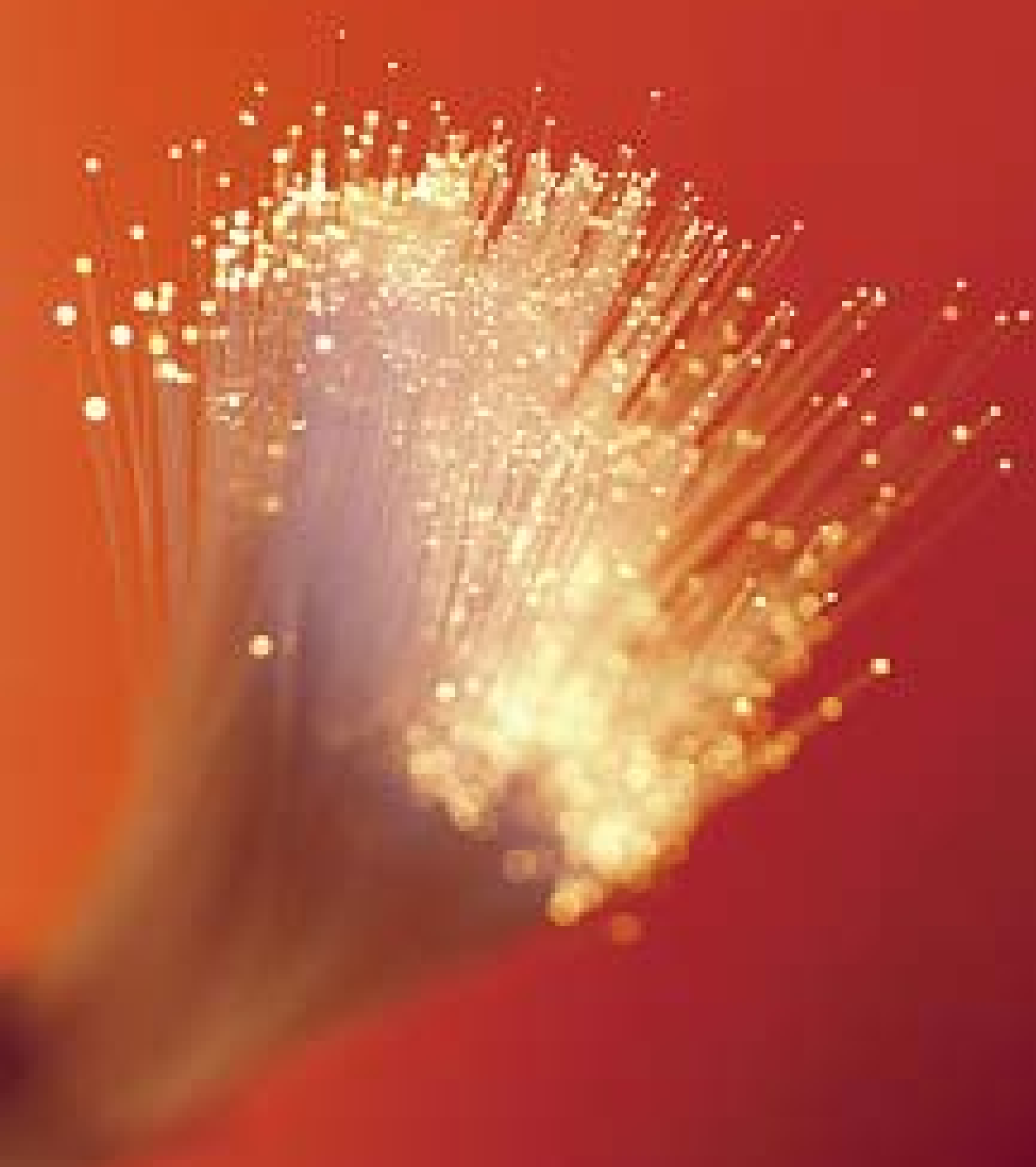


Shropshire Partnership Information 2010



The Shropshire Partnership

Our Vision is

‘To improve significantly the quality of life for Shropshire people by working together’

Purpose

The Shropshire Partnership is a non-statutory organisation covering the administrative area of Shropshire. Its purpose is

- To provide the vision, leadership and strategic framework for partnership action
- To bring together different parts of the public sector as well as the business, parish, community and voluntary sectors together with representatives of young people and equality and diversity communities.
- To provide a single overarching coordination framework within which the Partnership can operate
- To develop and drive the implementation of the Shropshire Partnership’s Sustainable Community Strategy and Local Area Agreement (LAA) and deliver the Community Strategy and LAA
- To develop strong, active and sustainable Area Partnerships in the North, South and Central areas of Shropshire.

We are sometimes referred to as the Local Strategic Partnership (LSP) and operate at a strategic and area level. Shropshire Council is the Partnership’s ‘accountable body’. The Structure of the LSP is attached on page 6 at Diagram A.

Functions

The Leadership Board – Terms of Reference, Operating principles and Membership

Purpose

The Leadership Board (LB) is an inclusive body through which the council brings together regional and local public service providers along with representatives of Shropshire’s young people, business, voluntary and community, equality and diversity sectors, area partnerships and parish and town councils.

- The Leadership Board is the executive body for the Shropshire Partnership (Shropshire’s LSP).
 - The leader of the Council will be Vice Chair.

- All Leadership Board members have an equal opportunity to influence the decisions and actions of the LSP.
- The Leadership Board will be a strong voice for Shropshire and seek to promote the area and attract resources through its network of partnerships, representation and influence on regional and national bodies.

Core responsibilities

- Produce an evidence based sustainable community strategy, built on data and evidence from the North, South and Central areas of Shropshire and national, regional and local strategies which impact on the County;
- Establish a shared vision and priorities for partnership action (see Shropshire Partnership Integrated Sustainable Community Strategy 2006-2011). (NB a new Strategy will be agreed in February 2010).
- Develop, deliver, monitor and review performance and risk manage a Local Area Agreement (LAA) between the LSP, the Council and government to improve services and quality of life in Shropshire. The LAA is a three year delivery plan for community strategy priorities.
- Engage partner authorities including those who have a statutory duty to cooperate with LAA target setting.
- To have an oversight of and aim to coordinate partner community consultation and engagement activities and, where appropriate, combine them.
- Have oversight of the planning and alignment of partner resources relevant to the Community Strategy and LAA in order to achieve effective commissioning and better services.
- Agree the LSP work programme and oversight of the budget.

Operation of the Leadership Board

- 1 The Leadership Board will meet quarterly. Meetings will be programmed in advance to optimise timely performance management of the Local Area Agreement (LAA).
- 2 A draft agenda will be circulated two weeks in advance and papers within five working days of the meeting to enable Leadership Board members to take soundings in advance of the meeting.
- 3 Papers are circulated electronically by email and agendas and notes of meetings are published on the LSP website.
- 4 Meetings will be time limited to two hours unless the Chair determines otherwise in advance.
- 5 Leadership Board members will receive quarterly and annual performance reports in relation to the LAA.
- 6 Leadership Board members will receive regular reports from the three Area Partnerships and other LSP bodies outlining progress and issues.

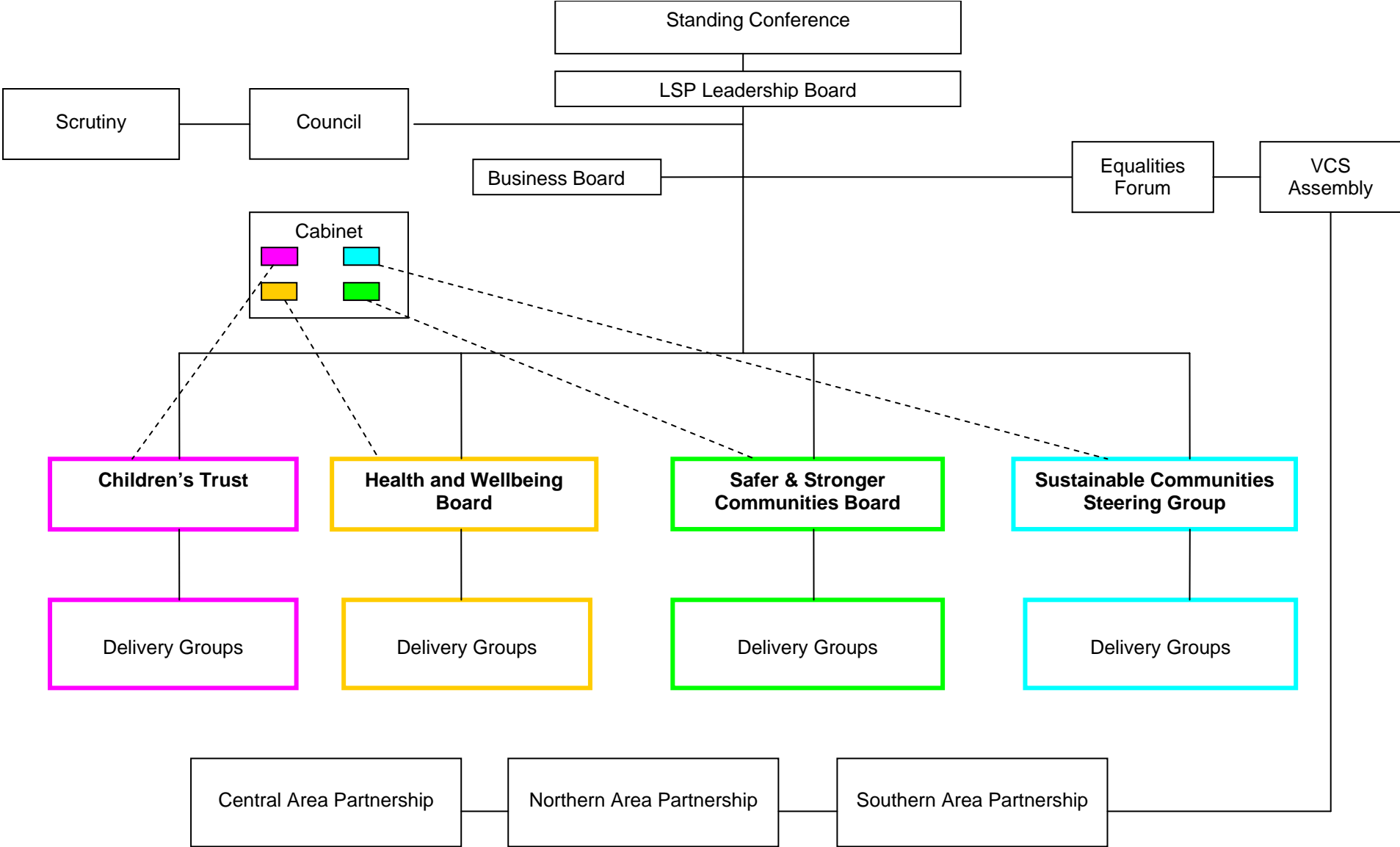
- 7 Leadership Board members may put forward items for decision by the LSP, with the agreement of the Chair and Director, and invite specific partners or officers to participate in agenda items.
- 8 The Leadership Board is chaired by the Independent Chair or in his absence the Leader of Shropshire Council
- 9 Each sector or organisation represented on the Leadership Board has **one** vote and the Chair of the meeting will have the casting vote.
- 10 Extraordinary meetings of the Leadership Board may be called with the agreement of the Chair and the Director.
- 11 The quorum for the Leadership Board will be 8 Board members.
- 12 Leadership Board members must declare any personal or financial interests in the business to be transacted at the start of each meeting.
- 13 Only named members, representatives or substitutes may participate in Board meetings.
- 14 Board meetings will be notified to the press and are normally open to the public to attend.
- 15 The Board shall cooperate with and respond to any scrutiny requirements of the accountable body.

