



SNAP PARENT CARER FORUM

CENTRAL BEDFORDSHIRE

The 6 C's Improving SEND Services Through Shared Values and Culture Change

Published November 2025

Introduction

This report outlines the feedback we have received from our new 6C's Framework survey. This has replaced the previous 'Test the Temperature' survey as it was only measuring Central Bedfordshire Councils EHC Team as part of the Accelerated Progress Plan. We needed a survey to capture parental feedback across all local SEND Services.

SNAP Parent Carer Forum (SNAP PCF) has continually and consistently highlighted concerns about poor communication with a specific focus on the EHCP Team in our 'Test the Temperature' survey reports and its negative impact on parent carers and the outcomes for their child or young person.

Our concerns about communication appeared in earlier 'Test the Temperature' survey publications:

- [August 2024](#)
- [December 2023](#)
- [June 2023](#)

SNAP PCF works alongside Central Bedfordshire Council, the BMLK ICB, Bedfordshire Community Health Services and CAMHS to provide high support and high challenge to find improvements, evidenced when our August 2024 'Test the Temperature' report was discussed as an agenda item at the [SEND Overview and Scrutiny Sub-Committee](#) on the 17th of October 2024. (The webcast of this meeting can be found on the [Central Bedfordshire Councils website](#))

Following the December 2023 Test the Temperature report, Central Bedfordshire Council invited SNAP Parent Carer Forum to run a workshop which was held in April 2024 with senior leaders across Central Bedfordshire Council, BMLK ICB, Bedfordshire Community Health Services and CAMHS attending. The focus was to discuss concerns about parent carers experience of poor communication with all local SEND Services and work together to find solutions.

As a result the SEND Partnership decided that all services would create a [Commitment Statement](#) for their individual department based on [SNAP PCF's 6 C's](#).

What Are the 6 Cs?

[The 6 Cs are shared values](#) designed to improve SEND services and allow parent carers to hold professionals to account.

These are:

1. **Communication** - open, transparent dialogue, active listening, clear & respectful communication.
2. **Co-production** – equal partners & involvement in decision-making.

3. **Care** – empathy & compassion, prioritise well-being, tailored approach for individual needs.
4. **Consistency** – reliability & uniformity, clear standards & protocols, regular evaluation & improvements.
5. **Clarity** – clear objectives & instructions, minimise ambiguity, clear guidance on roles & responsibilities.
6. **Commitment** – dedication & perseverance, leading by example, a culture of accountability & recognition.

Senior leaders across the SEND Local Area Partnership co-produced [Commitment Statements](#) reflecting these values, each showing how they plan to improve and work more effectively with families. These were [published on the Local Offer website](#) in January 2025.

SNAP PCF created a brief 6C's survey to measure if this approach is working and parent carers are now starting to use the 6C's to set out their complaints and hold services to account.

The 6C's have been woven into the updated SEND Strategy and the Quality Assurance Framework. There also is a 6C's tool kit to measure impact and new recruits to Central Bedfordshire EHCP co-ordinator roles are asked a question about the 6C's as part of their interview process.

[Contact](#), the national charity managing the Department for Education (DfE) grant for all Parent Carer Forums, recently [published SNAP PCF's work](#) on the 6C's framework, recognising our commitment to improving communication and collaboration across services. This marks the fourth piece of SNAP PCF's work being published by Contact, highlighting our effectiveness and value both locally and nationally as a strategic partner within the SEND community.

SNAP PCF also demonstrated its impact at the recent Accelerated Progress Meeting with the SEND Partnership and DfE. The DfE noted:

“We are particularly grateful for the attendance and contributions from the Parent Carer Forum. Their engagement continues to be a vital part of the improvement journey. It was encouraging to hear about their involvement in co-producing guidance, shaping key policies, and contributing to the SEND Sub-Committee.

The Forum's acknowledgement of progress, while continuing to challenge constructively, reflects a maturing relationship and a more collaborative culture. The adoption of the 6 Cs framework (Co-production, Communication, Clarity, Commitment, Care, and Consistency) was welcomed as a cultural tool to support communication and empowerment.”

The 6C's Survey Findings

In total, 182 parent carers responded to the survey. Of those 182 parent carers, 172 gave a rating for Central Bedfordshire Council services, 107 gave a rating for Community Health Services and 81 gave a rating for CAMHS. Most of these parents also provided comments to go with their ratings.

This report provides average ratings for Central Bedfordshire Council, Bedfordshire Community Health Services and CAMHS. Where base sizes allow, we have also provided average ratings for specific departments within these services. The report also quantifies the comments provided by parent carers to allow us to better evaluate the service experience. We have used the 6C's as a framework for this analysis so that we can prioritise areas for improvement as well as to highlight examples of good performance.

Main Outputs

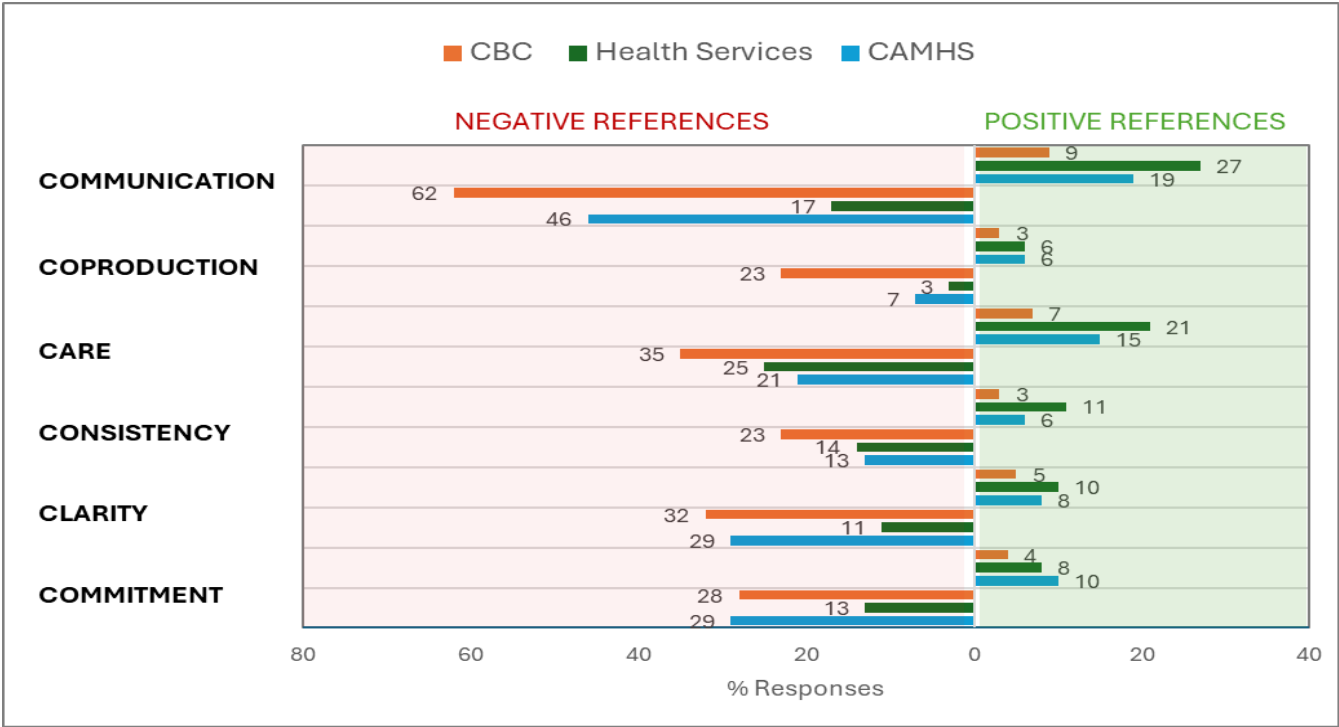
Fig. 1 Average ratings of the three service areas assessed.

