

Energy Efficiency Partnership for Homes

Constitution

1. Description

The Energy Efficiency Partnership for Homes is a partnership of UK organisations representing all interests in domestic sector energy efficiency, both commercial and non-commercial.

2. Mission

The mission of the Partnership is “To provide a long-term framework for the implementation of energy efficiency measures in homes, helping the UK to meet its climate change targets, eliminate fuel poverty caused by energy inefficient homes and provide economic benefits.”

3. Objectives

- 1) To contribute, as appropriate, to the implementation of UK policy on climate change and energy efficiency, with particular reference to fuel poverty:
 - a) By developing and agreeing sectoral objectives (by product, sector and target audience) for CO₂ reduction and fuel poverty eradication.
 - b) By encouraging a long-term commitment to the Partnership approach by all partners, including Government, towards energy efficiency and fuel poverty objectives.
- 2) To encourage and contribute to the co-ordination of activities relating to energy efficiency and the alleviation of fuel poverty in order to achieve maximum impact and efficiency of delivery:
 - a) By achieving greater synergy between national, regional, and local initiatives, allowing more effective targeting.
 - b) By fostering links between sectors through easier access and communication.
- 3) To facilitate more effective marketing and delivery of energy efficiency in UK homes:
 - a) By influencing the design and implementation of marketing campaigns that increase energy efficiency awareness and increase the uptake of energy efficiency measures.
 - b) By encouraging the development of markets for proven energy efficiency measures.
 - c) By encouraging the development of markets for new energy efficient and renewable technologies local to domestic properties and highly energy efficient new homes.
 - d) By encouraging the development and promotion of a whole house approach to energy efficiency that may include financial support and incentives.

4. Structure of the Partnership

The original concept of a co-ordinated approach to energy efficiency arose from post Kyoto discussions between the DETR (now Defra), BEEF (the British Energy Efficiency Federation) and the EST. In order to ensure that the Partnership could work as a genuine partnership the various sectors with an interest in energy efficiency in existing homes and fuel poverty issues were invited to input at the design stage through a consultation process. Consultative meetings in this process fell into two categories:

- Workshops bringing together a cross section of representatives of a particular sector and those with a relevant interest (e.g. Defra) where no forum or working group existed.
- Sessions on the Partnership at regular meetings of working groups already established to liaise with EST generally on the Energy Efficiency initiative.

The Partnership therefore presently consists of a number of Working Groups. In addition, cross sector links are established between these groups. The work on common themes between groups is proving to be the most proactive and beneficial area of work. In order to accommodate such cross sector work, new groups will be created for the life of the cross sector activity and it may be that some existing groups will no longer be required.

The Partnership is open to all UK organisations that are active in energy efficiency and can contribute to the achievement of the UK Government's climate change and fuel poverty commitments. All partners will make a commitment to the Partnership and its objectives.

The Partnership is fully supported by Defra and its Ministers. From time to time Ministers will wish to hold discussions on domestic energy efficiency and other policy matters with a bearing on the Partnership. Typically such discussions will be with a wide cross section of stakeholders from the sector and will include active partners from the Partnership. Where relevant, these discussions may identify Partnership achievements and indicate further opportunities for Partnership activity.

The Partnership consists of:

a. The Steering Group

Comprises an elected representative from each of the existing Working Groups, a representative from BEEF, a nominated representative from Defra, Ofgem, the Devolved Administrations and EST as well as a number of other trade bodies (ERA, SBGI) and independents (NEA, EAGA). The Group provides overall guidance to the functioning of Working Groups, prioritises the Partnership's overall work programme, and is tasked with the delivery of the overall objectives. See Appendices 1a and 1b for the group membership and structure chart. See Appendix 2 for the Steering Group's Terms of Reference.

b. The Chairman's Advisory Group (CAG)

Reports to the Steering Group, and comprises:

- i. Three members of the Steering Group (ie. the Chairman and the two Deputy Chairs) to ensure consistent representation of the Steering Group's views
- ii. One person from EST
- iii. One person from Defra
- iv. Director of the Partnership.

Other members of the Steering Group, the Trust and Defra are invited to attend meetings, as required. For continuity and consistency, the Chairman of the Partnership Steering Group chairs the Advisory Group. See Appendix 2 for the Chairman's Advisory Group's Terms of Reference.

c. Working Groups

The Working Groups represent the interests and input the views of the different sectors or groups of sectors that are active in domestic energy efficiency and who share the Partnership's objectives. The number of groups is flexible and will increase or decrease over time. These groups are responsible for agreeing targets and formulating work plans (for 1 and 3 year periods) to achieve them. See Appendix 2 for terms of reference for each working group.

