

Appendix 2 – SEND Strategy Implementation Plan Year 4

	Output	Lead	Actions	Interdependencies	With who?	By when?	Outcomes	Success criteria	Impact
1. Empowering Families Through Collaborative Support									
1.1	Well established route(s) for children and young people's voice to inform decision making	SEND Engagement Lead	Run workshop with children and young people to build knowledge on Local Offer and skill on co-production with the aim of creating a creating an avenue for children and young people to use their voices.		Heath and social care partners, PCF	Apr-26	Changes made in response to family feedback	Feedback from children and young people shared across partnership	Services better meet children and young people's needs and preferences
			Explore creating a SEND Co-production charter following the Children and Learning Participation Strategy and work with partners to capture and respond to feedback across education, health and care			Dec-26			
			Include feedback from children and young people in local authority			Mar-26			

			report for every board meeting						
		Principal Policy and Projects Officer - SEND	Work with children and young people to understand priorities for refreshing SEND strategy from 2027		SEND Engagement Lead	Dec-26			
		Senior SEND Advisor, Camden Learning	<p>Rights Respecting Schools Primary and Secondary sharing practice hubs delivered.</p> <p>New schools RRS CPD event 16th October 2025 – to include UNICEF ‘achieving bronze’ training.</p> <p>Adviser visits to schools at different stages of accreditation.</p> <p>Organisation of secondary student event with input from UNICEF and RRS Gold secondary school students.</p> <p>Organisation of primary event to bring together groups of pupils</p>		CL SEND Advisers & CPPS	Jul-26	An increased number of schools registered as RRS	Metrics show an increase of schools at bronze, silver and gold tiers of RRS.	Student voice contributes to school improvement

			from Camden primary schools to share and celebrate progress and impact so far. Child Rights steering group meetings ensuring input, monitoring and oversight from representatives from different school sectors, Camden Learning and UNICEF.						
		Head of Children, Young People and Family Services (CNWL)	Proposal to meet with children group or individual to understand what is their experience of the assessment process for Autism drawing on existing evidence		Clinical Leads Group	Jul-26	Understanding CYP experience to inform decision making	CYP attendance	Informing how services run
		SENDIASS Manager	Add Easy-to-Read information about SEND processes on the Young People page of the SENDIASS website		SENDIASS Team	Ongoing	CYP able to access information	Easy-to-Read published	CYP better able to understand available support
		SENDIASS Manager	Explore collaboration work between SENDIASS and other			Mar-26			

			professionals re SEND NEET young people						
1.2	Parent voice informs how services are designed and delivered, and parents are informed about the services on offer	SEND Engagement Lead	Create partnership dashboard on coproduction activities and impact			Mar-26	Strong understand ing of parent carers' needs and preference across the partnership	Number of engagement activities; feedback received and shared	Services better meet families' needs and preference s
		SEND Engagement Lead	PCF and SEND Engagement team to work together to recruit parents and carers with particular skills and interests to act as a representative group at SEND board meetings.		PCF				
		SEND Engagement Lead	Routinely engage with families as part of commissioning cycle		SEND Commissio ning Manager	Ongoing			
		Principal Policy and Projects Officer - SEND	Work with parent carers to understand priorities for refresh of SEND Strategy from 2027		SEND Engagement Lead	Dec-26			
		PCF Coordinator	Run PCF meeting bimonthly inviting partner agencies to meet with parents and carers.		SEND Engagement Lead	Ongoing			

			Opportunities for wider partnership to provide updates, hear from families about services and coproduce service changes.						
		Head of Children, Young People and Family Services (CNWL)	Quarterly coproduction activity across health		Clinical Leads Group	Aug-26	Building relationships, gaining views and insights from communities we are less likely to reach	Improved understanding/communication between health and families, fewer WNB (was not brought)	Fewer wasted appointments, better understanding of what to expect
		Head of CYPDS	CYPDS to run a Preparing for Adulthood event for parent carers		Education and health partners	Dec-26	Parent carers more informed and confident on preparation for adulthood	PFA event for parent carers	Parent carers better able to support CYP to prepare for adulthood

