLCN pathway which prioritises early intervention (universal, targeted, specialist) supported by training and outreach teams. |
| A2. Increase capacity of mainstream schools to meet the needs of children with autism (Dec 23 – July 2024) | Expand the Autism team to provide intensive support to 24 CYP to prevent placement breakdown in mainstream alongside embedding the graduated support pathway. |
| A3. Increase capacity of mainstream schools to meet the needs of children with SEMH (Sept 22 – Sept 23) | Implement a coordinated SEMH pathway, create agreed standards within schools and upskill workforce, utilising services in support; Review joint commissioning pathway with CAMHS as part of a wider joint Commissioning Strategy. |
| A4: Threshold and Annual Reviews of EHCPs (Sept 2022 – July 2023) | Strengthen decision making process through staff training, targeted performance on compliance and quality of AR's, identifying appropriate health contributions and managed cessations. |
| A5. Review post-16 offer (including employment initiatives) (Jan 2023 – March 2026) | Create 65 new supported internship opportunities alongside the development of a targeted pathway to both increase the number of supported internships on offer and to encourage young people to access these. |
| A6. Early Years' Funding Review (December 22 – Sept 23) | Re-configure the Early Years system to better focus on early intervention that supports need without the requirement of an EHCP, resulting in the vast majority of children aged under 5 not requiring an EHCP. |

