

AGENDA ITEM: 3.2

TO: Fenland Strategic Partnership (FSP) Board

FROM: FSP Reference Group

DATE: 9 July 2009

Fenland Strategic Partnership Terms of Reference 2009-12

1. Introduction / Background

- 1.1 At its last meeting 7 May 2009, the FSP Board agreed in principle to revised draft terms of reference, subject to any further feedback.
- 1.2 In response to comments received, sections 9 and 10 have been reworded to provide greater clarity about organisational accountability within the context of the Partnership as a voluntary body.
- 1.3 The document attached is the final draft of the FSP's management and governance operating guidelines.

2. Recommendation

- 2.1 The FSP Board is asked to agree and adopt the Terms of Reference.



Revised Terms of Reference

Fenland Strategic Partnership (FSP)

1. Statement of Purpose

- To provide an open and inclusive partnership framework in which communities and partnerships can become engaged with service providers and the private sector
- To reach agreed objectives and priorities for the delivery of services
- To demonstrate accountability through measurable actions that show community impacts / outcomes
- To agree the allocation of resources

2. Area of Benefit

- The area of benefit is the local authority area of Fenland District Council, recognising Fenland's contribution to the Cambridgeshire Local Area Agreement and overall Comprehensive Area Assessment for Cambridgeshire.

3. Aims

- a) To promote the economic, social and environmental well-being of the area.
- b) To engage and include communities within the area in discussions with elected members and representatives of organisations and agencies responsible for the delivery of services.
- c) To provide a broad strategic view for the area in order to support service providers and other partnerships in the area in planning and co-ordinating local service delivery and achieving improvements in mainstream services.
- d) To promote and facilitate partnership working throughout the area and provide a framework for improving co-ordination and communication between partners and enabling more specific task-and-finish partnership groupings to operate.
- e) To act as an advocate for the area's communities, promoting and protecting their interests to the Cambridgeshire Together Board and through regional, national and international policy frameworks

4. Main Functions of the FSP Board

The main functions of the Board will be:

- a) To implement the aims as set out in Section 3 and in doing so work towards enhancing the quality of life for local people.

- b) To develop and ensure the implementation of the Fenland Sustainable Community Strategy.
- c) To promote community consultation and engagement that is inclusive, responsive and co-ordinated in order to determine the needs and aspirations of the residents and communities within Fenland.
- d) To support, encourage and promote input from service providers in Fenland.
- e) To provide a link to the Cambridgeshire Together Board and its associated countywide strategic theme partnerships in order to assist the delivery of Local Area Agreement (LAA).
- f) To endorse or adopt any wider strategies which will complement the above functions of the FSP

5. Structure of the FSP Board

The membership of the FSP Board will be drawn from public, private, voluntary and community sectors. Membership can be amended at the discretion of the Board.

- a) Full membership of the Board is open to:-

Member
Fenland District Council
Cambridgeshire County Council
Cambridgeshire NHS
Cambridgeshire Constabulary
Cambridgeshire Fire and Rescue Service
Parish Councils (via Cambridgeshire and Peterborough Association of Local Councils)
Fenland CVS
Voluntary and Community Sector Representatives
College of West Anglia
Schools Representatives
Housing Representative
Private Sector Representatives
Government Office East
Chairs of FSP Strategic Theme Partnerships (who are not already members)

- b) When appropriate, the Board will invite representatives from wider sectors (for example Faith groups) to attend meetings to address specific issues.
- c) Vacancies on the Board will be filled through nomination by the relevant organisation and approved by the Board
- d) In the event a named representative cannot attend a Board meeting, an alternative representative may attend in their place. Substitute representatives shall have full voting rights provided that the named representative is not present at the meeting.
- e) Observers may attend meetings at the discretion of the Chairman.

6. Resignation and Termination of Membership

- a) Any representative or member of the Board may resign their membership at any time by giving notice to the Partnership Development Manager and in doing so nominate a replacement from their organisation / group in line with 5c.
- b) If any representative or member of the FSP Board fails to attend at three consecutive meetings the Chairman will discuss the position of the member with their sector / organisation / group.