		<p>SENDIASS Manager</p>	<p>Create a safe and supportive environment where fathers can connect, share experiences, and collaborate on overcoming barriers related to their children's SEN. Use Camden's ethnicity and SEND data to plan future outreach work with fathers from different underrepresented communities. Invite father's who completed survey to initial group model planning meeting. Coproduced model agreed for Father's Group - remit etc. Terms of ref, agenda and dates of future meetings agreed and circulated to parties. Survey circulated to attendees. Review of group purpose and effectiveness.</p>		<p>SENDIASS Team</p>	<p>Ongoing</p>	<p>Meeting structure in place, attendance shows consistent engagement.</p>	<p>Extend Service reach to Camden Fathers of SEND children from underrepresented groups.</p>	<p>Fathers better able to support CYP</p>
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1.3	Wide range of families are engaged	SEND Engagement Lead	Continue engage with Bengali and Somali families through community organisations on a regular basis. Use this engagement to identify gaps in how services are working with these families and share with wider partnership			Ongoing	Stronger engagement with marginalised communities	Changes made to better meet the needs of marginalised groups	Services better meet the needs and preferences of different marginalised communities
		SEND Engagement Lead	Identify further priority marginalised communities to target for outreach work			Ongoing			
		SENDIASS Manager	Develop links with Bengali organisations and schools to increase service reach and to ensure established links with the Bengali SEND community. Engage Local Bengali community groups and book in parent SEND training/information session. Consult with groups around programme		SENDIASS Team	Jul-26			

			of engagement/training. First training session by March 2026. Review via evaluation and feedback, July 2026.						
		PCF Coordinator	Linking into coffee mornings in mainstream schools to reach parents, including of children without a diagnosis						
		Head of SLT	Camden Kids Talk to target outreach to Bengali and Black African communities, driven by data on groups least likely to access SEND services pre-school		Wider CKT team				
		Head of Children, Young People and Family Services (CNWL)	Reference JSNA and Public health to identify community groups which health could attend and do outreach work		Clinical leads and clinicians	Aug-26	Building relationships, gaining views and insights from communities we are	Earlier identification of need, e.g. better understanding about Autism, more culturally appropriate assessments	Fewer wasted appointments, better understanding of what to expect

							less likely to reach		
1.4	Families see that their feedback changes service delivery	SEND Engagement Lead	SEND and Inclusion to collate feedback from across partnership to share at each SEND and AP Operational Group		Cross partnership	Feb-26	Parent carers hear what happens as a result of their feedback	Regular communication with parent carers on results of their feedback	Strengthened engagement with parent carers
		All	Update SEND and Inclusion Engagement Lead with actions taken in response to feedback			Ongoing			
		SEND Engagement Lead	Feedback to parent carers on activity that has taken place as a result of feedback through: PCF newsletter, council newsletter, Local Offer and PCF bimonthly meetings.		PCF	Ongoing			

1.6	Families are able to easily access information on the Local Offer	SEND Engagement Lead	Scope possibility of setting up a family steering group to inform improvements to the Local Offer			Mar-26	Accessible information available on Local Offer. Positive representation on SEND services in Camden and showcasing families and CYP lived experiences.	Increased visits to Local Offer website	Families better able to find and trust the information they need.
		SEND Engagement Lead	Add newsletters and blog to Local Offer			Sep-26			
		SEND Engagement Lead	Review new navigation approach on Local Offer			Sep-26			
		SEND Engagement Lead	Following mapping of 0-25 SEND support, work with families to design the best way to make this information accessible for families in the longer term	3.6	CYPDS	Jul-26			
1.7	Children and young people with SEND feel seen, heard and celebrated	Head of Integrated Youth Services	Explore possibility of including SEND within current awards that exist in Camden e.g. Youth Celebration week.			Jul-26	Focus on SEND within existing children and youth celebration	Children with SEND are celebrated within existing opportunities	Increased awareness of SEND; improved confidence and wellbeing for CYP with SEND
		Head of SEND and Inclusion	SEND and Inclusion to run celebratory event for children		Cross partnership	Jul-26	Celebratory event for SEND	Number of children attending event	

			and young people with SEND – following feedback received from Young Inspectors						
1.8	CYP engagement strategy and toolkit to enable an evidence based approach to how we engage young people and their families with SEND	Consultant in Public Health for Children and Young People	Toolkit development		SEND Engagement Lead	Jan-26	Improved quality and consistency of engagement with CYP ensuring their input is included in service design and development	Feedback from children and young people	Services better meet the needs of children and young people
			Testing via HWB, Detached Youth Team, and C&L			Feb-26		Feedback from users	
			Launch' CYP engagement strategy and toolkit, aligned with co-production guidance			March 26			

