

SEND Local Area Partnership Board

Terms of Reference

Version:	Draft 2.0
Date:	January 2026
Chair:	Steph How & Jenny Erwin
Council Lead:	Natalie Smith
ICB Lead:	Anthony Harper
Contact:	Hannah Geddert / Jodie Haynes

1. Purpose

- 1.1 The Hampshire Local Area Partnership Board (LAPB) will provide strategic system and partnership leadership, assurance, and oversight of the improvements detailed in the SEF and the Local Area Partnership Strategy and Action Plan, across the local area system in Hampshire for children and young people with special educational needs and disabilities (SEND) and their families.
- 1.2 It will use its influence and accountabilities to drive forward improvements, at pace, across the Local Area, identifying any barriers, consolidating what is working well and improving what is not.
- 1.3 The LAPB will provide transparent visibility of progress, constructive and robust challenge as well as celebrating what is working well and improving. It will be self-critical and escalate appropriately where sufficient sustainable progress is not made.
- 1.4 The LAPB's primary focus is the partnership and system improvement and impact across the local area.
- 1.5 The LAPB will use its authority to agree the necessary actions that are needed at a partnership and system-wide level on improvement priorities. The LAPB Members will need to be empowered with sufficient delegated authority to agree actions in principle on behalf of their organisation or partnership body, in order make swift and decisive progress. If necessary, decisions will be taken through appropriate organisational governance arrangements (for example Executive key decision by the Local Authorities Cabinet Member, or NHS decisions through the Integrated Care Board and The NHS Trust Board).
- 1.6 The LAPB will be focused on ensuring partnership actions make a difference in improving impact and outcomes and ensure that the voice and lived experience of children, young people, carers and families with SEND is heard. It will champion extending participation, reach and engagement and ensure that children, young people, carers, and families have an opportunity to provide direct input to the work of the LAPB and inform the development of improvement activities through co-production.
- 1.7 The LAPB will receive assurance reports from operational boards/programme boards and focus groups, supported by high quality, robust multi-agency data, monitoring and quantitative and qualitative analysis of impact. The LAPB will interrogate this data and be supported in this by advisers from Local Authority and Health systems.

- 1.8 The LAPB will consider partnership/system level risks, issues and performance monitoring, including a partnership Risks, Assumptions, Issues & Decisions (RAID) log and collectively agreed Key Performance Indicators, Impact/Outcome Measures and Key Risk Indicators.
- 1.9 The LAPB will provide oversight and assurance for the partnership delivery of the SEND LAP Strategy and Action Plan.

2. Governance and accountability

- 2.1 Governance arrangements diagrams are provided at Appendix A, B & C. This includes a summary of how different governance functions across the local area feed into the LAPB.
- 2.2 The LAPB is independently chaired by the Director of Children's Services (Stuart Ashley) and Deputy Chief Delivery Officer Mental Health, Learning Disabilities & Autism and Children's Care Director (Jenny Erwin) with administrative and business support provided by Jodie Haynes and Programme Level Support is provided by Hannah Geddert.
- 2.3 The relevant Cabinet Member (s), or councillor(s) with responsibility for Children's Services will be a Member of the LAPB, in addition to a standing invitation to representatives from each Opposition Group to strengthen cross-party oversight and transparency.
- 2.4 Where possible, the LAPB will address and mitigate risks and issues within its remit. Where escalation is required, LAPB will refer these directly to the Council's Chief Executive, as the accountable authority for SEND transformation, and to the Senior Responsible Officer in the ICB, who will advise on the appropriate escalation route.
- 2.5 Via its membership, the LAPB will also agree appropriate sharing or escalation of issues into partner agency governance arrangements, for example:
 - Hampshire and IOW ICB Partnership Board
 - Hampshire Parent Carer Network
 - Health and Wellbeing Board
 - Schools' Executive Headteacher Groups
 - Autism Partnership Board
 - And others identified locally

3. Behaviours

All LAPB members are expected to:

- a. Seek agreement at senior levels to progress all actions
- b. Hold ourselves and each other to account on the delivery of the action plan
- c. Spread the word so that there is a system-wide understanding of the Local Area ambition
- d. Support each other
- e. Be honest with each other
- f. Ask for help to solve systemic problems
- g. Reduce inequalities

