



COUNCIL  
FOR DISABLED  
CHILDREN

# Improvement Board Toolkit Phase 1 Exemplar SEND Barriers to Success

## SEND Barriers to Success

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Name of Local Area

Date of session

**Purpose:** The purpose of the facilitated and reflective session is to think about what had worked well in the past and the reasons, what has not worked well and the barriers to success, what needs to be different for the area system to achieve sustainable and positive impact for children and young people with SEND and their families and how the partnership will know that is being achieved. It will be important that key representatives from across the Local Area who have been delivering services attend this session whilst keeping the numbers relatively small so that there can be a positively and psychologically safe environment in which attendees can be honest and open, provide positive feedback and constructive criticism. It may be that a session with operational leads and a separate with strategic leads would provide opportunities to explore different aspects.

**Attendees:**

Name	Role	Organisation

<p>Notes from the Chair: The findings will be shared with the SEND Improvement Board and used to support the improvement journey.</p> <p>Thank you to everyone across the system partnerships who contributed in such open, honest, respectful and reflective ways.</p>		

EXEMPLAR

Findings			
What worked well?	What didn't work well?	What needs to be different?	How will we know sufficient progress is being made for CYP and their families?
<ul style="list-style-type: none"> <li>○ Recognition of need to come together</li> <li>○ Partnership</li> <li>○ Commitment</li> <li>○ Inclusion programme</li> <li>○ Transitions</li> <li>○ Right people around the table</li> <li>○ Some Partnerships</li> <li>○ Joint commissioning in some place</li> <li>○ Governance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Parties not listened to (Parents &amp; Special schools)</li> <li>▪ No shared view on the role of Co-production</li> <li>▪ Plan was unclear about the roles of all partners</li> <li>▪ Patriarchal relationship between the schools and LA</li> <li>▪ Lack of knowledge/power to change</li> </ul>	<ul style="list-style-type: none"> <li>➤ A single version of the truth</li> <li>➤ Hearts and minds</li> <li>➤ Focus on practice and accountability of workforce</li> <li>➤ Visionary</li> <li>➤ Phasing and planning of Implementation</li> <li>➤ Risk mitigation and escalation</li> <li>➤ Right people doing the right work</li> <li>➤ Clarity of Lead responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>✓ Triangulation of data</li> <li>✓ External parties providing appropriate challenge.</li> <li>✓ Feedback from parents and carers</li> <li>✓ Contribution from children and young people</li> <li>✓ Case studies with outcomes with a multi-agency approach</li> <li>✓ Evaluation of SEND Improvement Board</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Lack of triangulation</li> <li>▪ Unrealistic expectations from schools</li> <li>▪ SEND work in LA, not the right focus</li> <li>▪ Did not know how to make improvements</li> <li>▪ Not cascading through the whole system</li> <li>▪ No focus on impact and focussing on the wrong things</li> </ul>	<ul style="list-style-type: none"> <li>➤ Sustainability of change and transformation</li> <li>➤ Information sharing</li> <li>➤ Inspection preparedness</li> <li>➤ Right Partnerships</li> <li>➤ System understanding</li> <li>➤ Equal and shared responsibility of the difficult issues</li> <li>➤ Positive</li> <li>➤ Knowing what the problems are</li> <li>➤ Governance</li> <li>➤ Culture</li> <li>➤ Understanding of the Legislation and Regulation</li> <li>➤ Support and Challenge</li> <li>➤ Building on improving trust and honesty</li> </ul>	
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		➤ Absolute focus on impact for children and young people	
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EXEMPLAR



## United for Disabled Children

The Council for Disabled Children brings people and organisations together to drive change in society and deliver a better childhood for disabled children in the UK. We interrogate policy, uncover evidence, and develop more effective ways of supporting disabled children and families. Together with National Children's Bureau we are united for a better childhood.

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Part of the family

**NATIONAL CHILDREN'S BUREAU**

National Children's Bureau is registered charity number 258825 and a company limited by guarantee number 00952717. Registered office: 23 Mentmore Terrace, London E8 3PN.