



Working for every child

# Hackney's SEND strategy

## 2022–2025



# SEND

Special Educational Needs and Disabilities

Educational journey

Joining up services

Support

Strong partnerships



Education Health Social care

Inclusion

Working together

Clarity



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## Foreword

The Covid-19 pandemic has had a disruptive impact on the learning of all our young people (from 0-25) across the country and we recognise that those with SEND may have been more affected than their peers.

In Hackney we are ambitious in supporting all of our children and young people to have the best possible start in life and enter into adulthood with all the skills they need to thrive. We are also ambitious about inclusion and will be working alongside our schools and settings to facilitate a system where every child can belong. For our children and young people with special educational needs and disabilities (SEND), this requires us to provide outstanding services and provision, have a strong partnership with parents, identify needs early and work together as a partnership in all we undertake.

We believe SEND is everyone's business and through the new SEND Strategy 2022 – 2025 we would like to make clear to all who work with and for children and young people with SEND and their families what our priorities are for the coming 3 years. Young people, parents and carers have been involved in the co-production of this strategy and will be instrumental in its successful delivery. Only when working together can we achieve what we need to for some of our most vulnerable children and young people.

The increasing number of children and young people who are requiring support from SEND Services is a significant challenge for all partners, within a context of changing national policy. It is therefore even more essential that we work together to achieve great things.

This strategy identifies our co-produced SEND Priorities across education, health and social care which will be monitored and overseen by the SEND Partnership Board. There will be consistent monitoring of the strategy itself in a changing environment to ensure that we remain focussed on the right priorities and are making good progress towards them, so as to improve outcomes for children and young people with SEND in Hackney.

We look forward to working in collaboration to ensure that our children and young people with SEND achieve their aspirations.

CLLR WOODLEY

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# Introduction

Hackney's SEND Strategy brings together the key priorities for children and young people with SEND and their families to make sure everyone works together to achieve our vision.

## Vision

Hackney has a vision to provide an excellent, inclusive and equitable local experience for all Hackney children and young people with SEND.

- We want all our children and young people to have access to the right support at the right time from local services and to be able to travel easily to a great inclusive local school which engages with their neighbourhood parent/carer community.
- We want all our children and young people to be in schools and to access services which fairly reflect the diversity of the Hackney community.

## Why is our vision important?

The commencement of the Children and Families Act in 2014 marked the biggest change in SEND delivery in a generation.

Eight years on in 2022 the world has changed significantly and as we emerge from the COVID-19 pandemic we must make sure that the current needs of our children and young people are known and understood as we formulate our strategy to meet these needs and support them to thrive.

This strategy has been co-produced by members of our SEND Partnership Board which includes parent carers, health, children's social care, adult social care and education representatives. The voice of our young people is essential in developing our strategic approach and also in our delivery. Young people's feedback will be a key aspect of our evaluation of progress as we deliver this strategy over the next 3 years.

Hackney is a vibrant, evolving and ever changing borough with new housing and a changing population as we emerge from the pandemic. We must remain current and responsive to the local needs and are committed through this strategy to building a better understanding of how these needs are evolving.

Our strategy is based on evidence and founded on core data and performance which we will strive to improve over the lifetime of the strategy. Alongside our data we will build a culture of listening, evaluation and learning across our partnership in order to continuously improve our offer to local families.

As a partnership we are committed and focused on the priorities set out in this strategy through co-produced systems and structures and a framework within every service that welcomes good communication and relationships that are built on a shared understanding of what is important and what must be achieved.

Every individual involved in the delivery of this strategy will be asked to make a contribution towards one or more of the priorities identified. We believe that it is only through working in partnership that we can achieve our vision and provide every child and young person with SEND in Hackney an enriching and purposeful journey into adulthood that allows them to thrive and achieve their potential.

We want every child, of every background, to be fairly, equally and inclusively supported, at every stage of their educational journey.



