Enfield SEND Partnership Strategic Action Plan 2026

Response to Area SEND Inspection Findings

Inspection 29 June to 3 July 2026



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INSPECTION

Inspection Outcome

The local area partnership's special educational needs and/or disability (SEND) arrangements typically lead to positive experiences and outcomes for children and young people with SEND. The local area partnership is taking action where improvements are needed.

The next full area SEND inspection will be within approximately 5 years. Ofsted and CQC ask that the local area partnership updates and publishes its strategic plan based on the recommendations set out in this report.

Inspection report:
https://files.ofsted.gov.uk/v1/file/50311438

STRENGTHS

Our Partnership Strengths

The inspection identified a broad platform of effective practice across education, health and social care

Leaders share a clear ambition and work effectively together, supported by established governance and accountability.	Practitioners collaborate to promote inclusion, participation and ambitious next steps in education.	Early years advisers and Family Hubs support early identification through accessible multidisciplinary services.
Most children and young people receive timely specialist therapy assessment, with prioritisation for those most vulnerable.	Specialist support for developmental language disorder and whole-school approaches strengthen communication.	Person centred care supports children with complex medical needs and actively involves families in decisions.
Fast access to mobility and assistive equipment reduces barriers to education and daily life.	The Dynamic Support Register supports early intervention and reduces risk of mental health hospital admission.	A broad mental health and wellbeing offer provides early help and ongoing support despite lengthy specialist waits.
Short break packages are matched to assessed need and supported by multi-agency review and quality assurance.	Out of area residential placements benefit from strong commissioning, oversight and due diligence.	Dedicated specialist teams support disabled children in care and those involved in the youth justice system.
A mature alternative provision strategy maintains belonging and keeps reintegration central to planning.	Research-informed training strengthens schools' capacity to respond to need and reduce barriers to learning.	Young people with EHC plans receive support to explore education, employment, training and community opportunities.

PRIORITIES

Areas for Improvement

AREA 1

NHS West and North London Integrated Care Board (ICB) should accelerate plans to reduce waiting times for specialist health services.

- CAMHS assessment and treatment pathways
- Speech and language therapy intervention
- Neurodevelopmental assessments in the pathway for children and young people over 6 years old
- Community paediatric pathways for children and young people with complex neurodisabilities
- Special school nursing

AREA 2

The local area partnership should improve the effectiveness and oversight of assessment, planning and review for disabled children and young people who are known to children's social care.

- Ensuring that social care assessments of children's needs provide a clear analysis of strengths, needs and risks and inform planning and decision-making
- Improving the quality and timeliness of social care contributions to children's and young people's EHC plans so that their social care needs and outcomes are clearly reflected
- Ensuring that plans, including EHC plans, contain clear, measurable actions and are subject to effective oversight and review
- Strengthening preparation for adulthood arrangements so that transitions to adult social care services are well planned and coordinated

PRIORITIES

What does the area partnership need to do better?

Area1 – Children and young people with SEND experience long waiting times for assessments and specialist Interventions from CAMHS, including from the learning disability team, psychiatry and psychology services. For some children and young people with SEND, this has a significant impact on their mental health and wellbeing.

Area 1 Many children and young people wait too long for autism and attention deficit hyperactivity disorder (ADHD) assessments. Generally, those requiring ADHD medication face further delays after diagnosis. Although support and prioritisation are available while they wait, prolonged delays lead to unmet needs, escalating difficulties and ineffective support due to an incomplete understanding of children's and young people's needs.

Area 1 – Long term vacancies and capacity pressures in the Community Paediatric Service reduce the frequency of routine health reviews for some children and young people. The impact is minimised for many children and young people with physical disabilities and complex health needs, as they receive regular multidisciplinary oversight from therapists, special school nurses and specialist hospital teams.

Area 1 - Workforce capacity pressures within special school nursing exist, particularly around training and delegation of clinical tasks to support children and young people with complex medical needs in school. Leaders have plans to increase special school nursing capacity, but this is currently an area of vulnerability.

Area 2 & Quality Assurance Framework - There is variability in the quality of assessment, planning and oversight for disabled children and young people who are known to children's social care. While some disabled children and young people benefit from strong multi-agency planning and well coordinated support, this is not consistently applied. Assessments of their needs are not always sufficiently analytical, plans (including EHC plans) do not routinely contain clear and time bound actions, and preparation for adulthood is not robustly articulated. This limits the effectiveness of professionals' oversight and reduces assurance that support is consistently responsive to disabled children's and young people's changing needs and aspirations.

