

GUIDE TO STRUCTURES, GOVERNANCE & THE PERFORMANCE MANAGEMENT FRAMEWORK

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Vision 100

Rochford District

Local Strategic Partnership



Guide to Structures, Governance and the Performance Management Framework

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1.0 INTRODUCTION

1.1 The Rochford Local Strategic Partnership Executive Board (RLSP) is the umbrella partnership which brings together key partner agencies in the District. It is a strategic level body, the “partnership of partnerships” locally. It is non-statutory and does not have a separate legal identity as such. However each of the partners recognise its value and in their own right have responsibilities in connection with participation and the effectiveness of the RLSP.

2.0 PURPOSE

2.1 The RLSP is responsible for 3 basic elements:

- Production and delivery of a Sustainable Community Strategy.
- Linkage with and management of the Local Area Agreement process locally.
- Coordination of the key local partnership arrangements in line with the Local Area Agreement process and the Sustainable Community Strategy.

2.2 Detailed terms of reference are set out in Appendix 1.

3.0 MEMBERSHIP AND STRUCTURE

3.1 The membership of the Rochford LSP Executive Board and the Partnerships which operate under it within the District (some of which are shared with Castle Point Borough Council) are detailed in Appendix 2.

3.2 **The RLSP Executive Board** – “the board” will agree the detailed Sustainable Community Strategy and oversee performance including removing barriers to performance improvement across partnerships operating in the District. The Board undertakes responsibility for innovation and future development of the partnership, and will ensure that the LSP becomes the over-arching body for Rochford District in setting strategic objectives, linking to and managing the Local Area Agreement process on Rochford District’s behalf. The Board comprises high-level representatives from partner organisations, with responsibility for influencing their respective agencies to align resources and strategic objectives with those of the LSP and effectively build capacity collectively across the District to tackle the issues identified. The Executive Board’s purpose is to “add value” rather than simply duplicate the work of the five thematic partnerships currently operating in the District.

- 3.3 Thematic Partnerships** – The thematic partnerships currently operating within the district are a mixture of statutory and non-statutory structures. The purpose of these partnerships is to focus on particular cross-cutting areas of work within the District. They have their own specific terms of reference. It is important that the Partnerships work with and through the Executive Board as appropriate. The nature and focus of their operation will be reviewed on a bi-annual basis by the LSP Executive Board.
- 3.4 Rochford Assemblies** – At least one assembly will be convened by the Executive Board each year. All the Partnership Members from the Executive board and the five partnerships will be invited to review progress across the District and identify outstanding issues and priorities to be tackled. The Assembly will act as a conduit for local initiatives and partnership activities and will assess progress on the Sustainable Community Strategy and its action plans. It will identify ways in which the LSP Executive Board and the other local Partnership's policies or implementation programme should be amended to reflect changing circumstances.

4.0 CONSTITUTION

- 4.1** The LSP Executive Board for Rochford is not a legal entity. This Constitution for the Board therefore, is not designed as a binding legal document, but as an operating framework for members to demonstrate good faith and commitment to partnership working.
- 4.2** The Constitution has been developed with reference to the Nolan Committee's report on Standards in Public Life published in 1995. The Committee developed seven principles of public life which are set out below and which act as a guide for this Partnership's Constitution.

Nolan Principles – The Seven Principles of Public Life

Selflessness: Holders of public office should act 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.

Integrity: Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity: In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

4.2 **Accountability:** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness: Holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty: Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership: Holders of public office should promote and support these principles by leadership and example.

4.3 Rochford Local Strategic Partnership Executive Board Constitution

This is the Constitution of the Local Strategic Partnership Executive Board for Rochford, adopted by the Executive Board at its meeting on. 15th June 2009.

4.3.1 Name

The name of the Partnership shall be the Rochford Local Strategic Partnership hereafter referred to in this Constitution as (“the Partnership”)

4.3.2 Aims & Objectives

4.3.2.1 The aim of the RLSP Executive Board is:

To bring together the key public, private, voluntary/community sector organisations in Rochford to improve the quality of life for all who live, work in and visit the District.

The key objectives of the Executive board shall be:

- Production and delivery of a Sustainable Community Strategy.
- Management and delivery of the Local Area Agreement process locally.

Coordination of the key local Partnership arrangements in line with the Local Area Agreement process and the Sustainable Community Strategy.

