

# Lewisham Strategic Partnership – Terms of Reference

## *Background*

The Lewisham Strategic Partnership (LSP) is the borough's local strategic partnership. It brings together key stakeholders to improve services and outcomes for everyone who lives, works, studies, or spends time in Lewisham. These terms of reference set out how the LSP is structured and how it is governed. They are likely to evolve and change through continuous review over the coming year as the LSP matures.

## *Purpose of the Lewisham Strategic Partnership*

The Lewisham Strategic Partnership aims to:

- Provide a shared and jointly owned vision for the future of Lewisham, developing its environmental, economic and social life and contributing to a positive and sustainable future.
- Improve quality of life in Lewisham, reduce inequalities, and support the needs and aspirations of our local communities.
- Encourage closer working between local partners across the public, voluntary and private sectors to deliver responsive, equitable, inclusive and effective services across the borough.

## *Shared priorities*

In July 2022, the Mayor of Lewisham convened the Lewisham Strategic Partnership, bringing organisations together to build on closer partnership working developed through the Lewisham Deal, Goldsmiths Civic University Agreement, and the pandemic response.

In October 2022, building on their previously developed areas of joint work, partners agreed a set of shared interim priorities:

- Work stream 1: Race and Equality
- Work stream 2: Opportunities and Investment
- Work stream 3: Cost of Living
- Work stream 4: Climate Emergency

Partners will collectively work towards advancing these shared interim priorities while developing a long term shared vision and priorities for Lewisham as a place.

## *Organisational and legal status*

The LSP is not a service provider in its own right. It works through the activities of all the partners, co-ordinating and facilitating delivery, and joining up work where needed.

The LSP is an informal partnership. It does not have legal status to enter into contracts and will act through partner organisations as appropriate.

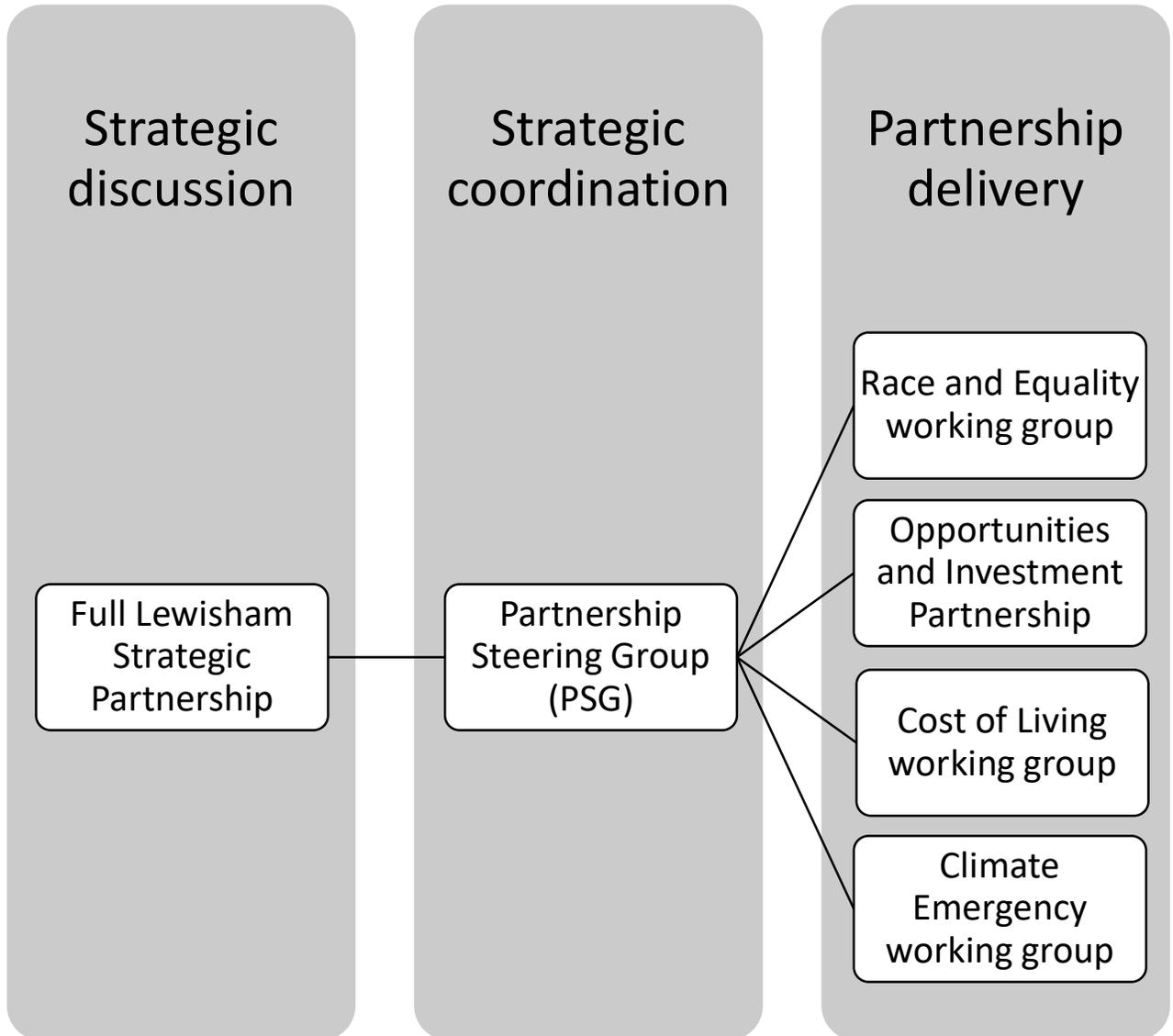
The LSP operates within a wider network and landscape of existing statutory and non-statutory partnerships. The LSP will commission a review of existing partnership

