

Health and Wellbeing Board Draft Commitment Response

Commitment no.1 - We have detailed and accurate information on the disabled children, young people and their families living in our area, and provide public information on how we plan to meet their needs.

Partners of the Leeds Health and Wellbeing Board provide services to or commission services for all children and young people including children and young people that are disabled or have Special Education Needs (SEN). Where a partner is directly providing a service they record information on the children and young people they have seen and the nature of the service they have provided. In most cases this information is electronically recorded. Where paper records are still being used, for example in areas of health, work is underway to address this.

To obtain a holistic overview of the number of children and young people with SEN and disability in the Leeds area, a **Children's Disability Register (CDR)** has been developed. The register will assist the local authority and partners to provide value to families by enabling them to offer targeted and personalised information at opportune times i.e. preparing for school or preparing for adulthood. Other information could include changes to legislation, contact details for supporting organisations, forthcoming activities, and information about specific types of need. In addition, maintaining a Children's Disability Register supports our commitment to being a Child Friendly City and has the potential to enhance communication with families, giving them access to targeted information.

To support the proposal to develop the register and scope the work required for a responsive and robust register, a number of parents and carers of disabled children were surveyed via a questionnaire. The questionnaire asked questions such as: what kind of information would you be willing to share about your child; what would you recommend the CDR be called; and would they need support to complete a registration form for the register. A total of 201 completed questionnaires were returned resulting in a 10% return rate.

To determine the approach to develop the register, an options paper was taken to Children's Services Leadership Team (CSLT) in August 2014. It was agreed the register could be implemented and funding was allocated to support its implementation. The data solution for the register is currently in production and will be ready for use June 2015. A specific LCC web page will be constructed to hold information and provide access to the register application form – to be downloadable as a pdf print out in the first instance with the possibility of it being e-enabled in a future phase. A stakeholder and communications plan is being developed so that the register can be fully accessible to families whether accessed online or through keyworkers / lead workers with the family.

Providing public information on how we plan to meet their needs

Leeds has recently published its SEND Strategy called '**Making Leeds a great place to learn for children and young people with special educational needs and disabilities: the Leeds Strategy for 2014-2017**'. The strategy sets out Leeds' policy for the provision of education for children and young people with special educational needs and disabilities (SEND) and explains what Leeds will do from 2014 to 2017 to support them to have a good education and get ready for adult life. The strategy is available on Leeds City Council's website and has been produced with all key stakeholders in particular disabled and SEN children and young people and their families and carers.

Whilst a major drive of the SEND strategy will be the implementation of the Children and Families Act, additional actions have been identified to embed the Early Support principles that Leeds aspires to. The three priority areas identified (in line with Leeds Learning Improvement Strategy 2014-2015) include:

- Improving educational outcomes of children, young people with SEND and their families
- Improving the quality and sufficiency of SEND provision and services
- Co-planning and collaborative working between education services, local authority education providers and parents, carers, children and young people with SEND and other partners and stakeholders

To achieve these priorities an action plan has been developed which is in Appendix 1 of the strategy.

A further aspect of the strategy is data improvement. Work is underway to develop the '**single view of the child**'. Obtaining a 'single view of the child' will enable professionals to have access to key pieces of information from multiple sources about a child to inform preventative work and support early intervention more effectively. It will provide Children's Services with comprehensive data about all children across the city and this will better identify where resources have the most benefit and help in directing resources to areas of greatest need.

In addition to the strategy, Leeds published its Local Offer on 1 September 2014 as part of the implementation of the Children and Families Act. **The Leeds Local Offer** was co-produced with parents, carers, children and young people as well as with partners across education, health, social care and the voluntary sector.

The Leeds Local Offer intends to:

- Ensure families can access clear information about all services for those aged 0-25 with SEN and disability.
- Explain what families are entitled to and can expect from services.
- Gather feedback from people who use services.
- Use feedback to support service development.

The website uses a specialist search engine that will return information about the support and services available in Leeds for children and young people. Users will be able to search headings that reflect the 'journey of the child' from birth to 25 years, such as early years, going to school or college and living independently.

In addition to the Local Offer website, the **Leeds Observatory** is the '*one-stop-shop*' website for information and intelligence about communities in Leeds. The website holds a wide range of information about the diverse make-up of Leeds. The website is provided as a free resource and updated & maintained by Leeds City Council. There is a specific Children's section to the observatory which includes, for example, SEN census data.

An overview of city level data is also available on websites such as Child and Maternal (CHIMAT) Health Intelligence Network, the Public Health's and NHS Outcomes Frameworks, and the Department of Education's LAIT website. In addition to data in these websites, there will be a focus on children and young people in the new JSNA. Upon agreement, further investigations will be undertaken on the key issues facing children and young people, including SEN and disabled children and young people, as part of a formal programme of work. A key part of this work will be how better link and share resources around disability across the city.

Finally, the sharing of data underpins **joint commissioning** and the ability to provide services in a joined up and cost efficient way. Joint commissioning is discussed in more detailed in Commitments 6 and 7.

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Health and Wellbeing Board Draft Commitment Responses

Commitment 2 – We engage directly disabled children and young people and their participation is embedded in the work of our Health and Wellbeing Board.

As a **Child Friendly City**, the **‘voice of the child’** is a major priority for Leeds, and there is an expectation for the involvement of children and young people including those with SEN and disabilities in any decisions made about them and the services they use. At the heart of making this a reality is a commitment to working restoratively with children and young people so that their voices are at the heart of decisions that affect them. There is strong evidence that working with children and young people wherever possible, instead of doing things to them or for them, produces better outcomes and helps to build confidence and resilience.

Listening consistently to the voices of children, young people and families is also central to the culture Leeds is working to create and this is evident in **Leeds’ children and young people’s 12 wishes** for what makes a child friendly city, for example, wish 11...‘Children and young people can express their views; feel heard and are actively involved in decisions that affect their lives’. By doing so trust can be increased and positive change can be achieved even in the most complex situations. All 12 children and young people’s wishes are listed in Appendix 1 below.

As mentioned in Commitment 1, Leeds has recently published its **SEND Strategy - ‘Making Leeds a great place to learn for children and young people with special educational needs and disabilities: the Leeds Strategy for 2014-2017’**. One of the three priority areas for the strategy identified was to embed the Early Support principles that Leeds aspires to be, ‘Co-planning and collaborative working between education services, local authority education providers and parents, carers, children and young people with SEND and other partners and stakeholders’. To achieve these priorities an action plan has been developed. Relevant actions to improve co-planning and collaboration with children and young people include:

- Develop effective communication structures between services and people who use them;
- Build on and develop existing parent/carers and C and YP’s forums and communication networks; and,
- Support good practice and provide resources for good practice in supporting the voice and influence of C and YP with SEND in education settings.

Children’s Services in Leeds City Council has **Voice, Influence and Change (VIC) Team**. The team, established in April 2012, leads on strengthening the voice and influence of *all* children, young people, parents and carers across the directorate, partnership and city. The team lead on ensuring children and young people drive the Child Friendly Leeds vision and priorities and develop information and communication in partnership with them.

To strengthen the voice of children and young people with SEN and disabilities, the VIC team coordinate a **‘Voice and Influence of Children and Young People with Disabilities and SEN’ Working Group**. The group is a sub group of the Strategic Voice and Influence Children and Young Peoples Partnership Group which reports to the Child Friendly Leeds Programme Board and the Complex Needs Partnership Board. The group aims to ensure that services seek the views of children and young people with SEN and disabilities, hear what they have to say, respond to their views and work together to improve outcomes that lead to positive change. The group also provides information, guidance and challenge to organisations and services seeking to meaningfully involve children and young people with SEN and disabilities in the design, development or review of their services. The

group is a citywide, multi-agency, partnership group and members either have responsibility for, or an active interest, in increasing the voice and influence of children and young people with SEN and disabilities.

Specialist Disability Short Breaks Voice and Influence Working Group

In May 2014 the first meeting of the new Specialist Disability Short Breaks Voice and Influence working group took place. Voice and influence staff leads from all three establishments came together to begin establishing and reinforcing a network of peer support to promote and celebrate good practice and workforce development around voice, influence and change priorities. Initially the group intended to look at establishing working links with education settings and professionals who provide services and support.

Leeds Youth Council

The Leeds Youth Council (LYC) is a publicly recognised group of young people from a wide range of backgrounds who aim to represent and campaign for the views and opinions of their peers in Leeds. Since November 2013, a group of approximately 8 young people from LYC have met once a month to work on a disability awareness pack. The key things the group wanted to address were:

- Making young people aware that not all disabilities are visible
- Helping young people to feel more confident communication with people with disabilities
- Making young people of the Social Model of Disability
- Signposting young people to where they could get more detailed advice and information on disabilities.

The group decided to create a short presentation aimed at school students in year 7-9. In addition, they approached the national charity SCOPE to partner with their End the Awkward awareness raising campaign and received emails from the National Campaigns Manager for SCOPE in support of their work. Finally to help students remember the content of the pack, youth councillors developed a character called "SMOD" (Social Model of Disability).

Better Lives for People in Leeds

Better Lives for People in Leeds is Adult Social Care's commitment to unlocking the potential to make a positive difference to people's lives and the lives of others. It's about people being released from dependency and having more say in how they live their lives.

As part of their approach to help local people with care and support needs to enjoy better lives than before, they have established a group of representatives of local people with care and support needs. These include carers, local service providers and council officers to identify better ways for people to access services which are tailored to their personal needs. The group has identified improving local information and advice as the main area for development.

Consultation and Engagement with Children and Young People with SEN and Disabilities

A significant amount of engagement and consultation activity with children and young people with SEN and disabilities and their families takes place across partners of the Health and Wellbeing Board. Examples of consultation and engagement with children and young people are provided below.