4.3.3 Powers

4.3.3.1 The Board is not a legal entity but is established pursuant to the Local Government Act 2000 and subsequent Government guidance with other bodies to achieve its objectives. It is not the accountable body for any grant or funding regime unless this has first been agreed in writing with the Council's Head of Finance, Internal Audit and Performance Management.

4.3.3.2 This Constitution does not change, replace, substitute or amend in any way the statutory duties or other responsibilities of the partners. It does not change, replace, substitute or amend in any way partners' own management or accountability frameworks nor does it prevent any individual partner from pursuing their own individual actions.

4.3.4 Membership

The partners forming the RLSP Executive Board will reflect key sectors and interests in the District. A representative of each of the Partners ("the Member") shall become part of the Membership Structure. The Board may from time to time review its Membership and regulate as it sees fit. It will also review the other local partnership arrangements operating in the District who sit on and report into the Board and propose changes as appropriate.

4.3.5 Proceedings of the Board

Proceedings in relation to Conflict of Interest; Operating Culture & Conflict Resolution; Accountability & Confidentiality; and Equalities are explained at Section 10.

4.3.6 Regular Review

4.3.6.1 The RLSP Executive Board shall review the appropriateness and balance of its Membership, Structure and Processes a minimum of once every two years. A review of Membership Structure is now due.

4.3.6.2 Except where the Constitution provides otherwise, a decision of the Board should be reached by consensus. Should consensus not be possible a vote may be requested. Should a vote be requested, it should be resolved by a simple majority of those Members present and voting at the meeting.

4.3.6.3 The Board will permit approved observers to attend meetings who are able to directly assist and support its aims and objectives and the agreed priorities of the Sustainable Community Strategy and the Local Area Agreement.

4.3.6.4 The Board may from time to time review observer status and regulate it as it sees fit.

- 4.3.6.5** The Board may from time to time invite representation from other organisations, who shall not be Partners, to attend and speak, but without voting rights.
- 4.3.6.7** If a Member of the Board changes to a different employer, moves to a different geographical neighbourhood, loses his or her honorary position or paid post, their membership of the Board will automatically cease with immediate effect. The vacancy will be referred back to the appropriate nominating sector to fill the vacancy as soon as is reasonably practicable, and the new Member shall hold membership until the next review period.
- 4.3.6.8** Should the Board consider the need to terminate the membership of a Member for good and sufficient cause they may resolve, acting by a two-third majority, of the Members present and voting at the meeting of the Board, to expel that Member from membership. The Member shall have the right to be heard by reference to the Annual Partnership Assembly.
- 4.3.6.9** Any vacancy arising from termination will be referred back to the appropriate nominating sector to fill the vacancy as soon as is reasonably practicable and the new Member elected shall hold office until the new review period.
- 4.3.6.10** Board members must commit to (where practically possible) 75% of attendance at all meetings in each calendar year.
- 4.3.6.11** If Member attendance falls below 75% in any one year and/or any Member fails to attend for three consecutive meetings, then the Board has the powers to disqualify the said Member, taking into consideration the circumstances regarding failure to attend.
- 4.3.6.12** If any Member is so disqualified, the sector nominating that Member shall appoint a new Member to the Board who shall hold membership until the new review period.
- 4.3.6.13** In recognition of genuine attendance issues, Substitutes will be allowed to attend in a Board Member's absence but must:
- a. Be nominated substitute by the Board Member ie at a deputy level of status in each organisation.
 - b. Always be the same person.
 - c. Be able to attend meetings when the Board Member cannot.
 - d. Be fully briefed on all issues to enable full participation in meetings.

- 4.3.6.14** No business shall be transacted at a meeting of the Executive Board unless a quorum of Members is present. A quorum shall be one third of the Members of the Board. If a quorum is not present within thirty minutes of the scheduled start time of the meeting it shall be adjourned to such date, time and place as may be determined. Notice of the date, time and place of the resumed meeting shall be sent to Members as soon as is reasonably practicable.
- 4.3.6.15** The Board may establish task and finish groups providing that all acts and proceedings of any such group shall be fully and promptly reported back to the Board. The composition, remit, powers and authority of any group shall be determined by the Board at the meeting approving the establishment of the group followed by the group members developing a Terms of Reference to be ratified by the Board at subsequent meetings.
- 4.3.7 Secretariat**
- 4.3.7.1** The Secretariat role for the Board shall include agenda setting, commissioning appropriate reports, convening meetings, taking minutes and ensuring appropriate items are referred to the Rochford LSP Executive Board.
- 4.3.7.2** This work will be carried out by the specifically funded LSP staff.
- 4.3.7.3** The LSP Staff will ensure that Agendas and Minutes are prepared for the Executive Board and will distribute copies of the minutes to each Member within fourteen days of the date of the last meeting, or earlier, in the event of an emergency meeting being convened.
- 4.3.7.4** Responsibility for the thematic Partnership Groups' administration lies with the Chairmen of the respective Partnerships who must ensure that copies of papers are sent to RDC as a central holding point.

