

Delegate Welcome Pack

**The Association of London Directors of
Children's Services (ALDCS)**

**London SEND Summit 2026:
Shaping the Future –**
*SEND Reform, Mainstream
Inclusion and Practice Sharing*

Tuesday 17th March 2026
10:00am to 2:00pm
Arrivals from 9:30am

**Livery Hall, Guildhall,
Gresham St, London, EC2V 7HH**

Welcome

Dear Colleague,

Thank you for confirming your attendance at this year's Association of London Directors of Children's Services (ALDCS) London SEND Summit 2026.

As you will see in the agenda, we have an exciting programme planned and I'd like to say a special thanks to everyone who is taking the time to contribute.

This event comes at an important moment for the sector. The recently published Schools White Paper and the government's priorities for SEND reform set out significant ambitions for enhancing inclusion and ensuring that children and young people with SEND receive the support they need to thrive. These developments present a timely opportunity for London partners to come together to reflect on what these proposals mean for our city, to share practice, and to consider the role London can play in shaping and delivering the next phase of SEND reform.

I'm looking forward to hearing from our speakers, panel members and partners, and to the contributions and perspectives that everyone in the room will bring. Great things happen when people come together to share their ideas and ambitions for London's children, and this Summit provides an important space for us to learn from one another and build on the strong collaboration that already exists across London.

Enclosed are several resources to support your attendance to our Summit including how to find us, the full agenda and information about our speakers as well as our Practice Spotlight initiative that will take centre stage, including our first marketplace. You will also find supporting materials about our London Innovation and Improvement Alliance (LIIA) providing an overview of ALDCS regional work.

We look forward to seeing you on Tuesday 17th March from 9:30am. Should you need anything in advance of the event please contact our London Innovation & Improvement Alliance team on administratore@liia.london.

Thanks again for your support and I look forward to seeing you very soon.

Warmest regards,
Elaine Allegretti

Director of Children's and Adults' Services, London Borough of Barking and Dagenham and Chair of Association of London Director of Children's Services (ALDCS) SEND Programme.



How to find us

Main entrance for all guests: 71 Basinghall Street, London, EC2V 7HH (street level access)

Lift to the lower ground floor event space available from main entrance (entry point C)

[Parking for disabled badge holders - City of London](#)

