TERMS OF REFERENCE
Cheshire East 0-25 SEND Partnership

Cheshire East SEND Improvement and Assurance Board (SIAB)

1. Purpose

1.1. The Cheshire East SEND Improvement and Assurance Board (SIAB) will provide strategic system and executive leadership, assurance, and oversight of improvements across the local area system in Cheshire East for children and young people with special education needs and disabilities (SEND) and/or those attending alternative provision, and their families, as identified through our 'Shared Journeys' programme and Local SEND Reform Plan.

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 Board 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 Board's primary focus is the partnership and system improvement and impact across the 6 identified 'Shared Journeys' priority areas and the related Local SEND Reform Plan; however, it will also consider oversight and assurance of other identified improvements across the local area system.

1.5. The Board will use its authority to agree the necessary actions that are needed at a partnership and system-wide level on improvement priorities. Board Members will need to have sufficient authority to agree actions on behalf of their organisation or partnership body, in order to make swift and decisive progress. The exact governance arrangements for any decision or recommendations will depend upon the nature of the issue and the resources concerned. If necessary, decisions will be taken through appropriate partner organisation's / organisations' decision-making processes and governance arrangements for approval (for example, an executive key decision by the Local Authority's Cabinet Member, or NHS decisions through the Integrated Care Board and/or NHS Trust Board(s)).

1.6. The Board will be focused on ensuring partnership actions make a difference in improving impact, experiences and outcomes, and ensure that the voice and lived experience of children and young people with SEND, and their parents / carers and families, are heard. It will champion extending participation, reach and engagement, and ensure that children, young people, parents / carers and families have an opportunity to provide direct input to the work of the Board and inform the development of improvement activities through co-production.

1.7. The Board will receive assurance reports on a monthly basis from the SEND Operational Delivery Group, supported by high quality, robust multi-agency data, monitoring and quantitative and qualitative analysis of impact. The Board will interrogate this data and be supported in this by expert advisers from DfE, Local Authority and Health systems.

1.8. The Board will consider partnership/system level risks, issues and performance monitoring, including a partnership RAID log and collectively agreed Key Performance Indicators and Impact/Outcome Measures.

1.9. The Board will also maintain oversight of key transformation activity in relation to improving services and outcomes for children and young people with SEND across the local area.

2. Governance and accountability

2.1. A diagram of the overall governance arrangements for the Cheshire East 0-25 SEND Partnership is provided in Appendix A.

2.2. The Board is independently chaired and administrative support will be provided to the board by Cheshire East Council.

2.3. The Lead Member for Children's Services will be a Member of the Board.

2.4. Wherever possible, the Board will seek to resolve and mitigate risks and issues within its remit. Where necessary, the Board will escalate risks and issues to the Health and Wellbeing Board.

2.5. Progress will also be reported to the Council's Cabinet and the ICB Board.

2.6. Via its membership, the Board will also agree appropriate sharing or escalation of issues into partner agency governance arrangements which will include a range of arrangements such as:

- Parent Carer Forum
- Headteacher associations (primary, secondary and special) and the Cheshire East Schools Forum
- Wider early years, mainstream school, special school and further education representatives
- And others identified locally such as the Primary Care Network

3. Responsibilities and behaviours

All Board members are expected to:

3.1. apply and agree to the 'Principles of Board Membership' as outlined in Appendix B.

3.2. ensure that the partnership improvement and transformation activity is delivering the required impact for children and young people with SEND, at pace.

3.3. provide opportunities for children and young people's participation, including to contribute to the work of the Board.

3.4. ensure that co-production is embedded in the delivery of SEND services.

3.5. offer advice, challenge and support to secure sustainable improvement in a respectful manner.

3.6. support the resolution of escalated risks and issues and remove all barriers to agreed activity, pace and performance.

3.7. take a solutions-focused approach to ensure the best outcomes for children and young people.

3.8. maintain confidentiality on specific issues if required, in order to enable the meetings to be productive.

3.9. provide regular communication about the work and impact of the Board to all stakeholders.

3.10. refrain from individually speaking publicly on behalf of the Board unless agreed by the partnership.

4. Board meetings

4.1. The board will meet on a monthly – 6 weekly basis, with clearly recorded meeting notes, actions and decision log, with a review/evaluation at 6 months. Minutes and actions should be circulated within 2 weeks of the board meeting.

4.2. Meetings will be scheduled in advance with dates for meetings for a full academic year being circulated to members at once, where possible.

4.3. Agendas and associated meeting papers will be circulated to members not less than five working days ahead of each meeting.

4.4. A board meeting will take place and be considered quorate when at least 50% of board members are present.

4.5. Additional meetings will be arranged if required. If urgent decisions are required, communication will be sent via email.

