

RESPONSE TO THE SCRUTINY BOARD (CHILDREN'S SERVICES)
SPECIALIST INCLUSIVE LEARNING CENTRES (SILCS)
Action Plan

Recommendations	Actions proposed	Responsibility	Timescale
<p>Recommendation 1</p> <p>That Education Leeds reviews the funding model for the SILCs, to reflect changing patterns of service delivery and the levels of funding required to support them</p>	<p><i>SILC Strategy Group Priority 2</i></p> <ul style="list-style-type: none"> Funding proposals have been agreed by SILC Strategy Group. Any proposed changes will be progressed through School Forum. 	<p>Paul Barker – Team Leader Integrated Children's Services</p>	<p>Initial audit by April 2007. Fundamental review completed and recommendations for change implemented by April 2008.</p>
<p><i>Progress report: Jan 2007 – An initial audit indicated the need for a more fundamental review of funding to SILC's, Partnership Schools and resourced provision needs to be undertaken over the next two terms. Recommendations and proposals for change will be taken through School's Forum ready for full implementation by April 2008. Given the scale of the work required to establish a future model for funding that will support future developments a new timescale of April 2008 is proposed.</i></p>			
<p>Recommendation 2</p> <p>That Education Leeds carries out further analysis of the projected future numbers of pupils and their distribution between partnerships and SILC sites, in order to inform further work on funding, accommodation and partnership development.</p>	<ul style="list-style-type: none"> Over the spring term 2007 we are gathering information on the specific numbers per area of Leeds educated on the sites of SILC's, in Partnership Schools and resourced provision over the last three years. These will enable us to predict future needs. Once this piece of work is completed further consultation will be required. 	<p>Paul Barker - Team Leader Integrated Children's Services</p>	<p>Paper for consultation available by end of Summer term 2007.</p>

<p>Recommendation 3</p> <p>That Education Leeds considers the place of partnership models such as Hollybush where specialised SILC units are sited on mainstream campuses within the overall accommodation strategy for the SILCs.</p>	<ul style="list-style-type: none"> • Developing partnerships such as Hollybush are a core part of the SILC Strategy. • As part of the planned review over 2007 present and future needs in partnership schools will be mapped out across areas. Transparency in relation to present provision and proposed future models will be highlighted in the consultation papers. 	<p>Paul Barker - Team Leader Integrated Children's Services</p>	<p>Paper for consultation available by end of Summer term 2007.</p>
<p>Recommendation 4</p> <p>That the Director of Children's Services and Education Leeds produce clear, co-ordinated and updated information, in a readily accessible manner, to guide parents and professionals through the maze of services for children with special educational needs.</p>	<ul style="list-style-type: none"> • To work in partnership with Children's Services to prepare information for parents that enables them to make informed choices in relation to services for children with special educational needs. • Review and update the written information currently available to parents and review the circulation and availability of this information. • Review the web based information available to parents in order that it might be more easily accessed. 	<p>Frances Bernstein, Planning Team, Education Leeds</p> <p>Wendy Winterburn – Team Leader Integrated Children's Services</p>	<p>September 2007</p>

Progress report, Jan 2007 – Amendments have been made to the Children and Families directory and DDA and inclusion awareness training has been delivered to the Children’s Information Service staff. A range of information for parents has been developed through the Early Support Programme and in recognition that this only provided national information, a local information section has been drafted. The Parent Partnership Service is represented on the Steering Group for the Leeds Parenting Strategy. A proposal to develop a Parent Partnership website is under consultation. Further information will be made available to parents over the Summer term as new models of service delivery are agreed.

<p>Recommendation 5</p> <p>That the Director of Children’s Services and Education Leeds devise a programme of training/ visits to enable professionals to gain first hand experience of current inclusion practice.</p>	<ul style="list-style-type: none"> • Education Leeds to liaise with colleagues in the Acute Trust to arrange an appropriate professional development programme for those professionals with a key role in the early support for the parents of children with disabilities. • A comprehensive training programme will be available to professions over the summer and autumn term 2007 that raises awareness of current Inclusion practice and enable professionals from services and agencies across Education Leeds and Children’s Leeds to gain first hand experience. 	<p>Frances Bernstein, Education Leeds</p> <p>Jean Basson – Integrated Children’s Services SILC Strategy group</p>	<p>January 2007</p>
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Progress report, Jan 2007 – Meetings have been held with acute trust managers. Significant changes to initial and in-service training for staff was reported which will be further reviewed. Revised parent information documents will be shared with acute trust colleagues. Colleagues from the Child Development Centres are increasingly taking opportunities to visit inclusive settings. Work is presently being planned with social services and health to increase training opportunities for professionals.