Production of the SEND Strategy 2014 -2017

Consultation took place during the course of the production of the SEND Strategy 2014 -17 which included communicating the Children and Families Act and detailing its implications for children and young people with SEN and disabilities and their families.

Activities included:

- Engagement activities with children and young people, including focus groups and accessible surveys focusing on the reforms of the Children and Families Act and reviews of Adult Social Care provision, short breaks provision and post -16 provision
- Special News for Young People - April 2014 - on the new laws about special education needs and disabilities produced by the Best Practice Team
- Survey for Children, Young People and Families - May 2014 - Questions for Young People: Changes to laws about services for children and young people with SEN and disabilities.

In addition to the above videos were recorded and published on YouTube to facilitate the involvement of Young People in the Children and Families Act 2014 and the Children's Services Blog has published articles about the reforms.

21st November 2014 was Takeover Day in Leeds City Council

Takeover day is designed to let children and young people take over the work of a service or team so that they can learn about work. It also enables those working in the service to find out what young people think. On this occasion, three young people from the North West SILC took over the Complex Needs Service. They met with the Head of the Complex Needs Service and spoke to her about what is most important to them as young people with additional needs. They prepared questions to ask her and wrote an article for the 'A Brighter Future' magazine (see below) to show the responses to their questions. One young person said "it was good" and another young person said "I had a good time". The Head of the Complex Needs Service said she would share these views with all her staff and ask them to think about ways to help.

EPIC Leeds Takeover

Six young people from SS Peter and Paul Primary school took over EPIC Leeds to plan the 2015 Family Fun Day for disabled children and young people with additional needs. The young people designed invites, floor plans and chose activities for the day. EPIC Leeds really enjoyed the innovative ideas the young people had to offer and said they will be using them for the fun day. The six young people will attend the fun day in June 2015 as guests of honour.

Leeds SEND Information Advice Support

Leeds SEND Information Advice Support Service, formerly the Leeds Parent Partnership Service, asked young people to help them design their new leaflet advertising their change of name. In addition, for their Take Over Day teenagers were asked to go in to look at their website.

Engaging and communicating with children and young people

Leeds is very keen to ensure all children and young people receive plenty of information about what is going on in the city and about the services and issues that affect them. Various different methods are used to communicate with children and young people and inform them about services that affect them.

Child Friendly Leeds Blog

The blog highlights some of the great work taking place every day to achieve the ambition of making Leeds a Child Friendly City. It brings together information, news and views about everything related to Leeds becoming the best city for children and young people.

Complex Needs Service e-bulletin

The bulletin goes to Voice, Influence and Change SEN and Disability Network Members and members are asked to share the information and opportunities in the bulletin with staff networks and the children, young people and families they are working with. Information included in the bulletin includes: meetings and events including those facilitated by the Voice and Influence Team; Consultations; and Training. There is also a Question Time section which provides information on the questions asked of VIC Leads and children and young people they work with.

In addition to the ebulletin, there is a **Complex Needs Newsletter** for children and young people which shares news about:

- New services to help children and young people in Leeds
- New fun things to do in Leeds
- Changes to services children and young people use in Leeds

The newsletter is also used to share children and young peoples' stories and celebrate their good news.

Brighter Futures is the Leeds magazine for children and young people with disabilities or complex needs (SEN). The magazine is produced twice a year and its aim of is to inform Children and Young People with disabilities or complex needs of events they can be involved with such as Arts and Culture, Music and Sport or places they can visit. It also gives Children and Young People with disabilities or complex needs a chance to have a voice and write about topics that are important to them.

Information for children and young people about...



...Making Leeds a child friendly city



WE ARE child friendly Leeds

Making Leeds a child friendly city

We want Leeds to be the best city in the UK, a child friendly city, where children and young people are valued, supported, enjoy growing up and look forward to a bright future.

This is good news for children and young people like you – your city is putting you first!

Child friendly Leeds means making sure our voice is heard and that you have a say in how our city runs. We've already asked thousands of our young people how we can create more child friendly Leeds. Would this mean to see the most popular ideas below. These are the 12 Wishes and we want to help them all come true.

Another important part of child friendly Leeds is making sure you know our rights. The UK has signed the United Nations Convention on the Rights of the Child (UNCRC). This means all children and young people in the UK have rights. To find out what they are, how to stand up for the UNCRC, please see the 12 different parts to the UNCRC and each part called an 'article' – how many do you already know about?

Child friendly Leeds needs you!

Growing up in Leeds? Then you're what child friendly Leeds is all about. There are lots of ways you can be involved:

- Become a child friendly Leeds young advisor – you'll take part in all sorts of projects to help make Leeds a better place. For an application form email: childfriendlyleeds@leeds.gov.uk
- Join a local youth forum or become a member of your school council
- Make your community better by volunteering. To find opportunities near you, go to www.volnapleeds.com
- Have fun and enjoy yourself at events and other free events like Party in the Park, go to www.leeds.gov.uk
- Follow us on Twitter @child_friendlyleeds and be like your friends for a more child friendly Leeds
- Get in touch with the Leeds Youth Council, a group of young people who meet regularly to make Leeds a better place. Meet them @leedsyc

Together we'll make Leeds a child friendly city where you:

- are safe from harm
- do well in your learning and have the skills for life
- choose healthy lifestyles
- have fun growing up and
- are an active citizen and feel like you have a voice and influence on the city.





The 12 wishes

We've listened to thousands of young voices to find out what's important to children and young people in Leeds; the top 12 'wishes' they feel will make Leeds a child friendly city.

In a child friendly Leeds...

- 1** Children and young people can make safe journeys and easily travel around the city:

 - Affordable public transport and parking
 - More zebra crossings
 - Promote safe cycling paths and walking routes
- 2** Children and young people find the city centre welcoming and safe, with friendly places to go, have fun and play:

 - Good access to the city centre
 - Signposting to attractions
 - Safe areas for children of all ages and places where young people can hang out and have fun
 - Information about what is going on in the city
 - Maps showing safer routes in the city centre
- 3** There are places and spaces to play and things to do, in all areas and open to all:

 - More staff in the places and spaces children and young people go
 - Things to do all year round, not just during holidays
 - Families and young people informed about what is going on across the city and how to get there, for example bus routes
- 4** Children and young people can easily find out what they want to know, when they want it and how they want it:

 - Use websites, social media, posters, letters, text, email and verbally
 - Information is up to date and relevant
 - Two way communication; opportunities to give feedback, suggest ideas and have discussions, for example online forums
- 5** Children, young people and adults have a good understanding of children's rights, according to the United Nations Convention on the Rights of the Child:

 - Responsibility of all to respect each other's rights
 - Recognise young people who are active citizens, volunteer their time and help out in their local communities
 - Adults working with children and young people and families need to explain how their role supports children's rights
 - Agree which child friendly version of UNCRC should be promoted across the city, for example the school, college and different organisations
- 6** Children and young people are treated fairly and feel respected:

 - Tackle stereotyping of young people
 - More positive media coverage of young people
 - Adults are friendly to children and young people
 - Better access and choice for disabled children and young people, for example leisure opportunities
- 7** Children and young people have the support and information they need to make healthy lifestyle choices:

 - Better information and support around emotional health, building confidence, having positive friendships, taking healthy and being active, as well as relationships, drugs, smoking and alcohol
- 8** All our learning places identify and address the barriers that prevent children and young people from engaging in and enjoying learning:

 - Better approaches to tackling bullying and disruptive behaviour of pupils
 - Learners are more interactive and fun
 - Linking more to life skills and future employment
- 9** There are a greater number of better quality jobs, work experience opportunities and good quality careers advice for all:

 - More support for young people not in education, employment and training
 - Increase work experience opportunities across the city and across professional
 - Young people know where to go to find out about jobs and work and apprenticeship work experience opportunities and career information, advice and guidance
- 10** All children and young people have their basic rights met:

 - All children and young people have a home and feel they have a reasonable standard of living
 - Protect all children and young people from harm
 - Support for income families
- 11** Children and young people express their views, feel heard and are actively involved in decisions that affect their lives – this is what we mean by 'participation':

 - Inform children and young people that it's their right to have a voice and be involved in decisions that affect their lives
 - Increase understanding of different views children and young people can share their views, have their say and make a difference
 - More opportunities for all children and young people to get actively involved in decision making and influence change in the city centre and local communities
 - Tackle barriers preventing children and young people getting involved in participation activities
 - Organisations working with or for children and young people, should involve children and young people in deciding what they should do, how they should do it and how well they are doing it
- 12** Places and spaces where children and young people spend time and play are free of litter and dog fouling:

 - Clean streets
 - Clean parks
 - Encourage people to take responsibility for their actions
 - Children, young people and adults working together on community clean ups

You can get involved in child friendly Leeds

For ideas and inspiration get in touch:

Tel: 0113 355 0247 Email: childfriendlyleeds@leeds.gov.uk

[@child_friendlyleeds](https://twitter.com/child_friendlyleeds) [Facebook](https://www.facebook.com/leedschildfriendly) [Search: Child friendly Leeds](https://www.youtube.com/channel/UC...)



Health and Wellbeing Board Draft Commitment Response

Commitment no.3 – We engage directly with parent carers and their participation is embedded in the work of our Health and Wellbeing Board

Leeds has recently published its **SEND Strategy - 'Making Leeds a great place to learn for children and young people with special educational needs and disabilities: the Leeds Strategy for 2014-2017'**. The strategy sets out how partners across Leeds plan to support learners with SEND aged 0-25 to achieve their best possible outcomes, in line with the reforms of the Children and Families Act 2014 and in light of the authorities current local position and other local developments.