2. Achieving Excellence in SEND

2.1	High quality service for every family including: - reduce number of complaints to SEND and Inclusion Service - every school to have termly	Head of SEND and Inclusion	Gather and share learning from complaints and tribunals on a termly basis.		Cross partnership	Mar-26	Service improvements directly related to families' concerns	Fewer complaints and tribunals	Less adversarial system resulting in better outcomes
		SEND Operational Manager	Routine offer of a 'way forward' meetings when there is a decision not to assess, not to issue or if families have concerns with			Jan-26	'Way forward' meetings offer platform for	Take up of 'way forward' meetings; proportion of meetings resulting in	Early resolution of concerns

meeting with SEND Caseworker - target on responsive communication from SEND Team - meeting target on family and friends test		draft EHCP through template letters.				resolving concerns	resolution of concerns	
	SEND Operational Manager	Monitor take up and impact of 'way forward' meetings.			Ongoing			
	SEND Engagement Lead	Termly update to 'You say, we did' drawing on engagement activity and complaints to be shared on Local Offer and relevant newsletters.	1.4	Cross partnership	Mar-26	Up to date information on Local Offer	Number of updates made	Families see the impact of their feedback
	Head of SEND and Inclusion	Actions to ensure quality expectations are delivered, including performance monitoring		Lead Data Analyst		Responsive, high quality service	Performance monitoring metrics	Families have their
	Head of Children and Learning Transformation	Develop a model annual review process with strengthened voice of child and young person building on article 12. Work with professionals to model how to put the process into practice		SEND Engagement Lead		Improved quality of annual reviews	Model is developed and taken up by professionals	EHCPs closer reflect the needs and aspirations of CYP and specify the support needed to achieve

		Head of CYPDS and Head of SEND and Inclusion	Social care and education to agree process for how to strengthen alignment as part of Annual Review process			Mar-26			desired outcomes
		Head of Children, Young People and Family Services (CNWL)	Promoting Friends and Family Test to continue all year round		All health providers		Increased feedback	Increased feedback	Understanding of families' experience of our services
2.2	High quality of EHCPs	SEND Operational Manager	Embed quality assurance processes across partnership before plans are issued.		Health and social care partners	Ongoing	Improve quality of EHCPs	Outcomes from audits of plans	Higher quality plans supporting children and young people to achieve personalised outcomes
		All services	All services providing advice for EHCPs to develop and deliver improvement plans based on learning from audits			Jul-26			
		Cross Partnership	Monthly multidisciplinary audits of EHCPs, including auditing strength of child voice in EHCPs			Ongoing			

		SEND Operational Manager	Improvement in quality of EHCPs when audited with 20% reaching bronze, 60% reaching silver and 20% assessed as gold by April 2026.			April 2026; July 2026; Dec 2027			
		Head of SEND and Inclusion	SEND and Inclusion Service to respond to recommendations from Young Inspectors in planning improvements to EHCPs			Mar-26			
		SEND Operational Manager	Decide how to use AI to support delivery of high quality, timely plans following pilot			End of pilot			
2.3	The Children's Service workforce is able to provide inclusive service to	Director of Children's Prevention, Family Help and Safeguarding	Design and deliver workforce development plan across Children's Services workforce		Learning and Development; DSCO	Dec-26	Increased SEND knowledge across the workforce	% Children's Services workforce attending training in last 12 months	Families able to access information from wider range of professionals

	families and support them to understand SEND processes	Head of CYPDS	Finalise procedures for multiagency visiting to children placed out of borough in residential care		DSCO, Head of SEND and Inclusion	May-26	Multiagency visits to children in out of borough residential care	% of children in out of borough care receiving multiagency visits	Holistic support for children with complex needs
		Director of Children's Prevention, Family Help and Safeguarding	Provide additional support across Children's Services through recruiting an Autism Lead to support the workforce			May-26	Greater support for Children's Services workforce on autism	Autism Lead in place	Increased level of autism awareness across workforce
2.4	Clear pathways for all young people as they move into adulthood	Head of SEND and Inclusion	Set up a steering group for developing local PFA offer to meet local needs, including considering relevant findings from Young Inspectors, and workstreams for different cohorts of young people		Cross partnership	Mar-26	Clear roadmap for support to prepare for adulthood	Provision in place to support preparation for adulthood	Families able to access the support they need when they need it
		SEND Operational Manager	Map pathways into adulthood for different cohorts, drawing on Public Health evidence review on employment for young people with EHCPs			Jun-26			

