

Epsom & Ewell Local Strategic Partnership Draft Governance Handbook - February 2010

1 Introduction

- 1.1 This governance handbook sets out the strategic, decision making and operational structure and processes of the Epsom & Ewell Local Strategic Partnership (E&E LSP) and particular arrangements for the E&E LSP Board.
- 1.2 To ensure you have the most up to date version please contact the Local Strategic Partnership Support Officer at Epsom & Ewell Borough Council.
- 1.3 This document will be reviewed every two years, at the same meeting that the Chair and Vice-Chair are elected.

2 Name of partnership

- 2.1 The partnership is known as the Epsom & Ewell Local Strategic Partnership (E&E LSP).

3 Legal status and source of powers

- 3.1 The E&E LSP is a non-statutory partnership. However, under section 4 of the Local Government Act 2000 local authorities are under a duty to prepare a 'Sustainable Community Strategy'. To implement the Strategy, Government guidance requires authorities to undertake a leadership role in establishing a 'Local Strategic Partnership' (LSP) with the appropriate local organisations.
- 3.2 The E&E LSP is the LSP for Epsom & Ewell Borough.

4 Structure of the E&E LSP

- 4.1 The E&E LSP Board receives reports from the groups below and co-ordinates the overall delivery and development of the Sustainable Community Strategy
- 4.2 The E&E LSP's sub groups (themed delivery partnerships) are:
 - Children & Young People
 - Health, Housing and Well-being
 - Economic Well-being
 - Environment and Sustainability
 - Safer & Stronger Communities

4.3 In addition, there are a number of cross-cutting issues that relate to all of the thematic partnerships, namely:

- Stronger Communities work focusing on particular geographical areas
- Equality & Diversity – recognising the different needs of certain communities of interest
- Communication – taking an overview of the information provided to, and engagement of, the local community in all of its various forms

4.4 Each themed delivery partnership has its own governance arrangements.

4.5 The next section of this document relates specifically to the E&E LSP Board.

E&E LSP Board

5 Aim and objectives

5.1 The E&E LSP aims to work together with partners to improve the economic, social and environmental well being of the local area. The Partnership's primary objective is to deliver on the targets agreed in the Epsom & Ewell Sustainable Community Strategy.

5.2 The E&E LSP also has regard to objectives of the countywide Surrey Strategic Partnership and supports the Local Area Agreement where it assists in the delivery of the vision for Epsom & Ewell.

5.3 The E&E LSP Board achieves this by:

- Working with local community stakeholders to understand the issues affecting the communities of Epsom & Ewell and what needs to be done to resolve these issues;
- Establishing a set of action plans under each theme within the Sustainable Community Strategy, which are reviewed annually and are monitored on a quarterly basis;
- Providing the resources required to ensure effective delivery of the targets in the action plan;
- Supporting and co-ordinating the themed delivery partnerships;
- Promoting collaboration between Partnership members, particularly relating to skill sharing, training, resource management, external funding bid development and good practice

6 Roles and responsibilities

6.1 The E&E LSP Board is the governing body of the wider Epsom & Ewell Local Strategic Partnership. It acts as a forum for coordination on strategic issues

that which affect the quality of life of Epsom & Ewell's residents and businesses.

- 6.2 It sets the strategic direction and priorities of the Partnership, performance monitors the Sustainable Community Strategy and commissions and supports the themed partnerships to deliver the targets and outcomes within that Strategy. The Board should have an overview of the work of the themed partnerships in order to prevent duplication.
- 6.3 Delivery of the 'cross-cutting' themes is co-ordinated directly by the Board.
- 6.4 The Board also has a lobbying role. Where members of the Board agree it is appropriate, in so far as it will have an affect on the economic, social or environmental well being of local communities, they should provide a joint response to national, regional or local consultations or make representation to other organisations.
- 6.5 In order to ensure continual development, the E&E LSP Board will conduct an annual self-evaluation leading to any improvement actions necessary.
- 6.6 The members of the Epsom & Ewell Local Strategic Partnership share a commitment to strive to work within the Nolan principles which sets standards in public life and the compact principles which outline the guidelines for working with the voluntary and community sectors.

