

Cambridge City and South Cambridgeshire Local Strategic Partnership Board Meeting on 21 April 2010

Paper on: Draft Terms of Reference and Operating Conventions (01/04/10)

1. Introduction

- 1.1 In 2010 the Cambridge Local Strategic Partnership and South Cambridgeshire Local Strategic Partnership joined to become the Cambridge and South Cambridgeshire Local Strategic Partnership (LSP). The partnership was set up to provide a focus for joint work in Cambridge and South Cambridgeshire between statutory, voluntary, business, community and faith organisations. The framework for the partnership is provided by the Local Government Act 2000 (as amended by the Sustainable Communities Act 2007), which requires local authorities to work with others to prepare a Sustainable Community Strategy.

2. Purpose

- 2.1 The aim of the partnership is to:

- Improve the quality of life for existing and future residents and those who work in or visit the area.
- Develop the health, social, economic and environmental well-being of those who live or work in the area.
- Achieve sustainable communities.

3. Responsibilities

- 3.1 The LSP is responsible for:

The Sustainable Community Strategy

- Developing a Sustainable Community Strategy every three years, in consultation with the local community, that will set out a long-term vision and priorities for the area.
- Setting objectives and targets within the strategy that are SMART (Specific, Measurable, Achievable, Realistic and Time-limited).
- Ensuring that the strategy meets statutory requirements.
- Commissioning projects to tackle identified issues as appropriate.
- Monitoring achievements against the objectives and targets in the strategy and taking steps to address targets where there is underperformance.
- Evaluating the success of partnership initiatives and disseminating the lessons learnt.

The Local Area Agreement

- Contributing to the development of the countywide Local Area Agreement (LAA) to ensure that it is consistent with the aspirations of the Sustainable Community Strategy and meets the needs of the area.
- Commenting on proposed LAA indicators and targets.
- Monitoring local performance against the LAA targets and taking steps to contribute to their achievement.

The Local Public Service Agreement Reward Grant

- Allocating Local Public Service Agreement (LPSA) reward grant to ensure it meets the needs of the area.

- Monitoring progress against the planned activities and cost of projects, taking steps to address and support projects where underperformance is an issue.
- Evaluating the success of projects and disseminating the lessons learnt.

The LSP will manage risks to the achievement of its purpose and responsibilities by reviewing a risk log on a six-monthly basis.

4. Boundaries

- 4.1 The LSP operates on behalf of those who live, work or visit Cambridge and/or South Cambridgeshire. Issues that are shared with neighbouring authorities will require working with bodies from other areas wherever joint work is necessary to be effective.

5. Joint Agreement

- 5.1 The partners, as listed in 7.1, have agreed that their organisations will work together in this LSP, and contribute to the joint working at appropriate levels of their organisations. The roles and responsibilities of organisations and members are set out in section 8 below.

6. Powers

- 6.1 The LSP is an unincorporated body and as such has no legal powers and cannot hold property or enter into contracts. It will operate as a collaboration of organisations and function through the legal framework of the individual members.

7. The Structure of the Partnership

- 7.1 A Board, consisting of members who represent the various sectors working in the area, will direct the partnership and coordinate the work being undertaken by other partnerships within the area. The Board will consist of up to 26 members (23 voting), made up as follows:

Statutory Sector

- 2 elected members of Cambridge City Council, appointed by that Council.
- 2 elected members of South Cambridgeshire District Council, appointed by that Council.
- 2 elected member of Cambridgeshire County Council, appointed by that Council.
- The Chief Executives of the above 3 organisations, in non-voting capacities, or their nominated representatives.
- 1 nominated representative of the Chief Executive of NHS Cambridgeshire.
- 1 nominated representative of the Chief Constable of Cambridgeshire Constabulary.
- 1 nominated representative of the Chief Fire Officer of Cambridgeshire Fire and Rescue Service.
- 1 nominated representative of the Cambridgeshire and Peterborough Association of Local Councils.
- 1 member of the Youth Parliament or equivalent

Voluntary, Community and Housing Sector

6 representatives including one general infrastructure organisation and representatives of the following four sub-sectors:

- Rural communities
- Faith communities
- Skills and employment
- Biodiversity
- Housing Associations

Private Sector

4 representatives of different organisations including the Chamber of Commerce.

Other

- Cambridge University
- Anglia Ruskin University

7.2 The Chairperson and Vice-Chairperson will be alternated on an annual basis between the Leader of Cambridge City Council and the Leader of South Cambridgeshire District Council to ensure that the members with the statutory responsibility to support the LSP are closely involved in its operation.

7.3 Meetings will be held at least 4 times per year. The administrative support arrangements will be carried out by agreement by one or more of the partner agencies. The quorum for meetings will be one third of the membership.

7.4 Where there are working groups or theme partnerships that relate to the Board, the relationship between the working groups or theme partnerships and the Board will vary depending on the topic area and other countywide structures in place.