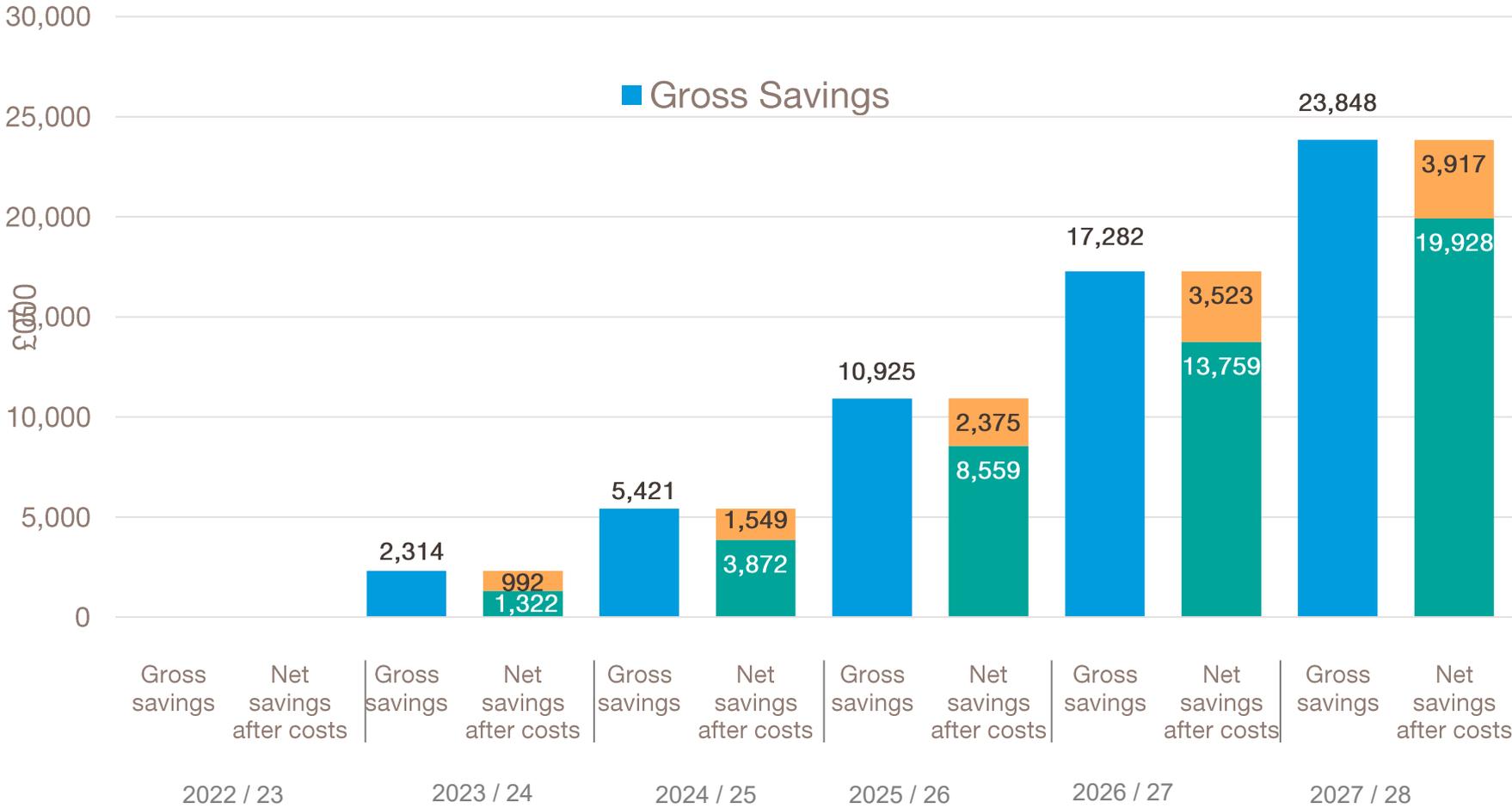
3) Haringey DRAFT Safety Valve Projects

| Workstream B: Commissioning | Cost effective commissioning, sufficiency and provision |
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| <p>B1.1 and 2 Develop ASC resource units in mainstream schools (primary and secondary units) (Sept 24 – Sept 27)</p> | <p>Create specialist resource units within existing good or outstanding mainstream schools for 49 places (15 x primary, 25 x secondary, 9 x post 16) reducing independent and out of borough placements. Target new placements but also as part of transition to bring back CYP at key transition points through the AR process.</p> |
| <p>B2: Ensure cost-effective commissioning & brokerage of services (Sept 22 - April 24)</p> | <p>Review and change current spot purchasing/ commissioning arrangements to longer term strategic commissioning arrangements and/or block contracts with suppliers resulting of placements costs by 20% by 2027/28.</p> |
| <p>B3. Complex needs sufficiency (Sept 24 - Sept 26)</p> | <p>Additional capacity to expand by 25 places: 10 primary and 15 secondary places to reduce reliance on high cost INMS places for children with complex needs.</p> |
| <p>B4. Remodel Alternative Provision offer and funding model (March 23 – Sept 23)</p> | <p>Review of our current Alternative Provision (AP) model and funding, improving outcomes and creating more cost-effective commissioning, reducing annual costs by at least 10%.</p> |
| <p>B5. Commissioning post-16 learners (March 23 – April 25)</p> | <p>Same process as B2, to achieve an overall reduction of 20% in costs of post-16 education placements. Develop joint strategic commissioning strategy for post 16 with 5 neighbouring LA's.</p> |
| <p>B.6 Remodel financial support/top ups to mainstream and special schools (Academic year 2022-23 – 24-25)</p> | <p>Rationalise spend on “top ups” for EHCP’s by remodelling our support to mainstream schools and in-borough special schools to reduce the number of C&YP moving into Special and Independent Schools. Review of bandings and top-up funding; facilitated by the ISOS partnership and led by a group of key stakeholders from across schools in Haringey to create a sustainable future model. This may increase, reduce banding rates and/or expand the number of bandings. Haringey will apply a price freeze for Special Schools for 2023/24 and 2023/24 after which the redistribution of Top Ups will come into effect. Inflation for top ups will be passed to mainstream schools.</p> |
| <p>B.7.1 and 2 Develop resource SEMH Resource Units in mainstream and secondary schools (Sept 24 – Sept 26)</p> | <p>Develop an in-borough provision for SEMH needs (44 places) , 10 x nurture hub primary, 25 x secondary, 9 post 16 Develop a primary and secondary SEMH outreach team.</p> |
| <p>B.8. School Block Transfer to High Needs Block (Academic year 2023- 2024)</p> | <p>Whilst we review and remodel the distribution of HNB funding, looking to ensure a more sustainable system, the proposal is to seek endorsement from Schools Forum to continue to transfer funding from the School Block increased to 0.5% to invest in the delivery of SEND services, meeting the demands of the High Needs Block, each year from 2023/24 – 2027/28.</p> |

4) Haringey DRAFT Safety Valve Projects

| Workstream C: Culture Governance and Leadership | Enablers to other workstreams, culture change and sustainability |
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| C1. Embed core standards & implementation of SEND support tools (September 22 – Jul 23) | Review and update core standards launched in Jan 22, introduce regular training programme to embed and achieve core standards. Develop a new core standard on working in partnership with parents. |
| C2. Culture change by working with school leaders and parents (September 22 – Jul 2023) | EPS will undertake several projects to create better relationships between parents and schools, these will include: a pathway for young people who are becoming anxious about school attendance; offering supervision and support to SENDCos and staff in the SAT and developing access to EPS via drop-ins at The Markfield Project. |
| C3. Process mapping and analysis that will identify and produce efficiencies (November 2022 – September 2024) | Use 'Lean' process analysis of current SEND operations to ensure effective use of systems and capacity within SEND services to improve 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. |
| C4. Workforce Development in Send in mainstream schools (in partnership with HEP) (October 2022 – September 2023) | Develop a school improvement programme in partnership with Haringey Education Partnership which increases capacity and confidence within mainstream schools to support children with SEND. Priority areas will include embedding core standards, developing high standards of quality first teaching and effective leadership, management and governance of SEND within schools. Establish a cluster model working to support best practice and develop Secondary SENDCo capacity and support. |

