

Enfield Strategic Partnership Terms of Reference

The Enfield Strategic Partnership Board: how we conduct our business

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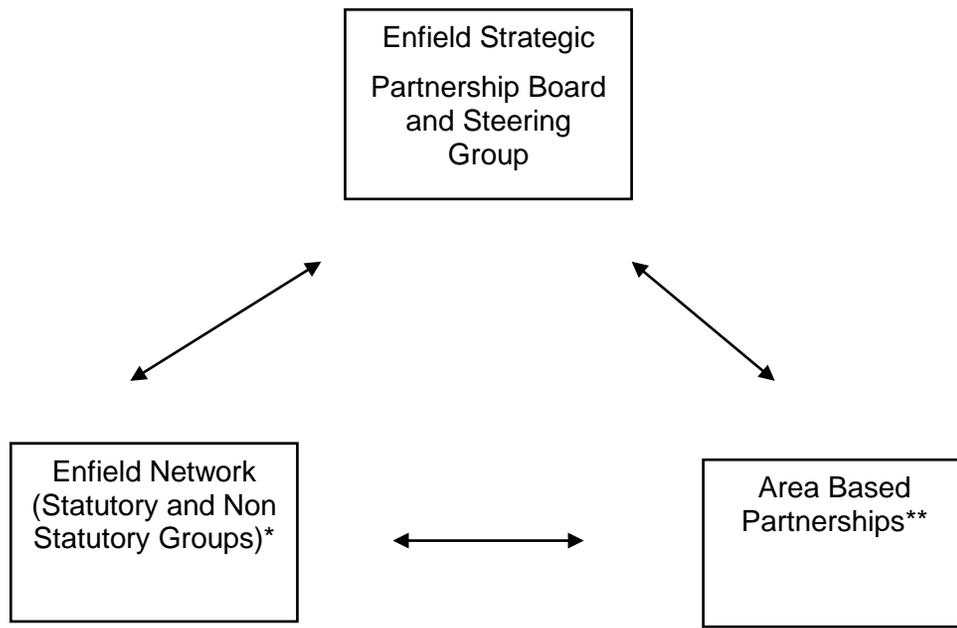
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SECTION 1: AIMS AND GUIDING PRINCIPLES OF THE ENFIELD STRATEGIC PARTNERSHIP

- 1.1 The Enfield Strategic Partnership (ESP) exists to improve the social, economic and environmental well being of Enfield's communities, and is committed to making Enfield a fairer, safer, healthy, prosperous and cohesive community living in a borough that is safe clean and green.
- 1.2 In partnership ESP members will set a shared strategic vision to shape Enfield's future. Working together, harnessing collective resources, and building from a diverse base of representation, knowledge and expertise, the ESP recognises that more can be achieved in partnership and through this:
 - We will improve the quality of life for everybody in Enfield;
 - We will reduce the inequalities that exist in our community and create a fairer and more inclusive borough;
 - We will provide services that are fairer, work better and more efficiently and that are delivered in ways that meet real needs.
- 1.3 The ESP will work within the ethos and principles of the Enfield Compact. The Compact is aimed at creating a new approach to partnership working between the statutory and voluntary sectors in Enfield. It provides the framework to enable relations to be carried out differently and better than before.
- 1.4 The ESP will work to promote the interests of Enfield beyond the Borough's boundaries with external organisations, regional bodies and central government.
- 1.5 The ESP will bring together local plans, strategies, partnerships and initiatives to provide a forum through which mainstream public service providers, private, voluntary, business and community sector representatives work effectively to meet local needs and priorities.
- 1.6 The ESP will seek to reduce the need to develop new structures that would add to the bureaucratic burden and will look to rationalise partnerships operating in Enfield where there is overlap.
- 1.7 The ESP will work to improve the co-ordination of planning cycles and performance management systems of member organisations and partnerships.
- 1.8 The ESP will work to deliver on common priorities, targets, agreed actions and milestones leading to demonstrable improvements against measurable baselines.

SECTION 2: PARTNERSHIP INFRASTRUCTURE

There are a number of component parts that together will form the local strategic partnership for Enfield. The diagram below illustrates the structure of the partnership:



* * Enfield Network references and includes the TAG groupings where they are continuing as well as the wider network of statutory and non-statutory forums operating in Enfield, including Enfield Council.