7. Officers of the Board

- a) The Board will annually elect from amongst its representatives a Chairman and Vice Chairman, one of whom will be a Cabinet Member of Fenland District Council.
- b) Any Chairman / Vice Chairman wishing to stand down before the end of their term of office should normally give three months notice of their intentions.
- c) If the Chairman is not present, the Vice Chairman will chair the meeting. In the event that neither is present, the Board will be chaired by the Chief Executive of Fenland District Council.

8. Meetings and Proceedings

- a) The Board shall normally hold four meetings each year between two and three weeks prior to the Cambridgeshire Together Board meetings scheduled to receive LAA performance reports.
A special meeting may be called at any time by the Chairman giving at least seven working days notice.
- b) The Chairman shall ensure that a quorum of at least one third of full Board members is present before any business is transacted.
- c) In undertaking the aims as set out in Section 3, the Board has a duty to act collectively on behalf of the Partnership in the promotion of well being in Fenland.
- d) Where representatives are nominated by a Member, they have an over-riding duty to take decisions in the interests of the overall Partnership and Fenland.
- e) Board members should have the authority to speak and take decisions, unless a situation arises where there may be a conflict of interest, in which case they should withdraw from the discussion.
- f) Decisions will normally be made by consensus. However in the event of a decision requiring a vote, each full Board member present will have one vote. A simple majority will determine the decision. In the event of a tied vote, the Chairman shall have the casting vote notwithstanding the member they represent. Voting by proxy will not be allowed.
- g) Minutes of Board meetings and any papers supporting Board meeting agendas shall normally be circulated at least seven days prior to the next Board meeting.
- h) Forward Board meeting agenda items will normally be agreed at the previous Board meeting. However if an urgent item arises and it would be detrimental

to the interest of the FSP to delay discussion, it may be added to the agenda at the discretion of the Chairman.

9. Power to Act

- a) The FSP acknowledges that it is not a legal entity and can not enter into contracts and legal agreements directly but acts through the individual partner bodies.
- b) Representatives of the member organisations will take reasonable steps to ensure that the decisions of the FSP are implemented by the member organisations and that the member organisations comply with their own governance arrangements to ensure that decisions are implemented in a lawful way.

10. Main Functions of the FSP Reference Group (FSP RG)

- a) The FSP RG shall hold their meetings at least two weeks prior to an ordinary Board meeting. A special meeting of the FSP RG may be called at any time by the Chairman, giving at least seven working days notice.
- b) To take forward FSP aims and objectives.
- c) To ensure that FSP Partnership Theme Group membership remains appropriate to current theme working.
- d) To ensure effective communication between the Board and FSP RG.
- e) On behalf of the FSP, oversee the development and implementation of the Fenland Sustainable Community Strategy and associated thematic action plans.
- f) To ensure effective performance management and report any issues back to the Board at its earliest convenience.
- g) To provide guidance to Partnership Theme Groups on effective operation and monitor their work and performance against priority objectives as agreed by the Board.
- h) Through the Partnership Theme Groups, develop proposals for new initiatives to be undertaken by the partnership and bring these to the Board for the purpose of developing wide ownership and understanding of those initiatives.
- i) The FSP Board may remit the FSP RG to carry out any specific tasks / actions as it may see fit.
- j) Hold delegated authority to make decisions on specified work in consultation with the FSP Chairman, or if unavailable the Vice Chairman, on behalf of the full partnership when deadlines dictate and there is insufficient time to consult the full Partnership.
- k) Any delegation under 10(i) and 10(j) may be revocable by the Board at any time.
- l) Affirm proposed actions to support the delivery of the Community Strategy which will then be commissioned by appropriate member organisations or agencies.

m) Membership of the FSP RG

Strategic Theme Partnership Chairmen
OCYPS Representative
FDC Partnership Development Manager
CCC Policy and Partnerships Manager
CCC Commissioning and Performance Manager (Fenland) Adult and Community Services
Executive Director, FDC
Head of Policy and Communications
Policy and Communications Manager
Policy and Governance Manager

- a) The FSP RG will annually elect from among its membership a Chairman and Vice Chairman.
- b) The quorum for meetings of the FSP RG will be no less than one third of the full membership.

11. Alterations to Terms of Reference

- a) Any proposals to alter the terms of reference must be agreed by the Board with a two-thirds majority vote of those present and should be put forward as an agenda item before the agenda is circulated.