arrangements to ensure a coherent, consistent and strategically aligned approach to all cross-sector strategic partnership working.

*LSP structure*

The LSP consists of a number of elements, which together form the LSP structure.

- The Full Lewisham Strategic Partnership
- The Lewisham Strategic Partnership Steering Group (PSG)
- Thematic working groups aligned to shared priorities, projects, or programmes



## *The Full Lewisham Strategic Partnership*

### Purpose

- To provide strategic place-based and system-wide leadership and act as the forum for developing borough-wide strategies and priorities in response to national legislation and local needs
- To ensure sufficient resources are released or made available by partners as required, ensuring efficient delivery across partners
- To formulate shared views on local issues of mutual interest and concern
- To co-ordinate communication across the LSP and raise the visibility of the work of the partnership, highlighting progress and outcomes, in order to facilitate and deliver wider engagement
- To act as a forum for identifying, analysing and solving problems across partners
- To agree, monitor and review the impact of work streams on shared outcomes
- To advise, challenge and consult each other to drive improvements in outcomes across the partnership

### Membership principles

There are a number of principles that all partners will adhere to in order to ensure momentum and continuous improvement in the delivery of shared LSP priorities.

1. The council is only first amongst equals in having responsibility for the management of and support to the LSP.
2. The membership of the Full Lewisham Strategic Partnership is made up of key strategic stakeholders.
3. Partners will actively participate in tackling inequality, strengthening cohesion, eliminating discrimination, and building community resilience.
4. All partners have personal responsibility and a system leadership role in participating in partnership arrangements and for leading on the delivery of partnership work in their own organisations.
5. All partners are open to challenge and scrutiny.
6. The Full Lewisham Strategic Partnership operates at a strategic level and members are senior representatives who can represent or advise on their sector/organisation and have appropriate delegated authority to make commitments and/or allocate resources. This would normally mean they are senior employees of the partner organisations rather than trustees or board members. Cabinet portfolio holders as elected representatives attend the Full Lewisham Strategic Partnership.
7. Partners recognise that structural inequalities mean that the background of senior representatives is not always fully reflective of the communities the LSP collectively serves.
8. Membership of the Full Lewisham Strategic Partnership is through emergence rather than election, with the exception of the Mayor and Cabinet members.
9. Ensuring transparency in the membership arrangements is important and all requests for membership should come through the Partnership Steering Group (PSG) and be discussed for agreement at a future Full Lewisham Strategic Partnership meeting. The final decision to add or remove members rests with the Full Lewisham Strategic Partnership. If an individual leaves their role within a

partner organisation and is replaced, the new individual may take up the seat without the need for approval by the Full Lewisham Strategic Partnership.

## Membership

The membership of the Full Lewisham Strategic Partnership consists of:

- A. The Mayor of Lewisham (Chair)
- B. The Mayor's full Cabinet
- C. The Council's Executive Management Team, consisting of the Chief Executive Officer, Assistant Chief Executive and Executive Directors
- D. Senior representatives from:
  - South East London NHS (ICS)
  - Lewisham and Greenwich NHS Trust
  - South London and Maudsley NHS Trust
  - Department for Work and Pensions / Jobcentre
  - Lewisham College
  - Trinity Laban
  - Goldsmiths, University of London
  - London Fire Brigade
  - Metropolitan Police
  - South East London Chamber of Commerce
  - Federation of Small Businesses
  - Lewisham Homes
  - Phoenix Community Housing
  - The Albany
  - Horniman Museum
  - Age UK Lewisham
  - Lewisham Local
  - Citizens Advice Bureau Lewisham
  - Lewisham Interfaith Forum
  - Lewisham Schools Forum

## Meetings

The Full Lewisham Strategic Partnership typically meets three to four times a year to reflect on partnership working across the borough, and review progress in delivering shared priorities and partnership impact.