Area	Reponses (N)	Average Rating (1-5)	
Central Bedfordshire Council	172	1.8	
Bedfordshire Community Health Services	107	2.8	
CAMHS	81	2.7	

All three services received average ratings of less than 3 stars with Central Bedfordshire Councils services being rated significantly worse than the two other services assessed.

A text analysis of the feedback, using the 6C's Values as a framework (Fig.2), shows how negative feedback outweighs the positive feedback in all areas. It underlines why Central Bedfordshire Council has been rated lower than both other services and it also shows how the biggest 6C's issues relate to Communication followed by Care. These issues are consistent with findings from the previous 'Test the Temperature' surveys. The service with the most examples of good experiences is for Bedfordshire Community Health Services, where they have seen some valuable examples of positive Communication and Care.

Fig. 2 Showing the percentage of positive and negative comments for each area, that reference each of the 6 ‘Cs’



Base: CBC services n=149; Health n=86; CAMHS n=65

Summary of Key Issues

As mentioned above, we have analysed the service experiences of parent carers through the lens of the 6C’s values. If we remove the 6C’s-values, then we can summarise the issues experienced into four key areas:

- **Communication Breakdown:** Lack of clear and consistent communication between service providers and families. This includes difficulty obtaining information, understanding processes, and receiving timely updates.
- **Coordination Challenges:** Poor coordination between services leading to fragmented care and duplicated efforts. Families often feel they are navigating a complex system without adequate support.
- **Waiting Times:** Excessive waiting times for assessments, appointments, and interventions, causing significant stress and anxiety for families.
- **Lack of Individualised Support:** A perception that services are not always tailored to the specific needs of the child and family. A "one-size-fits-all" approach can be ineffective and frustrating.

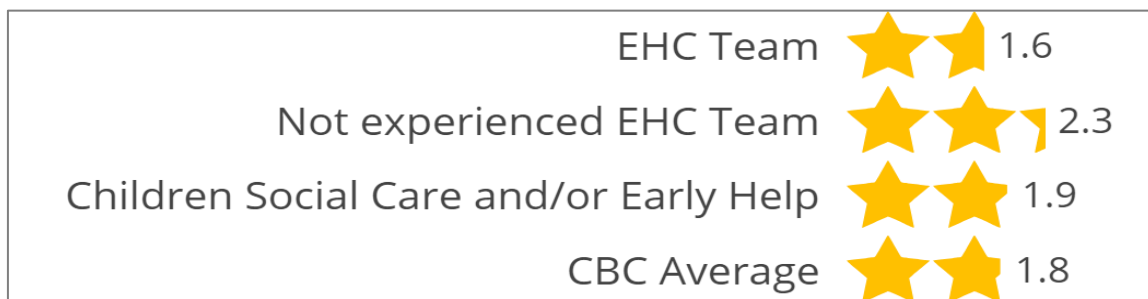
Central Bedfordshire Council Services

Overall, as we saw in Fig.1, Central Bedfordshire Council (CBC) services are the lowest rated services of the three that have been evaluated.

In Fig. 3 below we have provided a further breakdown of Central Bedfordshire Council's ratings where response numbers allow. (We feel it is unfair to compare scores for departments with only a handful of responses). We examined individuals with and without EHC team experience. Two thirds of responses were from people who had experience of the EHC Team, so their rating has a significant impact on the CBC overall average rating. The comparative scores below show that there is a ratings gap between the EHC Team and other departments.

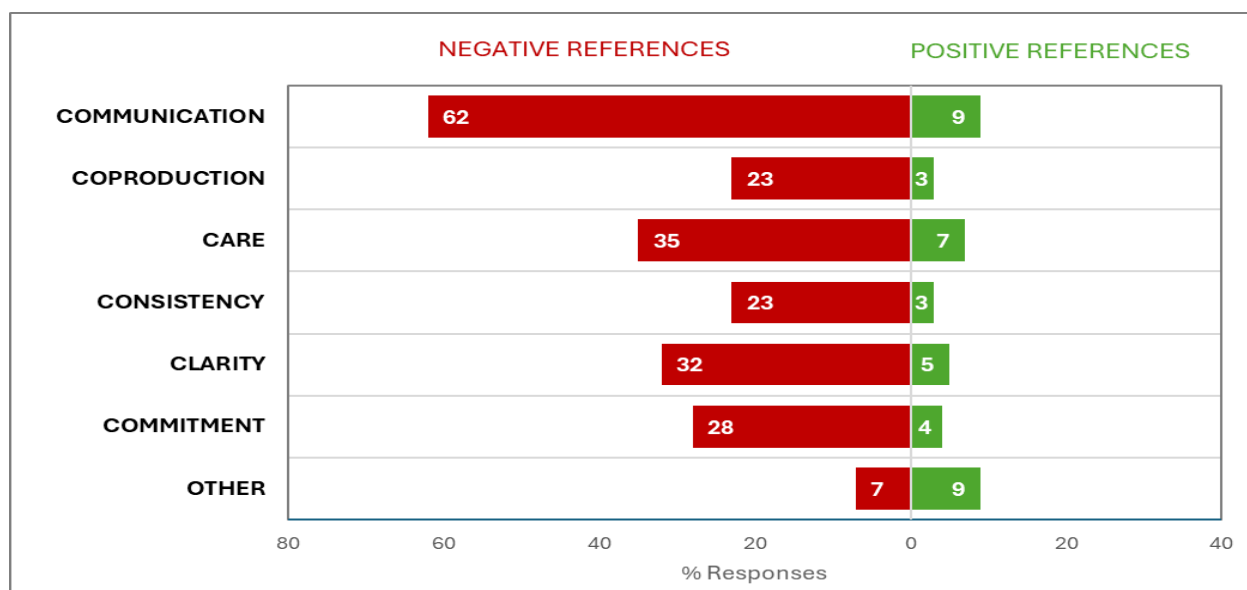
Although not shown in Fig. 4 (due to only a small response number of 7) we would like to highlight the Early Years SEND Advisory Team's score of 4.1, which was also supported with very positive comments demonstrating that parent carers will respond to our survey if they have had either a very positive or negative experience.