7 Membership of the E&E LSP Board

- 7.1 Current members of the E&E LSP Board are set out at Attachment 1.
- 7.2 Membership of the Board is based on the ability of representatives to make high level strategic and operational decisions, including committing budgets and resources. In joining the E&E LSP Board, members agree to the arrangements set out in this governance handbook. The decision to invite additional members to join would be made by the Board.
- 7.3 The Chair and Vice Chair of the Board are chosen and appointed by the Board for a term of 2 years. At this point, the membership of the Board should be reviewed to ensure that it has appropriate representation. The Vice Chair may not necessarily become the Chair, but this will be presumed to happen in most cases.
- 7.4 Where a Board member has failed to attend 3 meetings in any one year, the Board reserves the right to review the membership. In order for a member of the Board to be 'voted off' the Board, every Board member has to agree. If the Board does reach full agreement, the Board member who has been voted off must be notified in writing within four weeks of the decision.
- 7.5 Role descriptions for the Chair, Vice Chair and members of the E & E LSP Board are given in Attachment 2.

8 Performance management

- 8.1 Progress on the Sustainable Community Strategy will be monitored by the Board through the provision of quarterly reports. The themed partnerships will be responsible for collating and agreeing the information for these reports and providing this to the LSP Support Officer no later than 2 weeks prior to each Board meeting.

9 Accountability

- 9.1 The Board will report in writing annually to stakeholders on the progress of the Sustainable Community Strategy. The report will include information from E&E LSP member organisations on their contribution to delivering the Sustainable Community Strategy through their mainstream services. The Board will aim to host a stakeholder event at least once every three years in order to refresh the Sustainable Community Strategy.
- 9.2 To further develop accountability to the local Community, headlines from the quarterly performance reports will be reported to Epsom & Ewell Borough Council's Scrutiny Committee.
- 9.3 Surrey County Council has appointed the Local Committees to discharge function in the Surrey District/Borough areas of the County, with the membership of each committee comprising the County Councillors representing the electoral division, which fall within the respective District/Borough areas and an equal number of Borough Councillors co-opted as members of the Committee.

In order to best support close working between the Epsom and Ewell LSP and the Local Committee, an elected representative from the Local Committee will sit on the Epsom and Ewell LSP to represent the Local Committee, informing the Members of the work of the Sustainable Community Strategy and the sub-groups and the links with the Surrey Strategic Partnership, supporting the Local Area Agreement.

- 9.4 The minutes of each Board meeting will be posted on the Epsom & Ewell Borough Council website once approved at the following meeting. If a local resident or businessperson wishes to address the Board directly, they may be invited to attend a meeting. The nature of the address must be provided in writing 7 days prior to the meeting. Alternatively, the Board can receive a written question in order to provide a formal response.

10 E&E LSP Board meetings

- 10.1 The E&E LSP Board meets four times a year. In order for a meeting to go ahead at least 50% of the Board membership has to be available to attend or be able to send a suitable representative.
- 10.2 Where practicable, notification must be made to the Chair of the Board of an intention to send a representative at least 2 weeks prior to the meeting. If this is not the case, the meeting shall be postponed and held no later than 1 month from the original date. The decision as to whether the

'suitable representative' shall have voting rights rests with the Chair of the Board.

10.3 Any stakeholders, including members of the public, officers within the Council or any other partner organisation can propose additional agenda items. Approval of final meeting agendas rests with the Chair. Agenda items must be submitted to the LSP Support Officer least 10 days prior to the meeting.

10.4 Standing agenda items for E&E LSP Board meetings

- Quarterly performance report on Sustainable Community Strategy
- Consultation
- Communication
- Impact of the recession and activities to support the local community

11 Decision Making

11.1 Where an item is placed for decision by the E&E LSP Board, the majority of the Board members must agree to the position. The aim will be to achieve this through discussion leading to consensus. However, if a vote is needed and the decision is split equally, the Chair has the casting vote. Where a Board member has sent a representative, he/she shall have voting rights (if agreed by the Chair prior to the commencement of the meeting). Once a decision is agreed it is binding on the members of the Epsom & Ewell Local Strategic Partnership. Where a Board member cannot attend a meeting in which a decision is placed and he/she is unable to send a deputy, they may communicate their decision/opinion in writing via the LSP Support Officer or Chair of the Board prior to the meeting.

11.2 Partnership members may make decisions out of session via written communication (hardcopy or electronic). Unless unavoidable, a minimum of two weeks should be allowed for decision-making out of session.

