

SUPPLEMENTARY PACK

HEALTH AND WELLBEING BOARD

Tuesday, 14 March 2023

- Agenda Item 5. Health & Wellbeing Board and ICB subcommittee
Governance Options (Pages 1 - 9)**
- Agenda Item 7. The SEND Green Paper, SEND Inspection
Arrangements and Government Improvement Plan
(Pages 11 - 36)**

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HEALTH AND WELLBEING BOARD

14 March 2023

Title:	Health & Wellbeing Board and ICB Sub-committee Governance Options Discussion Paper.		
Report of the Director of Public Health			
Open Report	For Decision *		
Wards Affected: ALL	Key Decision: No		
Report Author: Matt Cridge, Head of Borough Partnerships	Contact Details: E-mail: Matthew.cridge@lbbd.gov.uk		
Sponsor: Elaine Allegretti, Strategic Director People and Resilience Barking and Dagenham			
Sharon Morrow, Director of Partnership Impact and Delivery Barking and Dagenham			
<p>Summary;</p> <ul style="list-style-type: none"> The Barking and Dagenham Partnership Board is the collective governance vehicle established by the partner organisations to collaborate on strategic policy matters and oversee joint programmes of work relevant to Barking and Dagenham Place. Where a formal decision needs to be taken which relates solely to a function of the Integrated Care Board ('ICB') or solely to the Local Authority then this can be enacted through, respectively, the Barking and Dagenham ICB Sub-Committee of the North East London Integrated Care Board ('ICB Sub-Committee'¹) and the Barking and Dagenham Health and Wellbeing Board ('HWB').² The HWB and ICB Sub-committee share similar priorities and members and operate across the same geography. Early in 2022 the feasibility of integrating the HWB and ICB Sub-Committee, as a single committee, was explored but legal advice clarified this was not possible within current legislation. The Barking and Dagenham partnership agreed to the establishment of the ICB Sub-Committee to take decisions around functions delegated to Place by the Board of the ICB. This would meet in tandem with the Barking and Dagenham Partnership Board, to form the Barking and Dagenham Place Based Partnership. It was agreed that the HWB would have close links the Partnership Board and ICB Sub-Committee, and could hold meetings with those structures, but the HWB would not meet with those structures as a matter of course. In essence, the HWB would work closely with the Place Based Partnership but sit outside it. There was agreement for further review of the governance arrangements prior to April 2023. The Health and Care Act 2022 came into force on 1 July 2022. The HWB continues to be a statutory requirement and a committee of the Local Authority, and its core statutory membership is largely unchanged under the new Integrated Care System arrangements (other than the addition of an ICB representative replacing the CCG 			

¹ The ICB Sub-Committee has been established as a sub-committee of the ICB's Population Health and Integration Committee which is a committee of the Board of the ICB.

² Other ICS partners may have delegated functions to individuals, who can take decision in the forum of the Partnership Board rather than through a committee.

representative). HWBs continue to have the flexibility to have a broad membership.

- Further guidance on the role of HWBs within Integrated Care System (ICS) arrangements was published in November 2022. The guidance confirms the importance of HWBs within place-based arrangements and as being key to driving integration.
- There are examples of closer alignment taking place elsewhere in the country provided in the Guidance issued in November 2022 by the Government [Health and wellbeing boards – guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/guidance/health-and-wellbeing-boards-guidance).
- The ICB and Local Authority would like to explore the option of developing a Committees in Common of the Barking and Dagenham ICB Sub-Committee and Health and Wellbeing Board.

Recommendation(s)

The Health and Wellbeing Board is asked to support the proposal to develop the option for developing a Committees in Common of the Barking and Dagenham ICB Sub-committee and the Health and Wellbeing Board.

Reason(s)

A closer alignment of the HWB and the ICB sub-committee will streamline the current governance arrangements; speed up decision making, improve alignment of actions on priorities and in doing so will improve services through greater collaboration and reduction in duplication. It will allow decisions around the Local Authority's functions and the ICB's functions to be taken in the forum of an aligned meeting. Ultimately this simplified governance will result in, greater single focus on health inequalities, improved services for residents and greater sustainability through joint endeavours.

1. Introduction and Background

- 1.1 Colleagues across the Integrated Care System (ICS) undertook a piece of work in advance of the establishment of the Integrated Care Board (ICB) on 1st July 2022 to determine the form and governance of the seven place-based partnerships in North East London. The intention for place governance in year one was to make use of the new flexibilities in the legislation to establish a governance mechanism that would enable:
 - a) more formal integrated ways of working across the ICS partnership; and
 - b) the lawful and efficient delegation of functions based on the principles of subsidiarity.
- 1.2 There were a number of governance options to support place based working set out in policy which accompanied the Health and Care Bill, and the ICS already had a history of working in an integrated way through the BHR Integrated Care Partnership Board and the CCG Area Committee.
- 1.3 It was important to ensure that the governance arrangements enabled an “evolutionary” approach where Places could take on increasing responsibility for aspects of the ICB's work overtime, and of other partners' work as national policy

around health and social care integration develops. A guiding principle recommended by the principal guidance³ on the establishment of Place Based Partnerships was to 'build by doing.'

- 1.4 Following legal advice from Browne Jacobson, and discussion at the Barking and Dagenham Delivery Group it was agreed that the preferred option from 1 July 2022 would be to establish the ICB Sub-Committee, to work in tandem with the Barking and Dagenham Partnership Board, thereby forming the Barking & Dagenham Place Based Partnership.
- 1.5 Under these current arrangements, the Partnership Board is the collective governance vehicle established by the ICS partner organisations who operate in Barking and Dagenham to collaborate on strategic policy matters and oversee joint programmes of work relevant to Barking and Dagenham Place. Where a formal decision needs to be taken which relates solely to a function of the ICB, then this can be taken by the ICB Sub-Committee. The Partnership Board and ICB Sub-Committee have aligned terms of reference and a significant overlap in membership which enables them to meet together within the forum of a single meeting. This is the approach taken across North East London in its seven Places.
- 1.6 Other ICS partners⁴ may take decisions within the forum of the Partnership Board through individuals on the Board having delegated authority or, in the case of the Local Authority, the decision (depending on what it is) may need to be referred to the HWB. This is especially the case in Barking and Dagenham because the LBBB has delegated further functions to the HWB, which means it has a broader role than that which is mandated for HWBs by statute.
- 1.7 The current governance for the Place Based Partnership enables and encourages strong links with the HWB, for example, through: an overlap in membership (including aspects of chairing); by enabling the HWB to meet with the Partnership Board and ICB Sub-Committee; and by ensuring that plans developed by the Place Based Partnership appropriately reflect the HWB's work. However, under the current arrangements, the HWB takes more of a 'critical friend' and advisory role and is not itself a formal part of the Placed Based Partnership.
- 1.8 A revised terms of reference for the Barking and Dagenham Partnership Board and ICB Sub-Committee is being taken to the ICB Sub-committee on 30 March 2023 for consideration. These terms of reference have been updated to reference the Place Mutual Accountability Framework, which describes the activities intended to be undertaken at place (i.e. the delegation of functions by the Board of the ICB to the B&D ICB Sub-Committee). However, it is open to the partners to continue to evolve their arrangements.
- 1.9 Non-statutory guidance on HWBs was published in November 2022, setting out the role and duties of HWBs and clarifying their role in the new system architecture. The guidance supported the ICB and HWB leadership to understand how they should work together to ensure effective and place-based working following the principle of subsidiarity.