- h. Routinely seek the voice of children and young people with SEND and their parents / carers
- i. Confidentially own the issues
- j. Be a critical friend to each other

4. Responsibilities

All LAPB members are expected to:

- 4.1 ensure that the partnership improvement and transformation activity is delivering the required impact for children and young people with SEND, at pace
- 4.2 provide opportunities for children and young people's participation, including to contribute to the work of the Board
- 4.3 ensure that co-production is embedded in the culture of all members of the Local Area and LAPB
- 4.4 offer advice, challenge and support to secure sustainable improvement in a respectful manner
- 4.5 support the resolution of escalated risks and issues and remove all barriers to agreed activity, pace and performance
- 4.6 take a solutions-focused approach to ensure the best outcomes for children and young people
- 4.7 maintain confidentiality on specific issues, if required in order to enable the meetings to be productive
- 4.8 provide regular communication about the work and impact of the LAPB to all stakeholders
- 4.9 individual board members to refrain from speaking publicly on behalf of the board unless agreed by the partnership

5. Board meetings

- 5.1 The LAPB will meet on a bi-monthly basis, with clear minutes, actions and decision log, with a review/evaluation at 6 months.

6. Review of Terms of Reference

- 6.1 The Terms of Reference will be reviewed in 6 months by the LAPB.

7. Membership

- 7.1 LAPB members are identified in the table below.
- 7.2 Additional attendees will be asked to attend Board meetings for specific agenda items or to update on the progress of actions, including Participation Leads, the Transforming SEND Programme Team, Designated Clinical Offers, Leads of Operational Groups etc.
- 7.3 Participation from the Voluntary Community and Social Enterprise Sector (VCSE, or Third Sector) will be agreed locally and include key partners in the area.

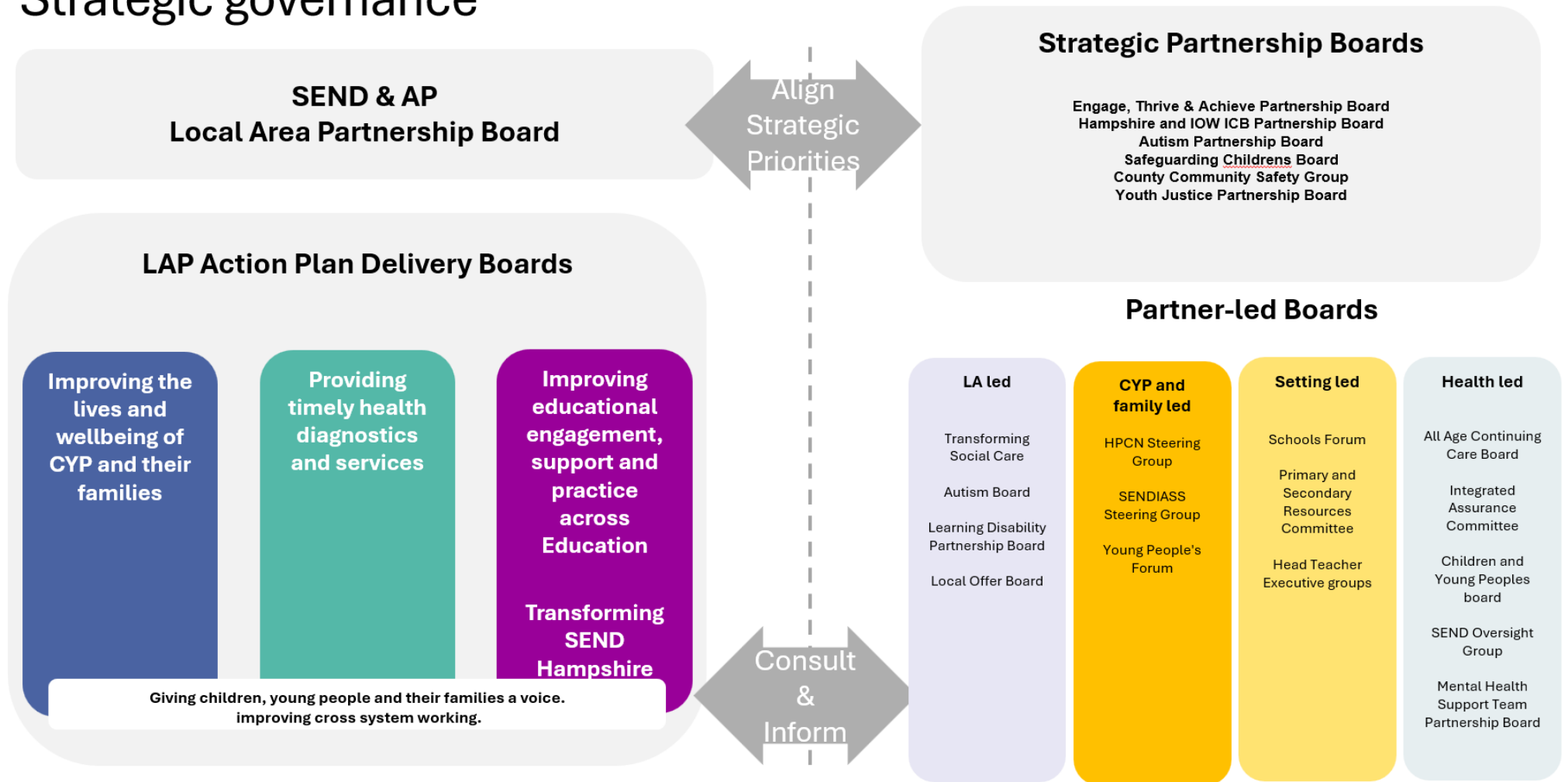
7.4 To ensure effective governance, continuity of representation, and accurate administration of the board, board members must inform Jodie Haynes (jodie.haynes@hants.gov.uk) and Hannah Geddert (hannah.geddert@hants.gov.uk) if they are stepping down from the board, or if they are leaving their role and are aware of another individual replacing them in their capacity as a board member. This will enable membership records and distribution lists to be updated promptly and ensure that communications and board materials are shared with all the appropriate representatives.