Each Working Group Chair should review the membership of their group on an annual basis (as part of the annual planning process). This annual review should ensure that members are continuing to play an active part in the group's work and that membership of the group continues to suitably reflect the interests of the sector. Every three years, membership and activities should be reviewed in depth.

In addition to the partners who are regular participants in working groups ('full' members) other partners may elect to be 'associate' members of any of the working groups. This entitles associate members to receive drafts of working group minutes before they are ratified and other specific communications addressed to these groups.

d. Ad Hoc Groups

These groups will be formed at the request of the partners when discussion is needed on a specific issue. The Steering Group will approve all groups that require resourcing from the Partnership Secretariat. As the Partnership develops it is envisaged that such groups will play a key role in achieving the objectives of the Partnership. These groups may meet over a time limited period, or on a single occasion. Generally these groups are either sub groups of a Working Group or a group set up to look at a cross sectoral activity.

Since 2007, **task groups** are set up as needed to coordinate the delivery of issues that involve participation from several working groups. These task groups are led by a 'parent' working group which is responsible for guiding the activities of these groups and reporting as appropriate to the Steering group.

No permanent group, with the exception of the Steering Group, should exceed 25 members; if the membership exceeds this number then the group must be split into relevant different sub groups.

e. Secretariat

The facilitation of the Partnership is provided by the Secretariat. These services comprise the following:

Administration

- Managing the Partnership's budget for management, administration and project costs
- Making arrangements for all Steering Group, Chairman's Advisory Group and working group and main sub-group meetings and providing appropriate minutes and notes of these meetings
- Organising and managing the Partnership's workshops, seminars and conferences
- Acting as first point of contact for organisations and members of the public interested in the work of the Partnership
- Providing information to the partners on the activities of the Partnership and working groups

Planning

- Setting up and managing the annual planning process with approval of the Chairman's Advisory Group and the Steering Group
- Managing the business planning process, within EST's timetable, for the submission of workplans and the budget to Defra for funding approval
- Managing the preparation and submission of all working groups' 3-year business plans, annual work plans and project investment cases

Reporting

- Preparing and presenting to the Chairman's Advisory Group and Steering Group a report of working group quarterly progress against workplan and budget expenditure

Coordination

- Ensuring that the Government's energy efficiency policy initiatives are brought to the attention of relevant groups and partners
- Identifying areas and means for potential collaboration between working groups
- Cross linking relevant Defra-funded EST programmes (including Consumer and Trade Marketing, Community Partnerships programmes, the Best Practice in Housing Programme, the CAfE Programme, Energy Efficiency Advice Code of Practice programme, Energy Saving Recommended programme and the Home Energy Efficiency Database programme)
- Cross linking relevant Defra-funded MTP programmes
- Cross linking to initiatives in other government departments, principally CLG and BERR

Communications

- Developing and maintaining effective communication processes with partners through the Partnership's website and regular eNews bulletins
- Promoting the work of the Partnership in relevant forums and media
- Producing the Partnership's Annual Review
- Staging an Annual Partnership Conference

Projects

- Commissioning projects, by issuing requests for quotation/tender, arranging for and participating in the evaluation of quotes/tenders and appointing contractors
- Managing contractors and ensuring projects are delivered on budget and on time and fit for purpose
- Adhering to EST's procurement policies

Technical expertise

- Coordinating the provision of technical/subject matter expertise for working groups and, if appropriate, providing this directly
- Chairing meetings in the absence of working group chairs or deputy chairs
- Providing technical/subject matter expertise directly when EST leads are absent or are not appointed
- Setting up and managing new working groups, when agreed by the CAG and Steering Group
- Preparing and submitting responses on Government policy and scheme consultations, when necessary.

f. Director

Appointed by the CAG and confirmed by the Steering Group, the Director is the incumbent manager of the Secretariat, who is an EST employee. The specific tasks of the Director, in addition to managing the activities of the Secretariat, are:

Representation

- Representing the Partnership to partners and external audiences
- Participating in external bodies and committees as the representative of the Partnership
- Liaising with senior Government officials and ministers to further the Partnership's objectives

Leadership

- Proposing the agendas for the CAG and Steering Group meetings
- Proposing policy and plans for the effective management of the Partnership to the CAG and Steering Groups

Reporting

- Reporting on progress against the Partnership's work plan and budget to the CAG and Steering Group
- Providing the Partnership's review of the year in the publication of the Annual Review
- Presenting a review of the year at the Annual Conference.