** Area Based Partnerships refer to the emerging regeneration partnerships in Enfield led by Enfield Council that will address transformation of communities within a defined spatial area.

SECTION 3: ESP BOARD TERMS OF REFERENCE AND OPERATIONAL ARRANGEMENTS

3.1 Functions

- Act as a forum for identifying, analysing and solving problems across agencies;
- Agree strategy, primarily the Sustainable Community Strategy and the area based regeneration;
- Agree, monitor and review delivery vehicles for the Sustainable Community Strategy;

- Establish and support area based regeneration to deliver quality of life improvements;
- Advise, challenge and consult with partner agencies for the purpose of quality of life improvements;
- Lobby on behalf of Enfield.

3.2 Membership

- 3.2.1 The Enfield Strategic Partnership (ESP) Board operates at a strategic level and members are individuals who can represent or advise on their sector/organisation, and the Enfield Network and spatial partnerships. Membership of the ESP Board is key stakeholders.
- 3.2.2 Membership on the ESP Board and its affiliated groups is through emergence rather than election, although this may not always be the case. The role of partners is to contribute to achieving the ESP's goal, which is to work together to improve the quality of life for Enfield residents.
- 3.2.3 However, statutory representation is a requirement as this reflects the borough wide nature of the ESP that includes key partners from service delivery organisations who can make a difference and improve services i.e. specialist organisations such as mental health and children services providers. Non statutory organisations are equally important because involving community, voluntary and business groups will ensure that local people can enjoy better services by getting more involved in their design and delivery.
- 3.2.4 Ensuring transparency in the ESP Board's membership arrangements is important and all requests for Board membership should come through the Enfield Strategic Partnership Steering Group and be discussed for agreement at a future ESP Board meeting. The ESP Board will then decide whether the proposed candidate should be given a seat on the Board.

3.2.5 Current Membership:

Councillor Doug Taylor, Leader of Enfield Council

Councillor Achilleas Georgiou, Deputy Leader, Public and Service Delivery

Councillor Christine Hamilton, Labour Party

Councillor Martin Prescott, Conservative Party

Rob Leak, Chief Executive, LBE

Del Goddard, (Chair of the Leisure and Cultural Partnership Board)

Jane Johnson, Borough Commander, Metropolitan Police (Chair of Safer and Stronger Communities Board)

Martin Fitches, District Operations Manager, Jobcentre Plus

Liz Wise, Chief Officer, Enfield Clinical Commissioning Group

Mark Hayes, Chief Executive, Christian Action Housing Association (Chair of the Housing Strategic Partnership Board)

Dave Wyatt, Director, GE Consumer Products
Gary Walker, Director, Metaswitch Networks
Costas Georgiou, Enfield Business and Retail Association
Andrew Fraser, Director of Schools and Children's Services, LBE
Neil Rousell, Director of Regeneration, Leisure and Culture, LBE
Shahed Ahmad, Joint Director of Public Health
Paul Davey, Joint Chief Operating Officer, Enfield Homes
Bevin Betton/ Chandra Bhatia, Enfield Racial Equality Council
Ian Davis, Director of Environment, LBE
Paul Head, Chief Executive, College of North East London, (CONEL)
Paula Jeffery, Chief Executive, Enfield Voluntary Action
Richard Claydon, Borough Commander, London Fire Brigade
David Byrne, Principal Barnet-Southgate College
Tony Watts, Enfield Borough Over 50s Forum (Cohesive Communities Rep)
Kate Holmes, Enfield Mental Health Users Group (Healthier Communities Rep)
Tim Fellows, Enfield LGBT Network (Safer Communities Rep)
Jake Orros, Enfield Youth Parliament
Doni Jones, Enfield Youth Parliament
Enfield community and equalities representatives to be agreed including youth parliament (up to 8 members – 3 community representatives and 2 youth parliament representatives elected in 2012)

3.3. Chairing

3.3.1 The ESP Board chair will be the current Leader of Enfield Council.

3.3.2 The role of the Chair is to:

- Chair and manage the meetings of the ESP Board, creating an environment where all members are able to make a full contribution to the ESP's business;
- Set agendas, in conjunction with partner agencies;
- Ensure that meetings are efficiently serviced;
- Act as the spokesperson for the ESP;
- Seek to resolve conflicts between partner agencies.