Fig. 3 Average ratings (1-5)



Base: EHC Team n=124; No experience of EHC Team n=48; Children Social Care n=27; Note: Only departments with 20 or more ratings are shown

Fig. 4 Showing the percentage of positive and negative comments that reference each of the 6C's.



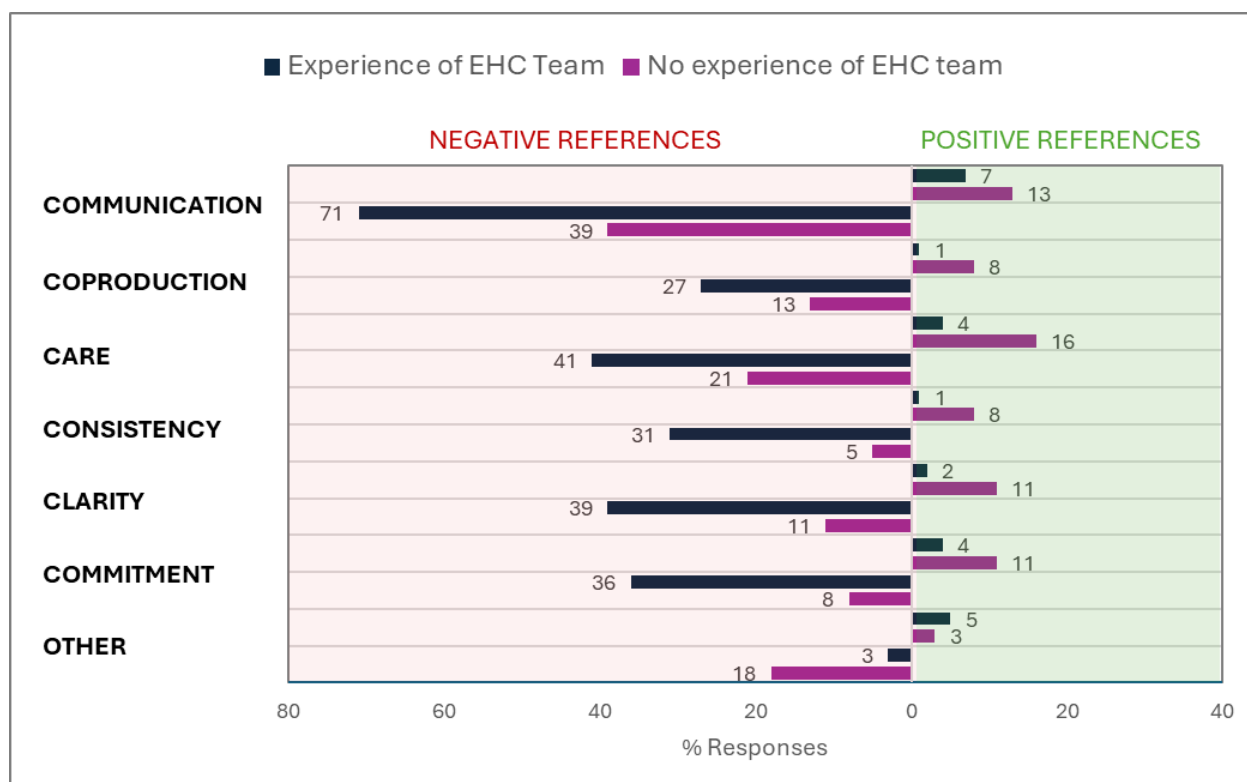
Base: All comments about CBC services n=149.

Fig. 4 shows in which of the 6 C's values the greatest issues lie within Central Bedfordshire Council services. An 'Other' area has also been included for parent's comments that did not fit the 6C's values.

As we have found in previous 'Test the Temperature' surveys, Communication stands out as the biggest problem area. However, there are clearly issues that need addressing in all the value areas. These issues cover both process and people.

We feel it is also worth looking at how comments are broken down for the EHC Team, given the considerable number of responses we have had back that reference them. As we did for the ratings, we have looked at how the comments compare for those with experience of the EHC Team and those who only had support from other Central Bedfordshire Council departments. Fig. 6 below underlines why there is a gap in its rating versus other departments, with comments hugely skewed toward the negative, particularly Communication. This demonstrates that despite continually raising issues about communication and process within the EHC Team the situation remains the same.

Fig. 5 Showing the percentage of positive and negative comments that reference each of the 6 'Cs' split by those who have had experience of the EHC team and those that have not.



Base: Comments from those accessing the EHC Team n=111; comments from those not accessing EHC Team n=38

Positive Experience Examples

"From the very beginning, the Early Years SEND Advisory Team has been truly incredible, demonstrating a profound commitment to supporting my child and family. Their approach embodies the 6C's in a way that has been invaluable. As an example, the team's open and

transparent dialogue has been exceptional. They actively listen to my concerns and communicate with clarity and respect, ensuring I always feel informed and understood.”

“Throughout the last few years, we have worked with people from the EHC team and early years SEND advisory regarding my son's EHCP and his time at preschool. Everyone we worked with were great at communicating, making sure appointments were booked accordingly, making clear what needed to be achieved. Everyone was particularly good at listening to our needs and working with our wants and wishes, displaying very good co-production.”

“So far responsive to our EHC Needs Assessment process. Awaiting final information to be gathered prior to panel. EHC Team.”

“Excellent development of more ARPs in the area. This helps Sen children, like my son, attend a mainstream school. Please develop more of them so that Sen children can continue on the same path as friends. It resolves attendance issues.”

“Timely communication, care shown.”

“The SENDAT showed real understanding about the situation and was able to give some clarity about next steps. She showed care towards my daughter and our family.”

“Got child Section 19 quickly while waiting for CAMH. No EHCP. I think the team for S19 is different to SEND. SEND have declined EHCP.”

Negative Experience Examples

“Communication-poorly received, poorly written. Excessive time to respond. Do not keep to deadlines. Too many staff changes to be able to get to know personal details of their caseloads. Parents spend excessive amount of time retelling their story which is frustrating and can be extremely upsetting to relive bad experiences.”

“Clarity - lack of consistent clarity regarding transition package. Communication - this has completely broken down due to lack of trust and care - our young person feels they do not care or understand her needs and are only willing to listen to professionals who toe the party line, rather than those who have advocated for them. Now out of education.”

“More staff are needed. I suspect the job is not an easy one and they spend their time answering emails rather than actually doing amendments. Could be wrong but we are encouraged to cc in everyone and that takes time to go through I imagine. However, it's not always clear who we should contact when there is a change of staff.”

“No care, no co-production, no consistency, lack of clarity and communication and commitment to the needs and wellbeing to the young people in their care. Concerns raised by me to Transport were not taken seriously, I felt my voice on behalf of my children, was not heard. “

“There was no co-production, there were social worker opinions and no opportunity for us as a family to contribute. There is no understanding of neurodivergence and how this could affect communication in both parents and children, this has led to so many problems.”