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# Underpinning principles



## 1. Listening to our children and young people

- We will actively listen to our children and young people with SEND through a number of mechanisms that support and promote our children to have a voice
- We will incorporate the feedback we receive from our children and young people into our planning both on an individual level and when strategically planning

## 2. Co-production

- We will work with our parents, carers and those who represent them to co-produce on an individual basis but also to develop and deliver strategy

## 3. Outstanding communication

- We will communicate with our families and young people in meaningful ways
- We will form excellent relationships with our partners to ensure communication is easy and effective
- We will make sure we share information between agencies effectively and in a timely way

## 4. Transparency

- We will operate honestly and within a framework of reflective practice
- We will be transparent with families, children and young people about what can and cannot be achieved
- We will be clear about timescales with families, schools and settings



## 5. Multi-agency working

- We will think multi-agency in every aspect of our work to make sure silo working is removed
- We will actively work to break down barriers between agencies to improve the experience of our families accessing multiple services

## 6. Data quality

- We will actively work to improve our data quality across the partnership
- We will use our data to inform decision making and evaluate progress
- We will be transparent with our data when co-producing with parents and carers

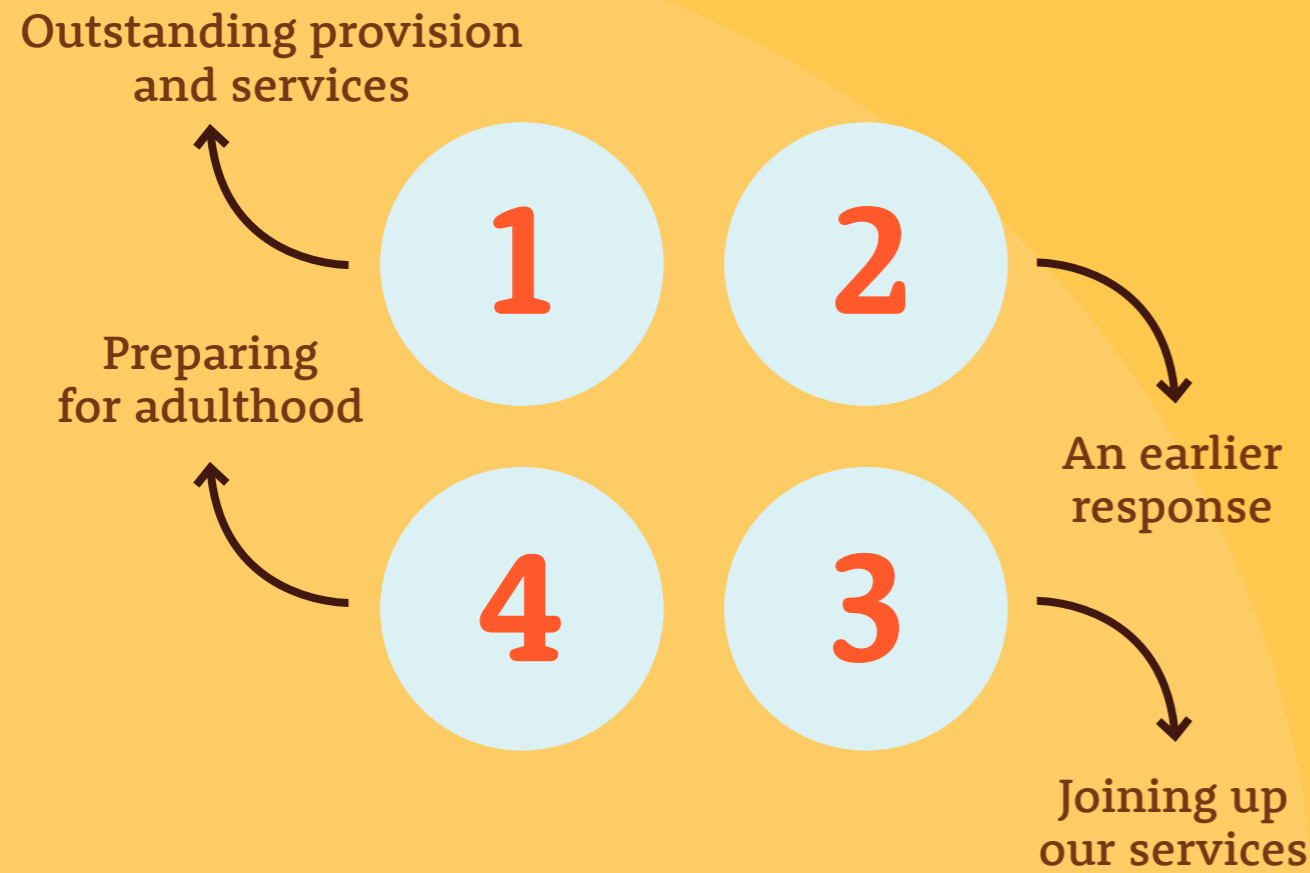
## 7. Excellence and ambition

- We want the best for our children and young people in Hackney
- We will aim high and always strive to improve and evolve to meet the changing needs of our community

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# Our priorities



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# Priority 1 Outstanding provision and services

Children and young people with SEND and their families require high quality local provision and services that provide a foundation for a future in which they can thrive.