3.4 Vice Chair

3.4.1 A Vice Chair will be elected by the ESP Board, to deputise for the Chair if required.

3.5 Conduct of Meetings

- 3.5.1 The ESP Board will meet twice yearly and there will be an annual conference.
- 3.5.2 The meetings will be held at any suitable venue within the Borough that is fully accessible and can be reached by public transport.

3.6 Forward programme

- 3.6.1 The ESP Board will agree a rolling forward programme of activity, and agenda items will be prepared and presented by ESP Board members. Additional items for the agenda should be raised with the Communities, Partnerships and External Relations Manager, who will liaise with the Chair of the ESP Board as to if and when the ESP Board should take such items.

3.7 Agendas

- 3.7.1 The agenda and any background papers for the ESP Board Meetings will be circulated to all members not less than one week in advance of the next meeting. Through the Chair, the ESP Board may agree to consider papers tabled at its meetings that have not previously been circulated, where this will assist the Board in meeting its objectives.

3.8 Decision-making

- 3.8.1 The ESP Board is a strategic, non-statutory, non-executive body, and as such, decisions or agreements will be arrived at as far as possible through discussion and on the basis of consensus. In cases where differences are not resolved through discussion, the Chair will take a vote by show of hands and a simple majority will suffice. All votes of members of the ESP Board carry the same weight. Any votes should be recorded in the minutes, and differences of opinion reflected.

3.9 Special meetings and Chair's action

- 3.9.1 The Chair will consider requests to convene special meetings of the Board in order to discuss and decide on matters that cannot await resolution until the next scheduled meeting of the Board. The Chair will take reasonable steps to consult with Members of the Board with regards to the justification for and timing of any special meeting.

3.10 Quorum

- 3.10.1 The quorum for any Board meeting, whether scheduled or special, is ten full members. At least one representative of the Council, one representative of the community and voluntary sector, one representative of the Safer and Stronger Communities Board (the Borough Commander or the LBE Chief Executive) and one representative from Enfield Clinical Commissioning Group (Chief Officer) or the Enfield Council (Director of Health and Adult Social Care as a substitute) is required to achieve the quorum. The Chair will facilitate partner agencies/organisations to make known their views on any issue if they are unable to attend a meeting (for instance through submitting written comments prior to a meeting or through telephone/e-mail discussion with the Chair).

3.11 Substitutions

3.11.1 With the prior agreement of the Chair, for both scheduled and special meetings, the representatives of the Enfield Network may nominate a substitute from their agency/organisation to attend if they are unable to attend. The substitute should be of appropriate seniority and be able to represent or advise on their sector/organisation.

3.11.2 When a substitution is made, ESP Board members are required to:

- (a) Contact the Councils corporate support team to record apologies for the meeting and notify the office of the name of the substitute, so that the Chair can be consulted;
- (b) Ensure the named substitute receives the appropriate agenda, reports and associated paperwork for the meeting;
- (c) Arrange a debriefing with the substitute.

3.12 Support

3.12.1 The Council's corporate support team will provide policy and secretariat support to the ESP Board.

3.12.2 Full minutes will be distributed by the corporate support team within 10 working days of ESP Board meetings, in time for circulation prior to Enfield Strategic Partnership Steering Group meetings.

3.12.3 The ESP Board will co-opt external bodies and individuals or representatives of ESP organisations to provide technical advice or present issues or reports at ESP Board meetings. The Chair may designate standing technical advisers who will attend every ESP Board meeting. In addition to this, strategic support from Enfield Council will be provided by the Assistant Director of Communities, Communications, Policy and Performance, the Performance and Information Manager and the Joint Director for Public Health.

3.12.4 Attendance at ESP Board meetings, other than the officers identified in 3.2.5 is solely by agreement from the Chair.

3.13 Working Groups

3.13.1 The ESP Board may establish any sub-groups, working groups, task groups, steering groups etc. that will assist in delivering its objectives. Such groups should generally be time-limited, have clear aims and objectives, not duplicate existing forums, and contribute to reducing the bureaucratic burden. Clear reporting lines and accountability to the ESP Board should be established. No decision to establish an additional sub-group etc. will be taken without a business case being made to the Board.

3.14 Review

3.14.1 A review of the ESP Board will be carried out each year as part of the ESP's performance management framework. The review will assess general progress over the year as well as considering membership, chairing, terms of reference, effective working, and resourcing requirements.