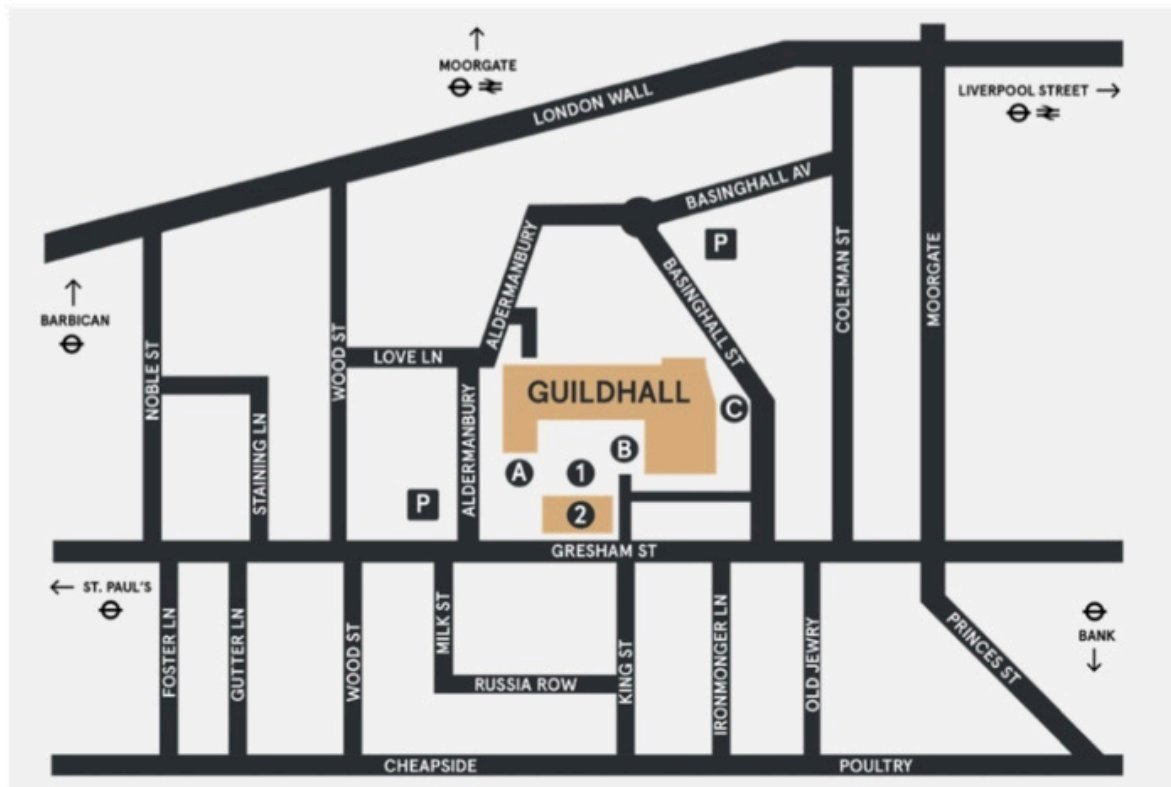
Guildhall



guildhall.cityoflondon.gov.uk



City of London, Guildhall,
London, EC2V 7HH.



ENTRANCES:

(all accessible)

- A** - West Wing
- B** - Guildhall Art Gallery
- C** - Basinghall Street

OTHER AREAS:

- 1** - Guildhall Yard
- 2** - Church of St Lawrence Jewry

UNDERGROUND:



Moorgate, Bank, Mansion House and St. Paul's.

PARKING:

- P** - Designated parking spaces are located in Aldermanbury, Basinghall, Gresham and Coleman Streets. Maximum stay four hours Monday to Friday. There is no time limit on Saturday and Sunday.

Public car parks are available at:
Barbican, 8am – midnight
London Wall, 24h
Aldersgate, 24h

TRAIN STATIONS:



Liverpool Street, Cannon Street, Fenchurch Street, Blackfriars, Moorgate and City Thameslink.

Agenda

Arrivals from 9.30am – Tea, Coffee and Marketplace

10:00am – 10:05am: Welcome – London’s SEND System and the ALDCS SEND Programme

Elaine Allegretti – DCS/DAS London Borough of Barking and Dagenham & ALDCS Lead for SEND

10:05am to 10:25am: Key Note: Supporting and Fostering Inclusion for London’s Children and Young People

Tom Rees – Ormiston Academies Trust’s CEO and chair of the DfE’s expert advisory group for inclusion

10:25am to 10:40am: Practice Example: Employment for All: Changing the Story

Jack Kelley, Marvin Ikoroha, with a Graduate Intern – West-Lea School

10:40am to 10:55am: Practice Example: Partnerships for Inclusion of Neurodiversity in Schools (PINS) across North East London

Representatives from North East London ICB & London Borough of Newham

10:55am to 11:05am: Practice Example: Regional Insights on PINS from Parent Carers

Representatives from NNPCF (National Network of Parent Carer Forums) London Region.

11:05am – 11:20am: Key Note: Every Child Achieving and Thriving Schools White Paper and SEND Reform Proposals

Minister Georgia Gould, Minister of State for School Standards

11:20am – 11:30am: Question & Answers with the Minister

11:30am – 11:35am: ALDCS SEND Programme and Market Place Introduction

Frank Offer – Head of SEND (LIIA)

11:35am – 12:15pm Practice Spotlight Marketplace (Break/Refreshments)

12:15pm to 12:40pm: Table Discussion: Developing Questions for the Panel

12:40pm to 13:05pm: Panel Discussion: Strengthening Inclusion Through Multi-Agency Collaboration in London:

- **Elaine Allegretti** (Chair)–DCS/DAS London Borough of Barking and Dagenham & ALDCS Lead for SEND
- **Annie Gammon** – RISE Advisor
- **Aaron Sumner** – Executive Headteacher, Connected Futures Partnership
- **Jon Abbey** – DCS London Borough of Islington & ALDCS Lead for SELL (Strategic Education Leads of London)
- **Ros Luff** – NNPCF (National Network of Parent Carer Forums) London Region Director
- **Alison Stewart** – Deputy Director of Children’s Services (Merton and Wandsworth), South-West London ICB.

13:05pm – 13:10pm:Plenary & Closing Remarks

Elaine Allegretti – DCS/DAS Barking and Dagenham

13:10pm – 14:10pm Lunch, Networking & Practice Spotlight Marketplace

Practice Spotlight

MARKETPLACE

Practice Spotlight was launched in November 2024 as a new initiative to capture examples of best practice.

We received over 100 submissions from across London Local Authorities, exceeding all expectations, and we are excited to build on London's generous sharing to develop and enhance sector led improvement activities across the capital. Learn about the [background of the initiative here](#).

London Children's Services

Practice
Spotlight

We are also pleased to announce that the Practice Spotlight is now live again for 2026! Further details on how to get involved and submit examples of your practice can be found on page 11, as part of our wider opportunities for engagement.

Celebrating Practice Spotlight at the London Children's Services Summit

Practice Spotlight 'Marketplace' at the Summit will allow conference delegates to engage with a snapshot of the teams across London who are making a difference. Representatives on the day are sharing just some of the incredible submissions received from across the capital, along with the partners who are making a positive impact to children and young people in London.

Enfield
Investing in Inclusion
Programme (North London
Pilot)

Redbridge
Rhythm and Wellbeing
Project

Southwark
Personal Transport Budgets
and Short Breaks

Hillingdon
EBSNA and CAAS
Transition Project

North East London ICB
PINS - Partnership
Inclusion in Mainstream
Schools

Enfield
Enfield Communication
Advisory Support Service
(ECASS)

Southwark
Engaging Children and
Young People with SEND

Barnet
Learnings from the
London Change
Programme Partnership

Mime Consulting
Provider ID Tool & Pan-
London Insights

Newton & Nasen
London SEND Leadership
Programme

LIIA - Pan-London Activity:

Get early insights from the Big SEND Conversation, explore the London SEND Data Dashboard, and discuss the Schools White Paper and SEND reforms!

LONDON INNOVATION & IMPROVEMENT ALLIANCE (LIIA)

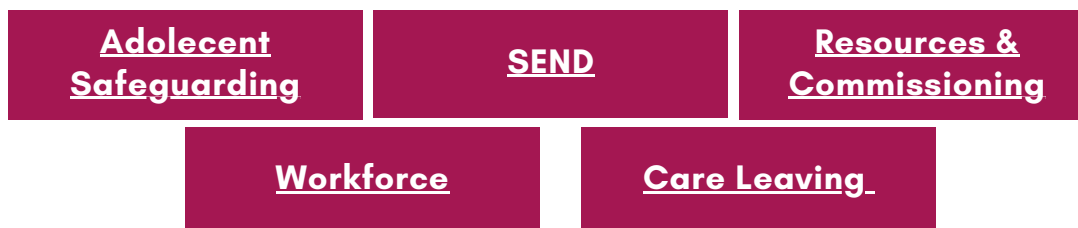


We are LIIA – the London Innovation & Improvement Alliance.

We exist to improve outcomes for London’s children and young people by connecting strategy, practice, reform and collaboration across the whole system. Hosted by London Councils, LIIA is the capital’s Regional Improvement and Innovation Alliance (RIIA). We work across borough boundaries and alongside national partners to ensure London not only responds to reform but helps shape and lead it.