		SEND Commissioning and Place Planning Manager	Review post 16 specialist and independent providers for cost-effectiveness, progression pathways, and potential for in-borough provision			Jun-26			
		SEND Commissioning and Place Planning Manager	Identify gaps in current provision and develop action plans for meeting gaps			Sep-26			
		SEND Operational Manager / Employment Officer	Employment Forum to coordinate work to improve work readiness		Inclusive Economy team	Dec-26	Employment Forum coordinating activity to support employment opportunities for young people with SEND	Attendance at forum meetings	Coordinated approach to supporting young people into employment
2.5	Available financial resources are used effectively	Head of SEND and Inclusion	Introduce a forecast review cycle with monthly officer-level and quarterly strategic board reviews		Finance, Head of Education Commissioning	Apr-26	Strong financial oversight	Accuracy of financial forecasting and use of HNB budget	Available resources deployed effectively to meet need

and equitably	SEND Commissioning and Place Planning Manager	Review of primary school age tuition packages with aim of securing education placement			Mar-26			
	SEND Commissioning and Place Planning Manager	Review of secondary school age tuition packages			Jul-26			
	SEND Commissioning and Place Planning Manager	Explore options for high quality and cost-effective commissioning of tuition packages, including as part of local alternative provision and/or local council delivered models			Sep-27			
	SEND Commissioning and Place Planning Manager and Tribunal, Mediation and Compliance Team Lead	Monitor tribunal outcomes to identify patterns driving external placements and address through local offer development			Mar-26			

2.6	Strong oversight into performance of the partnership	Senior Data Analyst (SEND)	Develop a data model to provide clear sight of all available performance information		Cross partnership	Jan-26	Shared understanding of partnership performance	Data dashboard informing service development	Data driven service planning
			Develop a partnership data dashboard providing oversight of partnership performance			TBC			
2.7	Stronger evidence base on addressing intersectional disadvantage for children and families with SEND	Assistant Director: Service Development CYP and CAMHS and Consultant in Public Health for Children and Young People	Utilising the findings from the NCL CAMHS Strategic needs assessment to guide the actions of the NCL CAMHS collaborative and focus on improving neurodevelopmental pathways		NCL ICB	Feb	Service improvements directly related to families' concerns	Improved NDD pathways	Families able to access the support they need when they need it
		Consultant in Public Health for Child Health Equity, Strategy and Partnerships	The Raise Camden Team in HWB is working with UCL's Institute of Health Equity to review Camden's whole-family mental health approach for children, young people, and families			June	Service improvements directly related to families' concerns	Improved NDD pathways	

			<p>who are most at risk of poor mental health and wellbeing including those with Special Educational Needs and Disabilities. A Camden-wide whole-family mental health framework and written evidence review with recommendations on how we improve our approach to supporting family mental health will be developed</p>						
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3. Developing Excellent Provision and Services

3.1	Mainstream schools are able to access high quality outreach support to strengthen inclusion	Principal Educational Psychologist	Analyse data on current children in year 6 to inform which children and schools to prioritise		Camden Learning, Therapies, ICB, PLSS, CLCS	Feb-26	Improved inclusion and outcomes for autistic children and young people in mainstream settings; Reduced escalation and system pressure, including	Timely, accessible, autism-informed support with clear referral pathways and early intervention; Measurable positive impact on inclusion, staff confidence, and reduced exclusions/escalation; Consistent, equitable delivery	Autistic children and young people are included and supported to succeed locally; Escalation is reduced through earlier, effective autism-
		Principal Educational Psychologist	Work with schools and families to prepare children for transition to secondary and prepare secondary schools to be ready to support new cohort			Jul-26			