Roles and Responsibilities

- 16 Leadership Board members come from different types and styles of organisation but have a common responsibility to work together to be a strong voice for Shropshire and to ensure Shropshire's voice is heard.
- 17 Members bring the views of their organisation or sector to the table and feed back on LSP actions and decisions and to ensure effective communication links. They should also ensure newsletters and relevant information etc is circulated within their organisations, sectors or networks.
- 18 Members are accountable to their organisations or sectors for their actions at Board meetings.
- 19 Members are required to declare any personal or financial interests in any of the business of the Board at the commencement of meetings.
- 20 Members have a responsibility to attend meetings or ensure that their organisation is appropriately represented.

- 21 Members will participate in appropriate training or development, away days, activities or conferences and develop a set of shared values and behaviours.
- 22 Members attending any meetings, forums or seminars on behalf of the LSP must provide written feedback or appropriate minutes in a format which can be published on the LSP website.

Diagram A - Shropshire Partnership Structure & Relationship to Unitary Council



The membership of the Leadership Board is as follows:

Organisation	Representatives	Names	Named substitute	Notes
The Chair		Robin Thompson		The Leader of the Council will act as Chair in the absence of the Chair
The Council	Leader (Vice Chair) Chief Executive	Keith Barrow Kim Ryley		
Shropshire Association of Local Councils (SALC)	Chair/Vice Chair Secretary	Roger Evans Karen Roper		The representative will be the Chair/Vice Chair representing the Shropshire parish and town councils on SALC
Voluntary & Community Sector (VCS) Assembly	Chair Vice Chair	Julia Baron Sonia Roberts	Linda Cox Marion Youens	
Advantage West Midlands (AWM)	Partnerships Director	Philip Roberts	Jon Payne	Representation as per AWM's partnership protocol
West Mercia Constabulary	Chief Supt. for Shropshire	Andy Rowsell	Peter Lightwood	
West Mercia Police Authority	Member	Miles Kenny	Robin Durham	
Shropshire Fire & Rescue Service	Chief Fire Officer	Paul Raymond		

Shropshire & Wrekin Fire Authority	Member	Stuart West		
Youth Parliament Representative		Daniel Greenwood Ashley Silverstone		
Equalities Forum representative		Michele Hatfield		
Business representative	Chair Shropshire Business Board	Geoffrey Davies		
Learning Network		Bill Dowell		
Shropshire Primary Care Trust (PCT)	Chair Chief Executive	Angus Hannagan Jo Chambers	Paul Tulley	
Shrewsbury & Telford Hospital NHS Trust	Chair Chief Executive	John Davies Tom Taylor	Trish Rowson	
Area Partnerships (3)	Chair – North Chair – South Chair – Central	Pat McLaughlin John Hurst-Knight Tim Barker		
LSP	Director	Celia Bahrami	Jenny McNicol	
<i>Government Office West Midlands (GOWM)</i>	<i>Assistant Director Places Directorate</i>	<i>Lisa MacDonald</i>		<i>Observer status</i>

The four Block steering groups

Detailed development and analysis of Community Strategy issues and priorities, the LAA and detailed consideration of regional and national strategies, policies and delivery frameworks which impact on the LAA is undertaken by four Thematic steering groups:

- Children's Trust
- Sustainable Communities Steering Group
- Safer and Stronger Communities Board
- Health and Wellbeing Board

The steering groups also establish appropriate delivery groups to deliver the LAA (and the other requirements of the Community Strategy). The Terms of Reference and membership for the steering groups are currently under review and will be strengthened to ensure appropriate Council portfolio holder engagement. These will be reported to the Leadership Board in due course. (Existing Terms of Reference are attached at Appendix A).

The Equalities Forum

The LSP established the Equalities Forum in 2005 as a partnership network for all Shropshire's equality and diversity organisations and public sector community and voluntary organisations. The Forum has a work programme, organises events and operates a small awards scheme. Notably during 2007 much progress was made in promoting Hate Crime action. The Forum has been under review to ensure fitness for purpose, reflecting the establishment of the Commission on Equality and Human Rights. It has assessed the impact of migrant workers on communities and services in Shropshire and is producing a migrant workers' information pack. Existing Terms of Reference are attached at Appendix B.

The Voluntary and Community Sector Assembly

The LSP supported the establishment of the VCS Assembly and Shropshire Council has supported its development. The Assembly aims to capture and strengthen the voice and influence of Shropshire's many VCS organisations and to enable the sector to play a full part in the development and delivery of Shropshire's LAA. The Assembly was formally launched on 27 February 2008. Terms of Reference are attached at Appendix C.

Three Area Partnerships

Core terms of reference and membership etc of the areas partnerships are attached at Appendix D.

Scrutiny Arrangements

The LSP is subject to scrutiny by the Council as the accountable body. The LSP will cooperate with all scrutiny activities and account for progress and actions accordingly.

The Standing Conference

The Standing Conference acts as a reference group to the LSP and comprises a wide range of partners and the membership is open to: all partners who are active in the block steering groups and delivery groups and forums, Area Partnerships, VCS Assembly, Equalities Forum, Parish and Town Councils.

The Standing Conference meets up to three times per year and at least once per year and also has a joint conference with the Council.

Leadership Board Meeting Dates 2010

Date	Time	Venue
26 February 2010	10.00-12.00	Council Chamber, Shirehall
11 June 2010	10.00-12.00	Council Chamber, Shirehall
24 September 2010	10.00-12.00	Council Chamber, Shirehall
23 November 2010	10.00-12.00	Council Chamber, Shirehall

The Partnership team

The Partnership team comprises:

Director	Celia Bahrami	01743 252522	celia.bahrami@shropshire.gov.uk
Partnership Co-ordinator	Jenny McNicol	01743 252248	jenny.mcnicol@shropshire.gov.uk
Partnership Administrators	Donna Ball	01743 252269	donna.ball@shropshire.gov.uk
	Della Walker/ Raj Dhillon	01743 252278	della.walker@shropshire.gov.uk raj.dhillon@shropshire.gov.uk
VCS Assembly Co-ordinator	Sarah Dodds	01743 252295	sarah.dodds@shropshire.gov.uk
	Helen Herritty	01743 252295	helen.herritty@shropshire.gov.uk
Team Leader Crime, ASB & Criminal Justice	Andrew Gough	01743 252263	Andrew.gough@shropshire.gov.uk
Anti-Social Behaviour Officer	Kelly Oldham	01743 252737	kelly.oldham@shropshire.gov.uk
Domestic Violence Officer	Jo Berry	01743 252258	Jo.berry@shropshire.gov.uk
Team Leader Drug and Alcohol Action Team	Jayne Randall	01743 252735	jayne.randall@shropshire.gov.uk
Service User Development Officer	Abi Butters	01743 252275	Abi.butters@shropshire.gov.uk
Young People Drug and Alcohol Officer	Gavin Hogarth	01743 252747	gavin.hogarth@shropshire.gov.uk

The LSP team is responsible for policy development, LAA coordination (along with the County Council), the running and administration of the Leadership Board, Standing Conference, Shropshire Safer Stronger Communities Partnership, Equalities Forum and VCS Assembly; the Community Strategy; the annual Community Safety strategic assessment and Community Safety Plan; communications and website. We participate in LSP networks, national forums and expert panels and conferences. We represent the LSP at events, on appropriate boards and organise and promote LSP events. We are also responsible for the implementation of the National Drug and Alcohol Strategies, and the National Community Safety Plan and provide specialist expertise in relation to domestic abuse and anti-social behaviour. We are supporting the development of the Area Partnerships and will ensure consistency and high standards are achieved. We are coordinating the Partnerships' Community Engagement Strategy which includes the Citizens Panel and a shared Consultation Database. We seek to ensure a coordinated approach amongst LSP members. The Partnership ethos which is embedded in our way of working ensures that through cooperation and collaboration we achieve much more than could reasonably be expected.