“Communication from the EHC team is poor. Communication is key but they lack communicating regarding your child’s EHCPs and outcomes of reviews. Honesty is key and if paperwork being issued is going to be delivered later than the expected deadline communicate this. I feel from my experience they lack consistency. Nothing is consistent and in line with deadlines and expectations.”

“Lack of communication Not answering emails No checking up on cases Changing officer multiple times with no notice, then no follow up or introduction to new officer.”

“No communication or constant chasing for responses Repetitive responses that did not answer questions one co-production meeting, which was passive aggressive with EHCP manager, although EHC coordinator was trying to be more productive. Clarity non-existent Care - laughable Consistently giving wrong advice or constantly repeating same thing Consistent in lack of communication, unlawful decision making.”

“Tribunal - the lack of engagement to narrow issues pre tribunal was non-existent. They tried to adjourn the hearing on the day outlining they had not had sufficient time to collate their own advice, despite having 12 months. Significant lack of communication, care, co-production (absolutely none - barrister for the LA on the day did a better job of co-production than the EHC team had done in a year!) I will say the EHC Team consistent i.e. SEND families want values such as talk about want Co-production, Care, Commitment Communication, and Clarity. What they often meet instead are Six very different C’s: Control, Compliance, Containment, Constraint, Complexity, and Competition.”

“While the individual workers in the SEN team and Early Help have been trying their absolute best, the whole system is working poorly, and the 6 C’s are not being followed. Communication - no clear explanations given for decisions in a timely manner, reports not being shared, official complaints not resolving issues Co-production - while I was involved in the decision making and assured that we were in agreement, ultimately a different (detrimental) decision was made without my involvement and professional advice disregarded Care - individual needs of my child are not recognised and therefore not met Consistency - standards and legislation not followed Clarity - no clear guidance given on how to challenge decision, legislation disregarded Commitment - no accountability, someone else can deal with it (different department, CAMHS etc.)”

Word Cloud for Central Bedfordshire Council (all comments)

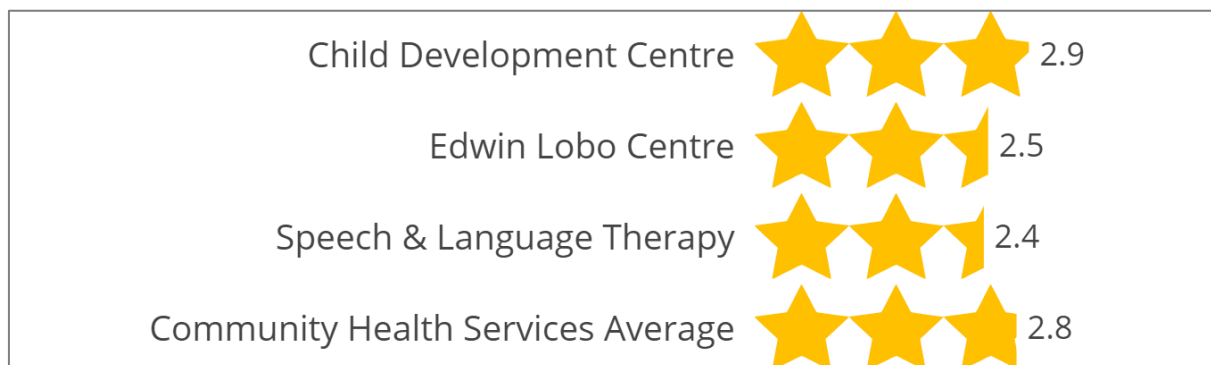


Bedfordshire Community Health Services

The average rating of Bedfordshire Community Health Services is higher than that for Central Bedfordshire Council services. Where response numbers allow, we have provided more of a breakdown in Fig. 6.

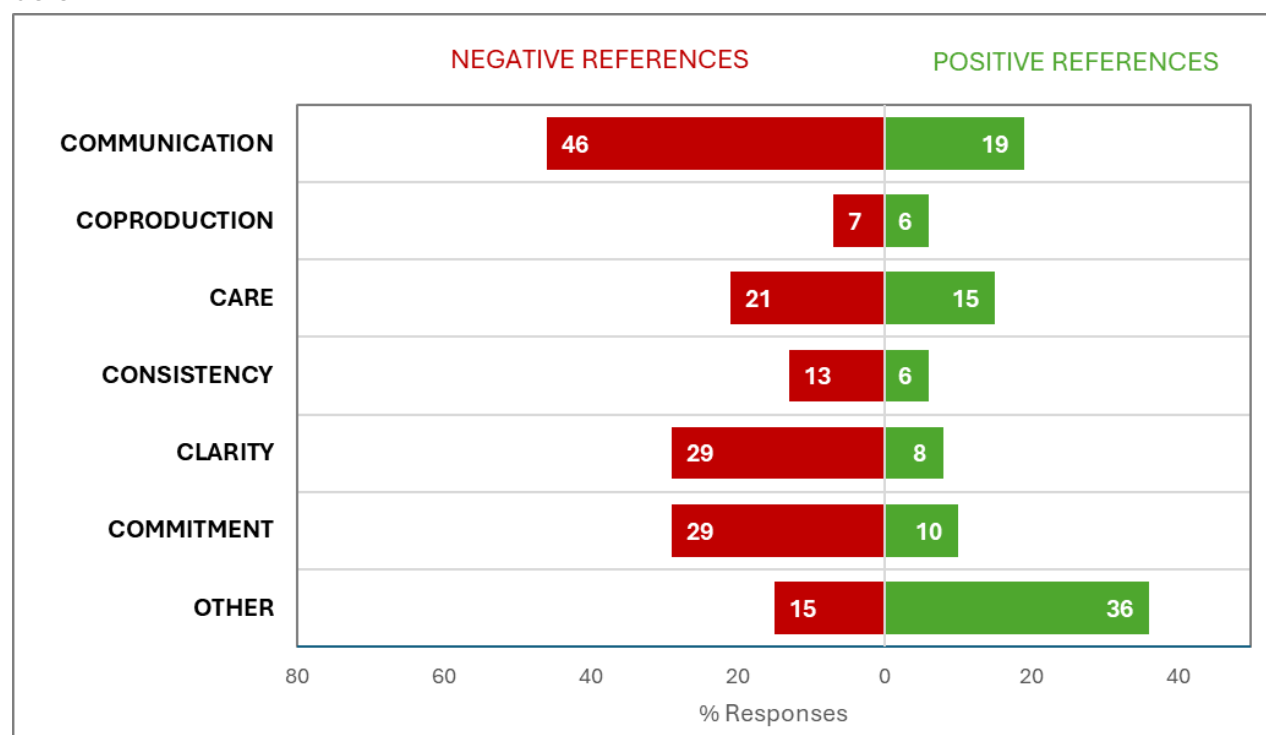
We have not shown results for Occupational Therapy due to the small number of responses (6); however, we would like to highlight this services as it received a score of 3.8 with some good supporting comments.

