



Terms of Reference

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Greenwich Partnership
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Greenwich Partnership

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The Greenwich Partnership

- 1) Greenwich Partnership is the Local Strategic Partnership for the London Borough of Greenwich. The Partnership is a non-statutory, non-governmental, and non-executive organisation.

Aim and purpose

- 2) Greenwich Partnership (The Partnership) will provide and drive the high strategic direction to promote and enhance the quality of life for all in Greenwich.

Objective

- 3) The Partnership seeks to co-ordinate and harness the skills, knowledge and resources within the local public, business, voluntary and community sectors to advance the economic, social and environmental well-being of the Borough and all its citizens.

Terms of reference

- 4) In seeking to achieve its aim, purpose and objective the Partnership will:

Take a strategic overview of the Borough

- Take a high level strategic overview on issues which have an impact on the Borough and its citizens;
- Link up partnerships across Greenwich and provide a forum through which partners are able to work together to meet local needs and priorities;
- Develop a consensus between partners and stakeholders to events and proposed developments that impact on the social, economic and environmental well being of Greenwich.

Promote engagement

- Value the contribution of all partners;
- Operate in an open, accessible, responsive and accountable manner to ensure that people are not discriminated against on the basis of age, gender, HIV status, disability, race, religion or sexuality;
- Develop ways to encourage people to be constructively involved in their neighbourhoods, communities and the Partnership.

Improve public services

- Support the development of public service agreements and the comprehensive performance assessment in Greenwich;
- Encourage partners to focus service delivery from the outset on the needs and aspirations of local people, including those who are traditionally excluded.

Mainstream

- Encourage the sharing of information and resources between partners;
- Seek to develop common performance management systems between partners and the LSP.

Prepare strategic plans

- As part of its remit the Partnership will prepare, monitor and evaluate overarching strategies for the development of the Borough. Initially this will include the Greenwich Strategy and a Local Neighbourhood Renewal Strategy.
- It will comment on and input into other Strategic plans affecting the Borough.

The Partnership Board

5)

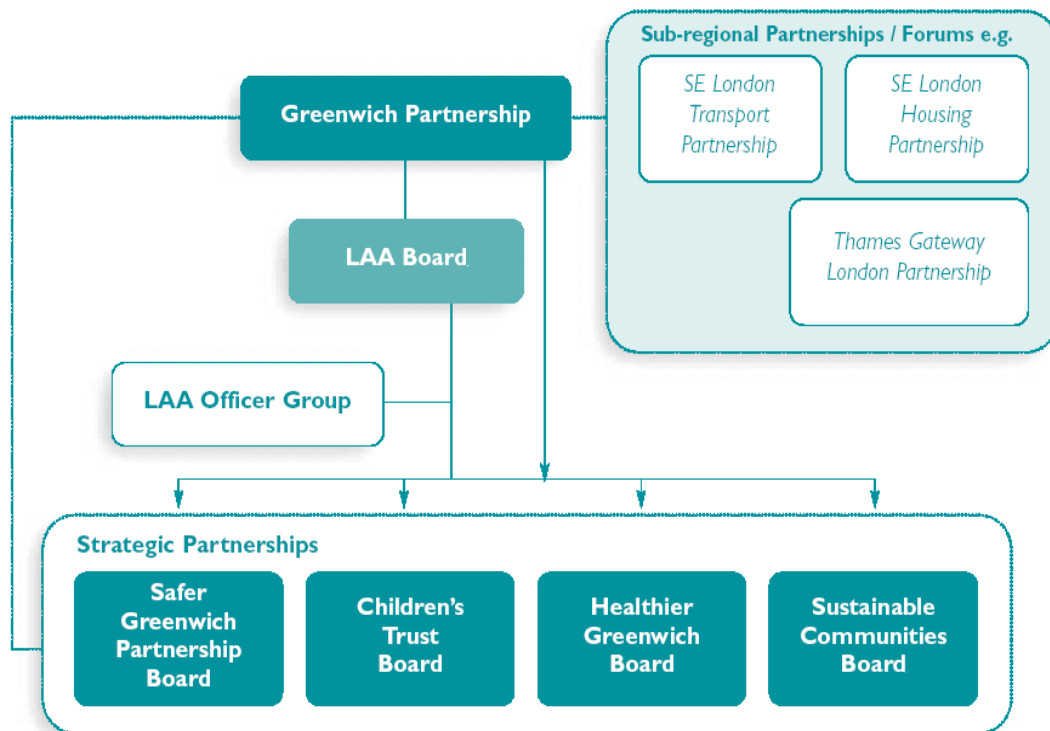
- The work of the Partnership will be co-ordinated by the Partnership Board. Membership of the Partnership Board will be regularly reviewed and apportioned to ensure that no one sector or stakeholder is able to dominate its work and procedures. Council officers will not be able to serve as voting members of the Partnership Board.
- The Board will be advised on disability by Greenwich Association of Disabled People (GAD) and & on race by Greenwich Council for Racial Equality (GCRE).