As the strategy covers such a wide range of issues, a number of activities took place over 2013/14 focused on specific issues and the outcomes of these activities combined to form a draft document. Parents and carers were one of the stakeholder groups that were involved in these activities which included:

- Regular updates on the development of the strategy and related work in the complex needs service newsletter, sent to all stakeholders including: colleagues leading schools and other educational settings; SENCos; school governors; children and young people (in a short accessible format); parents and carers; and a range of other partners with an interest;
- Updates to and feedback from the multi-agency Complex Needs Partnership Board, chaired by Councillor Judith Blake, Deputy Leader of the Council, which includes representatives from education, health, social care, third sector organisations and parents and carers;
- Regular working groups with multi-agency representation, including parents and carers and education practitioners, to address the reforms of the Children and Families Act.

Three significant priority areas have been identified for improvement identified by partners:

- **Improving outcomes of children, young people with SEND and their families** – and narrowing the achievement gap between outcomes of those with SEND and their peers without SEND
- **Improving the quality and sufficiency of SEND education provision and services** – making sure there is enough high quality education provision to meet the needs of learners with SEND in the city
- **Co-planning and collaborative working** with parents, carers, children and young people with SEND and other partners and stakeholders – making sure that all partners have opportunities to influence service development

These priorities have been informed by views gathered from: education practitioners from mainstream and specialist education settings; colleagues in the local authority with an interest in education; and parents and carers of children and young people with SEND.

Leeds Local Offer

A requirement of the Children and Families Act was for Leeds to develop and publish its local offer. The Leeds Local Offer was published in September 2014. It brings together information about all services for children and young people aged 0-25, including education, health, social care, transport, childcare and leisure services. Information is available online, or printed information can be accessed through a telephone service.

The Local Offer provides a place for families to give feedback on services available across the city. This feedback must be used by the local authority and health agencies to inform commissioning and service development. Details of this must be published, to show families how their input has influenced change.

The Leeds Local Offer was published in September 2014, and will continue to be developed over time based on users' feedback.

Leeds SEND Information Advice Support Service

Leeds SEND Information Advice Support Service, formerly the Leeds Parent Partnership Service, provides parents, carers and professionals with impartial advice, support, help and information. The service is arm's length to the Local Authority and schools, and is free and accessible to all parents and carers of children with special educational needs and disability.

The service works with parents and children and young people to ensure that they are fully involved in the planning of SEN support for their child's individual needs in early years' settings, schools and colleges and in the Education Health Care Needs assessment or through the conversion process from the old statement to the EHCP.

EPIC Leeds

EPIC Leeds are the Parent Participation forum for parents/carers and families of disabled children and young people with additional needs in Leeds. EPIC Leeds works to empower parents to improve choices for children and young people with additional needs, their families and carers.

EPIC Leeds sign post to organisations and support groups that can help parents and carers improve their lives. They try to influence policy by having parents and carers represented at the highest level in the local authority so that their voices are heard and listened to, and then most importantly their views acted on.

EPIC Leeds hold regular soft play sessions for families so that they can meet and get to know other parents as well as the management team of the service. During these face to face sessions they can find out what issues parents and carers have and share relevant information with them. If parents and carers have questions about where to go or who to see when it comes to their young person, EPIC Leeds can signpost them in the right direction as well as let them know about support groups in their locality.

Sunshine and Smiles

Sunshine and Smiles is a support network for children and young people who have Down Syndrome and their families in Leeds. The group was set up by parents as there wasn't a specific support group for families with a child or young person with Down Syndrome in Leeds. They bring Sunshine and Smiles to the lives of families through providing a range of fun and therapeutic activities such as regular groups and trips, support and befriending to parents with a new baby, advice around additional challenges such as heart defects, feeding difficulties and other health issues.

Consultation and Engagement with Disabled Children and Young People

A significant amount of engagement and consultation activity with parents and carers of children and young people with SEN and disabilities takes place across partners of the Health and Wellbeing Board. Examples of consultation and engagement with parents and carers are provided below.

The Complex Needs Service produces a regular newsletter called **Complex Needs News** which outlines the latest news from the service and its partners. The last newsletter was produced in January 2015 and included information on the work being undertaken to meet the requirements of the Children and Families Act 2014 and the new Care Act 2015; the SEND Strategy 2014 -17; the Post 16 SEN Transportation Review and consultation; and information about Take Over Day 2014.

Children and Families Act 2014

A great deal of communication, consultation and engagement has been, and continues, to be undertaken with parent and carers to inform them of the new act and the implications it has for their children and families. Parent and carers have been directly involved in the work being undertaken to implement the requirements of the act and this work has been discussed in detail in communication leaflet provided in Appendix 1 below. Examples of the consultation and engagement with parents and carers activity included:

- An initial event for all partners, including parents and carers. At the event everyone agreed that there was a need to keep involving parents and carers and children and young people right through all our work on the Act.
- Parents and carers were invited to join all the working groups carrying out the work to meet the requirements of the act. They were also asked to join the group which has an overview of all the working groups and makes overall decisions.

In addition to the above, the Complex Needs Service has produced an information leaflet to clarify information about the act and put it in real terms for families of children and young people with SEN and disabilities.

Targeted short breaks and childcare consultation - Online survey autumn 2014

The Short Breaks Service was going through an extended process of reviewing its short break provision for disabled children part of the process involved conducting an online survey around Targeted Short Breaks and Childcare.

The online survey, designed in partnership by parents and carers from EPIC Leeds and Leeds Children's Services, was publicised on the Family Information Service website, the Local Offer website and via practitioners working with children and young people with SEN and disabilities and their families. The survey was open for three months.

A total of 32 surveys were submitted. The survey provided some useful information, for example, that more accessible childcare for children aged between 11 and 18 was needed. To carry this work further, in February 2015 the service held 3 focus groups in different parts of the city. The main purpose of the focus groups was to discuss the issues raised in the survey and come up with ideas for changing and improving services. The service plans to set up a Steering Group to help develop these ideas and work with services to make changes.

Parent Voice at Yeadon Westfield Infant School

Yeadon Westfield Infant School infant school has introduced a Parent Voice Group, which is the forum for parents and carers to have their say about the school. The group started as a coffee morning and then developed into a parents' forum however this proved unsuccessful as parents felt it was too formal.

The Parent Voice Group meet once every half term for about an hour (mornings or afternoons), the time of the meeting is timed for school drop off or school pick up. Parents are offered a relaxed environment, offered refreshments and given the space to have their say and share the views of other parents.

"I thought it might be really formal and stuffy but it's not"

The meetings are parent lead and a member of staff takes the notes. All meetings start with parents / carers talking about positives before they talk about issues.

The Children and Families Act 2014: Making the reforms to SEN and disability services happen in Leeds



You said, we did: how the views of the children and young people and their families have directly influenced the reforms in Leeds

What is the Children and Families Act?

The Children and Families Act is a new law that was passed in March 2014.

It aims to make big changes to improve services for children and young people with special educational needs and disabilities (SEN and disabilities) and their families.

The changes will happen from 1st September 2014. [This report was written in August 2014.](#)



What are the changes all about?

The changes aim to make it easier for children and young people with SEN and disabilities and their families to get the information, support and services they need to have good outcomes and get ready for adulthood.



They also aim to make sure children and young people and their families get to have a say when decisions are made. This means decisions about the services they access themselves, but also decisions about how services are developed locally by education, health and social care agencies.



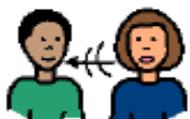
There is a lot more information about the changes on our Leeds Local Offer website from 1st September (www.leeds.gov.uk/localoffer). Here is a quick overview:

A more joined-up way to assess needs and plan how to meet needs:

New joint Education, Health and Care (EHC) plans will replace statements for those with the most complex needs from September 2014. The assessment process which is used to decide a statement is needed will also change to a new Education Health and Care needs assessment.



Children and young people and their families will be more involved in the new system of assessment and the new EHC plans. People in education, health and social care who are supporting them will also work together more. They will all meet up with the child or young person and their family, to talk about their needs and how best to meet them. If an EHC plan is needed, everyone will meet up again to agree together what support and services will be in the EHC plan.



This means that everyone involved will help to make decisions together, in one place at one time, and families won't have to keep 'telling their stories' to lots of different people. It will also give children and young people and their families more of a say.

The new assessment process will also be quicker (20 weeks, instead of 26 weeks for the old process) which will speed up access to services.



Some young people aged up to 25 can have an EHC plan in future (the old statements only went up to 19), which extends support for those with complex needs who stay in education up to age 25.

Children and young people who already have a statement will have it turned into a new EHC plan over the next 3 years. By 2017, they will all have an EHC plan.

Personalisation and Personal Budgets:

Families who have an EHC plan will have more choices about the services they access to suit their personal circumstances. They will also have more control over how the budget for their EHC plan is spent.



Families will know how much budget is available for the services and support they need to achieve the outcomes in their EHC plan. This is their 'personal budget' and they can take part in making decisions about how this spent. This can include a 'direct payment' to their own bank account to buy services for themselves.



Young people over 16 who want to make decisions for themselves and are able to do so, can take control of their personal budget instead of their parents or carers.

Better information:

Councils and their partners must make it easier for families to find good information about services. They must publish information for families about all the services in the local area for children and young people aged 0-25 with SEND.



This must include information about what services they are entitled to and how to access services. Information must be in a new website and also available in other ways for people who don't use websites. This is called the Local Offer.

More chances for families to get involved and have a say:

Councils and health services must make sure that families get to be involved in making decisions about how services are developed for the future.



How have children and young people and their families been involved in making these changes?

Since November 2013, lots of different partners have worked together on these changes: people who work in education, health and social care services, people in private and voluntary groups, and parents and carers.