5.0 FREQUENCY OF MEETINGS

- 5.1** An annual calendar of meetings for the forthcoming calendar year shall be agreed by the Board in December and will include:
- 5.1.1** Partnership Assembly - at least once per year.
- 5.1.2** Executive Board – at least quarterly.
- 5.1.3** Additional meetings may be arranged as appropriate

6.0 ALTERATIONS TO THE CONSTITUTION

Any proposals to alter the Constitution must be agreed by a two-thirds majority of Members present at a Board meeting. The notice of the meeting must set out the terms of the changes proposed.

7.0 FUNDING

The Executive Board agrees that any funding received by them for the purposes of delivery of the LSP priorities through agreed projects is to be held on trust by the Executive Board. If any funded project fails to commence or fails to adhere to the terms and conditions agreed, funding will be reallocated at the discretion of the Executive Board.

8.0 DISSOLUTION

If the Board decides it is necessary or advisable to dissolve itself it may do so by calling a meeting for which twenty one days notice shall be given. The Board shall be dissolved if the proposal is confirmed by a two-thirds majority of those present and voting at the meeting.

Dissolution may also occur if direction and or guidance to this effect is given by the Secretary of State for Communities and Local Government.

9.0 MEMBERS RIGHTS AND RESPONSIBILITIES

9.1 What makes a Good Member?

The quality and commitment of its members (i.e. individuals) is crucial for the Executive Board's success. Members need to have the vision, skills, experience and influence to make things happen within their organisation and/or sector. All members of the LSP Board for Rochford when attending partnership meetings or working on behalf of it, must work to a number of common rights and responsibilities

9.2 Rights

9.2.1 All members are treated as equal and their contributions are respected and valued at meetings.

9.2.2 All members are able to voice the views and opinions of the organisation and/or sector they represent at meetings.

- 9.2.3 Information, reports and the agenda for meetings are circulated and shared amongst members.
- 9.2.4 All members are able to provide items or suggest issues for discussion at meetings at which they attend.
- 9.2.5 All members are able to contribute to the formal decisions and recommendations of the Board.

9.3 Responsibilities

- 9.3.1 To contribute positively at meetings and work with other members to take important decisions and reach consensus regarding the strategic development of the District and its communities when required.
- 9.3.2 To consult and obtain the views of the organisations and sectors which they represent and reflect or communicate at these meetings.
- 9.3.3 To always consider what is in the best interests of Rochford District as defined in the Sustainable Community Strategy and to weigh this along with the interests of their parent organisation and sector.
- 9.3.4 To be fully briefed and informed and share information from the parent organisation or sector, whilst reflecting confidentiality issues.
- 9.3.5 To bring forward agenda items or information in areas where they can provide particular expertise or have an interest, sharing this in an accessible format by agreed deadlines.
- 9.3.6 To be prepared to regularly attend all Board meetings of which they are a member (or send an agreed and empowered substitute in exceptional circumstances).
- 9.3.7 To seek to support the needs and add value to the resources and activity of other members where possible.
- 9.3.8 To seek to contribute and add value to the work of other partnership groups on request and proactively.
- 9.3.9 To challenge the opinions and actions of other members where this will lead to an improvement for the District.
- 9.3.10 To display consistency and honesty to achieve consensus through debate.
- 9.3.11 To be committed to working with local communities to identify needs and propose solutions.
- 9.3.12 To ensure decisions are based on direct evidence and/or experience.

10.0 POLICIES

10.1 Conflict of Interest Policy

10.1.1 Membership of the Partnership requires collective responsibility for the effective delivery of the Sustainable Community Strategy and this responsibility should not conflict with individual interests.

