

THE BRIDGE NDC SEVEN SISTERS

AN UNINCORPORATED ASSOCIATION

CONSTITUTION

This document contains the Constitution of The Bridge NDC which includes the Terms of Reference of the Partnership Board and each of the Sub-Committees, Working Groups and Advisory Groups that make up the NDC's structure and the Code of Conduct for all involved in the NDC.

The initial Terms of Reference and Code of Conduct were agreed by the Partnership Board at its meeting on June 22nd 2002. Revisions to the constitution were agreed at the meetings of November 2003, 20 July 2005, 29 May 2006, 22 November 2006 and 21 May 2008.

Throughout this document, where there is reference to a post by title in a partner agency, that reference shall be taken to mean the original or any subsequent replacement post title of the agency structure.

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THE BRIDGE NDC CONSTITUTION

1. TITLE

The name of the Association shall be **The Bridge NDC**.

2. AIM & OBJECTIVES

The Association's aim is that at the end of its programme, Seven Sisters will be a sustainable community of communities. The Association will work to make the area thrive economically, flourish socially, and regenerate it for current and future residents. The Association aims to create an area where people are proud to live and work without fear of crime. It will combine the diversity of local communities, and the efforts of its partners to deliver extensive renewal for Seven Sisters.

The objectives of the Association are as set out within its delivery plan, which is revised and updated annually.

In furtherance of its aim and objectives, the Association may do all such lawful things as are necessary for their attainment.

3. MEMBERSHIP

- 3.1. The Association membership shall be the membership of the Partnership Board.
- 3.2. Membership of the Partnership Board shall be gained by selection of a resident of the NDC area by an independent panel, by the nomination of representatives by partner agencies or by agreement of the Partnership Board. The detailed arrangements for membership of the Partnership Board are set out in its Terms of Reference.
- 3.3. The NDC Director shall keep an up to date list of all members of the Partnership Board and copies of their declaration of interests. Part one of those declarations shall be available for inspection by any resident of the NDC area. Part two shall be available for inspection by any member of the Partnership Board or officers of the Government Office or the Accountable Body.
- 3.4. Any member of the Partnership Board may resign from membership by giving to the NDC Director written notice to this effect.
- 3.5. The Terms of Reference for the Partnership Board, its sub-committees, advisory groups, forums and Theme Working Groups are set out in the document agreed by the Partnership Board in June 2002 and all subsequent amendments. All members of the Association shall be bound by those Terms of Reference and the Code of Conduct included within this Constitution.
- 3.6. Where the Terms of Reference of any sub-body are silent on an issue, the sub-body shall follow the Terms of Reference for the Partnership Board.

4. OFFICERS

- 4.1. The Association shall have a Chair and other officers, as set out in the Terms of Reference for the Partnership Board, elected annually by the AGM of the Partnership Board (unless deferred to the next practicable meeting of The Partnership Board).
- 4.2. Secretarial support for the Partnership Board shall be provided by the Director or his representative.

5. COMMUNITY MEETINGS OF THE ASSOCIATION

- 5.1. There shall be at least one Community General Meeting held each year for which prior notice shall be provided to all in the NDC local community. The arrangements for these meetings are as set out in the Terms of Reference for Community General Meetings.
- 5.2. The Chair (or in his or her absence a Vice-Chair) shall preside at the Community General Meeting. All members of the Partnership Board shall endeavour to attend these meetings.
- 5.3. The Business of the Community General Meeting shall include reports from the Chair, the Director and Chairs of the Theme Groups of the Association.

6. PARTNERSHIP BOARD

- 6.1. There shall be a Partnership Board responsible, in co-operation with the Association's Accountable Body (Haringey Council) and the Government Office for London, for the overall direction, management and operation of the Association.
- 6.2. There shall be an Annual General Meeting (AGM) of the Partnership Board held each year, for which at least 21 days prior notice shall be sent to all of its members. This meeting shall constitute the AGM of the Association.
- 6.3. The Chair (or in his or her absence a Vice-Chair) shall preside at the AGM.
- 6.4. The quorum and voting arrangements shall be as set out in the Terms of Reference for the Partnership Board.
- 6.5. The Business of the AGM shall include:
 - 6.5.1. Election of the Chair, Vice Chairs and any other Officers (unless deferred to the next practicable meeting of The Partnership Board). Nominations for Officers may be submitted in writing or taken from the floor, subject to the nominee's agreement. Elections for these officers shall be conducted as set out in the Term of Reference for the Partnership Board;
 - 6.5.2. An Annual Report with contributions from the Chair, Director and Theme Group Chairs; and
 - 6.5.3. Any other business, which may be requested in writing by any member of the Partnership Board, provided it reaches the Chair and Director at least 28 days before the AGM.

6.6. Reporting Officers or Theme Group Chairs unable to attend shall submit a written report to the Chair prior to the meeting.

7. FINANCE

- 7.1. The London Borough of Haringey shall be the “Accountable Body” for the Government grant allocation to the Association which shall be bound by the financial rules of the Council and the Government Office for London.

8. ALTERATION OF CONSTITUTION, TERMS OF REFERENCE OR CODE OF CONDUCT

- 8.1. Any proposal to alter the Constitution, Terms of Reference or Code of Conduct must be approved at a Partnership Board AGM or a Special Meeting of the Partnership Board called only for that purpose and for which 21 days notice has been sent to all its Members.
- 8.2. Such a proposal for change shall be accompanied by a copy of the relevant part of the existing Constitution, Terms of Reference or Code of Conduct and proposed amendments in the documentation for the meeting, sent out with notice of the meeting.

9. DISSOLUTION OF THE ASSOCIATION¹

- 9.1. The Association may be dissolved only at a special meeting of the Partnership Board convened for the purpose of dissolution and for which 21 days notice has been sent to all its Members. The motion to dissolve must be carried by three quarters of the members present and voting.
- 9.2. Before a vote for or against dissolution be taken, the meeting shall determine how any assets of the Association shall be disposed of in the event of the motion to dissolve being carried, taking account of any guidance or rules of the accountable body or any relevant funding body.

¹ The Special Board Meeting of 22nd November 2006 agreed that there will be amendments put to the 2007 AGM proposing to include the dissolution of the association at the end of Government funding for this NDC programme unless the Board indicate otherwise and the ability for it to be dissolved on a simple majority ballot of Board members at the request of Government Office or the Accountable Body.

Terms of Reference for the Partnership Board

Membership:

Full voting membership of 23:

Twelve Resident Representatives (selected by an independent panel);
Four Service Partner Representatives; one each for the Primary Care Trust, the Mental Health Trust, the Department of Works and Pensions and the Metropolitan Police;
Three local Councillors (one each from the three wards in which the NDC is located);
One representative each for the TUC (Trades Union Congress) and local Business;
The Chair of the Youth Forum;
The Chief Executive of Haringey Council or a Director or Assistant Chief Executive representing him or her;

Non-voting co-opted membership of up to 6:

The MP for Tottenham;
The Lead Member for Regeneration (Haringey Council);
A representative of the LSC (Learning & Skills Council);
The Chair of the Older and Bolder Forum;
A representative of HAVCO
One other member as determined by the Board.

1. The roles of each category of member are described in **Appendix One** to these Terms of Reference and the roles of each individual member, the Chair and Vice Chair are set out in **Appendix Two** to these Terms of Reference.
2. The membership of the Partnership Board comprises twelve places for Resident Board members of the NDC area, in accord with the agreed requirements for eligibility, and representatives of partner and community organisations as determined by the Partnership Board and agreed with the Government Office for London.
3. The requirements for eligibility for selection to serve as a Resident Board Member shall include the exclusion of any person subject to a sentence of imprisonment of 12 months or more in the year preceding the selection date, anyone who is an undischarged bankrupt, any person previously permanently removed from membership of the Partnership Board as a sanction by the Board in accordance with its constitution, these terms of reference or the code of conduct and any person not resident within the NDC area for a period of 12 consecutive months prior to submission of an application to join the Board.
4. Other individuals may be co-opted for their special knowledge/experience. They shall not have the power to vote or count towards the quorum.
5. The maximum number of co-options shall be six.
6. Should a vacancy arise due to a lack of candidates to serve as Resident Board members or occur in the membership after the initial selection, it shall be filled by appointment by a panel of members of the Board, selected by the Board.. Where residents have been co-opted onto the Board under these rules, they will be full voting members of the Board.

7. Vacancies arising for other partner or community positions shall be referred to the organisation concerned for the appointment of a replacement. Where a co-opted member vacancy occurs, it may be filled by a further co-option.
8. Members of the Partnership Board are expected to attend meetings on a regular basis. If unable to attend, members should register apologies for absence with the NDC Office.
9. Members failing to attend two consecutive regular meetings of the Partnership Board will be written to reminding them of their responsibilities. Members who miss three consecutive regular meetings, without the prior approval of the Board, may be considered to have resigned from the Board and a vacancy may be declared. The Board Member will be notified in writing.
10. Members shall undertake a self assessment skills audit of Board membership and a training needs analysis to determine what further training is required. Members will then undertake training relevant to their work on the Board of the NDC from that set out in a training programme arranged to suit members' needs and commitments.
11. Members of the Board shall complete, sign and regularly update a register of interests and shall sign a declaration expressing their intent to abide by the Constitution, Terms of Reference and Code of Conduct of the NDC. Any member failing to comply with these requirements may be deemed to have resigned from the Board.

Role of the Partnership Board

1. To be responsible for the implementation of the Strategic Plan, the Delivery Plan, annual updates to the Delivery Plan and the succession strategy for the programme.
2. To ensure, through the Director Appraisal Panel, the delivery of the programme of the NDC as agreed by the Board.
3. To consider reports from each of the Theme Groups and take decisions on issues/proposals arising from Theme Groups.
4. To consider reports from its Sub-Committees, Advisory Groups and Forums.
5. To consider reports from the NDC Staff Team.
6. To ensure development of Community Involvement and Communications Strategies to ensure maximised community ownership and awareness of the NDC programmes.
7. To determine the future structure of the NDC, including the consideration of incorporation, charitable status and the establishment of any related organisation, for example a trust enabling ownership of NDC assets.
8. To agree senior staffing appointments and staff structure, administration arrangements and accommodation for the programme.
9. To approve projects in accordance with Government Office for London (GOL) procedures in conjunction with Haringey Council.
10. To ensure activity and progress are reported to Haringey Council in its role as Accountable Body.
11. To report on progress to the Community General Meetings and to consider reports arising from those meetings.
12. To ensure all matters within the NDC are carried out with due reference to probity, equal opportunities and openness to the community.