Fig. 6 Average ratings (1-5) for different departments



Base: Child Development Centre n=50; Edwin Lobo Centre n=32; Speech & Language Therapy n=26; Total Community Health Services n=107

Fig. 7 Showing the percentage of positive and negative comments that reference each of the 6C's

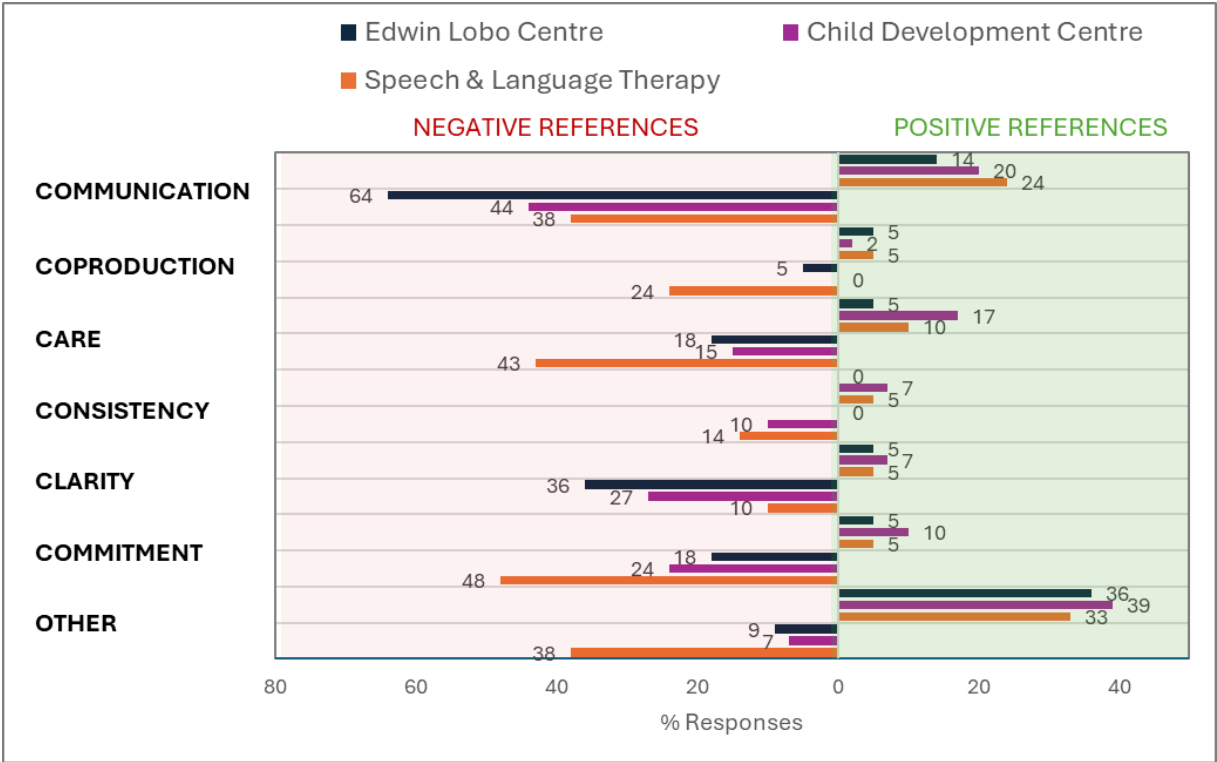


Base: All comments about Community Health Services n=86

Negative comments outweigh positive ones across the 6C's Values (Fig. 7). However, we did receive a good proportion of positive feedback in all areas, particularly regarding Care and Communication. It is important to note in the case of Communication the positive comments are still hugely outweighed by negative comments. That said, it does suggest that 'good' Communication is happening and is achievable.

Breaking the comments down where possible, highlights the differences that underpin the overall ratings within Bedfordshire Community Health Services. Communication and Clarity are the bigger issues for the Edwin Lobo Centre whereas Commitment, Care and Communication are the bigger issues for the Speech & Language Therapy service.

Fig. 8 Showing the percentage of positive and negative comments that reference each of the 6 C's split by service area.



Base: Comments about Child Development Centre n=41; Edwin Lobo n=22; Speech & Language Therapy n=21.

Positive Experience Examples

“Our experience with speech and language therapy began with significant challenges, including two cancelled appointments and a long delay in receiving our February visit report. However, we appreciate that our concerns were listened to and addressed. We are now working with a new therapist, and we are encouraged by the two scheduled appointments, suggesting a positive shift. While the initial start was difficult, we are hopeful that things are now moving in the right direction.”

“Great service once seen but wait list is huge. Good communication. Excellent physiotherapy department.”

“Since new team lead at CDC Good co-production, feel heard. Good communication Clarity is good I feel a good level of commitment under current climate Cares about outcomes & provisions required Consistent in doing what say going to do.”

“Despite not having lots of experience with EHC annual reviews the dietician communicated with the DCO. Care was excellent - pragmatic approach to difficulties and provided us with some very helpful strategies and listened. The team were great.”

“The OT involved in my daughter's care is excellent in all areas of the 6C's. It has been a pleasure to interact with someone so competent and highly dedicated to delivering the best outcomes for my daughter. The changes we have seen since the OT's involvement are

incremental but life changing and I cannot praise his efforts enough. A complete contrast to the substandard, inferior service received from the EHC team.”

Negative Experience Examples

“Child on waiting list for almost 2 years and no communication as to what is happening just palmed off. Child soon be at “adult” age and no idea what will happen, no communication, no clarity.”

"I have now found out that my child has missed out on seeing an ADHD specialist. Edwin Lobo said it looks like you've fallen through a lot of cracks. Your child needs to be on medication. She referred me back to Kempston and I've been told I'm on a waiting list."

“Poor communication. Uses emails and texts to ask for updates. Always want to sign post you to someone else.”

“Communication re waiting list time.”

“After waiting 5 years and appealing a rejected application for assessment and going private, getting diagnosed then after complaining of private med costs was transferred to CDC. The clinician is awesome we see but we are still awaiting an autism assessment with no idea of wait times, no update and zero support with autism presentations. 5 stars for clinician. 0 stars for wait time and communication and support up to the point of having care transferred from private for assessments was practically non-existent.”

“180 weeks wait for child to be seen. The most informative years of education lost because school have tried everything and progress is not being made.”

“Long wait for diagnosis, significant delays in review appointments and further diagnosis. Giving small business card with QR code at the end of appointment ‘from support’ was soul destroying. There is no help, everything is self-researched and learned. Which requires significant amount of time and energy.”

