



Co-production in Bromley

Introduction

As the local system leaders for SEND, we are committed to working closely with children, young people and their families. We recognise that they are experts in their own lives and experiences, and their insight is essential to shaping a responsive and effective SEND Partnership.

Embedding strong and meaningful engagement with parents, children, young people and all partners remains our first strategic priority. This commitment is central to ensuring that children and young people are well prepared for their next steps and that we deliver improved outcomes across education, health and care.

It is important to understand what is meant by co-production. In Bromley, we use the following definitions:

“Co-production happens... ..when all team members together co-produce decisions, plans, actions and materials as a collective with shared responsibility. This process develops over time, blends a range of expertise and perspectives, is driven by a solution focussed approach from all participants and requires strong leadership. Communication that is transparent and open, relationships that are equitable and respectful help the team overcome complex challenges and continue the process of learning together.”

Findings from Parent Carer Forums in pathfinder areas: a report commissioned by the National Network of Parent Carer Forums and Contact a Family, January 2013

Co-production is... ..working in a way which ensures that children, young people and their families feel that they have participated in the process and have a sense of co-ownership.”

Section 4.9 of the Special educational needs and disability code of practice: 0 to 25 years

We continue to work closely with our children, young people, families, educational settings, community partners and professionals working with children and young people to identify our strengths and areas for development as part of our ongoing self-evaluation.

Our Impact

Bromley's SEND Partnership work closely with families, young people, and professionals to identify priorities and deliver meaningful improvements.

We will measure our impact through:

- Increased satisfaction with the experiences of children and young people
- Increased parental confidence in local services

- Improving educational, health and wellbeing outcomes for individual children and young people within resilient families
- Resilient communities where children and young people who have SEND can grow up alongside their peers, able to live, learn and work in their local community. Where children and families from all diverse backgrounds feel included, listened to and connected in their community

The following are examples of coproduction in action.

Speech and Language Therapy: Universal, Targeted Model & Specialist (UTS) model

The SEND Partnership recognised that the only way to sustainably manage the volume of children and young people (CYP) with emerging speech, language, and communication needs (SLCN) was for there to be a distinct and transformative approach to how these needs are met. An approach which does not solely rely on specialist provision to meet the needs of children.

Our families were telling us that they wanted to receive the right therapy support for their child, at the right time. Families felt that only way to access this was through an EHC plan resulting in a significant increase in EHC Needs Assessments for children and young people with SLCN.

The transformation agreed by the SEND Partnership was one of early intervention, establishing a graduated approach to meeting children and young people SLCN needs. The SEND Partnership agreed that this would be achieved by the development and implementation of a 'balanced model', which for practical purposes in Bromley meant establishing a universal and targeted service offer, complementing the specialist offer and ensuring children received the right care at the right time.

A multi-agency led Therapies Board was established to oversee the implementation of the new model. Ahead of the pilot phase of the transformation, the SEND Partnership undertook engagement with schools and wider partners. Parents were invited to attend focused workshops to help shape the new service.

The implementation of the initial phase of the UTS project demonstrated a positive impact. Parents reported increased confidence and satisfaction in the UTS offer.

"The difference to my son is incredible. One day I noticed my son's social skills significantly improved (I later found out he had started this group). Friends and family have commented how much more sociable my son is (they didn't know he was signed up for SALT). I used to stay awake worried about my son's future, and now I know he is going in the right direction, and there is hope. Whilst my son used to look at the floor when spoken to, he now can unprompted speak. Fully recommend. Thank you!"

Given the positive impact of the UTS model, from 1st September 2025, Bromley Healthcare along with partners are expanding the UTS model across all mainstream schools. This change involves a complete redesign of how the service is provided, aiming to improve both access and outcomes for children including:

- Earlier identification and intervention for children with SLCN needs
- Improved academic progress

- Reduced incidents of behaviour that challenges
- Better communication skills, with children more able to express feelings verbally
- Greater engagement in learning, which in turn supports positive behaviour
- Building of trust for schools and families by having named therapist for all children available for advice when needed

Educated Other than at Schools or College (EOTISC)

At our SEND Matters Live event in May 2025, parents whose children were EOTISC raised their concerns with senior leaders regarding poor communication with the SEND casework team and delays in Annual Reviews. Parents told us that they were worried that this was hindering their children's return to school and/or preparation for adulthood.

Members of the SEND Programme Team and a representative from Your Voice in Health and Social Care (YVHSC) offered to meet with the families to listen to their lived experiences. EOTISC Parent focus groups were set up.

Through these groups parent carers have been involved in shaping the new EOTISC policy and decision-making panel. Improvements have been made to the Bromley SEND Local Offer so that parents have clear information about EOTISC, Alternative Provision and Elective Home Education. In addition, the Local Authority have commissioned Your Voice in Health and Social Care to support the parent and child/young person's voice in decision making around individual support and next steps.

