

Harrow's SEND Strategy Review and Capital Plan

Introduction

Harrow Council is in the process reviewing the SEND Strategy. The SEND Strategy was agreed by Cabinet in July 2014, with a vision, guiding principles and 6 priorities. A Working Group was established to develop the SEND Strategy chaired by Divisional Director. A series of task groups, with headteachers and officers, were established to develop and implement the Strategic Priorities. The priorities were revised and subsequently agreed by Cabinet in July 2016. The vision and guiding principles remained unchanged.

Whilst there has been some progress against the priorities it is not consistent and it is timely to review the vision, principles, strategic priorities and implementation mechanisms. This is being undertaken in the context of other changes both nationally and locally within schools, LA and CCG and in partnership with stakeholders including schools, CCG and parents.

The approach to review the SEND Strategy is as follows:

1. Current Vision, Principles and Priorities shared with Stakeholders for comments including HP4DC, SENCO Forum, Children and Young People Commissioning Executive Board, Heads and Directors
2. Establish SEND Strategy Group to develop action plans for the 4 Strategic Priorities and the Implementation Mechanism

In addition the local authority has commissioned a review of the High Needs Block. The review will include the assessment of spend, projected demand and type of need. This will inform the development of the SEND Strategy.

The SEND Strategy will inform how the local authority uses the Special provision capital fund allocated by the DfE. The allocation for Harrow is £1.8m over three years starting in 2018/19. There are proposals for 2018/19 and further proposals and options will be developed during this year.

Stakeholder Engagement

To commence the review of the SEND Strategy a range of stakeholders were invited to comment on the vision, guiding principles and Strategic Priorities. A summary of the activities are presented at Annexe A.

There was general support for the vision and guiding principles and no revisions were suggested. The Strategic Priorities were considered to be relevant and suggestions were made about key activities that should be undertaken and information that would be required to develop the implementation plan. One new Strategic Priority was proposed Communication. The suggestions included reviewing overall communication in Harrow including Local Offer website and through schools and settings and to devise a clear communication strategy for new and regular information including professionals, families and outside agencies. Information should cover the continuum of SEND severe, moderate and low including SEN in mainstream without an ECHP. The feedback is provided at Annexe B.

The SEND Strategy Group has also been established. This is a representative group comprising headteachers, governors, CCG, parents, Harrow College and will develop the implementation plans for the Strategic Priorities and their delivery.

SEND Strategy Vision and Strategic Priorities

SEND Strategy shared vision is underpinned by a series of guiding principles which are set out as follows:

Shared Vision:

All children and young people should achieve the best possible outcomes, to enable them to become successful adults. They should have access to a continuum of good and outstanding educational provision that offers choice, progression and pathways and are supported by high quality, integrated and inclusive services.

Guiding Principles

To realise this vision, the implementation of the SEND Strategy will be guided by the following principles:

- Maximising the potential of a continuum of local provision in Harrow for children, young people and young adults from 0 to 25 years of age.
- Developing partnerships with neighbouring Local Authorities, health other agencies and parents/carers to ensure effective collaboration to meet the needs of children, young people and young adults.
- Prioritising early assessment of need and ensuring timely intervention and support.
- Every provider, school, college or other setting, in Harrow to have good or outstanding provision for children, young people and young adults with additional needs and have access to high quality professional development and support
- Using all data available effectively to identify issues to inform the strategy and monitor its effectiveness over time
- Including parents/carers and young people's voice in the development of the strategy and SEND provision
- Ensuring that current and future SEND Reforms are an integral element of the SEND Strategies and progress towards implementation is monitored by appropriate bodies.
- Providing clear communications for parents and carers about provision and services.

The Strategic Priorities

There are four strategic priorities

- Strategic Priority 1: Review in-borough specialist provision in the context of a changing demographic profile, pre-school, school and college organisational changes and other developments
- Strategic Priority 2: Review current provision and need for children, young people and young adults with social, behaviour and mental health needs to ensure continuum of provision and support. (previously SEBD)
- Strategic Priority 3: Improve local education and social care opportunities for post-16 provision working in partnership with other agencies
- Strategic Priority 4: Improve outcomes for children and young people (0-25) with SEND and ensure appropriate staff skilled and qualified in all provision.

Next Steps

The SEND Strategy Group will establish Task and Finish Groups for each of the Strategic Priorities and the key tasks will be agreed and implemented within a timescale. By July the SEND Working Group will have a work programme for Autumn 2018. Within the Strategic Priorities there will need to be further analysis of data. The report on the review of the high needs block will inform this.

SEND Capital Funding

The SEND capital funding will contribute to Strategic Priority 1 increasing provision in Harrow. Harrow has expanded three special schools, opened 3 additionally resourced provisions in September 2015 and worked in partnership with Harrow College to increase capacity for post 16/18 students. As part of the vision for a continuum of provision, further increases are required to meet growing demand and proposals will be developed for additionally resourced provision as well as specialist provision. A phased approach will be adopted across the funding period.