13. To delegate project spend and management and delivery costs spend to officers of the NDC, within overall NDC budget heads approved by the Partnership Board and in line with Financial Regulations of the Accountable Body, Haringey Council.
14. To delegate approval or recommendations to GOL for approval of projects to the Project Approval Sub-Committee and the approval of projects of less than £50,000 to the Director in consultation with the Executive Committee and reported to the Partnership Board.
15. To take overall responsibility for all decisions concerning funding of projects and to ensure any dispute about such funding shall be heard by the Board (or, in an emergency, its Executive) and not by the Theme Groups or any other sub-body of the NDC.
16. To ensure that all residents' and other Partnership Board Members' expenses, incurred in any form of involvement in the NDC, are met efficiently through an agreed policy.

Officers:

1. The Officers of the NDC shall comprise a Chair, Vice Chair and such other officers as the Partnership Board decide. If more than three officers are appointed, each shall have a specific role description.
2. The Officers of the NDC shall comprise the Executive of the Board, with Terms of Reference as agreed by the Board.
3. The Chair and vice chair(s) will:
 - a. Ensure the efficient conduct of meetings;
 - b. Ensure all Board members are treated equitably and have a proper opportunity to express their views when debating decisions of the Board;
 - c. Establish a constructive working relationship with the Director;
 - d. Ensure the Board delegates sufficient of its authority to sub-bodies or officers to obtain the most efficient and effective running of the organisation;
 - e. Ensure the Board receives appropriate professional advice from officers or external advisers or others when necessary;
 - f. Ensure the NDC complies with regulations as required by the accountable body or Government Office;
 - g. Represent the Board or the NDC where necessary.

Meetings:

1. The Partnership Board shall meet on a regular cycle
2. Meetings will have agendas drafted so that meeting do not normally last more than two hours. Agendas shall be set by the Chair in consultation with the Director.
3. Every effort will be made to avoid papers being tabled at the meeting.
4. All meetings shall be advertised through the NDC's newsletter and shall be open to residents of the area and others with a clear interest in the work on the NDC (Subject to the Chair's discretion).

5. Notices of meetings will be circulated to Members of the Partnership Board 5 working days in advance of the meeting and shall have attached all necessary papers where possible.
6. In the case of urgency, special meetings may be called by the Chair or Executive provided at least three days notice is provided to Members of the Partnership Board.
7. The Partnership Board shall be entitled to hold parts of its meetings in a closed manner where issues of confidentiality require.
8. All meetings of the Partnership Board shall be independently minuted by an officer designated by the Director.
9. Minutes of meetings shall be circulated within ten working days to all Partnership Board Members and Partner Organisations. They shall be available on request from the NDC office. They shall be dispatched with the agenda for the subsequent meeting.
10. Meetings shall be chaired by the Chair or in his/her absence the Vice Chair.
11. At each meeting, the person chairing the meeting shall request all members to declare any potential or actual interest they may have in any item on the agenda and shall remind members of the expectations of behaviour at the meeting as set out in the Code of Conduct.
12. The quorum for meetings shall be one third of the total number of Partnership Board full voting Members. Four of those attending must be local residents selected or appointed in accord with paragraphs 2 and 6 of the membership section above.
13. The Partnership Board will not revisit decisions taken during the previous six months unless a 2/3 majority of Board members present and voting so decide.
14. The Chair will sign the minutes of the proceedings at the next suitable meeting. The Chair will move that the minutes of the previous meeting be signed as a correct record. The only part of the minutes that can be discussed is their accuracy.
15. Partnership Board members and any other person attending any NDC meeting shall comply with the Code of Conduct.
16. The Director of the NDC will attend, or be represented at, all meetings of the Partnership Board and its Sub-Committees.
17. All meetings will commence with introductions and name boards or badges for all members will be supplied.
18. The Partnership Board may accept deputations of people with a local connection who wish to raise an issue in person with the Partnership Board. Those wishing to form a deputation shall contact the NDC office in the first instance, who will contact the Chair of the Partnership Board to seek agreement. Deputations shall be allowed at the discretion of the Chair.

Voting:

1. **Majority**
Unless these Terms of Reference provide otherwise, any matter will be decided by a simple majority of those members voting and present in the room at the time the question was put.
2. **Chair's casting vote**

If there are equal numbers of votes for and against, the Chair will have a second or casting vote. There will be no restriction on how the Chair chooses to exercise a casting vote.

3. **Show of hands**

Unless a ballot or recorded vote is demanded as set out below, the Chair will take the vote by show of hands, or if there is no dissent, by the affirmation of the meeting.

4. **Ballots**

The vote will take place by secret ballot for all elections to officer posts and for any other matter if one third of members present at the meeting demand it. The Chair will announce the numerical result of the ballot immediately the result is known.

5. **Recorded vote**

If a majority of members present at the meeting demand it, the names for and against the matter for decision or abstaining from voting will be taken down in writing and entered into the minutes. A demand for a recorded vote will override a demand for a ballot, except for the election of officers.

Urgent Action:

1. Any need for urgent action shall be dealt with by officers of the Board in accordance with the Terms of Reference for the Executive.

Sub-Committees and other sub-bodies

1. The Partnership Board may establish such sub-committees, working groups, panels, forums or advisory groups as it considers necessary, except that new theme groups shall only be established following consideration by the Partnership Board of a full written report from the Director. All bodies established shall have clear terms of reference using as a model the Terms of Reference for ad-hoc and temporary bodies as agreed by the Board, in particular defining any delegated powers for approval of projects or contracts and spend and will usually include at least one member of the Partnership Board in their membership.
2. The Partnership Board may itself exercise any of the powers delegated to Sub-Committees.
3. The Partnership Board may terminate any Sub-Committee at any time.
4. Sub-Committee membership shall be defined by Terms of Reference but shall always contain at least three Partnership Board Members.
5. Sub-Committees may co-opt individuals who have particular expertise or experience to contribute but such members shall not have voting rights and all co-options shall be reported to the Partnership Board for approval.

Appendix One to the Terms of Reference of the Partnership Board

Role of all Members of the Partnership Board

All members of the Partnership Board should at all times remember that they are responsible for the actions and activities of The Bridge NDC, which is a public body, funded from the public purse. Their work should be guided by and in the spirit of the following principles:

Selflessness

Members should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends, nor improperly to disadvantage any person.

Honesty and Integrity

Members should not place themselves in situations where their honesty and integrity may be questioned, should not behave improperly and should on all occasions avoid the appearance of such behaviour.

Objectivity

Members should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefits.

Accountability

Members should be accountable to the public for their decisions and actions and for the manner in which they carry out their responsibilities.

Openness

Members should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions.

Respect for Others

Members should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. They should respect the impartiality and integrity of employees working for the NDC programme.

Stewardship

Members should do whatever they are able to do, to ensure that the resources available to the NDC are used prudently and in accordance with the law.

The Role of Resident Board Members:

NDC programmes are about community ownership of the NDC's activities and the reshaping of public services to neighbourhood needs. The role of Resident Board Members is central to the way the project is run and decisions made.

Resident Board Members are:

1. Not there to represent the views of the whole community, as these views are too diverse. They are there to ensure that the community has been consulted in an appropriate way such that the Partnership Board considers the gathered views when making decisions.
2. There to ensure that the NDC's programmes are delivered in a manner that meets the community's priorities and in a manner accountable to and engaged with the community.
3. There to bring considerable local knowledge to strengthen the Partnership Board in its decision making.
4. The key link for the flow of communication and ideas between the Theme Working Groups and the Partnership Board.
5. There to work in partnership with partner organisations to build a neighbourhood management framework for service delivery to the community.

The Role of Councillors:

1. Although appointed by the Council to be its representatives on the NDC, as members of the NDC Partnership Board, Councillors are voting members of a voluntary organisation management committee.
2. At meetings of the NDC Partnership Board or any of its sub-bodies, Councillors' responsibility is to the NDC and its interests. This responsibility is paramount in reaching decisions at these meetings and should not be subject to other responsibilities individuals may have as a Councillor that are not relevant to the NDC area.
3. At the Partnership Board and its sub-bodies, Councillors will be governed by any Constitution, Terms of Reference, Rules, Codes of Conduct and Standing Orders adopted by the NDC.
4. The Council is the Accountable Body for the NDC and has other responsibilities for services in the area covered by the NDC. Councillors will need to take advice from the proper officer of the Council about any need to

declare an interest and leave meetings at the Council when matters concerning the NDC are discussed.

5. Councillors should be aware that their experience in local government may set them at an advantage over other members in discussions and meetings and should be aware of their duty to inform and empower other Partnership Board Members, particularly those from the community.

The Role of Partner Members

The Bridge NDC is about partnership working with service providers to improve the quality of life of The Bridge community.

1. At meetings of the NDC Partnership Board or any of its sub-bodies, Partner Member's responsibility is to the NDC and its interests. This responsibility is paramount in reaching decisions at these meetings and should not be subject to other responsibilities individuals may have that are not relevant to the NDC area.
2. At the Partnership Board and its sub-bodies, partner members will be governed by any Constitution, Terms of Reference, Rules, Codes of Conduct and Standing Orders adopted by the NDC.
3. Partner Members bring particular expertise from their field to the Partnership Board.
4. Partner Members create a links between the NDC and their Partner Organisations so that the localised perspective being generated by the NDC can be fed back to the Partner Organisations and influence service delivery.
5. Partner Organisations will have a relationship with the NDC defined by a Partnership Agreement.
6. Partner Members should be aware that their experience may set them at an advantage over other members in discussions and meetings and should be aware of their duty to inform and empower other Partnership Board Members particularly from the community.

The Role of Other Members:

1. Other Members of the Partnership Board, and co-options, are there to bring special expertise and experience to the Partnership Board.
2. Other Members should be mindful at all times that their paramount responsibility as Partnership Board Members is to act in the interests of the NDC and should follow the spirit of the role laid down for Councillors.

Appendix Two to the Terms of Reference of the Partnership Board

Role Description for Board Members

Main Duties

The Board is responsible for delivering the NDC Programme. Generally, Board members govern the organisation by acting together as a group, setting aside personal interests and reaching decisions at regular Board meetings.

Each individual Board member brings their skills, knowledge and experience to contribute to the work of the Board. However, each member must accept collective responsibility for decisions taken by the Board and will not act against or criticise such decisions outside of Board meetings.

Governance

As a member of the NDC Board, you will be required to:

- Ensure all matters within the NDC are carried out with due reference to probity, openness to the community, diversity and equal opportunities and all other relevant policies approved by the Board.
- Act in the best interests of the NDC Programme and work with the other Board members in collective responsibility for Board decisions.
- Contribute to the strategic development of plans for improving services for the community.
- Uphold the NDC Constitution, Code of Conduct and Terms of Reference.
- Demonstrate high standards of corporate and personal conduct. Details of what is required of you are set out in the Constitution, Code of Conduct and Terms of Reference.
- Plan for the orderly wind-up of the NDC programme, making appropriate succession arrangements for NDC initiatives, including the establishment of a successor body as an independent organisation, and the management of appropriate relationships with its Board.
- Note particularly the requirement to declare any conflict of interest that occurs in the course of Board business and the need to declare any relevant business interests, positions of authority, or other connections with commercial, public or voluntary bodies. There is a written declaration that you must complete in two parts; part one will be available for inspection by any resident of the NDC area, whilst part two (containing contact details etc.) is only available for inspection by Board members or relevant senior staff.

