



# Achieving for Children Joint Committee

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**Meeting Date:**

Wednesday, 14 November 2018

## Agenda

**Meeting Time:**

11.30 am

**Meeting Venue:**

Terrace Room, Ground Floor,  
York House, Twickenham, TW1 3AA

Paul Martin, Chief Executive

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**Members**

Councillor Natasha Airey  
Councillor Simon Dudley (Co Chair)  
Councillor David Evans  
Councillor Kevin Davis  
Councillor Liz Green (Co-Chair)  
Councillor Diane White  
Councillor Penelope Frost  
Councillor Jo Humphreys  
Councillor Gareth Roberts (Co-Chair)

**Committee**

Shilpa Manek

**Administrator**

01628 796310

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The deadline for registration is 12noon on the day prior to the meeting

3. For those members of the public with hearing difficulties induction loops have been fitted in the Council Chamber, Terrace Room, Salon and Room 7. In addition, there is an infra-red system installed in the Terrace Room. Neck loops and stetholoops are available in the Reception Office.
4. Members are reminded that they are required to securely dispose of agenda packs that contain private information.

York House  
Twickenham  
TW1 3AA

6 November 2018

*This agenda is printed on recycled paper.*

Nese keni veshtersi per te kuptuar kete botim, ju lutemi ejani ne recepcionin ne adresen e shenuar me poshte ku ne mund te organizojme perkthime nepermjet telefonit.

Albanian

এই প্রকাশনার অর্থ বুঝতে পারায় যদি আপনার কোন সমস্যা হয়, নিচে দেওয়া ঠিকানায় রিসেপশন-এ চলে আসুন যেখানে আমরা আপনাকে টেলিফোনে দোভাষীর সেবা প্রদানের ব্যবস্থা করতে পারবো।

Bengali

જો તમને આ પુસ્તિકાની વિગતો સમજવામાં મુશ્કેલી પડતી હોય તો, કૃપયા નીચે જણાવેલ સ્થળના વિસ્તારને પર આવો, જ્યાં અમે ટેલિફોન પર ગુજરાતીમાં ઇન્ટરપ્રિટીંગ સેવાની ગોઠવણ કરી આપીશું.

Gujarati

اگر در فهمیدن این نشریه مشکل دارید، لطفاً به میز پذیرش در آدرس قید شده در زیر رجوع فرمایید تا سرویس ترجمه تلفنی برایتان فراهم آورده شود.

Farsi

إذا كانت لديك صعوبة في فهم هذا المنشور، فنرجو زيارة الإستقبال في العنوان المعطى أدناه حيث بإمكاننا أن نرتب لخدمة ترجمة شفوية هاتفية.

Arabic

اگر آپ کو اس اشاعت کو سمجھنے میں کوئی مشکل ہے تو، براہ کرم نیچے دیئے ہوئے ایڈریس کے استقبال پر جا کر ملیئے، جہاں ہم آپ کیلئے ٹیلیفون انٹرپرائزنگ سروس (ٹیلیفون پر ترجمانی کی سروس) کا انتظام کر سکتے ہیں۔

Urdu

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਸ ਪਰਚੇ ਨੂੰ ਸਮਝਣ ਵਿਚ ਮੁਸ਼ਕਲ ਪੇਸ਼ ਆਉਂਦੀ ਹੈ ਤਾਂ ਹੇਠਾਂ ਦਿੱਤੇ ਗਏ ਪਤੇ ਉੱਪਰ ਰਿਸੈਪਸ਼ਨ 'ਤੇ ਆਓ ਜਿੱਥੇ ਅਸੀਂ ਟੈਲੀਫੋਨ ਤੇ ਗੱਲਬਾਤ ਕਰਨ ਲਈ ਇੰਟਰਪ੍ਰਿਟਰ ਦਾ ਪ੍ਰਬੰਧ ਕਰ ਸਕਦੇ ਹਾਂ।

Punjabi

Civic Centre, 44 York Street, Twickenham, TW1 3BZ  
42 York Street, Twickenham, TW1 3BW  
Centre House, 68 Sheen Lane, London SW14 8LP  
Old Town Hall, Whittaker Avenue, Richmond, TW9 1TP  
Or any library

## **1. APOLOGIES FOR ABSENCE**

Apologies for absence and attendance of alternate members.

## **2. DECLARATIONS OF INTEREST (Pages 5 - 6)**

Members are invited to declare any disclosable pecuniary interests and any other non-pecuniary interests (personal interests) relevant to items on this agenda.