Harlow is experiencing considerable growth in demand for pupils with severe and complex needs and has identified a need for an additional all age special school. Unfortunately the Expression of Interest submitted to the DfE was unsuccessful. However, the Headteachers of three special schools are continuing to prepare a bid to sponsor a new free school. This solution remains an attractive option to Harrow because these schools are judged good or outstanding, the places would enhance local provision and there is limited space on the special school sites for further expansion. Further information is awaited on the next rounds of applications.

To meet immediate current demand, proposals have been developed to expand Woodlands School by 12 places from September 2018. Woodlands School makes provision for primary aged pupils with severe and complex needs. This provision is subject to Cabinet decisions and statutory notices. Consultation is underway. The proposal responds to the consultation comments to increase provision for pupils with severe and complex needs and specialist provision. The expansion will require additional modular buildings for classroom bases. This project is listed in the SEND capital plan for 2018/19.

Increasing the provision for additionally resourced provision in mainstream settings will be explored further in the context of data of future demand but also current provision. It is important that there is a strategic approach to developing proposals to ensure that there is provision across all age groups. Three new additionally resourced provision sare included in the capital plan. This will need to be reviewed in the context of data and affordability.

The provision included in the 2018/19 plan is for additionally resourced nursery provision. This is building on a pilot implemented at Hillview Nursery School in September 2016/7 to increase the number of SEND places in the Early Years. The model replicates the additional resourced provision at mainstream schools. The places have been well received and are full. The feedback from the SEND priorities engagement includes reference for provision in the early years and the need for early support and investment. The comments from the consultation on the proposal are in general support and are being presented to Cabinet.

The Council has invested in SEND provision through its expansion programme and is now moving into the next phase. There will need to be consideration of affordability and if additional capital funding is required.

As the SEND Strategy progresses and options are developed for future years, the SEND capital plan will be up-dated. The development of options will include wide engagement with stakeholders including parents, carers, voluntary organisations and young people.

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Divisional Director
People Services Strategy, Commercialisation and Regeneration

Summary of Engagement Activities

Stakeholder Group	Date	Comments
Harrow Special School Headteachers	Meeting 19 March 2018	SEND Strategy and Strategic Priorities. Discussion about the challenges to meet increasing demand and the need to identify the changing needs of pupils and be able to respond flexibly in future. The need to ensure that staff training is aligned to meeting needs and that there is recruitment into the profession. Discussion about the proposal to increase Woodlands School (severe and complex with autism) and the planning for the increased cohorts moving to secondary provision. Noted the increase in SEND nursery places at Hillview and links to Woodlands.
Joint Headteacher Executive	Meeting 21 February 2018	SEND Strategy and Strategic Priorities. Discussion about the challenges to meet increasing demand and the need to identify the changing needs of pupils and be able to respond flexibly in future. The need to ensure that staff training is aligned to pupil needs and additional provision.
Harrow SENCO Forum	Meeting 31 January and email consultation	Presentation on SEND strategic priorities and progress to date. Shared view that the priorities were still relevant but this was an opportunity for them to comment. Outlined SEND working Group and structure to develop and implement Strategic Priorities. Vision, guiding principles and strategic priorities circulated for comment.

Harrow Governors Forum	21 February Meeting and email consultation	Presentation on SEND strategic priorities and progress to date. Shared view that the priorities were still relevant but this was an opportunity for them to comment. Outlined SEND Working Group and structure to develop and implement Strategic Priorities and confirmed proposed Gov reps for the Group. Vision, guiding principles and strategic priorities circulated for comment.
Harrow Forum 4 Parents with Disabled Children	19 January Meeting and email consultation	Presentation on SEND strategic priorities and progress to date. Shared view that the priorities were still relevant but this was an opportunity for them to comment. Outlined SEND Working Group and structure to develop and implement Strategic Priorities and invited Chair to coordinate reps for Group. Vision, guiding principles and strategic priorities circulated for comment.
Children and Young People Commissioning Executive	Meeting 31 January	Presentation on SEND strategic priorities and progress to date. Shared view that the priorities were still relevant but this was an opportunity for them to comment. Outlined SEND Working Group and structure to develop and implement Strategic Priorities and invited CCG to nominate reps for Group. Vision, guiding principles and strategic priorities circulated for comment.
Engagement with stakeholders including all schools, Harrow College, Early Years Team, Governors vis Governors Forum	Email circulation	Invited comments on SEND strategic priorities, vision and guiding principles. Feedback to SEND Working Group.
Consultation with parents and stakeholders on proposal to expand Woodlands School	Consultation document and drop in meeting planned 12 - 26 March 2018.	Comments invited on proposal to expand school by 12 places. Statutory proposals to expand school would be progressed subject to consultation. Proposals developed in conversation with school.