We anticipate the following outcomes because of the new approach:

- Building of trust for families by having access to information, better communication and a named person who is dealing with their child's case.
- More engagement in learning and social opportunities, which in turn supports education and wider outcomes
- Child/young person is prepared for their next steps including adulthood for young people who are year 9 and above.

Employment & Training

Our young people have told us that "our dreams matter". They want to be able to learn, to be independent, to feel safe, to be healthy, and to have friends and relationships. Many of our young people are aspirational and are looking forward to the world of work.

Over the past year, we have made strong progress in supporting employment opportunities for young people with SEND in Bromley. By engaging with schools, particularly specialist settings, and collaborating with a range of stakeholders, a network has been established to promote SEND employment opportunities across the borough.

Key activities and achievements include:

1. The launch of Bromley Council Supported Internship Programme in partnership with [The Oaks Specialist College](#). The appointment of The Oaks increases the borough's FE provision, reducing the need for young people to travel outside the local area for suitable opportunities. Their expertise in creating tailored learning plans will ensure students are well-prepared for their internships and future employment.
2. Following a successful pilot at Oxleas NHS Foundation Trust, ISS will be launching its Supported Internships in September, adopting the Project Search model, a proven framework for successful SI programmes in the NHS. This will increase local employment opportunities for SEND young people.
3. Our SEND Employment Forum has grown into a successful platform for addressing challenges and opportunities related to SEND employment. Our forum is held as an example of best practice by NDTi.
4. Held the first SEND Employment Matters event in partnership with our Economic Development team. This event was designed to engage local employers and support them in creating inclusive workplaces that open opportunities for young people with SEND. A further event is taking place in February 2026.
5. We hosted online Parent, Carer, and Young People's Information Events entitled **SEND Employment Matters**. The session highlighted the upcoming SI opportunities and Connect to Work programmes and aimed to raise aspirations for paid employment.
6. Delivered preparation for employment workshops for young people who are at risk of becoming NEET.
7. 92% of the young people who attended the Princess Royal University Hospital (PRUH) SI programme for 2024-25 academic year have achieved paid employment.

We will continue to work with our SEND Young People's Forum 'Champions for Change' and our Supported Interns to develop further employment opportunities for our young people.

SEND Local Offer Annual Survey Summary (2025)

The 2025 Local Offer Survey captured views from parents, carers, and young people on what works well and where improvements are needed. Some respondents praised dedicated professionals and targeted support but some highlighted challenges around consistent therapy provision, clearer health navigation, and stronger participation in decision-making. Some families also requested more practical life-skills opportunities and better communication during key transitions. These insights are shaping Bromley's next steps, including refining Local Offer content, stabilising therapy access, and embedding co-production key stages in the EHCP process. Read the full survey report: [SEND Local Offer Annual Report 2025](#).

How co-production impacts SEND services in Bromley

The following examples demonstrate how co-production has driven real service improvements across education, health, and community inclusion.

Service improvements

- Assessment timeliness & quality: Family input into process redesign has directly improved timeliness (77% within 20 weeks) and shaped clearer communications and expectations for annual reviews.
- Pathway clarity and access: Co-produced navigation and resources (e.g., iSPA, ASD pathway details, SALT UTS model explanations) cut confusion and reduce duplication for families and professionals.
- Preparation for adulthood: Youth-led priorities (C4C) have steered practical offers—supported internships, employer events, independent travel/assistive tech pilots—aligning services to real-life outcomes.

Culture and accountability

- Shared decision-making: Regular forums and SEND Matters Live events provide dialogue with decision-makers, ensuring feedback is public via the You Said, We Did reports.
- Whole-system engagement: Co-production spans education, health and social care, building multi-agency accountability and improved experiences for families.

Case studies & voices

"We're really proud of what ... has achieved but also incredibly grateful that he got the opportunity to do the internship. It literally changed his life and gave him a chance to access the working world and financial independence."

"After a difficult year away from education, ... has successfully reintegrated into a new school. They are building positive relationships, enjoying school again, and proudly embracing their uniform and routine with ease."

"Her collaborative efforts have led to cross-school SEN sports days and partnerships, ensuring that SEN children have access to a richer, more inclusive educational experience."

"A non-verbal student, who once struggled to engage, has grown immensely through targeted support. Now, they are enjoying friendships, participating in class, and showing a joyful engagement with their peers."

Changing culture

Our [SEND Engagement Framework](#) is based on informing and involving children and young people who have SEND and their families to influence services. We do this in a range of ways.