³ NHS England and LGA guidance: [ICS-implementation-guidance-on-thriving \(england.nhs.uk\)](https://www.england.nhs.uk/guidance-and-policy/implementing-ics-implementation-guidance-on-thriving/)

⁴ (e.g. NHS Trusts and Foundation Trusts)

- 1.10 The Local Authority and ICB would like to streamline the Place governance arrangements and explore the option of establishing “Committees in Common” of the ICB Sub-Committee and Health and Wellbeing Board. Currently the HWB and Place ICB Sub-Committee are permitted to meet together, but this approach would bring them together more formally in an aligned way.
- 1.11 This report asks the HWB to consider and discuss the option to establish “Committees in Common” of the ICB Sub-Committee and HWB and the next steps.

2. Committees in Common

- 2.1 Committees in Common are a mechanism for collaboration between statutory organisations. They create a framework for aligned decision-making. In essence, under such an approach, each statutory organisation will have delegated relevant functions to its internal committee (i.e. the HWB and ICB Sub-Committee) and those committees can come together, for all intents and purposes within a single meeting, to take decisions about those functions. The approach promotes consistent decisions between organisations.
- 2.2 Decisions taken by the local authority and ICB within the forum would be aligned decisions. Decisions can be taken simultaneously, but they remain separate decisions that each organisation is accountable for.⁵
- 2.3 The governance arrangements can be structured in different ways, but they work best when there is common (or significant overlap in) membership between the committees and where terms of reference, supporting policies and agendas are aligned.
- 2.4 Establishing the arrangements requires careful governance of the decision-making process to ensure that the decision of each organisation’s committee is in line with its internal governance processes (e.g. constitutional arrangements and schemes of delegation). Such arrangements would also need to take into account the respective legal frameworks which apply to local authorities and ICBs.

3.0 Next steps

- 3.1 This report proposes that steps are now taken to explore in detail the option of creating a Committees in Common model aligning the HWB and ICB Sub-committee at Place in Barking & Dagenham, and to operate those arrangements in shadow form before April 2024.
- 3.2 It is proposed that a working group is established to develop the terms of reference for bringing together the HWB and ICB Sub-committee in an aligned way, with a view to the arrangements being considered by the HWB and ICB Sub-Committee in June 2023, and thereafter by the Board of the ICB and the Local Authority as appropriate.

⁵ The approach is not the same as a ‘joint committee’ approach where one binding decision is made on behalf of both organisations involved. This is an alternative approach.

- 3.3 It is recommended that a review of the Partnership Board and the Committees in Common sub-structure is also undertaken to ensure that the partnership governance arrangements brought forward are agile and support the delivery of the Barking and Dagenham Delivery plan, the ICS's priorities and objectives, the HWB's joint local strategy and the North East London Joint Forward plan and integrated care strategy.
- 3.4 This further exploration by the working group will allow detailed options to be considered with full implications examined and outlined for the decision-making bodies within LBBB Council and by the Board of the ICB.
- 3.5 The approach will need to be endorsed by the Barking and Dagenham ICB Sub-Committee as well as the Health and Wellbeing Board before any actions can be taken. This is scheduled for the meeting on 30th March 2023.

Governance implications provided by Alan Dawson, Head of Governance & Electoral Services LBBB with input from ICB Officers.

The proposals in this report represent the most appropriate way forward for the HWB and the ICB Sub-committee given the existing arrangements. The shadow arrangements will provide the opportunity to fine tune the final arrangements prior to their implementation before April 2024.

3 Consultation

Discussions in summer 2022 determined that this was a potential option that could be developed, however further guidance on the role of HWBs and ICB was expected which it was hoped would clarify the situation for HWBs and ICBs to work together. In November 2022 this guidance did not rule out the option for a Committees in Common approach.

The Executive Group of the Place based Partnership have been appraised of the proposals and endorsed the move to progress this.

4 Mandatory Implications

Subject to Members' support of the proposed arrangements, the terms of reference of both the HWB and the Council's Health Scrutiny Committee, which appear as Chapters 7 and 8a respectively in Part 2 of the Council Constitution, will need to be updated to reflect the new arrangements and these shall be presented to the Assembly for approval.

Any changes to the ICB Sub-Committee Terms of Reference will need to be approved by the Board of the ICB and changes to membership of the ICB Sub-Committee will need to be approved by the Chair of the ICB.

4.1 Joint Strategic Needs Assessment

The ICB must consider the JSNA, as it develops the Integrated Care Strategy (ICS) at NEL level.

4.2 Health and Wellbeing Strategy

The Local Delivery Plan under the NEL Joint Forward Plan and ICS will align to the JLHWS.

Supports the Better Care Fund programme

http://www.local.gov.uk/web/guest/health-wellbeing-and-adult-social-care-/journal_content/56/10180/4096799/ARTICLE

4.4 Financial Implications

The impact on finance, performance and quality will be worked through alongside its governance and will be shared at a later stage.

4.5 Legal Implications

Local Authority legal comments:

This report recommends the establishment of a streamlined decision-making process by establishing parallel membership of the London Borough of Barking and Dagenham Council Health and Wellbeing Board and the Integrated Care Board Sub-Committee.

The Health and Social Care Act 2012 under Section 194 established Health and Wellbeing Boards (HWB). This is a Council Committee and carries out the Executive function. It is not subject to political balance. The primary duty of the HWB is to encourage those who arrange for the provision of health or social care services to work in an integrated manner.

On 1 July 2022, the Health and Care Act 2022 established Integrated Care Partnerships and Integrated Care Boards (ICB). The latter replaced CCGs. The ICB has its own sub-committees. The ICB Sub-Committee is a Place based Sub-Committee established by NEL ICB's Population Health & Integration Committee, which is a committee of the Board of the ICB.

Reviewing the respective terms of reference of the HWB and the Place Sub-Committee, it is clear that the four core objectives of the ICB and wider ICS i.e. (a) Improve outcomes in population health and healthcare; (b) Tackle inequalities in outcomes, experience and access; (c) Enhance productivity and value for money; (d) Help the NHS support broader social and economic development, are consistent with the objectives and terms of reference of the HWB, so it is not envisaged the principal of the proposals has any inherent structural inconsistency.

The governance of the meeting(s) is dependent on the mode. While operating as the HWB it is a committee for the purposes of section 102 of the Local Government Act 1972 and the rules for such meetings set out in Schedule 12 of the same Act apply. It will be bound by the Council's Constitution. When sitting as the ICB-Sub-committee the NEL ICB governance will apply. There are differences but not insurmountable.