		Principal Educational Psychologist	Develop options for new models of outreach services, including scoping possibility of moving current services to within council			Apr-26	fewer exclusions and high-cost placements ; Increased school and family confidence through consistent, coordinated autism-informed support	with effective multi-agency working and ongoing review	informed intervention; Schools and families are confident, supported, and working within a coordinated system
		Principal Educational Psychologist	Decision on new model			May-26			
		Principal Educational Psychologist	Begin recruitment to new outreach service			May-26			
		Principal Educational Psychologist	Align with ICB therapy commissioning and PINS sustainability with wider outreach work						
		Principal Educational Psychologist	Outreach service operational			Sep-26			
3.2	Sustainable model for specialist education provision in borough that meets local needs	Head of Education Commissioning and School Organisation	Open consultation on SEND and AP Commissioning Plan aiming to ensure sufficient local specialist provision including through expanding primary and secondary ASD and SEMH provision and		School leaders, therapies, Camden Learning	Feb-26	Sufficient education provision	Fewer out of borough placements	Improved educational outcomes for children

			banding review to ensure equity and transparency in funding						
		Head of Education Commissioning and School Organisation	Pilot locally managed provision in mainstream schools			Feb-26			
		Head of Education Commissioning and School Organisation	Review plan based on responses to consultation			Mar-26			
		Head of Education Commissioning and School Organisation	Develop implementation plan for delivering proposals			Mar-26			
		Head of Education Commissioning and School Organisation	Additional specialist capacity operational			Sep-27			

3.3	Further develop our offer of short breaks, after school and holiday activities for children and young people with SEND	Strategic Commissioning Manager	Planning for next contractual period for specialist short breaks			Apr-26	Short breaks offer better meets families' needs	Short breaks offer is expanded	Support parents' wellbeing
		Head of CYPDS	Develop a short breaks offer for a wider range of SEND children and young people			Apr-26			
		Head of CYPDS	Scope support offer for carers of children with SEND under 18 to align with offer for adult carers						
		Strategic Commissioning Manager	Undertake review of play provision including our SEND offer						
		Strategic Commissioning Manager	Review ways to ensure the Holiday Activities and Food Programme is as accessible as possible for children with SEND				HAF offer is more accessible for children with SEND	Increased uptake of HAF for children with SEND	Families are able to access more support during school holidays
		PCF Coordinator	Work with commissioners to improve communication of Holiday Activities and Food						

			programme with families						
3.4	Therapies offer that meets needs locally	Assistant Director: Service Development - CYP and CAMHS	Complete community therapies review with recommendations for future delivery		Therapy providers	Mar-26	Changes to model of delivery for community therapies	Revised model implemented	Improved access to therapies
		Assistant Director: Service Development - CYP and CAMHS	Consider how to implement recommendations and agree implementation			Sep-26			
3.5	Strong neurodiversity diagnostics pathway and support without diagnosis	Head of Children, Young People and Family Services (CNWL)	Align commissioning of ASD diagnostic pathway across ICB boroughs		Royal Free Foundation Trust	Apr-27	Consistency between North London boroughs		Simpler access to diagnostics
		Head of Children, Young People and Family Services (CNWL)	Review of ADHD and ASD dual diagnosis pathway			Dec-26			
3.6	Strengthen the early intervention, community-based	Head of CYPDS	As part of social care reforms, map current service offer for 0-25s with SEND in Camden		Cross partnership	Mar-26	Clear service offer for families in Camden	Clear map of services produced	Improved access to services for families

	provision offer	Head of CYPDS	Write position statement outlining any gaps in provision			Mar-26			
		Head of CYPDS	Develop plan for addressing any gaps			Jul-26			
		Head of CYPDS	Update Local Offer with relevant information	1.4		Jul-26			
3.7	Inclusive Family Hubs offer, with specialist and targeted support offer for children with SEND	Head of Early Years and Family Hubs	Continue to improve data sharing and use to provide additional support to families who are least likely to access services, including Best Start for Baby.			Mar-26	Inclusive Family Hub offer	Uptake of Family Hub services by families with SEND	Families able to access early intervention support
		Head of Early Years and Family Hubs	Ensure that the Best Start Family Hub offer is inclusive through embedding training in induction and running inclusive practice audits.			Mar-26			
		Head of Early Years and Family Hubs	Reduce parental anxiety around visiting Family Hubs through promoting sensory resources and social stories.			Mar-26			