11.3 Where an urgent decision is appropriate and it cannot be considered by a scheduled meeting of the full LSP Board, or via the arrangements in paragraph 11.2, this will be made by the Chair, acting in consultation with the Vice Chair.

12 Conflicts of interest

12.1 At the start of the meeting or as soon as possible, members of the Partnership will declare any interests in respect of any items of businesses being considered. Interests may be personal (including financial) or prejudicial.

13 Risk management

13.1 The E&E LSP Board will retain a risk register, which will be reviewed on a regular basis. Member organisations will review the risk of their own involvement with the Partnership in accordance with their own procedures.

14 Commitment to equalities

- 14.1 The E&E LSP is committed to ensuring equality of opportunity in the delivery and accessibility of its activities. Except where activities are specifically and legally targeted to address the needs of particular sectors of the community, the Partnership will ensure equitable access to these regardless of a person's gender, race and ethnicity, disability, sexual orientation, religious affiliation (or none), age, condition of pregnancy, marital status, level of income, family responsibility, family definition or educational attainment. Partners are committed to providing a safe environment free from unlawful discrimination and harassment both in employment and service delivery.
- 14.2 Additionally, the Partnership recognises that some of its constituent partners that are public authorities are subject to additional legislative requirements with respect to equalities and diversity, enshrined in their various equality schemes and/or equality plans. These duties commit such authorities to ensuring that any partnerships they enter into meet the statutory equality duties forbidding discrimination which they themselves are subject to. Further details on these can be obtained by consulting the relevant equality schemes and equality plans operational in those authorities.

15 Data quality

- 15.1 Members of the partnership are committed to producing and sharing data that is fit for purpose and of high quality. Specifically data will be:
- Accurate (data is captured as close to the point of activity as possible – a clear audit trail is available – adequate data input controls are in place)
 - Complete (data is captured to meet agreed data requirements)
 - Valid (data is recorded and used in an agreed format which conforms to agreed definitions)
 - Reliable (reflects stable and consistent data collection processes across collection points over time)
 - Relevant (relevant to the intended purpose)
 - Timely (data is available for intended use within reasonable time period)

16 Information sharing

- 16.1 Members of the E&E LSP are fully committed to ensuring that they share information in accordance with their statutory duties/relevant legislation. Partners recognise that any data or records supplied to public bodies are potentially subject to the provisions of the Freedom of Information Act 2000.

- 16.2 Where personal or sensitive information is required to be shared, and partners are not signatory to a dedicated information sharing protocol, e.g. the Surrey Crime and Disorder Information Sharing Protocol, they will be expected to share such information under arrangements that are in accordance with the Data Protection Act 2000 and other relevant legislation. It is the responsibility of the supplying organisation to take steps to avoid the identification of individuals, or allow the identification of them.
- 16.3 Prior to information being shared, it should be made clear which organisation will be holding partnership data, and arrangements made for the disposal or transferral of that data as appropriate should the partnership or any of its partners cease to exist. Records held by partners will be disposed of in accordance with their internal records management policies.
- 16.4 Each organisation remains responsible for ensuring security measures protect the lawful use of information shared under the partnership agreement.
- 16.5 Partner organisations consequently agree to:
- Take responsibility for implementing/maintaining internal arrangements to meet the requirements of this agreement
 - Use shared data for intended and agreed reporting purposes only
 - Not provide any data that contravenes legislation or breaches confidentiality

17 Financial arrangements

- 17.1 Epsom & Ewell Borough Council will normally be responsible for covering the cost of producing the Sustainable Community Strategy document and the consultation costs associated with its development. Where the budget is insufficient to meet these costs, the partners may be asked to contribute.
- 17.2 However, activity on measures to implement the actions under the Sustainable Community Strategy will fall to the constituent agencies and not normally by any arrangement for pooled-funding. Nevertheless, the E&E LSP has agreed to maintain an "LSP funding pot" for expenditure on small-scale projects.
- 17.3 Epsom & Ewell Borough Council has the facility to administer pooled budgets at the request of the E&E LSP Board where this is needed and, under this arrangement, the Council's financial procedures, audit arrangements and counter-fraud measures will apply. Partners' internal auditors will be allowed access to financial information relating to this joint funding.
- 17.4 The LSP Support Officer will be responsible for administration of any joint funds and will provide annual accounts to the E&E LSP Board. Expenditure of joint funds must be approved by the E&E LSP Board. If a decision needs to be made out of session, it may be taken by the Chair and Vice Chair. If www.surreycc.gov.uk/epsomandewell

the E&E LSP purchases any assets arrangements will be made regarding which organisation will hold them and how they will be disposed of.

