

**RICHMOND SEND PARTNERSHIP BOARD**  
**Twickenham Training Centre, Grimwood Road, Twickenham**  
**21 March 2019 – 11.00am**

<b>Attendees:</b>	
James Thomas (JT)	Director of Children’s Services, Richmond Council
Ian Dodds (ID)	Managing Director, AfC
Grace Over (GO)	Participation Officer for Children and Young People with SEND, AfC
Romany Wood-Robinson (RW-R)	Parent representative
Doreen Redwood (DR)	Lead Children’s Health Commissioner, Kingston & Richmond CCG
Sara Doyle (SD)	Associate Director for Identification & Assessment, AfC
Charis Penfold (CP)	Director of Education Services, AfC
Mandy Skinner (MS)	Assistant Chief Executive, Richmond Council
Ashley Whittaker (AW)	Programme Director, AfC
Tonia Michaelides (TM)	Managing Director, Kingston & Richmond CCG
Cllr Penny Frost (PF)	Cabinet member for Children’s Services and Schools, Richmond Council
Natalie Douglas (ND)	Deputy Director Clinical Services – Richmond and South West London
Anna Bryden (AB)	Consultant in Public Health, Richmond Council
Ian Hutchings (IH)	Headteacher, Sheen Mount Primary School
Pranay Chakravorti	Interim Senior Commissioning Manager – LD, Richmond Council
Linda Campbell-Arthur (LC-A)	Parent Support Worker, Ruils
Laura Turner (LT)	Chief Executive Officer, Richmond Mencap
Elaine Ball (EB)	Headteacher, Orleans Park School
Cllr Jo Humphreys (JH)	Assistant Cabinet Member Children’s Services & Schools, Richmond Council
Dave Leeman (DL)	Parent representative
Ivan Pryce (IP)	Headteacher, Strathmore Special School
Janice Riley (JR)	PA to Ian Dodds & James Thomas, AfC, minutes

<b>Apologies:</b>	
Julia Travers (JTr)	Director of Commissioning, Kingston & Richmond CCG
Derek Oliver (DO)	Adult Services, Richmond Council
Cathy Maker (CM)	Chief Executive, Ruils
Tracy Mabbs (TM)	Early Years provider representative

### **1. Introductions and welcome**

JT opened the meeting, thanking everyone for attending and expressing thanks for such a broad representation of those across the SEND system. JT noted that we will ensure that everybody is able to make a contribution at this Board.

### **2. Children and Young People's Views**

GO explained that her role is Participation Officer covering both Richmond and Kingston. GO presented a PowerPoint slide show, noting that it contained the views of around 30 children and young people. One of the comments from young people is that communication around professionals visiting i.e. physio is very important to them but does not always happen. There was also mention of choosing inclusive sports that everybody can do together rather than trying to adapt existing sports. Young people want to be more involved in reviews and see results/outcomes. They would also like to receive more rewards and awards to recognise achievement and are keen to do work experience and have more support around what they will do in the future, including how to live a more independent life. Having information available to them reduces anxiety. Being involved in decision making, not just for themselves but also their community. Some young people feel they are a problem which needs to be solved.

### **3. Setting of Context**

JT noted that we recognise this is a new Board and we are seeking a renewed commitment from everyone to work together to better meet the needs of children and young people. Prioritising this as an area we need to improve but also recognising the work that has gone before. There are many strengths and areas where things are going well and others that need improvement. JT advised that as the new Director of Children's Services he is keen to understand where mistakes have been made and how we learn from them. This is the formative meeting of the Board so we are conscious of looking at how we are going to work together and we are passionate about joined up leadership where everyone takes responsibility for driving improvements in the borough, without clouding leadership responsibility. JT noted that TM has agreed to be Vice Chair in her leadership role. We recognise some of the challenges we have which will remain as challenges e.g. the complexities of our children's needs and a complicated system to deal with this. A further challenge is the funding which we all face. Neither of these issues are going to change in the near future but we will address them together and work together to try and manage them together.