		Head of Early Years and Family Hubs	Continue to develop the 'universal plus' stay and play offer for children with emerging needs and increase attendance			Mar-26			
		Head of Early Years and Family Hubs	Develop a yearly SEND training programme for Parent Champions and share enquiry data and wider family feedback with SEND engagement team.			Mar-26			
3.8	Inclusive youth support offer, with specialist and targeted support offer for children with SEND	Head of Integrated Youth Services	Redesign of youth support offer to include focused work on support for young people with SEND			Sep-26	Youth offer that meets needs and preferences of young people with SEND	Take up of youth offer by children and young people with SEND	Early intervention support for young people with SEND
3.9	Inclusive libraries offer	Libraries Development Manager	Start work to develop stock collections, event programmes and sections for adults with learning disabilities			Dec-26	Inclusive libraries offer	Uptake of library offer by children and young people with SEND	

		Libraries Development Manager	Develop social stories to support neurodivergent people with visiting the library			Dec-26			
		Libraries Development Manager	Start to develop interactive, sensory story times to support children with SEND, utilising Story Sacks and sensory equipment			Dec-26			
		Libraries Development Manager	Assess the inclusivity of library spaces using lived experiences			Dec-26			
3.10	Inclusive leisure offer	Leisure Services - Leisure Development Officer	Develop Camden's CYP SEND swimming lesson offer within Camden's leisure centres.		Ongoing	Increased number of SEND children participating in swim lessons.	Number of additional opportunities available.	SEND children able to access swimming for health and as a life skill.	
		Leisure Services - Leisure Development Officer	Develop SEND offer (Quiet sessions) within Camden's Soft Play facilities at Swiss Cottage Leisure Centre (opened in January 2025) and Talacre Community Sports Centre (expected		SCLC - ongoing TCSC -from summer	Increased number of SEND children able to access 'quiet' soft play sessions.	Number of ongoing and new sessions offered.	Children able to access provision that meets their needs.	

			opening March 2026).						
		Leisure Services - Leisure Development Officer	Develop inclusive welcome with Camden Leisure Centres. Better leisure staff training includes inclusive welcome training for front line staff.		Ongoing	SEND children and families feel confident about using Camden leisure facilities.	Training sessions delivered and no of staff receiving training.	SEND children and families use Camden leisure centres regularly.	
		Leisure Services - Children & Young People Operations Manager	Continue existing and develop new SEND Gymnastic opportunities including parent and child classes for babies, toddlers and under 8's and SEND birthday parties, within the newly refurbished Talacre Community Sports Centre gymnastics facility (expected opening spring 2026).		From summer 2026	Increased gymnastics opportunities for SEND children.	Number of ongoing and new sessions offered.	SEND children develop positive physical activity experience in purpose-built facility.	

		Leisure Services - Children & Young People Operations Manager	Deliver SEND Trampolining sessions at Talacre Community Sports Centre.		Ongoing	Increased take up of trampolining by CYP with SEND	Number of ongoing and new sessions offered.	SEND children develop physical wellbeing.	
		Leisure Services - Children & Young People Operations Manager	Active For All Family Day at Talacre Community Sports Centre on 23 May 2026. Event includes free family taster opportunities in a variety of sports and activities, and information about ongoing activities within Camden's Leisure Centres and sports clubs.		May-26	Increased take up of physical activity by SEND CYP.	Number of activities, partner organisations engaged and event participants.	Families develop increased awareness of SEND physical activity offer within Camden	
		Leisure Services - Children & Young People Operations Manager	Offer inclusive festivals and competitions in a variety of sport through Camden Active Schools programme for primary age pupils.		Annually - ongoing through school year.	Increased take up of physical activity by SEND CYP.	Number of events offered.	SEND children experience sporting events and competitions.	

		Leisure Services - Children & Young People Operations Manager	Deliver Sports Education and Training Programme, fully inclusive vocational offer for 16-19's in partnership with La Swop 6th form consortium at Talacre Community Sports Centre. Accredited sports leadership/development.		Annually - ongoing through school year.	Support pathways for SEND young people into internships, employment, and further education.	Number of young people with SEND completing qualifications and accessing pathways to further education and/or employment.	SEND Young people gain qualifications and links to employment.	
		Leisure Services - Leisure Green Space Development Manager	Green Space Improvement Projects to include inclusive localised engagement in projects including play and sports areas. SEND needs to be considered and project review board and potential engagement groups to be signposted.	Competing needs and demands from other user groups. Budget allocations	Annual		Quality Green Space improvement projects delivering for young people including those with SEND		
3.1 1	Proactive support provided to families with SEND living in temporary	Consultant in Public Health for Child Health Equity, Strategy and Partnerships	Pilot benefits maximisation support for families with SEND living in Temporary accommodation to address intersectional			Jul-26	Improved, individualised financial wellbeing / support for families	Families in TA report improved financial wellbeing	Families in TA are able to support their children to regulate