Stakeholders

6) Initial membership of the Partnership Board will be drawn from the following sectors and stakeholders:

- Greenwich Council
- Greenwich & Bexley Chamber of Commerce
- Greenwich Community Networks
- Greenwich Public Services Forum

Partnerships in Greenwich



- 7) Stakeholders may nominate up to six representatives onto the Partnership Board.

Working groups

- 8) The Partnership Board may establish working groups to explore or deal with specific matters. The Partnership Board will determine the sub/working group's membership, terms of reference and duration.
- 9) All working groups that are established within these terms of reference and protocols are accountable to the Partnership Board and are required to report progress and achievements upon the request of the Partnership Board.

Crosscutting Advisory and Consultative Process

- 10) The Partnership will utilise, where possible, existing and established partnerships (e.g. the Health Improvement Partnership and Community Legal Service Partnership for example) to establish discussion groups around key themes within its strategic work.

Neighbourhood Renewal Sub-Committee

- 11) The Neighbourhood Renewal Sub-Committee is charged with the management of the Neighbourhood Renewal Strategy and Fund and the Neighbourhood Management Pathfinder.
- 12) The Sub-Committee will be made up of a Board representative for each sector and a representative for each of the four Neighbourhood Renewal Panels.
- 13) The Sub-Committee will examine and develop the synergies between local action plans and the crosscutting themes. The Sub-Committee will take decisions on the application of funds, and will oversee the programme and evaluation of outcomes.

Neighbourhood Renewal Panels

- 14) A Neighbourhood Renewal Panel is established in each of the priority neighbourhoods. The purpose of these Panels is to:
 - Develop a local neighbourhood renewal action plan, which will provide the framework that determines how neighbourhood renewal funding will be spent in the locality;
 - Explore ways in which local services can be improved in the neighbourhood.

Neighbourhood Management Pathfinder Board

- 15) The Changes in Common Neighbourhood Management Pathfinder Board is made up of
 - 8 resident members (voting) from which the Chair is selected; 6 residents selected through community elections; 2 co-opted from the Sure Start Partnership Management Group; plus one resident member (non-voting)
 - 3 business members (voting) from the Herbert Traders Association
 - 3 Councillors (voting); 2 ward councillors plus lead member for Neighbourhood Renewal who is also the Vice-Chair
 - 3 representatives of the voluntary sector (non-voting)

- 3 representatives from service providers, presently Job Centre Plus, Police and Primary Care Trust (non-voting)
- 16) The purpose of the Pathfinder Board is to oversee the implementation of the programmes Delivery Plan and make key decisions regarding policy and spend. It also has oversight of the Sure Start Woolwich Common programme.

Learning and developing for partnership working

- 17) The Partnership will prepare a learning and development plan for members of the partnership, which will build the skills of people within stakeholder groups, partnerships and organisations to ensure their effective engagement to achieve the:
- Partnership's strategic goals as outlined within the Greenwich Strategy and Local Neighbourhood Renewal Strategy.
 - Improvement of 'joined up' approaches between partners to address local priorities;
 - Floor targets and public service agreements;

Protocols

- 18) These protocols provide the framework that describes how business will be conducted within the Partnership Board, Sector Chairs Group and the Partnership's sub/working groups.

Quorum for the Partnership Board

- 19) The Partnership Board will meet no less than four times a year. The Partnership Board will annually agree core dates for Partnership Board meetings.
- 20) Business will not normally be conducted at Partnership Board meetings **unless 10 members** are present and each Sector is represented. It is the responsibility of each sector to ensure they are represented at Partnership meetings.
- 21) The Chair (in consultation with the vice chairs) of the Partnership may from time to time call additional meetings of the Partnership Board to deal with urgent business.