5. Terms of Reference

Terms of Reference for the Steering Group, Chairman's Advisory Group and the Working Groups are set out in Appendix 2.

6. Meetings

Applicable to Steering Group and Working Groups:

- Members of the Steering Group and working groups who do not attend meetings and fail to apologise for absence for 3 consecutive meetings will cease to be a group member.
- A quorum of all meetings will be 50% of the membership of the group.
- Meetings will take place as appropriate but not less than once a year.
- All matters shall be decided by consensus where possible, or if necessary by a majority of votes of the members present, together with any proxy votes received by the Chair in advance of the meeting.
- In the event of an equality of votes the Chair shall have a second or casting vote.

A meeting of the whole Partnership shall take place annually. This will allow all partners to participate in an overview of key Partnership activities, including future plans. It will also facilitate further development of strong cross sectoral links.

7. Election of the Officers

The appointing of Chairs and Deputy Chairs together with their roles and responsibilities is set out in Appendix 3, Chairing of the Steering Group and Working Groups.

8. Travel Expenses

The Partnership will pay members of the Steering Group and working groups all reasonable travel expenses incurred in attending meetings upon completion of a Partnership expenses form and submission of relevant receipts. These must be based on using second-class rail travel or, if necessary, travel by car repaid at an agreed rate and must be submitted within one month of the expenses being incurred. Partners are encouraged to use public transport at all times.

9. EST Services

EST hosts the operations of the Partnership, which is an independent organisation. The Partnership does not have its own legal identity. EST provides the infrastructure of the Partnership Secretariat.

- a) EST receives funding from Defra each year for activities defined in a Grant Offer Letter. This includes funding for the Partnership.
- b) EST is legally accountable to Defra for the expenditure of funds by the Partnership, and for ensuring compliance with the terms of EST's Grant Offer Letter from Defra.
- c) Overall governance of the Partnership is invested in the Partnership Steering Group, which includes EST representation. Given EST's legal accountability to Defra as stated at 9(b) above, that overall governance is however subject to EST's ultimate discretion to vary a decision of the Steering Group, but only where EST considers this is necessary to ensure compliance with the terms of EST's Grant Offer Letter from Defra.
- d) The Steering Group approves annual funding submissions to Defra. This is for facilitating the day-to-day operation of the Partnership and for specific Partnership managed projects.
- e) EST submits the annual Partnership funding request to Defra as part of its annual budget submission to Defra.

- f) EST provides guidance to the Partnership regarding budget scenarios to be prepared for consideration by Defra.
- g) EST employs staff to administer the secretariat function of the Partnership.
- h) Appointments of staff to the Secretariat are to be made by EST, in agreement with the Chairman's Advisory Group. EST human resources policy applies to the recruitment and retention of Partnership staff.
- i) A nominated EST representative may participate in each working group to manage the coordination of the group's work plan.
- j) EST is responsible for letting and managing all contracts concerning Partnership projects and activities. EST's procurement policies apply to the evaluation and appointment of particular contractors and EST has the power to require particular members of the Steering Group or any working groups to abstain from involvement in any decision making process where EST considers this is necessary to ensure impartiality and the avoidance of any conflicts of interest.
- k) EST manages the Partnership's work plan budget through a formal monthly reporting process that applies to all EST programmes that are part of the Defra's Grant Offer Letter. EST reports quarterly to Defra, including reporting on progress of the Partnership work plan.
- l) If at any time EST's role in relation to the Partnership (that is to say, acting as secretariat to the Partnership with legal accountability to Defra for the expenditure of funds by the Partnership and for ensuring compliance with the terms of the relevant grant offer letter from Defra) is transferred to a new legal entity, whether a successor organisation to EST or otherwise, then subject to any direction from Defra to the contrary EST will assign to that new legal entity all copyright and other intellectual property rights created or acquired by EST solely for the purposes of the Partnership.

10. Alterations to the Constitution

The Steering Group, on an annual basis, will normally review the constitution, unless specific issues require more urgent attention.

