

ALDCS SEND Programme Delivery Plan

Summary of Delivery Plan for 2026-27

ALDCS

The Association of London
Directors of Children's Services

LiiA Programme Overview (2026 – 2027)

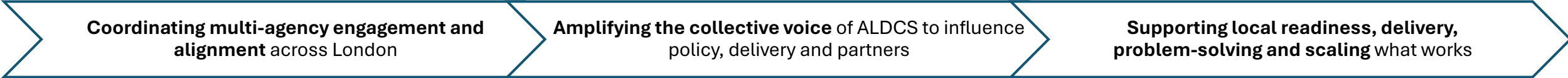
LiiA purpose is to use pan-London collaboration to support local authorities and partners to improve outcomes for children and young people.



PRIMARY FOCUS

Supporting implementation of national reforms

LiiA’s main priority this year is to **help London local authorities implement the Social Care, SEND and related reforms** by:



This priority is delivered **through and alongside** LIIA’s established core and BAU activity.

PRIORITY PROGRAMMES

Where the work lands

LIIA continues to **deliver and support improvement across its established priority areas**, with all activity aligned to reform where relevant:

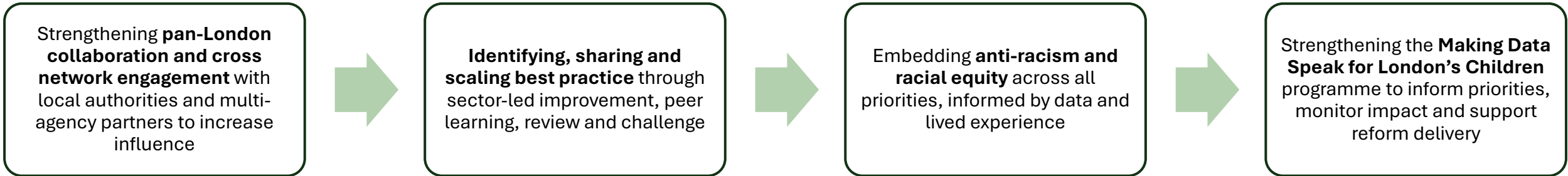


These BAU programmes provide the **platform through which reform implementation is supported**, enabling continuity, learning and impact at scale.

CORE ACTIVITIES & CROSS-PROGRAMME ENABLERS

How we work

These activities **underpin everything LiiA does** and ensure London can respond effectively to reform:



Pillar	Planned Activity
Pillar 1: Co-production with parents/carers and CYP	Pan-London SEND Co-production Practice Exchange & Pan-London Children and Young People's Voice Programme
Pillar 2: Effective system leadership and governance	SEND Quarterly Benchmarking Report; London SEND Insight and Engagement; London Children Services Practice Spotlight; London SEND Partnership Improvement; London SEND Leadership Programme; London Lead Member Development
Pillar 3: Accurate understanding of needs through effective use of data	London SEND Demand and Sufficiency Modelling; London SEND Diagnostics
Pillar 4: High quality service delivery at universal, targeted and specialist levels to promote inclusion	London Inclusion Data Dashboard; SEND Inclusion and Learning Conference; School Inclusion Self-Review Tool; Inclusion and Specialist Support Base Model; Post-16 SEND Inclusion; Employment Pathways for Young People with SEND; SEND Commissioning Improvement Programme
Pillar 5: Effective partnership working across education, health and social care	SEND Data Sharing and Development; London SEND Dashboard Enhancement; National SEND Data Agenda; Expert at Hand Development; Early Years School Readiness; Local Trust Development
Pillar 6: Skilled workforce across LA, education settings, health and social care	Data to Insight SEND Analysis Tools; The Big SEND Conversation; London Educational Psychologist Pledge; SEND Recruitment and Retention Strategy;
Pillar 7: Targeted and judicious use of resources including place planning, sufficiency, use of capital	Targeted SEND Improvement Sustainability ; London SEND INMSS Benchmarking & Market Intelligence Project

NB: There is a significant degree of overlap between activities and pillars. While each activity may primarily sit within a single pillar, it will naturally intersect with others. For example, co-production runs across all programmes.

Vision & Principles: ALDCS SEND Programme 2026/27



**SUPPORTING
DELIVERY OF
SEND REFORMS**



**SYSTEM
LEADERSHIP,
COLLABORATION
AND
COPRODUCTION**



**ENABLING A
LOCAL INCLUSIVE
CULTURE**



**STRENGTHENING
INCLUSION
ACROSS
EDUCATION
SETTINGS**



**ACCESS TO
SPECIALIST
SUPPORT AND
LOCAL
PLACEMENTS**



**SUPPORTING LOCAL
DECISIONS THROUGH
DATA AND INTELLIGENCE**



**SUPPORTING
DEVELOPMENT OF THE
WORKFORCE**

ALDCS

The Association of London
Directors of Children's Services

Pillar 1 – Co-production with Parents/Carers and CYP

Objective: Strengthen co-production with parents/carers and children and young people (CYP) to support SEND reform across London

Key Projects:

- **Pan-London SEND Co-production Practice Exchange:** Deliver themed pan-London co-production practice exchange sessions; Bring together SEND leads, participation leads and Parent Carer Forums; Share and distil effective co-production practice from across London; Build a pan-London learning community.
- **Pan-London Children and Young People's Voice:** Test and learn approaches to regional CYP participation; Bring together learning from borough participation activity; Explore the feasibility of a London SEND CYP Board: Develop an evidence base for future pan-London CYP engagement
- **London SEND Insight and Engagement:** Strengthen governance structures and networks; Expand engagement across education, health and SEND partners & gather qualitative insight to inform improvement priorities.
- **London SEND Leadership Programme:** Refresh and relaunch leadership development aligned to SEND reforms

