

Havering SEND and AP 12 Month Action Plan – July 2024

Priority 1: A SEND and AP system where every school and setting is confident, skilled, and enabled to effectively support our children with SEND (*Inclusion Workstream*)

Ref.	Milestone	By When	Accountable Officer	Key Delivery Officers	Action RAGB R - not started A - issues G - on track B - completed	Key Tasks	Progress Q2 (July - September) 2024
1.01	Restructure the Council's SEND Early Years Support Service, strengthening capacity to support for private, voluntary and independent (PVI) and maintained nurseries.	December 2024	Marcus Bennett (Head of SEND and AP)	Natalie Browne (SEND Early Years Support Service)			
1.02	Complete a thematic review of SEND practice in Havering schools to identify what helps and hinders highly inclusive practice. Share a 'roadmap' for improving processes of supporting in schools on SEND and Inclusion.	October 2024	Paul Young, Strategic (Project Manager, Delivering Better Value)	Matthew Dineen & Rachna Carron (SEND System Improvement Advisors, DBV)			
1.03	Develop and prepare to launch a model of peer support for schools focused on SEND.	December 2024	Paul Young, Strategic Project Manager - Delivering Better Value	Matthew Dineen & Rachna Carron (SEND System Improvement Advisors, DBV)			
1.04	Publish guidance for schools, professionals and families on understanding and supporting children and young people with literacy difficulties, along with associated training and support.	March 2025	Charlotte Harris, Co-Principal Educational Psychologist	Various - Educational Psychology Service			
1.05	Offer every school and setting in Havering training, guidance and support on developmental trauma and emotionally based school avoidance (EBSA).	July 2025	Matthew Fuller & Charlotte Harris (Co-Principal Educational Psychologist), Elizabeth Dunnett (SEND Education Support Service Manager)	Victoria Hartstean (SEMH Team Manager), Marco Cheng (Senior Educational Psychologist)			
1.06	Deliver the Partnerships for Inclusion of Neurodiversity in Schools (PINS) project and Improving Access to Psychological Therapies for Children and Young People with Neurodivergent Conditions project.	August 2025	Elizabeth Dunnett (SEND Education Support Service Manager)	Victoria Hartstean (SEMH Team Manager), Marco Cheng (Senior Educational Psychologist), Rachel O'Brien (Counsellor)			
1.07	Expand training, workshops, and guidance for parents and carers of children and young people with SEND, based on what they tell us they need, aligning this support with approaches used in Havering's schools, settings, and services.	August 2025	Elizabeth Dunnett (SEND Education Support Service Manager)	Various			
1.08	Deliver enhanced training for school governors about SEND.	August 2025	Marcus Bennett (Head of SEND and AP)	Michelle Morgan, GBSU Manager			
1.09	Restructure, recruit to, and launch new SEND Education Support Service comprising new Social, Emotional and Mental Health (SEMH), Physical and Sensory (P&S), and Communication and Interaction (C&I) Teams.	March 2025	Marcus Bennett (Head of SEND and AP)	Elizabeth Dunnett (SEND Education Support Service Manager)			
1.10	Establish regular reporting on SEND within Youth Justice Board	March 2025	Samantha Denoon (Service Manager for Virtual School, Specialist	Marcus Bennett (Head of SEND and AP), Darren Purdie (Head of			

			Safeguarding & Youth Justice)	Education, Provision & Inclusion)			
1.11	Identify and delivery on key training needs for Senior Mental Health Leads in schools.	August 2025	Sedina Lewis (Public Health Specialist)				
1.12	Explore under-identification of SEN Support through SEND executive board, Headteacher and SENCO Forums, and SEND Thematic Review.	March 2025	Marcus Bennett (Head of SEND and AP)	Elizabeth Dunnett (SEND Education Support Service Manager), Matthew Dineen & Rachna Carron (SEND System Improvement Advisors, DBV)			
1.13	An action plan is in place to explore disproportionality for children who are accessing or at risk of accessing the Youth Justice Service. SEND representatives to attend Out of Court Disposal Meetings.	March 2025	Samantha Denoon (Service Manager for Virtual School, Specialist Safeguarding, and Youth Justice Services).	Marcus Bennett (Head of SEND and AP)			

