SEND and Alternative Provision Reform in Barnet

Parent/ Carer Q&A Session

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Barnet's Vision and Goals



Preparation for Reforms

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Build from strengths

- Protect Barnet's mainstream-first ethos, strong outcomes, specialist BELS assets and existing high-quality offer.
- Use reform to ensure support earlier, clearer and more equitable, not to dilute statutory routes.

Create one coherent system

- Make Teams Around the Cluster the operational spine for Universal and Targeted Support.
- Align OAP, Specialist Support, therapies, AP, sufficiency, mental health support, data and finance through one reforms framework.

Hold the partnership to account

- Translate strategy into workstream priorities, milestones, dashboards and accountability.
- Use co-production, "You Said, We Did", data, finance and QA together to show what is improving, what must change and the impact of our work in creating a continuously improving system.

We recognise there are still many unknowns in terms of government policy and potential legislative changes.

Barnet starts from strength, but the system must now rebalance

8,300
children and young people at SEN Support

5,325
children and young people with EHCPs

51%+
EHCP pupils in maintained mainstream

0.00%
permanent exclusions for EHCP and SEN Support pupils

Strengths to protect

- Really positive relationships between education settings and BELS.
- High mainstream inclusion and strong education outcomes
- Mature BELS specialist services and embedded Parent Carer Forum partnership
- Existing assets: LISO, ELSEC/CPP learning, APST, in-house therapy, EPS and Specialist Inclusion Services.

Pressures to address

- Rising demand for statutory assessment and EHCPs.
- Mainstream settings at capacity to support EHCPs and SEND Support.
- Workforce recruitment and capacity challenges across professional groups.
- Reliance on some independent/out-of-area placements and transport pressure.
- Therapies provision.
- Risk of HNB Deficit.

Plan Approved : 2nd of October 2026

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Quotes from the letter

Thank you for the commitment and effort that you and your partners have demonstrated in developing your Local SEND Reform Plan.

We are pleased to confirm that your plan has been approved.

[your plan has] *a clear, reform-aligned vision, a strong understanding of local need, and a delivery approach focused on mainstream inclusion, earlier intervention, improved outcomes, family confidence and financial sustainability.*

Strengths Recognised

- Clear Vision
- Credible future state
- Coherent, reform-aligned strategy underpinned by a theory of change that links local need, planned activity and intended system outcomes.
- Clear three-year roadmap that sets out a deliverable route towards a more inclusive system
- Partnership-wide approach to engagement and co-production

Development Areas

- Benefits realisation and outcomes tracking (incl. capital spend)
- Confirm ownership of Health Deliverables
- Evidence how children and young people influence decisions
- Provide assurance on workforce capacity and recruitment
- Align SEND reform and Families First Partnership delivery

A summary of the plan can be found here: https://www.barnetlocaloffer.org.uk/blog_articles/5720-government-approves-barnet-s-send-and-alternative-provision-reform-plan

Inclusive localities and settings

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Universal

Ordinarily available inclusive practice, communication-rich environments, mental well being, adaptive teaching and shared expectations.

Targeted

Coaching, group interventions, whole-setting advice and practical modelling for common cohort needs.

Targeted Plus

SEND spaces or support bases with individualised advice and structured review, while maintaining mainstream links.

Specialist / Statutory

Protected statutory routes, EHCP provision, specialist therapy, AP or specialist placement where required.

Operational spine: Team Around the Cluster, single access route, shared locality data and protected escalation

Barnet Team around the Cluster model

LOCAL DELIVERY ARCHITECTURE

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	01	02	03	04	05
5 NHS NEIGHBOURHOODS	**West**	**South-West**	**South-East**	**North**	**East**
3 FAMILY HUBS	**FAMILY HUB** Early help + SEND support		**FAMILY HUB** Early help + SEND support		**FAMILY HUB** Early help + SEND support
10 EDUCATION CLUSTERS					

Education clusters align multidisciplinary support to neighbourhoods and Family Hubs.

TEAM AROUND THE CLUSTER

• Specialist Inclusion Services • Therapies • EPS • SENCO support • school nursing • voluntary and community sector • PCF reps • LNIs • BICS/CAMHS

ALTERNATIVE PROVISION

Tier 3

Tier 2

Tier 1

Three-tier model

CENTRAL OFFER

• ELSEC • BEAM • EY Advisory • Specialist therapies • IAT • EHCP statutory work • workforce development • APST •EWOs •PfA • quality assurance and strategic oversight

One model: local access, integrated cluster support and a coordinated specialist offer.

Barnet SEND Reform Plan: Governance and Accountability

Delivery assurance is through public strategic oversight, partnership governance, operational delivery and reform workstreams

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Health and Wellbeing Board

Chair: Cllr for health| Vice Chair: Lead Clinician

Public partnership board - oversight, support and challenge.

Reports include

Milestones, KPIs, finance/sufficiency, demand, quality, lived experience, risks and impact.

Children and Education Overview and Scrutiny Sub-Committee

Chair: Cllr for Children and Education Overview and Scrutiny sub-committee

councillor led public scrutiny.

