

Governance Framework

Consultation draft
12 February 2010

Consultation comments to be discussed at meeting of
Public Service Board, 17 March 2010

Consultation comments have been requested from:
*Public Service Board; Partnership lead officers; CAA Strategic
Group; Public Accounts & Audit Select Committee; the
Council's Legal & Democratic Services Division*

Comments to be returned to Policy & Partnerships by
28 February 2010 partnership@lbbd.gov.uk

Version 2.5

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Barking & Dagenham
Partnership

Foreword

Barking & Dagenham Partnership is an evolving collaboration of the key public, private and third sector agencies in Barking & Dagenham. This evolution presents a dilemma: the need to change and be flexible against the need to have clarity in decision-making and structure. This Governance Framework aims to tread a path between those competing demands.

It sets out the purpose and remit of the Partnership and who can be a member. It distinguishes the broad Partnership from the Partnership Boards which govern its activities. Finally, it sets the expectations of behaviour for those engaging with the partnership, and clarifies the way in which we approach our business.

We currently operate in fast-changing times, with the public sector's financial pressures meaning that we have to ensure that every aspect of our activity is as lean and fit-for-purpose as it can be. In the coming year it is expected that Public Service Board, in collaboration with others, will give consideration to the structures and processes that support the Partnership, with a view to developing it to better meet the challenges that we face in 2010/11 and beyond.

This current version of the Governance Framework is a pragmatic attempt to ensure that we have a clearly documented statement of how we currently operate so that the changes that may follow do so from a position of stability.

We welcome comments at any point and, if there is no immediate change as a result, we will certainly be collating feedback to inform any future development of the Partnership's way of working.

Please forward comments to partnership@lbbd.gov.uk.

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Group Manager (Policy & Partnerships)
London Borough of Barking & Dagenham

February 2010

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1. Overview

1.1. Name

The name of the partnership will be 'the Barking and Dagenham Partnership'.

1.2. Purpose of Barking and Dagenham Partnership

Barking and Dagenham Partnership is the Local Strategic Partnership (LSP) for the London Borough of Barking and Dagenham. The vision set out in the Barking and Dagenham Community Plan (our Sustainable Community Strategy) is *"to work together for a better borough, that is safe, clean, fair and respectful, prosperous, healthy and where our young people are inspired and successful."*

1.3. Terms of Reference

The Partnership will:

- provide opportunities for the public, private and community/voluntary sectors to work together to achieve the Partnership's vision;
- ensure the Community Plan for Barking and Dagenham is delivered, by sharing our resources and building from a diverse base of representation, knowledge and expertise;
- develop, deliver and monitor the Barking and Dagenham Local Area Agreement, ensuring the widest engagement;
- actively support partner agencies in meeting their legal duties to eliminate unlawful discrimination, and to create a more inclusive Barking and Dagenham by promoting and increasing equality of opportunity and good relations between people from different backgrounds;
- keep its vision, priorities and structures under constant review in order to ensure that they remain relevant;
- ensure that the voices of local communities are reflected in the planning and delivery of services in Barking & Dagenham;
- create opportunities for partners to work together creatively and innovatively to tackle issues and find the best result for Barking and Dagenham residents.

2. Composition of Barking and Dagenham Partnership

2.1. *Membership of Barking and Dagenham Partnership*

The membership of Barking and Dagenham Partnership is made up by organisations or individuals that are actively working towards the aims of the Partnership, and support its values and principles.

By adopting a definition that is deliberately broad, the Partnership aims to obtain the widest possible engagement in the work to improve the quality of life for the residents of Barking & Dagenham.

2.2. *Structure*

The Partnership comprises:

- Public Service Board (the strategic decision-making and executive body);
- Statutory Partnership Boards (the Children's Trust and the Safer Borough Board, which acts as the borough's Crime and Disorder Reduction Partnership/CDRP);
- Four further thematic Partnership Boards (Skills, Jobs & Enterprise; Health & Wellbeing; Clean, Green & Sustainable; Stronger);
- The Policy & Resource Panel (which has hitherto not operated with formal terms of reference, which will be rectified when it is reformed later in 2010);
- Sub-groups of any of the above may also be formed as required.

Whilst not all Partnership members will be members of these Boards, all activity will seek to engage that wider group, or sections of it, as appropriate. As a minimum, the 'Full Partnership' will be brought together at a twice-yearly Conference, the role of which will be to consult, share information and provide an opportunity to influence the Partnership's vision and direction (see section 6).

2.3. *Alteration of the Governance Framework*

The Framework may be changed by a resolution passed by a two-thirds majority of members present and voting at a meeting of the Public Service Board. The notice of the meeting must set out the terms of the changes proposed.

Amendments to the structure

Amendments to the basic Partnership Board structure (the six theme boards, Policy & Resource Panel and Public Service Board), can be made similarly by a resolution passed by a two-thirds majority of members present and voting at a meeting of the Public Service Board

3. Powers and Decision Making

The Partnership is an unincorporated body and as such will operate as a collaboration of agencies within the legal framework of individual member organisations.

Certain boards within the Partnership's structure have prescribed statutory functions, and these will be reflected in their individual terms of reference.

The objective will always be to obtain consensus in decision-making, however this Governance Framework allows for voting where deemed necessary.

Following the start of Local Area Agreements in 2004 and the subsequent 2006 White Paper "Strong and Prosperous Communities" the Accountable Body for the Barking & Dagenham Partnership is the London Borough of Barking & Dagenham. This means that the Council is statutorily responsible for ensuring delivery of the Community Plan. For pooled funding the Local Authority will be the accountable body for any pooled funding, providing funds to other organisations as determined by such agreements as may be reached. Aligned funds remain with the relevant organisation.

In practice, all members of the Partnership accept joint accountability for such matters.

3.1. Performance Monitoring

Co-ordination of performance management is undertaken by the Local Authority on behalf of the Partnership. A performance report on achievement of the Partnership LAA indicators will be prepared on a quarterly basis. This will be submitted and considered by the two statutory and four thematic Boards as part of their quarterly cycle.

The report will consist of a thematic performance dashboard with overview commentary. The indicators will be subject to a RAG (Red, Amber, Green) rating system. Any indicators showing a greater than 10% variance from target will be rated as Red and will require an Improvement Plan setting out remedial action. The Public Service Board will receive a report on underachieving indicators on an exception basis, also at each meeting the PSB will undertake a more in depth Board review of one of the Partnership boards.

Details of the Partnership's performance will be available to Government Office for London at any time and will form the basis of discussions as part of their Annual Review and Local Area Agreement refresh process.

The Partnership will ensure that such information is widely available to partnership members and the public through the website.

3.2. Scrutiny Arrangements

Scrutiny of partnership activities will be undertaken in line with arrangements set down by the London Borough of Barking and Dagenham, acting as the Accountable Body for the Partnership.

On 1 April 2009 the Council Assembly agreed a new scrutiny structure consisting of four standing Select Committees arranged by thematic topic areas, plus a fifth to deal with finance and resources, any crosscutting issues and the role of the former Audit Committee.

The four standing Select Committees are as follows:

- Safer and Stronger Community Select Committee;
- Children's Services Select Committee;
- Living and Working Select Committee;
- Health and Adult Services Select Committee.

Performance of each of the Partnership's thematic Boards will be reported to the appropriate Select Committee bi-annually.

In addition an annual report of Partnership activities will be reported to the Council's assembly in the last meeting of the Municipal year.

3.3. Risk Management

The Policy and Partnerships team will compile and monitor a register of significant risks for the Public Service Board, thematic Boards and those supporting groups identified in the Partnership Structure charts.

The Risk Register will be reported annually to the Public service Board and be available for inspection at all times.

3.4. Audit Arrangements

Audit of Partnership performance against the LAA Indicators will be incorporated within the Local Authority's Audit Programme and will be undertaken by the chosen contractor.

The Local Authority is responsible for the financial management of discretionary funding, including the Area Based Grant, and this will be subject to the Local Authority's financial Audit arrangements.

4. Operation of Partnership Boards

This Governance Framework applies to all of the Boards which are formally part of the Partnership structure. Where terms apply which are particular to individual Boards, they will be detailed in a separate terms of reference document, appended to this Governance Framework. Where there is conflict between the generic terms below and the specific Board terms of reference, the Board terms shall take precedence.

The Partnership Boards will have responsibility for reviewing their structural arrangements, including membership and terms of reference. Where amendments to membership are simply taking account of changes in personnel, they may proceed without Public Service Board's ratification. Public Service Board will need to ratify any more substantial changes to membership, to roles within Partnership boards, or any amendments to the structures supporting the Boards that are detailed in this Governance Framework.

4.1. *Appointment of Chair and Vice-Chair*

Chairs and Vice-Chairs will be determined every two years, in the period between September and November so as to minimise conflict with organisations' spring planning cycles. In the collaborative spirit of the Partnership, Chairs and Vice-Chairs will be agreed by consensus within each Partnership Board. Where consensus cannot be reached, or if any member notifies the Partnership team that a vote should be taken, then voting arrangements and nominations shall apply as detailed below.

At the meeting prior to that at which the new Chair and Vice-chair will be decided, the Board will be notified of the upcoming decision to be taken and that this will be done by discussion and consensus as the default position. Any member who feels that a vote with nominations would be more appropriate should notify Democratic Services in writing within four weeks. If the meeting proceeds with the intention of reaching consensus, but this cannot in the event be achieved, then the decision will be deferred to the next meeting with a vote.

If an election process with voting is to take place, then Democratic Services will notify the Board members that this is the case, requesting nominations for the election to be provided no later than four weeks prior to the next meeting. These names will be despatched in the agenda pack, and at the end of the meeting the Democratic Services Officer will conduct a simple show of hands to determine the Chair and Vice-Chair (in that order). The rules for voting in Partnership Boards, outlined in 4.2, will apply to these elections.

When Public Service Board considers the ratification of proposed chairs and vice-chairs from Partnership Boards, they will give due regard to the principle of ensuring that there is a representative spread of board chairs taken from across the principal Partnership member agencies. This principle should also inform the Boards' own discussions.

4.2. *Voting*

Whilst members will seek to progress Partnership business by consensus, the Chair will, in exceptional cases, determine arrangements for voting in Partnership Board meetings by a simple majority of those present and entitled to vote. Entitlement to vote will be

detailed in each Board's terms of reference. Where there is an equal balance of votes, the Chair will have a second or casting vote.

The standard quorum for Partnership Boards will be one-third of the membership entitled to vote, or four members, whichever is the greater. Where voting members cannot attend meetings, they should nominate a named deputy to Democratic Services in advance of the meeting in order that they can attend with equivalent voting rights.

An inquorate meeting will be able to discuss the business before it, but not reach any decisions. The meeting may propose decisions, but they will require confirmation at the next (quorate) meeting of the Board.

4.3. Membership of a Partnership Board

Every Partnership Board will have at least one representative from each of the three sectors (public, private, community / voluntary) and will have a nominated Lead Officer at Head of Service equivalent level in the Accountable Body.

The basic principles which attach to determining membership of Boards are that members should be of appropriate seniority, demonstrate commitment to the aims of the Board and have the time and ability to make a positive contribution to the work of the Board.

Third Sector representation

Representation of the third sector within partnership boards will sometimes be explicitly on the basis of the organisation's role, whilst on other occasions it will be based around an individual and the skills that they bring to the board. Representation will be agreed between the Lead Officer, the Chair and Barking & Dagenham CVS and, where agreement cannot be reached, a short discussion at Public Service Board will be held to resolve the matter.