Priority 2: A SEND and AP system that has a wide range of SEND and AP settings and services providing community members the help and support they need (*Support, Services, and Sufficiency Workstream*)

Ref.	Milestone	By When	Accountable Officer	Key Delivery Officers	Action RAGB R - not started A - issues G - on track B - completed	Key Tasks	Progress Q2 (July - September) 2024
2.01	Confirm a sponsor to run the new 300-place all-through special school for pupils with severe and complex learning difficulties and associated communication, emotional, and sensory needs on Balgores Lane. Progress design and building arrangements.	August 2025	Trevor Cook (Assistant Director, Education)	Pooneeta Mahadeo (School Organisation Manager), Nicola Lorenzo Prandini (Design & Surveying Group Manager)			
2.02	Deliver a new SEND Unit for pupils with SEMH at Suttons Primary School. Continue to proress other SEND Unit builds as earlier stages.	April 2025	Pooneeta Mahadeo (School Organisation Manager), Nicola Lorenzo Prandini (Design & Surveying Group Manager)	Lisa Harvey (Assessment & Placement Service Manager)			
2.03	Expand available Alternative Provision, produce guidance for schools on developing and commissioning Alternative Provision and other specialist or alternative learning pathways.	August 2025					
2.04	Deliver SEND-specific programmes as part of an Early Help parenting offer, such as <i>Triple P</i> and <i>Time Out for Parents</i>	August 2025	Candice Stephens (Service Manager for Early Help & Targeted Family Support)	Penny Bambury (Family Group Coordinator & Parenting Coordinator)			
2.05	Launch a system-wide review of emotional wellbeing and mental health services.	August 2025	Ian Elliott (Assistant Director, Starting Well)	Pippa Ward (Assistant Director Children's Services – NELFT), Nicola			

				Upton (CAMHS Head of Service - NELFT)			
2.06	Task and finish group to review, improve and implement new multi-agency support offer for children with sensory differences, their families, and educational providers.	August 2025	Bethan Stott (Commissioner, ICB), Pippa Ward (Assistant Director Children's Services – NELFT)	Various			
2.07	Complete review of complex nursing in education services.	April 2025	Bethan Stott (Commissioner, ICB)				
2.08	Complete mapping exercise to look at existing therapy services and reprioritise commissioning to reflect local needs.	August 2025	Ian Elliott (Assistant Director, Starting Well)				
2.09	Establish regular forum for voluntary / third sector organisations to meet with education SEND services and other partners.	April 2025	Marcus Bennett (Head of SEND and AP)	Alexander Leatherbarrow (SEND Communication & Engagement Officer)			
2.10	Increase capacity in Children with Disabilities Short Breaks Team.	December 2024	Gary Jones (Assistant Director, Safeguarding & Corporate Parenting)	Anita Sangha (Service Manager, Children & Disabilities)			
2.11	Deliver Oliver McGowan training to all health professionals and social care staff.	TBC					

Priority 3: A SEND and AP system which makes sense, which families can navigate, and which places families at its heart (Participation & Communication Workstream)

Ref.	Milestone	By When	Accountable Officer	Key Delivery Officers	Action RAGB R - not started A - issues G - on track B - completed	Key Tasks	Progress Q2 (July - September) 2024
3.01	Co-produce with children, families, and professionals, a 'SEND Working Together Charter', or equivalent, working in partnership with the Council for Disabled Children.	April 2025	Paul Young, Strategic (Project Manager, Delivering Better Value)	Alexander Leatherbarrow (SEND Communication & Engagement Officer), Mike Plummer (Project Manager, DBV)			
3.02	Co-produce with children, families, and professionals, a SEND Outcomes Framework, working in partnership with the Council for Disabled Children.	April 2025	Paul Young, Strategic (Project Manager, Delivering Better Value)	Alexander Leatherbarrow (SEND Communication & Engagement Officer), Mike Plummer (Project Manager, DBV)			