## Why is this important?

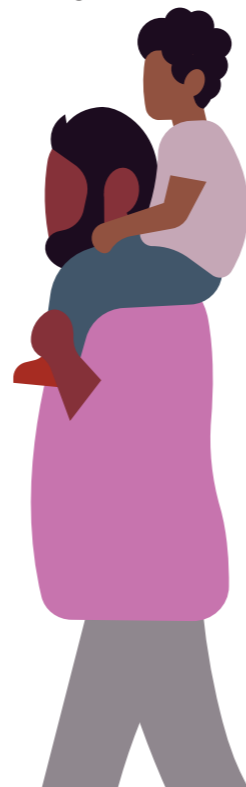
- The services we provide and the provision we offer to our children and young people from birth and into adulthood at 25 are the fundamental mechanisms to support and enable good outcomes.
- The experiences of families tell us that good quality services and provision are a key aspect of their experiences and can positively and negatively impact greatly on all aspects of their lives.
- There are some key legal duties that we must take into account when providing high quality services to children, young people and their families.
- We want our children and young people in Hackney to feel like they belong in their community. To enable a sense of belonging we need to ensure we promote local and inclusive provision and services.
- Post-pandemic we know Covid-19 has had a significant impact on some of our children and young people. This warrants a dynamic response to address this.





### What is the current picture?

- The numbers of children and young people requiring an Education, Health and Care Plan (EHCP) is forecast to grow by an additional 400 every year until 2025.
- We anticipate that an extra 170 children and young people will need a specialist placement a year over the next 5 years.
- Our families tell us that we need to place more focus on co-producing our Education Health and Care Plans.
- The timeliness of our education, health and care planning has improved from 40% completed on time in 2020 to an average of 55% of plans completed on time in 2021.
- We know that our current capacity to undertake Educational Psychology assessments on time isn't enough.
- Our local special education provision is at capacity, despite delivering 80 additional places in 2020/21.
- Schools tell us it is hard to interface with some of our education SEND services and the timeliness of our communication needs to improve.
- We are not undertaking Annual Reviews as often as we need to.
- Young people tell us that they would like more social opportunities to meet other young people, and have more of a platform to collectively share their thoughts around inclusion within their education.
- Some young people report that there is good practice in meeting their needs within Inclusion/SEN Departments in schools, but this practice isn't always carried out across all teaching staff.
- A large proportion of our children and young people with SEND attend independent schools within the Charedi community.



### What difference will this make for children and young people in Hackney?

**Children and young people will have the benefit of a clear assessment of need. They will feel listened to and supported by services and provision that is provided locally.**



### How will we improve?

- We will work closely with families and young people to develop feedback mechanisms to ensure we are actively listening to the lived experiences of those who access our services.
- We will change our central operating model to allow for a multi-disciplinary approach to SEND support in Hackney.
- We will build capacity in the EHC planning process to enable improved timeliness of educational psychology assessments and completion of the 20 week process.
- We will co-produce all EHCPs with children, young people and their families.
- We will focus operational capacity on annual reviews in order to ensure that all children and young people have had a review post pandemic and on an annual basis.
- We will increase our local special provision over the next three years to enable more children and young people to go to school locally in their communities.
- We will work closely with our schools and settings to build capacity to deliver an outstanding local offer for each child with SEND accessing a mainstream school or setting.
- We will have high expectations of our schools and settings to be inclusive and create a strong sense of belonging for our children and young people with SEND in the classroom.
- We will develop a robust Continuing Professional Development (CPD) programme for our SEND partnership.
- We will work closely with the Charedi communities to ensure that services and provision are in place to meet the specific needs of the children and young people with SEND within the communities.
- We will create shadow parent forums to jointly oversee the key transformation of services.

# Priority 2

## An earlier response

We know that supporting children and young people with SEND earlier, providing access to targeted support leads to better outcomes.

### Why is this important?

- Research is clear in this area that providing targeted support to children and young people early will often lead to better outcomes and a reduced escalation of need.
- Early help enables better progress at school and will often improve outcomes for a child or young person and their family at home.
- Families tell us that they would like to see more support and intervention offered before Education, Health and Care planning has begun.
- Waiting for services and support can leave families feeling isolated and unheard. This often has a detrimental effect on the family's well being as a whole.
- Schools and settings report that they feel an Education, Health and Care Plan is the only way in the current system to receive adequate support for their children and young people.
- We want to provide the right support to all children and young people in Hackney at the right time for them in order to support them to achieve as much progress as is possible.