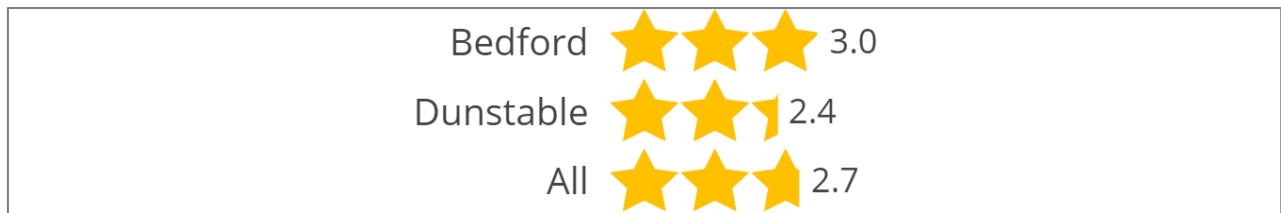
Word Cloud for Bedfordshire Community Health Services (all comments)



CAMHS

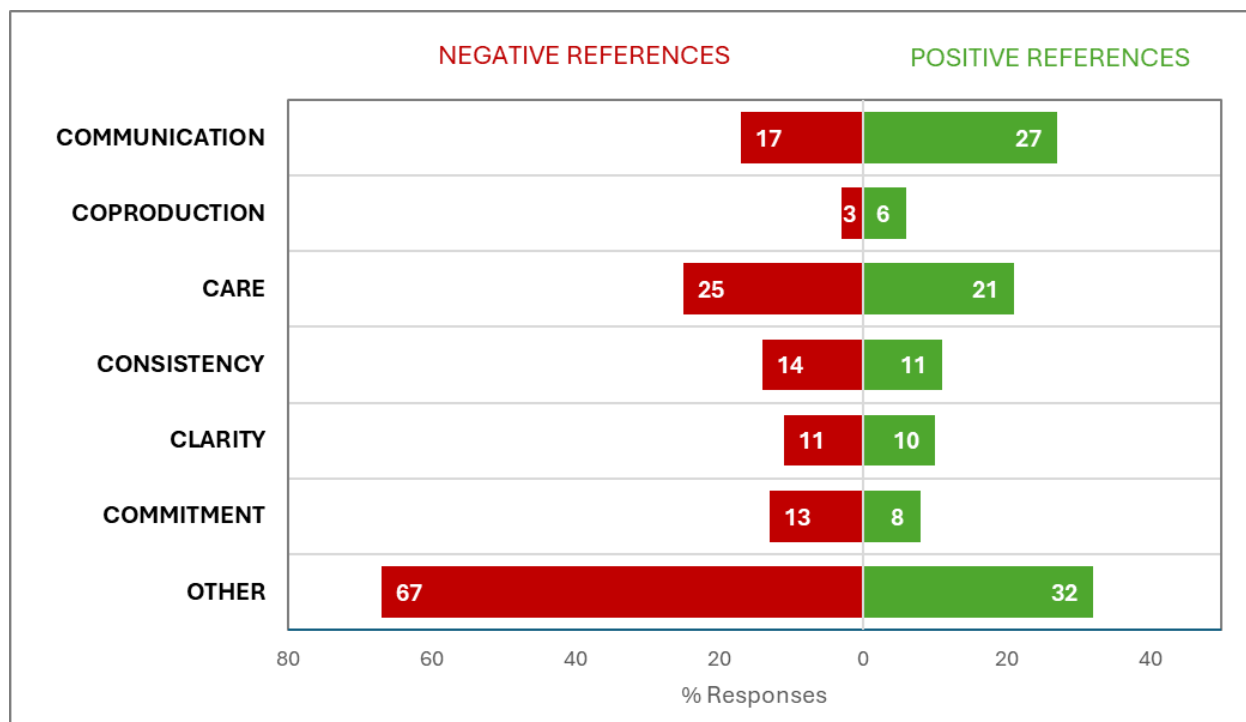
The average rating of the local CAMHS teams is also higher than that for Central Bedfordshire Council services. Bedford has a marginally higher rating than Dunstable.

Fig. 8 Average ratings (1-5) for different areas



Base: Bedford n=49; Dunstable n=26; Total CAMHS n=81 Others not shown due to low response numbers

Fig. 10 Showing the percentage of positive and negative comments that reference each of the 6 C'S.



Base: All comments about CAMHS n=65.

There has been more balance to the feedback on CAMHS than for other services (with nearly as many positive responses to the 6C's values as negative). There has however been a significant amount of negative feedback outside of the 6C's values. This is mainly related to difficulties in getting referred to (and accepted into) CAMHS. Some specific examples of this are given in the next section.

In Fig. 9 we saw that the rating for Bedford is higher than that for Dunstable. We did not have many comments to go with the Dunstable ratings so are unable to chart the differences. When we looked at the comments we do have, we found no substantial

differences across the 6C's (positive or negative). The only difference was in the proportions of more general positive and negative comments. There were less positive and more negative comments for Dunstable. The comments here suggest that getting a referral into CAMHS in Dunstable is more of a frustrating process than in Bedford.

Positive Experience Examples

"Our experience with CAMHs has been positive, my son was under CAMHs services for almost 2 years, we had the same team, great support, has positively changed our lives and helped get my son the EHCP he needed."

"Great communication, care, commitment towards my son's support from CAMHS."

"CAMH team are amazing and very quick to respond."

"Amazing team tick every C but have to fight for the appointment."

"Our experience with CAMHS Dunstable has been overwhelmingly positive, especially once we were accepted into the service."

"Our experience with CAMHS Dunstable has been overwhelmingly positive, especially once we were accepted into the service. Although there were initial delays and difficulty getting support in place, once contact was made, the difference was immediate and deeply appreciated. Our assigned mental health nurse has been an outstanding professional. She consistently demonstrates empathy, patience, and an in-depth understanding of neurodivergent children and the challenges they face."

"Great communication, quick responses. Clear concise explanations. Genuine care and consistency throughout."

"We need more health professionals like her. She listens and really hears you; she genuinely cares about the young people she supports."

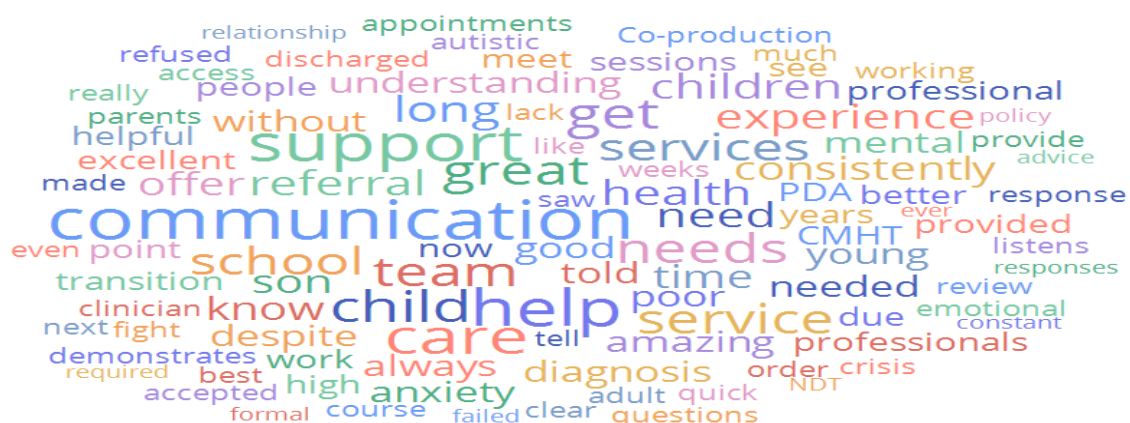
"My son has been under Professor (name) care for 6 years. He is a phenomenal man. He demonstrates all the 6C's in his care of our child. He always listens to what we have to say first, asking questions to understand the reasons why we may have said something. He will offer his opinion, giving his medical experience is always so valuable, and then he will ask our thoughts, working in true co-production with us as a family as when attending appointments, he always talks directly to our son and seeks his input and opinion. He is committed to helping and supporting in the best way possible with the very best outcomes and we value his opinion above everyone else's."

