

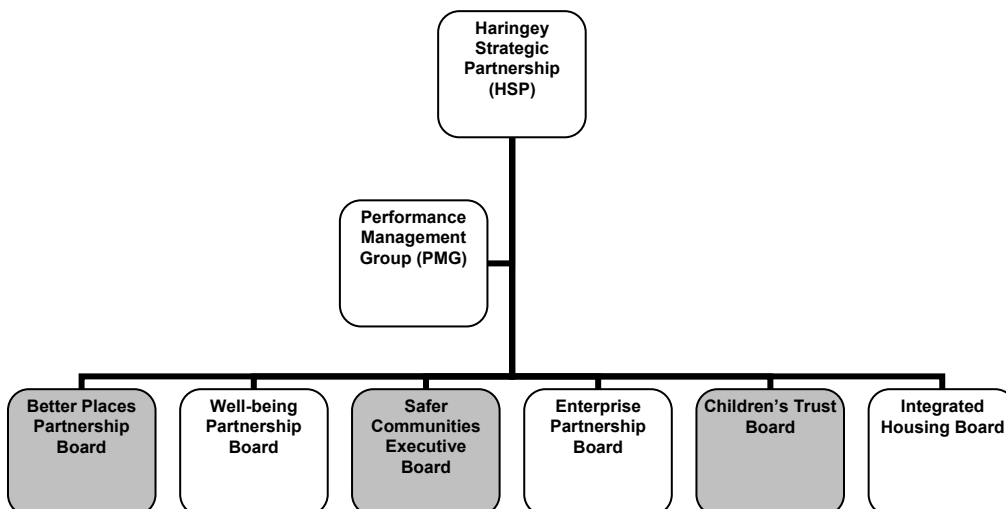
## Terms of Reference

### Introduction

1. Haringey Strategic Partnership (HSP) is the Local Strategic Partnership for the London Borough of Haringey. Set up in 2002, its primary purpose is to bring together the public, private, and voluntary and community sectors to work together to improve the quality of life for all who live, work in, and visit Haringey.

### Section 1 - HSP Structure and Membership

2. The HSP structure is shown below in diagrammatic form. It is a 'family' of partnerships comprising:
  - A Board
  - A Performance Management Group
  - Six Theme Partnership Boards
    - Better Places
    - Children's Trust
    - Enterprise
    - Safer Communities
    - Integrated Housing
    - Well-being
  - Haringey Community Link Forum (Voluntary & Community Sector)
3. The Board and the Theme Partnerships may establish specific working /tasks groups to address particular issues and will hold conferences and stage events and activities as appropriate. Together with consultation and engagement structures, these are ways in which the wider community can be effectively engaged in issues and in ways that are of particular interest to them.



## The Role of the HSP

4. As the “partnership of partnerships”<sup>1</sup> for the borough the HSP will:
  - Exercise a **leadership and governing role** through identifying and articulating the needs and aspirations of local communities and reconciling or arbitrating between competing interests
  - Have **oversight of and coordinate community consultation and engagement** activities of individual partners and where appropriate combine them
  - Produce a **Sustainable Community Strategy (SCS)** based on data and evidence from the local area and its population, to establish a shared local vision and priorities for action
  - Produce a **Local Area Agreement (LAA)**, based on the priorities identified in the Sustainable Community Strategy
  - Have **oversight of the planning and alignment of resources** in the locality (where relevant to delivery of the Sustainable Community Strategies and LAA) in order to achieve more effective and efficient commissioning and ultimately better outcomes. Although, each partner will remain accountable for its decisions taken in relation to funding streams allocated to it
  - **Review and performance manage progress** against the priorities and targets agreed in the LAA and ensure delivery arrangements are in place

## Guiding principles

5. The Haringey Strategic Partnership will:
  - Seek to engage the diverse communities and interests that exist within Haringey within its work
  - Set a shared strategic framework to improve the quality of life for all who live, work and visit Haringey
  - Identify priorities for co-ordinated action with all key partners from the Public, Private, Voluntary and Community sectors
  - Interface with Government, regional and sub-regional bodies and partner organisations to maximise benefits to the borough
  - Ensure that all partners have equal opportunity to express the views of their organisation or community of interest and that those views are given equal consideration
  - Focus on issues and services that cut across thematic, geographical and organisation boundaries.