In terms of Quorum the ICB-Sub requires six Members in attendance and must include the following of which one must be a care or clinical professional:

(a) Two of the members from the ICB;

- (b) Two of the members from the local authority;
- (c) One of the members from an NHS Trust or Foundation Trust;
- (d) One primary care member.

The HWB requires as Quorum that five Members are present one of which must be a Barking & Dagenham Councillor. That being so if those present are quorate for the ICB-Sub then it will be so for the HWB.

As the HWB is a Council Committee the implication is that the Members will be subject to the Localism Act 2011 declaration of interests and the Council's Members Code of Conduct. Clearly there will need to be training on being a member of such a body and guidance in identifying any conflicts of interest. Finally, unlike the ICB-Sub as it is a Council Committee it can only make decisions at a defined place with due compliance with the law relating to Council meetings which do not permit virtual meetings.

(Implications completed by: Paul Feild, Senior Lawyer Standards and Corporate Governance)

ICB legal comments:

We agree that it is a sensible step for such new arrangements to be explored further. The proposed arrangements are consistent with national guidance which emphasises the importance of HWBs within Place Based governance (e.g. as key drivers for integration).

The proposal to establish a working group to develop the proposals further is prudent. We are aware that a similar approach to developing terms of reference has worked well in the past in Barking and Dagenham.

In particular, we recommend that the working group should:

- a. review the current Partnership Board's terms of reference, to consider any continuing role for that structure (or otherwise how/where its strategic role and responsibilities will be undertaken);
- b. consider how decisions by individuals representing other statutory organisations within the ICS might be taken within the committees in common arrangements (e.g. NHS Trusts and Foundation Trusts);
- c. give careful consideration to the membership of each committee and consider how participation of others from across the ICS can best be facilitated (e.g. primary care);
- d. consider how respective legislation governing how NHS bodies meet and Local Authorities meet can permissibly mesh together to enable aligned working;
- e. consider how conflicts of interest can best be managed under respective organisations' legal and policy frameworks.

The working group would be assisted in its work by looking to models of good practice as they emerge across the country⁶ and from monitoring legal and policy developments around health and social care integration.

(Browne Jacobson LLP, lawyers to the North East London Integrated Care Board)

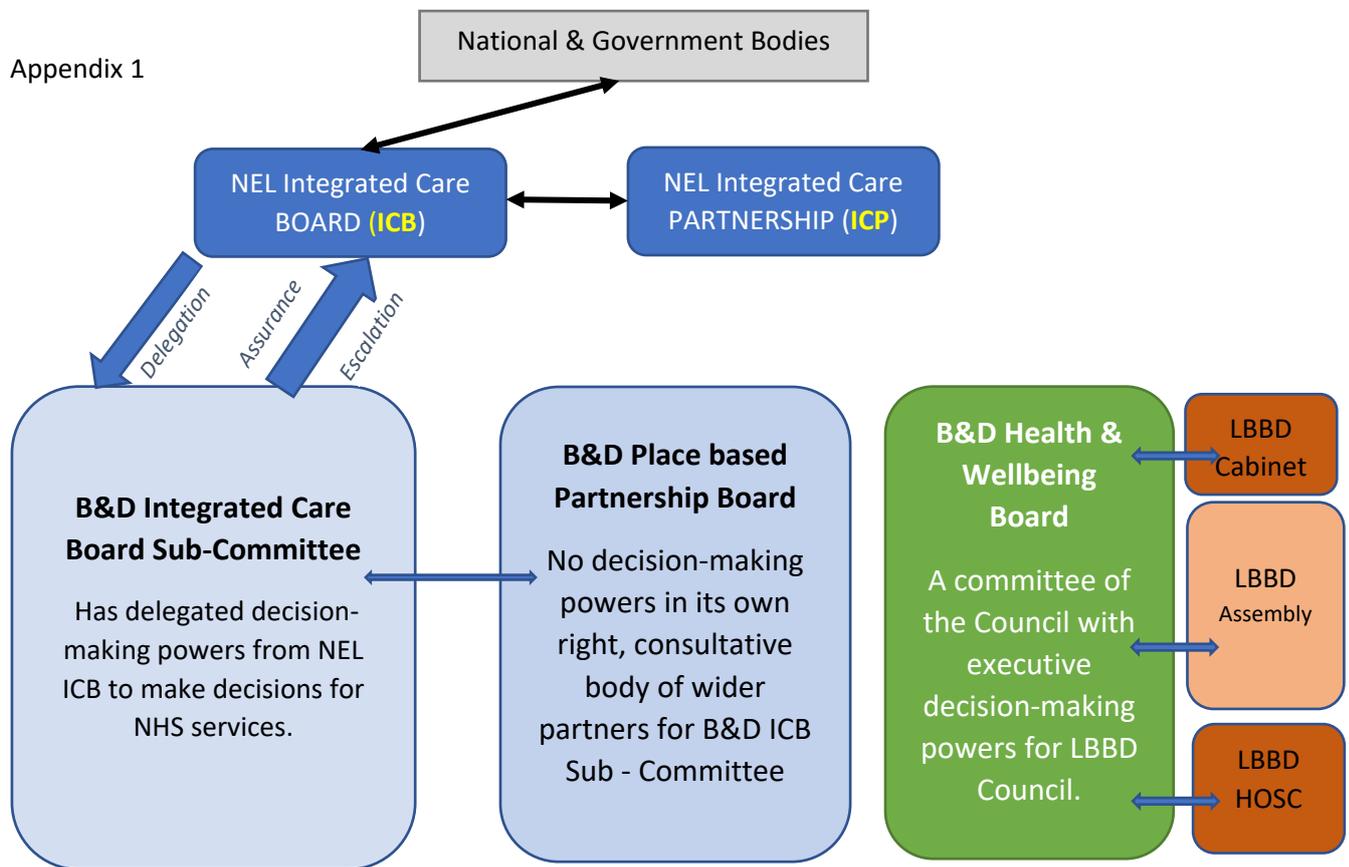
Public Background Papers Used in the Preparation of the Report:

[Health and wellbeing boards: guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/612222/Health_and_wellbeing_boards_guidance.pdf)

List of Appendices:

Appendix A - Schematic of the current governance framework

⁶ (e.g. other aligned approaches or joint committee models)



Members of B&D PbPB

- LBBB Cabinet member – Cllr Maureen Worby (Joint Chair)
- GP Provider/ PCN representative- Dr Shanika Sharma (Joint Chair)
- Director of Place, Impact and Delivery – Sharon Morrow
- Clinical Director Dr Ramneek Hara
- Finance NEL – Sunil Thakker
- Director of Nursing Mark Gilbey Cross
- LBBB Interim CEO – Fiona Taylor (Place Lead)
- Strategic Director Children and Adults LBBB - Elaine Allegretti
- Director of Public Health Matthew Cole
- Integrated Care Director- Melody Williams
- Selina Douglas- Executive Director of Partnership (NELFT)
- Director of Strategy & Partnerships- Ann Hepworth (BHRUT)
- BD Collective- Elspeth Paisley
- Healthwatch- Manisha Modhvadia
- Primary Care Development Lead –Dr Kanika Rai
- Director of Community Participation and Prevention – Rhodri Rowlands
- Interim Operational Director Adults Care and Support – Susanne Knoerr
- Chief Operating Officer- Craig Nikolic (Together First CIC, B&D GP Federation)
- Primary Care Network Director (North)- Dr Narendra Teotia
- Primary Care Network Director (North West)- Dr Ravi Goriparthi
- Primary Care Network Director (New West)- Dr Jason John
- Primary Care Network Director (East)- Dr Afzal Ahmed
- Primary Care Network Director (East One)- Dr Natalya Bila
- NEL Pharmaceutical Committee Dental rep¹- Dr Liladhare-Shilpa Shah