We support children, young people and their families to participate in decision-making about their individual plans and support

- Monthly EHC Needs Assessment Information sessions for parent carers whose children are undergoing an EHC needs assessment

- Termly, Annual Review Information sessions
- Key Transition Information sessions - Early Years to Reception; KS2 to KS3
- 'I think my child may have SEND' Information sessions for parent carers who are concerned about their child's development or learning
- Preparing for Adulthood and Employment workshops
- 'Navigating the SEND Local Offer Together' – Information sessions for parent carers or professionals in settings across the Local Area.
- Project Me – We work with Oakconsult to empower parent carers of children with special needs or disabilities from the BAME community, by delivering workshops, training, practical sessions, and therapeutic approaches.
- We host an annual SEND Local Offer Live event. This is a vibrant and inclusive celebration of services and support available for children and young people aged 0 to 25 with Special Educational Needs and Disabilities (SEND). The event has a marketplace where families receive information from a diverse range of providers, together with taster sessions, offering attendees a chance to explore new experiences and services.

We actively engage and work with children, young people and families

- **Forums:** Our young people's forum Champions for Change (C4C), Bromley Parent Carer Forum (BPCF) and Your Voice in Health and Social Care (YVHSC) give a voice to local SEND young people and families.
- **Meetings:** Our monthly Engagement Matters meetings bring together our Parent Engagement partners, parent groups and representatives from the SEND Partnership to share information, discuss areas of concern and work together to find solutions.
- **Events:** Parent Carer and Young People's SEND Matters Live events (held twice a year). These interactive sessions provide an opportunity for senior leaders from the SEND Partnership to share updates and to listen to what families and young people think is working well and areas for development.
- **Ongoing engagement:** Surveys, email feedback, focus groups, forums, and training sessions coordinated by the SEND Programme Team, with active input from BPCF, YVHSC, IASS, Bromley Children's Project (BCP).
- **Public reporting:** Annual "[Your Voice Matters – You Said, We Did](#)" report that transparently shows the changes delivered through collaboration; plus survey summaries and the Local Offer Annual Report.
- **Communication:** Our termly SEND Matters newsletters and SEND Local Offer social media platforms provide parents, carers and young people with information and updates of the latest news, developments and services for those who have special educational needs and disabilities (SEND) in the London Borough of Bromley.

We are ambitious for children and young people with SEND and celebrate the outcomes they achieve

Our annual SEND Celebration and Bromley SEND Stars: The annual SEND Celebration is one of the ways that the Bromley SEND Partnership seeks to embed effective engagement with parents, children and young people and celebrate achievement both big and small. It provides an opportunity for senior leaders to listen and understand what it is like to be a parent carer of a child or young person with special educational needs and disabilities in the borough.

It also enables the Bromley SEND Partnership to shine a well-deserved spotlight on the work of families, carers, service providers, school staff and anyone that makes a difference to the lived experiences of our children and young people with SEND and their families and to say, “thank you”.

Since our first SEND Celebration in 2023, we have continued to work with our SEND engagement partners to deliver ‘bigger and bolder’. The 2025 Celebration included the SEND Local Offer Live, Social Media shout-outs, Information Stations, Early Years soft play sessions (new for 2025), SEND Network Champions celebration and the SEND Stars event.

83 outstanding nominations were submitted for the SEND Star awards this year.

“It was a truly inspirational event”

“It was brilliant” “You really provided an incredible way to celebrate our children and young people and those who are important around them.”

“As in previous years, it was a triumph and truly shone a spotlight on the incredible children, young people, families and colleagues who make Bromley the place it is. I am not aware of any other local authorities who invest such time, energy, resource (and heart) into events such as these, and I truly believe that the event serves a beacon for others to follow. The impact on the participants today was palpable - the stories, the nominations, the performances and the joy.”

Assurance

We recognise that co-production with all families is not always straightforward. Some parents may feel hesitant or reluctant to engage, and we appreciate that this can stem from a range of experiences and perspectives. Building trust and creating meaningful opportunities for collaboration takes time, and we remain committed to listening, learning, and improving as we move forward.

Our aim is to strengthen co-production by establishing a dedicated group that brings together parents, children and young people, and professionals. This group will provide a shared space for decision-making and ensure that lived experience informs the design and delivery of services and support.

We will draw on the *What Works in SEND* guidance and apply the principles of inclusivity, transparency, and partnership to create an approach that is rooted in our local context and responsive to the needs of our community.

Conclusion

We recognise that not all families currently feel fully engaged in the SEND Partnership or feel that they are able to directly influence decision-making. Further strengthening communication and engagement remains a priority for the Partnership, and we are proud of the many effective channels we have developed, as well as the progress we are making.

We also acknowledge that some families do not currently engage through official mechanisms or attend in-person or online engagement events and may instead choose to share their views through social media. We understand the importance of hearing from all families, regardless of the platform they use.

We are committed to further widening engagement. By working closely with our key partners, Bromley Parent Carer Forum (BPCF) and Your Voice Health and Social Care (YVHSC), we are encouraging and supporting families to engage directly in ways that meaningfully inform decision-making and strengthen the SEND system.

Kay Moore, SEND Programme Manager