<p>Recommendation 6</p> <p>That Education Leeds leads in developing a communications strategy for the SILCs Strategy, to ensure that parents are engaged in the ongoing development of the SILCs and also kept informed of progress and choices in relation to their own child's educational provision.</p>	<p><i>SILC Strategy Group Priority 8</i></p> <ul style="list-style-type: none"> • Produce a city wide SILC Newsletter • Each SILC to produce a newsletter to share successes and achievements • Each SILC to identify a colleague to keep EL Communications Team informed of media opportunities • Review and update appropriate websites 	<p>Michael Purches, SILC Strategy Group / Dee Reid, Education Leeds</p> <p>Wendy Winterburn – Integrated Children's Services</p>	<p>March 2006 (date to be reviewed in September 07)</p> <p>September 2007</p>
<p><i>Progress report, Jan 2007 – Plan for a city wide SILC newsletter revised with a new plan to incorporate SILC news items into established newsletters, bulletins etc. News items to be generated at monthly SILC strategy group meetings and passed to Communications Team. The same process to be used to generate possible media opportunities. Each SILC has either developed a newsletter or has one in development. Further advice and support is to be given by Communications Team after half term to improve information sharing with parents. A Choice advisor and Parent Support Advisers have recently been appointed to support parents who find it difficult to choose appropriate schools for their children. At the first meeting of the SILC Forum it was agreed that parental representation will be sought. A project is underway to revise and update the Education Leeds website. Information leaflets for parents in relation to choice of placements will be further developed over the Summer term.</i></p>			
<p>Recommendation 7</p> <p>That Education Leeds considers how the outreach role of the SILCs can be further supported and developed.</p>	<p><i>SILC Strategy Group Priority 3e</i></p> <ul style="list-style-type: none"> • Outreach services for pupils with Physical medicals needs are in place, supported by a Service Level agreement • The East SILC has been commissioned to manage the hospital and home teaching service. The service specification and service 	<p>Paul Barker – Team Leader Integrated Children's Services</p> <p>Gary Nixon – Team</p>	<p>March 2006 (to be reviewed in September 06)</p>

	<p>level agreement are being finalised for April 2007.</p> <ul style="list-style-type: none"> • Arrangements are presently being secured to commission the North West SILC to manage the outreach service for pupils with autistic spectrum condition. Again outcomes will be secured through a service level agreement. • Further outreach role of the SILCs in relation to other needs will be defined and agreed by the SILC Strategy Group and SILC Forum over the spring and summer term 2007. • Further consideration will be given over the summer term as to how the SILC's will work alongside the extended service schools in order to provide a complete range of outreach services. • Funding models to support outreach will be agreed with the SILC's, Education Leeds and mainstream schools over the autumn term 2007. Any proposed changes will be progressed through School Forum. 	Leader Integrated Children's Services	April 2007
<p><i>Progress report, Jan 2007 – At this time the Physical and Medical Needs Service is meeting demand. Regular monitoring is built in to ensure the service can meet current and predicted need. Demand for the STARS Service (for pupils with needs on the autistic spectrum) is growing. Plans are in place to address the capacity issues in relation to this service. The hospital and home tuition service is in the final stages of being transferred over to the East SILC. The final service specification and service level agreement will be in place for April 2007. Early planning is in place to investigate the requirements in the North West and West SILC's in relation to outreach activities for secondary aged pupils with moderate learning needs. An audit exploring the demand for further outreach support services is planned later in this academic year, this will also consider and consult upon funding levels and approaches.</i></p>			