Members of ICB Sub committee

- LBBB Cabinet member – Cllr Maureen Worby (Joint Chair)
- GP Provider/ PCN representative- Dr Shanika Sharma (Joint Chair)
- Director of Place, Impact and Delivery – Sharon Morrow
- Clinical Director Dr Ramneek Hara
- Head of Finance Julia Summers
- Director of Nursing Mark Gilbey Cross
- LBBB Interim CEO – Fiona Taylor (Place Lead)
- Strategic Director Children and Adults LBBB - Elaine Allegretti
- Director of Public Health Matthew Cole
- Integrated Care Director- Melody Williams
- Selina Douglas- Executive Director of Partnership (NELFT)
- Director of Strategy & Partnerships- Ann Hepworth (BHRUT)
- BD Collective- Elspeth Paisley
- Healthwatch- Manisha Modhvadia
- Primary Care Development Lead –Dr Kanika Rai

Health & Wellbeing Board members

- Cabinet member – Cllr Maureen Worby (Chair)
- Cabinet member – Cllr Jane Jones
- Cabinet member – Cllr Elizabeth Kangethe
- Cabinet member – Cllr Syed Ghani
- LBBB Interim CEO – Fiona Taylor (Place Lead)
- Strategic Director Children & Adults – Elaine Allegretti
- Director of Place, Impact and Delivery – Sharon Morrow
- Clinical Director Dr Ramneek Hara
- Director of Public Health Matthew Cole
- Integrated Care Director- Melody Williams
- Selina Douglas- Executive Director of Partnership (NELFT)
- Kathryn Halford – Chief Nurse (BHRUT)
- BD Collective- Elspeth Paisley
- Healthwatch- Nathan Singleton

Red text denotes member of both ICB subcommittee and member of HWB.

NOTE: assurance and escalation by the ICB Sub-Committee is done via the ICB’s PH&I Committee

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Health and Wellbeing Board

14 March 2023

Title: The SEND Green Paper, SEND Inspection Arrangements and Government Improvement Plan	
Report Author: Elaine Allegretti E-mail: elaine.allegretti@lbbd.gov.uk	
Wards Affected: All	Requires formal Member-level approval: Yes / No (delete as appropriate)
Accountable Director: Elaine Allegretti – Strategic Director Adults and Children	
<p>Summary</p> <p>The presentation will update the Board on the following:</p> <ul style="list-style-type: none"> • The SEND Green Paper: Right support, right place, right time which was published on March 29th 2022. • The Government’s response to the consultation was published on 2nd March 2023 as the SEND and alternative Provision improvement plan and the SEND and alternative provision road map. The full document is available here. The Executive Summary and roadmap are attached with the papers as Appendix 1 and Appendix 2. • A new area SEND inspection framework came into force on 1st January 2023. The framework sets out the purposes and principles of inspection and its statutory basis, along with the inspection approach, model, frequency and timing. The area SEND inspection handbook provides further information about the inspection. In this inspection, inspectors focus mainly on how effectively the local authority and integrated care board jointly plan, evaluate and develop services for children and young people with SEND. <p>All local areas will receive a full inspection at least once during a 5 year period. Given the timing of the last inspection in 2017, Barking and Dagenham is likely to be fairly early in the cycle. The SEND inspection framework and handbook are available here https://www.gov.uk/government/publications/area-send-framework-and-handbook/area-send-inspections-framework-and-handbook</p> <p>The presentation will provide an update on inspection preparation and improvement priorities to date. All areas are required to set up Local Area SEND Partnership Boards. The membership and terms of reference are attached at Appendix 3. The Partnership’s self-evaluation, action plan, and draft strategy will be brought to the next Health and Wellbeing Board for consultation and review.</p>	
Recommendation(s)	
The Group / Board is asked to:	

- (i) Familiarise itself with the documents attached.
- (ii) Consider how the Health and Wellbeing Board will bring leadership, influence and direction to addressing the challenging priorities for improvement.

Appendices:

Appendix 1 – SEND and Alternative Provision Improvement Plan – Executive Summary

Appendix 2 – SEND and Alternative Provision Road Map

<https://www.gov.uk/government/publications/send-and-alternative-provision-improvement-plan/send-and-alternative-provision-roadmap>

Appendix 3 – Barking and Dagenham SEND Area Partnership Board Terms of Reference

Executive Summary

1. The SEND and Alternative Provision Green Paper explored the issues present within the current SEND system. It set out the government's proposals to improve outcomes for children and young people; improve experiences for families, reducing the current adversity and frustration they face; and deliver financial sustainability. It also considered the specific issues facing the alternative provision sector. This is because 82% of children and young people in state-place funded alternative provision have identified special educational needs (SEN)², and it is increasingly being used to supplement local SEND systems.
2. The publication of the green paper marked the start of an extensive 16-week consultation (see Annex A). We attended 175 events, hearing from over 4,500 people including children, young people and families. We received around 6,000 responses to the online consultation, in addition to submissions from organisations and respondents received directly through email.

Delivering for children and families

3. What we heard through the consultation – particularly from parents and families - gives us confidence to establish a new national SEND and alternative provision system with the mission to:
 - **fulfil children's potential:** children and young people with SEND (or attending alternative provision) enjoy their childhood, achieve good outcomes and are well prepared for adulthood and employment;
 - **build parents' trust:** parents and carers experience a fairer, easily navigable system (across education, health and care) that restores their confidence that their children will get the right support, in the right place, at the right time;
 - **provide financial sustainability:** local leaders make the best use of record investment in the high needs budget to meet children and young people's needs and improve outcomes, while placing local authorities on a stable financial footing.
4. The foundation for the new nationally consistent SEND and alternative provision system will be new evidenced-based National Standards. Standards will improve early identification of needs and intervention, and set out clear expectations for the types of support that should be ordinarily available in mainstream settings. This will give families and providers clarity, consistency and confidence in the support that is ordinarily available, in order to be responsive to children's needs. With these expectations, and improved mainstream provision, more children and young people will receive the

² Special educational needs in England, Department for Education, 2022

support they need through ordinarily available provision in their local setting. Fewer will therefore need to access support through an Education, Health and Care Plan (EHCP).