Negative Experience Examples – related to the 6C's values.

"Lack of consistent communication. Did not co-produce advice for EHC annual review. Lack of care as required constant chasing. Consistently had to remind about communication preferences very poor."

“Under adult services, transition from CAMHs to CMHT poor despite MAX Serious case review and all the promises made. CMHT do not know their statutory duties re EHCPs - lack of care (reasonable adjustments for autistic people are not thought about consistently or considered) consistency in service, CMHT appalling communication.”

"Did not want to help. Wanted to sign post you on!"



The BMLK ICB, Bedfordshire Community Health Services and CAMH wrote a response to our August 2024 'Test the Temperature' survey providing feedback on how they would continue to work towards improving communication which has been [published on our website](#).

Working in collaboration and ongoing concerns

We have continued to raise at the SEND Overview and Scrutiny Sub-Committee our wish to work alongside Central Bedfordshire Council's Quality Assurance Team and senior leadership to review Ombudsman decisions, Tribunal outcomes, Complaints and Compliments to identify key trends and patterns.

We have noticed that when the EHC Team receive any compliments, these are forwarded to the Customer Relations Team. If complaints and concerns were captured and managed through the same streamlined process, it is likely that the recorded numbers would increase rather than having to go through a formal complaints process. We have recommended that the EHC Team undertake a short monitoring exercise by tracking the calls to their Duty phone line for one week. Using a simple tally chart on a spreadsheet, the team could record the total number of calls received, including those from parents chasing updates, raising new complaints, and from education settings seeking communication. This would provide a valuable snapshot of current demand and highlight key areas requiring improvement.

While concerns persist, we have also received positive feedback from some parents about their experiences with the EHC Team. These examples of good practice should be recognised and celebrated, and we must work together to ensure that this quality of service becomes consistent across the whole team.

We have also received consistently positive feedback regarding the Early Years SEND Advisory Team, and we encourage reflection on what can be learned from their approach along with the Occupational Therapy Department who also received praise from parents.

We have been proposing that a comprehensive review of the EHC Team be undertaken, focusing on caseloads, processes, and structure. We strongly believe that without such a review, the same issues will continue to arise year after year.

Compliments and Complaints Data

According to [Central Bedfordshire Council's Customer Relations Report \(2024/25\)](#):

- A total of 40 compliments were received for Children's Services, 29 of which (73%) related to the EHCP Team, overall.
- SNAP PCF also received four compliments about the EHC Team, indicating that positive communication is happening in some areas.
- However, 123 parents provided negative feedback in our survey about the EHC Team which is why our report continues to focus on this area.

- The Council received 207 complaints, of which 167 were suitable to progress (a 47% increase) and 131 (72%) related to the EHC Team.

The Council's report further notes:

“More work needs to be done to understand the root cause of upheld complaints and any identifiable trends. However, data for 2024/25 shows that the main cause of upheld complaints was related to delays in the annual review process for Education, Health, and Care Plans (EHCPs).”

As a strategic partner we have consistently asked for information about learnings from Ombudsman complaints but have so far received nothing in response. Therefore, it is disappointing to discover this information is available on the Council's website as recently discussed on the 23rd of October at a General Purposes Committee, yet this has not been communicated to us.

It is interesting to read in the report [8.2 Appendix A.pdf](#)

“Review of LGSCO Decisions against CBC from 2019/20 to 2024/25 Over the last six years, the number of LGSCO decision notices has fluctuated, with the lowest (15) in 2022/23 and the highest (50) in 2024/25.”

And their conclusion and next steps

“Over the past six years, the Council has demonstrated a strong commitment to learning from complaints and maintaining high compliance with LGSCO recommendations. The majority of complaints investigated were upheld, with recurring themes in SEND and alternative education provision. The Council has responded proactively to recommendations, including service improvements and financial remedies.

To further strengthen complaint handling and service delivery we recommend targeted training for staff in high-risk service areas to reduce recurrence of upheld complaints.” [8.1 Ombudsman Complaints Review.pdf](#)

We did ask Central Bedfordshire Council for up-to-date information about complaints received. We would like to thank them for providing this update for our report. We have been advised there are no targets set against any of these measures.

Measure	YTD Jan-Jun 2025
Complaints received across Health, Social Care and Education (communication complaints)	77

<i>Compliments received across Health, Social Care and Education (communication complaints)</i>	<i>10</i>
<i>LGO related to SEND</i>	<i>2</i>
<i>Mediations held</i>	<i>27</i>
<i>Tribunals lodged</i>	<i>73</i>

Reflections and Recommendations

We would like to thank all parents who took the time to complete our survey and continue to support our work. We are stronger together, and the progress we make in creating a culture of high support and high challenge within local SEND services would not be possible without the ongoing engagement of our parental SEND community.

For this and the previous 'Test the Temperature' survey reports, we commissioned a data analyst to review the survey answers. The SNAP PCF Steering Group has reviewed the data provided and feedback collected via the 6C's survey from parent carers. Once again, we are disappointed to note how negative feedback continues to outweigh the positive feedback in all areas especially the EHC Team where we are continually raising our concerns and presenting solutions.

The key question from the SNAP PCF Steering Group remains: *When will parent carers be able to report consistently positive experiences across all six C's values and across all local SEND services? We recognise there are some real positives in our report, but equally the same complaints and concerns are consistently being raised by parent carers, and we are troubled by this. When are things going to change for our SEND families?*

Listening to parent carers' feedback, we continue to identify recurring themes and produce reports aimed at highlighting issues and offering practical recommendations for improvement.

Here are some examples of our recent reports:

- Transport Issues [Final-Update-on-SEND-School-Transport-Publish.pdf](#)
- Health Waiting Times [SNAP-PCF-Position-Statement-Health-Waiting-Times-Final.pdf](#)
- Tribunal Report [SNAP-PCF-Position-Statement-Tribunals-Final.pdf](#)
- EHC Needs Assessment [Position-Statement-EHCNA-Final-1-1.pdf](#)
- Preparing for Adulthood [PfA-Survey-Report-Final.pdf](#)

The SNAP PCF Steering Group recognises that, with the continued increase in Education, Health and Care Plans (EHCPs), a corresponding rise in both compliments and complaints is expected. Our survey offers a simpler and more accessible way for parents to share their experiences compared with the formal complaints process. This accessibility, alongside the trust parents place in SNAP PCF to represent their views fairly, may explain the higher proportion of negative feedback we receive.

It is clear, however, that meaningful and sustained improvement will require structural changes within the EHC Team. Without addressing underlying issues such as workload, leadership, and communication, the same challenges will continue to reoccur.

