

# SEND Local Area Partnership Board

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## Terms of Reference

|                      |                                    |
|----------------------|------------------------------------|
| <b>Version:</b>      | Draft 2.0                          |
| <b>Date:</b>         | September 2026                     |
| <b>Chair(s):</b>     | <b>Steph How &amp; Jenny Erwin</b> |
| <b>Council Lead:</b> | Natalie Smith                      |
| <b>ICB Lead:</b>     | Anthony Harper                     |
| <b>Contact(s):</b>   | 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, 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 for children, young people and their families.
- 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. It will ensure that the voice and lived experience of children, young people, carers and families with SEND is heard and responded to with decisive action. 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. 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 (Steph How) 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 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 the 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. Escalation beyond the Board is expected to be infrequent and reserved for exceptional circumstances where resolution cannot be achieved through normal partnership governance arrangements. In such cases, matters will be referred to the Council's Chief Executive, as the accountable authority for SEND transformation and improvement, 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 & Principles of Local Area Partnership Board Membership**

- 3.1 All LAPB members are expected to commit to the following on behalf of the organisation they represent.
- 3.2 Board members will:
  - read, understand, and abide by the Terms of Reference and all Board documentation, approaching information with curiosity, scrutiny, and a willingness to ask constructive questions

- demonstrate active and effective Board membership through careful preparation, meaningful engagement in discussion, and the provision of constructive challenge and support to ensure well-informed decisions and continuous improvement
- seek agreement at senior levels within the organisations for which they represent to progress actions and remove barriers to improvement activity
- hold themselves and fellow Board members to account for the delivery of agreed actions within the LAP Strategy and Action Plan
- actively follow up and complete agreed actions in a timely manner
- promote and communicate the Board's vision and ambitions, helping to build a system-wide understanding of priorities and progress
- support one another, act as critical friends, and work collaboratively to solve systemic challenges
- routinely seek, listen to, and champion the voices of children and young people with SEND and their parent/carers, ensuring these perspectives inform decision-making
- commit to active participation in the Board by ensuring representation at all Board meetings, either through their own attendance or that of a nominated deputy. Members are expected to contribute to discussions, support agreed actions and provide appropriate support and challenge. Where attendance or engagement is consistently limited, membership may be reviewed.

3.3 Board members will demonstrate and uphold the Seven Principles of Public Life (Nolan Principles) through their conduct and decision-making:

- **selflessness:** act solely in the public interest and not for personal, family or organisational gain
- **integrity:** avoid placing themselves under obligations that could improperly influence their judgement or actions
- **objectivity:** make decisions based on evidence, merit, and the best interests of children, young people and families
- **accountability:** be accountable for decisions and actions and welcome appropriate scrutiny
- **openness:** be as transparent as possible about decisions and actions, providing reasons where appropriate
- **honesty:** declare and manage any actual, potential or perceived conflicts of interest
- **leadership:** promote these principles through personal conduct, professional influence, and positive example

3.4 Through these behaviours and principles, Board members will foster a culture of collaboration, challenge, transparency, and collective responsibility that supports meaningful improvement for children and young people with SEND and their families.

## 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
- 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 on a six-monthly basis to ensure they remain current, effective and aligned with the Board's responsibilities, priorities and governance arrangements.

## **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, 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](mailto:jodie.haynes@hants.gov.uk)) and Hannah Geddert ([hannah.geddert@hants.gov.uk](mailto: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<br>HCC<br>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 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<br>Public Health Consultant     | HCC<br>HCC                                                                                 |
| Children & Families Service                             | 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<br>South Baddesley Primary<br>Wildground Federation<br>Stockbridge Primary |
| Secondary Headteachers Executive group representative   | Crookhorn College<br>Horndean Technology College                                           |
| Special School Executive Headteachers representatives   | Icknield<br>Maple Ridge                                                                    |
| Education Centre Headteacher representative             | TBC                                                                                        |
| Post 16 Principal representatives                       | St Vincent's<br><br>Brockenhurst College<br>Sparsholt 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                                                                                        |
| 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                                        |

Notes:

- A standing open invitation should be extended to Opposition Group Leads, to enhance cross-party oversight, transparency, and assurance.
- A transparent arrangement which ensures children and young people can directly engage with the board should be in place, supported by the Participation Officer (e.g. at the board, in advance, or via other engagement means). These arrangements will include:
  - Workstream Leads submitting an easy read version of their presentation slides
  - All LAPB members will complete a 'Who is Who' form so children and young people understand who everyone is and their job role
  - All senior leaders will prepare a short introductory video

## Appendix A – SEND Local Area Partnership – Local Area Governance Overview