5. For those children and young people with SEND who do require an EHCP and specialist provision, we want to ensure that parents experience a less adversarial system and restore their trust that their children will get prompt access to the support they need. We have heard parental concerns about the complexity they need to navigate in trying to get decisions made and provision agreed, and the frustration they feel whilst they wait for information to be confirmed and letters to be answered. Standardised EHCPs will reduce bureaucracy in the system; and alongside this publication, we are approving a tranche of applications from local authorities to open new special free schools in their area. We will shortly launch competitions to seek high-quality proposer groups to run these schools. This is in addition to 92 open special free schools and a further 49 which are in the delivery pipeline. This will mean that more children and young people have timely access to sufficient local special school places.
6. We are committed to delivering alternative provision that is fully integrated with the wider SEND system. Consultation feedback supported this integration and the vision of alternative provision we set out in the green paper. Respondents recognised the vital role that alternative provision can play in supporting children and young people to remain in mainstream education by offering early, targeted support; and in offering time-limited or transitional places in alternative provision schools for pupils who need more intensive support. The vast majority of pupils receiving alternative provision also have SEND, and these services need to be aligned throughout local planning and delivery. This is why we refer to measures about the 'SEND and alternative provision system' throughout this Plan, with specific reforms to alternative provision embedded within individual chapters.
7. We also heard about the growing challenges facing the system. Despite significant investment, local authority spending continues to outstrip funding. That is why we have already announced investment to support delivery of this Plan: £400 million of the £2 billion additional funding for schools, announced in the Autumn Statement, will be allocated to local authorities' high needs budgets in 2023-24. In 2023-24, high needs funding will be rising to £10.1 billion - an increase of over 50% from the 2019-20 allocations.
8. This extra funding will help local authorities and schools with the increasing costs of supporting children and young people with SEND. It is clear, though, that more needs to be done to support and stabilise the system, as we deliver systemic changes to ensure we have a sustainable and effective system that delivers better outcomes for children and young people and improved services for families. As this Plan is implemented, we will carefully monitor the pace of progress towards the mission for the new national system, to ensure that reforms are working as intended for children and young people, their parents and families, and all those that work with them.

Creating a more inclusive society through a new national SEND and alternative provision system

9. To fully realise our mission for the new national system, we agree with those respondents who called for us to seize this moment to reimagine what a more positive experience for children and young people with SEND and their families should look like in England (see Annex B). Our vision is to create a more inclusive society that celebrates and enables success in all forms, with the cultures, attitudes and environments to offer every child and young person the support that they need to participate fully, thrive and fulfil their potential. We want the process of identifying needs and accessing support to be early, dignified and affirmative, focusing on a child or young person's achievements, talents, and strengths. We also want the process to be easier to navigate, with parents being clear on what support they can expect for their child and where they can turn for help, including how to make use of support through the SEND Local Offer and SEND Information, Advice and Support Services (SENDIASS).
10. This vision aligns with other key reforms underway across government. The recently published Children's Social Care Implementation Strategy envisages that every child and family who need it will have access to high-quality help no matter where they live. We have worked closely to ensure that the reforms across both SEND and Children's Social Care align, in recognition of the important overlap between these groups of children and young people and the services and systems designed to support them. The upcoming Academies Regulation and Commissioning Review will set out plans to spread the impact of high-quality multi-academy trusts and incentivise improvement for all children in all parts of the country, including support for children and young people with SEND who attend mainstream settings. In addition, a new Disability Action Plan will be consulted on and published in 2023, setting out the practical action ministers across government will take over the next two years to improve disabled people's lives.

Delivering National SEND and Alternative Provision Standards

11. In the green paper, we proposed that the new single national SEND and alternative provision system should deliver consistent, clear and early support for children and young people with SEND. Through the consultation, we heard that a national system must give greater clarity to parents about the timely and accurate identification of needs, and how decisions around support are made from early years to post-16. Support should be put in place, based on a child or young person's needs, not where they happen to live, in line with this government's commitment to levelling up.
12. The national system, delivered through the collective impact of the policies set out in this Plan, will provide greater clarity on evidence-based support, share examples of best practice, and minimise perverse incentives that can prevent inclusion:

- For children and young people, this means that they will be able to access and regularly attend the most appropriate early years setting, school or college for their needs – be this mainstream or specialist.
- For parents and carers, a national system will provide clarity about what support their children should be receiving without a fight to secure what is appropriate, and without needing to navigate a complex system. This will increase confidence and, in turn, minimise disputes.
- For providers, it will give them clarity on the support they should be providing, who should be working together, and will enable government to hold delivery partners to account and intervene where expectations are not met. It will also provide clarity on the resources available to deliver the right provision, for example, by ensuring that the new National SEND and Alternative Provision Standards are clear on which budgets should be used to provide different types of support.

13. Critically, we agree with what we heard during the consultation: that the national system should be co-produced with families, children and young people, so we can build their confidence that the system will meet their needs quickly and effectively. We are actively engaging with children, young people and families from the earliest stages of development of the new system.

14. National Special Educational Needs and Alternative Provision Standards

(*National Standards*) will set clear and ambitious expectations for what good looks like in identifying and meeting needs, and clarify who is responsible for delivering provision and from which budgets, across the 0-25 system.

15. With the right resources and accountability in place, our intention as we deliver the new national system is for children's needs to be identified earlier and met more effectively. National Standards will place a greater emphasis on the important role mainstream settings play in providing quality first teaching and evidence-based SEN Support to meet the needs of the majority of pupils with SEND, so that all settings provide consistently high-quality provision. By improving early identification and the quality of SEN Support, we expect to reduce the need for EHCPs because the needs of more children and young people will be met without them, through ordinarily available provision. We are committed to working closely with children, young people and their families when writing the National Standards to ensure that the system is responsive to individual needs – and based on the latest evidence of what works – within a fair, consistent and sustainable national system.

16. The delivery of National Standards will be supported by new SEND and alternative provision practice guides for frontline professionals and an amended SEND Code of Practice for all system partners (which we will consult on). These will set out the wider processes and systems to ensure children and young people get the right support, in the right place, at the right time.

17. By the end of 2025, we will publish the first three practice guides focused on advice for mainstream settings. We will build on existing best practice, such as the Nuffield Early Language Intervention, the work of the Autism Education Trust, and the government's guidance on promoting children and young people's mental health and wellbeing. This will target the greatest areas of need in primary and secondary, as well as supporting the cross-government focus on improving the mental health of children and young people. We will identify any gaps in best practice to help build a stronger evidence base in the long term.
18. As we deliver the new national system, our objective is to ensure that all children's additional needs are met effectively and quickly within affordable provision, reducing the need for an EHCP and, where an EHCP is needed, to ensure that parents do not endure lengthy, adversarial and costly processes. We will judge our success, in part, by the extent to which we reduce parental complaints about their experiences of the system and the volume of cases parents take to Tribunal because of the better services we will deliver through the new national system. This will include swifter, better responses to parental concerns such as through our proposals for mediation and new guidance for local authority SEND casework teams, who play a vital role in supporting families to navigate the system and ensuring they have good experiences.
19. As we develop the National Standards, we will use these as a basis for developing a **national approach to delivering funding bands and tariffs** to support commissioners and providers to meet the expectations set out in the National Standards.