Appendix A Terms of Reference – Block Steering Groups

CHILDREN’S TRUST TERMS OF REFERENCE AND MEMBERSHIP

The Children’s Trust Terms of Reference are to be reviewed in 2009

1.0 Background

1.1 Shropshire Children’s Trust (SCT) is a strategic partnership of agencies responsible for services for children and young people, established in response to Section 10 of the Children Act 2004, which details the duty placed on local authorities and key partners to co-operate to improve the well-being of children and young people.

1.2 Shropshire Children’s Trust’s vision is:

In Shropshire, all children and young people matter. We will work together and in partnership with families and carers to give every child and young person the best opportunities today and for the future.

1.3 Shropshire Children’s Trust works closely with Shropshire Local Strategic Partnership to align priorities and improve outcomes.

2.0 Responsibilities of Shropshire Children’s Trust:

2.1 To determine the strategic direction of children’s services in the county, seeking to improve the lives and health of children and young people through the delivery of integrated, effective, evidence based and needs led services, informed by children and young people, their families and communities.

2.2 To identify priorities for service development and redesign and oversee their implementation, allocating resources as appropriate.

2.3 To monitor progress towards improving outcomes for children and young people, both in relation to identified priorities and in more general service provision.

2.4 To identify and where appropriate to align or pool budgets to meet identified priorities.

3.0 Membership

3.1 The membership of Shropshire Children’s Trust complies with the agencies prescribed in Section 10 of the Children Act 2004, which details the duty to co-operate in the planning and delivery of children’s services. Membership includes:

Shropshire County Council Director of Children and Young People's Services

Shropshire County Council Lead Member for Children and Young People's Services

Shropshire County Council Assistant Director for Social Care and Safeguards

Chief Executive Connexions

Chief Executive Representative of District Councils

Drug and Alcohol Action Team Co-ordinator

Youth Offending Service Manager

Teenage Pregnancy Co-ordinator

Representatives of West Mercia Police

Director of Services for Children and Young People, Telford and Wrekin PCT

Director of Public Health, Shropshire PCT

Director of Joint Commissioning SCPCT and SCC

Children's Lead, Shropshire and Staffordshire Strategic Health Authority

Executive Director, Learning and Skills Council

Representative West Midlands Probation Service

Representative of the Voluntary Sector

Parent Representative

Young Persons Representative

4.0 Chair of Shropshire Children's Trust

4.1 The Director of Children's Services, Shropshire County Council will chair the Children's Trust.

4.2 The Chair's responsibilities include chairing the meeting, agreeing the Agenda, and overseeing the preparation of a record of the meeting.

5.0 Structure of Shropshire Children's Trust

- 5.1 Shropshire Children's Trust will commission Task and Finish groups, with agreed Terms of Reference, to lead on the development and implementation of action plans in relation to identified priorities for developing integrated services.
- 5.2 A Performance Group, whose membership will be drawn from partner agencies as appropriate, will supply SCT with performance monitoring information to inform the work of the Children's Trust.
- 5.3 Shropshire Children's Trust and Shropshire Local Safeguarding Children Board will work together as "critical friends", each informing and influencing the work of the other.

6.0 Operation of Shropshire Children's Trust

- 6.1 Meetings of Shropshire Children's Trust will take place at least six times a year, approximately bi-monthly.
- 6.2 Meetings will be chaired by the Director of Children's Services or her agreed deputy.
- 6.3 Agenda items and papers for the meeting will be notified to the Head of Children's Trust and Joint Commissioning and Chair of SCT not less than two weeks in advance of each meeting.
- 6.4 Agendas and papers for meetings will be distributed not less than one week in advance of a meeting.
- 6.5 Once agreed, minutes of Children's Trust meetings will be posted on the Children's Trust website.
- 6.6 The minutes of any part of a meeting that are confidential will be kept separate and not made public.
- 6.7 Members of Shropshire Children's Trust will respect the confidentiality of items of business which SCT decides are confidential.
- 6.8 Members will be invited at the end of each meeting to put forward items for the next agenda.

7 Proceedings

- 7.1 The quorum will be one-third of all agencies present.
- 7.2 It is expected that SCT will invite the attendance of people with particular expertise to speak or make presentations to the group.
- 7.3 SCT will have regard to the Sex Discrimination Act 1975, the Race Relations Act 1976, the Disability Discrimination Act 1995 and the Human Rights Act 1998.

8 Changes to the Terms of Reference

- 8.1 Shropshire Children's Trust will review and amend this document as appropriate and necessary.

SUSTAINABLE COMMUNITIES STEERING GROUP TERMS OF REFERENCE

1. The Steering Group will comprise representatives of supporting delivery groups such as the Area Partnerships, Economic Development Forum (Shropshire Futures), the Housing Advisory Group, the Shropshire Transport Forum and the Environment Forum, as well as representatives of key partner organisations such as Shropshire Council, AWM, Highways Agency , Business Link and the West Midlands Regional Assembly.
2. The Steering Group will be chaired by Tom McCabe, Corporate Director Development Services, Shropshire Council.
3. The Steering Group will focus on the shared priority between central and local government in relation to the Environment, Economy, Transport and Housing. The shared priority aims to create prosperous, inclusive and sustainable communities for the 21st century, places where people want to live, that promote opportunity and a better quality of life for all.
4. The Steering Group will focus on the development and delivery of the Sustainable Communities block of the Local Area Agreement (LAA).
5. The Steering Group will focus on a range of performance indicators that are agreed and developed in line with the LAA.
6. The Steering Group will be responsible for the monitoring and delivery of LAA reward grants.
7. The Steering Group will work to ensure the Sustainable Communities sections of the Shropshire Partnership Community Strategy are appropriately driven forward and delivered. The Group will drive the performance and monitor progress (through 'traffic light' systems).
8. The Steering Group will co-ordinate activity undertaken by a range of working groups and initiatives, to ensure that this delivery mechanism is co-ordinated and reports into the Leadership Board and Management Group of the Shropshire Partnership, as appropriate. Additionally, the Group will have work to undertake that has been sponsored by the Partnership.
9. The Steering Group will ensure appropriate linkages are established and maintained with the three other shared priority groups – Children's Trust, Older People and Healthier Communities Board, and the Safer Shropshire Group.
10. The Steering Group will ensure that national policy initiatives, for example improving rural service delivery through the Defra Rural Pathfinder are integrated into the work of the Leadership Board and the Shropshire Partnership.

SAFER AND STRONGER COMMUNITIES PARTNERSHIP BOARD TERMS OF REFERENCE

Board Responsibilities

Shropshire Safer Stronger Communities Partnership (SSCP) is the statutorily required Crime and Disorder Reduction Partnership for the Shropshire unitary authority area. It is responsible for compliance with the statutory duties and responsibilities set out in the Crime and Disorder Act 1998, the Police and Justice Act 2006, and in subsequent Home Office regulations which came into force on 1 August 2007. The Partnership aims to address the national standards and hallmarks for effective partnerships set out in the Home Office guidance 'Delivering Safer Communities: A guide to effective partnership working'.

The SSCP also acts as the Board for the Drug and Alcohol Action Team.

This Board will have responsibility for:

- The delivery of the outcomes for Safer, Stronger Communities within the Local Area Agreement;
- The crime and disorder priorities which emerge from the Partnership Strategic assessment, which is currently being undertaken;
- The local implementation of the National Drug strategy; and
- The development and implementation of an Alcohol Strategy for the new authority area.

Purpose of the SSCP Board

- To provide strategic leadership for the partnership;
- To develop a strategic vision and direction for Shropshire SSCP that will enable a diverse range of agencies and bodies to work together effectively to achieve common goals;
- To agree the focus and priorities for the SSCP strategy;
- To ensure that the Shropshire SSCP three year Partnership Plan is agreed and implemented, and that agreed partnership targets are met;
- To hold the partners to account for the delivery of the strategy; and
- To ensure an evidence-led and problem-solving approach within the SSCP.

Key Roles and Responsibilities

The key roles and responsibilities of the Board are:

- To ensure SSCP compliance with the statutory duties and responsibilities stated in the Crime and Disorder Act 1998, the Police and Justice Act 2006, and in subsequent Home Office regulations.
- To ensure compliance with the national Drug strategy and NTA requirements.
- To ensure that the 'stronger' element is adequately addressed within the partnership's work.
- To ensure that partnership strategic assessments are undertaken at least annually.
- To consider the strategic assessment and agree strategic priorities, objectives and targets for the three year Partnership Plan, which will be updated annually.
- To ensure that delivery plans are in place to support the strategic objectives.
- To scrutinise performance in relation to SSCP LAA outcomes and the targets set out in the Partnership Plan, and to instigate any necessary action to address areas of under-performance.
- To agree the objectives of the Performance Management and Commissioning Group and oversee the group's performance
- To ensure that the Performance Management and Commissioning Group set clear objectives, targets, and responsibilities for delivery groups.
- To address barriers to effective delivery that cannot be resolved by the Performance Management and Commissioning Group.
- To ensure that there are adequate resources to deliver the partnership's objectives.
- To approve the allocation of partnership resources, agree the annual spend plan for the SSCP and set the commissioning framework.
- To review quarterly reports regarding the financial position and spend by the Partnership.
- To ensure clear communication exists between the Partnership levels and groups, and ensure that information is cascaded into partner agencies.
- To report to the partnership stakeholder group on performance on an annual basis.
- To undertake an annual skills audit to ensure that the partnership has the requisite skills and knowledge to meet the statutory requirements.

