

Lancashire SEND Partnership Board Meeting

11 October 2024, 10-12

Teams meeting

Board Members Present:

Sarah O'Brien, Chief Nursing Officer, NHS Lancashire and South Cumbria Integrated Care Board (Chair)

Jacqui Old, Executive Director of Education and Children's Services, Lancashire County Council

Paul Turner, Director of Education, Skills and Culture, Lancashire County Council

Vanessa Wilson, Director of Children, Young People and Maternity, NHS Lancashire and South Cumbria Integrated Care Board

Cllr Michael Green, County Councillor, Cabinet Member for Health and Wellbeing

Cllr Jayne Rear, County Councillor, Cabinet Member for Education and Skills

Peter Chapman, Interim Associate Director for SEND & Complexities, NHS Lancashire and South Cumbria Integrated Care Board.

Elaine Croll, Designated Clinical Officer, Lancashire and South Cumbria Integrated Care Board.

Dr Maria Hall, Associate Clinical Director for Community Neurodevelopmental Paediatrics, Lancashire Teaching Hospital

Marie Howarth, Vice Principal, Preston's College, Further Education Representative

Ian Carden, Headteacher at Ridgewood Special School, Lancashire Special Schools Head Teachers Association Representative

Kathy Ashworth, Head of Early Help Service, Lancashire County Council

Neil Willcocks, Service Manager (Learning Disability & Autism), Lancashire County Council

Sam Jones, Chair, Lancashire Parent Carer Forum

Clive Groves, Steering Group Member, Lancashire Parent Carer Forum

Gillian Rankin, Steering Group Member, Lancashire Parent Carer Forum

Suliman Hussain, Professional Range Youth Worker, Lancashire County Council

Jennifer Ashton, Manager of the SEND Partnership, Lancashire County Council

In attendance:

Lisa Taylor, Senior Commissioning Manager, Policy, Commissioning and Children's Health, Lancashire County Council

Laura Morris, Special Educational Needs and Disability Information Advice and Support Team manager, Lancashire County Council

Oliver Moores, POWAR representative

Leanne Dunbar, Designated Clinical Officer, Lancashire and South Cumbria Integrated Care Board.

Philippa Perks, University of Cumbria Pre-School, Early Years Private, Voluntary and Independent Sector representative

Ausra Pilitauskaite, Practice Manager, MASH, Lancashire County Council

Ruksana Sardar-Akram, Interim Public Health Consultant, Lancashire County Council

Apologies / Absent:

Cllr Cosima Towneley, County Councillor, Cabinet Member for Children and Families.

Dave Carr, Director of Policy, Commissioning and Children's Health, Lancashire County Council

Sakthi Karunanithi, Director of Public Health and Wellbeing, Public Health

Balwinder Kaur, Director of Adults Community Social Care, Lancashire County Council

Louise Anderson, Director of Children's Services, Lancashire County Council

Aby Hardy, Head of Education Improvement and Interim Head of Inclusion, Lancashire County Council

Julie Bell, Head of Cultural Services, Lancashire County Council

Clare Smith, Youth Policy Strategic Lead, Lancashire County Council

Andrea Duerden, MASH Senior Manager, Lancashire County Council

Oliver Handley, Headteacher at Secondary Schools Representative

Sue Conron, Head at Duke Street Nursery, Early Years Representative

Jane Curl, Headteacher at Carleton St Hilda's CE Primary School, Primary Headteachers in Lancashire representative

Helen Keaveny, SEND Lead, Lancashire and South Cumbria NHS Foundation Trust

Laura Gibney, Designated Clinical Officer, Lancashire and South Cumbria Integrated Care Board.

1. Welcome and Apologies

Sarah O'Brien, Chair, welcomed attendees to the meeting. Apologies were noted. Sarah stressed the importance that we keep children and young people in our minds, particularly those with SEND as we go through the meeting. Sarah acknowledged that we know there are challenges in the system and the importance of giving everybody an opportunity to have their say.