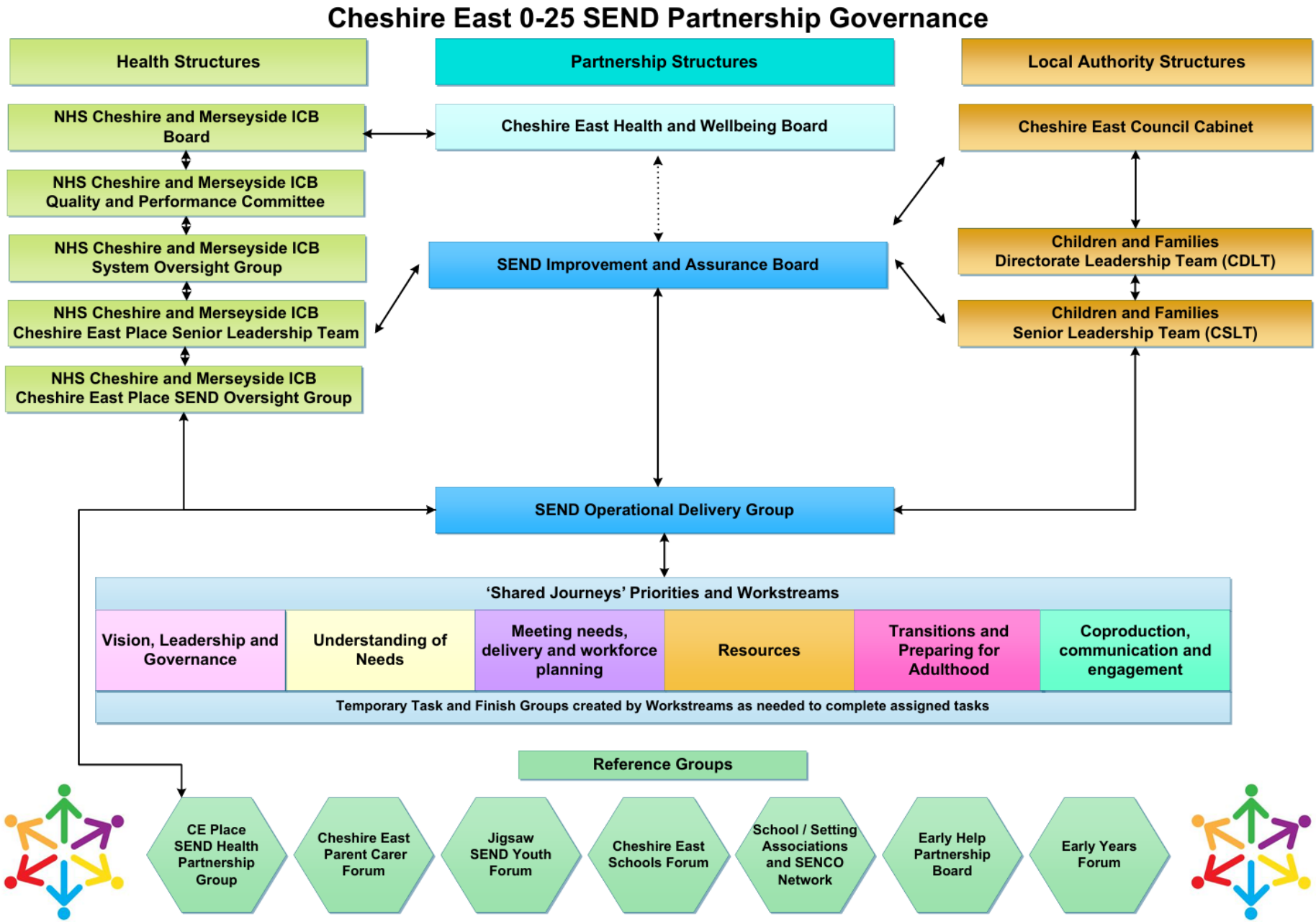
5. Membership

5.1. Board members are identified in the table overleaf in Appendix C.

5.2. Additional attendees may be asked to attend Board meetings for specific agenda items or to update on the progress of actions, including Participation Leads, the SEND Transformation Programme Team, Leads of Project Groups etc.

5.3. Participation from the Voluntary Community and Social Enterprise Sector (VCSE, or Third Sector) will be agreed locally and include key partners in the area.

Appendix A.


Cheshire East 0-25 SEND Partnership Governance
Health Structures
Partnership Structures
Local Authority Structures
NHS Cheshire and Merseyside ICB Board
Cheshire East Health and Wellbeing Board
Cheshire East Council Cabinet
NHS Cheshire and Merseyside ICB Quality and Performance Committee
NHS Cheshire and Merseyside ICB System Oversight Group
SEND Improvement and Assurance Board
Children and Families Directorate Leadership Team (CDLT)
NHS Cheshire and Merseyside ICB Cheshire East Place Senior Leadership Team
Children and Families Senior Leadership Team (CSLT)
NHS Cheshire and Merseyside ICB Cheshire East Place SEND Oversight Group
SEND Operational Delivery Group
'Shared Journeys' Priorities and Workstreams
Vision, Leadership and Governance
Understanding of Needs
Meeting needs, delivery and workforce planning
Resources
Transitions and Preparing for Adulthood
Coproduction, communication and engagement
Temporary Task and Finish Groups created by Workstreams as needed to complete assigned tasks
Reference Groups
CE Place SEND Health Partnership Group
Cheshire East Parent Carer Forum
Jigsaw SEND Youth Forum
Cheshire East Schools Forum
School / Setting Associations and SENCO Network
Early Help Partnership Board
Early Years Forum

Appendix B.