18 Administrative support

- 18.1 Epsom & Ewell Borough Council will provide support services to the E&E LSP Board. Seconded staff or other assistance from statutory organisations will add to the capacity of the Partnership.
- 18.2 Partner organisations that are able to will provide meeting venues for the E&E LSP Board and delivery partnerships.
- 18.3 Arranging administrative support for each of the themed partnerships is the responsibility of the Chair of those partnerships.

19 Complaints protocol

- 19.1 The Partnership's primary aim is to resolve informal complaints at the initial point of contact.
- 19.2 Where possible, this should be done by the partner receiving the complaint. Responses to formal complaints will be co-ordinated by the LSP Support Officer who will act as the Complaints Co-ordinator. Details of complaints will be logged, including date the complaint was made, dates when correspondence is sent and the outcome of the complaint.
- 19.3 These will be reviewed by the Partnership at its next meeting in order to enable the partnership to learn from the complaint. A three-stage process will apply in responding to formal complaints:
- 19.4 As soon as the complaint is received, an acknowledgement will be sent. Within 20 working days, a full response will be sent to the complainant. This will be collated by the Complaint Co-ordinator from all partners involved.
- 19.5 If the complainant is not satisfied with the original response, the Chair of the Partnership will investigate the complaint further and send a response.
- 19.6 If the complainant is not satisfied after stage 2, the issue will be referred to the relevant ombudsman depending on the lead organisation for the activity.

20 Termination arrangements

- 20.1 There is no termination date for the E&E LSP since it co-ordinates delivery of a statutory strategy.
- 20.2 However, if the time comes when it no longer needs to operate, arrangements will be made to conclude its business and projects appropriately. Any joint funds will be returned to the contributing organisation on an "as-contributed" basis. However, where there has been

some expenditure the refund will be calculated on a pro rata basis linked to the original contribution.

- 20.3 Should a major member of the E&E LSP withdraw such that it jeopardises delivery of the Sustainable Community Strategy, representation will be made to the organisation by the Chair on behalf of the Board in an attempt to redress the situation.

21 Review and alteration of this governance document

- 21.1 This document will be reviewed on an annual basis, although amendments can be made at any point in time. Amendments must be agreed by the E&E LSP Board.

22 Themed delivery partnerships

- 22.1 Each of the themed delivery partnerships has its own terms of reference or constitution. [see Attachment 2] However the following sections set out their broad relationship with the E&E LSP Board.

23 Themed delivery partnership - Roles and responsibilities

- 23.1 The delivery partnerships have agreed that as part of their terms of reference they will deliver a theme within the Sustainable Community Strategy and the actions contained in the corresponding action plans. (Although it is also important to recognise that opportunities for cross-over may exist between the different themes and the partnerships should be aware of these.)
- 23.2 The Chair of each delivery partnership is responsible for ensuring that a performance report is collated and agreed for their strand of the Sustainable Community Strategy. Lead officers for each action should provide information to be considered by the partnership at its quarterly meetings, and the final report provided to the LSP Support Officer at least two weeks before the E&E LSP Board meeting. Where a delivery partnership is experiencing difficulty in obtaining data or information from an organisation represented on the Board, the Chair should make contact with the relevant Board representative who should assist/facilitate the provision of the required information.
- 23.3 Any alteration or revision to the action plans by the delivery partnerships must be approved by the E&E LSP Board.
- 23.4 The delivery partnerships will take responsibility for delivering the targets within the Sustainable Community Strategy and pursuing specific pieces of work on behalf of the Board. Each partnership will be expected to be aware of other delivery groups, which operate in the local area, and to engage them in order to prevent duplication and increase the capacity of the partnership to deliver.
- 23.5 Each delivery partnership needs to make its own administration arrangements. However, the LSP Support Officer will provide a co-ordinating role between the other themed partnerships and the Board, as required.