Membership

Each of the responsible authorities is required to be represented on the SSCP Board:

- Shropshire Council
- West Mercia Police
- West Mercia Police Authority
- Shropshire Primary Care Trust, and
- Shropshire Fire and Rescue Authority.

The Board will also have appropriate representation from:

- West Mercia Probation Trust
- Shropshire Youth Offending Services
- The Voluntary Sector Forum (Chair)
- HMP Shrewsbury and Stoke Heath Young Offenders Institute
- The Equalities Forum (Chair)
- The Children and Young People's Board
- The Chair of the Cultural Consortium.

In addition the following will sit as Board members:

- The Portfolio Holder for Community Working or Lead Member for Community Safety

All representatives attending Board meetings must have sufficient seniority within their own organisations to be able to make decisions, implement change and commit resources within their own organisation's governance arrangements.

All members of the Board should be able to commit to regular attendance and represent their organisation effectively by:

- Bringing strong influence to bear on the objectives, targets and allocated resources in their organisation's own business plans and activities;
- Communicating and championing the work of the partnership within their individual agencies;
- Ensuring that their organisation has a designated person responsible for the provision of agreed data to the partnership for strategic assessments and performance monitoring purposes;
- Discuss potential conflicts and differences to seek the most effective solutions;
- Identify and commit resources to deliver actions they have agreed their organisation will undertake to support the delivery of the SSCP Plan; and
- Promote equality of opportunity both in the operation of the Board and the work commissioned by it.

Deputising is permitted when necessary, but only to a nominated and agreed deputy.

Any organisation failing to send a representative for two consecutive meetings will be asked to confirm their commitment.

The Board will keep its membership under review and has the right to invite additional members to join.

The Chair of the Performance Management Commissioning Group, the Team Leader Community Safety, and the Team Leader DAAT will attend Board meetings to act as the link between the groups and to ensure information is exchanged effectively. They will not have any voting rights. They will also brief the Board chair prior to meetings.

A GOWM representative may attend in an advisory capacity.

Meeting Style and Structure

The SSCP Board will meet quarterly in line with the production of quarterly.

The meeting cycle will be agreed annually.

The Chair of the PMCG and the Team Leader Community Safety will meet with the Chair of the Board to set the agenda prior to the meetings.

Papers and items need to be placed on the agenda in advance of meetings. Papers will be circulated at least five working days prior to meetings, to allow sufficient time for partners to prepare.

Voting

Whenever possible, all decisions will be made on the basis of consensus.

However, when a vote needs to be taken:

- Each organisation will have only one vote
- Voting will be by a show of hands
- Decisions will be taken on a majority basis
- Each organisation will have one vote
- If there are an equal number of votes, the person who is Chairing will have a casting vote in addition to their vote.

A quorum of four of the member organisations will be required to be present for decision talking and voting purposes.

Chairing Arrangements

The Chair and Vice Chair will be elected on an annual basis by the Board.

The Chair will be expected to represent the Partnership at events where appropriate.

The Chair will sign documentation and release funding on behalf of the Partnership.

The Chair will ensure that new representatives or members of the Board have an induction process which ensures they understand the roles and responsibilities and terms of reference, and the role that their organisation has agreed to play in the delivery of the SSCP strategy.

In the absence of both the Chair and the Vice Chair the members may appoint a temporary Chair for a meeting

HEALTHY COMMUNITIES AND WELL BEING BOARD TERMS OF REFERENCE

The Health and Wellbeing Board will:

- involve and work across statutory and voluntary groups to achieve its vision
- be the delivery agent for the for the LAA priorities, working across the local delivery blocks as required
- identify new and emerging health and wellbeing priorities for Shropshire
- be accountable for performance against the LAA targets
- be responsible for ensuring that the Joint Strategic Needs Assessment is regularly reviewed and updated to incorporate all necessary information for the development of strategies and commissioning of services by all partners

The Local Area Agreement Priorities

The Health and Wellbeing Board will be responsible for the delivery of agreed targets in the Local Area Agreement

Priorities for the LAA are informed by evidence recorded in the Joint Strategic Needs Assessment (JSNA)

The Joint Strategic Needs Assessment is the means of describing the future health, care and well-being needs of the local population and the strategic direction of service delivery to meet those needs

The information included in the JSNA includes but is not limited to:-

- Demography
- Social and environmental context
- Current known health status of population
- Current met needs of the population
- Service user views
- Public demands and aspirations

Membership

The board is one of 4 block delivery boards accountable to the Leadership Board for the delivery of improvements in services and opportunities, particularly those set out and agreed in the Local Area Agreement (LAA)

The board will take a strategic overview of the LAA and of the partnership arrangements necessary to ensure the best possible outcomes

The board will therefore have an appropriate membership that can speak for and represent the partners responsible for delivering against action plans

The following membership exists:

- County Council
- Get Active
- Fire and Rescue Service
- Health (Shropshire County PCT and Shrewsbury and Telford Hospital Trust)
- Learning Disability Partnership Board
- Representative from the Local Involvement Network.
- Representative from the Mental Health implementation team
- Representative for Physical Disability (to be determined)
- Shropshire Partners in Care
- Voluntary and Community Sector (x2 – 1x Older People and 1x Health and Well-being)
- Shropshire Senior Citizens Forum

It is expected that these representatives would report back on behalf of services accountable to them and the delivery groups as appropriate.

In addition during the transition to one council for Shropshire, the existing officer and member representation for the current district and borough councils will be maintained.

The task of delivering against agreed targets will be the responsibility of delivery groups established by the Board and led by an identified responsible/lead person. There will also be cross cutting delivery where more than one block is involved in the delivery of the LAA outcome. The identified/lead person reports to the Board through the appropriate representative board member.

January 2008 (as agreed at Health & Well-being Board)

Appendix B

Terms of Reference – Equalities Forum

1. Introduction

The Shropshire Partnership was formed in 1997 to attract external funds and bring organisations together. It became the Shropshire “Local Strategic Partnership”, following the Local Government Act 2000, in October 2002. Its vision is to “improve the Quality of Life in Shropshire”, including the economic, social and environmental well-being of communities and contribute to sustainable development. It is made up of about 70 key organisations and interests with representatives from the public, private, voluntary and community sectors.

2. Purpose of the Equalities Forum

The main purpose of the Equalities Forum is to represent the views of Shropshire’s Black and Minority Ethnic and other Diversity & Equality communities and to implement the Shropshire Partnership’s policy statement on Diversity & Equality and work-plans agreed by the Equalities Forum:

“The Shropshire Partnership and its individual partners are fully committed to equality of opportunity. It aims to eliminate all forms of unfair treatment and discrimination in Shropshire including all service users and staff. Partners in the Shropshire Partnership will do this by ensuring equal opportunity in staff recruitment, development and training and by ensuring all services are equally accessible to potential users regardless of Race, Culture, Faith, Gender, Age, Sexuality and Disability”.

The Equalities Forum will work to implement policy and agreed work-plans for Diversity and Equality in partnership with:

- All member bodies of the Shropshire Partnership
- The Shropshire Partnership Standing Conference
- The Shropshire Partnership Leadership Board
- The Shropshire Partnership Management Group
- Shropshire’s agreed priorities for joint action
- Shropshire’s second public service agreement with government
- Other Local Area Agreements reached within Shropshire
- Shropshire’s agreed common performance framework

3. Objectives

The Equalities Forum will work to:

- Identify and join together representation from all the Diversity & Equality communities in Shropshire.
- Provide a voice for Shropshire’s Diversity & Equality communities on common issues.
- Spread awareness and implementation of Shropshire’s Diversity & Equality Statement and Partner equal opportunity statements and policies.

- That opportunities for training and learning about equal opportunity issues in Shropshire are regularly provided for Partners.
- Eliminate all forms of unfair treatment and discrimination in Shropshire.
- Ensure equal opportunity in staff recruitment development and training in Partner organisations.
- Ensure that all services are equally accessible to potential users, regardless of race or diversity & equality status.
- Take positive action to address racism and the consequences of discrimination.
- Ensure that the views and opinions of Shropshire's Diversity & Equality communities are regularly sought but that duplication and "consultation fatigue" is avoided.
- Ensure that all Partnership bodies, groups and staff take account of equal opportunity issues and that all Partnership plans, strategies and statements reflect the needs Diversity and Equality communities in Shropshire.
- Make Shropshire a welcoming place to all

4. Membership

The Shropshire Partnership Equalities Forum will seek representation from all Black Minority Ethnic and Diversity & Equality communities in Shropshire, together with equality "champions" from each Partner organisation.

5. Operation

- 5.1. The Equalities Forum will usually meet 4 times a year or as agreed at each meeting.
- 5.2. The Equalities Forum has elected a Chairperson. The Independent Chair of the Shropshire Partnership will act as Deputy Chairperson. The Chairperson will be subject to re-election every three years.
- 5.3. In the event of absence each organisation may send a suitable deputy to meetings with the agreement of the Chairperson.
- 5.4. The Equalities Forum will seek consensus in its decisions but if this is not possible decisions will be reached and recorded by majority decision.
- 5.5. In the event of a tied vote the Chairperson will cast a deciding vote and his/her decision will be final.
- 5.6. The decisions of the Equalities Forum will be made available via the Shropshire Partnership website.
- 5.7. Members of the Equalities Forum will have the responsibility to ensure two-way communication of news and briefings within their community and to the Partnership.

