

**Haringey Strategic Partnership – 20 June 2006**

**Subject: Terms of Reference and Governance Arrangements**

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**1. Purpose**

- 1.1 To affirm the current governance arrangements (Terms of Reference and membership) and to present the first draft of the proposed governance handbook.

**2. Summary**

- 2.1 The Haringey Strategic Partnership adopted its Terms of Reference in March 2002. The changes made to the original terms of reference have only been made in line with operational and structural changes made to the HSP in its four years of operation. These terms of reference are attached.
- 2.2 The current membership of the HSP board totals 32. The allocations of seats per sector are detailed in the terms of reference attached. The HSP membership detailing representatives appointed to these seats is also attached.
- 2.3 Both the Audit Commission and the Government's consultation on the future of Local Strategic Partnerships emphasize the need for transparent and defined governance arrangements.
- 2.4 A governance handbook is designed to set out the strategic, decision-making and operational structures for the strategic partnership. It incorporates the terms of reference, which provides details of the operational structure of the partnership but also sets out the roles and responsibilities of members, the financial and legal management of the partnership and the consultation, engagement and communications process which are also being developed.
- 2.5 It is envisaged that the Governance Handbook in conjunction with the HSP's Performance Management Framework will provide a definitive guide to the Haringey Strategic Partnership, it aims, guiding principles, accountability mechanisms, performance and plans for the future.

**3. Recommendations**

- 3.1 To affirm the terms of reference and to agree that the structure should be used and is adopted by all theme boards for their specific terms of reference documents.
- 3.2 To make no changes to the HSP membership at this time
- 3.3 To provide feedback on the proposed governance handbook

#### **4. Background Information**

4.1 The HSP Governance handbook is being developed using a wide range of sources including;

- Operational arrangements previously agreed by the HSP
- Best practice from other Local Authorities
- The ODPM's (now the Departments for Communities and local Government) consultation on the Future of LSP's
- The ODPM's evaluation of LSP's, the Governance briefing note
- The Audit Commission's report, "Governing Partnerships; bridging the accountability gaps"
- Feedback from the HSP board meeting on 20<sup>th</sup> June 2006

4.2 The Audit Commission's report, "Governing Partnerships; bridging the accountability gaps" sets out twenty questions about the partnership that need to be addressed. The governance handbook is designed to address these questions.

##### **Rationale**

1. Why does the partnership exist?
2. What are its agreed aims?
3. Where have they been published

##### **Added value**

4. How does the partnership add value?
5. How do you demonstrate this added value to the public?
6. How do you know whether funds are being well spent?
7. How does the public know that the partnerships funds are being well spent?

##### **Governance arrangements**

8. How does the partnership's corporate governance arrangements link to those of individual partners?
9. How are decisions made?
10. How are they recorded?
11. Who makes sure that they are acted on?
12. Who scrutinises them?
13. To whom are they reported

##### **Performance Management**

14. How do you know which partnership targets you are meeting and which you are failing to meet?
15. Who manages and reports progress?

##### **Financial management**

16. Who provides the money?
17. Who decides how they spend it?
18. Can the money be reallocated?

##### **Risk management**

19. How do you resolve conflicts of interest?

##### **Serving the public**

20. How effectively does the partnership communicate with the public?

Extracted from *Governing partnerships; bridging the accountability gaps*; Audit Commission (October 2005)

## **5. Conclusions**

- 5.1 The current Terms of Reference effectively set out the operational arrangements for the Haringey Strategic Partnership. The adoption of a Governance handbook will strengthen the “constitutional” arrangements for the partnership. Rather than producing an overly-bureaucratic rule-book for the Partnership the Governance Handbook has been designed to provide an open and transparent guide to the key questions surrounding effective partnership working.
- 5.2 Following the extensive changes to the HSP’s membership with the adoption of the new partnership theme boards last year, this year the priority should be consolidating these relationships and driving the partnership forward with the current membership.

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