24 Membership

- 24.1 Membership will be selected according to their ability to deliver the targets within the action plan.
- 24.2 It is expected that members will be at an operational level, albeit at supervisory, middle manager or more senior level.
- 24.3 The position of Chair and Vice Chair for each delivery partnership is agreed under their own terms of reference. However the E&E LSP Board encourages the Chair to rotate on a two yearly basis. The Chair of a delivery partnership can be sourced from the Board. Where a delivery partnership is without a Chair, the Board will facilitate an appointment if the themed partnership requests it.
- 24.4 Where representation is required from an Epsom & Ewell Local Strategic Partnership member organisation or agency on a themed partnership, it is the responsibility of the corresponding Board member to facilitate this.
- 24.5 Role descriptions for the Chair, Vice Chair and members of the delivery partnerships are given in Attachment 2.

25 Accountability

- 25.1 The themed partnerships are responsible for providing information and recommendations regarding the Sustainable Community Strategy to the E&E LSP Board (where possible, written evidence should be provided in no more than one page of A4). The Board will provide agreement and direction. The Board acknowledges that under their terms of reference they may have other roles and responsibilities.
- 25.2 Minutes of meetings will be made available on Epsom & Ewell Borough Council's website once they have been approved at the following meeting (with the exception of the Epsom & Ewell Local Strategic Safety Partnership).
- 25.3 Standing agenda items for delivery partnership meetings
- Quarterly Sustainable Community Strategy performance report
 - Finance
 - Communication with E&E LSP Board (issues from and to the Board)
 - Communications
 - Minutes of relevant countywide thematic partnership