7.5 Where the Board oversees the work of a working group or theme partnership, it may invite people from other organisations to join it for one or more meetings should this be appropriate, to ensure that all aspects of its work are properly covered.

7.6 The Board will not have formal powers over theme partnerships; rather it will exercise influence through negotiation and agreement of work within the context of the agreed Sustainable Community Strategy. Relevant theme partnerships will, however, be expected to report to the Board on at least an annual basis and report on issues as required by the Board to ensure that coordination between groups can take place.

7.7 A multi-agency Officer Support Group will work under the direction of the Board.

8. Roles and Responsibilities of Organisations and Members

Organisations represented on the Board will be expected to:

8.1 Appoint a Board member(s) to attend meetings and to act as the contact point between other partners and that organisation on LSP and Sustainable Community Strategy related issues. The representatives will serve for a period of 12 months, and may be re-nominated by their respective organisations for continued service.

8.2 Ensure that their Board member is well briefed on their roles and responsibilities and has received a proper handover briefing when there has been a change of membership or substitution.

8.3 Appoint a substitute for each of its members on the Board prior to a meeting if the nominated member is unable to attend. Substitute members will have full voting rights when taking the place of the ordinary member for whom they are designated substitute.

Members of Board will be expected to:

8.4 Attend meetings regularly, read agenda papers and contribute to the work of the LSP and its development.

8.5 Make sure their organisation is aware of the content of the Sustainable Community Strategy and the LSP's work and that the aspirations of the Sustainable Community Strategy inform future work plans and prioritisation processes for that organisation.

- 8.6 Make sure their organisation is meeting the objectives assigned to it in the Sustainable Community Strategy.
- 8.7 Make sure any decisions agreed at board meetings for action - either by them individually, or by personnel from their organisation - are acted upon and that the LSP receives relevant reports or updates on actions taken.
- 8.8 Contribute to multi-agency problem solving on issues identified within the Sustainable Community Strategy and ensure relevant personnel from their organisation contribute to any working groups set up by the LSP.
- 8.9 Offer constructive challenge to other board members in order to drive performance improvement and ensure delivery of the LSP's objectives.
- 8.10 Identify the resources their organisation can bring to bear on the problems and issues identified and to support the work of the LSP.
- 8.11 Make appropriate links between any other partnerships on which they are represented and the LSP.
- 8.12 Represent the LSP on countywide partnership groups, if selected as the lead member for the LSP.
- 8.13 Attend meetings on behalf of the LSP and feed back information and learning to the rest of the Board.

The Chairperson will be expected to:

- 8.14 Chair meetings of the Board to ensure that the LSP can get through its business and the required decisions are clearly made.
- 8.15 Act as the public face of the LSP between meetings, including dealing with the media (and arranging for other appropriate partnership representation where potential conflicts of interest or dual roles may occur).
- 8.16 With the Vice-chairperson, give account of the LSP's work to all relevant and appropriate scrutiny committees.
- 8.17 With the Vice-chairperson, represent the LSP, as well as their local authority, on the Cambridgeshire Together Board and provide a means of two-way communication between the Boards.

The Officer Support Group will be expected to:

- 8.18 Provide professional advice, support and recommendations to the LSP to enable it to fulfil the responsibilities outlined in section 3 above.
- 8.19 Manage the agenda for Board meetings (in consultation with the Chairperson and Vice-chairperson) to ensure that work is sensibly programmed throughout the year and that the LSP has the briefing it needs to make informed decisions.
- 8.20 Communicate the decisions agreed at board meetings to the relevant people in organisations for action and reminding Board members of actions assigned to them and/or their organisation.
- 8.21 Support the LSP to assess itself against the Partnership Assessment Framework and to implement the agreed actions.

- 8.22 Draft the Sustainable Community Strategy and provide advice on relevant objectives and targets.
- 8.23 Write an annual report on the LSP's work and make sure that information about the LSP is available via the web and other appropriate channels.
- 8.24 Provide performance management reports for the Board, highlighting problem areas and blocks to progress where appropriate, so that the Board can monitor achievement against the objectives and targets, evaluate the success of partnership initiatives and disseminate the lessons learnt.
- 8.25 Administer LPSA reward grant allocations.

9. Voting

- 9.1 Agreement is usually reached by consensus. If there appears to be no consensus then a vote will be taken.
- 9.2 Any matter requiring a vote will be determined by a simple majority of those Board members present and voting, including co-opted members. If required the Chairperson will have the casting vote.