<p>Consultation with parents and stakeholders on proposal to expand Hillview Nursery.</p>	<p>Consultation 26 February - 9 March</p>	<p>Comments invited on proposal to expand school by 16 FTE places. Subject to Cabinet decision and statutory notices. Hillview Nursery School opened 12 SEND nursery places as a pilot in Sept 2016. This provision has now been agreed by the GB. Review of accommodation for minor refurbishment to be undertaken during Summer Term to inform investment.</p>
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SEND Strategic Priorities Feedback

Strategic Priority 1	Key Activities Suggestions Comments/Next Steps
<p>Review in-borough SEND provision in the context of a changing demographic profile, pre-school, school and college organisational changes and other developments</p>	<ul style="list-style-type: none"> • Need to review the provision based on current and future needs of pupils in Harrow – identify future needs and set long term plans • Need for specialist provision for pupils with challenging behaviour or requiring specialist interventions • Need for specialist outreach and respite provision • Review of funding for special schools and for the top- up funding to be aligned to the needs of pupils; review top of funding for pupils with most complex needs requiring very specialist provision. • Plan to minimise number of pupils accessing out of borough provisions to be able to invest in Harrow schools/ provisions • Continuum of provision from mainstream to specialist • Increase provision for ASD and SLD • ARMS provision and specialist nursery provision lacking • ESD provision in mainstream and specialist settings to be reviewed. • Increase in number of pupils in mainstream schools requiring additional support eg SALT. • Support and expertise in early years would benefit pupils greatly and ensure that pupils needs are being met consistently through early intervention. Ongoing monitoring, advice and practical support. • Review impact of Inclusion Funding for Early Years, share case studies • Inclusion in mainstream where appropriate but suitable provision if child not thriving • Map out provision in the borough mainstream to specialist to inform development of other provision • Parent feedback identified the added benefits of having an SEN sibling attending the same school as a non-SEND sibling. This would require greater adaption of mainstream provision, increasing ARMs units to cater for specialist SEND units. • Consider using local school clusters to develop expertise and advice to meet needs in mainstream schools increasing inclusion and the consistency of inclusion.

Strategic Priority 2	Key Activities Suggestions Comments/Next Steps
<p>Review current provision and need for children, young people and young adults with social, behaviour and mental health needs to ensure continuum of provision and support. (previously SEBD)</p>	<ul style="list-style-type: none"> • Map out and evaluate current provision/ offer; identify gaps; • Review of the local outreach offer and research and review of external model. • Additional element – review how pupils with medical needs are supported to maximise their progress; minimise impact of health related absences by agencies working together • An area of increasing numbers of pupils requiring support but also more complex. • Need beyond that of Harrow Horizons • Review short breaks provision • Bridge gap between education and short breaks to secure better overall provision • How can social, behavioural and mental health support be used and integrated to provide holistic provision? More partnership working with health and local providers • How is a springboard to adult life created? • Should link with CCG STP transformation plans for Mental health and wellbeing
Strategic Priority 3	Key Activities Suggestions Comments/Next Steps
<p>Improve local education and social care opportunities for post-16 provision working in partnership with other agencies</p>	<ul style="list-style-type: none"> • Extend to 0-5 – early intervention and support offered to pupils and families; review effectiveness of the provision; identify gaps • Review current provision and the quality of pupil outcomes • Establish positive transition to adulthood for pupils with complex needs to ensure availability of engaging and purposeful community based activities. Joint working of providers. Hub-based approach? • Provide lifelong learning and community based training • Clear links with Colleges and both to share the vision of students in the community and real outcomes. • Key investment in early years will improve long term outcomes • Current opportunities for post 16 not clear • Parents are creative in researching - could a new work group specifically look at provision • Improve planning and working with adult social care to plan for post 16 provision • Map current provision for social care and voluntary organisations • Community based provision • Achievement and progression to be clear and age expectations

Strategic Priority 4	Key Activities Suggestions Comments/Next Steps
<p>Improve outcomes for children and young people (0-25) with SEND and ensure appropriate staff skilled and qualified in all provision.</p>	<ul style="list-style-type: none"> • Provide local SEND training for teachers –SEN PGCE route offered by local providers; NQT training; local training offer that is sustainable and offers good value for money. Train the trainers- SLT and SENCO training for learning, embedding best practice and measuring impact- particularly in relation to EHC Plans. Sustainable models of training provision. Mapping to reduce overlap. • Apprenticeship training – offer that is relevant to staff working with pupils with special needs; local providers • Effectiveness of provision is linked to high quality staff CPD – maximise the use of existing staff / providers knowledge and skills to develop staff across all schools. • Proposal that includes training for operational delivery, family links, parents, staff, leadership and governance. Using a combination of training, theory based practice and sustainable and open source training through digital.

<i>Proposed New Strategic Priority</i>	<i>Key Activities Suggestions Comments/Next Steps</i>
<p>Communications</p>	<ul style="list-style-type: none"> • Review overall communication in Harrow including Local Offer website and through schools and settings • Devise clear communication strategy for new and regular information including professionals, families and outside agencies • Balance of information for continuum of SEND. Currently catering for severe needs but needs to cover moderate and low including SEN in mainstream without an ECHP.