### What is the current picture?

- Hackney's Graduated Response has now been consulted on and published.
- SEND Support services are starting to think about how the graduated response can be embedded in schools and settings.
- Hackney has launched a new Early Years Strategy.
- There is little capacity in the current operating model to provide earlier support to families and schools.
- Schools have developed their own mechanisms for earlier support and intervention, sometimes commissioning third parties to support both individual children and schools as a whole.
- There is no single point of contact for education early help.
- The Re-engagement Unit and New Regents College are used by some schools to provide early support for children and young people who are finding it difficult to access school. These services are not currently available as an equitable offer across the Borough.
- Families and schools tell us that SEND Support in schools is a big area of need that is not currently being addressed.



### What difference will this make for children and young people in Hackney?

**Voices will be heard earlier and the benefit of support and services will be felt sooner to improve outcomes for children and young people.**



### How will we improve?

- We will reshape our services to wrap support around schools, settings and families to create a more consistent framework for earlier identification of need and support.
- We will recruit family coaches to work with families with SEND to support the interface between education, health and social care.
- We will work with Early Years services to create Early Years assessment hubs through the Borough to ensure we have a platform for early assessment for children with the most complex needs.
- We will ensure there is a good CPD offer and outreach programme into our early years settings to ensure needs are being identified as early as possible.
- We will work with our Early Help services across Hackney Council to align a single point of contact for families and schools in relation to SEND.
- We will work with schools and settings to embed the graduated response in a meaningful way into schools alongside a wider earlier support offer.

- We will consider how to widen the offer of the Re-engagement Unit so all children and young people can access the right support from it at the right time.
- We will ensure services have a clear focus on the reduction of exclusions of children and young people with SEND.
- We will ensure services are established to support the improved attendance and access to school for children and young people who feel too anxious to attend.
- We will ensure pathways and points of access are clear and well communicated to families and young people.



# Priority 3

## Preparing for adulthood

We believe that young people with SEND should have equal life chances as they move into adulthood.

### Why is this important?

- Higher Education should be accessible and available to all including our young people with SEND.
- Young people with SEND should have access to paid employment options.
- Independent living options are key to providing young people with SEND the opportunity to thrive in the community.
- Services that have a statutory responsibility should focus on how they can support young people to progress towards Preparing for Adulthood outcomes.
- Young people and their families should be involved in strategic planning and service design and would support commissioners in design and development of future services.
- Good health and friendships within a home community is an essential part of wellbeing and one that should be available to all in our community.

### What is the current picture?

- Education, health and social care teams are aligned with families on the shared vision for young people in Hackney.
- Preparing for Adulthood is a key priority for the SEND Partnership Board to ensure there is good progress in this area.
- We have a shared understanding of what is currently on offer for young people and we understand where the gaps are.



### What difference will this make for children and young people in Hackney?

**Young people will move into adulthood with an assurance that they have received the best support to help them to move into their future and thrive as a valuable member of their community.**

- We are not engaged as a multi-agency team with health early enough in a child's journey.
- Children do not transition from children's social care to adult social care early enough.
- We have gaps in our Post 16 education options for young people.
- We have a clear and accessible Local Offer which enables our families and young people to see what is available to them within Hackney.
- We have good mechanisms for seeking young people's voices.
- We will organise our SEND services to provide resources dedicated to Preparing for Adulthood.
- We want to improve our data quality in this area to make sure we can evidence good outcomes for our young people.
- We will undertake a provision mapping exercise to better understand the gaps in provision and from this formulate an informed commissioning strategy.
- We will look for opportunities to jointly commission within services through joined-up decision making.
- We will ensure young people are informed and involved in the development of key strategies and plans.

### How will we improve?

- Building on the multi-agency shared vision we will ensure there are clear targets for transition for each agency involved in supporting young people.
- We will publish clear and accessible information for young people and their families to enable a better understanding of the transition process in education, health and social care.
- We will support schools and colleges earlier to be aware of the Post 16 and Post 19 education opportunities so they can support students to make informed choices.
- We will use case studies to ensure we are understanding the lived experience of our young people.
- We will recruit a Preparing for Adulthood post that is cross partnership to ensure this priority is driven forward.



# Priority 4

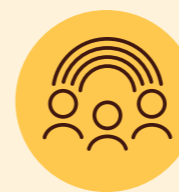
## Joining up our services

Only by working together and pooling resources can we commission and provide services to our children and young people with SEND that they need to achieve good outcomes.