SEND Strategy & Self Evaluation Framework (SEF) – Many children and young people with SEND arrive at AP following a history of placement instability and unsuccessful placements across a number of settings. For some children and young people with SEND, this means their needs are not identified or met effectively enough at an early stage to prevent placement breakdown, particularly in primary education.

SEND Strategy & Self Evaluation Framework (SEF) – Children and young people who receive special educational needs support at school do not consistently benefit from sufficiently robust arrangements as they move into post-16 education, employment and/or training. The partnership is not making full use of the data it holds to evaluate the effectiveness of current support, identify gaps in provision and inform strategic planning. As a result, some young people with SEND do not receive the robust, coordinated and holistic support needed to sustain engagement in education or work.

AREA 1

ICB should accelerate their plans to reduce waiting times for CAMHS assessment and treatment pathways

Actions	Success measures	Lead	Timescales	Assurance	RAG
1. The ICB has invested in the North Central London Children & Young People Mental Health Service (CYPMHS) Provider Collaborative. 2. To improve outcomes and reduce waiting times actions include: • CAMHS backlog reduction • Improve simplified access through an integrated front door • Expand community and early intervention support • Strengthen crisis pathways.	Reduction in children & young people waiting for assessment and treatment, including the longest waits, against an agreed baseline and recovery trajectory. Improved timeliness of access and triage through the Integrated Front Door. Progress on early intervention and crisis pathway improvements evidenced through programme reporting. Joined up care that reduces the need for children & young people needing to retell their story.	Strategic lead: Deputy Director of Children & Young People Commissioning, West and North London ICB Strategic transformation lead: Director of Transformation, North Central London Community Children & Young People Mental Health Service Provider Collaborative Operational delivery lead: Managing Director, Children & Young People Mental Health Service & Perinatal Care Group, North London Foundation Trust	Ongoing multiyear Programme from 2026/27, with delivery milestones and waiting time targets to be agreed through programme governance.	Quarterly performance and quality assurance through the Community Children & Young People Mental Health Service Provider Collaborative; escalation and reporting via Executive Programme Boards. Review waiting time trajectories, milestones and risks.	

AREA 1

ICB should accelerate their plans to reduce waiting times for SALT intervention

Actions	Success measures	Lead	Timescales	Assurance	RAG
1. Finalise the West and North London children & young people Therapies Review and progress findings, including: • Allocation of investment to support additional capacity implementation of core therapies model • Utilisation of AI/tech and other digital tools to increase capacity within services	Additional investment supports service capacity and waiting list recovery. Improving consistency of access, service models and performance oversight across boroughs. Enfield will benefit from improvements delivered through the system wide programme.	Strategic lead: Deputy Director of Children & Young People Commissioning, West and North London ICB Delivery lead: Head of Babies, Children & Young People, Community & Therapies (Enfield), Royal Free London NHS Foundation Trust	Q2 2026/27: baseline review, draft model and engagement completed. Q3: priority investment business case and commissioning approach agreed. Q4: implementation, recruitment and mobilisation commenced.	Oversight through West and North London ICB CYP transformation governance and Enfield Health & Well Being Board and SEND Partnership Board	

AREA 1

ICB should accelerate their plans to reduce waiting times for neurodevelopmental assessments in the pathway for children and young people over 6 years old

Actions	Success measures	Lead	Timescales	Assurance	RAG
1. ICB investment has been secured for North Central London Neurodevelopmental Disorder backlog recovery. 2. Deliver the funded North Central London Neurodevelopmental Disorder backlog recovery programme through commissioning additional assessment capacity and provider recovery plans to reduce the longest waits. 3. Undertake West and North London Children & young People Neurodevelopmental Disorder Review to undertake demand and capacity modelling and develop a standard operating model to inform further investment allocations.	Delivery of additional assessment activity against the approved backlog recovery trajectory. Measurable reduction in children & young people experiencing the longest waits against an agreed baseline. Provider recovery plans sustain expected capacity; demand and referral run rate monitored separately. Demand and capacity model and proposed standard operating model produced.	Strategic lead: Deputy Director of CYP Commissioning, West and North London ICB Strategic transformation lead: Director of Transformation, North Central London Community Children & Young People Mental Health Service Provider Collaborative Operational delivery lead: Managing Director, Children & Young People Mental Health Service & Perinatal Care Group, North London Foundation Trust	Q2 2026/27: backlog business case approved. Q3: additional capacity mobilised. Q4: backlog reduction programme fully operational. Q4: West and North London Children & Young People Neurodevelopmental Disorder Review completed with outputs and roadmap to support implementation.	Quarterly performance and quality assurance through the Community Children & Young People Mental Health Service Provider Collaborative, with escalation via Executive Programme Boards. Monitor commissioned activity, longest waits, demand and delivery risks.	