TM added that she feels this is an opportunity for us all, in partnership, to transform the offer for our children and young people in Richmond. The NHS is about to go through significant change, for the good. TM recommended reading the summary for the long term plan which is focusing away from the traditional treatment service and looking at personalisation of care and aims for individuals to meet targets. There will be more focus on early intervention. There will always be investment challenges but we will look for opportunities. It is important to make sure our offer is innovative. The NHS will be publishing a discussion document on health and care plans for the next 2 years. SEND transformation is one of the priorities for the next two years.

**Action: TM to circulate summary of the long term plan.**

#### 4. How are we going to work together to achieve the most?

JT asked all to organise into groups of two or three for a 10 minute discussion about how we are going to work together as a board, and everyone's hopes and fears. JT noted that the document from Contact circulated with the agenda was there as a prompt.

##### **Feedback:**

**LC-A** – Our hope is that important issues we deal with are brought to the table to be heard and to ensure they are not ignored. Our fear is that there are a large number of families with less severe needs who perhaps do not meet thresholds but they do still need significant help.

**CP** – We hope for openness and transparency around what we can influence and that people see themselves as part of a group rather than just their own individual areas. We need to be very clear about what hasn't worked previously.

**JH** – We hope to stop working in silos and improve communication and cooperation between all agencies involved, both operational and financial. Our fear is that we meet up and then just go home and moan about each other without making any actual changes. We must try to resolve issues one at a time rather than trying to solve everything at once.

**DL** – Our hope is to hear and value voices around the table and take on board what is being said. We need to ensure all voices are properly heard.

**GO** – We hope for a positive and equal 'can do' approach with everyone sharing responsibility. We need to avoid focusing on the negatives but on what can be done. Our fear is how we do that effectively and move forward.

**IH** – Discussion was around finance. We have tried to squeeze the pot as much as possible in the past so we need to do things differently to try and find other resources. Our fear is that the board could become too strategic and not filter down to ground level.

**AW** – Our fear is that this is a very diverse and complicated landscape which may be just too hard. We need to make sure there is clarity around short term achievements. Our hope is that we truly listen to each other and learn from each other – the better we do this the better we will be able to address the issues we face.

JT thanked everyone for their feedback and noted the common view that a risk for the board is a lack of impact but there is lots of energy and optimism evident and a desire to share the challenges and think together about how we do things differently to do them better. We recognise the complexity of what we are doing and need to prioritise what we most want to make a difference to and focus on these areas. JT also recognised that we don't have every voice around the table.

Board discussion noted that:

- It is important to look at why things didn't work and what we could have done differently.
- The significance of rebuilding systematic engagement with parents.
- The need to be realistic about what we can achieve within achievable timescales.
- The need to take a consistent and positive message back to our individual areas with the hope to change the culture going forward so it would be good to agree some messages to take back.

**Action:** JT asked all members to give some thought to how we move forward.

JT explained that items 4a and 4b on the agenda are about how we get a better shared understanding of children and young people's needs and outcomes, which will be a major focus at our second meeting in May, so for today we are looking for comments and contributions on how we will achieve this. We are hoping to bring a draft self-evaluation of what is going well, what needs to improve and what is the evidence. JT added that in his view there is a triangle of information as follows:

Corner one - What does the data tell us?

Corner two - Our quality assurance – how are we evaluating?

Corner three - What are our children, young people and parents telling us?

Our aim is to have a shared understanding of how we move this forward. AB asked what the scope of the evidence is. JT responded that it is just the information we have now, this may highlight gaps but we can address that as we go. MS asked if we are looking at improving the system we have or creating a new one. JT responded that it could be a mixture of the two.

#### **4c. How to develop and drive a shared plan**

JT noted that we recognise everybody is already doing a lot of work already, all of which has informed the draft working document of the 3 Year Plan circulated with the agenda. We are inviting everyone to contribute and comment on the plan and would therefore like everyone to go back into small groups for discussion. A template was shared to capture details of thinking including questions about the structure of the plan and whether it is a sensible approach. JT explained that this is a working document which we are expecting to amend based on feedback received.