11. Use of the Partnership logo

The registration of an individual and their organisation with the Partnership is for the purpose of enabling communication within the network and does not confer any approval of their products or services.

Registered partners may not use the Partnership (EEPH) logo in any commercial materials. Commercial materials include, but are not exclusively:

- Letterheads and business cards
- Sales collateral and leaflets
- Sales promotion material
- Vehicle markings.

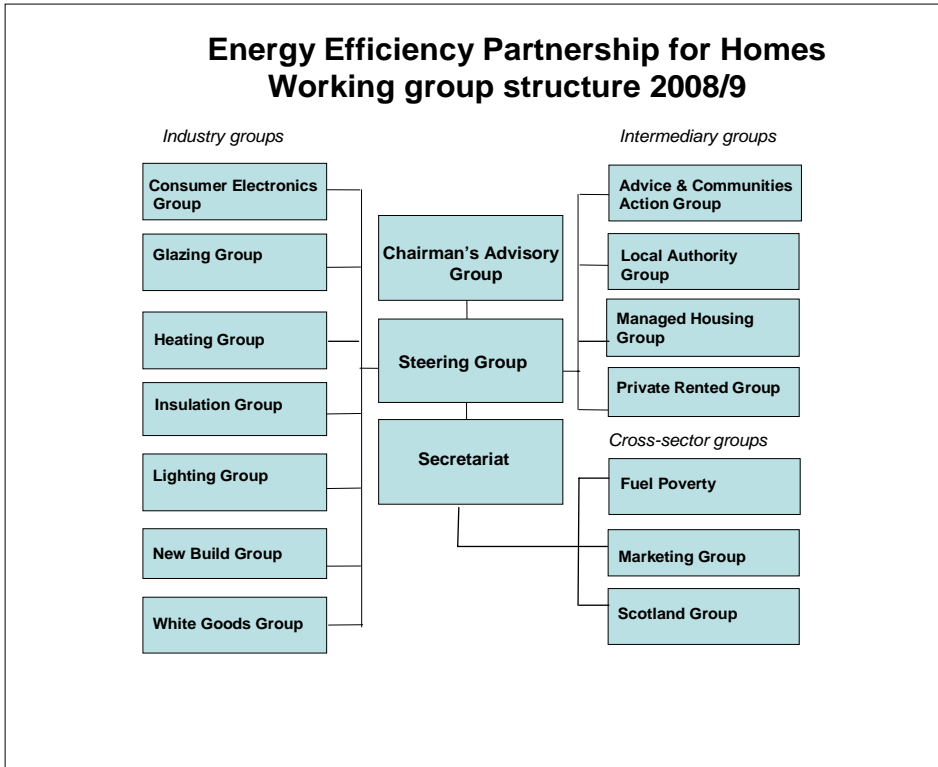
Appendix 1a to Energy Efficiency Partnership for Homes' Constitution

Membership of the Steering Group

| Name | Representing |
|-------------------------------|--|
| John Chesshire (Chair) | Independent |
| Andrew Warren (Deputy Chair) | BEEF |
| William Gillis (Deputy Chair) | NEA |
| Jan Chmiel | EST |
| Duncan Sedgwick | ERA |
| Hayley Peters | EAGA |
| Jeremy Parsons | SBGI |
| Iris Rooney | Defra |
| Fiona Tranter | Defra |
| TBC | Northern Ireland |
| Lisa Wallace | Scottish Government |
| Julia Williams | Welsh Assembly Government |
| Charles Hargreaves | Ofgem |
| TBC | Independent for advice, education and community sector |
| TBC | Consumer Electronics Group |
| TBC | Advice and Community Action Group |
| William Baker | Fuel Poverty Strategy Group |
| Giles Willson | Glazing Strategy Group |
| Peter Thom | Heating Strategy Group |
| Neil Marshall | Insulation Strategy Group |
| Keven Verdun | Lighting Strategy Group |
| Oliver Myers | Local Authority Group |
| Peter Rickaby | Managed Housing Strategy Group |
| Mark Brown | Marketing Group |
| Mark Brown | New Build Group |
| TBC | Private Rented Sector |
| TBC | White Goods Strategy Group |

As at 3rd June 2008.

Appendix 1b to the Constitution



Appendix 2 to Energy Efficiency Partnership for Homes' Constitution

Groups and their Terms of Reference

Steering Group and Chairman's Advisory Group

Steering Group

The Partnership's Steering Group is made up of nominated representatives from the different sectors of the Partnership, predominantly from working groups but in some cases from other relevant groupings or organisations, e.g. the British Energy Efficiency Federation (BEEF), Defra, Ofgem, the Devolved Administrations, and EST. It has agreed its terms of reference.