AREA 1

ICB should accelerate their plans to reduce waiting times for community paediatric pathways for children and young people with complex neurodisabilities

Actions	Success measures	Lead	Timescales	Assurance	RAG
1. Royal Free London NHS Foundation Trust to recruit appropriate workforce (Community Paediatrician)	Commissioned workforce in place. Reduced waiting times for community paediatric pathways	Strategic lead: Deputy Director of Children & Young People Commissioning, West and North London ICB Delivery lead: Head of Babies, Children & Young People, Community & Therapies (Enfield), Royal Free London NHS Foundation Trust	Q2 2026/27: post advertised Q4 26/27: post recruited	Contract monitoring meetings between West and North London ICB and Royal Free London NHS Foundation Trust	

AREA 1

ICB should accelerate their plans to reduce waiting times for special school nursing

Actions	Success measures	Lead	Timescales	Assurance	RAG
1. ICB investment for Enfield special school nursing has been secured. Royal Free London NHS Foundation Trust to recruit appropriate workforce to deliver additional capacity. 2. West and North London ICB to complete a Special School Nursing Review (utilising best practice) to complete a demand and capacity model. 3. West and North London ICB to confirm any additional investment allocations subject to the review.	Increased capacity in Enfield Special School Nursing service. Improved experience and outcomes for children & young people needing Special School Nursing support in Enfield.	Strategic lead: Deputy Director of Children & Young People Commissioning, West and North London ICB Delivery lead: Head of Nursing for Babies Children Young People Community, Royal Free London NHS Foundation Trust	From September 2026: mobilisation and phased recruitment of the additional workforce. Quarter 3 2026/27 onwards: early impact expected through Improved capacity, care planning and safeguarding oversight. Within six months of mobilisation: measurable delivery against the agreed benefits and workforce plan.	Contract monitoring Meetings between West and North London ICB and Royal Free London NHS Foundation Trust	

AREA 2

Ensuring that social care assessments of children's needs provide a clear analysis of strengths, needs and risks and inform planning and decision making

Actions	Success measures	Lead	Timescales	Assurance	RAG
1. Use dip sampling, monthly audit and management oversight to identify weaker practice and provide targeted supervision, coaching, mentoring and provision of good practice examples until improved. Focus on analytical assessments and plans that clearly connect identified needs, risks and strengths to outcomes and intervention.	85% of audited assessments and plans rated good or better by March 2027, with audit showing reduced variation in quality.	Head of Service for Children with Disabilities Team Head of Service for Family Help & Mash Head of Prevention and Family Help	March 2027	Monthly audit and moderation; targeted re-audit of cases requiring improvement; quarterly review of themes and consistency.	

AREA 2

Improving the quality and timeliness of social care contributions to children and young people's EHC plans so that their social care needs and outcomes are clearly reflected

Actions	Success measures	Lead	Timescales	Assurance	RAG
1. Track all requests for social care advice and strengthen management oversight of the quality and timeliness of responses. Target support where advice does not clearly identify social care needs, provision and outcomes.	85% of social care advice provided within required timescales and 85% rated good or better by March 2027.	Head of Service for Children with Disabilities Team Designated Social Care Officer	March 2027	Monthly tracking of timeliness and quality; exceptions followed up and recurring issues escalated through SEND governance.	

AREA 2

Ensuring that plans, including EHC plans, contain clear, measurable actions and are subject to effective oversight and review

Actions	Success measures	Lead	Timescales	Assurance	RAG
1. Strengthen management scrutiny of plans and reviews, with managers challenging drift, unclear outcomes and lack of progress and ensuring plans are updated when needs or circumstances change.	85% of sampled plans rated good or better by March 2027, with clear outcomes, responsibilities, review arrangements and evidence of progress.	Head of Service for Children with Disabilities Team Head of Service for Family Help & Mash Head of Prevention and Family Help	March 2027	Quarterly thematic audit and dip sampling of management oversight, with remedial action and re-audit where required.	