Principles of SEND Improvement and Assurance Board Membership

Each Board Member needs to commit to the following, on behalf of the agency that they represent:

- Reading of, and agreement to abide by, the Terms of Reference, recognising that the purpose of the SEND Improvement and Assurance Board is to facilitate positive, timely and sustainable change in service delivery so that children and young people can live happy, healthy and successful lives and their families be supported as defined within statute and the SEND Code of Practice.
- To read the contents of all documents that are available for each SEND Improvement and Assurance Board with curiosity and scrutiny, and to prepare questions, ahead of each board meeting.
- To actively listen and participate in the discussions relating to each agenda item, providing support and challenge so that each agenda item is explored in a robust and insightful way with the purpose of contributing to sustainable positive change.
- To take a full and active part in the work of the board and attend a minimum of 9 of 12 board meetings per year.
- To be a Board Member for a minimum of 12 months unless there are extenuating circumstances that make this impossible.
- To proactively undertake work on tasks assigned by the board and actively follow up any actions that have been agreed within the Board meeting and in a timely manner.
- To act as a 'champion', representing the SEND and inclusion agenda and joint commissioning priorities within their parent organisation or representative forum.
- To facilitate communication and engagement in their own organisations/groups on SEND and inclusion items, as appropriate, and ensure relevant issues from their organisations/groups are fed back appropriately.
- To undertake communication and engagement across partners/stakeholders and work in cooperation with each other.
- To use the seven Nolan principles of public life which include the following:
    - **Selflessness** – to act solely in terms of public interest. You should be a Board Member in order to gain financial or other benefits for yourself, your family or your friends.
    - **Integrity** - you should not place yourself under any financial or other obligation to outside individuals or organisations that might seek to influence you in the performance of your official SEND Board duties.
    - **Objectivity** – in carrying out public business including making public appointments, award contracts, or recommending individuals for rewards and benefits, you should make choices on merit.
    - **Accountability** – as a Board Member you are accountable for your decisions and actions to the public and must submit yourself to whatever scrutiny is appropriate.
    - **Openness** – you should be as open as possible about all the decisions and actions you take. You should give reasons for your decisions and restrict information only when the wider public interest clearly demands.

- **Honesty** – you have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects public interest.
- **Leadership** – you should promote and support these principles by leadership and example.

Appendix C

Cheshire East SEND Improvement and Assurance Board (SIAB) Membership

Role	Name	Organisation and Sector
Independent Chair	John Pearce	Better Futures Consulting Ltd
Cabinet Member - Statutory lead for children's services	Cllr Laura Crane	Cheshire East Council – Elected Members
Cabinet Member – Education and special educational needs and disability	Cllr Emma Gilman	Cheshire East Council – Elected Members
Executive Director of Children's Services	Dawn Godfrey	Cheshire East Council – Children and Families
Director of Education, Skills and Inclusion	Helen Wallace	Cheshire East Council – Education, Strong Start and Inclusion
Director of Quality, Partnerships and Commissioning	Vonni Gordon	Cheshire East Council – Partnerships and Commissioning
Director for Adult Social Care	*To be confirmed*	Cheshire East Council – Adult Social Care
Director of Place	Richard Burgess	Health – NHS Cheshire and Merseyside ICB
Chief Nurse	*To be confirmed*	Health – *To be confirmed*
Associate Director Quality and Safety	Josette Niyokindi	Health – NHS Cheshire and Merseyside ICB
Chair / Co-Vice-Chair – Parent Carer Forum	Sarah Simpkin / Chris Jaydeokar	Cheshire East Parent Carer Forum – Parent Carers
SEND Transformation Programme Director	Iain Peel	Cheshire East Council – Children and Families
Director of Public Health	Claire McIver	Cheshire East Council – Public Health
Early Years Settings and Childcare Representative	Anna Jones / Debbie Thelwell	Education settings (early years)
Primary Headteachers Representative	Gemma Reynolds / *To be confirmed*	Education settings (primary) and East Cheshire Association of Primary Heads (eCAPH)
Secondary Headteachers Executive representative	Heidi Thurland	Education settings (secondary) and Cheshire East Association of Secondary Heads (CEASH)
Special School Headteachers Executive representative	Dan Blundred / Paul Scales	Education settings (special)
Further Education Executive representative	Louisa Owen	Education settings (Further Education)
CEO CVSCE	Kate Little	Community & Voluntary Services Cheshire East