Terms of Reference

- Overseeing the development and successful establishment of the Partnership: to ensure it meets its objectives of climate change targets including CO₂ reduction and fuel poverty alleviation through the development of Partnership initiatives to promote the uptake of energy efficiency measures.
- Reviewing reports from Partnership working groups, monitoring progress on work plans, representing their interests and feedback to them.
- Facilitating co-ordination - across/between sectors.
- Identifying issues of concern to partners/working groups, discussing problems raised by partners/working groups and proposing/recommending ways forward.
- Assisting government in selecting senior level representatives for ministerial advisory meetings
- Overseeing a communication strategy for the Partnership.
- Guiding and supporting the EST in its role as facilitator of the Partnership.
- Making decisions collectively on behalf of the Partnership: to improve its working and achieve its objectives.

Chairman's Advisory Group (CAG)

Terms of Reference

- Helping fulfil the implementation and promotion of the Steering Group's policies, decisions and guidance throughout the Partnership.
- Assisting in the preparation and development of a clear plan (for 1 and 3 year periods), setting out key objectives for the Partnership, for approval by the Steering Group. Including advising on, and helping to identify, key Partnership activities and allocation of Partnership resources to these activities.
- Providing guidance and advice to EST in its capacity as facilitator of the Partnership.
- Ensuring that the cross sectoral issues identified by working groups are effectively addressed by the Partnership.
- Making decisions collectively on behalf of the Partnership, to improve its working and achieve its objectives, but not to take strategic decisions without reference to the Steering Group.
- Prioritising the work of the Partnership to ensure that resources are focussed on key objectives.
- Initiating the budget planning process for subsequent approval by the Steering Group.

Working Groups

Consumer Electronics Group

Terms of Reference

- To help guide the EST, Market Transformation Programme and other appliances sector groups in the development and delivery of strategies and activities designed to transform the market for energy efficient products.
- To contribute to practical actions relating to consumer electronics goods within the overall Partnership objectives
- To develop specific input to communication strategies to producers, partner sectors and the public
- To respond to wider issues within the Partnership; in particular issues highlighted by other sectors requiring input regarding brown goods.
- To guide and support the EST in its role as facilitator of the Partnership.

Advice and Community Action Group (Name of group to be confirmed)

Terms of Reference

TBC (Group being launched in 2008, replacing the Energy Advice Providers Group and Education and Community Groups)

Fuel Poverty Strategy Group

Terms of Reference

- Provide an overview of fuel poverty interests in the activities and initiatives of other groups in the Partnership
- Review and advise on the strategies of individual groups to ensure fuel poverty is adequately addressed and provide guidance as appropriate
- Monitor and advise on the development and successful establishment of the national governments' fuel poverty strategies and implementation plans
Maintain and share an oversight of fuel poverty policies, programmes, activities and relevant best practice across the UK.
- Provide input into policy where relevant to delivery issues.

Glazing Strategy Group

Terms of Reference

- Represent appropriately the views of the glazing sector and gain its full participation in informing and energising Government policy, regulation and schemes
- Represent the views of the glazing sector and gain its full participation in informing and energising Government policy, regulation and schemes
- Develop, implement, monitor and review the most effective strategies for achieving the Glazing Strategy Group's aims
- Facilitate co-ordination within the glazing sector and with other sectors within the Partnership in relation to the glazing strategy.

Heating Strategy Group

Terms of Reference

- Save energy and reduce carbon emissions from domestic heating and hot water systems

- Develop and successfully implement a space heating, hot water and ventilation strategy within the overall Partnership objectives
- Report to the Partnership's Steering Group through a nominated representative who will represent the interests of the Heating Group and will report back on overall strategies from other groups which are relevant to this group
- Represent the views of the space heating and hot water sectors and to seek to ensure full participation by these product sectors in the Partnership
- Influence different government departments and other programmes to ensure sufficient co-ordination across delivery points
- Assist government departments in selecting senior level representatives for ministerial advisory meetings
- Bring forward emerging renewable technologies within a long term sustainable market development framework (e.g. appropriate advice and capacity building)
- Influence the exploitation potential of existing technology in space heating and hot water
- Participate in ensuring that the installation issues relating to the sector are improved, including building resources, improving skills and recognizing competencies
- Identify issues of concern to the sector and propose/recommend ways forward
- Develop sector specific input to the overall communication strategy, both to partner sectors and to the public.