	accommodation		disadvantage including scope for a direct payment grant to them						better while in TA
3.1 2	Schools are able to identify and connect with support available in schools both universal for all and targeted for those with SEND needs	Consultant in Public Health for Children and Young People	Sign off and launch of a school health booklet providing a readily available directory of services for children and young peoples wellbeing linking to our local offer websites			Feb-26	Improved understanding and access to support services	Feedback from schools and families	Improved outcomes for young people who engage with services Schools are better able to support families
			Embedded the contents of the booklet online in a way that connects in with existing SEND local offer website			Jun-26			
4. Strengthen inclusion in settings									
4.1	Mainstream schools across Camden provide a consistent and strong approach to mainstream inclusion,	Head of SEND and Inclusion	Work with four schools to embed and develop case studies		School leaders, SENCOs, Camden Learning	Apr-26	Consistent approach to meeting SEND needs across mainstream schools in Camden	Number of schools routinely using toolkit	Children with predictable SEND receive inclusive education in
		Head of SEND and Inclusion	Present case studies to SEND Leaders Network and Head Teachers Forums			July			

	supported by the Meeting Predictable Needs Toolkit	Head of SEND and Inclusion	Develop early years meeting predictable needs toolkit, including consultation through the summer term.			Jul-26			mainstream settings
		Head of SEND and Inclusion	Review contents of Meeting Predictable Needs Toolkit and make necessary changes			Dec-26			
4.2	Mainstream schools are able to access the CPD and advice to support mainstream inclusion	Senior SEND Advisor	Comprehensive CPD Package from Camden Learning reviewed and amended yearly			Jun-26	CPD Package	Schools engage in CPD records	Highly trained staff in Camden Schools
		Senior SEND Advisor	Intensive, strategic support for schools defined as having greatest SEND needs as part of Local Inclusion Support Offer Team Around the School delivered by Camden Learning			Mar-26	SEND Related Support	Impact Report	Effective Inclusive Support in Schools
		Head of Children, Young People and Family	OT, SLT and CAMHS continue to work with schools to build their capacity to meet needs, and to integrate with wider support for			Ongoing			

		Services (CNWL)	schools from other agencies						
		Principal Educational Psychologist	Educational Psychology Service provides training and support offer to schools that aligns with the Camden Learning offer						
4.3	Strengthened role of clusters to enable local approach to workforce development and meeting need	Head of SEND and Inclusion	Build understanding of outcomes for children and young people receiving ENG compared to EHCPs		Camden Learning	Jul-26	Understanding of impact of ENG to inform future direction	Clarified purpose of ENG	Schools can access responsive funding to meet exceptional needs
		Head of SEND and Inclusion	Identify opportunities for cluster development including locality-based activity between schools and pooling exceptional needs funding for cohorts of children			Jul-26	Strengthened inclusion in mainstream schools	Schools take up opportunities	Children with SEND access inclusive mainstream schools
4.4	Inclusive and accessible	Director of Education Commissio	Continue to work with schools to provide capital grants to improve			Ongoing	Projects running that	Number of projects running	Children experience inclusive

	school buildings	ning and Inclusion	accessibility and inclusion				strengthen inclusion		school buildings
		Head of SEND and Inclusion	All bids to have input from pupils in the schools			Mar-26			
4.5	Strong three tier Alternative Provision Offer	Head of SEND and Inclusion	Alternative Provision Specialist Taskforce pilot runs, building learning into delivery		AP providers, Camden Learning	Jul-26	Support for children at risk of exclusion	Reduced exclusions	Children supported to maintain mainstream education placement
		Head of SEND and Inclusion	Review of learning from pilot to date and decision about whether and how to continue APST			Feb-26			
		SEND Commissioning and Place Planning Manager	Agree Service Level Agreements with all alternative provision providers			Jul-26	AP offer that meets local needs	SLAs in place for AP providers	Children able to access provision that meets their needs
		Head of SEND and Inclusion	Identify and implement opportunities to align placement decisions with wider ARP and special school placements			Mar-26			