Elected Councillors

Each Partnership Board will include a place for the relevant local authority portfolio holder. Further to the Local Government & Public Involvement in Health Act and the Local Democracy, Economic Development and Construction Act, local partners are under duties to promote involvement and local democracy. Inclusion of democratically-elected councillors supports the Partnership's delivery of these duties and provides a mechanism through which Executive Members can discharge their community leadership role.

The Council's Constitution sets out the arrangements for appointment of members to bodies outside of the Council, which includes the Partnership Boards.

4.4. Expectations of Partnership Board Members

A schedule of meetings for all Partnership Boards will be drawn up in consultation with Board members and there is an expectation that they will attend. If for any reason they are unable to attend the meeting there is an expectation that they will tender their apologies to Democratic Services and/or details of a named deputy to attend in their place.

Every Board member is responsible for meeting the deadlines of actions that have been assigned to them. If difficulties arise members are expected to contact the Partnership Team and the Lead Officer to gain their support.

4.5. Conduct at Board Meetings

Members of the Partnership and their nominated representatives should abide by the Partnership's Governance Framework, Code of Conduct and other policy documents.

4.6. Frequency of Partnership Board Meetings

Boards will determine their own frequency, but it is expected as a starting point that Boards will be quarterly and must record any firm decision (with reasons) to deviate from this frequency.

4.7. Setting the Board Meeting Agenda

Agendas for Boards will be defined principally by the Forward Plan, whilst also allowing some flexibility to accommodate issues that arise in the intervening period where necessary. If a member would like an additional item added to an agenda this should be raised at a Board Meeting to be added to the forward plan, or in exceptional circumstances notification given to the Chair and Lead Officer.

4.8. Meetings

The agenda and reports for meetings of the Executive Board will be generated, checked and distributed as laid out in the Protocol for Administering the Boards in Appendix 2, Section 19.

The protocol also sets out expected turnaround times for documentation prior to, and following, the meeting.

4.9. Support Arrangements

The Council's Democratic Services will provide the secretariat for all of the Partnership Board Meetings, including clerking the meetings, preparation and clearance of draft agendas and minutes. Where applicable Democratic Services will also arrange the pre-Board meetings with the Chair and Lead Officer and strive to ensure that paperwork is received in a timely manner.

The Partnership Team will support and co-ordinate the partners in the delivery of the Board Action Plan and the delivery of wider Partnership events including the Partnership Conference, Futures Forum Events, away days and consultation events. They will also ensure smooth flows of information between workstreams.

4.10. Attendance of the Public

The public will be invited to attend the Partnership Conferences, consultation events such as 'Face the People' and, where appropriate and where specifically determined,

Board meetings. If the Board (or Board chair) decides to invite a specified individual or organisation with known expertise and knowledge to a meeting, then they must conform to the standard of conduct of the Board meeting and will only be present as an observer. The individual or organisation will not have full voting or decision making rights.

It is therefore expected that Board meetings are, by default, closed to the public. Agendas will be published through the Council's ModGov online system in advance of the meeting, and notification of the meeting will be placed on the Partnership website. Should a request from a member of the public or non-member organisation be received, it will be given due consideration by the Lead Officer and Chair, and a response will be provided that sets out any reason for refusal or any specific terms on which they may attend.

Where confidential items are to be discussed the meeting may resolve to exclude observers and visitors for those items, and the Chair should ensure that this is determined in advance of the meeting in consultation with the Lead Officer so that it may be promptly communicated at the start of the proceedings.

4.11. Freedom of Information

General points

The Freedom of Information Act 2000 came into effect on 1 January 2005. The aim of the Act is to open up the inner workings of government departments and public bodies - some of whom may have preferred to keep information to themselves. The general principle is that people have a right to know and should not have to demonstrate a need to know.

The Barking and Dagenham Partnership prides itself on openness and transparency. We will do our best to respond positively and efficiently to all requests for information. There are some exemptions which are laid down in the Act but, as a general rule, we will provide information wherever possible.

The Partnership will strive for a continued increase in the amount of information about the running of the Partnership which is made freely available on its website, including proceedings of Board meetings.

Board paperwork

Agendas and minutes of Board meetings will be made publicly available through the Council's online ModGov system. It will be assumed that all reports prepared for Partnership Board meetings will be suitable for public consumption unless otherwise specifically marked Restricted or Protected.

Where items discussed at the agenda preparation meeting are expected to be restricted or protected, the nature of this anticipated restriction should be noted by the Chair and Lead Officer, and it will be the responsibility of the report author and the Democratic Services officer to ensure that the frontsheet and internal pages are appropriately marked before circulation to the Board members by suitably secure means. Whether or not the paperwork has been identified as likely to contain sensitive information, it is the responsibility of any report author to ensure that the information that they provide to the Board has its sensitivity clearly marked. It should be remembered that the default position is that any report to a Partnership Board is potentially available for public consumption.

4.12. Disciplinary Procedure

Where it is felt that a member of the Partnership's conduct falls below the standard expected, then action will need to be taken, particularly if that member's conduct is offensive to others present or disruptive to the work of the Partnership.

Where the behaviour occurs during a Partnership meeting, participants should raise the breach of the Code of Conduct as a point of order through the Chair. The Chair will decide on the most appropriate form of action to take, which could include expulsion of the member from the meeting if doing so will allow the meeting to proceed in an orderly fashion.

If the behaviour is considered sufficiently serious, the Board's Chair and Vice-Chair together may, in consultation with the Chair of Public Service Board, subsequently request that the board or partnership member be replaced or excluded from further meetings of the Partnership.

The chair of the Board or meeting has the responsibility of ensuring that any such actions are raised formally with the partnership member's employing organisation for action under their own internal procedures. In the spirit of collaboration that is so central to the operation of the Partnership, it does not operate its own disciplinary procedure independent of any individual member agency.

Use of social media and the Partnership website

Increasing the engagement of a wide range of people - public and professional, from across the borough and beyond - will require the use of new forms of technology, such as social media. The Partnership Team will manage the Partnership's social media tools and the website in collaboration with key partners' communications teams.

They will have discretion to remove postings which breach the aims and principles of the Partnership if that breach is sufficiently serious. The Council's Head of Partnerships or equivalent will take the decision on whether any formal referral under partner agencies' complaints procedures needs to occur.

5. Roles within the Partnership Boards

5.1. Chair

The Chair will need to provide a professional focus for the work of the Board, ensuring that a clear strategy and action plan for improving outcomes for people within Barking and Dagenham is developed. The Chair will champion the delivery of outcomes across functional boundaries across the Partnership to ensure that the identified needs are addressed. This will happen principally by:

- Ensuring progress on the targets set out in the Action Plan for the Partnership Board and its subgroups and working with partners to seek the redirection of resources where progress is not being made;
- Having a professional responsibility and accountability for the effectiveness, availability and value for money of the services;
- Providing leadership to secure and sustain necessary changes to culture and practice, so that services improve outcomes and are organised around needs;
- Building and sustaining effective partnership with, and between, those local and out-of-area bodies, including the private, voluntary and community sectors who also provide services in order to focus resources jointly on improving outcomes;
- Securing Inter-agency co-operation by building and leading the arrangements in order to achieve the delivery of the LAA.

5.2. Vice Chair

When the Chair is unavailable to perform the above duties it will be the role of the Vice Chair to manage the meeting and make sure the needs are addressed for the residents of Barking and Dagenham.

5.3. Lead Officer

Each Board will be assigned a 'Lead Officer', who will be responsible for developing and monitoring the delivery of the Board Action Plan, supporting the Chair and members. They will be crucial to the development of relationships, and the establishment and maintenance of a coherent strategic approach to the work of the Board. Lead Officers will be at the equivalent of Council Head of Service level to provide strategic direction and guidance where appropriate. The Local Authority, in its role as Accountable Body and in the form of the Chief Executive, will approve proposed lead officer appointments.

5.4. Partnership Officers (the support team)

A member of the Partnership Team will also attend Board Meetings in order to provide support to the Lead Officer in discharging their duties, to assist on making effective connections across the Partnership workstreams, ensure effective communication of the work of the Board to a broader cross-section of the Partnership, and as an additional support on specific elements of the action plan.

6. Partnership Conferences

The Barking and Dagenham Partnership Conference is a vehicle for partners outside of the Partnership Boards to become involved in the work of Barking and Dagenham Partnership. Coupled with the website it is the principal method by which that broad coalition of people working to the Partnership's aims and values may help to steer the broad direction of its work.

6.1. *Terms of Reference*

At the Partnership conference, all Partnership members will:

- receive information about the work of Barking and Dagenham Partnership;
- be able to raise issues for consideration by the Partnership;
- participate in consultative activities on Partnership issues;
- assist in developing action plans;
- note and challenge information on performance and successes.

6.2. *Meetings*

The Partnership Conference will be open to organisations and individuals in Barking and Dagenham who agree with and are working towards the Partnership's principles and vision (in that sense, all 'members of the Partnership'). This includes people from the public sector, private sector, voluntary/community sector, residents groups and those agencies based outside of Barking & Dagenham but who can and wish to contribute to the improvement of residents' quality of life.

The Partnership Conference will seek to meet at least twice a year, usually on a themed basis.

The dates of the conferences will be set in advance on an annual basis. Members attending a meeting of the Partnership Conference will be required to give notice in advance of their intention to attend.

A report will be produced following each Conference summarising views, outcomes and actions. This will be circulated to attendees by means of the website, following consideration by Public Service Board.

7. Additional Information

7.1. *Complaints Procedure*

Barking and Dagenham Partnership seeks to operate in a transparent and fair manner when carrying out its aims and objectives. In doing so the Barking and Dagenham Partnership will aim to listen and learn and put things right within the resources available.

If there is a concern or complaint regarding the procedures followed in reaching a decision or in the conduct of a Board meeting, then this should be raised directly with the Chair of the relevant Board in writing. The Partnership Manager should be copied into any complaint to a Board Chair, to provide support to the Chair in dealing with the complaint.

In the event of a complaint referring to serious matters external to a meeting or that cannot be raised within a meeting a formal complaint should be made to the Partnership Manager. The Partnership Manager will raise this with the appropriate Chair (including the Public Service Board Chair if it does not refer to a specific Board Meeting) and investigate the complaint. Once the matter has been thoroughly reviewed feedback on the agreed action of the Partnership will be provided to the complainant. This will include any recommendation or decision to raise matters with individual member agencies.

7.2. *Termination of Membership*

If the Public Service Board Chair considers following investigation under the provisions of section 4.12 that there is evidence that a member may have acted in such a way that seriously contravenes the Partnership Governance Framework or any policies of the Partnership (including but not limited to the Code of Conduct), then the option is available to them to require the removal of the individual from any Board, meeting or other Partnership forum that they may be active within or a member of.

Notwithstanding the above, the organisation or sector nominating or appointing a member shall have the right, at any time, to terminate that appointment either for conduct or other legitimate and justifiable reasons which should be set out in writing to the Chair.

7.3. *Procedure for dissolution of the Partnership*

If Public Service Board considers that it is necessary or advisable to dissolve the Partnership, it will first consult the wider Partnership through a Partnership Conference, and then with Government Office. If, after this consultation, it still considers that it is necessary to dissolve the Partnership, it may do so by calling a special meeting of the Public Service Board for which ten working days' notice will be given, including the proposal for dissolution. The Partnership shall be dissolved if a two-thirds' majority of those present and voting at the meeting confirms the proposal.

APPENDIX 1 Terms of Reference for Individual Boards

The following terms of reference have been formally adopted by each Board, or they are the current shared understanding of the operation of that Board.