Pillar 2 – Effective System Leadership and Governance

Objective: Strengthen system leadership, governance and regional collaboration to support implementation of Local SEND Reform Plans

Key Projects:

- **SEND Quarterly Benchmarking Report:** Deliver quarterly comparative SEND data across London; Monitor implementation of Local SEND Reform Plans & Support sector-led improvement and regional benchmarking.
- **London SEND Insight and Engagement:** Strengthen governance structures and networks; Expand engagement across education, health and SEND partners & gather qualitative insight to inform improvement priorities.
- **London Children Services Practice Spotlight:** Strengthen and share practice across the region
- **London SEND Partnership Improvement:** Address common improvement priorities identified through diagnostics; Promote peer learning and sharing of effective practice.
- **London SEND Leadership Programme:** Refresh and relaunch leadership development aligned to SEND reforms
- **London Lead Member Development:** Support elected members with SEND responsibilities & Strengthen understanding of SEND reforms and strategic leadership.

Pillar 3 – Accurate Understanding of Needs Through Effective Use of Data

Objective: Improve understanding of need through stronger use of data, analysis and diagnostics

Key Projects:

- **London SEND Demand and Sufficiency Modelling:** Develop pan-London and sub-regional demand and sufficiency modelling; Build on Dynamic Sufficiency Tool methodology; Support place planning and cross-borough collaboration.
- **London SEND Regional Diagnostics:** Analyse Local SEND Reform Plans, quarterly returns and performance data; Combine data with Ofsted findings, stakeholder insight and fieldwork; Identify regional strengths, risks and priorities for improvement.
- **Data to Insight SEND Analysis Tools:** Work with national partners to develop tools that improve local analytical capability; Support evidence-based decision making.
- **SEND Quarterly Benchmarking Report:** Deliver quarterly comparative SEND data across London; Monitor implementation of Local SEND Reform Plans & Support sector-led improvement and regional benchmarking.
- **London Inclusion Dashboard:** Develop pupil-level inclusion analysis using school census data; Analyse attendance, exclusions and inclusion trends.
- **London SEND Dashboard Enhancement:** Enhance the public SEND Dashboard; Incorporate health and wider public datasets.

Pillar 4 – High Quality Service Delivery at Universal, Targeted and Specialist Levels to Promote Inclusion

Objective: Support inclusion and improve the quality of services and provision available to children and young people with SEND.

Key Projects:

- **London Inclusion Dashboard:** Develop pupil-level inclusion analysis using school census data; Analyse attendance, exclusions and inclusion trends.
- **SEND Inclusion and Learning Conference:** Showcase effective SEND and inclusion practice; Promote collaboration and professional learning.
- **School Inclusion Self-Review Tool:** Develop and trial a self-review framework for schools; Support inclusive policy design and improvement planning.
- **Inclusion and Specialist Support Base Model:** Develop and share evidence on effective support base model; Produce a pan-London effective practice resource.
- **National Inclusion Standards:** Support implementation of National Inclusion Standards; Share approaches, case studies and professional learning
- **Post-16 SEND Inclusion:** Strengthen post-16 inclusion, transitions and sufficiency planning.
- **Employment Pathways for Young People with SEND:** Improve employment opportunities and pathways for young people with SEND
- **SEND Commissioning Improvement:** Identify and implement improvements in SEND commissioning practice.

Pillar 5 – Effective Partnership Working Across Education, Health and Social Care

Objective: Strengthen partnership working across education, health and social care to support delivery of Local SEND Reform Plans

Key Projects:

- **SEND Data Sharing and Development:** Promote better data sharing between local authorities and partners; Develop new dashboards and analytical products.
- **London SEND Dashboard Enhancement:** Enhance the public SEND Dashboard; Incorporate health and wider public datasets.
- **National SEND Data Agenda:** Contribute to development of the national quarterly SEND dataset; Support implementation across London
- **Experts at Hand Development:** Support implementation of the Experts at Hand model; Develop communities of practice and share learning.
- **Early Years School Readiness:** Identify and promote effective practice for school readiness; Review Local SEND Plans to identify future support priorities.
- **Local Trust Development:** Showcase effective models of cluster working; Support local authorities interested in exploring Trust arrangements.

Pillar 6 – Skilled Workforce Across LA, Education Settings, Health and Social Care

Objective: Support workforce development, sustainability and capability across the SEND system

Key Projects:

- **The Big SEND Conversation:** Gather insight into workforce experiences, pressures and strengths; Inform future workforce planning and development.
- **London Educational Psychologist Pledge:** Improve collaboration across the EP workforce; Support greater consistency and sustainability.
- **SEND Recruitment and Retention Strategy:** Develop a shared London-wide recruitment and retention strategy; Reduce duplication and strengthen workforce sustainability.
- **Data to Insight SEND Analysis Tools:** Work with national partners to develop tools that improve local analytical capability; Support evidence-based decision making.
- **London SEND Leadership Programme:** Refresh and relaunch leadership development aligned to SEND reforms

Pillar 7 – Targeted and Judicious Use of Resources Including Place Planning, Sufficiency and Use of Capital

Objective: Improve sufficiency planning, financial sustainability and strategic use of resources across London.

Key Projects:

- **Targeted SEND Improvement Support:** Deliver support through Financial Resilience and Insight to Impact programmes; Improve forecasting, demand management and sustainability.
- **London SEND INMSS Benchmarking & Market Intelligence Project:** Greater understanding of London's independent non-maintained and special school market.