10.1.2 Members of the Executive Board will have close connections with other organisations or areas of interest. Members may represent local community or voluntary organisations; may be employed by the County Council, District Council, Town Council or Parish Council, have certain political interests or may hold directorship of a private sector company. This might result in a conflict of interest between the outside interest and the membership of the Executive Board.

10.1.3 Members of the Board should, therefore, declare an interest when involved in partnership business and act at all time in good faith, in the best interests of the Partnership.

10.2 Code of Practice

10.2.1 All Board members should declare to the Chairman, in advance, any direct or indirect interest, which may arise in respect of a contract, or other matter to which the Partnership is, or may become involved.

10.2.2 Rochford District Council, as facilitator of the Board meetings, will maintain a register of the declared interests of Board Members detailing the nature and extent of such an interest.

10.2.3 Where a conflict of interest is declared, the relevant Board member should not influence any decision on the matter. They should abstain from any vote and may wish to consider withdrawing from the meeting whilst the relevant matter is being discussed.

10.2.4 Whenever members are unsure of the seriousness of a potential conflict of interest, they should err on the side of caution.

10.2.5 Any conflict of interest should be disclosed for each item raised at all Board meetings despite any previous declaration of interest.

10.3 Operating Culture and Conflict Resolution Policy

10.3.1 Given the range of people involved in the Board differences of opinion are inevitable. Indeed this diversity is welcomed as only through reasoned and challenged debate will the partnership succeed in achieving its goals. The aim, however, must be for differences of opinion to be dealt with in a positive and constructive manner. Situations must be avoided where differences escalate into formal

confrontations and breakdown of trust and conflict, as ultimately this will discredit the Board.

10.3.2 This policy statement sets out the principles of the Board's operating culture. It shows how to build consensus and deal with conflict in a constructive way by stressing the key principles of diplomacy, negotiation, mediation and arbitration that all members must adopt in Board meetings.

10.3.2.1 Decision Making Structures

10.3.2.1.1 Delivering the Vision contained in the Sustainable Community Strategy and core tasks depends on individual members agreeing to work together and share information, resources and decision-making powers.

10.3.2.1.2 The Board also needs to demonstrate that its collective decisions will help individual organisations/sectors achieve their own goals (i.e. win/win situations). The Governance document defines clear responsibilities for each Board Member and the overall Partnership Structure. Decision-making will be clear, succinct, open and transparent. Meetings will be focussed, decisive and build consensus. Situations must be avoided where different groups/sectors adopt fixed positions.

10.3.2.1.3 In reaching decisions at partnership meetings, exploratory consensus building discussions should often take place prior to meeting in order to avoid members feeling "bounced" or coerced into making a decision. This may be especially important for representative members from the private or voluntary/community sectors in order to allow them enough time to consult their members.

10.3.2.1.4 Compromise and tact are also important abilities in consensus building. If a member, for example, backs a proposal which it originally rejected, other members must accommodate this change and respect members' rights to change opinion.

10.3.2.2 Members right and responsibilities.

Executive Board members have certain rights and responsibilities (see section 9). In meetings members must develop collective trust and operate as an effective team. Meetings should be carried out in a way which encourages reasoned debate, challenges members to do better and supports them in achieving this. Members need to balance their own organisation or sector interests with that of the collective good (i.e. delivering the Sustainable Community Strategy and agreed action plan).

10.3.2.3 Understanding Members Backgrounds

To build consensus, members need to be aware of, and understand, the different values, outlooks, skills and experience that each member brings to meetings. Different values and outlooks affect behaviour at meetings. Where these are different, the only way to accommodate change and build consensus is to get members to discuss these and why they hold them. It is more difficult to be in conflict with a member or reject their ideas. When all other members have a proper understanding of what they are trying to achieve and why they are trying to achieve it. In increasing this understanding members must also abandon prejudices in relation to members from other sectors. Negative experiences of past partnership working must be abandoned. Stereotyped views must be dispelled and broken down.

Board members must recognise the skills and experience each member brings to meetings. The Board will not succeed if individual members state that they only they have the knowledge/skills/experience/resources to deliver actions.

10.3.2.4 Where conflict arises – Mediation and Arbitration

10.2.3.4.1 In situations where, despite the measure taken above, differences of opinion are seriously escalating at Board meetings and jeopardising its work, the members concerned need, with the assistance of an impartial third party, to go into mediation. Mediation should ideally be jointly called by both parties concerned, or may be requested by other members of the meeting where conflict arose.