Appendix C

Terms of Reference - Voluntary & Community Sector Assembly

Terms of Reference

Introduction

Shropshire Assembly for the Voluntary and Community Sector (the Assembly) is founded on the need for a collective, well defined route to engagement between voluntary and community sector (VCS) organisations and public, and statutory (PUBLIC AND STATUTORY SECTOR) bodies throughout the county of Shropshire. It is based on the belief that collective representation is more influential than a series of individual voices, and that cooperation generates shared strength through a pooling of energy, ideas and resources. It will provide a means for voluntary and community organisations throughout Shropshire to meet and exchange information, ideas and good practice always acknowledging that a diversity of views may exist.

The Background and History of the Shropshire Assembly's Development

The Shropshire Voluntary & Community Sector Assembly began its formation in April 2007 supported by an offer of funding for an Assembly Co-ordinator and some part time administrative support, from Shropshire County Council. The Co-ordinator post is hosted by Shropshire Partnership (LSP – Local Strategic Partnership). The initial motivation to form the Assembly came from the Audit Commission's report (2006/2007) on the Local Area Agreement (LAA) which suggested that the LAA would benefit from the development of a much more robust relationship with VCS partners and more evidence of partnership working.

The formation of the Shropshire VCS Assembly is driven by a wholly voluntary and community sector steering group which has been responsible for the visioning and form and function of the Assembly itself. The functions of the Assembly have been defined as:

- **Communication & Information**
- **Representation & Engagement**
- **Advocacy**
- **Networking & Support**
- **Capacity building (to work with public sector agencies)**
- **Educating and building awareness of VCS in public sector agencies**

The Steering Group consists of 23 Voluntary and Community Sector Organisations (VCS) organisations of varying size and interest who have volunteered to be involved in this process. The members of the Steering Group include 3 Councils for Voluntary Service (CVSs) and the Community Council of Shropshire, who, through the Shropshire infrastructure Partnership, are working co-operatively to ensure complimentary support of the sector. **The Assembly is clear that infrastructure support for the sector is the role of the Shropshire Infrastructure Partnership and its members and intend to**

work with them to ensure the roles are not duplicated. The implementation of the Assembly's development is facilitated by the Coordinator.

Shropshire, as one of England's most rural counties, faces particular challenges in engaging a county wide network of voluntary and community sector organisations. As a county with a two tier council there has been a tendency for smaller locally based VCS organisations to "look to" their local District or Borough Council and local CVS, if they have one, for funding and networking. This results in a lack of clarity across the wider geographical area as to the number and range of organisations which provide similar or even identical services to particular client groups. This, in turn, gives rise to uncertainty on the part of statutory/public sector partners as to how to ensure inclusive engagement of all interested and relevant VCS organisations in any stakeholder consultations, funding or tendering opportunities. The drive by national government to encourage more delivery of local services through VCS (Third Sector) organisations has also been a factor in encouraging this initiative.

In some Districts, the local Council for Voluntary Services (CVS) have the capacity to engage with most of the smaller VCS organisations and ensure that they are kept informed of any relevant developments locally, county wide and even nationally, However in other Districts the capacity of the local CVS is limited or, in the case of Bridgnorth District, was non-existent until some recent funding enabled the appointment of a part-time officer (jointly supported by Community Council of Shropshire with funding through the Shropshire Infrastructure Partnership and Bridgnorth District Council) to try and identify and re-engage with the local VCS groups.

The emerging Unitary Council and the implications of this for the voluntary and community sector, have also focused the minds of the Assembly Steering Group on the development of county wide representation/communication mechanisms for VCS organisations. The Assembly is encouraging consideration of the needs of the sector at this crucial time of re-organisation. The Assembly has encouraged VCS engagement in stakeholder discussions around the structures of the new Council.

At each annual review this introduction will be reviewed and updated to document achievements and progress.

1. Aim

The aim of the Assembly is to strengthen and support the VCS in Shropshire, enabling strategic influence and an effective voice for the sector, as well as an arena for action, information sharing and discussion.

2. Purpose

The purpose of the Assembly is to develop and provide an effective mechanism for representation of the VCS to the public and statutory sectors.

3. Objectives

- Ensuring that the collective views of the VCS influence strategic planning and policy decisions.
- Promoting dialogue between the VCS and the public and statutory sectors to enable effective consultation, and to encourage partnership working.
- Building the capacity of the VCS to engage effectively with the public and statutory sectors.
- Creating a better understanding of the VCS within the public and statutory sectors
- Promoting networking, sharing of skills, information, experience, good practice and resources with VCS organisations.
- Ensuring active and effective representation on key strategic partnership bodies by nominating appropriate representatives.
- Improving the working relationships between VCS and public and statutory sectors through development and monitoring of effective frameworks.

4. Membership & Structure of the Assembly

- 4.1 The Assembly membership is open to all voluntary and community organisations operating in Shropshire who has signed up to the aims of the Assembly. (see appendix 1 of definitions)
- 4.2 The Assembly Board will approve eligibility for membership of the Assembly.
- 4.3. To apply for membership organisations can request a membership form from the Assembly Co-ordinator and on completion of this form the Board will confirm their eligibility for membership.
- 4.4 The Assembly will meet in full at least once a year. This meeting will be open to staff, volunteers and trustees/management committee members of voluntary and community organisations in Shropshire. Each organisation will have a single vote.

5. Membership & Structure of the Board of Representatives

- 5.1 The Assembly is supported by a Board of Representatives (the Board), made up of nominated representatives from eligible voluntary and community sector forums in Shropshire. (see definitions of forums in Appendix 2)
- 5.2 The Assembly determines eligibility criteria for additional networks and forums. Any forum meeting these criteria will then be considered by the current Board, and invited to nominate a representative to the Board. The Assembly is not responsible for this nomination process.
- 5.3 An organisation can be a member of several forums but their organisation can only be represented once on the Board.
- 5.4 In order to ensure that the Board is broadly representative of the full range of communities, interests and skills within the sector, the Board has delegated power to co-opt additional members. Co-options should constitute no more than 20% of total board membership. All co-optees should be from member organisations.
- 5.5 Termination of membership of the Board: A Board Member's period of tenure will automatically end in the event that she or he fails to attend three consecutive meetings of the Board, unless the Board determines otherwise. The forum will then be contacted and asked to nominate an alternative representative. From inauguration of the Board, the initial term of Board Membership will be staggered to ensure no more than one third of memberships are renewed each year.
- 5.6 Deputies: To ensure representation from each Forum at Board meetings, the forum must nominate a fully briefed deputy to attend the meeting in question. Both the representative and the deputy should receive all papers relating to each meeting.
- 5.7 Declaring an Interest – Board members must declare a specific interest in any agenda item. A register of interests will be kept and completed at each meeting.
- 5.8 Electing trained and appropriately qualified VCS representatives to sit on the Assembly Board.

6. Duties and Responsibilities for Board Members

- 6.1 Board Members and their nominated deputies will comply with the Role Description and Code of Conduct for representatives. (see attached Appendix 3 & 4) This will include induction and training. Board Members will be required to sign the Code of Conduct.

6.2 The selection of the nominated representatives from the Forums should follow a process which requires each forum to use the Assembly Terms of Reference, Role Description and Code of Conduct to assess the suitability of their nominated representative to the Board.

6.3 Board Members will be responsible for:

- Implementing the Terms of Reference.
- Conducting an Annual Review of the work of the Assembly.
- Drawing up and overseeing the implementation of the Action Plan for the following year.
- Developing the Assembly to respond appropriately to changes affecting the VCS and to enable positive interaction with relevant agencies.
- Communicating effectively with the membership and representative forums ensuring a two way flow of information between Board and network forums.
- Considering requests and identifying appropriate representation from the VCS.

7. Meetings & Processes for the Board of Representatives

7.1 The Board of Representatives will meet at least 4 times a year to move forward the objectives of the Assembly.

7.2 Each Board Member will have one vote. Where necessary, questions arising will be decided by a simple majority of those present and entitled to vote. In the case of an equality of votes, the Chair will have a casting vote.

7.3 At least one half plus one of the total number of Board Members, or their deputies, must be present at a meeting to form a quorum.

7.4 The first part of Board Meetings will be open to observers from the voluntary and community sector. They will be welcome to attend and will be able to speak at the invitation of the Chair.

7.5 The Board will ensure that there is at least one full Assembly event per year to which all Assembly members will be invited.

7.6 The Board will have the right of censure for any Board member not complying with the Role Description/Code of Conduct for representatives.

Annual Meeting

7.7 The annual meeting will be held not more than 15 months after the last one.

7.8 Agenda items will include:

-
- Confirmation of Board Members for the following 12 months.

- Presentation of the Annual Report of Activities.
 - Approval of the Action Plan for year ahead.
 - Presentation of a full financial report on income and expenditure of the Assembly.
-

8. Chair and Vice Chair

- 8.1 The Board will elect a Chair and Vice Chair from among Board members annually at the first Board meeting after the Annual Meeting.
- 8.2 The Chair and Vice Chair will be eligible to stand for a maximum of three consecutive years.
- 8.3 The Assembly will provide Role Descriptions for the Chair and Vice-Chair who will agree to undergo appropriate training and preparation for their roles as defined by the Assembly Board.
- 8.4 The Chair will not represent his/her own organisation or forum, and will only vote in the event of an equal number of votes. The Forum from which the Chair originates will be invited to elect another representative to ensure their views are adequately represented.