We have also shared information with lots of groups of children and young people with SEND and/or parents and carers, and asked them their views about how we should make the changes happen.



To start our work we had an event for all partners, including parents and carers. At the event everyone agreed that we needed to keep involving parents and carers and

children and young people right through all our work on the Act. These are some of the things we did to get people involved:

We invited [parents and carers to join all the working groups](#) doing the work to make the laws happen. We also asked them to join the group which has an overview of all the working groups and makes all important decisions. Our parent/carer forum EPIC Leeds helped and so did other groups, thank you...



We set up a [new webpage](#) which has had over 500 views so far, and a [regular newsletter](#).



We also made a [short film](#) which has had nearly 500 views so far and a [blog](#), which has had over 300 views, and promoted them using [social media like Twitter](#).

We [designed a leaflet](#) to share information. We have given over 5000 leaflets out via GPs surgeries, libraries, Children's Centres, schools, support groups, early years settings and at events. We have also given these leaflets out and had short chats at [events attended by hundreds of parents \(for example family fun days\)](#).



We also developed [short, simple surveys](#) asking people's views and any concerns. We asked settings that support children and young people with SEND and/or their families to either share the survey for us, or invite us to come and have a more detailed focus group with them.

We would like to say 'thank you very much' to all the schools and groups who invited us to have focus groups with children and young people and/or their parents and carers! Thanks also to all those who took part.



[Around 130 children and young people and 130 parents and carers have taken part in detailed focus groups or completed detailed surveys](#) so far.

Around 20% of them completed surveys to share views. In other cases we made notes of what people said and then read them out to check we had got their views right.

Everyone was invited to sign up to receive our newsletter and any future consultations. About 40% of the people signed up.

You said, we did: what did parents and carers say?

Most of the comments here are things that many people said. Where a view was only shared by a few people we have included it but noted that it was not a common view.



Education, Health and Care needs assessment and plans:

Most of the people we spoke to thought the new system for assessment would be better than the old system:



- 20 weeks instead of 26 can only be better
- I'm really glad parents will get to be there when decisions are made
- This sounds ok. We have to see how it goes



- I was worried but now you have explained it I think it will be ok
- We were in the person centred planning pilot, it was really good, much better than the old way of reviewing statements
- I think it's good that they can continue to 25 hopefully there won't be so much of a dip when they turn 18/19
- I am glad it (the EHC plan) is still a legal document because I was worried but it sounds like it will still do (what the statement did) with more as well

However most people also had some worries about the new EHC plans:



- I think it sounds good but I am worried about who will coordinate all the professionals. What if different professionals don't get involved when they are asked to, who will make them?
- I am glad parents can be more involved but I think some will struggle to put their views across with all those professionals there
- Being in meetings as a parent could be quite intimidating

A few people raised some other issues to think about:



- It needs to be clearer what help you can get if you don't have one of these (EHC plans). Today is the first time I have heard of the CAF and my son has had problems for years but I know we wouldn't get a statement.
- There needs to be lots of information so people know this is happening

Personal Budgets:



Some of the people we spoke to were very keen on the idea of personal budgets:

- We have done this so far (*for short breaks*) and it has been good to have more options and not be restricted to one or two choices
- It is really good to have more choices and more of a say
- I think this could be really good way to get things Rosie (*daughter*) will really enjoy like music activities (*as a short break*)



Lots of people liked the idea but also had some concerns:

- It's good to have more choices and more of a say but I don't think I want to manage the money myself
- It needs to be clear what will happen if the budget is spent incorrectly
- It needs to be clear who monitors the spending and quality of services
- What help will there be for parents who find it difficult to manage the budget?
- Parents will need extra help and support with this



A few people didn't like the idea at all:

- It seems like a lot of hassle
- I don't think I would want a direct payment it is a lot of work
- I think this will be bad for schools as parents will all take their little bit of money instead of the school putting it all together to fund good support



A few people were worried about funding generally:



- I think it will work, but if your budget is not much will you have real choices?
- I think there still won't be enough money to get everything my child needs
- There are so many cuts, I worry that won't be enough budget whoever manages it

The Leeds Local Offer:



Almost everyone liked the idea of the Local Offer to improve information.

- I think this is good idea, it will help me find out more about what's available
- It's the best thing to be done for ages, it will make life much easier for people
- It can only be a good thing to have more information
- I like the idea that we can make comments (about the range of services in the Local Offer) and I hope they will be properly taken into account

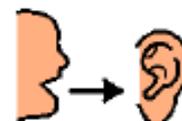


One person thought there were already enough good websites, but everyone else thought the Local Offer would be helpful. However there were a few worries:

- Having information is good but the services have to be there in the first place
- Doctors and teachers need to know about this and make sure they use it
- I want to get information from people not from a website
- Not everyone can use a website and not everyone can read
- It needs to be the right information, the things parents really want to know about eligibility criteria, not just vague stuff that doesn't really tell you anything
- Websites only work well if they are kept up to date



Other things that parents and carers wanted to tell us:



There were some other things that quite a lot of people wanted to tell us:

- My biggest concern is transport – will it change? (lots of people asked this)
- There still isn't enough support when (young people) leave school.
- There aren't enough things to do in the summer holidays, I dread them
- There aren't enough groups or activities for 19-25 year olds.
- Lots of people asked for more information via Facebook and Twitter

See a few pages 7 and 8 to find out what we have done as a result of all these views!

You said, we did: What did children and young people say?



We had focus groups with around 130 children and young people. Some of them filled in surveys. Some of them talked to us and we wrote their answers down and then read them back to check we had got them right.

Education Health and Care Plans:

Most of the children and young people we spoke to had statements so we explained how they would change in future for them and for anyone having an assessment for the first time. Most of them understood this or asked questions to check they understood it.

Some of the children and young people with the most complex needs found it hard to understand the changes so we worked with their support workers to make sure we had not caused any anxieties for them.



Where children and people did understand the idea, they almost always thought it was a good change and wanted to be more involved in planning for their futures:

- Young people have a right to make choices, it's vital that they get to have a say about things that affect them
- People do need to listen to what we want, it's us who are getting the benefit at the end of the day. So it's good we get a say
- I would like to make some decisions and say what my goals are for the future



There were a few things young people said they would need to take part in their EHC plan:

- I would want to be there but I would need plenty time to say what I want. I would need people to listen and give me time to say what I want to say
- I might need help to say what I think (*in the meetings*). I might be a bit shy
- Some people might need to use sign language or write things down
- I want to know who is seeing my plan, some bits of it could be embarrassing.
- I would like to have photo of me in my EHC plan
- I would like to write bit of the plan myself instead of my parents doing it



There were a few worries:

- People will listen to your mum and dad more than they will listen to you
- People don't think we can make 'sensible' decisions
- I want to know who is seeing my plan, some bits of it could be embarrassing.



Personal budgets:

A lot of the younger children and people we spoke found the personal budgets a bit difficult to understand. Sometimes when groups were finding it hard and not really enjoying the session, we decided to stop talking about the personal budgets as we did not want to confuse anyone, make them anxious or bore them.



Older young people who did want to talk about it were quite keen on the idea but had some worries. These comments all came from young people aged 14-19:

- I think it's good. It's important that young people get a say, not just their parents
- It sounds quite complicated. I would ask my parents to do it
- I like knowing about budgets and I'm excellent at maths and getting good value
- I wouldn't have to trust other people to make the best decisions I could do it for myself. (This would be good) but not till I am a bit older

The Leeds Local Offer:

Almost all the children and young people we talked to thought the Local Offer was a good idea:

- If this is done properly it will be excellent to help you make informed choices



Leeds Local Offer August 2014 bp@leeds.gov.uk you said we did



- I think this is good to help you plan for the future, I want to do animal care but there is only one course I know about and it's miles away
- This is a great idea, more information that is easy to find in one place

There were lots of ideas about how the Leeds Local Offer should be:

- It (the new website) should have pictures and bright colours
- There needs to be films and symbols not just lots of text
- Use Boardmaker symbols
- The website should be easy to understand
- Make sure people know it is there by putting adverts on TV and the radio
- You need to use Twitter to tell people about this
- You should make posters to tell people about it. Emails are ok but you don't always read them all, a poster at school is the best way to tell people



Just one young person did not like the idea:

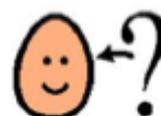
- It's a waste of money, there are loads of websites already



Other issues and concerns:

- Some children and young people asked questions about how the Council and the Government gets money so we explained this
- Several young people felt that teachers needed better training and/or to be more supportive and understanding
- Several young people mentioned needing advice about bullying

You said, we did: so what have we done as a result of what people have told us?



Since May 2014, we have kept sharing a 'draft' version of this report with new findings in it, with all the working groups making these changes happens. This has meant they have been able to use these views to guide what they are doing. As we have parents and carers on every group, they were often able to tell us about issues other parents and carers had raised with them as well.

Almost all our decisions were made with parents and carers alongside other partners. Sometimes, for example when we were working out a shorter way of saying 'special educational needs and disabilities', we made decisions based totally on what parents said as they were the best people to advise.



We still have more work to do to make the changes at the time of writing this report but here are some of the things we have done or started doing so far:

Education Health and Care Plans:

You said: there needs to be help for children who don't get an EHC plan.



We did: our Leeds Local Offer website will include information about how to get support without an EHC plan for those children who don't have the most complex needs, but do still need some support

You said: Parents will need help to understand the new EHC plans



We did: We have put together guidance that explains what EHC plans are all about. We will send this with lots of different education, health and social care services and ask them to share it with families, as well as putting it on the new Leeds Local Offer website.

We have also made a short film that explains the process of EHC needs assessment. This will also be on the new Leeds Local Offer website



We have also booked more information sessions for families in September and in October so there are more chances for them to find out more and ask questions.