- 22) If, or when such meetings are called no less than five clear working days' notice will be given to all members of the Partnership.
- 23) Any member of the Partnership may seek to call an extraordinary meeting of the Partnership to discuss items of concern.
- 24) Members seeking to hold an extraordinary meeting will need to present a letter (signed by a third of the present members of the Board) detailing the business to be discussed.

Decision Making

- 25) The Greenwich Partnership will aim to work by consensus and where this is not possible a decision will be made through open majority voting. Where there is a split vote the Chair of the meeting will have a casting vote.
- 26) Individual members of the Partnership will have one vote and must attend a meeting of the Partnership to vote, as proxy voting is not permitted.

Open meetings

- 27) Meetings will be publicised and open to the public to attend as observers, although occasionally the Partnership may wish to hold a confidential meeting. The holding of any confidential meetings will be decided by a majority of the Partnership.

Confidentiality

- 28) It is recognised that we all learn through discussions, meetings and networking. There may be occasions when members of the Partnership agree beforehand that everything said during the meeting will be treated as confidential. In these cases all members of the Partnership have a responsibility to respect this confidentiality.

Accessibility

- 29) The Partnership will seek to ensure that buildings used to host meetings are accessible. Account will also be taken in relation to written, visual materials and language used during meetings, e.g. the use of jargon, which may not be understood by all participating in the meeting.
- 30) Reports will normally be circulated at least five clear days in advance of meetings taking place. Reports will not normally be tabled at meetings. In the case of urgent reports the Chair of the Partnership will assess the urgency of the report prior to the meeting. The meeting will then determine whether to accept the report, upon the advice of the Chair.
- 31) Members of the Partnership may produce or submit reports to Partnership meetings for consideration. Reports from all partners will normally be presented to the Partnership Office.
- 32) Agenda items and reports will be made available for inspection by any member of the public through the Partnership Office, or members of the Partnership.

Communication

- 33) The Partnership Board will prepare a communications strategy, which outlines how the Partnership will communicate between stakeholders and the wider community.

Substitutions

- 34) If a member is unable to attend a meeting they may appoint a substitute (who must be a member of the appropriate sector) to attend the meeting in their place. When a substitution is to be made members are required to:
 - a) Contact the Partnership Office to record apologies for the meeting and to notify the office of the name of the substitute.
 - b) Ensure the named substitute receives the appropriate agenda, reports and associated paperwork for the meeting.
 - c) Arrange a debriefing with the substitute.

- 35) If any member fails to attend three consecutive Board meetings a letter will be sent to the appropriate sector chair and vice chair requesting them to intervene and address the non-attendance.

Equality

- 36) Each nominating body has a responsibility to ensure that the composition of the Partnership reflects the whole community and all those involved in the work of the Partnership have a responsibility to conduct business in a way that celebrates and builds on the rich cultural diversity within Greenwich.
- 37) The Partnership Board will seek to engage all communities in its work with specific emphasis on hard to reach communities of interest, including Black and other Minority Ethnic Groups, faith led groups, citizens with HIV, disabled citizens, women, gay and lesbian, older and young people.
- 38) The Partnership Board will also seek to streamline its equalities work within its terms of reference, protocols, self-assessment, and action plan and work programme.
- 39) To enable the Partnership Board to be reflective of the whole community an equalities audit into the composition of its membership will be undertaken on an annual basis.
- 40) The audit will seek to identify any potential gaps, which the Board may wish to address. The findings of the equalities audit will be presented to the Board. If required, the Board will address any concerns and issues identified within its annual action plan.

Conduct

Declaration of interest

- 41) It is the responsibility of all members to declare any personal interest in matters being considered by the Partnership,. A member has a personal interest if a decision on the matter might reasonably be regarded as affecting the well being or financial position of that member, their family, friends, employers or partners more than others who live or work in Greenwich.

- 42) Except where paragraph 48 applies, Upon declaration of an interest the member will withdraw from the meeting and not participate any further in the deliberations and decision-making regarding the item.
- 43) A member who has a personal interest may remain in the meeting and take part in the discussion and vote, provided their personal interest is not so significant that it is likely to prejudice their judgement of the public interest, and provided that the remaining members agree that he or she should remain.

Inappropriate behaviour

- 44) Members of the Partnership have a right to attend and participate in meetings as equals.
- 45) Individual members of the Partnership are expected to conduct business in an inclusive way. The Partnership will take steps to address conduct that is considered to be inappropriate by anybody attending a meeting of the Partnership.
- 46) Inappropriate behaviour includes the use of language that may cause offence and the use of derogatory remarks and personal insults with specific regard for race, gender, age, disability, religious belief, and sexual orientation.