Other Responsibilities

You should also:

- Contribute actively to the Board's discussion and decisions and use your skills, knowledge and experience to help the Board reach sound decisions.
- Help in ensuring the best use of financial resources to maximise benefits for residents and businesses.
- Encourage equality of opportunity and ensure that people of different gender, sexual orientation, race, age or disability are represented and have access to all activities of the Partnership and you will promote equality of opportunity within the area.
- Take part in the appointment of the Director and other senior managers.
- Represent the Board at official occasions or in dealing with the local media and to promote knowledge and understanding of the work of the NDC and advocate on its behalf.
- Be responsible for the implementation of the Delivery Plan and the development of annual updates to the Delivery Plan.
- Ensure that programme activity and progress are reported to Haringey Council in its role as Accountable Body.
- Contribute to building and maintaining a close relationship between all those in your community or agency concerned with the delivery and promotion of services so that all agencies work in harmony for the benefit of the community.
- Report on the progress of the programme to Community General Meetings, consider reports arising from those meetings and ensure the development of Community Involvement and Communications Strategies to raise community awareness of the NDC programme.

Training:

- Training opportunities that enable you to increase your skills and understanding of the work of the Board will be provided. A programme of training will be produced by the staff team each year, based on an assessment of your training needs and the needs of the programme. Some of the training sessions will be an essential requirement that you will be expected to attend; others will be available at your discretion.
- You have a responsibility to undertake appropriate training and development to help you to carry out your role effectively as a Board member.

Time Commitment:

- Board members will normally devote a substantial amount of time to Board activities. There may be meetings to attend during the working day, but it is more likely that they will be in the evening. In addition, you will need to find time to prepare for meetings by reading and assessing all relevant papers. Occasionally awayday/seminar events are organised which might involve an overnight stay.

Remuneration:

- Representative Board members do not receive remuneration but resident members receive a small allowance to recognise their contribution to the work of the Partnership.
- Board members are eligible to claim expenses and other costs necessarily incurred on NDC business.

Appointment and Tenure of Office:

- Up to 12 Resident Board members will be selected in the Summer of 2008 to serve until the wind-up of the NDC in March 2011.
- Applicants for selection must be residents in the NDC area and otherwise be eligible under paragraph 3 of the Terms of Reference for the Partnership Board.
- Each applicant will be subject to a formal selection process before being chosen to serve as a Resident Board member. Selection will be on the basis of skills and knowledge relevant to the role. Selection will be carried out by a panel independent of the Partnership Board comprising an independent Neighbourhood Renewal Advisor, a resident from another NDC area and an officer from the Government Office for London (either as decision-maker or observer. If GOL officer is an observer, then a second resident from another NDC area can be invited to join the panel).
- In the event of any dispute over the decision(s) of the independent selection panel, an appeal can be made to the Bridge NDC Partnership Board. The decision of The Bridge NDC Partnership Board is final.
- Other non-resident Board members are there by appointment which is renewable each year. Appointed members are eligible for re-appointment.
- You should note that Board membership or the holding of any office for the Board or its sub-bodies is not a public appointment, statutory office or job and is not subject to the provisions of employment law.
- You should note the role guidance for each type of Board membership and the public service declaration contained within the Terms of Reference for the Board.

Role description: Chair of the Board

Main Role:

To chair the Board of The Bridge NDC Partnership Board

You will demonstrate responsibility for governance by:

- Ensuring that the board fulfils its responsibilities for the governance of the Bridge NDC.
- Ensuring the NDC complies with regulations as required by the Accountable Body or Government Office.
- Fostering amongst Board members the ownership & involvement of board processes, decisions, programme activity, structural and financial obligations and accountability.
- Ensuring that the organisation complies with its constitution and any relevant law or regulation.
- Ensuring that the organisation pursues the objects set out in its constitution and Delivery Plan.
- Ensuring the Board delegates sufficient of its authority to sub-bodies or officers to obtain the most efficient and effective running of the organisation.
- Safeguarding the good name and values of the organisation.

You will provide leadership and direction to the board and:

- Act as an ambassador for the NDC and represent the Board or the NDC where necessary.
- Ensure that the Board works well by providing leadership and clear strategic direction, and ensuring that Board members are provided with appropriate advice and training.
- Ensure the Board receives appropriate professional advice from officers or external advisers or others when necessary.
- Ensure the efficient conduct of meetings and that all Board members are treated equitably and have a proper opportunity to express their views when debating decisions of the Board.
- Play a lead role, with the Director, in dealing with local or national media on behalf of the NDC.

Term of office:

- There are no restrictions on the length of time the position of Chair may be held, subject to annual election.

Other requirements are that you will:

- Establish a constructive working relationship with the Director, focused on meeting the NDC's vision and objectives, and will provide support as required.
- Ensure an effective working relationship between the Board and the staff, to help them achieve the objectives set for the organisation.
- Ensure the general efficiency and effectiveness of the board and its meetings including planning the annual cycle of Board meetings, setting agendas for Board meetings and monitoring implementation of decisions taken at board meetings.

- Take decisions as appropriate under the scheme of delegation, with the advice of the Director.
- Give a substantial time commitment to allow for preparation for and attendance at meetings and keeping up to date with all issues or developments affecting the programme.
- Be informed of the services provided by the NDC and publicly support them.
- Foster a positive working relationship with other board members and NDC staff.
- Be aware of and abstain from any conflict of interest.

To develop training and learning within the NDC, you will:

- Promote learning on the board for all members and maximise their involvement and development.
- Work with the NDC Director and any other appropriate agency to find appropriate training and development for Board members.
- Seek to benefit from best practice in other NDC or similar Partnership Boards and learn from others' experience.
- Undertake appropriate training and development to help you to carry out your role as Board chair.

Qualifications and skills:

- You should have completed at least one year of board membership and will undertake, or have undertaken, training in the chairing of meetings as provided or otherwise recognised by the NDC.

Other Responsibilities are that you will:

- Prepare the agenda for the board with the Director, in consultation with the Vice-Chairs and will call special meetings if necessary.
- Chair meetings of the board and see that it functions effectively, interacts with management optimally, and fulfils all of its duties.
- Work with the Vice-Chairs to ensure that the Partnership Board fulfils its programme and financial obligations.
- Arrange for a Vice-Chair to Chair meetings in your absence.
- Periodically consult with board members on their roles and help them assess their performance.
- Establish overall long-term and short-term goals, objectives and priorities for the NDC in meeting the needs of the community.
- Work with the Director to ensure board members receive agenda and minutes in a timely manner and ensure that all presentations, paperwork and decision-making processes enable board members to become fully involved.
- Reflect any concerns management has in regard to the conduct of the board or individual members of the Board and reflect to the Director the concerns of the board and other constituencies.

- Be ex officio a member of, and attend, the Director Appraisal Panel; you will be able to sit ex officio on all sub bodies of the Board.
- Annually focus the board's attention on matters of organisational governance that relate to its own structure, role and relationship to management.
- Work in partnership with the Director to make sure board resolutions are carried out.
- Promote productive discussion between the different agency partners and interest groups and work to enhance relationships with other community groups and agencies.
- Work with the Communications Manager in making the NDC more effective in communicating with and listening to local people and work with the Community Development Team on the delivery of the Community Development strategy.
- Adhere to the general duties outlined in the Board members' role description.

Role Description: Vice Chair of the Board

Your Major Duties will be to:

- Fulfil the role of Chair in the absence of the Chair at board meetings and deputise for the Chair as and when required.
- Follow the duties outlined in the Chair's role description whenever you are acting in the absence of the Chair.
- Shadow the work of the Chair to be able to act as Chair in his or her absence.
- Work with the Chair to prepare agendas for Board meetings and to ensure the programme fulfils its programme and financial obligations.

Qualifications/Skills:

- You will have an understanding of meeting procedures and will undertake, or have undertaken, training in the chairing of meetings as provided or otherwise recognised by the NDC.

Term of Office:

- There are no restrictions on the length of time the position of Chair may be held, subject to annual election.

Time Requirement:

- You will need to give a time commitment greater than that of ordinary members of the Board to ensure you are able to work closely with the Chair and Director to be able to act in the Chair's absence.

The requirements and responsibilities of this post are to:

- Demonstrate a commitment to the work of the NDC.
- Attend board meetings and the Annual General Meeting.
- Be aware of, and abstain from, any conflict of interest.
- Be aware of the services provided by the NDC and publicly support them.
- Prepare for and participate in the discussions and deliberations of the board.
- Foster a positive working relationship with other board members and NDC staff.
- Have read and understood the role description for the Chair of the Board.
- Adhere to the general duties outlined in the Board members' role description.

Terms of Reference for the Partnership Board Executive Committee

Membership:

The Executive of the Bridge NDC Partnership Board shall comprise the Chair and two Vice Chairs of the Board. If any further Officers of the Board are appointed by the Board (e.g. a Board member responsible for finance or communications), the Board shall state at the time of their appointment whether they shall be members of the Executive. The Director shall attend and advise all executive meetings and shall invite other staff to assist in this as appropriate.

Role of the Executive

1. To set the agendas for Board meetings, taking account of issues raised by other Board members;
2. To ensure the Director is aware of all decisions of the Board and can report on actions taken in response to those matters;
3. To take decisions on urgent matters that must be advanced too quickly for their inclusion in Board meetings. In the case of an extremely urgent matter, it may be necessary for the Chair to take such a decision; if so, the Chair shall consult other members of the Executive as available and shall report to the next Executive meeting (or Board meeting if that is earlier). The Executive shall report any urgent Executive or Chair's Actions to the next Board meeting;
4. To recommend to the Board the person(s) to represent the NDC at any outside event or at any meeting;
5. To recommend to the Board the establishment of any new sub-bodies of the Board (either ad-hoc/time limited or permanent);
6. To meet with the Accountable Body or Government Office concerning any issues of performance of the NDC programme or any complaint about the NDC;
7. To ensure that the Board is fully informed of all matters considered by the Executive.

Meetings:

1. The Partnership Board Executive shall meet on a regular cycle including two weeks prior to each Board meeting to agree the meeting's agenda (and four weeks prior to an Annual or Special General Meeting);
2. Meetings will have written agendas set by the Chair in consultation with the Director;

3. Every effort will be made to avoid papers being tabled at the meeting;
4. Notices of meetings will be circulated to Members of the Executive 5 working days in advance of the meeting and shall have attached all necessary papers where possible;
5. Meetings of the Executive shall normally be closed to the public and staff of the NDC not specifically invited to attend;
6. A decision and action note of all discussion of the Executive shall be produced by the Director, circulated to the Executive members within one week of the meeting and shall be included with the papers for the next Board meeting. These notes shall be treated as the record of all Executive decisions;
7. Meetings shall be chaired by the Chair or in his/her absence the First Vice-Chair.
8. The quorum for meetings shall be two members of the Executive.