2. Standing Items

2.1 Minutes From 17 July 2024 Meeting

Minutes received by all members to review prior to the meeting. Request made by Sam Jones for amendments to be made. Elaine Croll requested assurance that further development will happen regarding the the Joint Commissioning Strategy.

Minutes of the last meeting will be amended as requested and published on the SEND Partnership website following the meeting.

Action 1: Dave Carr to provide assurance to the Board that the Joint Commissioning Strategy is being further developed by the Joint Commissioning network.

2.2 Risk Register and Action Tracker

Risk register, action tracker and highlight summary with KPI's, risks and mitigations received by all members to review before the meeting. Health attendance at panels discussed and updated. All other actions noted as complete, being actioned or added as agenda items.

3. SEND Plan Progress

3.1 Agree the role of the SEND Partnership Board, Terms of Reference, Governance arrangements and membership for 2025.

Current and proposed new Terms of Reference for 2025, were received by members prior to the meeting. Members were asked to review these, including governance arrangements and consider the purpose and role of the SEND Partnership Board.

Paul Turner provided an overview of the proposal which would agree what the point of the Board is, what business we will complete, what sub-groups we will have, the convening powers we have, who

attends, and what reports should be shared. Paul also proposed that we streamline governance arrangements, with more regular SEND Partnership Board meetings, SEND Executive Group being re-named the SEND Agenda Setting Group, standing delivery groups stood down, and working groups or task and finish groups stood up when required. The golden thread contains co-production and partnership working.

Decision: Members discussed the proposed changes, and agreed the name change of the SEND Executive, to the SEND Partnership Agenda Setting Group, as the Executive team would usually sit above the Board and have challenges escalated to them.

Health colleagues noted that changes need to be made to the governance arrangements, to include the SEND Champions Network meeting, and for the SEND Partnership Board to feed into the wider ICB Board, via the quality committee as the Health and Wellbeing Board is not a formal sub-committee of the ICB.

Action 2: Vanessa and Peter to confirm health governance structure with Jenny.

The proposal included papers being requested at Board, to enable decisions to be tracked, however concerns were raised by Clive as to what the process for papers being submitted in a timely manner would be and regarding the standing down of priority groups, particularly with opportunities being lost to challenge and put things right, if everything came to Board. Paul explained the process would be for priority leads to bring papers to the Agenda Setting Group who would decide what needed to be presented at Board. The actions that needed to be taken would then be determined by Board members. The priority leads would then take these actions back to their working or task and finish group, and then back to Board. Paul agreed that the format for papers presented at the SEND Partnership Board needed to be agreed.

Action 3: Template for Board papers and reporting to be discussed and agreed by SEND Agenda Setting Group members.

Sam shared concerns that bringing everything to Board, will result in the opportunity being lost to put things right, as these discussions and the opportunity to challenge, would usually take place at SEND Exec. To have the conversations at Board is rather public, and a bit intimidating, as LPCF are outnumbered. It was agreed that the SEND Partnership needs a space to have these debates. Priority leads would need to consider different options to ensure opportunity to identify clear outcomes and review areas of weakness. Agenda Setting Group members, would have oversight of any task and finish groups established and Board needs to be open and transparent, welcoming all voices. Gillian asked how items will get brought to Board and through the SEND Agenda Setting Group, as they do not have time as volunteers to keep up with reading papers.

Members were asked whether they agreed with standing groups being stood down, and moving to a task and finish format to focus on priorities agreed by the Board. Clive shared that Improving Outcomes and Communications were key areas, as data and communication have been considerable weaknesses, and so need to be maintained, continued or refreshed. Sam shared that Improving Outcomes which focuses on data and performance, and Communications were originally co-produced as overarching groups, and proposed to Board members that these should continue. Task and finish groups would include one around the SEND Strategy, and co-production, but would be decided as we moved through areas of priority.

Decision: Members agreed it was important for Improving Outcomes and Communications to continue as standing groups, and to have a blended approach to working groups and task and finish groups.

Clive asked for members of existing groups to be given recognition and thanks for all the time and effort they have invested.

