

<b>Sustainable Essex Terms of Reference May 2009</b>	
<b>Purpose</b>	
Objectives of the partnership	<ul style="list-style-type: none"> <li>• To act as the governance body for LAA targets and Essex Strategy priorities relating to stronger, sustainable communities – taking on a performance management role and commissioning specific projects to deliver against targets.</li> <li>• To provide a partnership environment in which key issues around stronger, sustainable communities can be discussed, debating the County’s long-term approach to spatial planning, social cohesion and environmental sustainability.</li> </ul>
Targets associated with the objectives	<ul style="list-style-type: none"> <li>• NI 4, Ability to Influence Decisions;</li> <li>• NI 5, Overall Satisfaction With Local Area;</li> <li>• NI 7, Thriving Third Sector;</li> <li>• NI 156, Temporary Accommodation;</li> <li>• LI 2.2, Affordable Housing;</li> <li>• NI 154, Net Number of New Homes Built;</li> <li>• LI 5.2, Congestion;</li> <li>• LI (NI 198), Children Travelling to School;</li> <li>• NI 6, Volunteering;</li> <li>• LI 5.1, Access to Services;</li> <li>• NI 195, Environmental Cleanliness;</li> <li>• NI 191, Residual Waste Per Household;</li> <li>• NI 192, Percentage of Household Waste Sent for Reuse, Recycling and Composting;</li> <li>• NI 186, Carbon Reduction;</li> <li>• NI 188, Climate Change Adaptation;</li> <li>• NI 197, Biodiversity; and,</li> <li>• LI 10.1, Living Landscapes.</li> </ul>
<b>Membership and administration</b>	
Membership of partnership	<ul style="list-style-type: none"> <li>• Cllr. Graham Butland (Chair and District and Borough Representative)</li> <li>• Cllr. John Buchanan (Essex Association of Local Councils Representative)</li> <li>• Canon John Brown (Stronger Essex Chair)</li> <li>• Suzanne Harris (Joint NI 4 target lead)</li> <li>• Duncan Wood (Joint NI 4 target lead)</li> <li>• John Hall (NI 197 and LI 10.1 target lead)</li> <li>• Cllr. Michael Talbot (Joint Waste Advisory Board Representative)</li> <li>• Sue Sumner/Jackie Sully (NI 7 target lead)</li> </ul>

	<ul style="list-style-type: none"> <li>• Steve Nelson (Confederation of Passenger Transport Representative)</li> <li>• Ian Vipond (NI 154 and LI 2.2 target lead)</li> <li>• Malcolm Knights (NI 156 target lead)</li> <li>• Kevin Jones (NI 186 and NI 188 target lead)</li> <li>• Jason Searles (NI 191, NI 192 and NI 195 target lead)</li> <li>• Paul Murphy (NI 6 target lead)</li> <li>• Richard Gravatt (LI (NI 198) target lead)</li> <li>• Nick Shuttleworth (LI 5.1 target lead)</li> <li>• Dan Gascoyne (NI 5 target lead)</li> <li>• Frank Saunders (Environment Agency Representative)</li> <li>• Cllr Pam Challis (District and Borough LSP Representative)</li> <li>• Margaret Read (Government Office East Representative)</li> <li>• Liz Saville (LI 5.2 target lead)</li> <li>• Cllr Jeremy Lucas (Essex County Council Representative)</li> </ul>
Role of the Chair	To lead meetings and to ensure the partnership adheres to its governance arrangements
Role of members	To represent the interests of the groups they are charged with representing. To support the Chair in ensuring that the governance arrangements of the partnership are upheld. To attend partnership meetings and to try to arrange for a substitute to attend in their stead if they cannot attend
Role of lead officer	To prepare agendas for meetings and to assist the Chair in their duties
Frequency of meetings	Six meetings a year, to meet approximately every two months. Additional meetings to be called by the Chair if required.
Rules on decision making and voting	By consensus and then by simple majority if required
The partnership's conflict resolution protocol	<ul style="list-style-type: none"> <li>• If the problem causing the conflict impacts on a customer, the partners will resolve the problem for them first</li> <li>• The Chair of the partnership will discuss the problem with the people in question to try to broker a resolution</li> <li>• The Chair will check whether there is a clear policy adopted by the partnership that resolves the problem and whether there is clarity of accountability in the governance documentation</li> <li>• Elevate the issue for the Chair of the</li> </ul>