Terms of Reference for the Director Appraisal Panel

Membership:

The Director Appraisal Panel shall comprise the Chair and a Vice Chair of the Board, and an Assistant Chief Executive, a Director or the Head of Personnel of Haringey Council.

Role of the Director Appraisal Panel

1. To ensure the Director is aware of all decisions of the Board and can report on actions being taken in response to those matters;
2. To ensure the Director is leading the programme to deliver its strategic and delivery plan targets and outcomes and is preparing the succession and exit strategy for the programme at the end of Government funding;
3. To ensure the Director is fulfilling his duties as a senior manager of the Council;
4. To ensure all requirements of the Government Office in relation to the NDC programme are understood and being adhered to;
5. To respond to any concerns the Director may have in relation to the expectations of the Board or of the employer;
6. To offer such support to the Director in the conduct of his duties as may be necessary;
7. To identify any training needs the Director may have and to propose to the employer and the Board how these should be met;
8. To consider any complaint against the Director in accordance with the NDC Complaints Procedure;

Meetings:

1. The Director Appraisal Panel shall meet on a regular cycle to enable reporting to the Partnership Board at least twice per year and to enable input to the Council's Performance Appraisal system;
2. Meetings of the Director Appraisal Panel shall only involve the designated membership unless any other Board member or Haringey Council Officer is specifically invited to attend;
3. A decision and action note of all discussion of the Director Appraisal Panel shall be produced by the Assistant Chief Executive or Director of Haringey Council and shall be included with the papers for the next Board meeting.

Terms of Reference for all Theme Groups

The Theme Groups bring together the community and lead partners and officers to generate, develop and monitor project ideas within each of the NDC's key working themes and to address the strategic development of the programme and its exit strategy.

Theme Groups provide a forum for resident consultation and involvement allowing them to work with partner organisations to design, influence and develop projects which will make a positive impact in the community and promote change in the way in which mainstream services are provided.

Membership:

1. The Theme Groups are open meetings for local residents, voluntary sector and community organisations that provide services to the local community and relevant public agency service providers. They shall be serviced by the relevant NDC Theme Manager.
2. The Theme Groups will actively seek to involve residents from across the diversity of the NDC area and from all forms of tenure including residents in private rented, Council and Registered Social Landlord accommodation and owner occupiers.
3. Membership of each Theme Group will include:
 - a. A Chair and a vice chair who shall be Resident Members of the Board, appointed by the Board
 - b. Other residents who are interested in the thematic area and who shall, together with the Chair and Vice Chair, form the core (voting) membership of the Theme Group. Their membership of the core group will commence at the ordinary Theme Group meeting following their first attended meeting and registration of interest.
 - c. Other relevant public agency service providers including those from voluntary and community organisations that provide services to the local community
 - d. At least two representatives from relevant professional, voluntary or community sector organisations
 - e. Other strategic partners or specialist advisors as agreed by the Chair or the Board
4. Only resident core members (including the Chair and Vice Chair) of the Theme Group shall have voting rights on any recommendation made by the Theme Group

5. The Chair and/or Vice-Chair of the Theme Group shall report to the Partnership Board on matters relating to the Theme Group at each meeting of the Board and shall inform the Theme Group of all decisions of the Board.

Role:

The Theme Groups are intended to involve the community in discussing and developing priorities and policies for The Bridge neighbourhood. The aim is to achieve improvements in the quality of services throughout the neighbourhood for all local communities.

This is a process of identifying problems and proposing possible solutions to matters falling within the NDC's Delivery Plan objectives and proposing strategic approaches to achieving long lasting change in the area.

A key objective of the Theme Group is to provide a forum that involves residents and partner organisations in the design, implementation and review of projects. Residents will be at the heart of these groups to ensure that projects meet the needs of the community as set out in the Strategic Plan and annual Delivery Plans.

When an idea for a project has been formulated at the Theme Group or brought to its attention the Theme Group will give the idea project status if it meets Strategic and Delivery Plan requirements. The Theme Group will then take reports on the development of the project to appraisal stage and, if approved, the Theme Group will then sponsor the project to the Approval Sub Committee.

The independent Appraisal process will scrutinise the project and ensure it meets Government Office, strategic and Delivery Plan requirements, it offers value for money, is set up to be measurable and meets the needs of the community. Projects approved by the Appraisal process are submitted to the NDC Approval Sub Committee with the recommendation of the Appraiser.

Special steering groups may be required to monitor and support key projects; they will be time-limited and will report to the Theme Group.

The Theme Group role is:

1. To:
 - Develop and discuss project ideas
 - Filter proposals from groups or organisations
 - Evaluate and review the progress of existing projects
 - Overseeing progress in the thematic areas
2. To ensure that the focus of group discussions, and any actions arising from those discussions, concerns the development and achievement of outcomes for the theme in line with the vision as set out in the Delivery Plan and the forward strategy of the Partnership Board.

3. To contribute to the development of community engagement and access to local services, the mainstreaming of successful project initiatives and consideration of sustainability and a succession strategy for Theme initiatives.
4. To assess and endorse project bids, which fall within the NDC's Delivery Plan objectives and to be consulted on specifications for projects to go through project appraisal.
5. To monitor the delivery of project outputs and their contribution to Theme outcomes throughout the life of the projects and to ensure potential mainstreaming issues are addressed.
6. To consider the future sustainability of the theme aspects of the programme and to make recommendations to the Partnership Board on strategic approaches to ensure an appropriate exit strategy.
7. To liaise actively with other Theme Working Groups where issues cross theme boundaries and to hold joint meetings as benefits a joined up approach to project development and monitoring where required.
8. To refer all matters for decision to the Partnership Board and to make recommendations for decision to the Partnership Board as appropriate.
9. To make action notes of each meeting available to the next Partnership Board meeting.
10. To consider training needs of the group and make recommendations to the Partnership Board for the provision of training.
11. To receive and consider at each meeting a report from the Partnership Board member(s) covering the work of the other Theme Working Groups and of the Partnership Board.
12. Actively to seek community involvement in the work of the group at all times.

Meetings:

1. Agendas for meetings will be set by the Chair in liaison with the NDC Lead Officer.
2. The Chair will ask all present at each meeting to declare any interests they may have in any item on the agenda for the meeting and all responses shall be recorded in the notes of the meeting.
3. Theme Groups will meet quarterly at times and venues that shall be advertised in the NDC Newsletter. Choices of venue and time shall be taken by the Theme Group with due consideration to equal opportunities issues, including access and child care arrangements.
4. Notices of meetings shall be sent to all those having expressed an interest in the group, normally five working days before each meeting.

5. A mailing list will be maintained centrally by the NDC team and updated after each meeting.
6. A meeting will not revisit decisions taken during the previous six months unless a 2/3 majority of core members present and voting so decide.
7. Members of the Theme Group shall be mindful that they are bound by the Constitution for the Association which includes the Terms of Reference for the Partnership Board with its defined roles for members and the Code of Conduct for the NDC.
8. Meetings will be serviced by the relevant Theme Manager who will ensure action notes are taken of every meeting, showing actions required and the person(s) responsible for those actions.

Terms of Reference for the Community Chest Panel

Membership

1. The Community Chest Panel must represent the diversity of the area. It will consist of a Community Chest Manager, local residents and local group representatives.
2. The Community Chest Panel membership may be nominated by a Board group member or a Theme group member.
3. If there are no nominations from either of these parties, then prospective Community Chest Panel members may apply by application form.
4. A maximum of five people will sit on the Panel in any quarter.
5. The Panel members will be rotated on a quarterly basis. This can only happen if there are enough Panel members in the first instance.
6. The Community Chest Panel is accountable to and will report to the Partnership Board.

Role

1. The purpose of the Community Chest Panel is to manage the Community Chest programme. This will be implemented through planning, decision-making, monitoring and evaluation.
2. The Community Chest Panel shall report its funding criteria and its decisions to the next following Partnership Board meeting.
3. The Community Chest Panel will meet quarterly to monitor and evaluate the progress of projects funded by the Community Chest, assess the outcomes and report any NDC outputs achieved to the Partnership Board.
4. The Community Chest Panel will determine the funding criteria for the Community Chest. It will be flexible in its approach to the changing priorities of the neighbourhood. To measure these changes the NDC and the Community Chest Panel will carry out consultations.

Meetings

1. The Community Chest Panel will meet for quarterly scoring meetings, quarterly public meetings and quarterly evaluation visits.
2. There will be an initial meeting of all representatives. At this meeting, deadlines and assessing process will be discussed and a chair will be elected.
3. The Community Chest Panel members and the NDC will decide meeting dates.
4. The Panel will be reimbursed for the following: childcare expenses, training relevant to the work of the group and travel expenses.
5. Members of the Panel must sign the Application Scoring Sheet and an attendance sheet at every meeting; this will allow the NDC to record who was present for the appraisal of applications.

Community Chest Applications

1. All Community Chest applications must be put to the Panel on the Community Chest Application Form.
2. The Panel will receive and discuss all the applications. (Any member of the Panel who has a conflict of interest will be asked to withdraw from the room).
3. The Community Chest Manager will highlight any key points or questions relating to the application which the Panel has raised.
4. Each member of the Panel will individually score each application based on the funding criteria that the Panel has set. The Panel will then decide on an overall score for each scoring section.
5. The Panel will then discuss the applications scoring, any initial questions or key points, any relevant conditions of approval and reach a clear decision.
6. In the event of a clear decision not being reached, the decision of application approval will be passed to the elected Community Chest Panel Chair.
7. If there are more applications in one quarter than money allocated the following procedure should be adhered to:
 - An applicant that is making their **first** application should be given priority if there are applicants applying in the same quarter (for the same or similar reasons) that is making their **second** application.
 - If there are two or more applicants who are applying for the same or similar reasons, the applicant that is **in the NDC area** or **geographically nearest** to the NDC area should receive grant funding subject to that applicant having a reasonable score when the Panel assessed their application form.
8. If a project is approved any attached conditions shall be clearly stated and recorded on the project appraisal.
9. If an application is rejected, the reasons why shall be clearly stated and recorded on the project appraisal, along with any recommendations to be taken before the applications can be reconsidered.
10. If an application is rejected, an applicant organisation can make another bid in the next quarter round as long as it is not exactly for the project/event, which was initially rejected.
11. Applicants can make up to two applications in any financial year.
12. Clauses 10 and 11 only stand if there are very small numbers of applicants in any one quarter that would have an adverse effect on the financial year spend.
13. In the event of no Panel members being able to score applications due to one of the factors below:
 - Ill health of Panel member(s)
 - No residents have applied to become a Panel member
 - Panel members need more training prior to scoring application forms
 - Panel members are not available to score applications due to holiday or other external commitments

- A late application arriving at the NDC after the closing date for that period, being misplaced or lost which is due to the oversight of the NDC and that if was not scored in the quarter for which it was handed in (where the benefit to the local community would counter impact what Community Chest is trying to achieve) would not be able to run at a different part of the year

The Community Chest Manager will score application(s) and make the outcome known to all Panel members.