<p>Recommendation 8</p> <p>That Education Leeds facilitates a strategic review of the partnership provision associated with the SILCs and in particular the number of partnerships operated by the North West SILC, informed by future funding, accommodation plans and pupil number projections.</p>	<ul style="list-style-type: none"> • Completed. A review has been carried out based on the number projections as described in Recommendation 2 above. • The review of partnerships in the North West has been completed and as a result one Children's Centre partnership and two primary partnerships have been ended. • Further work in relation to Partnerships as described in recommendation 2 will be conducted over the spring term 2007. 	<p>Paul Barker – Team Leader Integrated Children's Services.</p> <p>Michael Purches, Principal, North West SILC</p>	<p>May 2006</p> <p>May 2006</p> <p>April 2007</p>
<p>Recommendation 9</p> <p>That Education Leeds ensures that appropriate and robust professional support in relation to change management is available to all schools subject to reorganisation, in the best interest of the pupils whose educational experience will be affected by the changes taking place. Also that Education Leeds ensures that the resources for this support are explicitly identified when proposals for reorganisation are put forward.</p>	<ul style="list-style-type: none"> • Completed. Since the transformation of special schools in 2004 the Organisational Change Team has been established and has the capacity to support all schools facing a significant change. Education Leeds ensures that resources for this support are explicitly identified when proposals for reorganisation are put forward. 	<p>Organisational Change Team</p>	

<p>Recommendation 10</p> <p>That Education Leeds continues to provide the support and resources that are required for the leadership and management of the NW SILC in order to continue to build the trust and confidence of all in the future provision of excellent education and care for its pupils.</p>	<ul style="list-style-type: none"> • A Task Group, led by a Quality Assurance Adviser, and consisting of senior leaders from the SILC and Education Leeds has been operating since September 2005. • Organisational Change Team support to the Leadership Team and Governors • Consultant support to SILC Management Team 	<p>Helen Pemberton, Quality Assurance Advisor, Education Leeds</p> <p>Andrew Hobbs, Organisational Change Team Leader, Education Leeds</p> <p>Paul Barker - Team Leader Integrated Children's Services.</p>	<p>Initial priorities ran until July 2006. New priorities in place.</p> <p>Ongoing</p> <p>Sept 06 – Aug 07</p>
<p><i>Progress report, Jan 2007 – The SILC task Group continues with revised objectives. Organisational Change Team and consultant support continue to be provided. The SILC has made excellent progress in the last year and was judged to be 2 overall (on a scale of 1-4, with 1 being the highest)at the recent OfSTED inspection.</i></p>			
<p>Recommendation 11</p> <p>That the Director of Children's Services and Education Leeds work with partners to ensure the following issues which emerged during our inquiry are given further attention, and that they report back to us on the action being taken on each issue:</p>			

<p>11. (1) Clear transition plans for pupils at all stages, developed in conjunction with parents</p>	<ul style="list-style-type: none"> • Ensure current support for young children with severe and complex needs moving in to early years provision and then on to a school setting is established • Ensure that all pupils across the SILC's have personalised learning plans and programmes that support the continuation of their learning across transition. • Review primary secondary transfer processes with particular reference to pupils with the most severe and complex needs in all settings, including the BESD continuum • Progress Quality Inclusive Pathways project to improve 14+ offer to young people with lifelong support needs. • Ensure appropriate pathways and curriculum opportunities are available in future 14 – 19 provision • Ensure secure arrangements are in place for all pupils for transition reviews and planning for all pupils with complex needs transferring at the end of key stages 2 and 3. 	<p>Andrea Richardson, Early Years Team, Children's Services Paul Barker – Integrated Children's Services</p> <p>Paul Barker – Team Leader Integrated Children's Services</p> <p>Pete Vickers, VINE Manager Children's Services Gary Milner – 14 – 19 Co-ordinator</p> <p>Margery Page – Team Leader Psychology and Assessment Service</p>	<p>April 2007</p> <p>September 2007</p> <p>July 2007</p> <p>July 2007</p>
<p><i>Progress report, Jan 2007 – Early Years Service are to implement a longer term structure for transition into early years settings from April 2007. Primary to Secondary transfer identified as a priority for further action in Education Leeds Draft Strategic Plan. Quality Inclusive Pathways launched on 1st February 2007.</i></p>			