Addressing inappropriate behaviour and failure to declare an interest

- 47) If an individual member fails to inform the Partnership of his/her interest, or their conduct is deemed to be inappropriate by a meeting of the Partnership, the Chair of the meeting will request the individual member to withdraw from the meeting and a letter will be sent to his/her nominating body.
- 48) The individual member will be suspended from participating in any future meetings of the Partnership until the nominating body has investigated the matter, taken appropriate actions, and notified the Partnership in writing of its actions. In the meantime nominating bodies may appoint a substitute.

Alterations

- 49) Alterations to these terms of reference and protocols, or a resolution to dissolve the Partnership must receive a two-thirds majority vote from individual members attending a meeting of the Board, which has been called specifically to discuss proposed alterations.

Roles and Responsibilities

- 50) This section outlines the role and responsibilities for those who participate in Partnership meetings.
- 51) If a meeting of the Partnership considers that a member is unable to carry out their role and responsibilities, the Chair of the meeting will request the individual member to withdraw from the meeting and a letter will be sent to his/her nominating body.
- 52) The member will be suspended from participating in any future meetings of the Partnership until the nominating body has investigated the matter, taken appropriate actions, and notified the Partnership in writing of its actions. In the meantime nominating bodies may appoint a substitute.

Members of the Partnership

- 53) Members are expected to hold senior positions with the ability to influence policy, allocate resources, and cascade information down to their sector, network and organisation.

Responsibilities

Individual members are expected to:

Be a team member and player

- Use and share skills, knowledge and personal experience to steer the work of the Partnership whilst working alongside colleagues from the public, private, voluntary and community sectors as equal partners to achieve the Partnership's aim and purpose.
- Participate in the debates and decisions of the Partnership, whilst at the same time contribute to building and maintaining a constructive relationship between all partners.

- Seek to identify resources that can be utilised to achieve the aims and purpose of the Partnership.

Be an ambassador

- Represent and promote the work of the Partnership to the outside world.
- Seek to influence the corporate strategies and plans of organisations and groups to complement the aims and purpose of the Partnership.
- Represent the Partnership at public meetings, events, workshops, and conferences.

Participate in strategic and policy development

- Contribute to the development, implementation, monitoring and evaluation of Partnership policies, strategy and action plans.

Represent their sector

- Represent the interest of their sector at meetings of the Partnership and report back to their nominating bodies on the outcome of Partnership meetings.

Deal with personnel matters

- Participate in the recruitment of staff working for the Partnership and attend training and development sessions.

Equalities issues

- Promote equality of opportunity in the work of the Partnership and constructively challenge discriminatory practice, which may prevent participation in the work of the Partnership.

Partnership Chair

- 54) Due to the unique 'community leadership' role of local government the Partnership will be chaired by the Leader of Greenwich Council.

Responsibilities

- 55) The Chair is accountable to the Partnership and is responsible for:
- Creating an environment where all members are able to make a full contribution to the Partnership's business;

- Ensuring key issues are discussed by the Partnership in a timely manner and with appropriate information to support decisions;
- Developing and maintaining a constructive relationship with all the sectors represented on the Partnership;
- Developing a professional and effective relationship with the Partnership Co-ordinator to enable him/her to fulfil the decisions of the Partnership;
- Ensuring the Partnership takes due responsibility for its tasks as the Local Strategic Partnership for Greenwich.

Partnership Vice Chair

- 56) There shall be three vice chairs to the Partnership who will be appointed by the following bodies:
- Greenwich Community Networks
 - Greenwich and Bexley Chamber of Commerce
 - Public Services Forum
- 57) The Vice Chairs will undertake all the duties of the Chair in his/her absence and, with the exception of the Sector Chairs Group, they will normally chair the sub/working groups of the Partnership. In the absence of the Chair at Board and Sector Chairs' Group meetings one of the Vice Chairs will be appointed to chair the meeting.

Non-voting observers

- 58) The Partnership may invite individuals and organisations with known expertise and knowledge to attend its meetings, as observers. Observers may participate in meetings of the Partnership, but they will not be eligible to vote.

Partnership Team

- 59) Secretariat services including assistance in the preparation of reports and circulation of agenda items for Partnership meetings will be organised through the Partnership Office.
- 60) Greenwich Council will have responsibility for all contractual obligations relating to those employed within the Partnership team. The work of the Partnership team will be accountable to the Partnership Board.