AREA 2

Strengthening preparation for adulthood arrangements so that transitions to Adult Social Care services are well planned and coordinated

Actions	Success measures	Lead	Timescales	Assurance	RAG
1. Identify young people requiring transition planning from Year 9 and track progress jointly across Children's Social Care, SEND and Adult Social Care. 2. Escalate delays and ensure young people and families are clear about outcomes, actions and next steps.	85% of sampled eligible young people have a clear, person-centred transition plan by March 2027, with agreed outcomes, actions, responsible leads and review dates.	SEND Transitions Manager Head of Service for Children with Disabilities Team	March 2027	Quarterly sampling of transition plans and tracking of delays, with exceptions escalated through SEND governance.	

What does the area partnership need to do better?

Many children and young people with SEND arrive at Alternative Provision following a history of placement instability and unsuccessful placements across a number of settings. For some children and young people with SEND, this means their needs are not identified or met effectively enough at an early stage to prevent placement breakdown, particularly in primary education.

Actions	Success measures	Lead	Timescales	Assurance	RAG
1. Work in partnership with primary schools to support schools to identify factors and signs of children at risk of placement breakdown and provide targeted early intervention. 2. Analyse evidence from multi agency audits to develop a workforce development training plan. 3. Analyse data and identify trend analysis that can support individual schools to provide targeted support.	Identified and supported schools will reduce the number of placement breakdowns. Workforce report increased confidence in meeting SEND needs through targeted training, coaching and support. Targeted schools are confidence in identifying and managing needs and are able to reduce escalation to statutory or further support.	Head of Service for Primary Inclusion Team	September 2027	Monthly reporting to SEND Partnership Board and feedback at SEND & AP operational groups.	

What does the area partnership need to do better?

Children and young people who receive special educational needs support at school do not consistently benefit from sufficiently robust arrangements as they move into post-16 education, employment and/or training. The partnership is not making full use of the data it holds to evaluate the effectiveness of current support, identify gaps in provision and inform strategic planning. As a result, some young people with SEND do not receive the robust, coordinated and holistic support needed to sustain engagement in education or work.

Actions	Success measures	Lead	Timescales	Assurance	RAG
1. Develop a Post 16 skills passport to identify strengths, weaknesses and mitigations. 2. Strengthen annual reviews with colleges, other professions and newly appointed Higher Level Teaching Assistants to support young people to develop their skills further and remain in employment or seek alternative employment or ambitions which is set out in their skills passport. 3. To analyse and consolidate management information data for Post 16 to improve outcomes for children and young people.	All young people will have a skills passport. 75% of young people with SEND at key annual review transition points (Year 11 and Year 13) have a documented transition plan with agreed education, employment or training pathways identified before leaving their setting. A Post 16 SEND performance dashboard is established and reported quarterly, enabling the partnership to identify trends, service gaps and priorities for commissioning and strategic planning.	Progression and Pathways Manager	September 2027 – passport will be designed and delivered December 2027 – passport operational January 2028 – Strengthen annual reviews and transition planning arrangements March 2028 – Post-16 SEND performance dashboard developed.	Monthly reporting to SEND Partnership Board and feedback at SEND operational groups.	

GOVERNANCE

Delivery of the Strategic Action Plan will be supported through a robust partnership governance framework, ensuring clear accountability, oversight and challenge across all improvement priorities.

Areas of focus arising from both the '**Areas for Improvement'** and the recommendations relating to '**What Does the Partnership Need to Do Better'** will be monitored through the SEND Partnership Board, which will provide strategic oversight of progress, risks, impact and outcomes for children and young people with SEND.

Operational delivery, performance management and issue resolution will be monitored through the SEND Strategic Operational Group, with regular reporting to ensure that actions remain on track and barriers to delivery are identified and addressed at the earliest opportunity.

Progress will be reviewed through a combination of performance dashboards, quality assurance activity, audit findings and feedback from children, young people and families. Where progress is off track, risks will be escalated through the governance structure and monitored until resolved.