8. Public Service Board

8.1. Terms of Reference

Aims

To lead and deliver the Local Area Agreement for Barking and Dagenham which includes a set of locally defined outcomes and targets that are linked to national priorities and that are reflected in the Community Plan.

All partner organisations represented on the Public Service Board will be expected to recognise the importance of achieving local priorities, outcomes and targets. Where locally agreed priorities and targets conflict with parent organisations and / or Government Departments' priorities every effort will be made by the partnership to ensure that local priorities prevail.

Terms of Reference

To negotiate the necessary freedoms and flexibilities on behalf of partners in order to ensure the effective delivery of the agreed outcomes and targets; and through this ensure that the local and regional statutory services involved are able to commit to joint working and joint delivery.

To bring together the most appropriate key decision-makers in Barking and Dagenham to improve public services in such a way that it is transparent and meaningful as well as accountable to local people.

To oversee public expenditure pooled or aligned as part of the LAA in the local area, through steering and managing the available and agreed resources, in order to achieve agreed outcomes for shared priorities and more efficient and effective public service delivery.

To operate a community leadership and governing role by identifying and advocating the needs and aspirations of local people, steering collective goals of the partnership through harnessing wider community support, reconciling competing interests of partners, and increasing the collective capacity of the partnership to achieve the LAA

To lead on social cohesion issues and ensure that community engagement is undertaken and that the setting of local future priorities and outcomes is built on consultation with local people and they are informed of decisions made on their behalf.

To act as the lead body for the implementation of the organisational change that will be needed to ensure that effective public service delivery in Barking and Dagenham is progressive and embedded throughout public service workforces.

Report to and work with the Government Office for London to strengthen devolved decision-making in the local area to deliver the agreed outcomes of the LAA.

To raise public perceptions of the value, importance and benefits of improved local government and effective local public services.

8.2. Membership

The core membership of the Public Service Board will be based on borough-wide providers of key public services alongside representation from a key voluntary sector umbrella organisation. Other public service providers will be invited to participate on request for specific issues. The Board will be supported by a team based within the Council, but with input from the main public sector partners when appropriate.

Members

Rob Whiteman	(Chair) LBBD Chief Executive
Carl Blackburn	Barking and Dagenham CVS - Director
Matt Bell	Metropolitan Police - Borough Commander
Anne Bristow	LBBD - Corporate Director of Adult and Community Services
Rose Dymond	Jobcentre Plus - Regional Manager
Darren Henaghan	LBBD - Divisional Director Environment and Enforcement Services
Helen Jenner	LBBD - Corporate Director of Children's Services
Stephen Langford	NHS Barking and Dagenham - Chief Executive
Bill Murphy	LBBD - Corporate Director of Resources
Councillor Liam Smith	LBBD - Leader of the Council
Cathy Walsh	Barking and Dagenham College - Principal and Chief Executive
David Woods	LBBD - Corporate Director of Customer Services
Maureen Worby	NHS Barking and Dagenham - Chair

Support Officers and Observers

Riley Cullum	LBBD Policy And Performance Team
Cheryl King-McDowall	LBBD - Head of Policy, Performance & Partnerships
Fiona Taylor	LBBD - Legal Partner
Mark Tyson	LBBD - Group Manager Policy and Performance

8.3. Meeting Arrangements

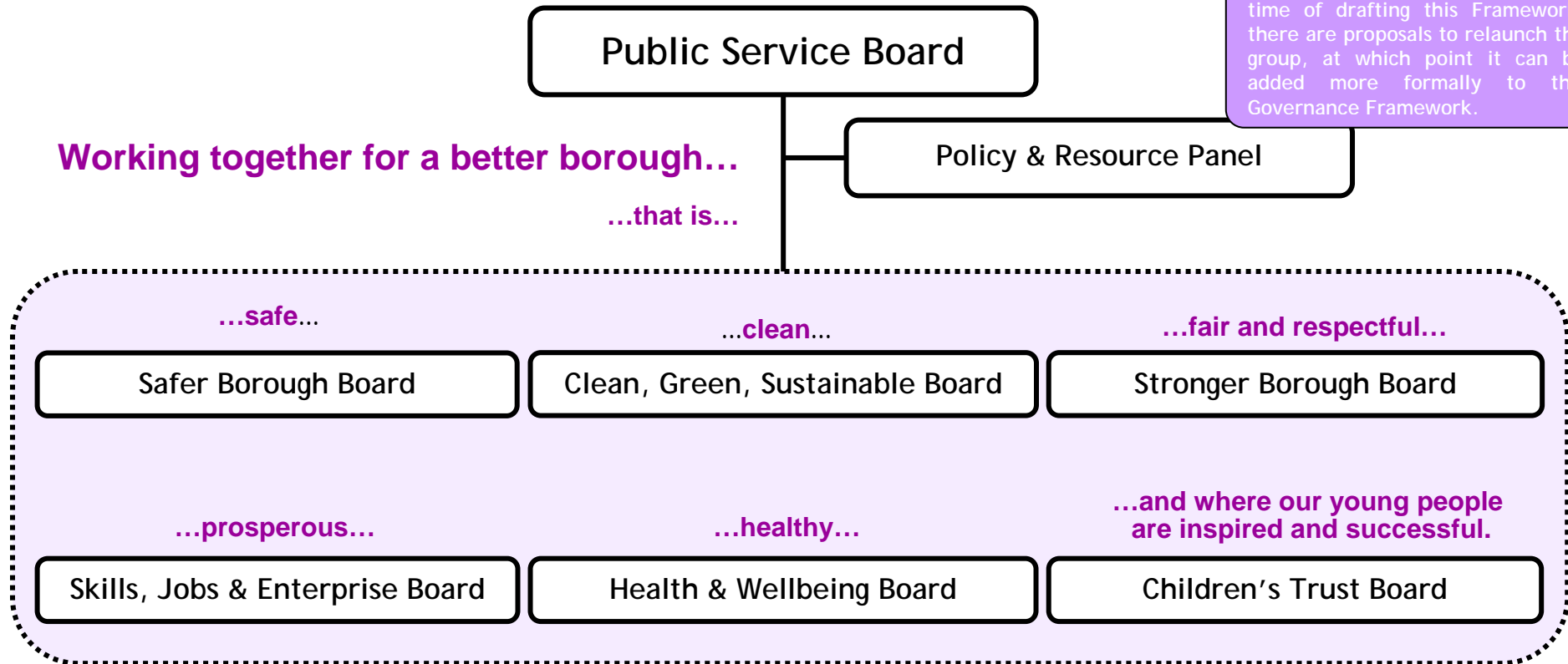
Closed meetings

Due to the nature of the content of meetings, particularly the management of Government funding and key public service delivery the meetings of the Public Service Board will not be held in public.

8.4. Sub-structure

The sub-structure of Public Service Board is the top-level structure of the Partnership overall, with boards representing the six main community priorities.

Note about the Policy & Resource Panel:
Formal terms of reference were not agreed for this group. At the time of drafting this Framework, there are proposals to relaunch the group, at which point it can be added more formally to this Governance Framework.



9. Children's Trust

9.1. Membership

Helen Jenner	LBBB - Corporate Director of Children's Services (Chair)
Sue Boon	CAMHS / NELFT - Director of Specialist Services
Anne Bristow	LBBB - Corporate Director of Adult and Community Services
Trevor Cook	Learning and Skills Council
Cllr Rocky Gill	LBBB - Cabinet Member for Education and Children's Wellbeing
Lesley Harrison	NHS Barking and Dagenham - Non Executive Director
Simon Hart	Independent Local Safeguarding Children Board Chair
Stephen Langford	NHS Barking and Dagenham - Chief Executive
Roger Leighton	Secondary Headteacher Representative
Peter McPartland	Special School Headteacher Representative
Dudzile Moyo	VCS Representative (Council of Voluntary Services)
Sharon Morrow	NHS Barking and Dagenham - Interim Director of Commissioning
Nathan Singleton	VCS Representative (Lifeline)
Justin Varney	NHS Barking and Dagenham - Consultant in Public Health (Vice Chair)
Gary Wilder	Primary Headteacher Representative
Rob Whiteman	LBBB - Chief Executive (ex officio)
Matt Bell	Metropolitan Police - Borough Commander
Vacant	Barking Havering and Redbridge University Hospitals NHS Trust

9.2. *Aims*

The Children's Trust will be responsible for joint planning and commissioning of services for children and young people to meet specific outcomes set out in the Borough's Children and Young People's Plan. In this role the Trust will oversee delivery of the children and young people block of the LAA and will therefore form a sub-group of the Barking and Dagenham Partnership. The Children's Trust Executive, at chief officer level in the key partner agencies, will meet more frequently to oversee implementation of the Trust's decisions.

9.3. *Terms of Reference*

The Children's Trust in Barking & Dagenham will be responsible for delivering significant improvement in children's outcomes as a result of joint planning and commissioning of services across agencies. It will:

- Undertake robust assessment of needs in the area;
- Identify shared priorities for action and specific outcomes to be achieved through the Children and Young People's Plan, on the basis of the needs analysis;
- Commission services and allocate resources to achieve the outcomes and indicators set out in the Children and Young People's Plan;
- Monitor progress and review the effectiveness of services against key indicators, by scrutinising the performance of partner agencies in delivering the outcomes set out in the Children's and Young People Plan;
- Reshape and commission services where appropriate to achieve desired outcomes.

In this role the Children's Trust is responsible for ensuring delivery of the children and young people block of the Local Area Agreement. It will constitute a sub-group of, and is accountable to, the Barking and Dagenham Partnership.

An Executive group at chief officer level of the key partner agencies (the 'relevant partners' set out in statutory guidance) will meet more frequently to oversee implementation of the Children's Trust's decisions.

9.4. *Meeting Arrangements*

Attendance

Members are encouraged to attend each meeting. Dates for each municipal year will be set in sufficient time before the start of each new year. If a member is unable to attend a meeting then they are encouraged to submit their views to be tabled. It is suggested that substitutions are not acceptable at the Board meetings.

If a member has a continued reason for absence for two or more meetings then (with the prior agreement of the Chair) a designated 'interim replacement' can be appointed. If a

member does not attend for three meetings in a row then that members continued involvement will be reviewed and a replacement sought if deemed necessary.

Regularity of Meetings

The Board shall meet bi-monthly.

Conduct of Meetings

Meetings are conducted in line with normal good practice for debate. Remarks are to be directed through the Chair. All members are given a reasonable opportunity for their views to be heard. Remarks should relate to the issues at hand and not to individuals.

Decisions and Voting

Decisions at meetings will normally be achieved by majority consensus of those present. If a decision is not possible a vote shall be taken (by a simple show of hands). In the occasion of a vote being tied, the Chair shall have the casting vote.