Notifying Applicants

1. The Community Chest Manager will be responsible for notifying all Community Chest applicants of the Panels' decisions.
2. Where a project is approved, The Community Chest Manager will issue a letter of approval, a legal agreement and any conditions that relate to the application's approval.
3. Where a project is refused, The Community Chest Manager will write to the applicant stating why the decision was reached and any recommendations that should be made for future applications in accordance with those recorded on the project appraisal.
4. If the voluntary organisation fails to operate within six months of receiving the grant money, Community Chest has the right to ask for money paid to the project to be returned or equipment provided to be given to a suitable similar operating organisation.

Declaration of Interests

Any member of the Community Chest Panel with a direct or indirect interest in any of the applications being appraised shall ensure that the interest is openly declared.

The Community Chest Panel member will ensure that:

- a) The declaration of interest is recorded in the Declaration of Interest form.
- b) The Panel member in question withdraws from the meeting room and takes no part in the appraisal.

Examples of direct/indirect interest include the following:

1. Where the Panel member is a member of the group that has made an application
2. Where the Panel member may directly benefit from the application approval.
3. Where the Panel member has been directly involved in preparing the application.
4. Where the Panel member is related to or living with any member of the group making an application.
5. Where the Panel member has been in dispute with any members of the group applying.

If any member of the Panel is unsure whether an interest should be declared, it should be brought to the attention of the elected Panel chair whose decision will be final.

Appeals against the Community Chest Panel decisions

There will be no appeals made by applicants whose applications have been rejected.

Terms of Reference for the Youth Forum

Forums work on issues which may cross all the themes on the NDC's programmes. The role of a Forum is to develop ideas and issues which relate to the NDC across its key themes. This may include the development of projects for consideration by the Theme Working Groups. Forums advise the Partnership Board and are non decision making bodies but the Partnership Board may delegate authority to the forum to commission particular pieces of work or activities. Membership shall comprise a majority of local young people.

Membership

1. The Forum will be open to membership of all young people who live in the NDC area who are interested in how the NDC works with and strengthens services for young people in the locality.
2. Representatives of Youth and Community Organisations who provide services to the local community and who are interested in working with the NDC to strengthen the local Youth sector can also be members.
3. Membership is also open to representatives of all Youth and Community Groups active in the NDC area.
4. There shall be an executive committee comprising one representative of each active youth group within the NDC area and an equal number of representatives elected by an annual meeting (AGM) of the forum.
5. A member of staff from the NDC team shall service the group and act as lead officer for the Forum but shall have no voting rights.
6. Up to three other persons may be co-opted to the executive for their particular skills or experience; they shall be non-voting and not count towards the quorum.
7. All new members of the executive shall attend an NDC induction session.
8. At the first meeting following each AGM of the Forum, the executive will nominate and elect a Chair and Vice-Chair for the forum and the elected Chair will be ex-officio a member of the NDC Partnership Board.
9. The elections shall be by secret ballot. The election of the Chair shall be held first and the election of the Vice-Chair shall then ensure that the two post holders are of different gender. The Chair will report to the Partnership Board on matters relating to the NDC Youth Forum at each meeting of the Board, and shall inform the NDC Youth Forum of all decisions of the Board. The meetings of the Youth Forum shall be jointly chaired by the Chair and Vice-Chair.
10. The Chair and vice chair will:
 - a. Ensure the efficient conduct of meetings;
 - b. Ensure all Forum members are treated equitably and have a proper opportunity to express their views;
 - c. Establish a constructive working relationship with the lead officer;
 - d. Represent the Forum where necessary.
11. All members of the executive will be expected to attend meetings on a regular basis. Members failing to attend two consecutive regular meetings of the executive will be written to reminding them of their responsibilities. Members who miss three consecutive regular meetings, without the prior approval of the Youth

Forum executive, may be considered to have resigned from the executive and a vacancy may be declared. The member will be notified in writing.

Role

The Youth Forum will:

1. Consider, and advise the Partnership Board, how best to promote the NDC to the Youth and Community-based sector in the locality.
2. Make recommendations to the Partnership Board for training and events to increase the capacity of the sector and to assist it to act as contractors to the NDC on individual projects.
3. Run training and capacity building events.
4. In conjunction with relevant Theme Working Groups, to develop youth organisations' capacity for, and to assist in the development of, projects for young people to be funded through Community Chest or project applications.

Meetings

1. Agendas for meetings will be set by the Chair in liaison with the Lead Officer.
2. The Forum will meet at least bi-monthly as a youth forum. Dates, times and venues will be included in NDC publications. Choices of venue and time shall be taken with due consideration to Equal Opportunities issues.
3. At least five days notice of Forum meetings will be sent to all members except that 14 clear days notice shall be given of the AGM or any Special general Meetings (SGM).
4. The agenda papers for the AGM (or any SGM dealing with elections to the executive) shall include the details of the nominations made by participating youth groups and state the number of places to be filled by election at the meeting.
5. The quorum for all meetings shall be one third of the executive members.
6. Decisions taken at meetings will normally be by show of hands but will otherwise be made in line with the Terms of Reference of the Partnership Board.
7. Meetings will be serviced by the Lead Officer who will ensure minutes are taken of every meeting, showing actions required and the person(s) responsible for those actions.
8. Minutes of the meetings shall be made available to the next Partnership Board meeting.
9. A meeting will not revisit decisions taken during the previous six months unless a $\frac{2}{3}$ majority of members present and voting so decide.
10. All members will be bound by the NDC's Code of Conduct, the meaning of which shall be explained to all members as part of their induction.
11. Members of the Forum shall be mindful that they are bound by the Terms of Reference for the Partnership Board and its defined roles for members.

Terms of Reference for the Older and Bolder Forum

Forums work on issues which may cross all the themes on the NDC's programmes. The role of a Forum is to develop ideas and issues which relate to the NDC across its key themes. This may include the development of projects for consideration by the Theme Working Groups. Forums advise the Partnership Board and are non decision making bodies but the Partnership Board may delegate authority to the forum to commission particular pieces of work or activities.

Membership:

1. The Older and Bolder Forum is an open meeting for older local residents and shall be serviced by the allocated Lead Officer.
2. The Older and Bolder Forum will actively seek to involve residents from across the diversity of the NDC area.
3. The Chair and Vice-Chair of the Advisory Group shall be elected by the members of the forum and the Chair shall be ex-officio a co-opted member of the Partnership Board.

Role:

The Older and Bolder Forum is there to involve the community in discussion over how policies and priorities for elderly people are developed for The Bridge neighbourhood and how relevant services are provided to the community.

This is a process of identifying problems and proposing possible solutions to matters concerning elderly people that fall within the NDC's Delivery Plan objectives.

Its role is:

1. To meet on at least a quarterly basis at times and venues that shall be advertised in the NDC Newsletter. Choices of venue and time shall be taken with due consideration to Equal Opportunities issues.
2. To ensure that the focus of group discussions, and any actions arising from those discussions, concerns the development and achievement of outcomes for the theme in line with the vision as set out in the Delivery Plan.
3. To consider and develop ideas for projects which fall within the NDC's Delivery Plan Objectives.
4. To receive regular reports on progress of individual projects once running.

5. To liaise actively with Theme Working Groups where issues cross theme boundaries and to hold joint meetings as benefits a joined up approach to project development.
6. To refer all matters for decision to the Partnership Board.
7. To make recommendations for decision to the Partnership Board.
8. To make minutes available to the next Partnership Board meeting.
9. To consider training needs of the forum and make recommendations to the Partnership Board for the provision of training.
10. To seek community involvement in the work of the group at all times.

Meetings:

1. Agendas for meetings will be set by the Chair in liaison with the Lead Officer.
2. The Chair will report to the Partnership Board on matters relating to the forum at each meeting of the Board and shall keep the Forum informed of decisions of the Board.
3. Notices of meetings shall be sent to all those having expressed an interest in the group, normally five working days before each meeting.
4. A mailing list will be maintained centrally by the NDC team and updated after each meeting.
5. A meeting will not revisit decisions taken during the previous six months unless a 2/3 majority of members present and voting so decide.
6. Meetings will be serviced by the relevant Lead Officer who will ensure minutes are taken of every meeting, showing actions required and the person(s) responsible for those actions.
7. Members of the Forum shall be mindful that they are bound by the Terms of Reference for the Partnership Board and its defined roles for members and by the Code of Conduct for the NDC.

Terms of Reference for the Project Approval Sub-Committee

Partnership Board Sub-Committees are made up entirely of Partnership Board Members and have powers delegated to them by the Board for decision making in their particular area of work. It shall be for the Director to decide if a particular project shall be considered by the sub-committee or referred for approval decision directly to the Partnership Board. His decision will be taken on the basis of cost and size of the project or its significance to the overall NDC programme.

Membership

1. Members of the Partnership Board appointed by the Partnership Board in line with its Terms of Reference. Invitations for attendance at a meeting of the Project Approval Sub-Committee will include the Chair and Vice Chairs of the Partnership Board, one of whom will normally attend and chair each meeting. All full voting members of the Partnership Board are eligible to be members of the sub-committee. All members of the Board shall undertake training in project appraisal and approval to enable their participation in this sub-committee and full Board project approval considerations.
2. Up to three other people who bring particular project appraisal skills and experience to the Sub-Committee, who shall be non voting co-options and not count towards the quorum.

Role

1. To receive reports concerning projects seeking NDC funding, from the agency or individual appointed to conduct project appraisals and for those below the level of Authorised Delegated Authority (currently £250,000) to make project approval decisions.
To delegate to the Director approval of projects below £50,000 funding and approval of annual project continuation updates.
2. To make recommendations to the Government Office for London for projects above the Authorised Delegated Authority.

Meetings

1. The quorum for meetings shall be three members of the Partnership Board, including at least two selected or appointed resident members.
2. The meetings will normally be chaired by the Chair or a Vice-Chair of the Partnership Board, who will subsequently sign an official minute of the meeting prepared on behalf of the NDC Director. However, decisions on each project will be recorded, including any amendments, on the project papers and signed off by the Chair at the meeting.
3. In the absence of the Chair or a Vice-Chair, the meeting will elect one of its Partnership Board Members to Chair that meeting only.
4. The NDC Director will attend or be represented at each meeting.