3.03	Improve the SEND Local Offer and communication channels for families of children and young people with SEND (e.g., SEND newsletter, social media).	April 2025	Marcus Bennett (Head of SEND and AP)	Alexander Leatherbarrow (SEND Communication & Engagement Officer)			
3.04	Establish a new SEND Young Advisors' Participation Coordinator role within Early Help	December 2024					
3.05	Repeat the Havering Youth Wellbeing Census and act on its findings as determined by Youth Wellbeing Task & Finish Group	Ongoing	Lucy Goodfellow (Head of Insight)	Various			
3.06	Co-produce and 'easy-read' version of the SEND and AP Strategy.	December 2025	Marcus Bennett (Head of SEND and AP)	Alexander Leatherbarrow (SEND Communication & Engagement Officer)			
3.07	Reinstate co-production activities as part of education, health and care needs assessments.	August 2025	Lisa Harvey (Assessment & Placement Service Manager)	Matthew Fuller & Charlotte Harris (Co-Principal Educational Psychologist),			

Priority 4: A SEND and AP system where children and young people with SEND and accessing AP are valued, visible, and prepared for adulthood (Community & Preparing for Adulthood Workstream)

Ref.	Milestone	By When	Accountable Officer	Key Delivery Officers	Action RAGB R - not started A - issues G - on track B - completed	Key Tasks	Progress Q2 (July - September) 2024
4.01	Identify priorities for a new Preparing for Adulthood (PfA) Strategy. Establish a working party to deliver the strategy.	December 2024	Marcus Bennett (Head of SEND and AP)	Mike Plummer (Project Manager, DBV), Vicky Gatley (Designated Clinical Officer), TBC (Designated Social Care Officer)			
4.02	Increase the number of Havering young people with EHCPs on supported internships from 10 to 20.	April 2025	Darren Purdie (Head of Education, Provision & Inclusion)	Marcus Bennett (Head of SEND and AP), Varsha MistryHand (Young People's Education & Skills Manager), Lisa Harvey (Assessment & Placement Service Manager)			
4.03	Establish an employment forum as part of strategy to increase the number of Havering young people on supported internships.	December 2024	Darren Purdie (Head of Education, Provision & Inclusion)	Marcus Bennett (Head of SEND and AP), Varsha MistryHand (Young People's Education & Skills Manager)			

4.04	Review transition support, materials and processes for those known to the Children with Disabilities team approaching the point of potentially moving to Adult Services.	August 2025					
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Priority 5: A SEND and AP system where leaders work together effectively to deliver what is needed for our children with SEND and those accessing Alternative Provision (*Leadership & Governance Workstream*)

Ref.	Milestone	By When	Accountable Officer	Key Delivery Officers	Action RAGB R - not started A - issues G - on track B - completed	Key Tasks	Progress Q2 (July - September) 2024
5.01	Write new Terms of Reference and establish meeting schedule and membership for new SEND and AP Improvement Board, SEND and AP Delivery Board, and Workstream Groups.	December 2024	Marcus Bennett (Head of SEND and AP)	Various			
5.02	Establish the new Designated Social Care Officer (DSCO) post to provide strategic leadership on SEND matters within social care.	December 2024					

Priority 6: A SEND and AP system where education, health, and social care teams do what matters well and in a timely way (*Performance Workstream*)

Ref.	Milestone	By When	Accountable Officer	Key Delivery Officers	Action RAGB R - not started A - issues G - on track B - completed	Key Tasks	Progress Q2 (July - September) 2024
6.01	Increase the number of case officers and management capacity within the Assessment and Placement Service.	December 2024	Marcus Bennett (Head of SEND and AP)				
6.02	Increase capacity within the educational psychology service.	December 2024	Marcus Bennett (Head of SEND and AP)				
6.03	Publish a comprehensive Quality Assurance Framework for EHCPs and related SEND processes.	December 2024	Marcus Bennett (Head of SEND and AP)	Mike Plummer (Project Manager, DBV), Lisa Harvey (Assessment &			

				Placement Service Manager)			
6.04	Establish a new process for oversight of provision for children and young people with EHCPs attending independent and non-maintained special schools.	December 2024	Lisa Harvey (Assessment & Placement Service Manager)	Charlotte Harris, Co-Principal Educational Psychologist			
6.05	Begin providing regular performance updates to the SEND and AP Improvement Board and members of the public using the SEND Dashboard.	December 2024	Marcus Bennett (Head of SEND and AP)	Lisa Harvey (Assessment & Placement Service Manager)			

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