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<sup>1</sup> Creating Strong, Safe and Prosperous Communities: Statutory Guidance July2008

## The Board

### Role and Responsibilities

6. The Board acts as the main forum for the partnership to ensure that the key issues for the borough are considered. Its primary role is to articulate the needs and aspirations of local people and to ensure that the HSP is addressing these.
7. The Board will review performance management information at each meeting on progress towards the Sustainable Community Strategy outcomes and achievements against the Local Area Agreement targets and agree the annual review of the Partnership's activities through an annual report that will be communicated to residents in an accessible format.

### Terms of Reference

8. The terms of reference for the Board are to:
  - i. develop an agreed vision for Haringey and a plan of action working towards this vision
  - ii. monitor Haringey's progress against the Sustainable Community Strategy outcomes and the Local Area Agreement as the medium term delivery plan for the strategy
  - iii. use a common performance management framework to monitor progress in delivering the Sustainable Community Strategy and Local Area Agreement
  - iv. monitor the progress of agreed actions and their impact against measurable baselines to assess the effectiveness of both the strategy and its implementation on the borough and residents.
  - v. share information about the borough and local needs and best practice in the planning and delivery of services
  - vi. approve governance arrangements and protocols for how the partnership operates and conducts its business
  - vii. approve the strategic commissioning framework and joint procurement opportunities that encourage efficiency and best value across services and delivery arrangements
  - viii. act as the main opportunity for partners to meet and share information to inform future Partnership activity and priorities
  - ix. raise topical, relevant issues that affect the remit of the Partnership as appropriate
  - x. oversee (in accordance with government guidelines) the co-ordination, implementation and review of:
    - The Sustainable Community Strategy
    - The Local Area Agreement
    - Other programmes or initiatives as directed by government or agreed by Partnership

## Membership of the HSP Board

9. The HSP Board comprises the following Members which includes representation from each of the sectors and representation from each of the theme areas.

Sector/Interest		Organisation	No. of places
Statutory/Core Agencies	Local Authority (LA)	Leader of the Council	1
		Chief Executive	1
		Cabinet Members	3
	Health	Haringey Teaching Primary Care Trust	2
		Barnet, Enfield & Haringey Mental Health Trust	1
	Joint LA/TPCT	Director of Public Health	1
	Housing	Registered Social Landlord	1
		Homes for Haringey	1
Community Safety	Metropolitan Police London Fire Brigade	1	
Jobs and Training	JobCentre Plus	1	
Higher Education	Middlesex University	1	
Further Education	Learning and Skills Council CONEL	1	
		1	
Voluntary and Community Sector	Community Link Forum (CLF)	HAVCO (standing position)	1
		Community reps – elected positions	6
Other Sectors/Interests	Youth	Haringey Youth Council	2
	New Deal for Communities	The Bridge, NDC	1
	MPs	Member of Parliament	2
	GLA	Greater London Authority	1
Themes	Thematic boards 1x6	*Better Places Partnership * Children & Young People's Strategic Partnership * Enterprise Partnership * Integrated Housing Board * Safer Communities Executive Board * Well-Being Partnership Board	6
		<b>Total</b>	<b>36</b>
Others	Observers	GOL	

## Review

10. Membership of the Partnership will be reviewed annually to ensure that all interests are adequately represented and meet statutory requirements as well as good practice on engagement and involvement.

#### **Chair of the Board**

11. The Leader of Haringey Council will be the Chair of the HSP. This appointment will be confirmed at the Annual General Meeting.
12. The Chair will take decisions on behalf of the Partnership where such decisions are genuinely urgent and delay to the next meeting of the HSP Boards would seriously prejudice interest of the Partnership. S/he will consult all PMG members so far as practicable in advance of the decision. The Chair's decision will have immediate effect and will be reported to the next HSP Board meeting for noting.

#### **Vice Chair of the Board**

13. A Vice Chair from an organisation other than the Council will be selected annually by the HSP.

#### **Deputies**

14. Member organisations are expected to make every effort to attend meetings of the Partnership. If their appointed representative cannot attend a meeting, they should formally submit apologies to the Committee Secretariat in advance of the meeting and make every effort to find a substitute or deputy to attend. This person should be formally notified to the Haringey Council's Committee Secretariat so they can be included in all mailings etc.
15. Members should not arrange for a Deputy to attend on their behalf on more than two occasions without notifying the Chair in advance of the meeting.

#### **Level of Representation**

16. Partner bodies are responsible for ensuring that they are represented at their most senior officer or Board Member level for the HSP Board and Theme Boards.
17. These representatives are responsible for disseminating decisions and actions required back to their own organisation, ensuring compliance with any actions required and reporting back progress to the HSP.