<p>11. (2) The inclusion of information about the SILCs in admissions information and on the admissions preference forms.</p>	<ul style="list-style-type: none"> • Admissions information in relation to admission to the SILC's, partnerships and resourced provision will be embedded into new admissions arrangements and guidance from September 2007. • Guidance and information about admission to SILC's is being reviewed over the summer term 2007. Up-dated information will be published. • A Choice Adviser works within the parent partnership service to give independent advice and support to parents in relation to admissions • The year 5 process will be further reviewed as described in 11.(1) above 	<p>Viv Buckland, Admissions and Transport Team Leader, Education Leeds</p> <p>Wendy Winterburn - Team Leader Integrated Children's Services Paul Barker – Team Leader Integrated Children's Services</p>	<p>June 2006</p> <p>October 2006</p>
<p><i>Progress report, January 2007- Admissions information reviewed annually. Choice advisors have recently been appointed to support parents in making choices at key transition times. Closer working between admissions to mainstream provision and specialist provision identified as a activity in the Education Leeds Draft Strategic Plan</i></p>			
<p>11.(3) Ensuring that parents are kept informed from time to time of changes in policy or legislation which may affect the choices open to them for their children's education. And: 11. (4) Ensuring that information on services available to parents incorporates non-statutory services.</p>	<ul style="list-style-type: none"> • Review the processes employed by Parent Partnership Service to carry out this statutory function. • Communication Strategy for parents to be reviewed over the summer term 2007. This will incorporate up-dating parents on policy and legislation that may effect their choices and information in relation to non-statutory services available to parents across Leeds 	<p>Wendy Winterburn – Team Leader Integrated Children's Services Paul Barker – Team Leader Integrated Children's Services</p>	<p>September 2007</p>

<i>Progress report, Jan 2007- The Parent Partnership Service has undertaken an internal review and realigned resources to provide a more coordinated approach. The Parent Partnership Service is recruiting an information officer to specifically support the communication strategy.</i>			
11. (5) Development of the Parent Partnership Service's profile with SILC parents.	<ul style="list-style-type: none"> Review the current interface between SILCs, parents and the Parent Partnership Service which now has an identified officer for each SILC Further analysis will be conducted over the Summer term 2007 that reflects any further changes that may be required in relation to future delivery models for the parent partnership service 	Wendy Winterburn – Team Leader Integrated Children's Services	Initial work – September 2006 Finalised September 2007
<i>Progress report, Jan 2007- Each SILC now has a dedicated Parent Partnership Service officer. A parent forum has been established in the North West and will be followed with similar forums in the other SILCs.</i>			
11. (6) The possibility of the direct payments scheme being applied to children's care needs in education.	<ul style="list-style-type: none"> Opportunities for this to be explored with Social Services colleagues regarding the direct payments scheme and an options paper to be presented to the Leadership Team of Education Leeds to agree future action 	Paul Barker - – Team Leader Integrated Children's Services	July 2007
<i>Progress report, Jan 2007- There is no specific progress to report with regards to this complex issue. Direct payments have been raised in connection with the development of extended services and the funding of access to these services for pupils with disabilities. It is likely that this issue will be further explored in this context (linked to 11(8) below)</i>			
11. (7) Reviewing funding to the Portage Service	<ul style="list-style-type: none"> Since September 2005 the Portage Team has nearly doubled the number of families receiving services. The need for additional capacity will be reviewed in the Autumn Term 2006. 	Lorraine Farrington, Early Years SEN Team Co-ordinator	October 2006
<i>Progress Report, Jan 2007 – A post within the Team which has not been active for 2 years is to be filled which will result in a 15% increase in capacity. Case load remains high and the waiting list fluctuates. The referral process is being reviewed in order to discuss parents' needs and seek to provide a more flexible offer. The Education Leeds Portage Team are seeking a closer working relationship with the Hawthorne Nursery Portage Team. Further focussed work is required in this area.</i>			

11. (8) Exploring opportunities for the SILCs and their pupils and parents to benefit from the Extended Schools Agenda.	<ul style="list-style-type: none"> • Focussed work is required over the Summer term 2007 to ensure that all children attending SILC's benefit from the Extended Schools Agenda • How the work of the SILC's develops in partnership with the extended services agenda will be communicated fully to all Stakeholders once future arrangements are secured. • 	Mark Hopkins, Extended Schools Co-ordinator, Education Leeds Paul Barker - Team Leader Integrated Children's Services	Work started June 20 th 2006 Action Plan to be drafted by April 2007
<i>Progress report, Jan 2007- An audit of current extended services offered by SILCs has been carried out. A planning day is to be held on March 12th 2007 involving all the SILCs and the Learning Communities Team. Following this planning day an action plan will be produced highlighting key actions required.</i>			
11. (9) Tackling contractual barriers to the SILCs working with existing PFI schools.	<ul style="list-style-type: none"> • At this time there are no apparent barriers in relation to this area however any possible barriers are kept under review as we plan PFI builds. 	Shirley Parks – Strategic Manger Education Leeds Paul Barker - Team Leader Integrated Children's Services	Ongoing
11. (10) Clarifying the meaning of '1:1' support to avoid misunderstanding of entitlement	<ul style="list-style-type: none"> • Seek understanding between Education Leeds and schools of levels of support and appropriate descriptors 	Margery Page - Team Leader Integrated Children's Services	December 2006
<i>Progress report, Jan 2007 – 1:1 support is no longer written in to statements. Specific wording about resourcing levels are only included after discussions with the SILC principal and the parents and there is agreement that the levels are appropriate and deliverable.</i>			