10. Accountability and Public Participation in Board Meetings

- 10.1 Meetings of the Board shall be open to the press and public and the agenda, reports and minutes will be available for inspection at Cambridge City Council and South Cambridgeshire District Council offices and on the websites of both local authorities at least five working days in advance of each meeting. [This excludes items of business containing confidential information or information that is exempt from publication in accordance with Access to Information legislation.]
- 10.2 The Board is accountable to the people of Cambridge and South Cambridgeshire. It will be open and transparent in its decisions and activities and communicate them effectively to the public. The Board needs to ensure service users are involved in decision-making and operational activities through direct involvement and through consultation, and provide service users with the means for redress when things go wrong.
- 10.3 The Board will:
- Produce an annual report to be published and presented in a public forum.
 - Document all decision-making processes and have these available to the public.
 - Consult, engage and inform its local communities on a regular basis.
 - Deal with complaints collaboratively and determine precisely which organisation is responsible for redress if things go wrong.
- 10.4 The public will:
- Attend as observers, although may be asked to leave the room during the discussion of matters that are described as confidential.
 - Be able to ask questions on an issue included on an agenda during a slot at the beginning of the meeting, not later on when an issue is under discussion by the Board.
 - Be able to ask a question on a matter not included on an agenda, if the support officers are given notice of the question by 10am the working day before the meeting.

- Be able to present petitions to the Board at the start of the meeting, at the discretion of the Chairman and Vice-chairman, in accordance with Cambridge City Council or South Cambridgeshire District Council's petitions procedure.
- Not be permitted to film, photograph or record the meeting without prior consent from the Chairman.

10.5 Cambridge City Council and South Cambridgeshire District Council will be required to agree the Sustainable Community Strategy before it is published. This will include information regarding the delivery of the strategy and the LSPs performance management arrangements.

11. Scrutiny

11.1 The partnership will be scrutinised by the Cambridge City Council Strategy and Resources Scrutiny Committee and the South Cambridgeshire District Council's Scrutiny and Overview Committee or by agreed joint scrutiny arrangements. Scrutiny will ensure that the purpose and responsibilities of the partnership are being met.

11.2 The partnership will respond to requests for information from the Scrutiny Committees, including the Cambridgeshire Together Joint Accountability Committee, within a ten-day period.

11.3 Local scrutiny arrangements will not look at topics being covered by the Cambridgeshire Together Joint Accountability Committee.

12. Financial Arrangements

12.1 The LSP must adhere to the financial regulations of the relevant Accountable Body, who will make any payments on behalf of the LSP. Appropriate authorisation must be sought before payments are made.

13. Board Members' Conduct

13.1 Any member of the Board who has an interest in any proposal beyond the generality of the group they represent or in which they might have a conflict of interest, shall declare the interest at the beginning of the relevant item. The member can explain any issues to the meeting and then if it is of a significant nature should leave the meeting until the item is finished. The member then cannot vote on that item.

13.2 Where it is clear that a decision in which a member has such an interest is likely to arise at a particular meeting, the member concerned may invite a substitute member (with no interest to declare) in accordance with the terms of reference to attend that meeting in their place.

13.3 Elected Members must abide by their Code of Conduct. Meetings of the Board will be treated as official Committee meetings for the purpose of the rules about personal and prejudicial declarations of interest.

13.4 If any member

- becomes subject to legal proceedings brought against them by any LSP organisation (legal proceedings include disciplinary matters serious enough to warrant suspension from the parent body); or
- brings legal proceedings against any LSP organisation; or
- becomes subject to any criminal or civil proceedings, the nature of which could compromise his/her position as a member;

they shall immediately become suspended from membership of the LSP until an outcome is reached or proceedings terminated. If proceedings are commenced involving a serious criminal offence then an individual should disclose this. If found not guilty or charges are dropped the individual will be re-instated immediately.

14. Principles

14.1 A common set of principles underpin behaviour in public and business lives. Members of the LSP are expected to uphold the seven principles set out below:

<i>Selflessness</i>	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.
<i>Integrity</i>	Do not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.
<i>Objectivity</i>	Ensure that in the decisions that are taken, they are impartial and make choices on merit alone.
<i>Accountability</i>	Accept accountability for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate.
<i>Openness</i>	Be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
<i>Honesty</i>	Declare any private interests relating to their duties and to take steps to resolve any conflicts arising in a way that is lawful, and protects the reputation of the LSP.
<i>Leadership</i>	Promote and support these principles by leadership and example.

15. Review and Alteration of the Terms of Reference

15.1 The terms of reference and operating conventions will be reviewed by the LSP Board a year from the first meeting of the LSP and subsequently every two-years to ensure that they remain relevant to its work.

15.2 Changes to the terms of reference and operating conventions can be made at any time on approval of the LSP Board, in consultation with the Leader of Cambridge City Council and South Cambridgeshire District Council as well as South Cambridgeshire District Council's Corporate Governance Committee.

16. Exit Strategy

16.1 Should all or a majority of members of the LSP wish to disband the partnership a decision should be made by South Cambridgeshire District Council's Cabinet and the Leader of Cambridge City Council following consideration by the Council's Strategy and Resources Scrutiny Committee. The report should outline why the partnership is no longer necessary and any alternative arrangements that will need to be made for the delivery of functions that remain necessary.

16.2 Should any organisation wish to withdraw its involvement this should be formally raised at a LSP Board meeting giving at least one months notice. Remaining members of the partnership should highlight any perceived risks associated with the organisation's

withdrawal and consider whether or not a replacement organisation would be appropriate.