#### **Observers and "expert witnesses"**

18. The Government Office for London will be a 'standing' observer at the HSP Board meeting.
19. With the permission of the Chair other regional or sub-regional partners may be called upon to attend Board meetings as necessary acting as "expert witnesses" (but not as Members) for specific items.

#### **Voluntary and Community Sector**

20. The Voluntary and Community Sector will be represented on the Partnership through the Community Link Forum (CLF) – the ‘forum of forums’ for the community and voluntary sector in Haringey.<sup>2</sup> The CLF will have 32 places on the HSP providing representation across the partnership structure as follows:
- HSP Board – HAVCO Chair + 6 elected community representatives
  - HSP PMG – HAVCO Chief Executive
  - 6 Theme Boards – 1 HAVCO representative + 3 elected representatives for each board.

## **Theme Boards**

### **Role and Responsibilities**

21. The theme boards will be determined by the HSP. Each theme board is responsible for its own operating arrangements and will be responsible for the outcomes identified in the Sustainable Community Strategy and the improvement targets within the Local Area Agreement that relate to their remit. The theme boards will also be responsible for performance managing and reporting on progress in delivering the outcomes and targets within their thematic area.
22. The Council’s Cabinet members will be Members of their respective Theme Partnerships.
23. Chairs of the Theme Boards will be appointed from amongst the members of the relevant HSP Theme Board.
24. Each Theme Board will select from its membership a representative to sit on the main HSP Board.
25. Each Theme Board will agree its membership based upon national good practice, skills, knowledge, experience and local context.

### **Terms of reference**

26. The terms of reference for the theme boards will include:
- i. develop the thematic input of the Sustainable Community Strategy
  - ii. monitor performance of key targets under the LAA
  - iii. consider exception reports in respect of those targets not being achieved, agreeing corrective action and forwarding an explanatory report to the PMG and the HSP Board
  - iv. approve proposals (activities and interventions) for agreed priority targets

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<sup>2</sup> Haringey Community Link Forum Agreement – Haringey Council and Haringey Association of Voluntary & Community Organisations (HAVCO), July 2007.

- v. develop and implement commissioning arrangements for the delivery of agreed activities and interventions and ensuing accountability against what has been commissioned
- vi. drive delivery and ensure that plans are in place to achieve the targets and outcomes within their remit.

## **Performance Management Group**

### **Roles and Responsibilities**

- 27. The Performance Management Group (PMG), brings together the key decision makers in the borough enabling them to provide a steer to the work of the Partnership, the theme partnership boards and other sub groups.
- 28. The group will ensure that the Sustainable Community Strategy and the Local Area Agreement is being delivered by the Theme Boards at an operational level – checking that milestones and targets are being met and that project plans are on track to deliver the agreed outcomes.

### **Terms of Reference**

- 29. The terms of reference for the PMG are to:
  - i. oversee the business of the Partnership, ensuring that the decisions of the HSP Board are implemented across the Partnership and action is taken to secure delivery of the agreed outcomes
  - ii. steer the work of the Partnership, its Theme Boards and sub-groups and ensure that effective performance management arrangements are in place to track progress
  - iii. identify and advise on changes to the structure, membership and operating arrangements of the Partnership
  - iv. monitor and review the Partnership's Code of Corporate Governance and Risk Management Strategy
  - v. develop the strategic commissioning arrangements for the delivery of agreed activities and interventions and ensure that the theme boards are accountable for programmes and interventions within their remit
  - vi. 'scan the horizon' and interpret strategic issues and national policy to ensure that the HSP and the Theme Boards anticipate opportunities and challenges and that these are addressed
  - vii. agree joint plans and strategies to improve the overall effectiveness of the Partnership.
- 30. The PMG will be chaired by the Chair of the HSP, or in his/her absence will be chaired by the Vice Chair or a nominated deputy. Meetings will be held 6 to 8 weekly with additional meetings at the discretion of the Chair to consider any urgent business, if necessary.
- 31. Membership of the group will be confirmed by the HSP and will include:
  - The Chair of the HSP – Leader of the Council

- The Vice Chair – Principal of CONEL
- The Chief Executive of the TPCT
- The Borough Commander
- Haringey Council's Chief Executive
- The Chief Executive of HAVCO
- The District Manger Job Centre Plus

32. The quorum for any valid meeting of the PMG will be three members including the Leader of the Council or his/her Deputy.