10.2.3.4.2 Emphasis should be placed on diplomacy, negotiations and mediation if the partnership is to operate in a true spirit of partnership. The importance and development of interpersonal skills is more important than formal conflict procedures.

3.5.3.1 Nothing in this statement should be interpreted as changing the statutory or other responsibilities of partners, or their accountabilities. It does not prevent them pursuing their own individual action if they so wish.

10.2.3.5 Accountability and Confidentiality Policy

The Board aspires to be as open and accountable as possible, subject to matters which are deemed to be confidential. This statement sets out the actions taken by the partnership to demonstrate its accountability and provides guidance to members on issues which should be classed as confidential.

10.2.3.5.1 Accountability

- 10.2.3.5.1.1. Information on the policies, performance, activities and governance of the Board will be publicly available in a number of ways including, the website and through documents such as the Sustainable Community Strategy and action plans.
- 10.2.3.5.1.2. Information relating to meetings of the Executive board will be publicly available subject to any items deemed confidential.
- 10.2.3.5.1.3. The Executive Board meetings are open to the public to attend as observers, except where it is likely confidential information will be disclosed.
- 10.2.3.5.1.4. The Partnership has a Conflict of Interest Policy (outlined above)
- 10.2.3.5.1.5. Member's rights and responsibilities are clearly defined (see section 9)

10.2.3.5.2 Confidentiality

The Board believes that information on its policies, activities, performance and governance arrangements should be publicly available unless there is good reasons of confidentiality or practicality to prevent this. All members should observe issues of confidentiality.

10.2.3.5.2.1 Confidentiality will normally be confined to:

- Information supplied to the Board by Government Departments on conditions which forbid disclosure of information to the public.
- Financial or business affairs of any partner organisations, unless business is related to Board activity.
- Any instructions or any opinion of legal counsel and any advice and/or information obtained or action to be taken in either:
 - Any legal proceeding by or against the Board; or
 - The determination of any matters affecting the board.

10.2.3.5.3 Equalities Policy

The emerging Sustainable Community Strategy incorporates the principles of community cohesion and improving the quality of life for all citizens, whether they live, work in or visit the District. In doing so the Board recognises principles of parity of opportunity for all, for example:

- Decreasing social deprivation
- Promoting community cohesion
- Addressing the needs of communities (of place and interest) to further social inclusion
- Improving quality and accessibility of services

The Board will embrace these principles through the Sustainable Community Strategy.

Members of the Board have the right to debate issues to deliver the Strategy but this right must not be abused by causing or exploiting prejudice and discrimination based on race, sex, colour, religion or any other discriminating factor. There is no place in the Board for those who seek to incite or encourage, blatantly or covertly, prejudice and discrimination. Any alleged breach of these principles will be investigated by the Board and appropriate action taken. This could involve the removal of the person from and a public disavowal by the Board.

10.2.3.5.4 Rochford District Council's Whistle Blowing & Anti-Fraud Policy

Rochford District Council has a Whistle Blowing and Anti-Fraud Policy, which is intended to encourage Council Staff as well as its partners, suppliers, contractors and other organisations providing goods and services to the Council or working in partnership with the Council to raise concerns within the Council.

The Whistle Blowing and Anti-Fraud Policy provides a mechanism should any of its partners have concerns that the Council:

- Has acted unlawfully
- Is or has provided a service falling below established standards
- Committed an act of impropriety
- Put the Health and Safety of people at risk

10.2.3.5.5 Freedom of Information Act 2000

The Freedom of Information Act gives everyone the right to access information that is held by public authorities. Rochford District Council has developed guidance to help staff comply with the act. Rochford Local Strategic Partnership Executive Board will work within this policy and is as open as possible when giving information to partners and the public.

SECTION 11: PERFORMANCE MANAGEMENT

The PMF will comprise:

- 11.1 Formal reporting to the LSP Board on a quarterly basis by the chairs of the 5 partnership groups as to progress against agreed action plans and targets. Issues will be highlighted on an exception basis.
- 11.2 Once the action plans of the Sustainable Community Strategy have been finalised and agreed by the Board, these will also be reviewed by the Board on a quarterly basis - again on an exception basis.
- 11.3 Similarly, any targets relating to the LAA and not included in either 11.1 or 11.2 will be reported quarterly. Again specific attention will be drawn to any exceptions to estimated profiles.
- 11.4 As part of the Annual Assembly, a review of progress over the year will be presented at the Assembly and any issues/opportunities identified.
- 11.5 The LSP will develop a performance management framework to support this work.