9. Administration

- 9.1 The Assembly Co-ordinator and Administrator will provide secretariat support to the Assembly and the Board of Representatives, contributing to the agenda of meetings in liaison with members and, where required, facilitating discussion.
- 9.2 Records will be retained of all meetings and circulated to all Board Members, and once approved, will be made public.
- 9.3 A record of the meetings taking place and key discussions/decisions taken will also be accessible to all Assembly members via the VCS website www.shropvcsassembly.org.uk

10. Alterations to these Terms of Reference

- 10.1 There will be an annual review of these Terms of Reference. Any proposed alterations must be given in writing to the Chair of the Assembly for consideration at least 21 days before the Annual Meeting.

Any alterations to these Terms of Reference will need to be approved by at least two thirds of the Board Members present at that particular meeting, followed by ratification by the full Assembly at its next meeting.

Values

- **Equality and Inclusion** – the Assembly will undertake creative positive action to encourage the involvement of groups within the VCS who tend to be marginalised or excluded.
- **Accountability** – the Assembly and any representatives it selects will be accountable to the VCS and will have clear mechanisms in place to demonstrate this.
- **Partnership** – the Assembly will work towards meeting its aims through co-operative and inclusive partnerships. It will aim to minimise duplication, to promote unity and to encourage and facilitate co-operation between voluntary and community organisations.
- **Respect** – the Assembly will operate on the basis of mutual respect and demand that respect in return for its membership. Members are expected to be open and honest.
- **Compact** -The Assembly will operate in a Compact compliant manner respecting the Compact Codes.

Appendix 1

Membership Eligibility

In order to be recognised as a member, an organisation will comply with the following criteria:

The organisation shall:

- Be independent, that is, institutionally separate from the government and self-governing.
- Not distribute profit from its activities to owners or members but retain it, if any, for use in serving its basic purpose.
- Probably rely on some form of voluntary activity, i.e. donations, public support or unpaid trustees. It is entirely compatible for voluntary organisations to have a mainly salaried workforce.
- Not be party political.
- Be a voluntary & community organisation providing a service to a particular client group at neighbourhood or community level as well as district, county, regional or national level (provided that service is available within the county of Shropshire).
- Be a voluntary and community organisation working within a particular policy or service area such as the arts, education or regeneration at neighbourhood or community level as well as district, county, regional or national level (provided that service is available within the county of Shropshire).

N.B. Additional information may be sought by the Assembly to evidence eligibility.

The Forums

The Forums of Interest will nominate the representatives from their Forum to go forward to make up the Assembly Board to ensure that it is representative of the interests of all in the voluntary and community sector in Shropshire.

All nominated representatives will be required to comply with the Duties and Responsibilities set out in Section 6 of the Terms of Reference.

Forum – criteria of eligibility for association with the Assembly.

To become a Forum of Interest Forums shall be able to provide evidence to meet the following criteria:

- Have terms of reference or a governing document (support in creating these will be available if required).
- Meet at least twice a year.
- Keeps a record of meetings including attendance at meetings.
- Have and maintain a majority membership of Voluntary & Community Organisations.
- Have a purpose which is compatible with the purpose of the Assembly itself.
- Formally commit to the purpose and objectives of the Assembly.

Process

Each Forum will be asked to provide the following documentation to the Assembly Board:

- Terms of Reference or governing document.
- Minutes & record of attendance of at least two meetings if the Forum is already formed.
- A signed statement of purpose (provided by the Assembly for consideration by the Forum).
- A signed statement of commitment to the aim, purpose and objectives of the Assembly

Board Members – Role Description

- To ensure that the Assembly complies with its Terms of Reference.
- To ensure that the Assembly pursues its objects as defined in its governing document.
- To ensure the Assembly applies its resources exclusively in pursuance of its aim, purpose and objectives.
- To contribute actively to the board's role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.
- To safeguard the good name and values of the Assembly.
- To ensure the effective and efficient administration of the Assembly.
- To monitor the finances of the Assembly.
- If the Assembly employs staff, to appoint those staff using procedures approved by the Board and monitor their performance.
- To comply with all legislation and ensure good practice is employed in all aspects of the Assembly's work.
- To assess and review the membership of the Assembly.
- To assess the eligibility of networks and forums who will nominate representatives to the Board.
- To represent the Assembly as determined by the Board.

In addition to the above statutory duties, all Board Members should use any specific skills, knowledge or experience they have to help the board reach sound decisions. This may involve:

- Scrutinising board papers.
- Leading discussions.
- Focusing on key issues.
- Providing guidance on new initiatives.
- Other issues in which the board member has special expertise.

Board Members – Person Specification

- Commitment to the Assembly and its purpose.
- Willingness to devote the necessary time and effort.
- Strategic vision.
- Good, independent judgement.
- Ability to think creatively.
- Willingness to speak their mind.
- Understanding and acceptance of the legal duties, responsibilities and liabilities of being a Board Member.
- Ability to work effectively as a member of a team.

Board Chairperson – Role Description

- Planning the annual cycle of board meetings.
- Setting agendas for board meetings in co-operation with the Assembly Co-ordinator.
- Chairing and facilitating board meetings.
- Giving direction to board policy-making.
- Monitoring the implementation of decisions taken at meetings.
- With the authorisation of the Board, representing the organisation at functions, and meetings.
- With the authorisation of the Board, acting as a spokesperson as appropriate.
- Bringing impartiality and objectivity to decision-making.

Where staff are employed:

- Liaising with these staff to keep an overview of the Assembly's affairs and to provide support as appropriate.
- Leading/supporting the process of appraising the performance of the staff.
- Sitting on appointment and disciplinary panels.
- Liaising with the Assembly Co-ordinator to develop the board of trustees.
- Facilitating change and addressing conflict within the board and within the Assembly, liaising with the Co-ordinator to achieve this.

The Vice-chair acts for the Chair when the Chair is not available and undertakes assignments at the request of the chair.

Board Chairperson specification

- Commitment to the Assembly.
- Willingness to devote the necessary time and effort.
- Strategic vision.
- Good, independent judgement.
- Ability to think creatively.
- Willingness to speak their mind.
- Understanding and acceptance of the legal duties, responsibilities and liabilities of being a Board Member.
- Ability to work effectively as a member of a team.
- Knowledge of and commitment to upholding Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- Leadership skills.
- Experience of committee work.
- Tact and diplomacy.
- Good communication and interpersonal skills.

- Impartiality, fairness and the ability to maintain confidentiality where appropriate.

Assembly Board Member Code of Conduct

Organisational values

As a Board member of Shropshire VCS Assembly I promise to abide by the fundamental values that underpin all the activity of this organisation. These are:

Accountability

Everything Shropshire VCS Assembly does will be able to stand the test of legitimate scrutiny.

Integrity and honesty

These will be the hallmarks of all conduct when dealing with colleagues within Shropshire VCS Assembly and equally when dealing with individuals and institutions outside it.

Transparency

Shropshire VCS Assembly strives to maintain an atmosphere of openness throughout the organisation to promote the confidence of the public, stakeholders, staff, charity regulators and Parliament.

Additionally, I agree to the following points:

Law, mission, policies

- I will not break the law or go against the Terms of reference or any agreed protocols of the Assembly in any aspect of my role of Assembly Board Member.
- I will support the Aims of the Assembly and consider myself its guardian.
- I will abide by organisational policies.

Conflicts of interest

- I will always strive to act in the best interests of the Assembly.
- I will declare any conflict of interest, or any circumstance that might be viewed by others as a conflict of interest, as soon as it arises.
- I will submit to the judgment of the Assembly board and do as it requires regarding potential conflicts of interest.

Person to person

- I will not break the law, go against the Terms of Reference or any agreed protocols of the Assembly or act in disregard of organisational policies in my relationships with fellow Assembly members, staff, volunteers, members, service recipients, contractors or anyone I come into contact with in my role as Assembly Board member.
- I will strive to establish respectful, collegial and courteous relationships with all I come into contact with in my role as Assembly Board member.

Protecting the organisation's reputation

Wherever possible:

- I will not speak as a Board member of the Assembly to the media or in a public forum without the prior knowledge and approval of the Chair.
- When I am speaking as a representative of the Assembly, my comments will reflect current organisational policy even when these do not coincide with my personal views.
- When speaking as a private citizen I will strive to uphold the reputation of the organisation and those who work in it.
- I will respect organisational, board and individual confidentiality.
- I will take an active interest in the organisation's public image, noting news articles, books, television programmes and the like about the organisation, about similar organisations or about important issues for the organisation.

Personal gain

- I will not personally gain materially or financially from my role as Assembly Board member nor will I permit others to do so as a result of my actions or negligence.
- I will not accept substantial gifts or hospitality without the prior consent of the Chair.
- I will use organisational resources responsibly, when authorised, in accordance with procedure.

At board meetings

- I will strive to embody the principles of leadership in all my actions and live up to the trust placed in me by Shropshire VCS Assembly.
- I will abide by board governance procedures and practices.

- I will strive to attend all board meetings, giving apologies ahead of time to the Chair if unable to attend.
- I will study the agenda and other information sent me in good time prior to the meeting.
- I will seek to bring the representative views of the Forum which has nominated me to the meeting and be prepared to debate and vote on agenda items during the meeting.
- I will ensure that the outcomes agreed at the Board meeting are shared with all members of my Forum
- I will honour the authority of the Chair and respect his or her role as meeting leader.
- I will engage in debate and voting in meetings according to procedure, maintaining a respectful attitude toward the opinions of others while making my voice heard.
- I will accept a majority board vote on an issue as decisive and final.
- I will maintain confidentiality about what goes on in the boardroom unless authorised by the Chair or Board to speak of it.