5. Officers of the agency or the individual responsible for the appraisal will be present at the meeting,
6. A list of projects to be put before the Approval Sub-Committee will be agreed by the Director and circulated as part of the agenda 5 days in advance of the meeting.
7. When considering a project for approval, the Sub-Committee will receive a copy of the original Project Application Form, a Project Appraisal Summary Report and copies of any relevant supporting statements, reports, plans and drawings which may aid members' understanding of the project. (e.g. Evaluation or Project Performance Reports if a continued or follow-on project)
8. A written record (minute) will be made of each meeting.
9. The minute shall be signed by the meeting Chair as an accurate record of the meeting, at the next appropriate meeting.
10. A draft minute (i.e. which has not yet been signed, but which has been agreed by the meeting's Chair and the NDC Director as being an accurate record of the meeting) shall be given to the appraisal agency or individual within seven days of the meeting.
11. A copy of the approved and signed minutes will be passed to the appraisal agency or individual within 48 hours of the meeting at which they are signed.
12. A short report of the Sub-Committee's activities will be produced and presented by the Chair of the meeting to the next Partnership Board meeting.

How Projects are put to the Sub-Committee

1. The Project Applicant (proposers) will attend the meeting, give a short verbal presentation about their project and answer any queries the Sub-Committee may have about the project.
2. The appraisal agency or individual will highlight key points of the appraisal summary report and clearly state recommendation and any conditions (with reasons) which are attached.
3. The Sub-Committee will then discuss the project with the project proposers absent from the room and reach a clearly stated decision. The project manager will normally be informed of the decision immediately, at the meeting
4. The sub-committee (or the Board considering approval) must consider the provision of clear evidence of the need for the project, its significance in meeting the strategic aims of the programme or theme, the provision of appropriate baseline data and proposals for monitoring achievement of planned outputs and outcomes. Full consideration shall also be given to the particular needs of any minority community or disadvantaged group that may benefit from the project
5. If a project is approved any attached conditions shall be clearly stated and recorded on the project appraisal report.
6. If a decision is deferred, the reasons why shall be clearly stated and recorded in the minutes, as shall any suggested actions to be undertaken by the applicant prior to the project being reconsidered.
7. If a decision is deferred, the Sub-Committee should indicate, where possible and practicable, a timescale by which any outstanding issues shall be resolved.
8. The Sub-Committee may decide to delegate the final approval of a project to the NDC Director, subject to certain conditions being met, if it is broadly satisfied with

the project, but considers that certain issues should be addressed, prior to final approval being given.

Notifying Applicants

1. The Finance and Contracts Manager is responsible for providing written notification to project applicants of the Sub-Committee's decision.
2. Where a project is approved, the Finance and Contracts Manager shall draft contracts for the NDC or its Accountable Body to issue in accordance with procedures agreed with the Accountable Body (Haringey Council).
3. Where projects are refused, the Finance and Contracts Manager shall write to the Project Applicant setting out the reasons why the decision was reached, in accordance with the minutes of the meeting, and shall supply a copy of the appraisal report to the applicant.
4. Where a project is deferred, the Finance and Contracts Manager shall write to the Project Applicant setting out the required steps (if any) and timescale for resolving outstanding issues, prior to the project being re-presented to the Sub-Committee.

Declaration of Interests

1. Any Approval Sub-Committee member with a material direct or indirect interest in a project being considered by the Sub-Committee shall ensure that said interest is openly declared as soon as that interest becomes apparent.
2. The declaration of interest shall be recorded in the minutes of the meeting. The Sub-Committee member concerned shall withdraw from the meeting room and take no part in the discussion or any decision concerning the project. Where a Sub-Committee member is unsure whether an interest should be declared, he or she should bring the matter to the attention of the Chair of the meeting, whose decision shall be final.
3. Examples of Indirect or Direct Interest include the following, which are neither exclusive nor exhaustive:
 - a. Where the Sub-Committee member has been directly involved in developing the project under discussion.
 - b. Where the organisation the Sub-Committee member represents stands to make a direct material benefit from the approval or refusal of the project under discussion.

Resident Evaluation Panel

1. Any information provided by the resident evaluation panel concerning an application for project approval shall be taken into account by the Approval Sub-Committee or Board meeting considering approval.
2. There are no separate Terms of reference for the resident evaluation panel. However, the panel should follow the terms of reference for ad-hoc or temporary sub-bodies and should focus on the achievement by projects of their stated intended outputs and outcomes.

Appeals against Sub-Committee Decisions

1. Applicants whose projects are refused by the Sub-Committee will be able to make representations in writing to the Sub-Committee under the following circumstances.

- a. Where the Project Applicant can demonstrate the refusal of the project was unjustified based on the material information contained in the Project Application Form, or where
- b. It is alleged a Sub-Committee member taking part in the decision failed to declare a direct or indirect interest.

Procedure for making an appeal

1. The Project Applicant shall submit written representations to the NDC Director in the first instance.
2. Notice of any appeal must be submitted to the NDC office within 30 days of the original decision.
3. The written representation shall clearly set out the grounds for appeal. (The applicant shall not use the appeal process to submit additional project information or material changes to the project, which should have been contained in the original project submission.)
4. The NDC Director shall notify the Chair of the Project Approval Sub-Committee that an appeal against a decision has been received and ask for the appeal to be considered by a special Appeals Panel made up of at least three members of the Project Approval Sub-Committee who were not involved in the original decision.
5. The Appeals Panel shall be chaired by the Chair or a Vice-Chair of the Partnership Board, unless they were part of the original Project Approval Sub-Committee. In such a situation, the Chair should appoint a chair from the Panel.
6. The NDC office shall ensure that a copy of the appeal, the original Project Appraisal Form and the appraisal report are circulated with the papers for the meeting at which the appeal is to be considered.
7. The Appeals Panel will consider the appeal and make a decision based on the information placed in front of it during the appeal meeting. The decision the Appeals Panel makes is final and is not open to further appeal.
8. The Appeals Panel will ensure that the appeal decision is clearly minuted and passed to the appraisal agency or individual within three working days. .
9. On behalf of the Appeals Panel, the Finance and Contracts Manager shall write to the applicant, confirming the decision of the Panel.
10. The applicant does not have the right to make verbal representations or attend the Appeals Panel meeting when the appeal is being heard except with the prior approval of the Chair of the Project Approval Sub-Committee.

Appeals against delegated decisions

1. Where the Director, the Executive or the Chair (under urgency procedures) has been given delegated authority to approve projects, any appeal against refusal shall be made to the Project Approval Sub-Committee. The appeal will follow the same process as set out for appeals against sub-committee decisions as set out above.
2. There shall be no further appeal once an appeal has been considered by the sub-committee.

Partnership Board decisions

1. There shall be no appeal against project approval decisions or recommendations made by the Partnership Board.

Community General Meetings

The NDC will hold a general meeting open to all local community members at least once per year. It will be widely publicised to the community and the NDC will report on progress and invite comments from the community.

Role:

1. Community general meetings shall take place at least once each year and shall be advertised in the NDC Newsletter and through such other media and methods as may benefit the widest participation of the local community.
2. A minimum of 14 days notice shall be given for each meeting and meetings shall be held at venues and at times which maximise resident attendance.
3. Consideration shall be given to assisting residents with childcare and travel to meetings and to the provision of both translated materials and interpreters at meetings.
4. Other residents with special needs will be accommodated wherever possible.
5. Each meeting will receive a report from the Partnership Board on its activities since the last meeting and on overall progress and key issues concerning the NDC.
6. All members of the Partnership Board will be expected to attend Community General Meetings and jointly present their report.
7. Community general meetings will be organised on a “drop in” basis, allowing residents to come and go as they wish and find out about particular aspects of the NDC that interest or concern them. Within this framework, there will be a more formal presentation covering overall NDC progress and key issues and giving an opportunity for public discussion of NDC activity and policy.
8. The more formal part of the meetings will be serviced by the relevant Lead Officer who will ensure minutes are taken showing any actions required and the person(s) responsible for those actions.
9. Refreshments shall be available throughout the community general meeting.

Terms of Reference for ad hoc or time limited sub-bodies of the NDC Board or any other NDC body

These terms of Reference are intended to be used for all new bodies established by the Bridge NDC. The Partnership Board of the NDC shall agree the establishment, remit and time limits of any new body. At the meeting of the board that agrees the establishment of the new body, the minute of the meeting shall record the specific role, responsibility and duration of that body. That minute shall, together with the requirements set out below, form the operational Terms of Reference of the new body. Wherever an issue is not covered specifically in the Terms of Reference for the new body, the Terms of Reference for the Partnership Board shall apply. All members of any body established under these Terms of Reference shall be bound by the Code of Conduct and Constitution of the Bridge NDC.

Membership:

1. The membership of the body established and its quorum shall be defined in the minute of the Partnership Board meeting at which it is established, the relevant minute being kept as part of the Terms of Reference. Changes to that membership may be made at any subsequent Board meeting; the relevant minute being added to the Terms of Reference;
2. The sub-body will have a Chair and a vice chair who shall be appointed by the Board;
3. Membership may include representatives from relevant professional, voluntary or community sector organisations;
4. Membership may include strategic partners or specialist advisors as agreed by the Board.

Role:

1. The detailed role of the body is to be as set out in the minute of the Partnership Board meeting at which it is established, the relevant minute being kept as part of the Terms of Reference. Changes to that role may be made at any subsequent Board meeting; the relevant minute being added to the Terms of Reference.

Meetings:

1. Agendas for meetings will be set by the Chair of the sub-body in liaison with the NDC Lead Officer;
2. In the absence of the Chair, the Vice Chair shall chair the meeting. In the absence of both, the meeting may elect (by a show of hands) a temporary chair for that meeting. If the Chair or Vice-Chair later join the meeting, they shall then take the Chair;
3. The Chair will ask all present at each meeting to declare any interests they may have in any item on the agenda for the meeting and all responses shall be recorded in the notes of the meeting;
4. The sub-body shall meet regularly to an agreed timetable. Choices of venue and time shall be taken by the sub-body with due consideration to equal opportunities issues, including access and child care arrangements;
5. Notices of meetings, agendas and reports/papers shall be sent to all members of the sub-body at least five days before each meeting;
6. Meetings of the sub-body shall refer all matters for decision to the Partnership Board, making recommendations for decision to the Partnership Board as appropriate;
7. Members of the sub-body shall be mindful that they are bound by the Constitution for the Association which includes the Terms of Reference for the Partnership Board with its defined roles for members and the Code of Conduct for the NDC;
8. Meetings will be serviced by the relevant NDC officer who will ensure action notes are taken of every meeting, showing actions required and the person(s) responsible for those actions;
9. The action notes taken at each meeting shall be made available to the next Partnership Board meeting.

Code of Conduct for The Bridge NDC

The Bridge NDC is a community based project and has introduced this Code to help meetings and decision making take place in a business like way. The Code will help make best use of people's time by stating how people attending meetings or involved in any part of the NDC's work will conduct themselves. It is a requirement that everyone involved in the NDC will accept this Code and abide by it as a basis for their involvement.