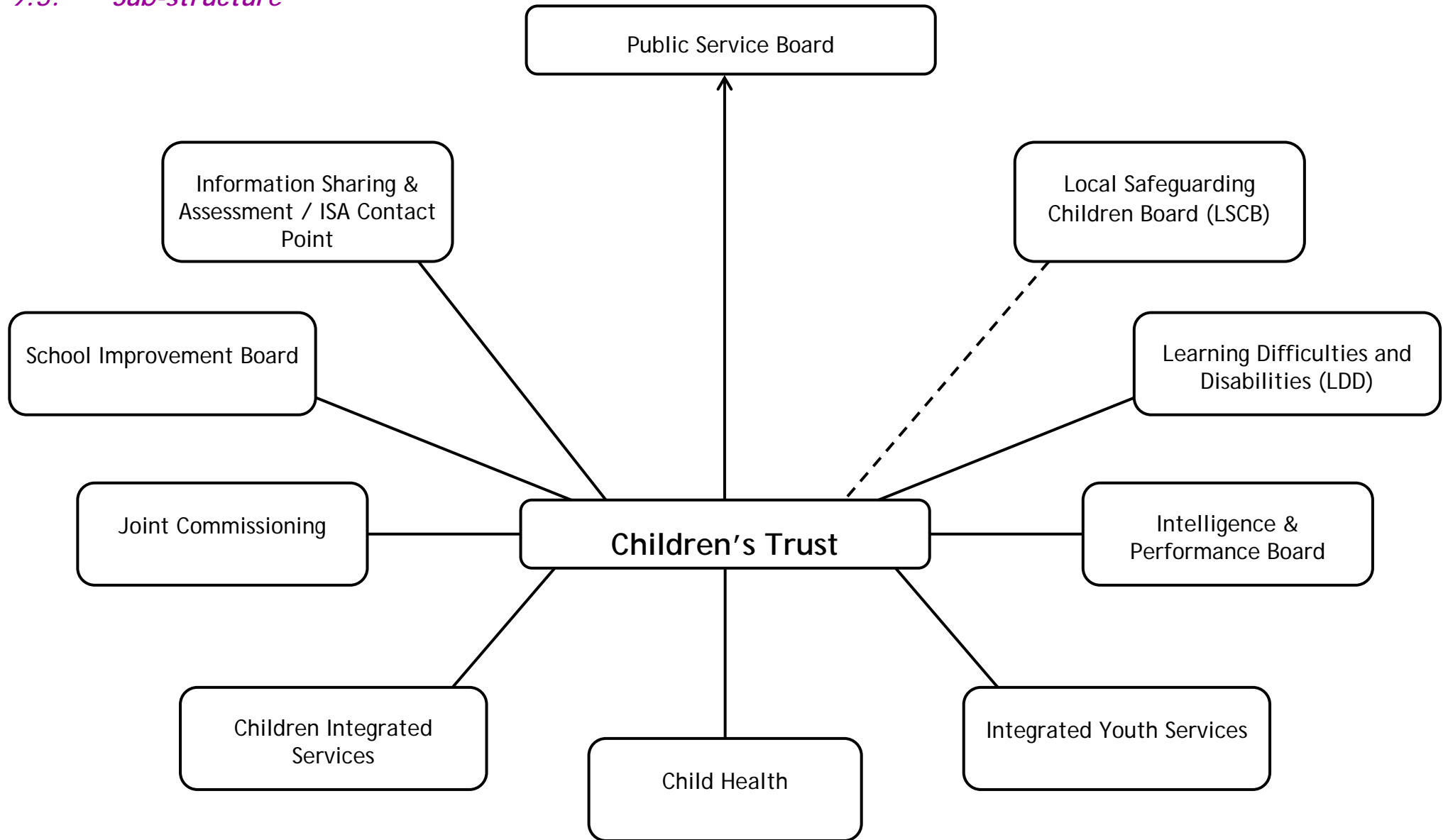
Urgent Decisions

If an urgent decision is required which cannot wait until the next meeting, a special meeting can be arranged. If this is not practical then the Chair in discussion with the Vice-Chair may take a decision. The decision will be reported to the next scheduled meeting.

Quorum

It is important that sufficient members are present at all meetings so that decisions can be made and business transacted. The quorum for the Board will comprise of one third of its total membership or four members, whichever is the greater. If a meeting has less members than this figure it will be deemed inquorate. Matters may be discussed but no decisions taken.

9.5. Sub-structure



10. Clean, Green & Sustainable Borough Board

10.1. Membership

Members

Vacant	Chair
Darren Henaghan	(Vice-Chair) Divisional Director of Environmental and Enforcement Services, LBBD
Cllr V Rush	Cabinet Member for Environment and Sustainability, LBBD
Stephen Clarke	Divisional Director of Housing, LBBD
Ken Jones	Programme Director, Local Housing Company (TBC)
Jeremy Grint	Head of Regeneration and Economic Development, LBBD
Paul Hogan	Head of Arts and Leisure, LBBD
Roger Mitchell	Head Teacher, Ripple Road Junior School
Mark Ash	East London Waste Authority
Roger Gayler	VCS Representative
Andy Croxford	Environment Agency
Rob Whiteman	Chief Executive, LBBD (Ex-Officio)

Support and Advice

Andy Butler	Group Manager, Area Regeneration, LBBD
David Theakston	Group Manager, Parks and Commissioning, LBBD
Daniel Pope	Group Manager, Land Use Planning, LBBD
Vacant	Climate Change Manager, LBBD
Tina Robinson	Senior Democratic Services Officer, LBBD

The Board members will have full voting rights and be supported by a number of external advisers and local authority support officers. These will receive Board papers and be invited to attend the meetings where necessary to present items or take part in discussions as required by the content of the agenda.

This working arrangement will be reviewed annually at the beginning of each municipal year and the Board membership refreshed as appropriate.

10.2. *Terms of Reference*

Key Aims

The key aims of the Clean, Green and Sustainable Board are:

- i) To support the delivery of the Barking and Dagenham Community Plan with specific remit to:
 - look after and promote respect of the local environment by ensuring our streets and public spaces are cleaner, tidier, safer and greener;
 - raise a greater awareness of the actions needed to tackle climate change, with less pollution, waste, fly-tipping and graffiti;
 - ensure that sustainability is mainstreamed across the partnership as highlighted in the Community Plan;
 - reducing the Partnership's carbon footprint and CO2 emissions.
- ii) Act as a 'think-tank' for identifying new opportunities from feedback from the community highlighted in engagement and consultation activities

10.3. *Board Remit*

The Board's remit will be to encourage the added value of Clean, Green and Sustainability issues across the partnership. Operating at a strategic level it will look more closely at new and emerging national, regional and local policies and identify new opportunities for the partnership to engage with the local community and drive forward improvement - building on the success of Award schemes such as the Beacon Status for Climate Change. The Board brings together the priorities to make change, but it is the responsibility of constituent bodies to ensure these priorities are taken through their own governance arrangements.

It will constitute a sub-group of, and is accountable to, the Local Strategic Partnership through the Public Service Board.

10.4. *General*

- To prioritise and monitor the implementation of the themes identified in the Board's strategy and supporting strategies;
- To request regular assessment of needs in the area, identify shared priorities for action and specific outcomes on the basis of those needs and to develop and comply with appropriate information sharing arrangements;

- To recommend the commissioning of services outside of the LAA resource allocation to achieve the outcomes and indicators set out in the aims of the Board through the prioritisation and recommendation of proposals in the constituent partners' budget setting rounds;
- To commission and receive reports from standing sub groups and task groups to take up additional work on research of policies, service improvement and local needs;
- To ensure that there is active user and public involvement in decision making and developments of services;
- To ensure that all initiatives are carried out in a framework that promotes equalities and celebrates diversity;
- To take the lead on promoting sustainability throughout the partnership and its other sub-groups;
- Ensure that activities promote a positive image of the borough, the Partnership and the local community;
- To support and influence service developments and change that enhance the general well being of the Borough.

10.5. LAA

To monitor quarterly and review annually the progress of the delivery of the LAA action plan and review the effectiveness of services against key indicators, by scrutinising the performance of partner agencies in delivering the outcomes set out in the LAA;

To commission services and allocate resources included in the LAA resource allocation to achieve the outcomes and indicators set out in the LAA. Reshape and commission services where appropriate to achieve desired outcomes;

To report progress regularly and when requested to the Public Service Board (PSB) highlighting areas of achievement and non-achievement and ways to improve progress of the delivery of LAA actions plans and Floor Targets;

To identify the key targets that are in need of additional research to ensure that they achieve the LAA.

10.6. Meeting Arrangements

Attendance

Members are encouraged to attend each meeting. Dates for each municipal year will be set in sufficient time before the start of each year. If a member is unable to attend a meeting then they are encouraged to submit their views to be tabled. It is suggested that substitutions are not acceptable at the Board meetings.

If a member has a continued reason for absence for two or more meetings then (with the prior agreement of the Chair) a designated 'interim replacement' can be appointed. If a member does not attend for three meetings in a row then that particular members continued involvement will be reviewed and a replacement sought if deemed necessary.

Regularity of Meetings

The Board shall meet quarterly.

Conduct of Meetings

Meetings are conducted in line with normal good practice for debate. Remarks are to be directed through the Chair. All members are given a reasonable opportunity for their views to be heard. Remarks should relate to the issues at hand and not to individuals.

Decisions

Decisions at meetings will normally be achieved by majority consensus of those present. If a decision is not possible a vote shall be taken (by a simple show of hands). In the occasion of a vote being tied, the Chair shall have the casting vote.

Urgent Decisions

If an urgent decision is required which cannot wait until the next meeting, a special meeting can be arranged. If this is not practical then the Chair in discussion with the Vice-Chair may take a decision. The decision will be reported to the next scheduled meeting.

Quorum

It is important that sufficient members are present at all meetings so that decisions can be made and business transacted. Subject to approval of the Board membership as set out in Section 1.0 it is recommended that a quorum for the Board will comprise of one third of its total membership or four members, whichever is the greater. If a meeting has less members than this figure it will be deemed inquorate. Matters may be discussed but no decisions taken.

10.7. Sub-structure

The Clean, Green & Sustainable Borough Board has no sub-groups.

11. Safer Borough Board

11.1. Membership

Anne Bristow	LBBB - Corporate Director of Adult and Community Services (Chair)
Cllr Jeanne Alexander	LBBB - Cabinet Member, Safer Neighbourhoods and Communities Portfolio
John Biggs	Metropolitan Police Authority (MPA)
Matt Bell	Metropolitan Police - Borough Commander
Nigel Brown	Metropolitan Police - Superintendent (Operations)
Vacant	London Fire Brigade - Borough Commander
Andrew Blight	London Probation Service
Stephen Langford	NHS Barking and Dagenham - Chief Executive
Shelley Hart	Barking and Dagenham Victim Support
Stephen Clarke	LBBB - Divisional Director of Housing Services
Darren Henaghan	LBBB - Divisional Director Environmental and Enforcement Services
Helen Jenner	LBBB - Corporate Director of Children's Services
Glynis Rogers	LBBB - Divisional Director Community Safety and Neighbourhood Services
Cheryl King-McDowall	LBBB - Head of Strategy and Performance
Vacant	Magistrates Courts Service
Rob Whiteman	LBBB - Chief Executive (ex officio)

11.2. Aims

To undertake the statutory obligations in line with being the Crime and Disorder Partnership for Barking and Dagenham and to deliver the Community Priority for 'Safe' as set out in the Community Plan and below:

Safe: A safer borough where the problems of antisocial behaviour have been tackled and all young people have a positive role to play in the community.

Under this priority our focus will be on:

- Reducing crime;
- Reducing the entry of new people to the criminal justice system;
- Minimising re-offending;
- Restoring balance of justice for victims;
- Reducing crime areas and hotspots;
- Ensuring people feel safer in their neighbourhoods (incl. Fire and Roads);
- Focusing on reducing alcohol/drugs.