Enhancing governance

- I will participate in induction, training and development activities for Assembly Board members.
- I will continually seek ways to improve board governance practice.
- I will strive to identify good candidates for Assembly membership and appoint new Forum representatives on the basis of merit.
- I will support the Chair in his/her efforts to improve his/her leadership skills.

Leaving the board

- I understand that a substantial breach of any part of this code may result in my removal from the Assembly board.
- Should I resign from the board I will inform the Chair in advance in writing, stating my reasons for resigning. Additionally, I will participate in an exit interview.

I agree to abide by the terms set out in this code of conduct.

Name of Board Member

Forum Represented:

Signature:

Date:



Shropshire Voluntary & Community Sector Assembly

VCS Organisation - Application for Membership

Having read the Terms of Reference for the Shropshire Voluntary and Community Sector Assembly I wish to apply for membership on behalf of my organisation.

Organisation name:

Address:

.....

Please read and sign to agree that you have understood the following statements:

- I have read and understood the Terms of Reference for the Shropshire Voluntary and Community Sector Assembly and believe that my organisation meets the criteria set for membership.
- I can provide evidence to support this, and am willing to do so including:
 - My organisation's Terms of Reference or Governing document
- I am authorised to sign to join the Assembly on behalf of the governing body of the above named organisation.

Signature:

.....

Name: (in caps).....

Job title or role:

Date:

Please provide the name and contact details for the main contact your organisation i.e. who will be sent information and notification of meetings and events

Name:

Telephone No: Email address:

Address, if different from above:

.....



Shropshire Voluntary & Community Sector Assembly

VCS Organisation - Statement of Commitment

VCS Organisation name:

Address:

.....

Having read the Terms of Reference for the Shropshire Voluntary and Community Sector Assembly I am, on behalf of my organisation, willing to commit to support the Aim, Purpose and Objectives of the Assembly as set out in those Terms of Reference.

I understand that any alterations to the Terms of Reference can only be made by a majority decision of the Assembly Board at the Annual Meeting and that due notice, as set out in the Terms of Reference, must be given to all members of any changes.

I am authorised to sign this Statement of Commitment on behalf of the governing body of the above named organisation.

Signature:

.....

Name: (caps):

.....

Job title or role:

.....

Date:

.....

Signature of Chair or Trustee:

Please provide the name and contact details for the main contact your organisation i.e. who will be sent information relating to the Assembly business.

Name:.....

Telephone No:Email address:

Address (if different from above:

.....



Shropshire Voluntary & Community Sector Assembly

Forums of Interest – Application for Membership

Having read the Terms of Reference for the Shropshire Voluntary and Community Sector Assembly I wish to apply for membership on behalf of:

Forum Name:

.....

Chair / Lead Person of Forum:

.....

Description of Membership of Forum:

.....

.....

Please read and sign to agree that you have understood the following statements:

- I have read and understood the Terms of Reference for the Shropshire Voluntary and Community Sector Assembly and believe that this Forum meets the criteria set for forums associated with the Assembly eligible to nominate a representative to sit on the Assembly Board.
- I can provide evidence to support this, and am willing to do so including:
 - My organisation's Terms of Reference or Governing document
 - Minutes of previous two meetings, if an existing Forum
 - A signed statement of commitment to the aim, purpose and objectives of the Assembly.
- I am authorised to sign on behalf of this Forum to be associated with the Assembly on behalf of the governing body of the above named organisation.

Signature:

Name:(in caps):.....

Job title or role:

.....

Date:

Please provide the name and contact details for the main contact in your Forum i.e. who will be sent information and notification of meetings and events

Name:

.....

Telephone No:Email address:

Address:.....

.....

.....

Appendix D
Common Standards – Area Partnerships

Draft Common Standards Central Area Partnership
(to be endorsed by the Central Area working group and in turn by the new Central Area Partnership)

VISION	<p>This is the present vision -</p> <p>By 2012 the Central Area Partnership will have improved the quality of life for all those who live, work in or visit Shrewsbury</p> <p>The vision is to be agreed by the new Central Area Partnership</p>
VALUES (Some ideas from the workshops)	<ul style="list-style-type: none"> • Be accountability • Be committed • Be an advocate • Be an ambassador • Be able to be prepared to make key decision (unbiased) • Accepting the challenge, facilitating change and ensuring action • Be prepared to work to make a real contribution • Trust and openness • Inclusive • Listen and learn – no a talking shop
PURPOSE OF THE CENTRAL AREA PARTNERSHIP	<ul style="list-style-type: none"> • Focus on local issues and set SMART priorities within a broad overview • Bring together public, private and voluntary sectors and their resources to tackle and deliver on these priorities in a timely co-ordinated way (including pooling resources) • Contribute to achieving Community Strategy aspirations and to delivery of the Local Area Agreement • Raise the profile of the central area in the region • Take a broad overview • Celebrate success with the community and through the partnership <p>Ways in which this will be achieved</p> <ul style="list-style-type: none"> • <u>Listen to communities</u> <ol style="list-style-type: none"> 1. Raise the profile of communities and give better representation to their views 2. Communicate 3. Network, understand the work of difference partners, and share ideas, opportunities and good practice • <u>Bring people together with an interest in the area</u>

	<ol style="list-style-type: none"> 1. Co-ordinate efforts/opportunities and avoid duplication 2. Understand and focus on issues of concern 3. Focus on action 4. Deliver at a local area level, and contribute to tackling county-wide and national priorities 5. Influence <ul style="list-style-type: none"> • <u>Bring resources together to tackle issues</u> <ol style="list-style-type: none"> 1. Better use of resources collectively 2. Attract/bring in additional funding
<p>CORE RESPONSIBILITIES OF THE CENTRAL AREA PARTNERSHIP</p>	<ul style="list-style-type: none"> • Provide strategic leadership and develop and agree a shared vision and set of priorities for the area (based on data and evidence) • Review and manage performance against desired outcomes • Co-ordinate activities that cut across the work of existing agencies and add a new dimension to that work • To constantly develop and review the progress of the identified priorities under the Central Area Partnership Community Strategy, Local Development Framework and the LAA Implementation Plan. • Monitoring and ensuring strategic links between the Community Strategy for Shropshire • Work with the relevant agencies to ensure that external funding is secured to implement the Central Area Partnership priorities • Ensure that resources are identified and utilised for maximum efficiency to meet the needs identified the Central Area Community Strategy • Work with Local Joint Committee's to agree priorities particularly relating to parish and neighbourhood plans and associated parish planning • Communicate activities and success to the public and stakeholders • Ensure representation at an appropriate level on the Board through nominated members or named substitutes where necessary
<p>PRINCIPLES/ WAY OF WORKING</p>	<ul style="list-style-type: none"> • Adding value • Clear focus on what we want to achieve and deliver – not a talking shop • Commitment and continuity • Inclusive • Listening to communities • Helping communities to help themselves • Accountability • Strong • Simple structure • Free from jargon

	<ul style="list-style-type: none"> • Flexible (including timing of meetings and venue)
<p>MEMBERSHIP</p>	<ul style="list-style-type: none"> • The Central Area Partnership membership will be inclusive and be made up of a wide range of interest, skills, statutory bodies, public, private and voluntary sections. • The individual members that form the Central Area Partnership are accountable to their respective organisations, groups for reporting back decisions and bringing issues that arise within the partners for consideration • It is the responsibility of the individual organisations to elect their named representative and named substitute • Organisations, individuals, can terminate their membership at anytime, this must be confirmed in writing to the Chair of the Central Area Partnership <p>Police Fire and Rescue PCT LSC 3x Unitary Councillors RSL's Voluntary Sector Business Sector</p> <p>Equalities will be championed by a nominated member of the executive.</p>
<p>STRUCTURE</p> <p>Key:</p> <ol style="list-style-type: none"> 1. Children & Young People 2. Health And Well Being 3. Safer And Stronger 4. Sustainable Communities <p>Task Force: To support delivery groups as and when needed. County-wide or district-specific.</p>	<pre> graph TD RS[REGIONAL STRATEGIES] --> CAP((Central Area Partnership)) LJC[LOCAL JOINT COMMITTEE] --> CAP LSP[LSP] <--> CAP CAP --> EB((Executive Board)) EB --> B1[1] EB --> B2[2] EB --> B3[3] EB --> B4[4] B1 --> COM((COMMUNITIES)) B2 --> COM B3 --> COM B4 --> COM COM --> PP[PARISH PLANS] COM -.-> TF[TASK FORCE] </pre>

PERFORMANCE MANAGEMENT	The Central Area Partnership will adopt the agreed performance management protocols of the Shropshire LSP and the One Council for Shropshire
COMMUNICATION	<ul style="list-style-type: none"> • Ensure that a Communication Policy is in place to enable an open exchange on all key issues with the aim to reach all communities within the Central Area of the One Council for Shropshire. This will be evaluated for effectiveness (annually).