Yet also In line with our vision to break down barriers and strengthen relationships, SNAP PCF has delivered a series of SEND Roadshows, bringing together SEND Services from Central Bedfordshire Council, Bedfordshire Community Health Services, and CAMHS, alongside parent carers. These events were held in Biggleswade, Dunstable, Leighton Buzzard, Whipsnade Zoo, and Marston Moretaine and received excellent feedback. We also appreciate the support from Central Bedfordshire Council in sponsoring our Preparing for Adulthood and Emotionally Based School Non-Attendance (EBSNA) events, as well as additional parent training through The Change Programme. This investment demonstrates a shared commitment to meaningful parent participation and continuous improvement.

Recommendations – Working Together for Positive Change

- **Annual Review Recovery Plan** – Prioritise caseload management for officers, given that the number of EHCPs now exceeds 4,000.
- **Joint Review and Learning Framework** – Establish a clear commitment and timeline to work with SNAP PCF, Central Bedfordshire Council, and the Head of Quality Assurance to review Ombudsman outcomes, Tribunal data, Complaints, and Compliments to identify systemic themes and learning points.
- **EHC Team Review** – Conduct a full review of the EHC Team’s structure, caseload allocation, locality working model, leadership approach, and team culture to support consistent practice and improved communication.
- **Follow-up on Previous Recommendations** – Revisit and action the outstanding recommendations from earlier Position Statements to ensure progress is tracked and measurable.
- **Commitment Statement Review** – Review each service’s Commitment Statement against the findings in this report and identify practical steps to embed the agreed values and behaviours.
- **Feedback Mechanisms** - Develop ways to promote the 6C’s feedback form across all SEND Services.

- **Data Transparency** – Improve visibility of performance data (e.g., timeliness of annual reviews, complaint resolution rates, and communication response times) through regular reporting.
- **Parent Feedback Loop** – Develop a feedback loop where parent carers are informed about changes or improvements made because of their input, strengthening trust and accountability like the ‘You Said, We Did, So What’ framework.
- **Health Services** – To review their service offer and publish these.
- **Health Services** – To review communications with a focus on thresholds, signposting and waiting times.

APPENDIX

Tables showing a breakdown of parent carer responses. Not all parent carers gave a rating, and not all parent carers left a comment. Some parent carers fed back on multiple departments within each service.

Responses for Central Bedfordshire Council

	Parent Carers Responding (N)	Ratings given (N)	Comments left (N)
EHC Team	127	124	111
Children Social Care and/or Early Help	27	27	20
Education Psychology Team	10	9	10
Access & Inclusion Team	8	7	6
SENDATS SEND Advisory Team	8	7	4
Early Years SEND Advisory Team	7	7	5
Transport	13	13	13
Medical Needs Team	2	2	2
Adult Social Care and or/YAIL Team	2	1	2
Strategic Commissioning Team	1	1	1
Quality Assurance Team	1	1	0
Music Service	3	2	2
Visual Impairment Team	1	1	1
Other	12	12	10
Total Parent Carers	178	172	149

Note: Columns may sum to more than the total number of Parent Carers as some fed back on multiple departments

Responses for Bedfordshire Community Health Services

	Parent Carers Responding (N)	Ratings given (N)	Comments left (N)
Child Development Centre	51	50	41
Edwin Lobo Centre	33	32	22
Speech & Language Therapy	26	26	21
Occupational Therapy	6	6	6
Other	11	7	6
Total Parent Carers	110	107	85

Note: Columns may sum to more than the total number of Parent Carers as some fed back on multiple departments

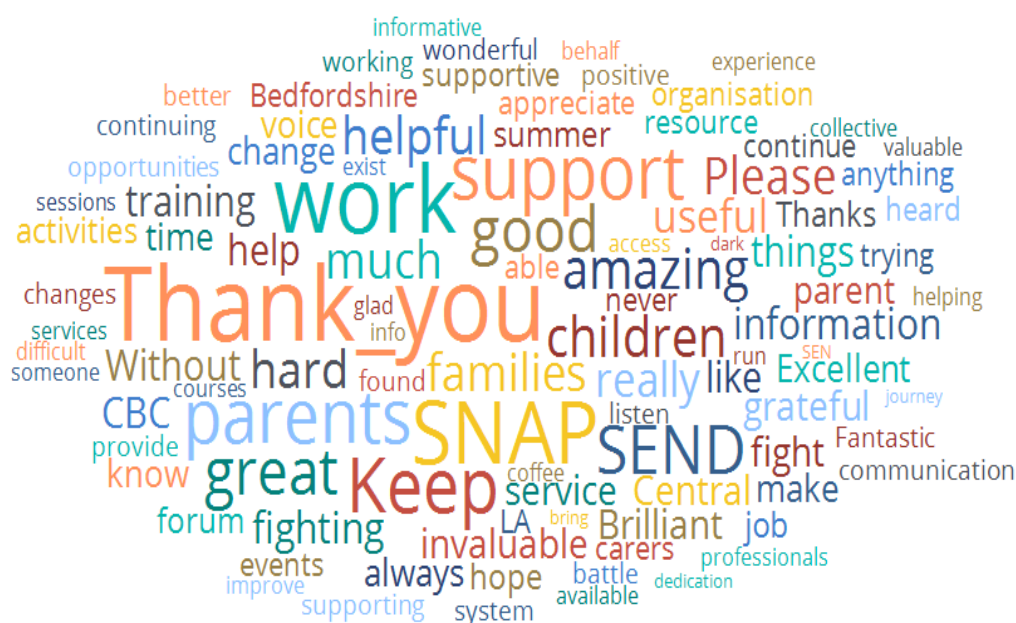
Responses for CAMHS

	Parent Carers Responding (N)	Ratings given (N)	Comments left (N)
Bedford	54	49	43
Dunstable	27	26	15
Paediatric Physiotherapy	1	1	1
Other	6	6	5
Total Parent Carers	85	81	65

Note: Columns may sum to more than the total number of Parent Carers as some fed back on multiple departments

We would like to thank you once again for the kind words you have told us about how you feel about SNAP Parent Carer Forum.

Word cloud of parent carers views of SNAP PCF



Please stay connected with us by following us on Facebook, emailing us updates on your lived experience, completing our surveys and attending our events.

Contact SNAP Parent Carer Forum

E: admin@snappcf.org.uk

F: <https://www.facebook.com/snappcf.org.uk/>

For further information about us please see our website

W: www.snappcf.org.uk

Not for profit Community Interest Company registration no: 10658718

Link to our membership form

Our parent carer membership is open if you have a children or young people aged between 0-25 years of age with any Special Educational Need and/or Disability (SEND) a diagnosis is not required. Members are emailed directly about our events, training and can apply for a Max Card – all services are free of charge.

[Parent Membership](#)

If you want to hear about our events to share with parent carers, please complete our professional membership.

[Professional/Community Membership](#)

If you want to keep updated with our work and share our events with the parent carers you work directly with.