SECTION 12 – CONSULTATION, COMMUNITY ENGAGEMENT AND COMMUNICATION.

- 12.1 Rochford Local Strategic Partnership Executive Board is responsible for engaging the wider community in the work of the Partnership. It will do this by:
 - 12.1.1 Convening an Annual Assembly event to which all Partnership members will be invited to discuss the work of the Partnerships as a whole
 - 12.1.2 Developing and managing a website that provides access to all Rochford Local Strategic Partnership papers. This will be managed through the District Council.
 - 12.1.3 Implementing the Local Compact for Rochford. The Compact is an agreement between local statutory agencies and representatives of the voluntary/community sector in Rochford District, as to how they will work together to improve their relationship for mutual advantage and benefit of local people.
- 12.2 Overall responsibility for Communications for the Partnership will be managed through the Community Engagement Group and LSP Staff Unit. All partners will be expected to contribute to the development and delivery of a communications strategy and joint engagement activity for the Board.

SECTION 13 – RISK MANAGEMENT

- 13.1 Members of Rochford LSP Executive Board should seek a common understanding of the potential risks associated with achieving partnership objectives, their relative seriousness and how they can be managed. These risks will need to be identified by the Executive Board which should also specify which agency or agencies are responsible for managing the action plan to reduce individual risks.
- 13.2 A designated member of the Executive Board may be named as being accountable for maintaining the risk register and for ensuring its completion and timely review by relevant agencies or partners. The Executive Board should identify when, and what format, the risk assessment and risk management plan will be monitored and reviewed and by whom.
- 13.3 The Executive Board should ensure that effective risk assessment is undertaken in key decision making processes, and that risk management plans (with clear deadlines and allocated responsibility for particular tasks) are developed and implemented to alleviate these identified risks.