Delivering a single national SEND and alternative provision system

20. This Plan sets out how an effective single national system based on the new National Standards will be delivered locally, through new local partnerships and an improved EHCP process to ensure that the experience of seeking support at every stage is less bureaucratic and less adversarial for families and providers alike.

A national system underpinned by National Standards

21. We will:

- set up **engagement across education, health, and care** during spring 2023 to **develop National Standards**. This will include parents, carers, children and young people, strategic leaders, frontline professionals, voluntary sector representatives, local authorities and cross-government civil servants. This will ensure we consider a wide range of perspectives, including those with expertise across a broad range of needs, and in specific settings such as alternative provision, early years, youth justice and further education.

- by the end of 2023, start testing some elements of the **National Standards** with Regional Expert Partnerships (who will help us co-produce, test and refine key reforms via the Change Programme).
- **publish**, by the end of 2025, a significant proportion of the **National Standards** with a focus on those that are most deliverable in the current system.
- **introduce local SEND and alternative provision partnerships** that bring together partners to plan and commission support for children and young people with SEND and in alternative provision, meeting the National Standards.
- **expect local SEND and alternative provision partnerships to create evidence-based local inclusion plans** that will set out how the needs of children and young people in the local area will be met in line with National Standards.
- **develop and spread best practice of partnerships and plans** through our Change Programme, starting with the Regional Expert Partnership areas from spring 2023.
- invest **£2.6 billion** between 2022 and 2025 to fund **new places and improve existing provision** for children and young people with SEND or who require alternative provision. We are **approving a tranche of applications** from local authorities to open new special free schools in their area. We will shortly launch competitions to seek high-quality proposer groups to run these schools. This is in addition to 92 open special free schools and a further 49 which are in the delivery pipeline.
- **develop innovative approaches for short breaks** for children, young people and their families with **£30 million in funding** being allocated to new projects over three years.
- **review social care legislation relating to disabled children** so we can improve clarity for families about the support they are legally entitled to.
- **work with stakeholders to deliver a standard EHCP template, with supporting processes and guidance from 2025.** This will include testing the impact of a consistent approach to supporting local authority decision-making through the use of multi-agency panels.
- **develop digital requirements for EHCP systems** to improve experiences for parents, carers and professionals, reduce bureaucracy and improve our ability to monitor the health of the SEND system.
- require local authorities to **improve information available to families** and provide a **tailored list of suitable settings informed by the local inclusion plan.** We will continue to listen to children, young people, families, SEND sector professionals and system leaders as we develop and test delivery options through the Change Programme.

- **create a three-tier alternative provision system**, focusing on targeted early support within mainstream school, time-limited intensive placements in an alternative provision setting, and longer-term placements to support return to mainstream or a sustainable post-16 destination.

Successful transitions and preparation for adulthood

22. Our ambition to enable children and young people to fulfil their potential means we need to place a far greater emphasis on preparation for adulthood. We want to have high aspirations for children and young people with SEND and in alternative provision, with smooth transitions into their next step, including further and higher education and employment.

23. We will:

- **publish guidance to support effective transitions** between all stages of education, and into employment and adult services.
- **conduct a pilot** to consider the evidence required to access flexibilities to standard **English and mathematics requirements for apprenticeships**.
- **invest £18 million** between 2022 and 2025 to **double the capacity of the Supported Internships Programme**.
- continue to support the Department for Work and Pensions' **Adjustments Passport pilot** to smooth the transition into employment.
- **improve the Disabled Students' Allowance process** by continuing to work with the Student Loans Company to reduce the time for support to be agreed.

Delivering a single national system through three key enablers

24. We agree with the feedback we heard that National Standards, and the single national system, will not deliver real change for parents and carers on their own. To deliver for children, young people and their parents, we need a stronger emphasis on improving the underpinning drivers that will make a national system a reality: a strong and robust workforce; strengthened accountabilities; and sustainable and fair resourcing. This Improvement Plan sets out our roadmap for implementing a single, national system and achieving real change in practice so that every child and young person can thrive.

A skilled workforce and excellent leadership

25. We will:

- introduce a **new leadership level SENCo** (Special Educational Needs Co-ordinator) **NPQ** (National Professional Qualification) for schools.
- review the **Initial Teacher Training and Early Career Frameworks** (commencing early this year).

- **fund up to 5,000 early years staff** to gain an **accredited Level 3 early years SENCo qualification** to support the early years sector, with training running until August 2024.
- increase the **capacity of specialists**, including by investing a further £21 million to train two more cohorts of educational psychologists in the academic years 2024 and 2025; and, in partnership with NHS England, as part of our £70 million Change Programme, pioneering innovative practice through running Early Language and Support For Every Child (ELSEC) pathfinders to improve access to **speech and language therapy** for those who need it.
- work together to take a **joint Department for Education and Department of Health and Social Care approach to SEND workforce planning**, including establishing a steering group in 2023 to oversee this work, which we aim to complete by 2025.
- publish the first **three practice guides** for frontline professionals, building on existing best practice, including the Nuffield Early Language Intervention, the work of the Autism Education Trust, and the government's guidance on promoting children and young people's mental health and wellbeing.
- propose **new guidance** on delivering a responsive and supportive SEND **casework service** to families when consulting on the SEND Code of Practice.
- develop a **longer-term approach for teaching assistants** to ensure their impact is consistent across the system, starting with a **research project** to develop our evidence base on current school approaches, demand and best practice.
- **strongly encourage the adoption of the DSCO (Designated Social Care Officer) role** in each local area, including by proposing an amendment to the SEND Code of Practice.
- **extend funding** until March 2025 of the **alternative provision specialist taskforce (APST) pilot programme**, which is testing co-location of a diverse specialist workforce in pilot alternative provision schools.

Strengthened accountabilities and clear routes of redress

26. We will:

- **publish a local and national inclusion dashboard** from autumn 2023 to support the development of local inclusion plans, giving parents improved transparency of local performance, informing decision-making and driving self-improvement across the system with ongoing updates and iterations in response to user feedback.
- **deliver updated Ofsted and Care Quality Commission (CQC) Area SEND inspections** from 2023 with a greater focus on the outcomes and experience of children and young people with SEND and in alternative provision.

- create a **ladder of intervention for local areas** from 2023, **greater powers for the Secretary of State for Health** through the Health and Care Act 2022, and robust action for all where statutory duties for children and young people with SEND and in alternative provision are not met, to **strengthen accountabilities** across all parts of the system.
- require every Integrated Care Board to have a **named Executive Board member lead accountable for SEND**.
- **facilitate a more joined-up response between the Department for Education and NHS England** to improve outcomes and experiences for children and young people with SEND, including social, emotional and mental health issues, and tackle systemic failings leading to significant concerns.
- **strengthen redress for individual disagreements** by clarifying who is responsible for resolving complaints and undertaking further testing of effective mediation approaches.
- set up an **expert group** to support the development of a **bespoke national alternative provision performance framework**.
- work with local authority, trust and school leaders to review processes and develop options for **ensuring transparent and effective movement of pupils** without EHCPs, such as those requiring alternative provision, to address behavioural needs.