## **Section 2 – Format and Conduct of Meetings**

### **Frequency of meetings**

33. Ordinary meetings of the Partnership and the Theme Boards will be held four times a year (The year will run from 1<sup>st</sup> June to 31<sup>st</sup> May). Additional meetings will be arranged if necessary.

34. Meetings will be held at an appropriate venue within the borough. Meetings will generally be open to the press and public as observers, but will be closed for items of exempt or confidential business, as necessary.

### **Calendar of meetings**

35. A calendar of normal (quarterly) meetings will be provided at the commencement of each year.

### **Dispatch of Agendas**

36. Agendas will be dispatched electronically at least five working days before the meeting. The agenda, papers and minutes will be available to the public on request from Haringey Council's Committee Secretariat and accessible via Haringey Council website <http://www.haringey.gov.uk>

37. Late or additional items may only be considered if the meeting agrees to do so at the invitation of the Chair.

### **Quorum**

38. To make decisions, meeting must be quorate. A quorum will be at least a quarter of the members.

### **Voting and decisions**

39. The HSP will endeavour to arrive at all decisions by consensus. In exceptional circumstances if a member requests it, a vote may be taken. In this case the Chair will take a vote by show of hands.

40. Each member has one vote. Decisions will be by simple majority. Observers are not eligible to vote. In the event of a tied first vote, a second vote will be taken with the Chair having a casting vote.

### **Accountability**

41. The London Borough of Haringey is the accountable body for the HSP. The Partnership is accountable through the London Borough of Haringey to regional and central government and the wider community.
42. Representatives will speak for the organisation or network that they represent at meetings and carry back to their organisation the key messages and decisions of the Partnership.

#### **Final ruling**

43. The Chair's interpretation of the code relating to conduct of business at meetings shall be final.

#### **Funding**

44. Partners can make financial or "in kind" contributions to supporting the partnership.

### **Section 3 – Code and Rules of Conduct**

#### **Standards in Public Life**

45. Members of the Partnership agree to abide by the Seven Principles set out by the Committee on Standards in Public Life (set out in Appendix 1) when attending meetings or carrying out the business of the HSP.

#### **Absence**

46. If a representative is absent for three consecutive meetings the organisation/sector will be asked to re-appoint/confirm its commitment to the partnership.

#### **Declarations of Interest**

47. The key guiding principle is that when acting as a Board Member, Members must avoid conflicts between their private interests and their public role as a Board member.
48. Members must declare any personal interests, including interests arising from membership of other public or voluntary bodies with respect to agenda items at the start of the meeting. A member may attend, speak and vote on any item where an interest is declared except when the majority of the other members present without an interest decide that the interest is of such significance that the member concerned must leave the room for that item.

#### **Hospitality**

49. Members should treat with caution any offer or gift, favour or hospitality made to them as a Board Member as acceptance can lead to a public perception of the HSP contrary to the Nolan Principles. Board Members are required to declare any gift or hospitality received with an estimated value of £25 or more.

### **Personal Behaviour**

50. Members are required to be courteous and respectful to all persons with whom they come into contact through their HSP work and never to conduct themselves in a manner which could be regarded as bringing the Partnership into disrepute.
  
51. If unacceptable behaviour occurs during a meeting, the Chair may request the member to withdraw and subsequently raise the matter with the nominating body.

### **Non-Discrimination**

52. No Member shall discriminate against any person or organisation on grounds of perceived difference and Members are expected to take every opportunity to promote equality and diversity in the course of their work on the HSP.

### **Public Statements**

53. Individual Members should not make press/public statements on behalf of the HSP. Requests for such statements should be referred to the HSP Lead Officer in the Council who will liaise with the respective Chair about the release of statements. Individual Members should not publicly oppose decisions made by the HSP

### **Complaints**

54. The HSP seeks to operate in a transparent and fair manner when carrying out their duties and work programme. In doing so they aim to listen and learn and put things right within the resources available.
  
  55. Any complaints will be dealt with in accordance with the HSP Complaints Protocol.
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## **Appendix 1: The Nolan Seven Principles of Public Life**

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The Committee on Standards in Public Life (originally the Nolan Committee) set out '**Seven Principles of Public Life**' which it believes should apply to all in the public service. These are:

### **Selflessness**

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

### **Integrity**

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

### **Objectivity**

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

### **Accountability**

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

### **Openness**

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

### **Honesty**

Holders of public office 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 the public interest.

### **Leadership**

Holders of public office should promote and support these principles by leadership and example.

*(Standards in Public Life: First Report of the Committee on Standards in Public Life (1995) Cm 2850 p.14)*