## **3. MINUTES FROM THE LAST MEETING (Pages 7 - 10)**

To consider and approve the minutes of the meeting held on 11<sup>th</sup> July 2018.

## **4. PUBLIC PARTICIPATION**

Members of the public may ask questions or make representations. Notice of questions or representations to be submitted must be received by 12 noon on 13 November 2018. Please email [shilpa.manek@rbwm.gov.uk](mailto:shilpa.manek@rbwm.gov.uk)

## **5. GOVERNANCE REVIEW AND LEADERSHIP STRUCTURE (To Follow)**

## **6. TRADING UPDATE (Pages 11 - 14)**

Ian Dodds, Interim Chief Executive, to update the Joint Committee on the income generated from business development since 1 April 2018 and sets out the funding that has been identified from grant funders or business opportunities, as well as pipeline opportunities.

## **7. ANY OTHER BUSINESS AND DATE OF NEXT MEETING**

The Joint Committee to note the dates of future meetings:

Wednesday 13 March 2019, Kingston

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## MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

### Disclosure at Meetings

If a Member has not disclosed an interest in their Register of Interests, they **must make** the declaration of interest at the beginning of the meeting, or as soon as they are aware that they have a DPI or Prejudicial Interest. If a Member has already disclosed the interest in their Register of Interests they are still required to disclose this in the meeting if it relates to the matter being discussed.

A member with a DPI or Prejudicial Interest **may make representations at the start of the item but must not take part in the discussion or vote at a meeting.** The speaking time allocated for Members to make representations is at the discretion of the Chairman of the meeting. In order to avoid any accusations of taking part in the discussion or vote, after speaking, Members should move away from the panel table to a public area or, if they wish, leave the room. If the interest declared has not been entered on to a Members' Register of Interests, they must notify the Monitoring Officer in writing within the next 28 days following the meeting.

### Disclosable Pecuniary Interests (DPIs) (relating to the Member or their partner) include:

- Any employment, office, trade, profession or vocation carried on for profit or gain.
- Any payment or provision of any other financial benefit made in respect of any expenses occurred in carrying out member duties or election expenses.
- Any contract under which goods and services are to be provided/works to be executed which has not been fully discharged.
- Any beneficial interest in land within the area of the relevant authority.
- Any licence to occupy land in the area of the relevant authority for a month or longer.
- Any tenancy where the landlord is the relevant authority, and the tenant is a body in which the relevant person has a beneficial interest.
- Any beneficial interest in securities of a body where:
  - a) that body has a piece of business or land in the area of the relevant authority, and
  - b) either (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body **or** (ii) the total nominal value of the shares of any one class belonging to the relevant person exceeds one hundredth of the total issued share capital of that class.

Any Member who is unsure if their interest falls within any of the above legal definitions should seek advice from the Monitoring Officer in advance of the meeting.

A Member with a DPI should state in the meeting: ***'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations on the item: ***'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

### Prejudicial Interests

Any interest which a reasonable, fair minded and informed member of the public would reasonably believe is so significant that it harms or impairs the Member's ability to judge the public interest in the item, i.e. a Member's decision making is influenced by their interest so that they are not able to impartially consider relevant issues.

A Member with a Prejudicial interest should state in the meeting: ***'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations in the item: ***'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

### Personal interests

Any other connection or association which a member of the public may reasonably think may influence a Member when making a decision on council matters.

Members with a Personal Interest should state at the meeting: ***'I wish to declare a Personal Interest in item x because xxx'. As this is a Personal Interest only, I will take part in the discussion and vote on the matter.***

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# Agenda Item 3

## ACHIEVING FOR CHILDREN JOINT COMMITTEE

WEDNESDAY, 11 JULY 2018

PRESENT: Councillors Natasha Airey, Simon Dudley, David Evans, Penny Frost, Liz Green, Jo Humphreys and Diane White

Also in attendance: Alison Alexander, David Archibald, Elizabeth Brandill-Pepper, Ian Dodds, Hilary Hall, Rob Henderson, Kirsty Hogg, Sarah Ireland, Paul Martin, Kevin McDaniel and Mandy Skinner

Clerk: Shilpa Manek

### APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Gareth Roberts and Roy Thompson. Sarah Ireland was attending on behalf of Roy Thompson.

### DECLARATIONS OF INTEREST

No declarations of interest were received.

### MINUTES FROM THE LAST MEETING

The minutes from the meeting on 14 March 2018 were Unanimously agreed and signed as a true and accurate record.

### PUBLIC PARTICIPATION

No questions received.

### APPOINTMENT OF A NEW AFC CHIEF EXECUTIVE

The Committee thanked Nick Whitfield for all his hard work.