Appendix A

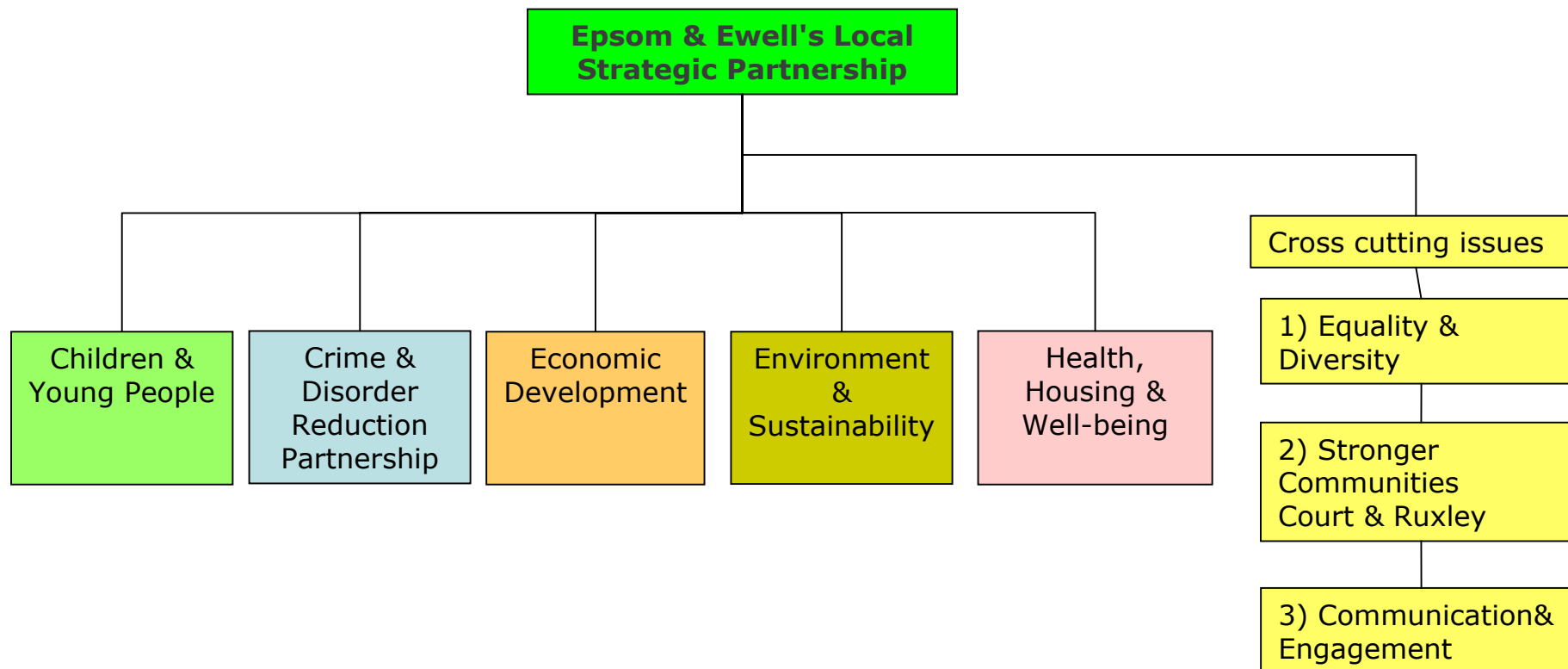
LSP Board February 2010

Role	Organisation
Chair (Chief Executive of E&EBC)	Epsom & Ewell BC - Chief Executive
Vice Chair	Central Surrey Council for Voluntary Services (CSCVS) - Chief Officer
Chairman Strategy & Resources Committee	Epsom & Ewell BC - Councillor
Chairman Environment Committee	Epsom & Ewell BC - Councillor
Chairman E&E Local Committee	Surrey County Council - Councillor
5 Thematic Partnership chairs or nominated champions	
1. Children & Young People	Surrey County Council - Area Director
2. Health, Housing & Well-being	NHS Surrey - Public Health Consultant for East Surrey
3. Economic well-being	Epsom Business Partnership
4. Environment	Epsom & Ewell BC - Head of Planning
5. CDRP/Community Safety	Surrey Police -Divisional Commander Surrey Fire & Rescue Service
Champions for Cross-cutting themes:	
Equality & Diversity, Stronger Communities and Voluntary, Community & Faith Sector	CSCVS Manager Rosebery HA – Chief Executive

LSP Support Officers

Epsom & Ewell Borough Council
Officers

LSP structure and Thematic Partnerships



Role descriptions

LSP Board

Role description for E&E LSP Board Chair

- To champion the delivery of the Sustainable Community Strategy
- To represent the views of E&E LSP Board
- To chair E&E LSP Board meetings
- To ensure that effective actions result from agenda items
- To facilitate contribution by all Board members
- To agree E&E LSP Board meeting agendas
- To attend Surrey LSP Chairs meetings
- To ensure that achievements are communicated to the wider community

Role description for E&E LSP Board Vice-Chair

- To support the Chair in the functions listed above
- To cover when the Chair is unavailable for partnership activities

Role description for Theme Champions on LSP Board

- To champion the delivery of one of the specific themes of the Sustainable Community Strategy and ensure that members of the Board understand their role in delivery
- To liaise with the Chair of the relevant delivery partnership
- To present the performance monitoring report for their theme at E&E LSP Board meetings
- To represent the views of the delivery partnership at LSP Board meetings
- To ensure that achievements are communicated to the wider community

Role description for other E&E LSP Board members

- To actively participate in discussions at Board meetings
- To represent and make commitments on behalf of their organisation at Board meetings
- To communicate and gain support for E&E LSP priorities identified in the Sustainable Community Strategy within their organisation
- To prepare for E&E LSP meetings and identify ways in which their organisation can contribute to the agenda items
- To be aware of and respond in a timely manner to communications outside of quarterly Board meetings
- Raise issues to be considered by the E&E LSP Board
- To commit resources where possible to support the delivery of the Sustainable Community Strategy
- To appoint a deputy if unable to attend E&E LSP Board meetings

LSP Thematic/Delivery Partnerships

Role description for delivery partnership Chairs

- To chair meetings
- To ensure that effective actions result from agenda items
- To facilitate contribution by all members at meetings
- To agree meeting agendas
- To collate the performance monitoring report for their theme and attend E&E LSP Board meetings when required
- To champion the delivery of the Sustainable Community Strategy and ensure that members of the Partnership understand their role in delivery
- To ensure that achievements are communicated to the wider community

Role description for delivery partnership Vice-Chairs

- To support the Chair in the functions listed above
- To cover when the Chair is unavailable for partnership activities

Role description for delivery partnership members

- To represent and make commitments on behalf of their organisation at partnership meetings
- To communicate and gain support for E&E LSP priorities identified in the Sustainable Community Strategy within their organisation
- To prepare for partnership meetings and identify ways in which their organisation can contribute to the agenda items
- To be aware of and respond in a timely manner to communications outside of meetings
- To raise issues to be considered by the partnership
- To commit resources where possible to support the delivery of the Sustainable Community Strategy
- To participate in projects to deliver the Sustainable Community Strategy
- To provide performance information where relevant
- To appoint a deputy if unable to attend meetings