If members are unable to attend meetings, they may send a deputy with appropriate experience, knowledge and delegated authority to contribute towards discussion, in their stead. In selecting their deputy, partners should be mindful of the ambitions of the LSP to reduce inequalities and strive towards greater diversity. Public sector partners in particular should be mindful of their obligations under the Public Sector Equality Duty.

Other individuals may be asked to attend meetings to present agenda item as required.

Council officers, acting as secretariat for the LSP, will issue agendas and action notes. It is the responsibility of member organisations' representatives at the meeting to ensure that they use these to report back to their organisations to maintain information flows.

Meeting agendas will be agreed by the chair. Members will be invited to submit items for the agenda. Any item which is submitted will be discussed between the secretariat and the proposer prior to inclusion on the agenda.

## *The Partnership Steering Group*

### Purpose

- To co-ordinate the strategic delivery of the LSP priorities through agreed delivery arrangements, including how progress against targets is monitored
- To ensure a partnership approach to developing local solutions
- To share resources and expertise in joint commissioning and delivery arrangements
- To operate in a transparent and accountable way by seeking external and peer challenge to assess and improve performance
- To share knowledge and learning by collecting and sharing data to improve service delivery
- To develop and publish an annual report each year outlining activities, and performance against shared objectives
- To oversee the development of the shared vision and priorities and make recommendations to the Full Lewisham Strategic Partnership as appropriate
- To act to remove blockages and barriers to implementing the LSP work programme
- To ensure that issues are addressed through a cross-cutting approach and the work of the LSP “joins up”, especially in relation to statutory partnership boards

### Membership principles

1. Members of the Partnership Steering Group are drawn from the Full Lewisham Strategic Partnership.
2. The Full Lewisham Strategic Partnership agrees the membership of the Partnership Steering Group.
3. The composition of the Partnership Steering Group will be as inclusive as practicable covering a wide range of stakeholders while balancing this with a realistic maximum size necessary for the group to be effective.

### Membership

The membership of the Partnership Steering Group consists of:

- Chief Executive Officer of Lewisham Council (Chair)
- Cllr Brenda Dacres, Deputy Mayor and Cabinet Member for Housing Development and Planning
- Senior representatives from:
  - London Fire Brigade
  - Met Police
  - Lewisham and Greenwich NHS Trust
  - South London and Maudsley NHS Trust
  - South East London NHS (ICS)
  - Department for Work and Pensions / Jobcentre
  - Lewisham College
  - Trinity Laban
  - Goldsmiths, University of London
  - South East London Chamber of Commerce
  - Lewisham Homes
  - Phoenix Community Housing

- The Albany
- Lewisham Local
- Work stream lead partner (if different to any of the above)

## Meetings

The Partnership Steering Group typically meets every other month.

If members are unable to attend meetings, they may send a deputy with appropriate experience, knowledge and delegated authority to contribute towards discussion, in their stead.

Other individuals may be asked to attend meetings to present agenda item as required.

Council officers, acting as secretariat for the LSP, will issue agendas and action notes. It is the responsibility of member organisations' representatives at the meeting to ensure that they use these to report back to their organisations to maintain information flows.

Meeting agendas will be agreed by the chair. Members will be invited to submit items for the agenda. Any item which is submitted will be discussed between the secretariat and the proposer prior to inclusion on the agenda.

## *The Thematic Partnership Working Groups*

### Purpose

- To develop work programmes and projects that support the delivery of specific partnership priorities
- To deliver agreed work programmes and projects jointly through members of the working group
- To report on progress, issues and risks associated with the delivery of the working group's programme and projects

### Membership principles

1. Members of the working groups are generally drawn from the Full Lewisham Strategic Partnership
2. Working groups may from time to time co-opt working group members to ensure effective delivery and having the right skills and expertise around the table.
3. Working groups are particularly encouraged to co-opt working group members who bring local lived experience and diverse voices to discussions, decision-making, and delivery.
4. Co-opted members do not become members of any other parts of the LSP.
5. The Young Mayor and the Young Advisors will from time to time be invited to attend specific working group meetings to ensure that the voices of young people shape the work programme and strengthen its impact.

### Membership

The membership is based on expertise and relevance of partner organisations to a specific LSP priority.

A working group lead partner chairs working group alongside the relevant Council Cabinet portfolio holder as co-chair.

### Meetings

Meetings take place as and when required in order to deliver the work programme. The working group may decide and alter frequency. As working groups become more mature, they may wish to develop their own terms of reference aligned to the LSP governance.

If members are unable to attend meetings, they may send a deputy with appropriate experience, knowledge and delegated authority to contribute towards discussion, in their stead.

Council officers, acting as secretariat for the LSP, will support the working group lead and support arrangements and capacity will be agreed on a case by case basis.