Transparent decisions

Strategic decisions and annual reporting flow upwards; delivery decisions and risks flow through Operational Group and SLT.

CMT / FS& BELS SLT/ICB

Chair: CEO/DCO

Monthly grip on delivery, risks and resourcing

SEND and AP Executive Partnership Board

Rotating Chairs: Barnet PCF; DCS; Chief Executive BELS / Director of Education and Skills; ICB Deputy Chief Executive

Vice Chair: Director of SEND and Inclusion.

Named SRO

Director of SEND and Inclusion

Leads reform delivery and escalation

SEND and AP Operational Management Group

Rotating Chairs: Barnet PCF; Director of SEND and Inclusion; Director of Children's Social Care; AD Service Development - CYP and CAMHS.

Reforms / Workstreams / Delivery Groups - to be established and aligned to the Local SEND Reform Plan

Governance, Data and Digitisation

Chair: TBC

Inclusion Bases, SEND Spaces and Sufficiency

Chair: TBC

Specialist Support Offer and Borough Wide Professional Development

Chair: TBC

Therapies Model

Chair: TBC

School Attendance, EBSA, Prevention and Reintegration

Chair: TBC

Barnet OAP in Clusters

Chair: TBC

Co-production, representation and engagement embedded across every level

Parent/carer voice, children and young people, schools/settings, health, social care, VCS and wider partners

Delivery architecture: six workstreams with one programme rhythm

The workstreams are intended to operate as an integrated portfolio, not parallel projects.

1 **Barnet Support in clusters**

Locality model, cluster working and access to earlier support.

2 **Inclusive Specialist Spaces and SEND Inclusion Bases**

Inclusive specialist spaces, local provision, commissioning, placements, capital planning and HNB sustainability.

3 **Specialist Support Offer and Borough-wide Professional Development**

Specialist advice, training, coaching and practice development (across Universal, Targeted and Targeted Plus)

4 **Therapies model**

Universal to statutory therapy Target Operating Model with ICB/Whittington

5 **Belonging**

Attendance, EBSA, prevention and reintegration links.

6 **Governance, data and digitisation**

Programme grip, dashboard, risk, systems and reporting

BPCF are working in co-production in relation to the plans going forward and BPCF will have members of their steering group on all workstreams so important that we hear from parents and carers regarding their concerns/feedback so BPCF can ensure we fairly represent their voices

First 12 months: mobilise, design, go live

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Q3: by end of Dec 2026

- Co-produce cluster footprints with neighbourhoods and Family Hubs
- Establish programme governance and baseline dashboard

Q4: by end of Mar 2027

- Design cluster offer and process
- Refresh Barnet Ordinarily Available Provision in line with DfE guidance
- Engage schools on inclusion bases and identify first wave

Q1: by end of June 2027

- Agree clusters and triage
- Co-produce Inclusion Bases Quality Assurance framework
- Go live with Specialist Support Offer

Year 1 success is delivery architecture, confidence and reach. No major data change on outcomes is expected in-year because practice needs time to embed.

What do you want to see from Barnet's Offer?

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Do you agree with Cluster Work?

What more would be helpful?

How do you want to stay engaged?

Acronym list

Acronym	What does this stand for?	Slides
AD	Adult Disability	8
AP	Alternative Provision	3, 6, 8
APST	Alternative Provision Specialist Taskforce	4, 7
BEAM	Barnet Early Autism Model	7
BELS	Barnet Education and Learning Service	All slides
BICS	Barnet Integrated Clinical Services	7
BPCF	Barnet Parent Carer Forum	9
CAMHS	Child and Adolescent Mental Health Services	7
CMT	Corporate Management Team	8
CPP	Change Partnership Programme	4
CYP	Children and Young People	8
DCO	Designated Care Officer	8
DCS	Director of Children's Services	8
DfE	Department for Education	10
EBSA	Emotionally Based School Avoidance	8, 9
EHCP(s)	Education, Health and Care Plan(s)	4, 6
ELSEC	Early Language Support for Every Child	4
EPs	Educational Psychologists	7
EWOs	Education Welfare Officers	7

Acronym	What does this stand for?	Slides
EY	Early Years	7
FS	Family Services	8
HNB	High Needs Budget	4, 9
IAT	Inclusion Advisory Team	7
ICB	Integrated Care Board	8, 9
KPI	Key Performance Indicator	8
LISO	Local inclusion support offer	4
LNIs	Learning Network Inspectors	7
NHS	National Health Service	7
OAP	Ordinarily Available Provision	3, 8
PCF	Parent Carer Forum	7, 8
PfA	Preparation for Adulthood	7
Q&A	Question and Answer	1
QA	Quality Assurance	3
SEN	Special Educational Needs	4
SENCO	Special Educational Needs Coordinator	7
SEND	Special Educational Needs and Disabilities	1, 4, 5, 6, 7, 8
SLT	Senior Leadership Team	8
SRO	Senior Responsible Officer	8
TBC	To be confirmed	8
VCS	Voluntary and Community Sector	8