11.3. Terms of Reference

To fulfil the function of the Crime and Disorder Partnership in the Borough as set up by the duty to co-operate imposed on responsible authorities under the Crime and Disorder Act 1998

To monitor quarterly and review annually the progress of the delivery of the LAA with regard to crime and disorder

To report progress regularly and when requested to the LPSB highlighting areas of non-achievement and ways to improve progress of the delivery of LAA actions plans and Floor Targets

To identify the key targets that are in need of additional research to ensure that they achieve the LAA

To commission task groups (over a specific time frame) to take up additional work on research of policies, service improvement and local needs

To support and influence service developments around reducing crime rates

To ensure that all initiatives are carried out in a framework that promotes equalities and celebrates diversity

Ensure that activities promote a positive image of the borough, the Partnership and the local community

11.4. Meeting Arrangements

Attendance

Members are encouraged to attend each meeting. Dates for each municipal year will be set in sufficient time before the start of each new year. If a member is unable to attend a meeting then they are encouraged to submit their views to be tabled. It is suggested that substitutions are not acceptable at the Board meetings.

If a member has a continued reason for absence for two or more meetings then (with the prior agreement of the Chair) a designated 'interim replacement' can be appointed. If a member does not attend for three meetings in a row then that members continued involvement will be reviewed and a replacement sought if deemed necessary.

Regularity of Meetings

The Board shall meet bi-monthly.

Conduct of Meetings

Meetings are conducted in line with normal good practice for debate. Remarks are to be directed through the Chair. All members are given a reasonable opportunity for their views to be heard. Remarks should relate to the issues at hand and not to individuals.

Decisions and Voting

Decisions at meetings will normally be achieved by majority consensus of those present. If a decision is not possible a vote shall be taken (by a simple show of hands). In the occasion of a vote being tied, the Chair shall have the casting vote.

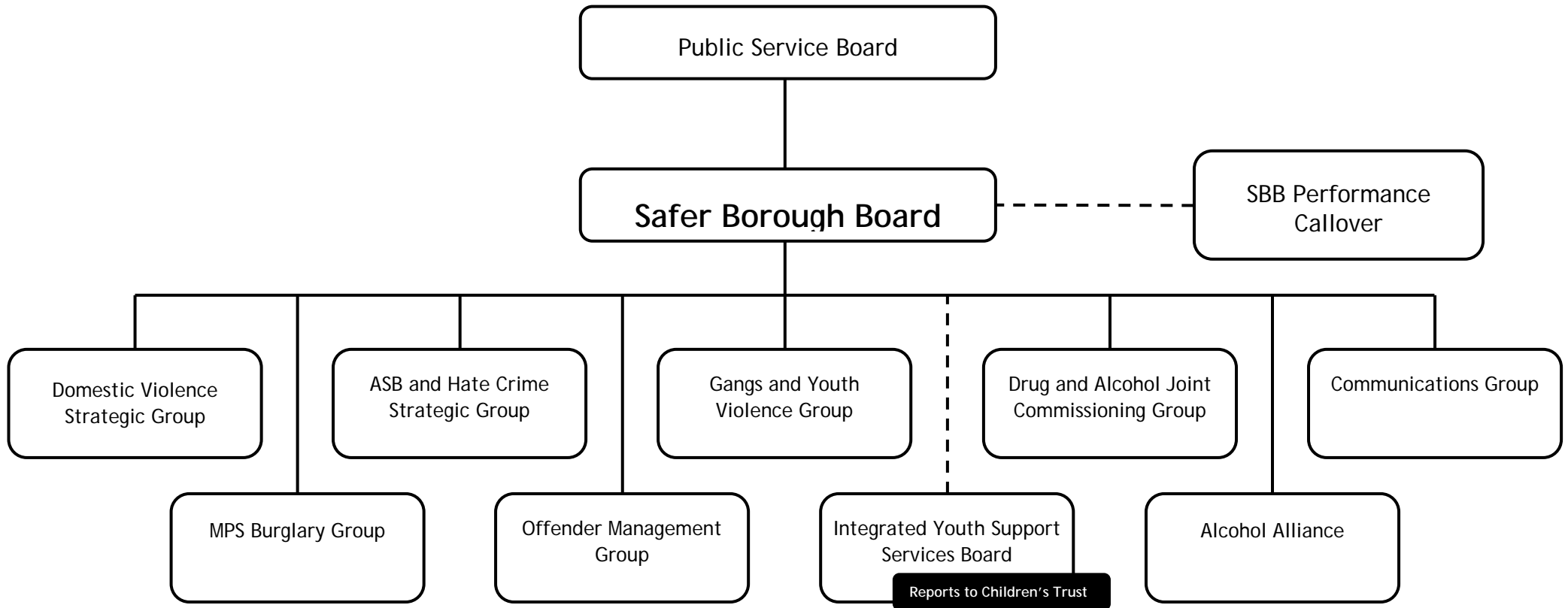
Urgent Decisions

If an urgent decision is required which cannot wait until the next meeting, a special meeting can be arranged. If this is not practical then the Chair in discussion with the Vice-Chair may take a decision. The decision will be reported to the next scheduled meeting.

Quorum

It is important that sufficient members are present at all meetings so that decisions can be made and business transacted. The quorum for the Board will comprise of one third of its total membership or four members, whichever is the greater. If a meeting has less members than this figure it will be deemed inquorate. Matters may be discussed but no decisions taken.

11.5. Sub-structure



12. Health & Wellbeing Board

12.1. Membership

Maureen Worby	NHS Barking and Dagenham - NHS Barking and Dagenham Board Chair (Chair)
Councillor Herbert Collins	LBBB - Executive Portfolio Holder for Adult Services
Anne Bristow	LBBB - Corporate Director of Adult and Community Services
Karen Ahmed	LBBB - Head of Adult Commissioning
Matthew Cole	Barking and Dagenham NHS / LBBB - Joint Director of Health Improvement
Sheila Delaney	CEN / VCS Representative - (Barking and Dagenham Racial Equalities Council)
James Goddard	LBBB - Group Manager Housing Strategy
Nick Hancock	Metropolitan Police - Chief Inspector (Partnership and Communications)
Paul Hogan	LBBB - Head of Leisure and Arts
Helen Jenner	LBBB - Corporate Director of Children's Services
Stephen Langford	NHS Barking and Dagenham - Chief Executive
Sharon Morrow	NHS Barking and Dagenham - Interim Director of Commissioning
Jacque Mowbray	NELFT / LBBB - Joint Director of Mental Health Services
Glynis Rogers	LBBB - Divisional Director of Community Safety and Neighbourhood Services
Doreen Stevens	CEN / VCS Representative - (Barking and Dagenham Crossroads)

Vacant	CEN / VCS Representative
Rob Whiteman	LBBB - Chief Executive (ex officio)

12.2. Aims

To deliver the Community Priority 'Healthy' as contained within the Community Plan and set out below:

Healthy: A healthy borough, where health inequalities are reduced with greater knowledge of lifestyle impacts on health.

Under this priority our focus will be on:

- Ensuring more people enjoy longer and healthier lives;
- Placing Greater focus on prevention - better diet, less smoking/alcohol and more activity throughout life;
- Focusing on obesity and teen pregnancy;
- Increasing independent living;
- Reducing health inequalities;
- Creating more emphasis on mental well-being.

12.3. Terms of Reference

To deliver the Community Plan priority for health via commissioning activity to successfully deliver the Health and wellbeing Strategy for Barking and Dagenham.

To monitor quarterly and review annually the progress of the delivery of the LAA with regard to health and social care issues

To report progress regularly and when requested to the LPSB highlighting areas of non-achievement and ways to improve progress of the delivery of LAA actions plans and Floor targets

To identify the key targets that are in need of additional research to ensure that they achieve the LAA

To commission task groups (over a specific time frame) to take up additional work on research of policies, service improvement and local needs

To support and influence service developments around reducing health inequalities and wellbeing

To ensure that all initiatives are carried out in a framework that promotes equalities and celebrates diversity

Ensure that activities promote a positive image of the borough, the Partnership and the local community

12.4. Meeting Arrangements

Attendance

Members are encouraged to attend each meeting. Dates for each municipal year will be set in sufficient time before the start of each new year. If a member is unable to attend a meeting then they are encouraged to submit their views to be tabled. It is suggested that substitutions are not acceptable at the Board meetings.

If a member has a continued reason for absence for two or more meetings then (with the prior agreement of the Chair) a designated 'interim replacement' can be appointed. If a member does not attend for three meetings in a row then that members continued involvement will be reviewed and a replacement sought if deemed necessary.

Regularity of Meetings

The Board shall meet quarterly.

Conduct of Meetings

Meetings are conducted in line with normal good practice for debate. Remarks are to be directed through the Chair. All members are given a reasonable opportunity for their views to be heard. Remarks should relate to the issues at hand and not to individuals.

Decisions and Voting

Decisions at meetings will normally be achieved by majority consensus of those present. If a decision is not possible a vote shall be taken (by a simple show of hands). In the occasion of a vote being tied, the Chair shall have the casting vote.

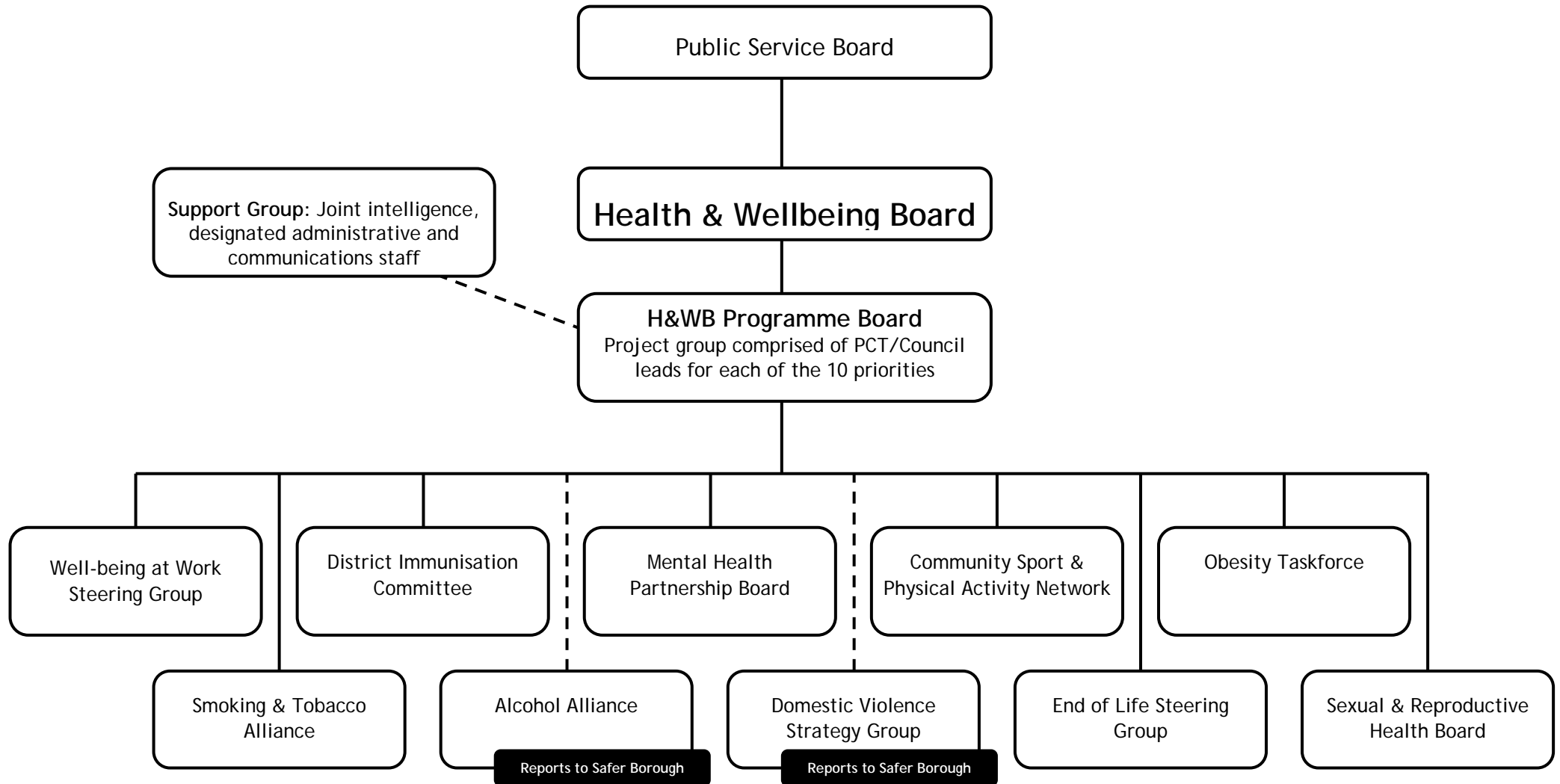
Urgent Decisions

If an urgent decision is required which cannot wait until the next meeting, a special meeting can be arranged. If this is not practical then the Chair in discussion with the Vice-Chair may take a decision. The decision will be reported to the next scheduled meeting.