One System, Shared Priorities

On behalf of ALDCS, LIIA is progressing five priority areas in response to the key challenges facing the children’s sector:



LIIA’s role is to support alignment across these areas – ensuring that work in one priority informs and strengthens the others, and that London takes a coordinated approach to reform and improvement.

[LIIA’s Annual Plan](#) represents the ambition of the Association of London Directors of Children’s Services to tackle the most pressing issues facing London’s children and young people, their families, and the diverse workforce that serves them.

Purpose

LIIA exists to:

- Make a **positive impact for children**, particularly those with the greatest need
- Contribute to **financial sustainability through collaboration and innovation**
- Amplify the **voice of London’s children and young people**
- Support a **culture of shared learning, challenge and problem-solving**
- Enable **shared intelligence** to inform decision-making
- Provide **governance structures** that help London boroughs work effectively together

Core Activities and Enablers

Across all priorities, LIIA:

- Supports the **implementation of national social care & SEND reforms** in London
- Enables **sector-led improvement, peer challenge and review**
- **Facilitates collaboration** across boroughs, boards and partners
- Embeds **racial equity and addresses disproportionality**
- Strengthens **data and insight** to support collective decision-making
- Develops a **stable and sustainable operating model** to deliver ALDCS ambitions

LIIA brings London Local Authorities and Partners together to respond to shared challenges in a coordinated and practical way – recognising that lasting improvement depends on connection across the whole children’s system.

While the outline below highlights specific activity within the ALDCS SEND Programme, we recognise that children and young people with SEND interact with all service areas and priority programmes listed above. SEND does not sit in isolation, it is closely connected to safeguarding, workforce, commissioning, care leaving and wider system reform. We therefore encourage delegates to explore the links to each priority area and the full Annual Plan to understand the breadth of work underway across London and how these strands connect to support better outcomes for children and young people with SEND.

HIGHLIGHTS FROM THE ALDCS SEND PROGRAMME IN 2025/26

INTELLIGENCE SHARING

London SEND Data Dashboard:

LIIA has created the London SEND Data Dashboard as part of the SEND programme to support Local Authorities. The dashboard uses published Department for Education data to offer a valuable tool for London Authorities to facilitate both local and regional monitoring and benchmarking of SEND Services. This dashboard is publicly available via the LIIA website. [You can access the Dashboard here.](#)

Regional Insights:

LIIA's SEND Regional Insights programme of work brings together a wide bank of intelligence and resources to support Local Areas across London. Drawing on over 30 Local Authority SEFs, Local Area SEND Inspection outcomes, diagnostic analysis, and workforce engagement through "Listening to London series", the programme identifies pressures, priorities, and cross-cutting themes across the SEND system.

This intelligence underpins the **"State of the Capital: SEND" report**, which is currently in development and will be published in Spring 2026, while also informing thematic support, the universal offer, workforce development, and targeted Local Area improvement. Findings are shared with SEND Leads and the ALDCS SEND Steering Group to ensure insights directly shape the 2026/27 SEND Plan and long-term system improvement, providing a robust evidence base for planning and decision-making across London.

WORKFORCE

London EP Pledge:

ALDCS has worked closely with regional and national partners, including the National Association of Principal Educational Psychologists (NAPEP) London, **to co-produce the [London Pledge for Educational Psychologists \(LPEP\)](#)**. The agreement has now been unanimously endorsed and introduced across all 33 London Local Authorities from January 2026. The LPEP provides a collective framework for addressing shared recruitment and retention challenges, with clear protocols and collaborative mechanisms, for Local Authorities to respond consistently and effectively to market behaviours. This initiative is contributing to workforce planning and regional SEND strategy, supporting better recruitment, retention, and service delivery across the capital, in alignment with Schools White Paper priorities.

Big SEND Conversation:

Launched in December 2025, **[the Big SEND Conversation](#)** captures the voices of the SEND workforce across multiple agencies, providing direct insight into challenges, priorities, and workforce needs. Survey and focus group design benefited from broad stakeholder engagement, ensuring the research is tailored and robust. Over 550 responses have been received from Local Authorities and multi-agency partners, with the full report in development. Early insights are informing workforce planning and targeted support within the SEND programme, helping shape programmes that will strengthen service delivery across London. The full Big SEND Conversation report will be published in Spring 2026.