Title	Organisation/Partnership Body
Director of Children's Services	HCC
Deputy Chief Delivery Officer	HCC & IOW ICB
Mental Health, Learning Disabilities & Autism and Childrens Care Director	
Executive Lead Member for Children's Services	HCC
Executive Member for Education	HCC
Deputy Director Children's Social Care	HCC
Assistant Director for Education	HCC
Assistant Director AHC & CSD Shared Services	HCC
Assistant Director Younger Adults and PSW	HCC
Adult's Health and Care	HCC HCC HCC
County Education Manager - Vulnerable Children	HCC
County Education Manager for SEN Access and Resources	HCC
County Education Manager – Participation and Lifelong Learning	HCC
County Education Manager – Primary/Early Years and/or Secondary	HCC
Chief Nurse	HCC & IOW ICB
Deputy Director Childrens Care	HCC & IOW ICB
Head of SEND	HCC & IOW ICB
Designated Clinical Officer (DCO)	HCC & IOW ICB

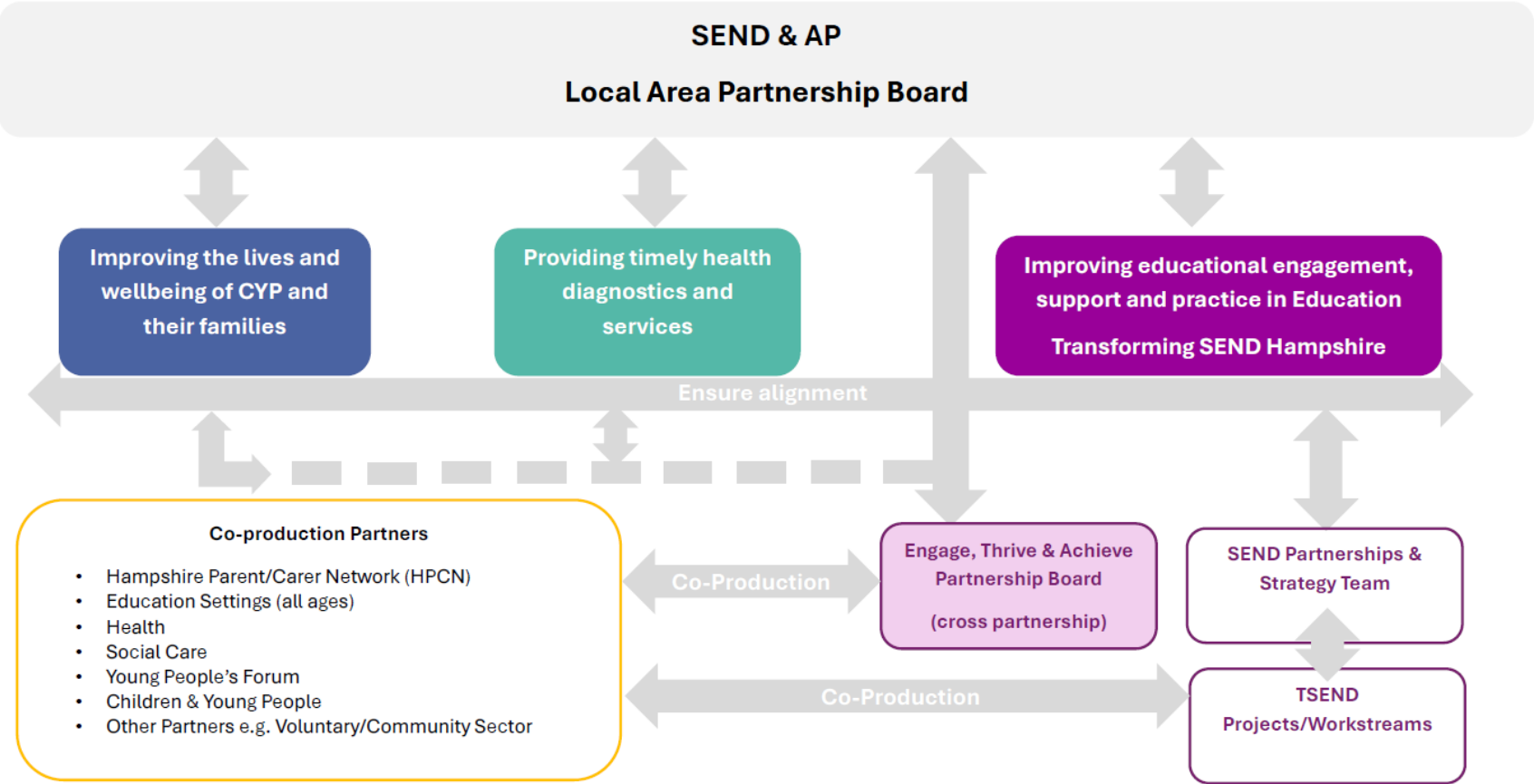
CAMHS LD/ND/SEND	CAMHS
Assistant Director Strategic Commissioning Procurement	HCC
Data and Digital CSD & AHC	HCC
Head of Information, Governance and Advice AHC & CSD	HCC
Head of Communities and Partnerships	HCC
Chair, Parent Carer Forum	HPCN
SENDIASS Service Manager	SENDIASS
Public Health Principle	HCC
Public Health Consultant	HCC
Area Manager Head of Service, Children & Families Service	HIOW Healthcare NHS Foundation HIOW Healthcare NHS Foundation HIOW Healthcare NHS Foundation