You said: Parents and carers and young people may find it hard to attend formal assessment meetings. It could be intimidating



We did: we have tried hard to make sure the way we do meetings will be comfortable for everyone. Right at the start of the process, the casework officer working on the assessment will visit the family to get to know them in a relaxed place (this could be their home if they wanted). They will explain what the meeting involves beforehand and help families prepare.



We have also made sure the Leeds Local Offer website and printed information includes details of how to get information, advice and support.

The Leeds Parent Partnership Service will become the SEND Information Advice and Support Service and will keep working with families if they need help through the assessment process. There will also be support for young people independent of their parents if they need it, and some new advisors to help families who have a Statement now and will make the transition to an EHC plan over the next few years.



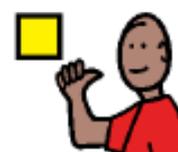
You said: people need to listen to me (if I am a young person having an assessment or putting together my EHC plan) and give me time to say what I want to say. I may be shy or need extra time. I need to feel like my views genuinely count



We did: We have planned training sessions for people who work in education, health and social care services make sure they have the skills to support children and young people and their families to be fully involved in making decisions.

We will remind everybody that the child of young person is the centre of the EHC plan, it is all about them and they need to know their views are taken seriously

You said: as a child of young person with an EHC plan, I want to personalise it



We did: we will have EHC plans that children and young people can personalise. Some people wanted to choose a colour or add a drawing so we have made that an option.

Personal Budgets:

You said: people need more information about this. They will have lots of questions



We did: our new Leeds Local Offer website and printed information tells people where they can go for support and advice about personal budgets.



We have also booked more information sessions for families in September and in October so there are more chances for them to find out more and ask questions.

You said: what if parent need help to manage a personal budget?



We did: our Leeds Local Offer website will make it clear people that they can ask a trusted third party to manage their personal budget on their behalf if they want to. We are also working with an organisation called ASIST who can support families with personal budgets and have put their details in the Leeds Local Offer.

The Leeds Local Offer:



You said: there needs to be more information about post 16 choices and transport

We did: We have made dedicated pages in the Leeds Local Offer website to help people find this information quickly and easily. For people who can't access the website, there will be printed information.

You said: Some people would prefer not use a website and would like to get information from people like doctors and teachers, or from a helpline. Some people don't have access to the internet



We did: We are doing a big campaign in September 2014 to make sure education workers, health workers, social care workers, and advice services like libraries and one stop centres know about the Leeds Local Offer and will help families to use it or get printed information from it.

We will also make sure that people who work on the Leeds City Council helpline can help people who telephone them, and can post information from the website out if people need it. All the information on the website will be in format that can easily be printed off.

The Leeds SEND Information Advice and Support Service (formerly the Parent Partnership service) will also be able to give advice from the website to people who telephone them.



You said: what about people who have trouble reading?

We did: as above, we have made sure people can get information over the phone or in person. For people who can use the internet but are not good at reading, or just prefer not to read, we have made some short films to try to explain the most important things. If people like the films, we will try to make more.

You said: use short films and symbols like Boardmaker and pictures to make the new Local Offer website accessible to young people.



We did: we have used the Boardmaker symbols in the site. We have also used pictures and made three short films, one for use before September 1st and two for afterwards. We are going to keep working with children and young people after September to develop the young people's pages in the way they want.

You said: bullying is a big issue in schools or communities, people need advice

We did: we will put information about support related to bullying in the young



people's pages and the other pages of the Leeds Local Offer.

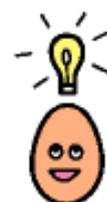
You said: the information needs to be genuinely useful to parents rather than information agencies want parents to have



We did: the Local Offer website will be constantly developed with all agencies, in line with the feedback we get about it. If parents tell us information is out of date or not useful, we will make changes. We will keep sharing feedback and the changes we have made in the Leeds Local Offer website, which will have dedicated pages for this.

Thank you to everyone who gave us ideas about how to promote the Leeds Local Offer. We are taking a lot of that advice, as follows:

- We have printed a poster for sending out to schools, colleges, GP surgeries and other places where families will see it; we have also designed some 'postcards' with information about the Leeds Local Offer on for places like schools and libraries to give out to people. Thanks to parents and young people who helped with designs
- We have booked the big screen in Millennium Square in September and made a short film to tell everyone about the changes and the Leeds Local Offer
- We will have adverts in the Leeds City Council website in September that every visitor to the site will see
- We have written a press release to share information with the local press



General issues:

You said: use social media more to help raise awareness of things like these changes

We did: we have started to tweet messages from @Child_Leeds. We have tweeted a lot of links to our short film for young people and our blog. Our partners with Facebook and Twitter accounts have also helped. We are planning lots more social media activity to raise awareness in September 2014.

What next?



At the time this report was written, we are still in the early stages and have not even produced one EHC plan yet. We know that we will learn a lot more about what does and doesn't work, as we start rolling out the EHC plans and keep talking to families about their experiences.

Our Leeds Local Offer website will have pages asking for people feedback, both on the site itself and the offer of services available locally. We will use these views to help develop the website, and make any decisions about developing local services.



We will keep updating families in our newsletter and on our website and making sure they have got chances to get involved.

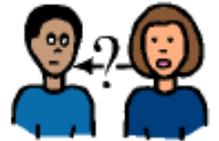
We still have a lot of work to do and we need more families to share their views. If you're interested, we'd really like to hear from you, get in touch using the details below!

Thank you for reading!



Find out more or get involved:

We want to work with children and young people with SEN and disabilities and their families to keep reviewing and developing services and systems.



If you want to get involved, or you just want to find out more, contact us:

See our webpage at www.leeds.gov.uk/localoffer

Email us: bpteam@leeds.gov.uk

If you don't use email, call Natalie on 07891 279105.

Health and Wellbeing Board Draft Commitment Response

Commitment no.4 – We set clear strategic outcomes for our partners to meet in relation to disabled children, young people and their families, monitor progress towards achieving them and hold each other to account.

The city's new **SEND Strategy: 'Making Leeds a great place to learn for all our children and young people: the Leeds SEND Strategy 2014 -2017'**, provides clear strategic direction and outcomes for our partners to meet in relation to disabled children and young people. The strategy sets out the city's aspirations for the period from 2014 to 2017.

The strategy sets out the principles underpinning the approach to SEND services in Leeds. These are:

- We are committed to the underlying principles of making Leeds a Child Friendly City
- We are also committed to the Early Support principles

Early Support aims to ensure that services are better coordinated, with a key working practitioner who can offer a single point of contact, coordination and support where families need it. It focuses on ensuring that service delivery is child, young person and family centred and that services and practitioners work in partnership with children, young people and their families. The Early Support principles are therefore at the heart of the Leeds strategy for improving SEND services.

Whilst a major drive of the SEND strategy will be the implementation of the Children and Families Act, additional actions have been identified to embed the Early Support principles that Leeds aspires to. The three priority areas identified (in line with Leeds Learning Improvement Strategy 2014-2015) include:

- Improving educational outcomes of children, young people with SEND and their families
- Improving the quality and sufficiency of SEND education provision and services
- Co-planning and collaborative working between education services, local authority education providers and parents, carers, children and young people with SEND and other partners and stakeholders

To achieve these priorities an action plan has been developed which is in an appendices of the strategy. A copy of the action plan is provided in Appendix 1 of this document.

The strategy and the action plan that supports it are regularly monitored by a steering group, which includes representation of all stakeholders including parents and carers and education providers of various kinds. The group meets at least quarterly and the action plan is standing item on the agenda.

Children and young people will be supported to have input in a way that meets their needs, supported by our network of 'voice, influence and change champions' for children and young people with SEND in schools and settings across the city.

Our aspirations for Leeds SEND services for the future:

Reflecting the Early Support principles and child friendly city agenda as above, we aspire to:

- A culture that keeps the child and family at the centre of our work
- Early intervention and support for CYP with SEND
- High quality, coordinated, holistic assessment of need for CYP with SEND and their families
- Personalisation to meet individual needs

- The opportunity wherever possible for children and young people 0 to 25 with SEND to be educated as close to home as possible, in order to foster and maintain strong supportive networks within their own communities that continue beyond their school years.
- Sufficient places in inclusive mainstream settings to meet the needs of the majority of CYP with SEND within their local community and with their peers
- Sufficient places in high quality specialist provision across a continuum of needs, to enable children and young people with the most complex SEN/LDD to be educated in the most appropriate provision to meet their needs, as close to home as possible
- Equality of opportunity to access high quality provision
- Collaborative working and co-planning with parents, carers and children and young people regarding SEND developments and provision
- Capacity building through partnership working between the LA, schools and settings
- Integrated services with effective partnerships that will be locally available to support children and young people, parents and settings
- Local pathways with clear transition arrangements across phases to promote positive outcomes for CYP with SEND throughout school and into adulthood
- Clear, transparent information about services to support families in making informed choices and accessing services
- Robust accountability and quality assurance frameworks
- Best value for money

What will we do to improve education for those with SEND in the future?

The implementation of the SEND reforms of the Children and Families Act will in many ways support the authority and its partners to achieve these aspirations. To implement the major changes that the Act requires, a number of multi-agency working groups have been formed. These working groups are:

- Reforming the statutory assessment process, replacing statements of SEN and Learning Difficulty Assessments with integrated multi-agency assessment and joint Education Health Care Plans (EHC Plans)
- Developing personalised approach to services, including personal budgets for those with an EHC Plan
- Improving information about services and providing a forum for families to feedback their views of how well services meet their needs

Each of these strands of work has a specific action plan and regularly report to a project board or 'steering group' that coordinates the overall programme of work and in turn reports regularly to the Complex Needs Partnership Board.