London SEND Leadership Programme

The London SEND Leadership Programme has made strong progress since its launch in 2024, completing three cohorts and the launch of a fourth in January 2026. Each cohort has been oversubscribed, highlighting high demand for this pan-London leadership programme. The programme is proud to host multiagency partners from Local Authorities, Health and Parent Carer Forums.

The programme designed by Newton and nasen with input from leaders across London's SEND System, has been widely praised. Key statistics include 95% satisfaction, increased confidence in sustaining SEND improvements in local area from 37% to 87% and longitudinal evaluation is now also planned.

All 33 London Local Authorities and 5 ICBs now have representatives attending the programme.

COMMISSIONING

SEND Data Benchmarking Tools:

The London Specialist Provider Identification Tool has been launched via the LIIA Members Area.

It aims to help SEND commissioners identify appropriate local specialist provision across London. The tool combines several public datasets into a one-stop shop for information on state and independent specialist provision across London, including capacity, need specialisms, outcomes, workforce and finance. The INMSS tool is another development, currently in its pilot phase looking at the top Ten Providers of INMSS by volume, with full rollout planned next quarter, to support consistency in commissioning independent non-maintained specialist provision across Local Authorities.

Home to School Transport:

Work on SEND transport has progressed through the SEND Transport Network, strengthening shared learning and system leadership across boroughs.

LIIA is supporting the development of best practice themes and analysis of both cashable and non-cashable benefits linked to route optimisation, LATCo models, joint funding, harmonisation of Home to School Transport exceptions and insourcing HTTS.

This work is helping Local Authorities with best practice to support safe, effective transport arrangements for children and young people with SEND.

Commissioning for ASD-SEMH:

Pilots in North Central and North East are due to go live in April, with the remaining elements of funding and recruitment between the provider collaboratives and local authorities being finalised under the 2000 Tomorrows banner with Newham and Camden councils, delivering highly skilled MDTs in the community across several boroughs each to reduce the likelihood of hospitalisation and distant placements, linked to children's homes in each area. Wider scope of other pilots and projects being considered - including links to proposed SEND Reform, and the focus on early years and needs led assessments.

INCLUSION

Investing in Inclusion Programme:

The Investing in Inclusion Programme has launched, with Cohort 1 projects underway across nine schools in Havering, Enfield, Hillingdon, Lewisham and Wandsworth.

The programme is identifying practical approaches that strengthen inclusive practice and reduce reliance on specialist placements.

Secondary engagement is being expanded in partnership with RISE, with input from the Further Education sector to support cross-phase learning.

Findings will inform a London-wide "what works well" inclusion model, to be shared digitally and at the London SEND Schools Conference in Summer 2026, where the next phase of inclusion work will be set out.

STAGES AND TRANSITION

0-5 Emerging SEND Need & Early Years:

Supporting children with emerging SEND needs aged 0-5 remains a core priority within the ALDCS SEND programme, with a strong focus on aligning work across London's Family Hubs and Best Start in Life initiatives. LIIA maintains regular engagement with the London Early Years Network and Family Hubs leads, strengthening coherence between early identification, universal provision and targeted SEND support.

In 2026, LIIA piloted a 'Secret Shopper' review of Local Offer and digital provision for 0-5 emerging SEND needs, establishing a pan-London benchmark and offering tailored feedback reports to individual Local Areas. Alongside this, a mapped Pan -London 0-5 pathway of universal and targeted support has been developed to support clearer navigation for families and professionals. The programme is positioned to expand in 2026/27, reflecting the growing national emphasis on early years and Family Hubs within SEND reform.