This Code is aimed at anyone involved in the NDC. It covers members of the Partnership Board, its Working Groups, Advisory Groups and Sub-Committees or any other body established by the NDC. **Throughout this code, the term member will be used to refer to everyone formally participating in any meeting**

Members must observe the NDC's code of conduct whenever they

- conduct the business of the NDC;
- conduct the business of any NDC office to which they have been elected or appointed; or
- act as representatives of the NDC,

Members must not at any time conduct themselves in a manner which may reasonably be regarded as bringing the NDC into disrepute. This applies particularly to any Partnership Board member in any action or reference to the NDC, its Board or staff.

Individuals will inevitably have differences of opinion on issues debated at meetings. After full discussion, when the meeting has reached a conclusion all individuals must uphold this decision whether they voted for it or against it. Speaking or campaigning against agreed decisions in public will undermine the partnership and will constitute a breach of this code of conduct; individuals have a responsibility to stand by the collective decisions of the partnership.

This Code should not be confused with the technical procedures for the operation of the partnership covering areas such as eligibility for Board membership, quorum and other governance detail covered in the partnership's constitution and Terms of Reference.

1. Respect for each other

Everyone involved in the NDC in any capacity has the right to be treated with respect and as an equal. This requires everyone to act towards each other with tact, understanding and tolerance.

The NDC's success will depend on its ability to ensure that representatives work in co-operation and reflect the diversity of the community. It is important that all those

participating are given an equal opportunity to express their views and to be treated with courtesy.

All participants attending any NDC meeting have a responsibility to conduct themselves in a way that does not cause offence to others or limit in any way other peoples' ability to participate in meetings. The video or audio recording of any meeting without the prior consent of that meeting shall be deemed a breach of the code of conduct. The decisions of any meeting shall be as recorded in the minutes or action notes of that meeting.

No participant in the work of the NDC should feel intimidated or threatened by the actions of Board members

1.1 Differences of opinion

Differences of opinion are inevitable but everyone should act no more than assertively in putting their view forward and seeking to influence others.

1.2 Respect for staff

The NDC believes its staff should be able to carry out their duties without fear of personal attack, either physical or verbal, or of personal criticism directed to them as people rather than as officers of the NDC.

Physical attacks against staff will not be tolerated and will be treated as a criminal offence; those committing such offences will face prosecution.

Issues of staff performance are a matter for the NDC's Director to be resolved through staff management procedures.

2. Behaviour at meetings

The NDC holds a great many meetings and for these to run smoothly and safely, everyone must accept the conventions of meetings. Meetings will be run by a Chair, whose job it is to make sure everyone has a chance to speak uninterrupted and that all the business of the meeting is dealt with. The Chair of the meeting shall set out at the start of the meeting the expectations for good behaviour throughout the meeting.

Effective meetings can be achieved if all individuals are committed to some simple ground rules for behaviour before and during meetings.

- Individuals have a responsibility to be properly prepared for meetings by reading the paperwork beforehand and by committing themselves to attending meetings as required.
- Individual and personal disputes should not be allowed to affect conduct within the meeting but should be resolved elsewhere.
- All contributions should be addressed to the meeting via the Chair. Individuals wishing to speak should seek the attention of the Chair and wait their turn to speak only when directed by the Chair
- Individuals should not have meetings within meetings by discussing issues with other individuals or groups of individuals when another person has been

directed by the Chair to speak. All comments and queries should be directed to the whole meeting via the Chair.

- Individuals should respect the contributions of others by not interrupting when someone is speaking even when they may not agree with what is being said.
- In contributing to the meeting individuals will ensure that comments they make do not amount to a personal attack on another individual and should avoid using heated, emotional and value loaded language and behaviour.
- Individuals should be constantly aware in their remarks of their equal opportunities responsibilities and avoid the use of potentially offensive language and comments.
- Individuals should above all remember that partnership work means not always getting the decision they want but accepting the responsibility of abiding by majority decisions.

People attending meetings should attend at the designated start time, must accept the authority of the Chair to direct the meeting, must only speak when asked to do so by the Chair and must not interrupt others speaking. This is essential for the smooth running of meetings and people who are not prepared to abide by this will not be tolerated. When Board members attend other meetings, they must remember they are a member of that meeting and must follow the guidance of the Chair, the meeting agenda and the code of conduct.

Members of any NDC meeting should be aware that in the absence of any mention in the Terms of Reference for that meeting of a particular aspect of behaviour, they must follow the equivalent guidance as set out in the Terms of Reference for the Partnership Board.

The Chair has the following sanctions available to maintain the running of a meeting and to deal with any disruption to a meeting:

2.1 The right of the public to speak

This right is not absolute and shall be at the discretion of the Chair.

2.2 Calling a meeting to order

When the Chair stands or otherwise indicates that the meeting must come to order during a debate, any member speaking at the time must stop and sit down. The meeting must be silent.

2.3 Behaviour by members of a meeting

If a member of a meeting persistently disregards the ruling of the Chair by behaving improperly or offensively or deliberately obstructs business, the Chair may move that the member be not heard further. If the member continues to behave improperly after such a motion is carried, the Chair may move either that the member leaves the meeting or that the meeting is adjourned for a specified period. If seconded, the motion will be voted on without discussion.

2.4 Removal of members of the public

If a member of the public interrupts proceedings, the Chair will warn the person concerned. If they continue to interrupt, the Chair will order their removal from the

meeting room. Some meetings, or parts of meetings, will be confidential (e.g. concerning contract issues or complaints) and no members of the public will be allowed to remain in those sessions.

2.5 General disturbance

If there is a general disturbance making orderly business impossible, the Chair may adjourn the meeting for as long as he or she thinks necessary.

2.6 Removal of the Chair at a particular meeting

If a meeting loses confidence in the effective or impartial chairing of a particular meeting, any Partnership Board member present may put a proposal that the Chair stands down and is replaced by another, who shall where possible be a Member of the Partnership Board. If such a proposal is made by a Partnership Board member, the Chair will immediately halt proceedings and ask if there is a seconder for the proposal. If seconded, the proposal will be put to the meeting and shall require a two-thirds majority of those present and voting by show of hands to be passed. If carried, it will have immediate effect and the meeting will move straight to electing, by show of hands and a simple majority, a new Chair for the remainder of that meeting only. This matter will be referred to the next meeting of the Partnership Board to note and take any appropriate action for future meetings.

3. Conflicts of Interests and Declaring Interests

It is very important that everyone has confidence in how the NDC is run, how decisions are made and how contracts are let. It is therefore vital that anyone who may have a conflict of interests between their role in the NDC and some other interest declares this. This leads to transparency in how the NDC operates.

3.1 Personal Interests

Partnership Board members must disclose personal interests (including those of a partner or spouse with whom they are living), which they may have in any matter coming before the Board, a Working Group, Advisory Group, a Sub-Committee or any other established meeting of the NDC. At the start of any NDC meeting, the Chair of that meeting shall ask all present to declare any potential interest in any item on the agenda.

Interests that are not financial can be just as important as direct financial ones. Partnership Board members should not allow the impression to be created that they are, or may be, using their position to promote a personal interest. Personal interests include those of family and friends, as well as those arising through membership of, or association with, clubs, societies and other organisations.

Partnership Board members must regard themselves as having a personal interest in any matter if a decision upon it might reasonably be regarded as affecting to a greater extent than other inhabitants of the NDC area, the well-being or financial position of themselves, a relative² or a friend or -

- any employment or business carried on by such persons;
- any voluntary or community organisation with which they are involved;
- any person who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
- any corporate body in which such persons have a beneficial interest exceeding the nominal value of £5,000.

If Partnership Board members have a personal interest in a matter arising at a Board meeting, they must always disclose it, unless it is insignificant. (In deciding whether such an interest is significant, they should ask themselves whether members of the public, knowing the facts of the situation, would reasonably think that they **might** be influenced by it. If they think so, they should regard the interest as significant.)

It is not enough to avoid actual impropriety. Partnership Board members should at all times avoid any occasion for suspicion and any appearance of improper conduct.

3.2 Disclosure of Personal Interests

A member with a personal interest in a matter who attends a meeting of the NDC at which the matter is considered must disclose to that meeting the existence and nature of that interest and must withdraw from the room where the meeting is being held as soon as it becomes apparent that the matter is being considered at that meeting.

3.3 Using the Register of Interests

Within 28 days of election or appointment to office, a Partnership Board member must register his personal interests in the register maintained by the Director of the NDC including written notification on the form provided of:

- a) any employment or business carried on by her or him;
- b) the name of the person who employs or has appointed her or him, the name of any firm in which she or he is a partner and the name of any company for which she or he is a director, which has a place of business or land in the authority's area, and in which she or he has a beneficial interest that exceeds £25,000;

² "Relative" means a spouse, partner (i.e. a member of a couple who live together), parent, parent-in-law, son, daughter, step-son, step-daughter, child of a partner, brother, sister, grandparent, grandchild, uncle, aunt, nephew, niece, or the spouse or partner of any of the preceding persons.

- c) a description of any contract for goods, services or works made between the NDC or it's Accountable Body (Haringey Council) and her or himself or a firm in which she or he is a partner or a company of which she or he is a director or a voluntary or community organisation of which she or he is a member;
- d) the address or other description (sufficient to identify the location) of any land in which she or he has a beneficial interest and which is in the area of the NDC and of any land where the landlord is the NDC or one of its partner organisations and the tenant is a firm in which she or he is a partner or a company of which she or he is a director;
- e) the name of all clubs, societies, voluntary, community, faith, trade, political or similar organisations, of which she or he is a **management committee** member, and which are active within the NDC area; and
- f) The name of any company, industrial and provident society, charity, body directed to charitable purposes, clubs, societies, voluntary, community, faith, trade, political or similar organisations, which may benefit from NDC activity, of which she or he is a member.

A Partnership Board member must within 28 days of becoming aware of any change to the interests specified above, provide written notification to the NDC Director of that change.

3.4 Recording Personal Relationships

Partnership Board Members must also record, in the register of interests, any personal relationships (e.g. with staff of the NDC or of its partner agencies) that could be perceived to bring advantage to them or the other person concerned or which could be perceived to put others at a disadvantage.

3.5 Access to the Register of Interests

The Register of interests shall be in two parts; the main details (part one) will be available for inspection by any resident of the NDC area but part two, containing details of work, home address and personal relationships shall only be available for inspection by the Director, his or her representative or members of the Partnership Board. No copies of the register shall be made available to anyone except relevant staff for record keeping purposes.

3.6 Gifts and hospitality

Partnership Board members should treat with extreme caution any offer or gift, favour or hospitality that is made to them personally. The person or organisation making the offer may be doing, or seeking to do, business with the NDC.

There are no hard or fast rules about the acceptance or refusal of hospitality or tokens of goodwill. For example, working lunches may be a proper way of doing business, provided no extravagance is involved.