Quorum

It is important that sufficient members are present at all meetings so that decisions can be made and business transacted. The quorum for the Board will comprise of one third of its total membership or four members, whichever is the greater. If a meeting has less members than this figure it will be deemed inquorate. Matters may be discussed but no decisions taken.

12.5. Sub-Structure



13. Skills, Jobs & Enterprise Board

13.1. Board Purpose

The Skills Jobs and Enterprise (SJE) Board is a sub-Board of the Local Strategic Partnership with responsibility for agreeing and driving the strategy and delivery of the Economic Development Single Programme.

This will encompass successful achievement of the Boroughs Community Plan priority of 'Prosperous', creating "an ambitious and prosperous borough that supports , business jobs and skills, attracting new business with economic, social and environmental resources harnessed for the good of all"

Under this priority our focus will be on:

- Tackling worklessness;
- Reducing those who are not in education, employment or training;
- Creating and attracting more jobs;
- Encouraging and supporting self-employment and enterprise;
- Ensuring more affordable homes are built and available to local people;
- Ensuring homes are decent.

To achieve the above the Board will direct and drive delivery of the Borough's Local Area Agreement priorities for 'Skills and Worklessness' and 'a better place to do business'. It will also be responsible for securing the vision to "increase the wealth and household income of Borough residents by utilising the growth opportunities, and expanding the local economy to create a sustainable and prosperous future"

The Board is accountable to the Local Strategic Partnership through the Public Service Board

13.2. Membership

The Board will consist of 10 -15 members each of whom will have full voting rights. It allows for a balance across sectors, and includes the major agencies engaged in delivering our Local Area Agreement and other related priorities.

A number of external advisers and local authority support officers will also receive Board papers and be invited to attend the meetings where necessary to present items or take part in discussions as required by the content of the agenda.

This working arrangement will be reviewed annually at the beginning of each municipal year and the Board membership refreshed as appropriate following recommendation to the Public Service Board.

Full Members with voting rights

Simon Green	(Chair) Countryside Properties
Councillor Mick McCarthy	(Vice-Chair)LBBD Councillor and Executive Portfolio Holder
Mark Bass	(Vice-Chair) Sanofi
Cathy Walsh	(Vice-Chair) Barking and Dagenham College
Jamie Banks	Barking and Dagenham Chamber of Commerce
Carl Blackburn	B&D Council for Voluntary Services
Steve Drury	(Rooff) Creative Industries
Rose Dymond	Jobcentre Plus
Sue Hemmings	NHS Barking and Dagenham
Jeff Jackson	(The Mall) Town Centre / Retail
Mark Kass	(BDSBC) Enterprise
Avril McIntyre	(Lifeline) Barking and Dagenham Job Brokerage Provider Forum
John Middleton	London Thames Gateway Development Corporation
Chris Oliver	(AJC Wilson) Small Business
Bob Pedgrift	(Barking Power) South of A.13 / Industrial
Clive Wilding	(BR Ltd) Developer
Rob Whiteman	(ex-officio) LBBD Chief Executive

Support Officers to the Board

Jeremy Grint	(Lead Officer) Head of Spatial Regeneration
Alan Lazell	Head of Skills Learning and Enterprise
David Harley	Regeneration Manager
Terry Regan	Group Manager, Skills, Employment and

	Economic Development
Guy Swindle	Programme Director - Total Commissioning
Riley Cullum	Policy and Partnerships Team
Chris Owens	Democratic Services

13.3. Key Aims

The Board is charged with providing leadership and sound management of the economic development agenda key aims of the Skills, Jobs and Enterprise Board are:

to support the delivery of the Barking and Dagenham Community Plan with specific remit to creating 'an ambitious and prosperous borough that supports business, jobs and skills;

to lead on the delivery of the Local Area Agreement outcomes and priorities allocated to this board, with specific remit to

raising household incomes by getting unemployed people into jobs and those in jobs into better paid jobs

significantly improving the levels of adult skills and qualifications

Encouraging and facilitating business start up and growth

Attracting and retaining businesses by ensuring that Barking and Dagenham is a better place to do business, and that businesses benefit from the massive regeneration potential locally and regionally

13.4. Terms of Reference

The Board will be responsible for overseeing significant improvement in outcomes as a result of joint planning and commissioning of services across agencies. The Board brings together the priorities to make change but it is the responsibility of constituent bodies to ensure these priorities are taken through their own governance arrangements.

The Board is responsible for ensuring that all partners are commissioning or delivering services in line with the Local Area Agreement. It will constitute a sub-group of, and is accountable to, the Local Strategic Partnership through the Public Service Board.

a) General

To oversee development of and approve the Borough's Economic Development Strategy and Single Programme;

To approve an Annual Delivery Plan

To support, co-ordinate and monitor the delivery of the Economic Development Strategy and Single Programme

To drive promotion of the Borough as a business investment location

To undertake lobbying in relation to the economic development agenda

Contribute to and sign off the Local Economic Assessment

Maximise the use of external funding towards the economic development agenda, including work on a regional and sub-regional basis

Allocate any agreed Area Based Grant or other non-ring fenced grant towards the economic development agenda and be accountable for the finance within its control, other than statutory fiduciary accountable body responsibilities incumbent upon the local authority

Receive high level performance reports and monitor and actively scrutinise the work of the programmes and projects within the Single Programme ensuring outputs and outcomes are delivered

Ensure that all economic development activity is carried out in a framework that promotes equalities and celebrates diversity

Identify and commission research needed to ensure delivery of the LAA and Economic Development Strategy vision

Report progress regularly and when requested to the Public Service Board

Undertake continuous improvement of economic development activity - learning lessons, adopting best practice and not being afraid to innovate

See what best use is made of allocated resources with improvements to value for money

Co-ordinate the positive relationship between the LSP, the Borough and business

Request regular assessment of needs in the area, identify shared priorities for action and specific outcomes on the basis of those needs and to develop and comply with appropriate information sharing arrangements;

To recommend the commissioning of services outside of the LAA resource allocation to achieve the outcomes and indicators set out in the aims of the Board through the prioritisation and recommendation of proposals in the constituent partners' budget setting rounds;

To commission and receive reports from standing sub groups and task groups to take up additional work on research of policies, service improvement and local needs;

To ensure that there is active user and public involvement in decision making and developments of services;

To ensure that all initiatives are carried out in a framework that promotes equalities and celebrates diversity;

Ensure that activities promote a positive image of the borough, the Partnership and the local community;

To support and influence service developments and change that enhance the general well being of the Borough.

b) In Regard to the LAA

To monitor quarterly and review annually the progress of the delivery of the LAA action plan and review the effectiveness of services against key indicators, by scrutinising the performance of partner agencies in delivering the outcomes set out in the LAA;

To commission services and allocate resources included in the LAA resource allocation to achieve the outcomes and indicators set out in the LAA. Reshape and commission services where appropriate to achieve desired outcomes;

To report progress regularly and when requested to the Public Service Board (PSB) highlighting areas of achievement and non-achievement and ways to improve progress of the delivery of LAA actions plans and Floor Targets;

To identify the key targets that are in need of additional research to ensure that they achieve the LAA.

13.5. Meeting Arrangements

Regularity of Meetings

The Board shall meet quarterly. Dates for the Board shall wherever possible be set annually in advance and be aligned to support timely decision making.

Attendance

Members are encouraged to attend each meeting. If a member is unable to attend a meeting then they are encouraged to submit their views to be tabled along with their apologies via the designated Democratic Support Officer.

Substitutions may be acceptable but only with the prior express approval of the Chair.

If a member does not attend for three meetings in a row then the Chair of the Board will be required to review the membership and seek a replacement if deemed necessary.

Conduct of Meetings

Meetings are conducted in line with normal good practice for debate. Remarks are to be directed through the Chair. All members are given a reasonable opportunity for their views to be heard. Remarks should relate to the issues at hand and not to individuals.

Decisions and Voting

Decisions at meetings will normally be achieved by majority consensus of those present. If a decision is not possible a vote shall be taken (by a simple show of hands). In the occasion of a vote being tied, the Chair shall have the casting vote.

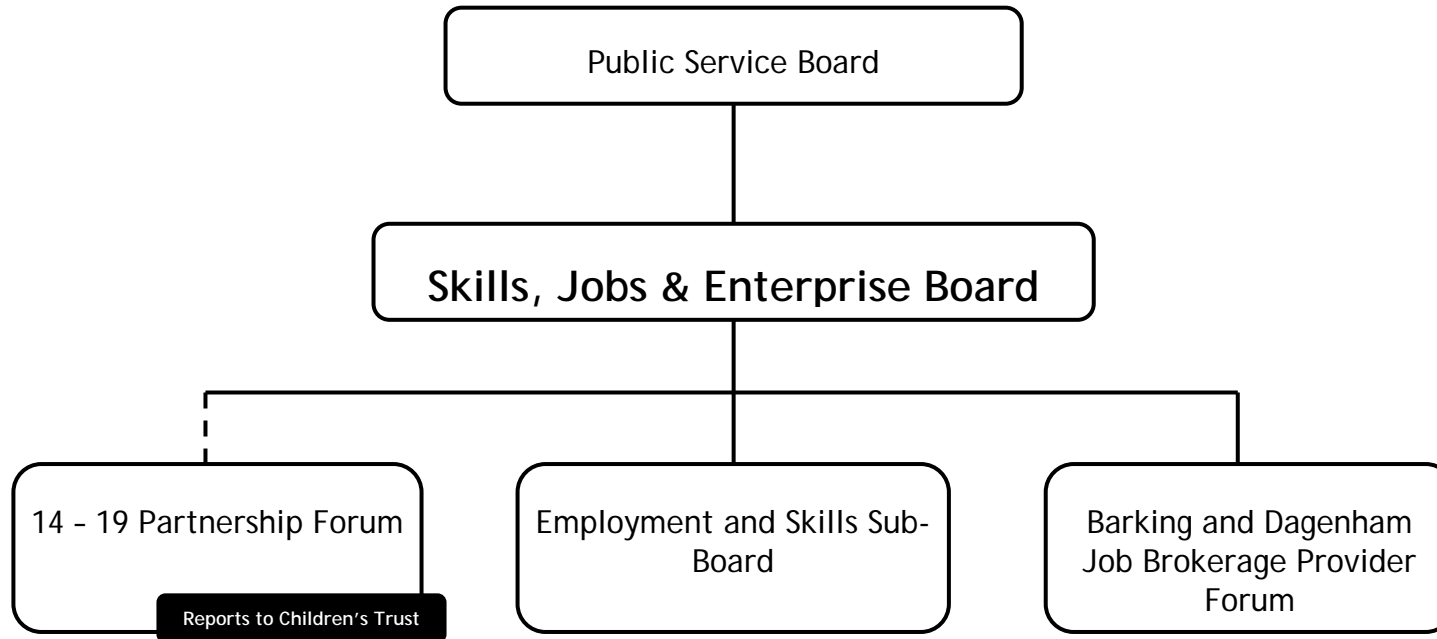
Urgent Decisions

If an urgent decision is required which cannot wait until the next meeting, a special meeting can be arranged. If this is not practical then the Chair in discussion with the Vice-Chair may take a decision. The decision will be reported to the next scheduled meeting.