3.15 Legal Framework

3.15.1 The Council is the "accountable body" for the ESP.

3.15.2 As a public body its role is to carry out its work within the framework set by the Local Government Act (2000), the Race Relations (Amendment) Act and other relevant legislative frameworks.

3.16 ESP Governance and Integrity

3.16.1 The ESP Board has good governance procedures in place i.e. it practices good leadership, control, performance, evaluation, delegation, integrity and openness, which allows it to perform effectively as a partnership. Each Board member will agree to abide by the ten principles of public life arising from the Nolan report whilst carrying out work on behalf of the Board: These principles although originally aimed at individuals involved in public and government positions (e.g. councillors) can be seen as having a wider relevance and are as follows:

- Selflessness – Members should serve only the public interest and should never improperly confer an advantage or disadvantage on any person;
- Honesty and Integrity - Members should not place themselves in situations where their honesty and integrity may be questioned, should not behave improperly and should on all occasions avoid the appearance of such behaviour;
- Objectivity - Members should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefits;
- Accountability – Members should be accountable to the public for their actions and the manner in which they carry out their responsibilities, and should co-operate fully and honestly with any scrutiny appropriate to their particular office;
- Openness – Members should be as open as possible about their actions and those of their authority, and should be prepared to give reasons for those actions;
- Personal Judgement - Members may take account of the views of others, including their political groups, but should reach their own conclusions on the issues before them and act in accordance with those conclusions;
- Respect for Others - Members should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. They should respect the impartiality and integrity of the authority's statutory officers, and its other employees;
- Duty to Uphold the Law - Members should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in them;
- Stewardship - Members should do whatever they are able to do to ensure that their authorities use their resources prudently and in accordance with the law;

- Leadership - Members should promote and support these principles by leadership, and by example, and should act in a way that secures or preserves public confidence.

3.17 Openness and Accountability

3.17.1 The ESP will be open and accountable to stakeholders about its work and its governance procedures. This will mean:

- Being clear about what information is available and what must remain confidential to protect personal privacy or commercial confidentiality;
- Complying with reasonable outside requests for information about the ESP and its work;
- Ensuring that stakeholders have the opportunity to hold the ESP to account and know how best to do that;
- Ensuring that the principles of equality and diversity are applied and that information and meetings are accessible to all sections of the community.

3.18 Stakeholder Involvement

3.18.1 The ESP will encourage and enable the engagement of all key stakeholders (such as users and beneficiaries) in planning and decision-making.

3.19 Registration of Interests

3.19.1 As an ESP member, you will be required to provide details of your employment, business interests and directorships and any direct relationship you may have with the business of the ESP. A register of such information will be kept by the corporate support team.

3.20 Rules for Declaration of Interests

3.20.1 If you have a personal interest in an ESP matter, you must declare that fact at a relevant meeting before discussion takes place or as soon as the interest becomes apparent.

3.20.2 A personal interest is defined as something where the well-being or financial position of you, members of your family or a close associate is likely to be affected more than the general public.

3.20.3 You need only declare the interest. You can stay in the meeting, participate in the discussion and vote.

3.20.4 A personal interest can also be prejudicial if the matter relates to an issue that affects your financial interests or those of your family or a close associate and where a member of the public (with knowledge of the relevant facts) would reasonably think that your interest is so significant that it is likely to prejudice your judgement.

3.20.5 If you decide that you have a prejudicial interest, you must declare that fact at the meeting (plus the nature of the interest) before discussion takes place or as soon as the interest becomes apparent.

3.20.6 Upon declaring your prejudicial interest, you may remain in the meeting to express your views. You must then leave the room and not vote or try to influence the discussion further or the decision.

3.21 Gifts and Hospitality

3.21.1 You should treat with caution any offer of gifts, favour or hospitality. If you feel that such an offer may conflict with the principles of good governance referred to above, you should refer the matter to the Communities, Partnerships and External Relations Manager, who will, if necessary, seek the advice of the Council's Assistant Director for Corporate Governance.

3.21.2 There is a form that partners will need to fill in when they accept gifts and hospitality under the ESP remit.

SECTION 4: ENFIELD STRATEGIC PARTNERSHIP STEERING GROUP

4.1 Functions

4.1.1 The Enfield Strategic Partnership (ESP) Steering Group is a high-level strategic group to consider how performance is progressing in key service areas and manage the work of the ESP Board.