A financially sustainable system delivering improved outcomes

27. We will:

- increase **core school funding by £3.5 billion** in 2023-24 compared to the year before, of which almost £1 billion of that increase will go towards high needs. This means high needs funding will be £10.1 billion in 2023-24.
- support **local authorities** through the Delivering Better Value and the Safety Valve programmes and share the best practice from local areas with inclusive and sustainable high needs provision more widely.
- develop a **system of funding bands and tariffs** so that consistent National Standards are backed by more consistent funding across the country.
- publish a response to the **consultation on the schools National Funding Formula** in 2023 which includes proposals on funding for SEND, including the notional SEND budget, and a mechanism for transferring funding to high needs budgets.
- develop **new approaches to funding alternative provision** aligned to their focus on preventative work with, and reintegration of pupils into, mainstream schools. We will do this in consultation with mainstream schools, the alternative provision sector and local authorities.
- re-examine the state's **relationship with independent special schools** to ensure we set comparable expectations for all state-funded specialist providers.

A sustainable system set up for long-term success

28. Our vision is that, once these reforms have been implemented, we will have achieved the following (see Annex C):

- The new **national SEND and alternative provision system will be well established** and bring national consistency to the identification of need and provision of support as set out in the evidence-based National Standards.
- The system will be **financially sustainable** for local authorities with needs routinely being met effectively where they arise.
- **Parents have confidence** that high-quality teaching and targeted evidence-based support will be available as a matter of course in mainstream settings when a need is identified, to avoid needs escalating.
- **Children and young people can access additional support** through a **fair and consistent process** where children, young people, families and professionals work together to put in place the right value-for-money support to meet their needs.
- Longer-term proposals, such as options for the tailored list, have been tested, co-produced and delivered.
- Evidence will emerge from **Regional Expert Partnerships** to support the co-production of careful and effective improvements to the statutory framework in the next Parliament.

29. The National SEND and Alternative Provision Implementation Board will publish updates on progress in delivery against this Plan for children, young people and parents.

SEND and alternative SEND and alternative provision roadmap

Published 2 March 2023

This roadmap summarises the actions we'll take to improve the special educational needs and disabilities (SEND) and alternative provision system in England that are set out in the [SEND and alternative provision improvement plan](#).

A national system underpinned by national standards

Explains the actions we'll take to create a national system underpinned by national standards.

This year (2023)

By the end of 2025

Set up engagement across education, health and care during spring 2023 to develop national standards.

Invest £2.6 billion between 2022 and 2025 to fund new places and improve existing provision for children and young people with SEND or who require alternative provision.

Establish the change programme's regional expert partnerships to test out proposals.

Publish a significant proportion of the national standards.

Appendix 2

This year (2023)

By the end of 2025

Start testing elements of the national standards with regional expert partnerships.

Work with partners to develop reformed templates and guidance to deliver a nationally consistent education, health and care plan process which makes greater use of digital technology.

Introduce local SEND and alternative provision partnerships that bring together partners to plan and commission support for children and young people with SEND and in alternative provision.

Set out initial plans for our approach to updating the SEND Code of Practice.

Work with areas, through the change programme, to create evidence-based local inclusion plans.

Develop innovative approaches for short breaks through £30 million of funding.

Start testing an approach to improve information available to families by providing them with a tailored list of suitable settings. This will be co-produced with

Receive a final report from the Law Commission following their review of the social care legislation relating to disabled children.

Appendix 2

This year (2023)

By the end of 2025

children, young people and their families.

Announce the successful schools which will be opened as part of the new special and alternative provision free schools.

Create a 3-tier alternative provision system.

Successful transitions and preparation for adulthood

Explains the actions we'll take to create a system that makes sure children and young people with SEND have successful transitions and are prepared for adulthood.

This year (2023)

By the end of 2025

Launch a pilot to consider the evidence required to access flexibilities to standard English and mathematics requirements for apprenticeships.

Publish guidance to support effective transitions between all stages of education, and

Appendix 2

This year (2023)

By the end of 2025

into employment and adult services.

Support the Department for Work and Pensions' Adjustment Passport pilot.

Invest £18 million to double the capacity of the supported internships programme.

Start to build capacity and strengthen the quality of the supported internship programme. This includes training job coaches and making sure all local authorities have access to a supported employment forum.

Improve the Disabled Students' Allowance process.

A skilled workforce and excellent leadership

Explains the actions we'll take to support a skilled workforce with excellent leadership.

This year (2023)

By the end of 2025

Appendix 2

This year (2023)

By the end of 2025

Undertake a review of the initial teacher training and early career frameworks.

Take a joint Department for Education and Department of Health and Social Care approach to SEND workforce planning.

Fund up to 5,000 early years staff to gain an accredited level 3 early years special educational needs co-ordinator qualification.

Launch a new leadership level special educational needs co-ordinator national professional qualification.

Launch a research project to develop our evidence base on current school approaches for teaching assistants.

Begin to invest a further £21 million to train 2 more cohorts of educational psychologists in 2024 and 2025.

Improve access to speech and language therapists through ELSEC pathfinders.

Embed specialists like therapists and youth workers into 22 alternative provision

Appendix 2

This year (2023)

By the end of 2025

schools through funding the AP specialist taskforces pilot programme until the end of March 2025.

Publish the first 3 practice guides for frontline professionals.

Strengthened accountabilities and clear routes of redress

Explains the actions we'll take to strengthen accountabilities and make sure there are clear routes of redress.

This year (2023)

By the end of 2025

Publish local and national inclusion dashboards.

Facilitate a more joined up response between Department for Education and NHS England.

Appendix 2

This year (2023)

By the end of 2025

Deliver updated Ofsted and Care Quality Commission area SEND inspections.

Put robust processes in place to take action where there are breaches of statutory duties.

Give the Secretary of State for Health greater powers through the Health and Care Act 2022.

Create a ladder of intervention for local areas.

Require every integrated care board to have a named executive board member lead accountable for SEND.

Improve the quality of mediation services.

Set up an expert group to support the development of a bespoke national alternative provision performance framework.

Develop a bespoke national alternative provision performance framework.

Improve advice and guidance for families on mediation and update the professional standards for SEND mediators.

Develop options for ensuring transparent and effective movement of pupils without education, health and care plans.

A financially sustainable system delivering improved outcomes

Explains the actions we'll take to create a fair and financially sustainable system that provides improved outcomes.

This year (2023)

By the end of 2025

Increase core school funding by £3.5 billion in 2023 to 2024. Almost £1 billion of that increase will go towards high needs.

Make significant progress towards the development and implementation of a system of funding bands and tariffs to back the national standards.

Support local authorities through the delivering better value and safety valve programmes.

Publish a response to the consultation on the schools national funding formula.

Make significant progress in developing new approaches to funding alternative provision.

Appendix 2

This year (2023)

By the end of 2025

Re-examine the state's
relationship with independent
special schools.