Councillor Liz Green suggested a discussion was required about the Chief Executive role for AfC. The previous Chief Executive had been very outward facing, working three days a week for AfC and assisting other local authorities mainly at the request of the Department for Education.

Councillor Liz Green asked if there was an appetite for a highly paid role of a chief executive or managing director or could the role be consumed within the roles of current directors.

The Joint Committee agreed that the focus should be on the delivery for our residents and the saving made could be used directly back into operations.

Councillor Liz Green suggested that AfC work on a new model and what it might look like and bring a report to a future meeting. Whilst the model was being worked on, the current interim chief executive, Ian Dodds agreed to remain in post at no additional cost to AfC.

**RESOLVED:** The Joint Committee instructed the AfC Board to develop a proposal for a new leadership structure without the role of Chief Executive. Ian Dodds, the current interim Chief Executive would remain in post as acting head at no cost to AfC.

**ACTION: Proposal for a new AfC senior leadership structure to be presented at the next meeting.**

### 2018-2019 AFC BUSINESS PLAN AND MFTP INTERIM

Ian Dodds, gave a summary of the business plan and highlighted the four priority areas:

- a. Building resilience so that families and communities are better able to help, support and protect children without the need for statutory interventions.
- b. Creating local provision so that children and young people can stay closer to their families and support networks, and benefit from integrated services.
- c. Developing more inclusive services and opportunities for children and young people with disabilities, complex needs and challenging behaviours.
- d. Supporting children and young people to develop their independence and skills for adulthood.

Ian Dodds explained that some of the RBWM data was missing but it had now been added and also that the report did not have phased financial phasing, which would be added to the report. An updated version would be recirculated to all.

### **ACTION: Recirculate Interim 2018/19 Business Plan**

Councillor Evans felt that the savings in the report were too ambitious and asked how robust the savings were and whether they were achievable. Ian Dodds informed the Committee that there were clear calculations for all savings. These would be better illustrated when all the phased figures were in the report.

Councillor Airey informed the Committee that an LGA report on children's services expenditure had been published and Ian Dodds informed the Committee that AfC would be using the new formulae across the local authorities. Councillor Dudley asked how many FTE staff there were and who looked after the HR for AfC. Ian Dodds informed the Committee that there were 1126 FTE staff and Kingston HR looked after Richmond and Kingston based staff and RBWM HR looked after Windsor and Maidenhead based staff. A new HR model was currently at business case stage with proposed implementation from April 2019.

Councillor David Evans asked about the increase in numbers of education, health and care plans (EHCPs) and was advised that nationally funding for children with SEN was not sufficient. Factors which contributed to the increase included early diagnosis, children with more complex needs, reduced infant mortality, and the attractiveness of the local offer to parents of children with SEN. Due to the implementation of the SEND reforms (2014), the cohort had been increased from those 5-19 years to 0-25 years. The unsustainable financial challenge for schools and local authorities was discussed and the need for ongoing lobbying of Government stressed.

**RESOLVED: The Joint Committee unanimously agreed that the three Leaders would write to the Prime Minister to highlight the evidenced financial pressure of educating children with special educational needs within the current dedicated schools block funding allocation. Leaders would also detail their support for AfC to be able to open local free schools in order to allow more children with special education needs to be educated locally.**

**RESOLVED: The Joint Committee approved the interim business plan for 2018/19 and noted that a three-year plan would be developed for 2019-2022 to reflect the outcome of the Councils' agreed position, as owners, on the future direction and strategy of the company.**



SUMMARY OF RESERVED MATTERS TAKEN BY CHIEF EXECUTIVES DURING THE YEAR

Ian Dodds introduced this item, explaining that decisions had been made on two reserved matters since the last Joint Committee, both in Band 3. The first was reserved matter 12: to appoint or remove any auditor of the company – Grant Thornton UK LLP were appointed as the company’s external auditor from 2018/19 to 2020/2021. This followed an external procurement exercise and the decision was made at the General Meeting of the company on 21 June 2018. The second was reserved matter 17: to appoint or remove any Director of the company – Sarah Ireland was appointed as a Director representing the Royal Borough of Kingston upon Thames, replacing Anne Redparth who had been removed as a Director. This decision was made at a General Meeting of the company on 30 April 2018.