4.1.2 It will discuss how best our main partners can improve on joint working, and look at future policy and strategic direction.

4.1.3 To ensure that all budgets and strategies from all statutory partners retain a strong focus on achieving the ESP work programme.

4.1.4 To underpin the Enfield Strategic Partnership (ESP) in its role of accountable body, providing comment and assurance.

4.1.5 To provide a strategic view and recommendations to the ESP on how future income could be directed to achieve the ESP work programme.

4.1.6 Prepare reports for the ESP Board.

4.1.7 Receive work from the ESP Board.

4.1.8 Keep individual agencies informed about what is going on.

4.1.9 Support communication and consultation through the ESP.

4.1.10 Act to remove blockages and barriers to implementing the ESP work programme.

4.1.11 Ensure that issues are addressed through a cross-cutting approach and the work of the ESP "joins up".

4.2. Membership

4.2.1 The core membership is drawn from across the partner agencies at a senior level to enable members of the ESP Steering Group to ensure that necessary actions are taken by their agency. Membership is determined by the ESP Board and the Council's corporate support team reflects the new ESP structure.

4.2.2 **Rob Leak**, Chief Executive LBE

Cllr Del Goddard, LBE

Cllr Christine Hamilton, LBE

Andrew Fraser, Director of Schools and Children's Services. LBE

Martin Fitches, District Operations Manager, Jobcentre Plus

Liz Wise, Chief Officer, Enfield Clinical Commissioning Group

Jane Johnson, Borough Commander, Metropolitan Police

Mark Hayes, Chief Executive of Christian Action Housing Association (Chair of the Housing Strategic Partnership Board)

Shahed Ahmad, Joint Director of Public Health

Gary Walker, Director, Metaswitch Networks

Paula Jeffery, Chief Executive, Enfield Voluntary Association

Paul Davey, Joint Chief Operating Officer, Enfield Homes

4.2.2 The Communications, Communities, Policy and Performance Team within Enfield Council will attend the meetings to provide information and advice to the ESP Steering Group.

4.2.3 Other representatives of partner agencies may be invited by the Chair to attend the ESP Steering Group for specific items of business.

4.3 Chairing

4.3.1 The Chair of the ESP Steering Group is the LBE Chief Executive, who also provides a direct link and line of accountability to the ESP Board.

4.3.2 The role of the Chair is to:

- Convene and manage the meetings;
- Set the agenda, with advice from the Head of Communities, Partnerships and External Relations;
- Ensure that the meetings are efficiently serviced;
- Progress chase between meetings;
- Present reports and recommendations from the ESP Steering Group to the ESP Board and other partnership groups as necessary.

4.3.3 The Chair of the ESP Steering Group has delegated executive authority from the ESP Board to take action and make decisions between the twice yearly ESP Board meetings in order to remove blockages and barriers. The Chair of the ESP Steering Group will need to give an account of any actions or decisions to the ESP Board, and take steps to consult with the ESP Chair and ESP Board members on any major decisions or actions.

4.4. Frequency of meetings

4.4.1 The ESP Steering Group will meet every twelve weeks and will be convened by the Chair of the ESP Steering Group. The meetings will be scheduled to take place at least two weeks before each ESP Board to plan for the meetings.

4.5 Support

4.5.1 The Communications, Communities, Policy and Performance Team within Enfield Council will provide policy and administrative support to the ESP Steering Group.

4.5.2 Action notes and minutes will be prepared and distributed by the corporate support team within five working days of ESP Steering Group meetings.

SECTION 5: CORPORATE SUPPORT

5.1 Functions

5.1.1 The corporate support team's role is to support and enable the work of the ESP. This includes:

- Leading and providing drive and co-ordination for the development, implementation, monitoring of the ESP work programme;
- Developing and implementing a performance management framework linked to the Council's and partner agencies performance management frameworks;
- Maintaining, deepening, and widening community and partner agency engagement with the ESP and the implementation and review of the ESP work programme;
- Supporting the ESP to continue its development as an effective, inclusive, representative, action-focussed, performance-managed, learning local strategic partnership;
- Ensuring that the Council and partner agencies strategies and plans reflect and take forward the ESP vision and priorities;
- Coordinating, supporting and facilitating (where necessary) the ESP Board and Enfield Strategic Partnership Steering Group.