5) Savings from all Workstreams



6) Programme Core Update Feedback

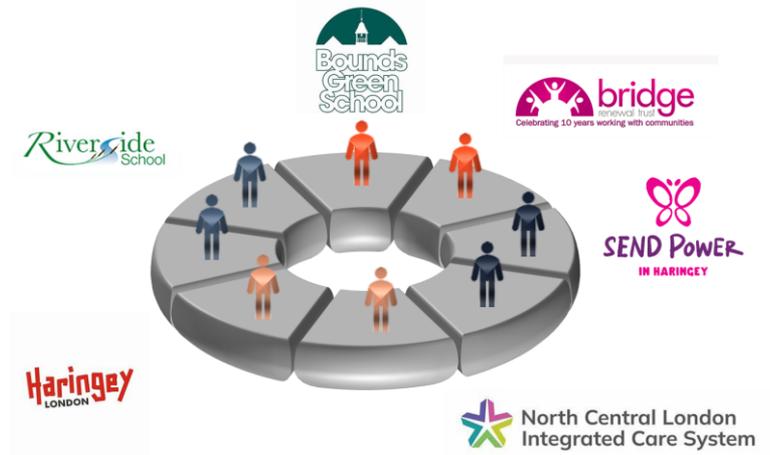
- The Safety Valve (SV) Programme application and SV Capital application is still under consideration with the DFE with confirmation of the outcome hopefully due before Christmas 2022.
- The DFE have provided written feedback that in line with the Budget proposals that there may be a requirement to reconsider some areas of the bid and that this will be hopefully communicated before Christmas 2022. Once notifications are received further developmental works to the bid will be undertaken where necessary.
- Programme resources in place to support implementation.
- Underpinned by the work already started a part of our High Needs Recovery Plan. preparation work is underway to ensure we are ready to mobilise the project is approval is given. This includes:
 - Work with partners to review initial proposals
 - Planning of stakeholder engagement sessions which will include a briefing for members
 - Analysis to inform selection criteria for sites to implement capital proposals
 - Development of robust governance processes
 - Agreement from Schools Forum for 0.5% (£1.051m) of the grant within the Schools Block to be transferred to the High Needs Block each year from 2023 - 2028

7) Development of the Safety Valve Steering Group

- A new Safety Valve Steering group with partners has been created to help support the delivery of the Safety Valve Programme.
- The Group is meeting monthly initially to support the development and delivery of the areas within the Safety Valve submission.
- The group will be reviewed in 3 months to determine where additional support may be required and to check the required frequency of the meeting once we are in delivery.

Membership

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|---------------------------------|--|
| Ann Graham | Director of Children's Services (DCS) (Chair) |
| Jon Warlow | Director of Finance (S151 Officer) (Deputy Chair) |
| Cllr Brabazon (Standing Invite) | Cabinet Member for Children, Schools and Families |
| Cllr Williams (Standing invite) | Cabinet Member for Finance and Local Investment |
| Jackie Difolco | Assistant Director of Early Help, Prevention and SEND |
| Caroline Brain | Assistant Director of Programmes and Commissioning |
| TBC | Assistant Director for Schools and Learning |
| Will Wawn | Headteacher: Bounds Green School and Chair of Schools Forum |
| Tim Miller | Assistant Director Commissioning - Children's Commissioning Vulnerable Adults & Children (Health, NCL ICB) |
| Amanda Bernard | Parent Carers Forum (SEND Power Interim Chair) |
| Olga Nasiridou | Project Support Officer (Children's Services) |
| Stu Barratt | Strategic Lead Safety Valve Programme |
| Mary Jarrett | Head of SEND |
| Josephine Lyseight | Head Of Finance (Children's) |
| Martin Doyle | Headteacher: Riverside and Chair of High Needs Block Sub Group |
| Karel Stevens-Lee | Head of Children's Health Commissioning NCL ICB |



Any questions?

Key contacts

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Project Support Officer

Andrew Ratcliffe
Capital Project Manager