12. Declarations of Interest

- a) All FSP Board and sub-group members will declare at the outset of any FSP meeting any conflict of interest they may have with specific agenda items.
- b) The relevant Member and Officer Codes of Conduct will apply to Local Authority Councillors and employees attending any FSP meeting.

APPENDIX 1

FSP CHAIRMEN: ROLES AND RESPONSIBILITIES

The Chairman will:

- Participate in pre-partnership meetings with relevant Community Strategy partners to agree agenda plans.

- Manage partnership meetings efficiently, adhering to the agenda and time.
- Develop the Partnership's effectiveness through consensus management.
- Make decisions on policies agreed by the Board and take action where required between meetings of the Board or FSP sub-groups and report such decisions or actions for confirmation at the next meeting of the Board / FSP sub-group as appropriate.
- Sign agreements and protocols as necessary, providing these are approved by the FSP Board as recorded in the minutes, or where paragraph 10, j has been complied with.
- Safeguard the values and good name of the FSP.
- Represent the Partnership at relevant local, county, regional and national events / meetings as necessary / required in order to fulfil the above duties.

Support for the Chairman:

- The Chairman will receive regular support from the Partnership Development Manager, FDC and / or other FSP support officers as required / necessary to assist the Chairman in fulfilling the above duties.

APPENDIX 2

FSP ROLES AND RESPONSIBILITIES FOR PARTNER REPRESENTATIVES

Partner representatives should be senior officers and political representatives who represent agencies, organisations or constituencies that are relevant to the priorities of the current Fenland Sustainable Community Strategy.

Substitutions at partnership meetings should be by exception only and must be properly briefed prior to attendance by the substituting organisation.

All FSP partners must have devolved decision making powers.

Within FSP Board and FSP sub-groups settings, FSP Partner representatives will:

Actively contribute through

- Attending all scheduled partnership meetings and events, providing the highest possible standard of advice and guidance of their organisation, agency or constituency (i.e. not of individuals)
- Making quorate decisions on behalf of the partnership and being fully accountable for the decisions undertaken by the partnership.
- Offering constructive challenge to matters arising at partnership meetings.
- Observing any FSP-agreed confidentiality protocols.
- Following the strategic direction of the Partnership's Chairman.

Ensure community engagement through

- Undertaking to ensure that community needs are always reflected within the partnership's remit.
- Supporting every partner in the drive to raise participation in community activities.
- Ensuring that local communities and communities of interest can make their views known to the partnership.
- Enhancing equality of opportunity within the work of the partnership by ensuring access to opportunity is available to all.

Manage performance by

- Contributing in a timely and effective way to the FSP's agreed monitoring, review and evaluation processes.
- Sharing appropriate data within and across all FSP groups.
- Working towards action plan targets within their own organisation / agency by ensuring that they are built into their organisation / agency's plans as appropriate.

Provide effective financial and resource management through

- Ensuring that the FSP adheres to financial regulations of the relevant Accountable Spending or Granting Body, who will make payments on behalf of the FSP.
- Ensuring that value for money is demonstrated through effective consultation, informed and transparent decision making and the monitoring of outcomes and performance.

Seek to achieve added value through

- Accepting the principles of greater autonomy for successful partner providers and greater intervention for those experiencing difficulties.
- Achieving maximum value from the resources available to the FSP.
- Making sure that the FSP has the resources to carry out its mission.

Communicate the value of working in partnership by

- Promoting partnership working and disseminating information as appropriate within their organisation, agency or constituency.
- Ensuring the high public profile of the FSP's work in compliance with the FSP's Communication and Consultation Strategy.

APPENDIX 3

GLOSSARY OF TERMS

The Partnership:

The Partnership brings together at a local level all member organisations / agencies from parts of the public, private, business community and voluntary sectors with responsibility for co-ordinating and promoting the economic, social and environmental well-being of the people who live in, work in and visit the District of Fenland.

The Board:

The Board is responsible for conducting the business of the Partnership and through a form of governance, makes up the FSP. It provides leadership and strategic direction and is the key decision making body.

The FSP Reference Group:

The Reference Group is an officer sub-group of the Board which fulfils the purpose of implementing the decisions of the Board and developing the strategic direction to a more explicit form of action.

Partnership Theme Groups:

Practitioner sub-groups of the FSP which act as forums for change, identifying and taking forward specific interventions designed to deliver FSP agreed Community Strategy priorities relevant to their theme area.