Action 4: Improving Outcomes and Communications leads (Aby and Sam) to reflect on what's worked well and to refresh Terms of reference to be clear about the purpose and membership moving forward.

Board members were also asked to consider what the Board was able to commit to in terms communication across the partnership, the frequency, length and purpose of meetings, proportion of membership including the agency representatives and deputies. Different organisations will have their own communication plans, and we need decide what groups are being stood up, who will chair them, what is their purpose and how long will they be.

Action 5: Board members were asked to consider membership and what proportional representation for stakeholders should be, how many people should be on the Board, and who should deputise for members. Members to share their views with SENDpartnership@lancashire.gov.uk before the Agenda Setting Meeting meeting on **4 December 2024**.

Decision: It was agreed we need to make the partnership as open and transparent as possible, with all people having a voice. Agenda items would be brought to the SEND Agenda Setting Group for consideration and escalation to the Board. Board meetings would be held in person with a representative or a deputy in attendance.

Action 6: Jenny to update the proposed changes to Terms of reference, governance arrangements and membership, and bring as an agenda item to the next Board meeting, with the proposed changes reviewed in 3-6 months by the SEND Partnership Board.

Action 7: Jenny to provide a list of board dates, times and venues for the academic year.

3.2 Review of SEND Plan 2021-2025 and updates

The Quarterly Highlight Report template that was historically in use was discussed with agreement required for the format of this moving forwards. There are some key risks and challenges that need to be captured and reported at Board.

Action 8: Priority leads (Aby, Sam, Peter, Neil, Dave) to review and agree a written format for SEND Plan reporting, at the next SEND Agenda Setting Group meeting, which shows what's on track and what's not to ensure actions are captured and brought back to Board.

Priority Group 1: Improving Outcomes

Jenny Ashton shared a brief update on behalf of Aby Hardy, that Key Stage 2 data was shared at the last delivery meeting and had shown some improvements.

Priority Group 2: Communications

Sam Jones, Chair of Lancashire Parent Carer Forum and lead for the Communications priority shared that the Group has reviewed the priorities for this year across all strands of the group. LPCF and LCC participation leads are looking to develop a coherent approach to engagement and co-production with colleagues.

Sam identified a number of outstanding actions including:

To review the Working Together Strategy, incorporating The Lundy Model, and produce a suite of documents which includes: Memorandum of Understanding with DfE, SEND Partnership Ways of Working and the Protocol.

To review the current protocol for working with LPCF with Senior Leaders and the Partnership Board, and for which we need to clarify officer input to ensure it works effectively.

To review the Communications delivery plan, and processes for delivering key messages. Coproduce the SEF Summary to include our contribution to coproduction and engagement and to support evidencing impact.

To invite Parent Carer representatives into working groups (10-2.30) we need a list from Jenny to make that happen.

Having delivered the coproduced Virtual Events in May, July and October – we need to set out plans for next events including Family Hubs and local SEND groups.

Four Cornerstones – we will share proposals later in the meeting for a Working Group including Terms of Reference.

LPCF would like to agree a growth plan which includes support from Officers in the SEND Partnership to grow in terms of it's reach and building representation. We've commissioned Cath and Gail from Genuine Partnerships to support our work in developing the PCF but do need SEND Partnership resourcing to underpin this. To adopt LPCF priorities

2.3 on SEND Plan refers to children and young people and 2.4 to the Local Offer, but changes to these need to be reviewed by Dave Carr and brought back to the Board

Action 9: Discussion to be held regarding how the Partnership can support LPCF to grow it's membership with a link officer to do this – Jacqui will pick this up with Paul and Sam.