Common Standards Northern Area Partnership (V4)

Vision	<p>To bring together a wide range of voluntary, private and public sectors, to improve the quality of life for the people who live, work, do business, socialise or visit the area.</p> <p>To foster and preserve the northern area identity and character.</p>
Values	<p>a) Accountable</p> <p>b) inclusive approach to partnership working</p> <p>c) Promoting community cohesion and social inclusion</p>
Purpose of the Northern Area Partnership	<p>Work effectively together with partners to develop and deliver and where appropriate lead the Northern area priorities</p> <p>To inclusively with the aim of sharing resources experience, and priorities to deliver the strategic priorities of the partnership and the Local Area agreement (LAA)</p> <p>Promote equal opportunities and participation for all.</p> <p>Share and develop best practice in the delivery of services to the communities.</p>
Core Responsibilities of the Northern area partnership.	<ul style="list-style-type: none"> • Act as the strategic leader to develop and agree a shared vision, based on evidence and consultation. • Encourage active debate on all key issues and mutual concerns, linking to Local Joint committees and the LSP. • Establish and review performance against an agreed set of outcomes. • Work in partnership to maximise all resources for the mutual benefit of all concerned. • Undertake to co ordinate new

	<p>and existing activity across a wide range partners e.g. Local Joint committees, Crime and disorder partnership, Equalities forum.</p> <ul style="list-style-type: none"> • Elections to be held on a bi annual basis.
Partners Roles & Responsibilities	<ul style="list-style-type: none"> • Be an effective communicator and report back to relevant organisations • Support and contribute to the relevant delivery groups • Be accountable to the board for any delivery aspects that they are responsible for. • To represent and act as one voice for the partnership where necessary as well as their own organisations. • Contribute to debate on issues that have arisen, working with the rest of the partnership or board to develop and implement effective solutions. • Be able to make impartial decisions that will impact on the Northern area and its communities. • Attend all meetings or provide a named substitute. • Be prepared to commit resources in monetary or in-kind terms to achieve the partnership's strategic priorities. • Ensure equality of opportunity and participation is adopted within all of the partnership activity.
Accountabilities	<p>The northern area partnership is accountable to its partners, external funders and the northern area communities.</p> <p>It will report to the Local Strategic Partnership for the delivery of agreed actions/priorities in line with the community strategy and the LAA</p> <p>Where appropriate the area partnership will take account and work with Local Joint Committees.</p> <p>Individual partners of the partnership, board and delivery groups are collectively responsible for the delivery of agreed priorities and actions</p>
Operating Principles	<ul style="list-style-type: none"> • Elect an non elected member for chair • Be open and inclusive • Declare any interests • Have open public access to documents unless they include commercially sensitive information

	<ul style="list-style-type: none"> • Take minutes of board meetings and notes of delivery group/task and finish group meetings • Set up delivery groups and task and finish groups • Set budgets and administer funds
<p>Membership</p>	<p>The membership will be inclusive and open to all, within the northern Shropshire area.</p> <p>Core membership of the partnership will include:</p> <ul style="list-style-type: none"> • Voluntary Sector and VCS assembly partners • Market Towns Partnerships • Business Sector • 3 x Unitary Councillors • Fire • Police • Primary Care Trust • SALC Area Committee rep • Older peoples rep • Children and young people rep • Schools rep <p>For the Northern Area this will also include:</p> <ul style="list-style-type: none"> • Community Asset Trust • Environment sector • North Shropshire Economic Development Forum • Parish and town council rep • Relevant Registered Social Landlords • Tourism sector • Walford and North Shropshire College
<p>Core membership of Executive Board</p>	<ul style="list-style-type: none"> • Voluntary Sector • Business Sector • 3 x Unitary Councillors • Fire & rescue • Police • Primary Care Trust • Learning & Skills Council • Chairs of delivery groups • Equalities rep from Equalities forum • Registered Social Landlords • Young people's rep • SALC x1 <p>Members can be co opted on to the board as appropriate</p>
<p>Structure</p>	<p>The Northern area partnership will be a simple structure to avoid duplication of effort and time.</p> <p>It is suggested that it includes:</p>

	<ul style="list-style-type: none"> • Wider partnership (open to all) • Executive Board • Delivery Groups based on existing LAA blocks and countywide boards/trusts e.g. CYP delivery group linked to Children Trust • Task and finish groups where required (NB) these could also be County task and finish groups and crosscutting issue groups e.g. hate crime.
Performance Management	<ul style="list-style-type: none"> • The northern area partnership will adopt the performance management framework of the Shropshire LSP and Shropshire Council.
Communications	<ul style="list-style-type: none"> • Develop a shared data base with area partnerships and the LSP • Work with the area partnerships to develop and adopt a communication operating policy of minimum standards and review at least annually for effectiveness.
Stakeholders Consultation	<ul style="list-style-type: none"> • The Northern area partnership will commit to engaging and consulting with the communities of the Northern area. • They will seek to co-ordinate consultation and community engagement with partners to avoid duplication and maximise on resources avoiding consultation fatigue

Common Standards – Southern Area Partnership

<p>VISION</p>	<p>The following vision draws on the existing visions for Bridgnorth and South Shropshire District Community Strategies and the recent joint working conducted to develop the Southern Shropshire Partnership:</p> <p><i>To improve the quality of life for all to provide strong, safe and sustainable rural communities in which to live and work</i></p>
<p>VALUES</p>	<p>Collective responsibility Action/results focussed</p>
<p>PURPOSE OF THE SOUTHERN SHROPSHIRE PARTNERSHIP</p>	<p>To take action to meet the needs of its communities and to solve problems in a timely manner.</p> <p>Work together in an efficient and dynamic way by maximising it's resources to concentrate on activity that complements and adds value to the work of existing organisations</p> <p>Encourage equality of opportunity and participation</p> <p>Provide a clear message and a strong voice to influence countywide decision making bodies and to attract external funding and promote the areas identity</p> <p>Share best practice in the delivery of services to the public</p> <p>Delivery of the southern chapter of the Sustainable Community Strategy for Shropshire</p>
<p>CORE RESPONSIBILITIES OF THE SOUTHERN SHROPSHIRE PARTNERSHIP</p>	<p>Provide strategic leadership and develop and agree a shared vision and set of priorities for the area (based on data and evidence) whilst acknowledging the geographical diversity of the area.</p> <p>Debate issues of mutual interest and concern (including any issues arising from Local Joint Committees), taking and implementing key decisions as necessary.</p> <p>Review and manage performance against desired outcomes.</p> <p>Coordinate activities that cut across the work of existing agencies</p>

	<p>Promote and coordinate partner community consultation and engagement activities.</p> <p>Oversee the continuous development of the Southern Shropshire partnership as a driving force for improvement in the area</p> <p>Communicate activities and success to the public and stakeholders</p> <p>Lobby appropriate organisations/bodies for action to support delivery of its priorities at county or regional level</p>
ACCOUNTABILITIES	<p>The Area Partnership as a whole is accountable to the wider community for ensuring successful delivery of agreed priority outcomes.</p> <p>The Area Partnership is accountable to the Leadership Board of the Shropshire Partnership for ensuring successful delivery of agreed actions relating to key priorities of the Community Strategy and the LAA.</p> <p>The Area Partnership will take into account issues arising from Local Joint Committees as reported to the Partnership by the responsible Officer</p> <p>Individual partners (both Executive and delivery group members) are collectively and individually responsible for ensuring successful delivery of agreed priority actions</p>
MEMBERSHIP	<p>Core membership of Executive Board (1 representative from each unless stated otherwise)</p> <p>Police Fire and Rescue Primary Care Trust Learning & Skills Council 3 x Unitary Councillors RSLs Voluntary Sector Business Sector SALC Chairs of Delivery Groups</p> <p>Equalities will be championed by a nominated member of the Executive</p> <p>Ability to co-opt members onto the Executive as</p>

	<p>appropriate</p> <p>Forum to include: Environment Agency Young Peoples rep Older Persons rep Equalities CDRP LJCs AONB</p>
<p>PARTNERS ROLES AND RESPONSIBILITIES</p>	<p>Be collectively and individually responsible for ensuring successful delivery of agreed priority actions</p> <p>Support effective communication by developing an appropriate communication network within their own organisation and with other interested parties to share information and receive feedback regarding partnership activities</p> <p>Report back to and consult other key partners as appropriate</p> <p>To act as the ‘voice’ for their organisation /sector</p> <p>Act as an ambassador of the Southern Shropshire Partnership</p> <p>Work with other partners to take important decisions regarding the well-being of Southern Shropshire and its communities.</p> <p>Raise areas of concern and contribute their experience and expertise to Partnership discussions and work with others to achieve effective, workable solutions.</p> <p>Executive Board members to attend all meetings or provide a named substitute to attend on their behalf</p> <p>Be prepared to contribute to theme and task groups as required. This may require detailed work in one particular area to ensure that theme and task groups are operating effectively</p> <p>Be able and prepared to make decisions on behalf of their organisation as appropriate towards the Partnership’s objectives</p> <p>Commit to equality of opportunity and participation</p>

<p>STRUCTURE</p>	<pre> graph TD Forum["Partnership Forum (Open to broad membership including LJC's and Parish Plan groups etc)"] Executive["Executive (10-12) Prescribed member organisations"] TFG((Task and Finish Groups)) AH((Affordable Housing (Task and Finish))) EL["Economy and Learning"] Env["Environment"] CCS["Crime and Community Safety"] HW["Health and Wellbeing"] Forum <--> Executive Executive <--> TFG Executive <--> AH Executive <--> EL Executive <--> Env Executive <--> CCS Executive <--> HW </pre>
<p>PERFORMANCE MANAGEMENT</p>	<p>The Southern Area Partnership will adopt the agreed performance management system and protocols of the Shropshire LSP and One Council for Shropshire</p>
<p>COMMUNICATION</p>	<p><i>To be developed to detail of how the partnership communicates and engages rather than the principles of how it should work. Will follow the communications protocols of the Shropshire LSP as minimum standards.</i></p>

Terms of reference for delivery groups and forum to be developed in due course.