Quorum

It is important that sufficient members are present at all meetings so that decisions can be made and business transacted. The quorum for the Board will comprise of one third of its total membership or five members, whichever is the greater. If a meeting has less members than this figure it will be deemed inquorate. Matters may be discussed but no decisions taken.

13.6. Sub-structure



14. Stronger Borough Board

14.1. Membership

Members

David Woods	LBBD - Corporate Director of Customer Services (Vice Chair)
Cllr Jeanne Alexander	LBBD - Cabinet Member for Safer Neighbourhoods and Communities
Tim Baggs	LINKs (Engagement Representative)
Carl Blackburn	Barking and Dagenham CVS - Director
Nick Hancock	Metropolitan Police - Chief Inspector (Partnerships)
Rita Chadha-Bolt	BME Representative - Director, RAMFEL
Kevin French	LGBT Forum
Jacquie Mowbray	North East London Foundation Trust (Mental Health Representative)
Alison Scally	Disability Equality Forum
Nigel Schultz	Faith Forum
Rebecca Scott	NHS Barking and Dagenham - Director Strategy and Corporate Support
Cllr Liam Smith	LBBD - Leader of the Council
Heather Wills	LBBD - Head of Community Cohesion and Equalities, Adult and Community Services (Lead Officer)
TBC	Chair(s) Neighbourhood Partnerships
TBC	Age Direct / Age Concern
Rob Whiteman	LBBD - Chief Executive (ex officio)

14.2. Aims

To promote and increase community cohesion in the borough by leading and delivering the LAA action plan including a focus on:

- Equality
- Participation
- Interaction

To deliver the Community Priority for 'Fair and Respectful' as contained within the Community Plan and set out below:

Fair and respectful: A stronger and more cohesive borough so that it is a place where all people get along, and of which all residents feel proud.

Under this priority our focus will be on:

- Significantly increasing involvement and influence in public services;
- Ensuring fair access to all public services;
- Creating opportunities to build respect together;
- Strengthening ties within our communities, for example, by increasing volunteering.

14.3. Terms of Reference

To develop an LAA action plan for Inclusion.

To agree and monitor the implementation of the borough's Community Cohesion strategy.

To advise on and prioritise the commissioning of services to achieve the outcomes and indicators set out in the LAA action plan for Inclusion and the Community Cohesion strategy.

To monitor progress and review the effectiveness of services against key indicators, by scrutinising the performance of all partners in delivering the outcomes set out in the LAA action plan for Inclusion.

To report progress regularly and when requested to the LPSB highlighting areas of non-achievement and ways to improve progress of the delivery of LAA actions plans and Floor Targets.

To liaise with the other LAA sub groups to ensure that equalities, diversity and community cohesion is mainstreamed into all service planning and delivery.

To maintain an overview of equalities, diversity and community cohesion issues on behalf of the borough.

To ensure that activities create and promote a positive image of the borough, the Partnership and the local community.

14.4. Meeting Arrangements

Attendance

Members are encouraged to attend each meeting. Dates for each municipal year will be set in sufficient time before the start of each new year. If a member is unable to attend a meeting then they are encouraged to submit their views to be tabled. It is suggested that substitutions are not acceptable at the Board meetings.

If a member has a continued reason for absence for two or more meetings then (with the prior agreement of the Chair) a designated 'interim replacement' can be appointed. If a member does not attend for three meetings in a row then that members continued involvement will be reviewed and a replacement sought if deemed necessary.

Regularity of Meetings

The Board shall meet quarterly.

Conduct of Meetings

Meetings are conducted in line with normal good practice for debate. Remarks are to be directed through the Chair. All members are given a reasonable opportunity for their views to be heard. Remarks should relate to the issues at hand and not to individuals.

Decisions and Voting

Decisions at meetings will normally be achieved by majority consensus of those present. If a decision is not possible a vote shall be taken (by a simple show of hands). In the occasion of a vote being tied, the Chair shall have the casting vote.

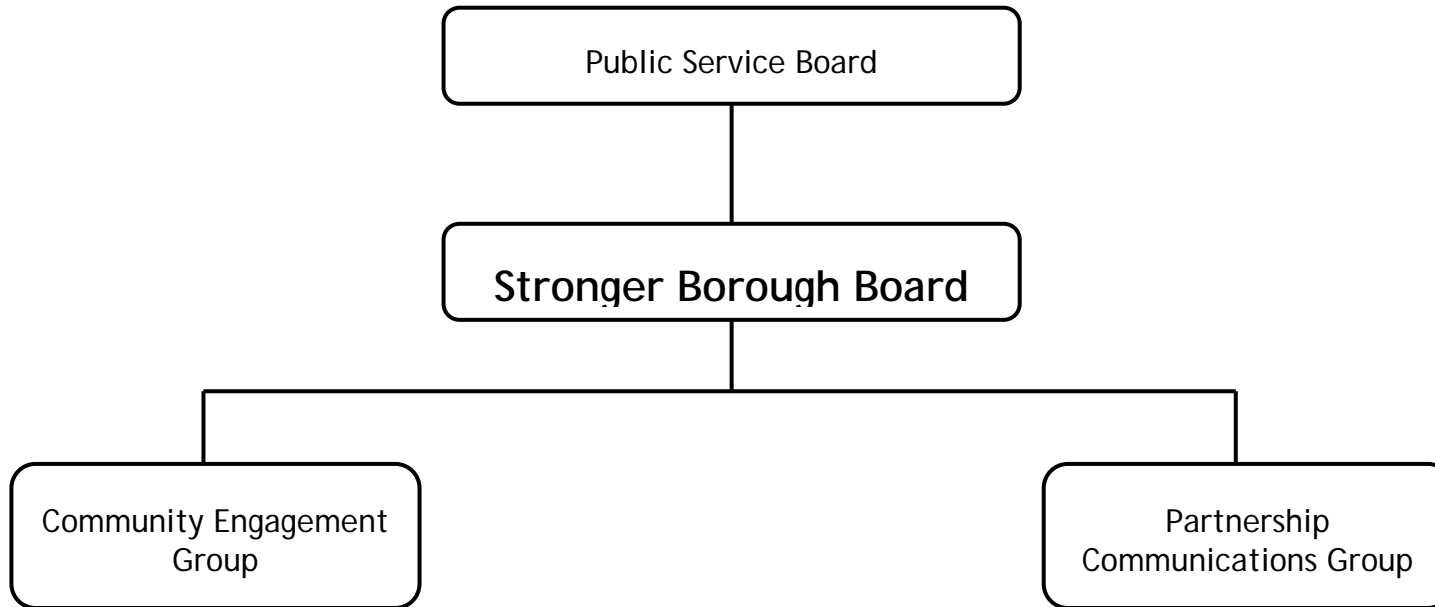
Urgent Decisions

If an urgent decision is required which cannot wait until the next meeting, a special meeting can be arranged. If this is not practical then the Chair in discussion with the Vice-Chair may take a decision. The decision will be reported to the next scheduled meeting.

Quorum

It is important that sufficient members are present at all meetings so that decisions can be made and business transacted. The quorum for the Board will comprise of one third of its total membership or four members, whichever is the greater. If a meeting has less members than this figure it will be deemed inquorate. Matters may be discussed but no decisions taken.

14.5. Sub-structure



APPENDIX 2 Management of the Partnership

The following procedures and protocols are key to the efficient management of the Partnership. They include:

- The Code of Conduct, which has as its basis the principles of conduct in public office;
- Protocols for the safe and efficient sharing of information between partner agencies;
- Procedures for the administration of the Partnership's key governance structures.

15. Code of Conduct

15.1. Principles of Public Life

1. All Partnership Members are expected to abide by the Standards Board for England's ten general principles of public life:
 - Selflessness;
 - Honesty and integrity;
 - Objectivity;
 - Accountability;
 - Openness;
 - Personal judgment;
 - Respect for others;
 - Duty to uphold the law;
 - Stewardship;
 - Leadership.

15.2. General Principles

2. Barking and Dagenham Partnership members are expected to uphold the law and act responsibly on behalf of their constituencies and stakeholders.
3. Barking and Dagenham Partnership expects the principles and guidelines in this Code of Conduct to be maintained by its members at all levels.
4. Members must not use their position to gain for themselves, their families or friends, any financial benefits, preferential treatment or other unfair advantage. All gifts and/or hospitality which might be intended to influence, or could appear to influence the judgment of members must not be accepted.
5. Members have a responsibility to play their part in ensuring that the Partnership uses its resources prudently and in the best interests of stakeholders and should not commit resources on behalf of the Partnership without the full knowledge and support of the Public Service Board. When awarding contracts or recommending grants, members should make decisions on merit.
6. Confidential material, including material about individuals should be handled in a sensitive and appropriate manner.

7. Members should never, in their public or private lives, behave in a manner, which might bring the Partnership, or the role of the member, into disrepute.
8. Members have a duty to declare any private interests relating to their membership and to take steps to resolve any conflicts arising in a way that protects the interests of stakeholders.
9. Members are accountable to the constituency or organisation, which elected or nominated them and should act accordingly.
10. It is acknowledged that all those involved in Barking and Dagenham Partnership will, due to its nature, have an interest of some sort. Such interests must not be allowed to result in actual or perceived undue benefit or conflict, and consequently to unsound decision-making.

15.3. Conduct At Meetings

11. All meetings will be conducted in accordance with the agreed Governance Frameworkal procedures and in line with the agreed agenda. No items will be added to the agenda at meetings without the permission of the Chair.

16. Performance Management

The diagram overleaf summarises the way in which the Partnership's performance management framework ensures that data and information on performance against the Local Area Agreement passes through the various boards on its way to the Council's Select Committees for scrutiny.

Raw data

Partners enter data to Covalent

PPP teams enter data to Covalent

Corp Performance produce data pack in pre-agreed formats (dashboards, etc.)

Raw data and dashboards / board reports

Review with partners

Partnership team

discussion

GM PPP

Improvement Plan comments and update

discussion

Lead officer for Partnership Board

Dashboards / board reports and improvement plans

Theme Board

Theme's business or perf group

Partners

DMT

Council CMT

Refreshed data

Public Service Board

Executive

Scrutiny / Select Committee

Feedback

Barking & Dagenham Partnership

17. Information Sharing Protocols

17.1. *Protocols in place*

The Partnership has agreed three principle information sharing protocols to cover specific sets of data and information.

For the sharing of information essential to the prevention of crime and disorder, as enabled by the Crime & Disorder Act 1998 (as amended), partners have signed up to the **Information Sharing Protocol for Crime & Disorder**.

For the safe sharing of information necessary to the provision, improvement and development of services for children, young people and families, partners have signed up to the **Children's Trust Information Sharing Protocol**.