11. (11) Providing opportunities for staff development in both mainstream and SILC settings in relation to inclusion and appropriate curriculum delivery, particularly at secondary level.	<i>SILC Strategic Priority 5b and 5c</i> <ul style="list-style-type: none"> • A comprehensive staff development programme is planned for 2006-07 that supports this priority. • Consideration is being given to the appointment of additional advisory teachers into the National Strategies team that will support with curriculum development and the personalisation agenda 	Jean Basson Training co-ordinator - Integrated Children's Services SILC Continuing Professional Development Group	Reviewed and in place for September 2007
<i>Progress report, Jan 2007- SILC CPD Group have planned a significant professional development activity programme with a focus on skill sharing within and between SILCs through the development of learning teams. A training day for all SILCs was held on 24th January. A significant focus of the SILC staff professional development is acquiring the relevant skills to support the development of mainstream staff to meet the needs of pupils with learning difficulties, behavioural needs and disabilities. The training need of mainstream staff continues to be addressed through the Education Leeds training programme which was reviewed by the Scrutiny Working Group. A significant number of programmes are delivered through the National Strategies Team. Additionally the Behaviour and Education support Teams in Bests support training for behaviour across mainstream clusters.</i>			
11. (12) Developing an outreach role for staff in experienced partnership schools	<ul style="list-style-type: none"> • See Recommendation 7. Above • In addition further exploration is being undertaken as to how staff in partnership schools can train, develop and build capacity across the school 	Jean Basson Training co-ordinator - Integrated Children's Services	September 2007
11. (13) Partnership school representation on the SILC Board	<ul style="list-style-type: none"> • Consultation on establishing a SILC Forum underway. 	Andrew Hobbs – Change Organisational Team	October 2006
<i>Progress report, Jan 2007 – The first meeting of the SILC Forum was held on February 8th and involved partnership school representation. The significant interest shown in attending the Forum by partnership schools has resulted in consultation with those schools on creating an opportunity for partnership schools to meet in a forum of their own.</i>			

11. (14) Further development of health support to enable the most effective use of specialist resources	<ul style="list-style-type: none"> • Developments in extending health support through; additional appointments, training of support staff and more flexible deployment of skills overseen by Health Inclusion Group. • Further work is required to identify adequate health support for those young people with complex social, emotional and behavioural needs and those with mental health issues. 	Health Inclusion Group- Chair, Jean Baker, Children's Services Manager East Leeds Primary Care Trust	Ongoing
<i>Progress report, Jan 2007 – Good progress continues through the Health Inclusion Group. The focus over the remainder of the current academic year being aligning health resources to the changing pattern of specialist sites and the development of high care partnerships. In addition further consideration is being given to health support requirements for those young people with acute social, emotional and behavioural needs.</i>			
11. (15) The need for future consultation to inform realistic and challenging discussion of proposals	Linked to recommendations 1, 2 and 3 above. <ul style="list-style-type: none"> • Outcomes of focussed work over the Spring and Summer term 2007 will result in further consultation on future options 	Paul Barker – Paul Barker - Team Leader Integrated Children's Services	September 2007
11. (16) Consider appropriate governance structures to reflect the partnership nature of SILCs.	<ul style="list-style-type: none"> • New models of governance arrangements to be explored and proposals built into future consultation papers. 	Richard Smith, Governor Support Team Leader, Education Leeds	September 2007
<i>Progress report, Jan 2007 – Governance arrangements for SILC partnership now part of a larger project developing new governance arrangements for the growing number of collaborative arrangements between schools. Some of these are currently being piloted and if they prove successful should be transferable to SILC settings by September 2007.</i>			