Post 16 Transitions & PfA:

LIIA continues to work in partnership with the National Development Team for Inclusion (NDTi) to strengthen understanding and share effective practice in supporting transitions for young people with SEND, with a particular focus on Post-16 pathways and Preparation for Adulthood (PfA).

This work is identifying practical approaches to improving outcomes across education, employment, independent living and community inclusion. By aligning this programme with wider SEND, commissioning and workforce priorities, LIIA is supporting a more consistent and outcome-focused approach to transitions across London.

WORKING AS A PARTNERSHIP

Co-Production and Voice:

Co-production is central to LIIA's SEND programme, ensuring services are designed with, not for, children, young people and families. It strengthens the voice of parents, carers and young people across London and embeds lived experience into SEND leadership, diagnostics and improvement activity. Working in partnership with the National Network of Parent Carer Forums (NNPCF), the programme is promoting consistent, high-quality co-production practice across Local Areas and aligning participation with wider SEND reform priorities.

This year, LIIA has partnered with the National Development Team for Inclusion (NDTi) to explore how Local Areas engage families and young people through focused conversations. The findings, to be shared in Spring 2026, will highlight effective practice and inform future regional support and system improvement.

Continuing Care:

Strengthening join-up between Health and Local Authorities remains a key priority for the ALDCS SEND programme, with delivery spanning the SEND, Resources and Commissioning programmes to ensure alignment across funding, practice and system leadership.

The Children's Continuing Care and Children in Need Joint Working Group convened a cross-London workshop in November, bringing together Local Authority and NHS colleagues to share learning and showcase effective joint funding practice. The session reinforced the importance of clear governance, shared accountability and consistent approaches across systems.

Building on this work, a set of principles for effective joint funding arrangements is being developed, alongside action plans for each ICS footprint. This programme is strengthening collaboration, improving clarity around responsibilities and supporting more sustainable joint support arrangements for children and young people with complex needs.

NETWORKS AND ENGAGEMENT

LIIA supports a range of SEND programme networks that bring together leaders, practitioners and partners across London. These networks provide the infrastructure for London's SEND system leadership, shared learning and continuous improvement.

London SEND Strategic Manager Parent Carer Network (SMPCN)

The London SEND SMPCN brings together representatives from Local Authorities, Health and Parent Carer Forums to meet quarterly on themes set by the network steering group. Recent sessions have focused on innovation in SEND services, AI, supported internships and regional diagnostics, strengthening cross-sector collaboration and strategic alignment.

SEND Head of Service

This network convenes SEND leaders from all London Local Areas to share practice and address the operational management of SEND services. Chaired by Roxanna Glennon and Kayleigh Skey, it supports peer challenge, consistency and collective problem-solving across boroughs.

SEND Finance Network

Bringing together SEND finance leads from across London, this network focuses on financial sustainability, benchmarking and shared learning. Recent themes have included SEND transport pressures and learning from DBV and Safety Valve programmes, supporting stronger financial oversight and strategic planning.

SEND Commissioning Forum

The Forum connects SEND Commissioners to explore key commissioning themes, including INMSS developments and intelligence sharing across boroughs. It supports collaborative approaches to market management and sufficiency planning.

London AP Network

The London AP Network brings together AP leaders to share practice and strengthen inclusive pathways across the capital.

While LIIA directly supports these core networks, it also works closely with a wider group of London partnerships, including Strategic Education Leads, Early Years and SEN Transport networks - ensuring alignment across the broader SEND and education landscape.

*To find out more or engage with the networks listed above, please **[contact the SEND Team.](#)***

SAIL - Safeguarding Adolescents in London Digital Resource

The **Safeguarding Adolescents in London (SAIL)** digital resource was launched in December 2025, representing a significant step forward in bringing coherence to adolescent safeguarding practice.

The adolescent safeguarding workforce is vast, and whilst our roles and responsibilities differ, our purpose is shared – keeping children and young people safe. The guidance represents London’s collective commitment to enhancing adolescent safeguarding practice and keeping young people safer. It is a comprehensive guidance designed to transform how practitioners, managers, and service leaders work to keep young people safe across the capital.