For the safe sharing of information necessary to the provision, improvement and development of health and social care services, partners have signed up to the **North East London NHS Information Sharing Protocol**.

17.2. *Location of the protocols for reference purposes*

The protocols can be found on the Partnership's website at www.barkingdagenhampartnership.org.uk/informationsharing

The Partnership support team will ensure that the latest versions are kept online so that partners may access them promptly.

17.3. *Choosing a protocol*

It will be down to officers' discretion as to which information sharing agreement most effectively meets the needs they have for the sharing of specific information. In choosing a protocol, they will need to document their reasons alongside any other demands that the protocol places on them for ensuring an auditable trail for their decisions.

18. Administering the Partnership

18.1. About this protocol

The protocol which follows has been agreed between the Council's Democratic Services function and the Policy & Partnerships team on behalf of the Partnership.

It covers the steps to be taken to ensure that each Board meeting is effectively supported, running from the setting of the date, through agreement of agendas, to minuting and ensuring dissemination of actions.

Key / Notes

Lead Officers		
Business Jobs and Skills Board	Jeremy Grint	Head of Regeneration and Economic Development
Children's Trust	Meena Kishinani	Head of Children's Policy and Trust Commissioning
Clean Green and Sustainable Borough Board	Darren Henaghan	Divisional Director of Environmental and Enforcement Services
Healthier Borough Board	Mathew Cole	Joint Director of Public Health
Safer Borough Board	Glynis Rogers	Divisional Director of Community Safety and Neighbourhood Services
Stronger Borough Board	Heather Wills	Head of Community Cohesion and Equalities
* = additional to days added to take in bank holiday and Christmas holiday periods		

18.2. The Protocol for Administering the Boards

Action	Comments	Democratic Support	Policy and Partnerships / Lead Officer				
Check calendar for potential meeting slots	Remember that CMT is on Mon and Wed morning, DMTs are on Wed afternoon and no meetings involving Cllrs should be held on Thursday evenings (should finish by 3:30 p.m. if poss) or all day Friday - so avoid these times.	DSOs					
				a.m.	p.m.	Evening	
	Mon			CMT			
	Tue					Executive Avoid any clash	
	Wed			CMT	DMT		
	Thu				Finish by 3:30 if poss	No Cllrs	
Fri	Avoid Cllrs	Avoid Cllrs	No Cllrs				
	If possible create a schedule of dates (Including deadlines, bearing in mind dates of Agenda Planning Meeting and print / publication deadline.)						
Check potential availability of rooms for provisional dates with room bookings team		DSOs					
Send out list of potential / provisional dates		DSOs					

Action	Comments	Democratic Support	Policy and Partnerships / Lead Officer
Select date that the Chair and majority of attendees can attend	IF there is a choice between dates always go for the one that Cllr can also attend	DSOs	
Book Room		DSOs	
Book IT		DSOs	
Book Refreshments	Tea and Coffee and biscuits are standard for LSP Boards	DSOs	
Put date and details of meeting on modern.gov	Add new users and addresses for labels	DSOs	
Contact details	Review and update e-mail circulation list in outlook (+ shared folder?)	DSOs	
	Act as the central point for contact details (allow access to outlook contacts to see and use circulation list)	DSOs	
Put date and details of meeting in Members Meetings Calendar.		DSOs	
Put date and details of meeting in Council		DSOs	

Action	Comments	Democratic Support	Policy and Partnerships / Lead Officer
Diary (if not already published)			
Put date and details of meeting in Corporate Calendar			PPP Team
Put date and details of meeting in Partnership Web Pages			PPP Team

Set up Business Support Unit meeting	Aim to set up a programme of meetings to 12 to 18 months in advance				Lead Officer
Dates					Lead Officer
Book Room					Lead Officer
Book IT if necessary					Lead Officer
	?	Essential	Preferable	Not required	PPP
	Chair	-	-	Not required	
	Vice Chair	-		Not Required	
	Lead Officer in Policy Team	Yes	-	-	
	Lead Officer in Council	-			
	Project Officers				
	Portfolio Holders	-	-	Not required	
	Specific Cllrs	-	-	Not required	
Business Unit Meeting	Minimum of 28 Days before meeting			-	
BSU to discuss and decide on reports	This enables a week for reports to be produced and cleared				(PPP Team to attend)

that need to go to the meeting or to be added to the Forward Plan, and which person is going to be responsible for delivery of that report / information to the DSO	within the organisation concerned and submitted to the DSO no later than 21 calendar days before the meeting		
	Authors should aim to have their early draft reports at the BSU meeting wherever possible.		
Actions flowing from BSU	The lead officer/PPP representative must inform Democratic Services if there are any actions flowing from the BSU meeting. Lead Officer/PPP team should aim to inform Democratic Services within 3 working days.		Lead Officer / PPP Team
Send out confirmation e-mail of date time and deadline date to receive items for the agenda (to Lead Officer and all contributors and attendees) (Do this as an annual / 18 months in advance to enable work programming. If necessary send a second reminder prior to each meeting if)	.	DSOs	
Amendments to Forward Plan and upcoming reports to be notified to DSOs	Title, Brief description Who is writing If amendments flow from the BSU meeting then PPP to update. Otherwise DSO will make minor amends together with the draft minutes and send both draft minutes and FP to lead officer for clearance.	DSO	Lead Officer / PPP Team (i.e. the attendees of the Business Support Unit)

Provide Advice to authors drafting reports where necessary		DSO	PPP Team
All Council reports to be cleared by the appropriate Head of Service or in their absence the Lead Officer for Barking and Dagenham prior to submission to the DSO.		DSO	
Check agenda items received comply with minimum standards. (if received in good time)			
	Name and contact details	DSOs	
	Right template	DSOs	
	Name of Report	DSOs	
	Summary	DSOs	
	Recommendations		PPP Team
	(Go back to author if there are clarity problems or recommendation is not specific.)	DSOs jointly with	PPP Team

<p>Agenda Clearance (aim for 18 days before meeting)</p>	<p>18 days before meeting*</p> <p>Lead Officer - Clearance</p> <p>Send or take all draft reports / agenda to Lead Officer to obtain their corporate consent to get agenda formally cleared with the Chair.</p> <p>A separate Lead Officer agenda clearance is only required where the Chair is from a partner organisation. Where both are internal officers, agenda can go to both Chair and Lead Officer clearance at 14 days</p>	<p>DSOs</p>	<p>Standing invite to PPP Team to attend any meeting (their attendance is optional)</p>
<p>Request changes to reports from authors / HoS Chase final items for print.</p>	<p>(Emanating from Lead Officer agenda clearance meeting / e-mails) .</p>	<p>DSOs</p>	
	<p>Chair</p> <p>14 days working days before meeting*</p> <p>Obtain Chair's consent to agenda items to be presented. (note: In the absence of Chair Vice Chair. In the absence of both the Lead Officer clears.)</p> <p>See earlier agenda clearance comments above.</p>		
<p>Agenda Closure (Deadline for final cleared agenda and items to be with DSO)</p>	<p>9:00 a.m. 7 working days before meeting</p> <p>(Note: if final version of the item is not received by the Agenda Closure deadline the item falls till the next meeting.) - note: the only exception would be a legislative change, new government initiatives announced or the publication of a major Inquiry report, between agenda cut off date and meeting itself or publication of a major Inquiry report.</p> <p>7 working days before meeting*</p>	<p>DSOs</p>	

<p>Compile final agenda load agenda items send to print</p>	<p>7 working days before meeting* 6 working days before meeting*</p>					
<p>Publish agenda on modern.gov.</p>	<p>Minimum of 5 working days before meeting*</p>			<p>DSOs</p>		
<p>Circulate agenda</p>	<p>Send paper copies and / or electronic copies by e-mail to recipients as appropriate. Should be sent out minimum of 5 working days before the meeting*</p>			<p>DSOs</p>		
<p>Chairs Briefing – These are not automatic and is only needed if specifically requested by the Chair Set up Chairs Briefing</p>	<p>Book room automatically before each Board / Trust - for afternoon Boards and hour before meeting, for meetings starting before 10 consider day or so before.</p>			<p>DSOs</p>	<p>Note: Meetings between PPPT and or Lead Officer and Chair are managed by them direct and are not in the remits of the DSO</p>	
	<p>?</p>	<p>Essential</p>	<p>Preferable</p>			<p>Not required</p>
	<p>Chair</p>	<p>Yes</p>	<p>-</p>			<p>-</p>
	<p>Vice Chair</p>	<p>-</p>	<p>Yes</p>			<p>-</p>
	<p>Lead Officer in Policy Team</p>	<p>-</p>	<p>Yes</p>			<p>-</p>
	<p>Lead Officer in Council</p>	<p>-</p>	<p>Yes</p>			<p>-</p>
	<p>DSO</p>	<p>-</p>	<p>Yes</p>			<p>-</p>
	<p>Portfolio Holders</p>	<p>-</p>	<p>-</p>			<p>Not required</p>

	Specific Cllrs	-	-	Not required		
Time					DSOs	
Book Room					DSOs	
Book IT if necessary					DSOs	
advise attendees of details					DSOs	
attend					DSOs	
Check Room	Heating lighting and IT all on and working - microphones out for chambers (chase facilities support etc if not)				Facilities Support	
Attend meeting					DSOs	
Clear room of papers left on table Turn off the lights!					DSOs	
Report to Council's Monitoring Officer (Nina Clark) any issue that she should be aware of or if the meeting went ahead with no issues. (DSO are to do this either immediately after the meeting or the next morning at the latest).					DSOs	
Scan or add any documents tabled at the meeting and add to modern.gov for reference.	e-mail copies of tabled documents to all Board members and cc's for their info and future ref.				DSOs	
Prepare Minutes	Together with Forward Plan, i.e. any changes stemming from the Board meeting.				DSOs	

Clear Minutes	Lead officer, PPP Team prior to Chair sign off for publication. Minutes to be sent to lead officer within 7 working days as per the SLA	DSOs	
Publish Minutes		DSOs	
Circulate Minutes		DSOs	
Create / update list of outstanding items.		DSOs	
Follow up specific issues from meeting. Such as			
	as Letters (obtain a copy)	DSOs	
	New issues raised	DSOs	
	References between Boards	DSOs	
	Reports back required (advise officers)	DSOs	
Chase up reports outstanding	Send e-mails to individuals to remind them of issues outstanding.	DSOs	
(Outstanding Items / report back list)		DSOs	
Cancellation of meeting	If possible in discussion with the Lead Officer and Chair.	DSOs	

Advise all Board members, attendees and cc's.		DSOs	
Cancel room booking		DSOs	
Cancel refreshments		DSOs	
Update Modern.gov (to show as cancelled meeting)		DSOs	
Delete from Members Calendar		DSOs	
Delete from Corporate Calendar			PPP Team
Delete from Partnership Web pages			PPP Team

18.3. Key Milestones

BSU (Agenda Planning and Future Forward Planning of items)	DSO to be advised of what reports to expect and Updates for Forward Plan following BSU meeting	HOS to clear report by And send to DSO no later than	Agenda Items to DSO (by close of play)	Agenda Clearance Lead Officer (by meeting or by e-mail Meeting)	Chair to clear final agenda for print	Agenda Closure	Print	Agenda Circulation (electronically and paper copies as appropriate)_	Chairs Briefing (only if meeting is specifically requested)
(minimum of 28 days before Board)	28 days before meeting	21 days before meeting	21 days before meeting	(18 days before meeting) See detailed notes above	(14 days)	(7 working days)	(6 working days)	(5 working days)	