Each strand is taking a collaborative approach, working closely with families and partners across all relevant agencies, to 'co-produce' these reforms. Specific work is on-going to ensure children and young people with SEND also understand the reforms and have opportunities to influence their implementation in Leeds.

The SEND Strategy 2014-17 sits within a wider framework of city partnership plans and strategies that aim to improve the lives and outcomes of *all* CYP.

Leeds Joint Strategic Needs Assessment

The JSNA is a joint assessment carried between health partners and Leeds City Council. It pulls together information about the local population including data on health, housing, social care, education, crime and the environment. It provides an understanding of the challenges that are faced in tackling inequalities in health and wellbeing across the city.

The 2012-15 JSNA is in the process of being reviewed to include comprehensive data on the needs of the city in 2015 and beyond.

Key themes within the revised JSNA will be:

- Overall population changes and demographic breakdown
- Economy/welfare changes
- Housing
- Focus on learning disability and physical disability as a population group.
- Potential Life Years Lost (PLYL)

Mental health will be cross cutting throughout the above

A Children's section will be included in the Executive Summary of the JSNA which provides an overview of children's data across the city. In addition to the Executive Summary, supporting documents will be produced. One of these supporting documents will include a disability section. The disability section will include Children's and Adults information. Amongst the SEND information included for Children will be change in demand patterns, provision available, and data on transitions. The Adults section will concentrate on learning disabilities in the first instance.

The JSNA Executive Summary will go to the Leeds Health and Wellbeing Board for approval on 10th June 2015. The supporting documents, including the document containing children and adult disability information, will be published on the Leeds Observatory around the same time.

CYPP 2011-15

The Children and Young People's Plan is partnership plan. The CYPP 2011-15 was agreed by the Children's Trust Board (CTB) in April 2011. The CYPP is Leeds' statement of intent and ambition to make a positive and significant difference to the lives of all the children and young people in Leeds. The outcomes, priorities and actions needed to improve outcomes for children and young people growing up in Leeds identified in the plan are as follows:

All children and young people are:

Safe from harm; children to live in safe and supportive families and the most vulnerable are protected;

Do well in learning and having the skills for life; young children are supported to be ready for learning; behaviour, attendance and achievement are positive; young people are in in employment, education, or training; children and young people accessing learning who have additional needs are supported;

Choose healthy lifestyles; healthy eating and activity, sexual health;

Have fun growing up; play, leisure, culture and sporting opportunities;

Are Active citizens who feel they have a voice; reduced youth crime and anti-social behaviour and increased participation, voice and influence.

Three key priorities have also been identified in the areas where we need to make the greatest difference as quickly as possible. They are:

- 1. Safely and appropriately reduce the number of Children Looked After**
- 2. Improve attendance**
- 3. Increase numbers in employment, education or training**

The CYPP is currently in the process of being redrafted. Consultations on proposals for the new plan took place with all stakeholders through a series of events and meetings commencing in December 2014.

Consultations included a partnership event on 15th December 2014 and a Members Seminar on 29th January 2015.

The new CYPP will be agreed by the CTB in May and full Council in early July 2015.

Best Start

The **Leeds Best Start Plan** is a partnership plan developed by Leeds City Council alongside partners from the Health Service and the third sector. The plan describes a broad preventative programme from conception to age 2 years which aims to ensure a good start for *every* baby, with early identification and targeted support for vulnerable families early in the life of the child. The aim of the programme is to give every child the best possible start in life and is a top commitment of the Leeds Health and Wellbeing Board. It aligns closely with the Leeds Children & Young People's Plan which focuses on those at most risk of a poor start through its priority to reduce the number of children looked after. Local statistics show that the biggest proportion of children coming into care in Leeds is aged under 1 year old, and recent local research shows that the common factors associated with these families are: parental use of drugs and alcohol; domestic violence; maternal depression; maternal learning disabilities; and a parental history of having been in care.

The overall outcomes for the programme will be:

- Healthy mothers and healthy babies
- Well prepared parents
- Reduced infant deaths
- Good attunement and attachment and early language development
- Longer term social and emotional capacity and cognitive growth

A **Best Start Strategy Group**, incorporating partners, oversaw the development of the plan. A consultation phase took place during winter 2014-5 to allow discussion and consultation by a range of groups and engagement of parents through guided discussions at antenatal and postnatal groups and Children's Centre Advisory Boards.

A detailed implementation plan will take account of where we are now and will build on existing activities across partner agencies. The implementation plan will take account of other related plans and strategies in the city which contribute to the breadth of the agenda.

Progress will be measured by focusing on the impact that the plan has on parents and young children. These are the outcomes that we want to achieve. A number of indicators have been chosen to support each outcome and these will help us to measure progress. During the first year of the plan we will develop these indicators into a performance dashboard which will be used on a regular basis to assess progress towards our strategic outcomes.

Leeds is also in the process of developing a strategy to support children and young people in education with **social, emotional and mental health needs** and associated challenging, disrupting and disturbing behaviours. Consultation is currently underway to seek input from all partners including parents and carers of children and young people. Once received, partners' views will be used to develop the strategy further and an updated version of the strategy will be circulated for consultation one last time before being finalised and sent for approval in September 2015.

Health and Wellbeing Board Draft Commitment Response

Commitment no.5 – We promote early intervention and support smooth transitions between children and adults services for disabled children and young people.

In Leeds we are committed to the Early Support principles. Early Support is a national agenda and a delivery partner for the implementation of the proposals set out in the 'Support and aspiration' Green Paper. Early Support aims to ensure that services are better coordinated, with a key working practitioner who can offer a single point of contact, coordination and support where families need it. It focuses on ensuring that service delivery is child, young person and family centred and that services and practitioners work in partnership with children, young people and their families. The Early Support principles are therefore at the heart of the strategy for improving SEND services in Leeds are detailed in the new SEND Strategy 2014-17. These principles include:

- **Valued Uniqueness:** the uniqueness of children, young people and families is valued and provided for
- **Planning Partnerships:** An integrated assessment, planning and review process is provided in partnership with children, young people and families
- **Key working:** service delivery is holistic, co-ordinated, seamless and supported by key working
- **Birth to Adulthood:** Continuity of care is maintained through different stages of a child's life and through preparation for adulthood
- **Learning and Development:** Children and young people's learning and development is monitored and promoted
- **Informed choices:** Children, young people and families are able to make informed choices
- **Ordinary Lives:** Wherever possible, children, young people and their families are able to live "ordinary lives"
- **Participation:** Children, young people and families are involved in shaping, developing and evaluating the services they use
- **Working together:** Multi-agency working practices and systems are integrated.
- **Workforce Development:** Children, young people and families can be confident the people working with them have appropriate training, skills, knowledge and experience

Leeds SEND Strategy 2014-17 - Making Leeds a great place to learn for children and young people with special educational needs and disabilities: the Leeds Strategy for 2014-2017

The new strategy sets out Leeds' policy for the provision of education for children and young people with special educational needs and disabilities (SEND) and explains what Leeds will do from 2014 to 2017 to support them to have a good education and get ready for adult life. The strategy has been produced with all key stakeholders in particular disabled and SEN children and young people and their families and carers.

Whilst a major drive of the SEND strategy will be the implementation of the Children and Families Act, additional actions have been identified to embed the Early Support principles that Leeds aspires to. The three priority areas identified (in line with Leeds Learning Improvement Strategy 2014-2015) include:

- Improving educational outcomes of children, young people with SEND and their families
- Improving the quality and sufficiency of SEND provision and services

- Co-planning and collaborative working between education services, local authority education providers and parents, carers, children and young people with SEND and other partners and stakeholders

To achieve these priorities an action plan has been developed which is in Appendix 1 of the strategy.

Our aspirations for Leeds SEND services for the future:

Reflecting the **Early Support principles** and child friendly city agenda as above, we aspire to:

- A culture that keeps the child and family at the centre of our work
- Early intervention and support for CYP with SEND
- High quality, coordinated, holistic assessment of need for CYP with SEND and their families
Personalisation to meet individual needs
- The opportunity wherever possible for children and young people 0 to 25 with SEND to be educated as close to home as possible, in order to foster and maintain strong supportive networks within their own communities that continue beyond their school years.
- Sufficient places in inclusive mainstream settings to meet the needs of the majority of CYP with SEND within their local community and with their peers
- Sufficient places in high quality specialist provision across a continuum of needs, to enable children and young people with the most complex SEN/LDD to be educated in the most appropriate provision to meet their needs, as close as home as possible
- Equality of opportunity to access high quality provision
- Collaborative working and co-planning with parents, carers and children and young people regarding SEND developments and provision
- Capacity building through partnership working between the LA, schools and settings
- Integrated services with effective partnerships that will be locally available to support children and young people, parents and settings
- Local pathways with clear transition arrangements across phases to promote positive outcomes for CYP with SEND throughout school and into adulthood
- Clear, transparent information about services to support families in making informed choices and accessing services
- Robust accountability and quality assurance frameworks
- Best value for money

The Transitions Team

The Transitions Team is a Leeds City Council service that works with families and young people with SEN and disabilities, to help the young person make decisions and informed choices about their future and the life style that they want to achieve in adulthood.

The Transitions Team are a team of social workers and nurses with a wide range of skills, knowledge and experience. They have different professional backgrounds and we work city wide to provide specialist advice, guidance and support to young people with a range of disabilities and or complex health needs. They work with young people between the ages of 14 and 25 years and also support their families, parents and carers during this journey from childhood into adulthood. We call this journey a 'transition'.

The team works closely alongside social workers (both children and adult), education providers and health professionals, as well as a wide range of voluntary and independent sector providers to develop the support for a young person's needs to be met as an adult.