**RESOLVED: The Joint Committee noted and formally recorded the reserved matter decisions that had been taken by the member councils, as joint owners of Achieving for Children, since the Committee’s last meeting on 14 March 2018.**

Councillor Dudley suggested that the Reserved Matters structure be revisited. Currently, the Royal Borough only had 20% consideration in the partnership, which was, appropriately, based on the company moving to secure two further members within the short timescale and then the percentage consideration would have changed accordingly. The current 20% meant that the Royal Borough was effectively disenfranchised from any Band 2 decisions based on the 75% threshold. Whilst this was understandable at the time of transfer and the anticipated growth at that time, it was not acceptable now if the expansion was deferred. The Royal Borough would like the threshold for Band 2 decisions moved to 80%.

AUDITED AFC ACCOUNTS 2017-8

David Archibald, Chairman of the AfC Board, informed the Joint Committee that the Audited AfC accounts had been agreed and signed. They were for noting only.

**RESOLVED: The Joint Committee noted the Audited Annual Report and Statement of Accounts for Achieving for Children for 2017/18.**

ANY OTHER BUSINESS AND DATE OF NEXT MEETING

The Members noted the date of the next meeting: Wednesday 14 November 2018 at 11am at Richmond.

The March 2019 meeting would now be a daytime meeting starting at 11am at Kingston.

The meeting, which began at 11.30 am, finished at 12.15 pm

CHAIRMAN.....

DATE.....

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## ACHIEVING FOR CHILDREN JOINT COMMITTEE

**DATE:** 14 NOVEMBER 2018

**REPORT BY:** INTERIM CHIEF EXECUTIVE, ACHIEVING FOR CHILDREN

**SUBJECT:** TRADING UPDATE

### 1. PURPOSE OF THE REPORT

This report updates Joint Committee on the income generated from business development since 1 April 2018. It also sets out the funding that has been identified from grant funders or business opportunities, as well as pipeline opportunities.

### 2. RECOMMENDATIONS

**2.1 Joint Committee notes the income generated by Achieving for Children through its business development activities, and the potential opportunities to generate further income in 2018/19 and 2019/20.**

### 3. CONFIRMED INCOME

The following income has been secured by the company since 1 April 2018 against income targets that have been built into the base budget for the company for 2018/19.

<b>Funder</b>	<b>Description</b>	<b>Income (£)</b>
Heritage Lottery Fund Your Health, Our Hands	Delivery of creative learning programmes for young people at risk of school exclusion at Anstee Bridge in Kingston.	98,000
Schools	Service level agreements with schools in Kingston and Richmond to deliver a range of professional services, including educational psychology and education welfare services.	2,670,000
Department for Education	Development support for the delivery of 30-hours free childcare.	140,000
Department for Education Intervention Programme	Delivery of commissioner and intervention adviser support to Sunderland CC, Reading BC, LB Wandsworth, LB Croydon and Dudley MBC.	41,065

The Careers and Enterprise Company	Personal careers guidance in schools and colleges.	105,000
<b>Total income</b>		<b>3,054,065</b>

#### 4. SUBMITTED FUNDING APPLICATIONS

The following funding applications and tenders have been submitted and are awaiting a decision by the funder or service commissioner; decisions are expected in Q3 2018/19.

<b>Funder</b>	<b>Description</b>	<b>Requested (£)</b>
Home Office Early Intervention Fund	Multi-agency bid to deliver preventative work with young people at risk of gang involvement and youth violence in Kingston and Richmond.	411,320
NESTA What Works Fund	School-based social workers in Kingston, Richmond and Windsor and Maidenhead.	503,377
The Big Lottery Fund	Targeted youth work on the Cambridge Estate in Kingston.	80,000
<b>Total grant funding requested/available</b>		<b>994,697</b>

#### 5. PIPELINE PROPOSALS

The following grant funding and business development have been identified as supporting the business plan and service priorities for the company. They will be subject to the usual trading opportunities evaluation process agreed with the owning Councils.

<b>Funder</b>	<b>Description</b>	<b>Potential (£)</b>
Co-op Foundation The Loneliness Fund	Outreach work with vulnerable children at the Cambridge Estate in Kingston. Plans for submission in September 2018.	80,000
Big Lottery Fund Reaching Communities	Improving community cohesion for young people who are vulnerable to isolation. Plans for submission in March 2019.	500,000

Department for Education NAAS for social workers	Stewarding Deloitte to provide social work expertise as part of their bid to support the National Accreditation and Assessment Scheme for social workers working with children and families.	200,000
<b>Total potential funding available</b>		<b>780,000</b>

## 6. CONTACT

Ian Dodds  
Interim Chief Executive  
020 8831 6116  
[ian.dodds@achievingforchildren.org.uk](mailto:ian.dodds@achievingforchildren.org.uk)

## 7. BACKGROUND DOCUMENTS

None.

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