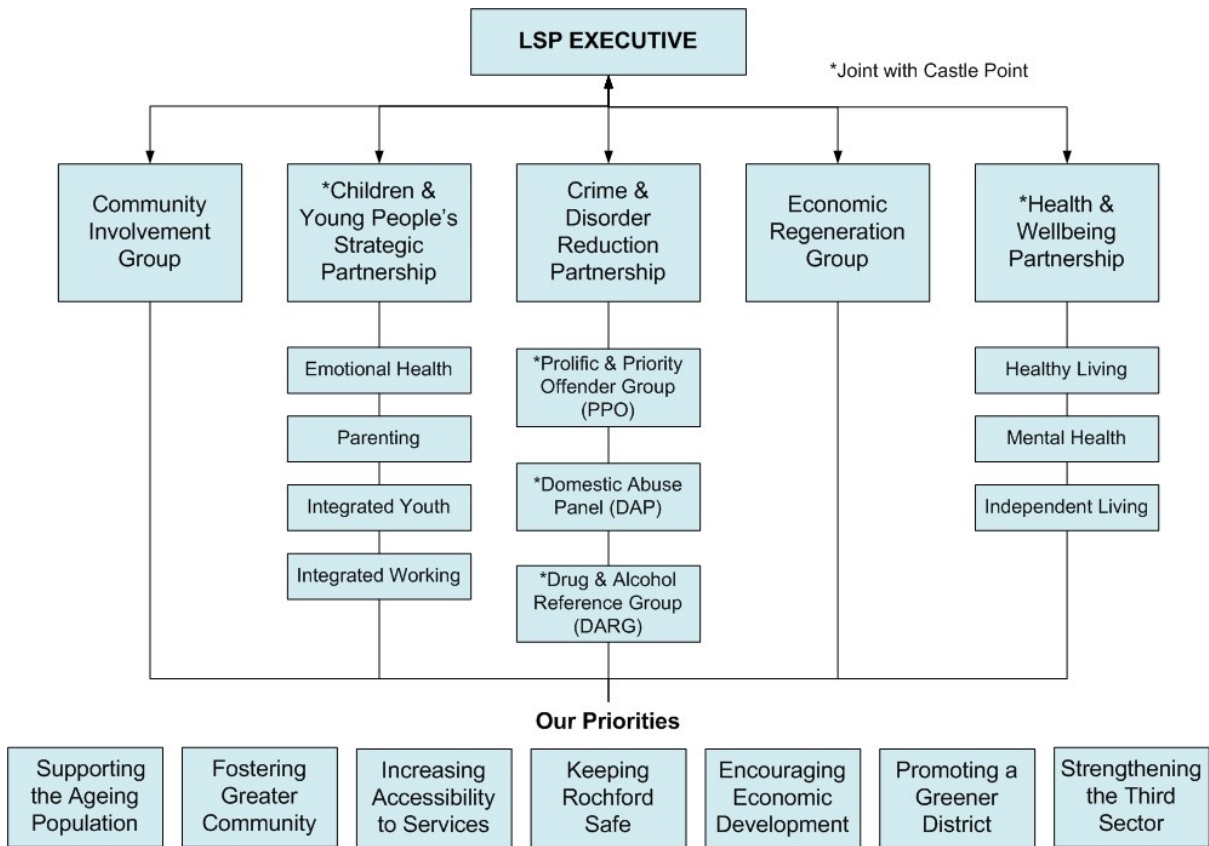
SECTION 14 – FINANCIAL ARRANGEMENTS

- 14.1 Rochford District Council will normally act as the accountable body for financial matters on behalf of the Executive Board. All accounting arrangements will be made under the supervision of the Head of Finance, Internal Audit & Performance Management. In accordance with the Council's Financial Regulations.
- 14.2 For accounting purposes, the Rochford LSP Executive Board financial year will correspond to that of the District Council and will therefore commence on 1st April each year and end on 31st March the following year.
- 14.3 These governance arrangements do not change, replace, substitute or amend in any way the statutory duties or other responsibilities of partners.

Appendix 1: TERMS OF REFERENCE OF LSP EXECUTIVE BOARD

1. Oversee the review and delivery of the existing Sustainable Community Strategy.
2. In the context above, oversee the production, development and maintenance of a new District-wide Area profile, for use by all partners.
3. Responsible for the performance management of the new “Sustainable Community Strategy” and accompanying Action Plan.
4. Responsible for the incorporation of the relevant targets from the Local Area Agreement process in the new “Sustainable Community Strategy” and accompanying Action Plan and specifically the Performance Management of those aspects in terms of regular reporting to the County-wide LAA Management Group and through them to the Government Office.
5. To coordinate the work of the thematic partnerships operating in the District and to provide the strategic and operational framework to ensure the effective operation of those partnerships
6. Provide and share information across the Partnership Board and ensure all key local partners include the relevant elements of the “Sustainable Community Strategy” and accompanying action plan in their own strategic and operational plans.
7. Share responsibilities and work across the Partnership on appropriate cross-boundary actions, whilst recognising there are constituent interests
8. Identify ways of working together to ensure effective implementation and develop and maintain a coordinated approach to consulting the local community.
9. Regular attendance and participation at meetings with each partner responsible for feeding back to their own organisations and ensuring effective commitment to the LSP Board and the action plan agreed.

Appendix 2: LSP STRUCTURE



Appendix 3: ROLE OF CHAIRMAN OF THE EXECUTIVE BOARD

ROLE DESCRIPTION

- To provide leadership to the LSP Board and to promote the Partnership and its work.
- To chair the Board in an impartial and inclusive manner and to ensure that its business is conducted properly
- To ensure that all Partners are fully involved and encouraged to contribute to discussion and decisions at the Board; and that the principles of equal opportunities and valuing diversity are applied.
- To ensure that meetings are planned and run effectively, focus on the key issues and priorities of the Board and that the decisions of the board are reached in an open and transparent manner and are guided by the Board's aims and objectives.
- To work with the LSP Support Officers to plan Board meetings, secure commitment of partners to the Board and its work and to secure the resources required for the Board to function effectively.
- To represent and promote the Board at meetings, events and conferences and from time to time to make presentations on behalf of the Board.
- To delegate responsibilities to other Board members when appropriate.
- To act on matters that may be deemed "urgent" (i.e. when a delay may be to the detriment of the Board, an employee or other individual/groups mandated to work with the Board), wherever possible.
- When not acting as Chairman of the Board, he/she will act as representative of their sector and perform that role as agreed with their sector. When acting as Chairman, he/she must act impartially representing the interests of the Board as a whole.