	<p>Sustainable Essex Partnership to resolve with the Chair of the Essex Management Board</p> <ul style="list-style-type: none"> <li>• Elevate the issue to the Essex Management Board for them to resolve</li> <li>• Elevate the issue for the Essex Partnership Forum to debate and if necessary vote on to resolve</li> </ul>
The partnership's complaints procedure	To be accessed by the Essex Partnership website
The reporting methods of the partnership to its member organisations, other partnerships, and the public	<ul style="list-style-type: none"> <li>• The individual members of the partnership will be responsible for reporting to their member organisations</li> <li>• The partnership will report to the Essex Management Board through its Chair and the Performance Management Group through its Lead Officer. Using these methods it will also link into the rest of the Essex Partnership as required</li> <li>• The secretariat will put all papers from partnership meetings onto the Essex Partnership website as well as governance documents.</li> <li>• In addition, each of the target leads of Sustainable Essex will represent their LAA objectives by attending the Essex Management Board or Performance Management Group as and when requested</li> </ul>
Partnerships that Sustainable Essex reports to	The partnership is accountable to the Essex Partnership Forum and therefore will report to the EPF and Essex Management Board as required. The lead officer will report to the Performance Management Group on a monthly basis regarding Sustainable Essex's performance.
Partnerships that report to Sustainable Essex	<p>The Essex Housing Officers Group (EHOG) reports to Sustainable Essex through Malcolm Knights who is a member of both partnerships. EHOG will establish governance arrangements that are consistent with Sustainable Essex during 2009/10.</p> <p>The Stronger Communities Partnership reports to Sustainable Essex through Canon John Brown and others who are members of both partnerships. Stronger Communities governance arrangements are consistent with those of Sustainable Essex.</p>

	<p>The LAA Biodiversity Partnership (LAABI) reports to Sustainable Essex through John Hall.</p> <p>Sustainable Essex also links with the Sustainable Schools Partnership, the Essex Planning Officers Association, the Essex Rural Partnership, and EPACC as required. Sustainable Essex has members that sit on each of these partnerships and these partnerships help target leads to deliver on their objectives. Throughout 2009/10 Sustainable Essex will work to align its governance arrangements more closely with those of these partnerships.</p> <p>Sustainable Essex will also link with the Joint Waste Management Advisory Board and the Local Transport Boards as circumstances require.</p>
<b>Finances</b>	
Funding arrangements of the partnership	The partnership does not require funding aside from paying for the use of venues for meetings. This cost will be met by Essex County Council. The Performance Reward Grant which has been allocated to the partnership will be monitored through the Sustainable Essex workplan's PRG tracker. Each target lead is responsible for ensuring the funds they have been allocated are managed – they are accountable to the partnership for this.
Partner financially responsible if the partnership breaks up	Essex County Council
Partner through which the partnership access legal advice	Essex County Council
How will the partnership deal with the transfer and/or leasing of property between partners?	This is not relevant to Sustainable Essex at this time. This will be revised should this situation change.
How will the partnership deal with secondments and other staffing issues?	The target leads are responsible for any staff hired using PRG funds. The staff will be managed through the standard practices of the individual partner organisations. This also applies to secondments. This will be revised should this situation change.
<b>Performance</b>	
Performance management arrangements	The partnership will manage the performance of LAA objectives using the Sustainable Essex Workplan and the LAA Scorecard to monitor

	each LAA objective's progress to the achievement of each target.
Risk management arrangements	The partnership will ensure that each of the LAA objectives it is responsible for managing will have undertaken a risk assessment. The risk arrangements of the LAA objectives will be monitored on an ongoing basis by the Essex Management Board and the Performance Management Group
Equality management arrangements	The partnership will undertake an Equality Impact Assessment on the overall partnership and also one for each LAA target. The partnership will actively use these to improve the services it provides. EIAs will be reviewed annually.
How the partnership will assess the extent to which it provides Value For Money	Sustainable Essex will undertake a Value For Money assessment annually. This will primarily assess the LAA objectives which Sustainable Essex is responsible for. Value For Money will be discussed on an ongoing basis and will be reported on annually as part of the Sustainable Essex Partnership's annual report, which will be completed at the end of every financial year
Public accountability arrangements	The partnership will publish all of its governance arrangements, minutes and papers online. The partnership will also publish its workplan by the end of July 2009. The lead officer of the partnership will be contactable via email and telephone – these details will be published online.
Scrutiny arrangements	The partnership will be audited in 2009/10 and will report to the scrutiny committees of partner organisations if requested.
<b>Partnership revision</b>	
The methodology for revising the partnership's rules, including planned revision dates	Governance arrangements will be reviewed on an annual basis. The next review date will be March 2010. Specific changes can be requested to the Chair and discussed at meetings
The procedure for individual members to leave the partnership	Partners will indicate their intention to leave Sustainable Essex to the Chair and Secretariat in advance of their final meeting. This will then be confirmed at their last meeting
The triggers and procedures for dissolving the partnership	Sustainable Essex's governance, performance and risk management arrangements will be reassessed and if necessary the partnership re-established or dissolved if Sustainable Essex's membership agrees that any of the following points are correct:

	<ul style="list-style-type: none"><li>• Fulfilment of objectives</li><li>• Lack of outcomes from the partnership</li><li>• The partners can achieve their objectives better through working alone</li><li>• The disbenefits of working in partnership outweigh the benefits</li><li>• The partnership no longer provides VFM</li><li>• The partnership has been succeeded by a better placed partnership</li><li>• The partnerships original purpose and objectives have become obsolete</li></ul>
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