### Why is this important?

- The Children and Families Act 2014 places a duty on agencies to work together across education, health and care to secure better outcomes. Section 26 of the Act notes that Local Authorities and Clinical Commissioning Groups have an obligation to make joint commissioning arrangements within education, health and care services.
- When services are commissioned in isolation there is often a disconnect or an overlap in arrangements which do not produce best value for money.

- Shared data and intelligence across agencies leads to a better understanding of the needs and how to address them.
- Joint commissioning often fosters better partnership working and innovation between agencies.
- Families do not want to go to three or four different services to access support if they can go to one joined up solution.



### What difference will this make for children and young people in Hackney?

**Families will benefit from a simplified system and children and young people will thrive from the right services being delivered locally and cost effectively.**

### What is the current picture?

- All agencies are aligned in their vision to provide jointly commissioned services to children and young people with SEND and their families.
- Joint commissioning is a priority for the SEND Partnership Board who will ensure governance is in place to promote progress towards set goals.
- A Joint Agency Panel will be established this year (2021) to enable joint commissioning conversations and decisions on an individual child and young person level.
- There are currently no jointly commissioned services in Hackney, although conversations have taken place to identify areas of opportunity.
- There is emerging practice in relation to joint care management and decision making between education, health and social care.

### How will we improve?

- We will discuss all children and young people with complex needs at the Joint Agency Panel to ensure decision making and commissioning are aligned between services.
- We will review our speech and language and occupational therapy commissioning arrangements to ensure these are jointly commissioned by education and health.
- We will review our information, advice and guidance (IAG) statutory duties and aspirations to ensure these are aligned and potentially jointly commissioned.
- We will track and monitor data jointly around the commissioning of services and support for children and young people with complex needs to better understand the emerging population needs and formulate a commissioning strategy that responds to those needs.
- We will create systems that are transparent for parents and carers in terms of financial allocation of resources.

# Monitoring and evaluation

It is essential that we assess our progress and monitor the impact of this strategy on the outcomes for our children and young people with SEND.

|   | Outcomes  | Measures  |
|---|---|---|
| <p><b>1</b></p> <p><b>Outstanding provision</b></p>   | <ul style="list-style-type: none"> <li>• A refreshed SEND Services operating model</li> <li>• Improved 20 week timescales</li> <li>• Improved feedback from families relating to education, health and care planning</li> </ul>   | <ul style="list-style-type: none"> <li>• Feedback from children, young people and families</li> <li>• Feedback from schools and settings</li> <li>• 20 week timescale data</li> <li>• SEND place planning data</li> </ul>       |
| <p><b>2</b></p> <p><b>An earlier response</b></p>     | <ul style="list-style-type: none"> <li>• Decreased exclusions for SEND children and young people</li> <li>• Increased referral rates for education early help</li> <li>• Decreased referrals for EHCPs</li> <li>• Improved feedback from schools relating to SEND support services</li> </ul> | <ul style="list-style-type: none"> <li>• Exclusion data</li> <li>• Attendance data</li> <li>• EHCP referral data</li> <li>• Feedback from school and settings</li> <li>• Increased referral rates from EYFS settings</li> </ul> |
| <p><b>3</b></p> <p><b>Preparing for adulthood</b></p> | <ul style="list-style-type: none"> <li>• Improved transition pathways into post 16 settings</li> <li>• Increased numbers of young people transferring from children's to adult's social care at 16</li> <li>• Increased local provision for 16–25 year olds</li> </ul>                        | <ul style="list-style-type: none"> <li>• Transition data</li> <li>• SEND place planning data</li> <li>• Improved feedback from young people and their families</li> </ul>   |
| <p><b>4</b></p> <p><b>Joining up our services</b></p> | <ul style="list-style-type: none"> <li>• All children and young people with complex needs are re-viewed at the Joint Agency Panel</li> <li>• Jointly commissioned Speech and Language and Occupational Therapy services</li> </ul>  | <ul style="list-style-type: none"> <li>• JAP data</li> <li>• Financial monitoring</li> <li>• Commissioning outcomes data</li> <li>• Feedback from children, young people and their families</li> </ul>                          |

It is also important that every member of staff in all agencies knows how they can actively work to support at least one of the priorities identified in this strategy.

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Hackney has a vision to provide  
an excellent, inclusive and equitable  
local experience for all Hackney children  
and young people with SEND.