Priority Group 3: Improving the SEND journey

Peter Chapman provided an update for members regarding improving the SEND journey. There are concerns with the multi-agency audit process and how health are engaged in this, but work is underway. There is not a clear position regarding the data dashboard and where our gaps are. The Joint Commissioning Network is being split into financial and pathway commissioning, to ensure processes such as tribunals and mediation processes are as robust as they can be. The early health notification form has been rolled out but needs embedding. The ND Pathway has a significant amount of work going on but remains a risk, so will continue into next years priorities and work streams. Supporting pupils with medical conditions in schools framework, and policies are agreed with implementation ongoing. The graduated response to the speech and language balance system needs rolling out effectively and is a big priority. Annual Reviews from a health perspective link to mediations and tribunals and our engagement in these as a system is not working effectively. We have inconsistencies in personal health budgets, understanding what the offer is and how they can be accessed. An audit on health services on the Local Offer has been introduced, as there have been a number of changes recently.

Action 10: A time frame needs to be set for capturing data and feeding this in to the data dashboard. This is to be added as an agenda item at the next Board meeting.

Priority Group 4: Preparing for Adulthood

Neil Willcocks presented an update regarding Preparation for Adulthood, which focuses on young people's outcomes in terms of employment, health, suitable living arrangements and access to relationships. The group will change to a task and finish to focus on the pathway guide for the local offer, data that assures us that young people have a good journey, and Supported Employment work, which includes the SEND Employment Forum, which we have good buy in to, and will continue as it's a time limited project. Preparation for Adulthood is a key feature in the upcoming CQC inspection of children's and adult services.

Priority Group 5: Accessible Services

Lisa Taylor provided an update on behalf of Dave Carr. A gap in Break Time provision had been identified for children with Nuerodivergence, an online offer was developed and commissioned which has been really positive. More Break Time members are expected to register so that their children can access the digital gaming offer. We are developing a training offer for Break Time providers and cultural services, to ensure all our services are inclusive. More preventative mental health services have been commissioned through Lancaster University which includes a portal with a full menu on offer to support schools. School places and AP remain an issue, but we're working with the independent sector to explore how we can commission places for children with SEND.

Sarah thanked the leads for their updates, and reiterated the need for a written report, but also the importance of evidencing the impact on children and young people, as we seem to be lacking real focus on this. Peter shared that looking at the KPI's, risks and mitigations actually showed areas deteriorating rather than improving, which needs greater focus at the next Board meeting.

Decision: Board members agreed that there needs further discussion regarding the setting of targets, how we report on measuring impact, pace and distance travelled, which also links to the discussion regarding purpose of the Board and the reporting of exceptions, highlights and points for escalation.

3.3 Draft SEND Strategy for 2025 and beyond

Members received papers detailing the proposed timeline for the new strategy, and the events that have been held over the last few months, trying to think about what our new strategy should be like. It's important that we get to the point where we all own and recognise the new strategy and the new delivery plan.

We met at Preston North End in September, which was a successful day, with over 70 people attending, and good representation from across the partnership. The aim of the day was to revisit where we'd been and how we've got to where we are now. We had the theme of co-production including The Lundy Model and the Four Cornerstones Approach to Co-production, collecting lots of views and opinions from attendees, which we have started pulling together into where we might want to be.

We are having working together events online, to engage with people who weren't at the event in the same discussions, with the intention of drafting something around the initial ideas and bring people back for another event on 14 November to discuss the emerging priorities. There are lots of similarities to the existing priorities which gives good continuity.

Action 11: We need a commitment from members to take these priorities back to their representative groups and ask them what they want from the new strategy and delivery plan, feeding that back into the discussion, so different groups can collectively own that as we move forward. We really need to strengthen how members cascade the information.

The plan for the next event is to share the results from the first, and to add some detail to the emerging themes and priorities. It is about ownership of the strategy and recognising it as ours, a strategy and plan around SEND improvements for the children and young people of Lancashire, which we can hold ourselves to account with. We need to be able to bring both days together.

Action 12: Paul / Jenny to share an agenda as soon as possible for the development day with an outline of the day so people know what to expect.

Decision: Board members were asked by Sarah if they were clear with the ask to take these discussions back to their organisations and for as many people as people as possible to attend both days to ensure all agencies are represented.

Sam discussed the Board Brief and requested that it would be helpful to know which information should be circulated with parent carers to get feedback on, bringing it back to the next Board meeting, as it would really simplify things. Sarah asked if we also do a child friendly brief for young people, which we don't. However, there is the POWAR template which presenters are requested to complete, but this isn't being done at present.