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Appendix 3

Barking and Dagenham SEND Area Executive Group Terms of Reference

Status

1. The SEND Area Executive Group (SAEG) is established by the Barking and Dagenham Partnership as a Sub-Group of the Barking and Dagenham Best Chance for Children and Young People (BCCYP) Group.
2. These Terms of Reference set out the membership, remit, responsibilities, and reporting arrangements of the SAEG and may only be changed with the approval of the Chair.
3. The SEND Area Executive Group is a statutory body.

Authority

4. Members who represent partner organisations will have sufficient authority from their organisation to be able to seek information which the BCCYP Group requires; and to take relevant decisions or, at least, move programmes of work forwards by holding discussions in their own organisation and escalating matters of importance.
5. The SAEG is the forum where the ICS “duty to co-operate on SEND” with local authorities and partners will be discharged.

Purpose and Responsibilities

6. The Barking and Dagenham SEND Area Executive Group brings together partners who work together to deliver our shared vision, values, and priorities. The SAEG is an equal partnership of education providers, Barking and Dagenham Council, healthcare providers and commissioners. The primary objective of the SAEG is to oversee the design and implementation of the Boroughs’ SEND Strategy, and to deliver the ‘Inclusive’ workstream of the Barking and Dagenham *“Best Chance for Children and Young People Strategy.”* The SAEG will also provide the local governance for all regulatory preparations and improvements for the local area in regard to SEND.
7. The SAEG purpose is to:
 - Promote a culture of inclusion and partnership working through co-production.
 - Function as the strategic governance body for SEND with oversight of the SEND reforms, regulatory requirements and improvements against a shared strategy and set of outcomes
 - Ensure the shared vision and clear strategy for the improvement of SEND services in Barking and Dagenham is implemented.
 - Ensure that improvements and reforms are effective and have a positive impact on outcomes for children and young people with SEND.

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- Ensure that improvements deliver appropriate consistency in delivery of services, removing unwarranted variation, and ensure there is equality of access to provision.
- Ensure systems and processes support improvements in the delivery of and engagement with services across the partnership and for children and young people, parents, and carers.
- Provide oversight, check, and challenge with progress on delivery plans for SEND, ensuring that there is full scrutiny of the work that is being delivered.
- Ensure the lived experience of children and young people with SEND is improved, and that their needs are met through the effective delivery of Education, Health, and Care Plans (EHCPs) and through the SEND support they receive.
- To support delivery of key strategic priorities including family hubs, and health and social integration agendas.

8. The role of the SAEG is to:

- Ensure the SEND Strategy and the 'Inclusive' workstream of the BCCYP is implemented in an effective, transparent, and timely manner – and to mandate the SEND Area Delivery Group to discharge this duty on behalf of the Executive.
- Oversee the delivery of the wider work programme for SEND [as led by the SEND Area Delivery Group] and take on the role of 'check and challenge' for scrutiny of the actions.
- Ensure meaningful engagement with children, young people and their families is embedded in the culture of all SEND and associated services.
- Ensure engagement and co-production takes place with all stakeholders and partners. Engage with relevant departmental and statutory bodies.

Decision Making and Delegation

9. The Director of Children's Services along with the Chief Officer representing the Integrated Care System and North-East London CCG are jointly accountable to the Barking and Dagenham Borough Partnership (through the BCCYP Group and Executive Committee) and the Health and Wellbeing Board for the delivery of the SEND Strategy and 'Inclusive' workstream of the BCCYP.
10. The Director of Children's Services is responsible for reporting on progress to the SEAG and the Council's Cabinet. The Senior Responsible Officer for Health is responsible for reporting on progress to the SEND Area Executive Group and the BCCYP (and above) The SAEG is accountable to the Barking and Dagenham Borough Partnership and Health and Wellbeing Board for the delivery of SEND reforms and the SEND Strategy, providing leadership and strategic direction.
11. The SAEG will oversee the work of the SEND Area Delivery Group and will mandate and direct this group to deliver all aspects as detailed in the purpose and roles section to that group as it deems appropriate.

Membership

12. Members of the SAEG are required to be of sufficient seniority to be able to:
 - Speak for their organisation.
 - Commit their organisation on policy and practice matters.

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- Hold their organisation to account.
13. The SAEG Group membership is drawn from each of the agencies or organisations set out below:
 - Barking and Dagenham Council (LBBD)
 - Commissioning
 - Children's Social Care
 - Education
 - North-East London Clinical Commissioning Group (NEL CCG)
 - North-East London Foundation Trust (NELFT)
 - Barking and Dagenham Schools Forum
 - Voluntary Community /Parent Rep
 14. Only members have the right to attend, but the Chair may invite relevant staff to the meeting as necessary in accordance with the business of the Committee.
 15. All members need to have a person to deputise in their absence
 16. The SAEG Group will meet monthly and additional meetings may take place as required.
 17. The Chair may ask the group to convene further meetings to discuss issues on which they want advice.
 18. With the permission of the Chair, the members set out above, may nominate a deputy to attend a meeting that they are unable to attend. The decision of the Chair regarding authorisation of nominated deputies is final.

Operation

19. A minimum of seven clear working days' notice is required of the date and time of a meeting. Notice of all meetings will comprise venue, time, and date of the meeting, together with an agenda of items to be discussed. Supporting papers must be distributed at least five clear working days ahead of the meeting.
20. On occasion it may be necessary to arrange urgent meetings at shorter notice. In these circumstances the Chair will give as much notice as possible to members. Urgent papers shall be permitted in exceptional circumstances at the discretion of the Chair.
21. It is for the Chair to decide whether the Group will meet virtually by means of telephone, video, or other electronic means. Where a meeting is not held virtually, the Chair may nevertheless agree that individual members may attend virtually. Participation in a meeting in this manner shall be deemed to constitute presence in person at such meeting. How a person has attended a meeting shall be specified in the meeting minutes.
22. Except with the permission of the Chair, no person admitted to a meeting will be permitted to record the proceedings in any manner whatsoever, other than in writing.
23. Where confidential information is presented, all those who are present will ensure that they treat that information appropriately considering any confidentiality requirements and information governance principles.

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24. The minutes of a meeting will be formally taken in the form of key points of debate, actions and decisions and a draft copy circulated to the members of the Committee together with the action log as soon after the meeting as practicable. The minutes will be submitted for agreement at the next meeting where the Chair will sign them.
25. Governance support to the Committee will be provided by the Head of Borough Partnerships and their team.

Accountability and Reporting

26. The SEAG is accountable to the B&D Partnership BCCYP Group and its' Executive Committee and will report to the group on how it discharges its responsibilities. It will also report to the Barking and Dagenham Health and Wellbeing Board.
27. The SAEG will submit copies of its minutes and a report to the BCCYP Group following each of its meetings.

Review

28. The SAEG will review its effectiveness at least annually and underpinned by a self-evaluation of the local partnership and its impact on outcomes which will be required to go through all relevant partner agencies local governance arrangements.
29. These terms of reference will be reviewed at least annually and more frequently if required. Any proposed amendments to the terms of reference will be submitted to the BCCYP Group for approval.