Senior Advisor for Early Years Education	HCC
Early Years' providers representative	Kids
Best Start in Life AHC, AHC & CSD	HCC
Primary Headteachers Executive group representatives	Talavera Junior South Baddesley Primary Wildground Federation Stockbridge Primary
Secondary Headteachers Executive group representative	Crookhorn College Horndean Technology College
Special School Executive Headteachers representatives	Icknield Maple Ridge
Education Centre Headteacher representative	The Bridge
Post 16 Principal representatives	St Vincent's Brockenhurst College
Virtual School	HCC
Senior Partnership and Provision Leader	DWP
Autism Partnership Co-ordinator	HCC
Head of SEND Partnerships & Strategy	HCC
LCP representative	LCP

Chief Executive	Community First
CEO	Solent Youth Action
Head of Children & Young People	Energise Me
School Improvement Manager, SEND and Inclusion	HCC
Development Manager (SEND Employability)	HCC
Principal Educational Psychologist	HCC
Area Director with responsibility for Disabled Children	HCC
Director of Children and Young People's Services	Surrey and Borders Partnership NHS Foundation Trust

Strategic governance



Detailed Education Governance



*The Emotional Wellbeing & Mental Health Board and Inclusion & Educational Engagement Board (cross partnership) have merged into the Engage, Thrive & Achieve Partnership Board.