These plans take into account all the aspects of a young person's life, care and support needs so that they can make choices to reach their full potential and increase independence.

Support as an Adult from 18 onwards

On the day of a young person's 18th birthday support will be transferred from Children's Services to Adult Services. After the young person has been using adult services for three months, the transitions worker will hold a review meeting to discuss the move to adult services and the package of support that has been provided. Everyone who is involved in the young person's care and support will be invited to attend this meeting. If everything is going well, the transitions worker will make a formal referral to adult services to confirm the move. The package of support that is being provided to the young person will be reviewed once a year by the young person's adult social worker after this point.

In October 2014, workshops were held with partners to discuss the implications of the Children and Families Act 2014 and Care Act 2014 and the interfaces between them. As well as discussing the key elements of these acts and the work required to implement them, discussions were also had on how partners could work together to meet common and cross over areas of the legislation, minimise repetition for example, in carrying out assessments, build relationships and provide information and advice to families.

Working groups have been established to oversee the work to implement the new legislation and identify and monitor areas for joint working and commissioning. Partners involved in these meetings include managers from both Children's and Adults Services. Progress updates on the implementation of the Children and Families Act 2014 and Care Act 2014 are reported to the Complex Needs Partnership Board on a regular basis.

Work taking place to improve the transition from Children's Services to Adults Services

Significant work is taking place to the transitions from Children's Services to Adults Services Smoother. This work includes:

- Developing a common agreement with Adult Services and the Transitions Team about what a complex need and/or disability is and define who is in the cohort;
- Developing an agreement on funding for services for disabled children up to the age of 25 and join up commissioning strategies;
- Identifying ways to overcome the challenges that result in having different IT systems in children's and adults services;
- Encourage young people and their parents to be active in decision making and planning processes to enable them to have more control, flexibility and choice over the services they receive;
- Ensure adherence to the requirements of the 2005 Mental Capacity Act to ensure young people from the age of 16 are able, in terms of their ability, to make informed decisions and choices;
- Update the Transitions Procedure if still used by professionals across services.

This work is being overseen by the Complex Needs Service and the Complex Needs Partnership Board.

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Health and Wellbeing Board Draft Commitment Response

Commitment no.6 – We work with key partners to strengthen integration between health, social care and education services, and with services provided by wider partners.

Strengthening integration between health, social care and education and other providers is priority for the city and can be demonstrated by strategic plans and strategies in place to improve the wellbeing and opportunities for all the people of Leeds but particularly the vulnerable including children and young people with SEN and disabilities and their families. The following strategies and plans illustrate this work...

The Leeds Joint Health and Wellbeing Strategy 2013 -15

Vision: Leeds will be a healthy and caring city for all ages, where people who are the poorest will improve their health the fastest.

The JHWS spans the NHS, social care and public health across all ages and considers wider issues such as housing, education and employment. It provides a short summary of how the partnership will address the health and wellbeing needs of Leeds and will help us to measure our progress.

The JHWS is the result of commissioners coming together to provide the strategic direction and sets out how we will make the best use of our collective resources. It is the 'framework' for all commissioners to use. Leeds City Council, NHS Leeds Clinical Commissioning Groups (North, South and East, West) have a shared legal duty to prepare and publish a Joint Health and Wellbeing Strategy (JHWS) through the Health and Wellbeing Board. This document fulfils that responsibility:

The five outcomes of the JHWS are:

1. People will live longer and have healthier lives
2. People will live full, active and independent lives
3. People will enjoy the best possible quality of life
4. People are involved in decisions made about them
5. People will live in healthy and sustainable communities

Leeds Joint Strategic Needs Assessment

The JSNA is a joint assessment carried between health partners and Leeds City Council. It pulls together information about the local population including data on health, housing, social care, education, crime and the environment. It provides an understanding of the challenges that are faced in tackling inequalities in health and wellbeing across the city.

The 2012-15 JSNA is in the process of being reviewed to include comprehensive data on the needs of the city in 2015 and beyond.

Key themes within the revised JSNA will be:

- Overall population changes and demographic breakdown
- Economy/welfare changes
- Housing
- Focus on learning disability and physical disability as a population group.
- Potential Life Years Lost (PLYL)

Mental health will be cross cutting throughout the above

A Children's section will be included in the Executive Summary of the JSNA which provides an overview of children's data across the city. In addition to the Executive Summary, supporting documents will be produced. One of these supporting documents will include a disability section. The disability section will include Children's and Adults information. Amongst the SEND information included for Children will be change in demand patterns, provision available, and data on transitions. The Adults section will concentrate on learning disabilities in the first instance.

The JSNA Executive Summary will go to the Leeds Health and Wellbeing Board for approval on 10th June 2015. The supporting documents, including the document containing children and adult disability information, will be published on the Leeds Observatory around the same time.

Leeds Health & Social Care Transformation Programme

The Leeds Transformation Programme is a city-wide agreement between Health and Social Care partners to work together to deliver the challenges ahead, including increasing quality and innovation and productivity. It is designed to bring key organisations together on this important task; to ensure their full engagement in identifying and delivering the most appropriate solutions to sustain quality while substantially reducing the overall cost in the Leeds health and social care economy by the end of 2014.

The board has developed a development programme to build a shared vision for the city and identify the key areas of focus for transformation activity. This has resulted in the agreement to develop a shared city-wide, health, social care and public health, commissioner and provider strategy for the city. As a first step the Transformation Board has overseen the development of the 5 Year Health Commissioning Plan for the Leeds Unit of Planning which was agreed by the Health & Wellbeing Board.

There are six programmes which are core to the delivery of the transformation agenda in the city. The Growing in Leeds programme is well established and sits within the Integrated Commissioning Executive. **Children Leeds** describes the overall partnership between all those agencies that play a part in improving outcomes for children and young people in our city. The business of **Children Leeds** is managed by the **Children's Trust Board (CTB)**.

The **Children's Trust Board** is one of five city-wide strategic boards working towards the overall ambition of best city in the UK. The Board is chaired by Councillor Judith Blake, who as Executive Member is the senior Councillor responsible for Children's services, and also led by Nigel Richardson, the Director of Children's services. The Board brings together NHS Leeds, Leeds Youth Offending Service, West Yorkshire Police, West Yorkshire Probation, Job Centre Plus, local schools, colleges and children's centres, the voluntary sector, and Leeds City Council services such as children and young people's social care, housing, early years, and education and learning. The Board draws up a Children and Young People's Plan (CYPP) that describes the outcomes, priorities and actions needed to improve outcomes for children and young people growing up in Leeds. Partners share a commitment to the CYPP and working together to deliver the priorities for improvement.

CYPP 2011-15

The Children and Young People's Plan is partnership plan. The CYPP 2011-15 was agreed by the Children's Trust Board (CTB) in April 2011. The CYPP is Leeds' statement of intent and ambition to make a positive and significant difference to the lives of all the children and young people in Leeds. The outcomes, priorities and actions needed to improve outcomes for children and young people growing up in Leeds identified in the plan are as follows:

All children and young people are:

Safe from harm; children to live in safe and supportive families and the most vulnerable are protected;
Do well in learning and having the skills for life; young children are supported to be ready for learning; behaviour, attendance and achievement are positive; young people are in employment, education, or training; children and young people accessing learning who have additional needs are supported;
Choose healthy lifestyles; healthy eating and activity, sexual health;
Have fun growing up; play, leisure, culture and sporting opportunities;
Are Active citizens who feel they have a voice; reduced youth crime and anti-social behaviour and increased participation, voice and influence.

Three key priorities have also been identified in the areas where we need to make the greatest difference as quickly as possible. They are:

- 1. Safely and appropriately reduce the number of Children Looked After**
- 2. Improve attendance**
- 3. Increase numbers in employment, education or training**

The CYPP is currently in the process of being redrafted. Consultations on proposals for the new plan took place with all stakeholders through a series of events and meetings commencing in December 2014. Consultations included a partnership event on 15th December 2014 and a Members Seminar on 29th January 2015.

The new CYPP will be agreed by the CTB in May and full Council in early July 2015.

SEND Strategy: 'Making Leeds a great place to learn for all our children and young people: the Leeds SEND Strategy 2014 -2017'

The city's new SEND Strategy: 'Making Leeds a great place to learn for all our children and young people: the Leeds SEND Strategy 2014 -2017', provides clear strategic direction and outcomes for our partners to meet in relation to disabled children and young people. The strategy sets out the city's aspirations for the period from 2014 to 2017.

The strategy sets out the principles underpinning the approach to SEND services in Leeds. These are:

- We are committed to the underlying principles of making Leeds a Child Friendly City
- We are also committed to the Early Support principles

Whilst a major drive of the SEND strategy will be the implementation of the Children and Families Act, additional actions have been identified to embed the Early Support principles that Leeds aspires to. The three priority areas identified (in line with Leeds Learning Improvement Strategy 2014-2015) include:

- Improving educational outcomes of children, young people with SEND and their families
- Improving the quality and sufficiency of SEND education provision and services
- Co-planning and collaborative working between education services, local authority education providers and parents, carers, children and young people with SEND and other partners and stakeholders

To achieve these priorities an action plan has been developed which is in an appendices of the strategy.

Best Start

The **Leeds Best Start Plan** is a partnership plan developed by Leeds City Council alongside partners from the Health Service and the third sector. The plan describes a broad preventative programme from

conception to age 2 years which aims to ensure a good start for every baby, with early identification and targeted support for vulnerable families early in the life of the child. The aim of the programme is to give every child the best possible start in life, this includes ensuring that a disability is not an unfair barrier to opportunity and access to support, and is a top commitment of the Leeds Health and Wellbeing Board. It aligns closely with the Leeds Children & Young People's Plan which focuses on those at most risk of a poor start through its priority to reduce the number of children looked after. Local statistics show that the biggest proportion of children coming into care in Leeds is aged under 1 year old, and recent local research shows that the common factors associated with these families are: parental use of drugs and alcohol; domestic violence; maternal depression; maternal learning disabilities; and a parental history of having been in care.