Feedback from the group discussions were submitted and the general view was that we have the right approach

**AB** – workstreams are fine but we need to ensure what is under them – importance of post assessment support particularly at key transition points. Looking at local provision and community assets - what can we bring in from outside? Some families who are high functioning within their need don't always meet thresholds and we are not reaching them so it is important to make sure we hear the voices of those families as well.

**DR** – generally feel workstreams are fine. Core issues running across all i.e. transition in terms of money. Joint commissioning runs across all work streams. Co-production – should be talking about all children not just those with SEND. Need to ensure that services are really joined up to make a positive experience.

**ID** – agreed with the structure. Broadly the tone is fine but a couple of tweaks may be required. Accessibility could be an issue, we need to look at how it is written. All workstreams need to have input. Plan required around how they will hear the needs. Possible need for wider consultation, particularly with children and young people.

**IH** – Do we need to make the workstreams reflect the vision more. Workstreams appear to be in the individual workplace so how do we capture wider input. Could do more to 'Richmondise' it, which would pick up where we are now and what is happening. Membership groups need to be right and where key decisions are made. Good to bring partnership approach to the groups. Timescales on how you review.

**AW** – What capacity do headteachers have to spread the word amongst other headteachers to get them onboard? EB does feel there is a piece of work around getting headteachers involved. Need to make sure the workstreams are all joined up in their approach.

LT – there is a lot of Local Authority language which may be difficult for parents to understand. Transition needs to be strengthened. Feel there should be a separate transition workstream. Commissioners all need to talk to each other. Bringing money into the borough i.e. national lottery – voluntary sector can help with this.

JT stated that the feedback is very helpful in taking forward the plan. It is clear there is work to be done but the feedback is positive. We are doing too much individually and need to work on joining up our approach. JT advised he will provide detail of who is involved in each workstream as well as a further draft of the plan before the next meeting with a view to having a partnership approach by the May meeting. There will be further discussion at the next meeting around complexity and range of what we want to address. Do we want to limit our top priorities and really focus on them or do we keep them all and try to drive forward?

Discussion points included:

- The vision appears to be aimed at education and does not include other areas. AW responded that the plan was based on what came out of the recent SEND conference but JT will look at this.
- How to ensure all parents have access to the document including consideration for people with language barriers. Agreed that everybody in this group will need to make a commitment to ensure conversations are taking place with as many parents as possible.

#### **4d. Draft Terms of Reference**

These were circulated with the agenda for comments. JT asked all to consider the membership and whether we are missing anyone. Frequency is suggested at every two months for the first year and this can then be reviewed. JT noted that this is not an executive decision making group. SD asked if SEND could be written in full form in the document.

**Action: all to email JT with any feedback on the draft Terms of Reference.**

#### **5. Timeline for the next 12 months**

JT explained that he would like to have a clearer sense of what we hope to achieve in the next 12 months by the next meeting. The draft timeline was circulated with the agenda and JT asked everyone to help populate the timeline with relevant information.

**Action: all to populate timeline with relevant information.**

#### **6. Board members' Commitments for circulation**

JT advised he will draft a really short set of three or four points that all are asked to communicate with whoever you feel appropriate. The points will be around our commitments to making a difference and our priorities.

**Action: JT to circulate commitments for wider circulation by Monday 25 March 2019.**

PF asked what will happen next with the plan – AW responded that we will make amendments based on suggestions given today and will then share ahead of the next meeting for further discussion at the meeting in May. We will aim to have a final document, which we all feel confident in owning, signed off by summer.

**Action: All to provide comments on the plan and timeline within the next two weeks.**

**Action: All to think about prioritisation ready for when we next meet.**

**7. AOB**

**DR** – advised that the CCG are commencing recruitment process for designated person and would like a parent rep on the panel. DL noted that the wider group should be consulted. GO suggested a young people panel.

**Action: DR to follow up outside of the meeting.**