Insulation Strategy Group

Terms of Reference

- Oversee the development and successful establishment of domestic insulation strategies within the overall Partnership objectives.
- Develop, implement, monitor, and review the Partnership's Insulation Work Plan
- Ensure sufficient co-ordination across delivery points to report to the Partnership's Steering Group, through a nominated representative, who will represent the interests of the Insulation Strategy Group, and report back on overall strategies from other groups which are relevant to this group.
- Report to the Partnership's Steering Group, through a nominated representative, who will represent the interests of the Insulation Strategy Group, and report back on overall strategies from other groups, which are relevant to this group.
- Identify issues of concern to the product sector, including consideration of the future structure of the industry as insulation requirements change, and propose/recommend ways forward within the scope of the existing Work Plan
- Liaise with Government departments to ensure insulation issues are appropriately considered.
- Develop sector specific input to the overall Partnership communication strategy, both to partner sectors and to the public.
- Guide and support the EST in its role as facilitator of the Partnership.

Lighting Strategy Group

Terms of Reference

- Oversee the development of the Lighting Work Plan within the Partnership's overall objectives.
- Co-ordinate, implement, monitor and review on a regular basis the lighting strategy.
- Represent the views of the sector, and seek to ensure full participation by the sector in the Partnership.
- Facilitate co-ordination within the lighting sector and with other sectors in relation to the strategy.
- To identify issues of concern to the lighting sector and propose/recommend ways forward.
- Report to the Partnership's Steering Group through a nominated representative who will represent the interests of the Lighting Strategy Group and will report back on the activities of the other Working Groups that may influence the Lighting Group.
- Work on recommendations regarding the overall communication strategy both to the partners and the public
- Guide and support EST in its role as facilitator of the Partnership.

Local Authority Group

Terms of Reference

TBC (Group being relaunched in 2008)

Managed Housing Group

Terms of Reference

- Represent the managed housing sectors' views and ensure full participation in the Partnership.
- Identify issues of concern and propose solutions for the achievement of Partnership objectives within the managed housing sectors.
- Oversee development of a work plan for the managed housing sectors within the Partnership objectives.
- Coordinate the implementation, monitoring and review of the work plan.
- Guide and support EST in its role as facilitator of the Partnership.
- Report to the Partnership's Steering Group.

Marketing Group

Terms of Reference

- Identify the marketing requirements of the energy saving sectors that deliver on the government's climate change and fuel poverty policies
- Provide a forum for EST and the Partnership to liaise on marketing priorities and synchronise initiatives
- Provide input into EST marketing plans by:
 - Sense-checking plans at a strategic level
 - Encouraging liaison between EST and working groups on detailed sector specific marketing plans
- Facilitate communication of marketing initiatives and plans across the Partnership membership, allowing for commercial sensitivities.

New Build Group

Terms of Reference

- Bring together companies building new homes for the owner occupier and private rented markets, and their trade bodies, alongside government and organisations concerned with the promotion of energy efficiency, mitigation of climate change and alleviation of fuel poverty
- Link work with that of other EEPH working groups
- Develop and deliver an annual work plan

Scotland Group

Terms of Reference

TBC (Group being launched in 2008)

White Goods Strategy Group

Terms of Reference

TBC (Group being relaunched in 2008)

Appendix 3 to Energy Efficiency Partnership for Homes Constitution

Chairing of Steering Group and Working Groups

The role of the Chair of the Steering Group and individual Working Groups is crucial to the success of the Partnership. Each group has been established under the framework of the Partnership but differ quite considerably in representation, style etc. For this reason the position of Chair will be dealt with depending on the needs of the different groups.

Appointing the Chairs

1. Steering Group

Chairman:

Appointment of the Chair will be the responsibility of the Steering Group. The Steering Group will nominate a selection panel, including the two Deputy Chairs, to which appropriate powers will be delegated in order that the selection panel may carry out recruitment and appointment to the post.

Deputy Chairs:

The Steering Group will appoint two Deputy Chairs. Candidates will be from members of the Steering Group and working groups. One Deputy Chair shall be nominated to represent the interests of the intermediary (socially-focused) working groups¹ and one Deputy Chair to represent the interests of the industry-focused working groups².