The overall outcomes for the programme will be:

- Healthy mothers and healthy babies
- Well prepared parents
- Reduced infant deaths
- Good attunement and attachment and early language development
- Longer term social and emotional capacity and cognitive growth

A **Best Start Strategy Group**, incorporating partners, oversaw the development of the plan. A consultation phase took place during winter 2014-5 to allow discussion and consultation by a range of groups and engagement of parents through guided discussions at antenatal and postnatal groups and Children's Centre Advisory Boards.

A detailed implementation plan will take account of where we are now and will build on existing activities across partner agencies. The implementation plan will take account of other related plans and strategies in the city which contribute to the breadth of the agenda.

A great deal of work is taking place to identify where **joint commissioning** opportunities could be had across services and partners.

Leeds South and East CCG lead on children's and maternity, community, continuing care and end of life service commissioning on behalf of all three CCG's. As part of this role they lead all contract and performance discussions with community providers, including Leeds Community Health Care Trust. Their portfolio requires them to work closely with partners in health and social care to improve the integration of services for their patients.

The introduction of the **Children and Families Act 2014** and **Care Act 2014** further necessitates the need to jointly commission services, share resources, strengthen relationships and reduce repetition e.g. in assessments. To implement the changes of the new act and relevant areas of the Care Act, a **Children and Families Act Steering Group** was established. The Steering Group brings together work-stream leads and other key representatives to oversee the implementation of the work programme of the group, ensuring that the programme is underpinned by the Early Support principles. Initial work took place in Phase 1 of the work programme to look at EHCP's, Leeds Local Offer, and personal budgets. Now in Phase 2, the focus of the group is personalisation, joint commissioning and the Care Act. The personalisation agenda and personal budgets will be an area of continued focus for the group for the foreseeable future.

In addition to the Children and Family Act Steering Group, there is a **Joint Commissioning Group** which meets on a regular basis and looks at areas such as health priorities, short breaks, Preparation for

Adulthood, etc. The group is looking to develop a Joint Commissioning Plan which focuses on the current commissioning commitments of partners.

Educational Health and Care Plans

In relation to Educational Health and Care Plans, the Special Educational Needs (SEN) Code of Practice (2014) supports the implementation of the Children and Families Act and outlines the strategic and operational delivery required to enhance co-ordinated approaches across health, social care and education. It specifically introduces a single/co-ordinated assessment process resulting in a unified Educational Health and Care (EHC) plan. The EHC plan replaces the current Statement of Educational Need and incorporates health and education health support plans.

Leeds has developed coordinated processes across statutory agencies to deliver the EHC Plan. Health commissioners and providers have been involved in the development of the pathway and have contributed to a pilot of the process with a number of families.

Personalisation

The Leeds Joint Health and Wellbeing Strategy includes a priority to increase the choice and control people have over their care. Health and care personalisation is a way to do this. There is also a drive nationally for greater use of self-directed support, personal budgets, and personalised care and to support planning and commissioning care on an individual basis for people with care needs, long term conditions, mental health problems, and for children with complex needs. To look at this area a Personalisation and Personal Budgeting workshop was held in November 2015 with service users. From a Children and Young People perspective the Children and Families Act has relevant links to the personalisation agenda not least personal budgets and Education Health and Care Plans.

Personal Budgets

The agreement in Leeds is to have a single process of personal budgets with the various funding streams coming together to become a single budget for the child and family, with a single monitoring system. The process is to be coordinated by the lead organisation, for example if the social care direct payment came before the personal health budget then the Local Authority would take the lead on accounting systems with assurance offered to the CCGs but not duplicated. The process for delivery of the direct payment would be either through the direct payments team within the Local Authority or the CCGs' finance team.

A joint personal budget policy has been developed and going through the approval processes. A joint commitment has been made to provide parents with support and advice in developing and maintaining a personal budget, direct payment of Personal Health Budget.

In Adult Social Care, personal budgets are the intended delivery mechanism for everyone with an eligible need, regardless of age, disability or mental capacity. The Care Act (2014) provides people with a legal entitlement to a personal budget. Changes as a result of the Care Act are being implemented from 1st April 2015. Staff members in adult social care are currently training on the changes to the way assessment will work in the future.

Health and Wellbeing Board Draft Commitment Response

Commitment no.7 – We provide cohesive governance and leadership across the disabled children and young people’s agenda by linking effectively with key partners

Children Leeds describes the overall partnership between all those agencies that play a part in improving outcomes for children and young people in our city. The business of **Children Leeds** is managed by the **Children and Families Trust Board** (CTB).

The **Children and Families Trust Board** is one of five city-wide strategic boards, operating as part of the Best City Leadership Network Leaders for Leeds that sets priorities and tackles big issues for the city.

The Children and Families Trust Board brings together: NHS Leeds, Leeds Youth Offending Service, West Yorkshire Police, West Yorkshire Probation, Job Centre Plus, local schools, colleges and children’s centres, the Third Sector, and Leeds City Council services such as children and young people’s social care, housing, early years, and education and learning.

The Children and Families Trust Board has three sub groups that lead on specific areas of work:

- **Commissioning and Finance** | Commissioning of services and provision, central budget development
- **Workforce Reform and Practice Development** | Developing shared learning practices for all practitioners across Children Leeds
- **Leeds Education Challenge** | Improvement in learning outcomes for children and young people

The Children and Families Trust Board, is monitored by the Children and Families Scrutiny Board. The Scrutiny Board also reviews and scrutinises decisions made by the Director of Children’s Services and those taken by the Executive Board relating to Children’s Services.

Partners of the trust share a commitment to the CYPP and working together to deliver the priorities for improvement.

The **Complex Needs Partnership Board** (CNPB) was set up to ensure that the support needs of children and young people with SEND and their families are considered. The CNPB is a sub-group of the Children’s Trust Board. The CNPB provides a multi-agency governance framework in relation to the strategic direction of inclusive and equitable services for children with complex needs aged 0-25 and their families across the city.

Making Leeds a great place to learn for all our children and young people: the Leeds SEND Strategy 2014-2017

The new strategy sets out Leeds’ policy for the provision of education for children and young people with special educational needs and disabilities (SEND) and explains what Leeds will do from 2014 to 2017 to support them to have a good education and get ready for adult life. The strategy has been produced with all key stakeholders in particular disabled and SEN children and young people and their families and carers.

Whilst a major drive of the SEND strategy will be the implementation of the Children and Families Act, additional actions have been identified to embed the Early Support principles that Leeds aspires to. The three priority areas identified (in line with Leeds Learning Improvement Strategy 2014-2015) include:

- **Improving educational outcomes of children, young people with SEND and their families** - and narrowing the achievement gap between of those with SEND and their peers without SEND

- **Improving the quality and sufficiency of SEND provision and services** - making sure there is enough high quality education provision to meet the needs of learners with SEND in the city
- **Co-planning and collaborative working between education services, local authority education providers and parents, carers, children and young people with SEND and other partners and stakeholders** - making sure that all partners have opportunities to influence service development

These priorities have been informed by views gathered from: education practitioners from mainstream and specialist education settings; colleagues in the local authority with an interest in education; and parents and carers of children and young people with SEND.

The appendix to the strategy document provides an overview of specific pieces of work underway to help achieve these improvements. It also highlights gaps where no work has yet been undertaken and where partners need to plan actions. Much of the work already underway and included here is related to the SEND reforms of the Children and Families Act.

To implement the major changes to SEND services that the Act requires, there are 3 multi-agency working groups with a focus as follows:

- Reforming the statutory assessment process and replacing education-focused Statements with more integrated joint **Education, Health and Care Plans (EHC Plans)**
- Developing **personalisation of services**, including personal budgets for those with EHC Plan
- Improving information about the range of SEND services available and how to access them, and involving families in developing local services: **the Leeds Local Offer**

Each group has a specific action plan and regularly reports to a project board or 'steering group' that coordinates the overall programme and in turn reports to the complex needs partnership board. Progress of this action plan is regularly monitored by a steering group, which includes representatives from education providers from a variety of mainstream and specialist settings, parents and carers, and incorporates the views of children and young people with SEND. The steering group reviews progress and identifies further actions for continuous improvement.

Leeds has three **Clinical Commissioning Groups** which plan and commission local health services across the city:

- **NHS Leeds North CCG**
- **NHS Leeds South and East CCG**
- **NHS Leeds West CCG**

The services the CCG's commission include hospital services; community health; mental health; learning disability services; and emergency and urgent health care.

In addition to the responsibility each CCG has for delivering services in its geographical area, they have nominated leads for commissioning areas to minimise duplication, increase decision making efficiency and avoid planning confusion. CCG's are also working alongside NHS England to ensure that commissioning decisions support patient care, particularly for areas of specialist commissioning and primary care. Local work streams such as, 'Growing up in Leeds' and locality and primary care development, are brought together through the meeting of lead officers in the **Integrated Commissioning Executive (ICE)**.

Each of the 3 CCG's lead on specialist areas of health. NHS Leeds North CCG leads on commissioning adult mental health, people with learning difficulty with complex need, dementia, and urgent care services on

behalf of all three CCG's. NHS Leeds West CCG leads on contract and performance discussions with acute providers including the contract with Leeds Teaching Hospitals Trust on behalf of all three CCG's. NHS Leeds South and East CCG lead on children's and maternity, community, continuing care and end of life service commissioning on behalf of all three CCG's. Their portfolio requires them to work closely with partners in health and social care to improve the integration of services for their patients.

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