- **The SAIL guidance describes the principles and practice** that, as statutory safeguarding partners, London’s local authorities believe should underpin the work of all agencies working with vulnerable young people.
- **The ultimate goal of SAIL is to ensure that wherever a young person lives in London** – and as they move around the city – they receive a response underpinned by a shared set of principles, evidence-informed practice, and a genuine understanding of adolescents, their contexts, and their lived experience.
- **This consistency matters.** Young people experiencing exploitation or harm should not receive a different quality of response depending on which borough they are in. SAIL provides the framework for London’s safeguarding partners to deliver that consistent, high-quality practice.
- **SAIL seeks to cut through the complexity and inconsistency of safeguarding adolescents** in London, bringing greater coherence to the work of partners and practitioners, ensuring collective energy is used to greatest effect.
- **SAIL brings together theory, practice, and policy to equip all practitioners** with the information and tools needed to develop your practice and enhance the effectiveness of the adolescent safeguarding systems you work within.
- **Whether you are a frontline practitioner building relationships with young people,** a manager overseeing complex cases, or a service leader shaping strategic direction, SAIL offers evidence-informed guidance rooted in a shared set of principles.



[Explore the SAIL Guidance Here](#)

Get in touch with the SAIL team

If you’d like to directly contribute to SAIL or join the SAIL Community of Practice then we’d love to hear from you – whether you want to providing written content, share links to other resources and websites or be part of the ‘Talking Head Series’!

Contact us on helloSAIL@liia.london

London Children Services Practice Spotlight

Practice Spotlight 2026 is now live – and we want to put your **new and emerging practice in the spotlight!**

Practice Spotlight

Practice Spotlight shines a light on practice that is happening across London's children's services and is making a difference to children and families.

Across London, your teams and multi-agency partners are transforming the lives of children, young people and families every day. This year, we're shining a light on new and emerging practice - the ideas taking shape right now, the sparks of change, the early innovations that deserve to be shared, celebrated and scaled.

Whether you're shaping responses to national reform, testing new models of integrated working, building safety for young people, strengthening our workforce, or unlocking the power of data - **your developing practice could inspire the whole region!**

"What inspires me most about the Practice spotlight is that ideas don't need to arrive fully formed. They grow in conversation, collaboration and curiosity. They take shape when people share their experiences, their frustrations, their hopes. And when we create the space for ideas to flourish, we unlock the creativity and potential that sits within every member of our organisation - it turns possibility into progress."

Bev Hendricks, Director of Children's Services, Merton

Submit your practice!

Choose from **nine categories** ranging from racial equity to early intervention, SEND to care leavers, multi-agency safeguarding to placement innovation - all areas of practice are relevant and you can submit more than one example.

This is your moment to:

- Showcase your team's impact
- Boost shared learning across London
- Gain regional recognition
- Shape the future of children's services

Get started here: [Welcome to Practice Spotlight 2026.](#)

Submission deadline: Friday 24 April 2026

We look forward to reading all of the submissions with the support of our regional sponsorship group and look forward to shining a spotlight on the practice that's making a difference.

Learn more about the [Practice Spotlight 2026 here](#)

OUR NEWSLETTERS

LIIA produces several newsletters to keep partners updated. You can read these on our website or click the below links to access the latest editions:



[Adolescent Safeguarding and Youth Justice Newsletter](#) (March Issue)

[Workforce Newsletter](#) (March Issue)

[Resources & Commissioning Bulletin](#) (March Issue)

[SEND Bulletin](#) (December Issue)

[Care Leaving Newsletter](#) (September Issue)

MEMBERS AREA ACCESS

Should you wish to [you can click here to register for access](#) to our dedicated Members Areas. Please note that this is a restricted area and an approval process.

GET IN TOUCH

Please visit our website: liia.london for more detailed information on each of the ALDCS priorities, or contact the team directly to discuss anything in greater detail.

KEY LIIA CONTACTS

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