The method of election provides for a separate vote for each Deputy Chair post. All Steering Group members would be mandated to vote by their working groups, but industry working group representatives would not participate in the vote for the intermediary ('social') Deputy Chair post, and *visa versa*. Steering Group members who are not working group representatives (those not listed as industry or intermediary group representatives) would be able to vote in elections for both Deputy Chair posts. The present Deputy Chair for the industry sector would not vote for the intermediary sector Deputy Chair (unless he is also a working group representative) and *visa versa*.

Term of Office

The Chair or Deputy Chairs shall normally be appointed for a period of three years, unless a shorter period of time is agreed by the appointing committee or by the Steering Group.

Any individual may serve additional terms of up to three years, but they will require to be re-elected by the Steering Group for any additional period.

Deputy Chair election process

The following Standing Orders will apply for the process of electing the deputy chairs:

¹ **Intermediary Groups:** Managed Housing, Local Authority, Fuel Poverty, Advice & Community Action Group, Marketing

² **Industry groups:** Insulation, Heating, Lighting, Consumer Electronics, White Goods, Glazing,

- i. The Director of the Partnership is the nominated Returning Officer
- ii. In instances when there is only a single candidate for either the industry or intermediary groups then this candidate is put forward to the Steering Group for confirmation
- iii. Voting will be by secret ballot at the SG meeting - ballot forms will be posted to SG members prior to the meeting
- iv. Guidance for working groups on the process of choosing their candidate:
 - Only group members attending on the day of the meeting are entitled to vote
 - Subgroups are not included in the vote
 - Only one vote per member organisation
 - The chair of the group may have a casting vote
 - The Partnership Chairman would not vote
 - The group may vote by show of hands or a secret ballot.

2. Working Groups

The appointment of the Chair will be dealt with on an individual group-by-group basis and each Working Group will decide which is the appropriate method. The two main approaches will be:

- Nomination of an EST staff member as Chair, for approval by the relevant Working Group. This may be appropriate in the early stages of a group's formation.
- Nomination of a Working Group Member, for approval by the relevant Working Group. This will be the preferred method in the longer term for all groups.

It will be for each Working Group to decide whether the Chair and the representative for the Steering Group will be the same person. It would normally be the case that they will be. However, where, for example, a member of the Trust's staff chairs a Working Group, a separate representative would be needed.

Term of Office

Any Chair, Deputy Chair or Steering Group Representative shall normally be elected for a period of three years, unless a shorter period of time is agreed by the electing group.

Any individual may serve additional terms of up to three years, but they will require to be re-elected by the group for any additional period.

3. Chairing of Meetings

The Chair, or in that person's absence, a Deputy Chair will chair all meetings. In the event of the absence of Chair or Deputy Chair, the meeting will elect a Chair for that meeting.

Roles and Responsibilities of the Chairs of the Steering and Working Groups

The Chair of the Steering Group will be responsible for the following:

- The strategic direction of the Partnership.

- Co-ordination between the Partnership and the EST.
- Securing the commitment of partners and representing the interest of the Partnership to third parties, including at senior level within Government etc.
- Attending key meetings and supporting the development of the Partnership including:
 - Setting the agenda for Steering Group meetings.
 - The smooth running of Steering Group meetings.
 - Guiding the development of cross-sectoral activities.
 - Contribute to the development of the Partnership marketing activities.
 - Involvement in the development and implementation of Working Group plans.
- The Chair of the Steering Group is an *ex officio* member of all working groups and sub-groups.

The Chairs of the Working Groups will be responsible for the following:

- Setting of the agenda for Working Group meetings.
- Smooth running of the meetings.
- Representing the views and activities of their Working Group to the Steering Group, either themselves or by a Steering Group representative elected by each Working Group.
- Guiding the strategic development of activities within the sector.
- Working with other sectors on cross-sectoral objectives.
- Reviewing the membership of the group annually.
- Together with the Secretariat ensuring that actions minuted are carried forward between meetings, as necessary.

Evaluation

The Partnership will be independently evaluated every three years. Evaluations will consider the future development of the Partnership to meet expected changes in the external environment.

The performance of staff in the Secretariat will be evaluated by EST, in consultation with the Chair of the Partnership.

The role and performance of the Chair will be reviewed independently by the Chairman's Advisory Group 12 months prior to the end of each three-year term unless the Chairman has given notice not to stand for a further term.