4. Meeting Governance

4.1 Forward Plan

The forward plan for the meeting due on 24 January 2025 was shared and includes:

Minutes of the previous meeting

Action tracker

Impact and Effectiveness

Forward Plan

SEND Plan Reporting

Agree draft SEND Plan 2025 and longer term

Agree SEND Board Terms of reference, governance and membership

EHCP / Annual Review Audits Annual Report

Lancashire Parent Carer Annual Report

Annual Review of Local Offer Improvements

The agenda will be discussed at the SEND Agenda Setting Group meeting

4.2 Confidentiality and Board Brief

None shared.

4.3 Impact and effectiveness: because of this meeting CYP will ...

Board members were asked if we had made a difference to children and young people today, but generally it was felt we hadn't. Ollly shared that we need make sure we've a strong enough voice with children and young people at all meetings, as it's very difficult keeping track of what's going on, as they are just dropped into meetings. We need to think about how we include young people and to ensure we make meetings impactful, with equality and equity of access. Cllr Green shared that this meeting had focussed on the future and making sure we get it right, but all meetings need to focus on improving outcomes for children and young people.

Elaine shared that the Take Over Day, hosted by POWAR in 2023, heard strong messages from our young people such as how could we improve transport, but what has the Board done to address these

issues, and assure ourselves of the 'so what'? Concerns were also shared that there wasn't enough voice for children and young people across the county and the difficulties they have accessing sessions.

Decision: As a partnership we need to capture the voice of the child, and the things they say are priorities, including the challenge around transport, so that young people feel that we are hearing them and translating that into something concrete.

Sam shared that in priority 2.3 of communications delivery plan, children and young people are to have a clear active role in influencing service and partnership ambitions to support the growth of POWAR. Clare Smith and Lisa Harvey-Nebil, the new Senior Manager in CFW are meeting to discuss this and to conduct an annual review of POWAR's involvement in the partnership as a priority. POWAR attended the development day which is important.

Action 13: Lisa Taylor agreed to review transport for young people to access activities and to strengthen the voice for children and young people.

5. AOB

Sam shared that at the development day in September there were over 20 volunteers to join a co-production working group to develop the Four Cornerstone's model. This was discussed at the last SEND Exec meeting and also with Cath Ratcliffe who recommended holding 3 meetings with the volunteers before bringing a proposal back to Board, as to whether we want to adopt or adapt the model to put our own language around it. We need 2- 3 officers from Board who can work with the group to make sure the Board reports are done, to develop terms of reference and accurate representation from across the partnership. We would look at a proposal for training and would like the Board's decision to go ahead with it. Clive shared that Jenny has the list of people who volunteered, and is important we move forward with it, as the Board agreed to the four cornerstone's model in January 2024, and the protocol.

Decision: Board need to collectively own the routes of co-production, how we effectively communicate with representatives and use it with fidelity. It will be a time limited group to bring it back to Board and say what our model is. Christine Goodman from the ICB can support with this and Clare Smith from LCC as they have the best understanding of the Lundy Model and how they will dovetail together.

Action 14: Jenny to share the list of names and email addresses for the Co-production working group with Sam who will check with Paul if there is anyone missing. Sam will hold 3 meetings and bring the agreed model back to Board.

Elaine shared some changes with DCO alignment, Eliane is covering Westmorland, Laura Gibney will cover south, Leanne the East, and Clair the north, so Elaine may be less present at meetings. Elaine was thanked for her contribution to the Partnership Board and to the communication priority group.

6. Date and times of future meeting and close

Sarah thanked everyone for attending the meeting and for all their input. Jenny will send confirmation of the next development day as soon as possible.

14 November 2024 1-3pm SEND Partnership Development Day 2, The Exchange, County Hall, Preston.

Summary of actions:

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Action 2: Vanessa and Peter to confirm health governance structure with Jenny.

Action 3: Template for Board papers and reporting to be discussed and agreed by SEND Agenda Setting Group members.

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