Partnership Board members are personally responsible for all decisions connected with the acceptance or offer of gifts or hospitality and for avoiding the risk of damage to public confidence in the NDC. The offer or receipt of gifts or invitations to the value

of £25 or greater must be reported to the Director, within 28 days of its occurrence, who will keep a register of such offers.

4. Equal Opportunities

Individuals must not discriminate against people they come into contact with during their work with, or on behalf of, the Bridge NDC Partnership on the basis of their ethnic origin, gender, sexuality, religion, disability or age.

The Bridge NDC is committed to the principles of equal opportunities in its operation, decision making and involvement of the community. All individuals will be expected to comply with Equal Opportunities legislation and the agreed Equal Opportunities policy of the Bridge NDC partnership.

In particular, the NDC will not tolerate racist, sexist or other derogatory remarks, threatened violence or threatening behaviour in its meetings, publications or any activity arising from its work.

5. Sanctions for breaking this Code of Conduct

The NDC is committed to ensuring all involved in the NDC abide by its Code of Conduct and will make it as widely available and understood as possible. Minor breaches of the Code of Conduct will be dealt with by discussion by the Director with the individual concerned, but the NDC will enforce the Code against more serious or persistent breaches by anyone involved.

5.1 Breaches of the code of conduct by members of the public

Behaviour at meetings is covered in section 1 of this Code. Persistent and/or serious breaches may lead to the individual being banned from any meetings or events organised by the NDC.

Individuals may appeal against such decisions by using the Complaints Procedure of the NDC.

5.2 Breaches of the Code of Conduct by Members of the NDC's Partnership Board, its Working Groups, Advisory Groups and Sub-Committees

All members of the Partnership Board and any of the other meetings listed above, have a responsibility to ensure that they adhere to all rules agreed by the Partnership Board.

Members may from time to time be asked to attend meetings and functions on behalf of the Partnership Board and should conduct themselves in a manner that does not reflect badly on the Partnership Board.

It is the individual and collective responsibility of members to ensure that the highest standard of conduct is maintained through peer review and guidance. However, persistent or serious breach of the Code of Conduct will be dealt with in the following way:

- i. The Chair will, following an investigation if necessary, in the first instance rule whether a person appears to be in breach of the Code of Conduct and, if that is the case, the Chair shall refer the matter to a special meeting of the Partnership Board (see (iii) below). There shall be no unreasonable delay in the calling of such a meeting which shall be held within two months unless agreed otherwise by the Board.
- ii. The Chair has the right to seek removal from any immediate meeting of any person causing disruption or offence, or who is alleged to be in breach of the rules, by a two-thirds majority vote of the members present and voting at the meeting.
- iii. The Partnership Board has the right to impose sanctions for breach of the code of conduct by decision of a special meeting of the Board. A specially convened meeting of the Partnership Board must be convened giving 21 days notice to all Partnership Board Members and the Chair of any particular group concerned. The only item of business for that meeting shall be that of the discipline of the member concerned. Every effort shall be made to ensure the meeting is held at a time convenient to the person(s) alleged to be in breach of the code. However, if the Board Executive believes there are unreasonable demands for longer periods of notice by the person(s) alleged to be in breach of the Code of Conduct, it shall proceed to arrange the meeting at a date and time it deems suitable. If the meeting agrees the person concerned is in breach of the code of conduct, it shall decide the sanction from the following options in proportion to the seriousness of the breach of the code:
 - To record censure of the person;
 - To remove the person from any office or other position within the NDC, including membership of any NDC sub-body, either permanently or for a specified period;
 - To make a public apology;
 - To suspend the person from membership of the Board (if appropriate) either for a specified period or until a condition (e.g. an apology or agreement to undertake training) has been fulfilled;
 - To remove any member of the Partnership Board, including selected members, from membership of the Partnership Board either permanently or for a specified period or until specified further actions have been completed (e.g. undertaking training). Any person removed permanently from membership of the Board shall be ineligible for any future election or appointment to the Board.
- iv. The person potentially subject to the disciplinary action may be accompanied by someone to give support in presenting his or her case against the proposed sanction.
- v. The matter will be decided in the absence of the person under consideration by a vote of those members of the Partnership Board present at the meeting whose decision shall be final and binding.

6. Complaints and Grievance Procedures

The NDC believes complaints and grievances should be addressed in a speedy, positive and non bureaucratic way and dealt with through mediation in the first instance. The NDC has developed procedures for dealing with complaints. Copies of the Complaints Procedures are available from the NDC office at 379 Seven Sisters Rd. (020 8489 8840). Any grievance raised by a member of the NDC staff shall be dealt with according to the procedure of the employing authority.

7. Confidentiality

From time to time, individuals may voluntarily share information that may be personal or sensitive. Everyone involved in the NDC is asked to treat such information as confidential and not to pass it on to others. This is to safeguard, in particular, residents' personal details.

In particular, members of the Partnership Board, its Sub-Committees, Working Groups and Advisory Groups may have access to information which is either personal to individuals or is commercially sensitive to the NDC. This "privileged" information should remain confidential within the NDC at all times.

Guidance on such information will be given prior to disclosure by staff of the NDC.

The NDC will adopt a Confidentiality Policy which will give further guidance on this issue.

Appointment of new Board members to vacancies following the initial selection process

The Terms of Reference for the Partnership Board membership require that:

*“Should a vacancy arise from lack of candidates to serve as Resident Board members or occur in the membership after the initial selection, it shall be **filled by appointment** by a panel of members of the Board, selected by the Board. Where residents have been co-opted onto the Board under these rules, they will be full voting members of the Board.”*

This guidance note indicates the procedure for making such appointments as agreed by the Partnership Board.

As soon as a vacancy is confirmed by the Board, the Director shall make arrangements for filling the vacancy as follows:

1. Following consultation with the Partnerships manager, the Director shall advise the Executive of the vacancies, the timescale for advertising the vacancies and the methods to be used to attract potential members;
2. Sufficient time will be given to ensure as many members of the community shall be made aware of the vacancy or vacancies and the method of seeking appointment(s) and so that the Partnership Board can meet to agree a panel for the appointment(s);
3. The Board shall appoint a panel of between 3 and 5 Board members to conduct the appointment interviews;
4. The Board shall also agree any conditions for eligibility for appointment that shall include the requirements set out in the Terms of Reference for the Partnership Board which are:

“The requirements for eligibility for selection to serve as a Resident Board member shall include the exclusion of any person subject to a sentence of imprisonment of 12 months or more in the year preceding the election date, anyone who is an undischarged bankrupt, any person previously permanently removed from membership of the Partnership Board as a sanction by the Board in accordance with its constitution, these terms of reference or the code of conduct and any person not resident within the NDC area for a period of 12 consecutive months prior to submission of an application to join the Board.”

5. The vacancy or vacancies will be notified to every household in the relevant area(s), together with clear instructions on the process for appointment and the eligibility requirements for residents to stand for appointment. This may include articles in “Word on the Street”, separate leaflets, posters and door to door contact by theme support staff. If the personal contact arrangement is used, sufficient time will be given to ensure every household in the area(s) is called on;

Appendix A

6. Every effort shall be made to ensure all local communities are aware of the vacancies and are encouraged to stand for appointment. This may include presentations to community groups and will require information availability in local languages;
7. Once the deadline for applications has passed, the Director will arrange for all eligible applicants to be interviewed by the appointment panel;
8. The same members of the panel shall interview all candidates for each vacancy. Panel members shall be assisted and advised by the Director and an external adviser. The Accountable Body or Government Office may send an observer if they so request;
9. The preferred candidates shall be agreed by a simple majority of the Partnership Board members of the panel and recommended to the full Board meeting for appointment. If no suitable candidate is found, the Board shall be informed and arrangements made to seek further candidates.
10. The Chair of the Partnership Board shall inform the successful candidates of their appointment to the Board;
11. The Director shall ensure that new Board members are supplied with an induction pack and register of interests form as soon as they are appointed and shall arrange a training programme for them at the earliest dates possible;
12. All candidates considered for appointment shall be encouraged to become involved in the work of the NDC through Theme Group membership or other activity.

Guidance for representatives of the NDC Partnership Board

1. Ensure all representations you make on behalf of the NDC are carried out with due reference to probity, openness to the community, diversity and equal opportunities.
2. When attending meetings, you should attend at the designated start time, must accept the authority of the Chair to direct the meeting, must only speak when asked to do so by the Chair and must not interrupt others speaking. If you are a Board member attending another meeting, you must remember you are a member of that meeting and must follow the guidance of its Chair.
3. You must ascertain and represent to the meeting, the views of the Partnership Board. You must also report to the Board the outcome of the meeting.
4. Contribute actively to the meeting's discussion and decisions and use your skills, knowledge and experience to help the meeting reach sound decisions.
5. Everyone involved in any meeting or discussion has the right to be treated with respect and as an equal. This requires you to act towards others with tact, understanding and tolerance and demonstrate high standards of personal conduct.
6. The NDC's success will depend on its ability to ensure that its representatives work in co-operation, respecting the diversity of the community so that all those participating are given an equal opportunity to express their views and to be treated with courtesy.
7. All representatives attending any meeting have a responsibility to conduct themselves in a way that does not cause offence to others or limit in any way other peoples' ability to participate in the meeting.
8. Differences of opinion are inevitable but you should act no more than assertively in putting your view forward and seeking to influence others.
9. Always act in the best interests of the NDC Programme and, if you are a member of the Partnership Board, always express collective responsibility for Board decisions.
10. Remember, as an NDC representative, you are bound by the NDC Constitution, Code of Conduct and Terms of Reference. Note particularly the requirement to declare any conflict of interest that may occur in the course of any meeting and leave the meeting if necessary.
11. Promote knowledge and understanding of the work of the NDC and advocate on its behalf.
12. You will need to devote time to activities representing the NDC. There may be meetings to attend during the working day, although it is more likely that they will be in the evening. You will need to find time to prepare for meetings by reading and assessing all relevant papers.
13. You should remember that you are a representative by appointment which is renewable each year.

All of your work for the NDC should be guided by and in the spirit of the following principles:

Selflessness

Representatives should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends, nor improperly to disadvantage any person.

Honesty and Integrity

Representatives should not place themselves in situations where their honesty and integrity may be questioned, should not behave improperly and should on all occasions avoid the appearance of such behaviour.

Objectivity

Representatives should make decisions on merit, including when participating in making appointments, awarding contracts, or recommending individuals for rewards or benefits.

Accountability

Representatives should be accountable to the NDC Partnership Board and the public for their decisions and actions and for the manner in which they carry out their responsibilities.

Openness

Representatives should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions.

Respect for Others

Representatives should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability.

Stewardship

Representatives should do whatever they are able to do to ensure that the resources available to the NDC, or to any body on which they represent the NDC, are used prudently and in accordance with the law.