

THE KENT PARTNERSHIP

(Kent's Local Strategic Partnership)

Terms of Reference

1. Introduction

The Kent Partnership (KP) is the countywide Local Strategic Partnership (LSP) for Kent that was formed in 2002 as a result of the Local Government Act 2000. It is made up of representatives from the private, public and voluntary and community sectors. A Local Strategic Partnership is a single body that:

- (a) Brings together at a local level the different parts of the public sector as well as the private, business, voluntary and community sectors so that different initiatives and services support each other and work together
- (b) Is a non-statutory, non-executive organisation
- (c) Operates at a level which enables strategic decisions to be taken and is close enough to individual neighbourhoods to allow actions to be determined at a community level
- (d) Should be aligned with local authority boundaries

2. Government Guidance

Draft Government Guidance (DCLG, Nov 2007) identifies the role of the Lead Responsible Local Authority (Kent County Council) as follows:

- (a) To exercise a leadership and governing role through identifying and articulating the needs and aspirations of local communities and reconciling or arbitrating between competing interests
- (b) To have oversight of, and aim to co-ordinate community consultation and engagement activities of, individual partners and, where appropriate, combine them
- (c) To produce a Sustainable Community Strategy (SCS) based on data and evidence from the local area and its population, to establish a shared local vision and priorities for action (see Section 3)
- (d) To produce a unitary/county-wide Local Area Agreement (LAA), based on the priorities identified in the area's SCS
- (e) To have oversight of the planning and alignment of resources in the locality (where relevant to delivery of the SCS and LAA) in order to achieve more effective commissioning and ultimately better outcomes (although, each partner will remain accountable for its decisions taken in relation to funding streams allocated to it)
- (f) To review and performance manage progress against the priorities and targets agreed in the LAA and ensure delivery arrangements are in place. Part of fulfilling this will require the Lead Local Authority and its partners to ensure that sufficient support is provided to the LSP to help it co-ordinate the delivery of the targets agreed through the LAA.

3. THE KENT PARTNERSHIP

Principles

3.1 The KP is a 'partnership of partnerships' with overall responsibility for encouraging community leadership, supporting new initiatives and helping to ensure the effective delivery of services. It recognises that defining and delivering Kent's future needs goes beyond the remit of local authorities and those of the many partners acting alone.

3.2 The KP is the overarching governing body for a family of thematic groups including the Kent Public Service Board (PSB), the Kent Economic Board, the Safer and Stronger Communities Group, the Health & Well-Being Group and the Children's Trust. It also works closely with the District LSPs and other partnerships focussed on specific subjects. It seeks to add value at a strategic level. It also works through task groups around specific topics.

3.3 All KP participants are expected to engage in this partnership working ethos, operating with the following values enshrined in their work:

- (a) Mutual accountability – partners are accountable to each other for the delivery of jointly agreed and collectively owned outcomes
- (b) Promoting community cohesion, equality of opportunity and participation, and valuing diversity
- (c) Promoting trust and openness to foster an involved and participative approach from all members and partnerships.

Responsibilities

3.4 The KP is responsible for:

- (a) Promoting the social, economic and environmental well-being of residents and businesses, and promoting sustainable development.
- (b) Approving and reviewing Kent's Sustainable Community Strategy, the Vision for Kent (V4K), overseeing its delivery and monitoring its performance
- (c) Endorsing and approving the Local Area Agreement approach and outcomes framework
- (d) Partnership working to improve service outcomes and delivery of the V4K and receiving high level performance assessments
- (e) Keeping the structure of Working Groups under review and allocating themes and targets to them as needed
- (f) Encouraging innovation and the efficient and effective use of local resources and assets
- (g) Engaging with Kent residents, communities and businesses; where possible utilising existing partners' engagement mechanisms and avoiding duplication
- (h) Promoting and fostering the values of community engagement, equalities, neighbourhood renewal, cohesion and sustainability

Membership, representation and conduct

3.5 A list of current members of the KP is shown at **Appendix A**. The membership will be reviewed on a regular basis.

3.6 The KP will have representatives from all the key sectors – voluntary and community, faith, statutory, public and private sectors. It is acknowledged that it is not possible to have all 12 districts represented as this would unbalance representation in the other sectors. However, as an overarching principle there are four places on the KP and on all working groups for districts on a basis for them to determine. Furthermore, the Kent Leaders Group and the Kent and Medway Chief Executives Group are forums to consider local government viewpoints which can then be represented to the KP. There is also an understanding that when a partner's direct interests are being considered they have a right to attend and be heard.

3.7 Members are responsible for reporting back to their partnership/sector, seeking views and acting appropriately in meeting the aims and objectives of the V4K and KA2.

3.8 Membership brings with it a commitment to be present at meetings. Where members miss three consecutive KP meetings, the Chair may request their partnership/sector to nominate a new member.

3.9 All members have a right to speak and be heard at meetings. The Chair may exclude from the meeting any member who attempts to deny such rights.

3.10 Any member may nominate, in advance, a substitute to attend in their place if they are unable to attend a meeting.

Meetings

3.11 The KP meets at least two times a year. Meetings are organised so that dates for the calendar year are arranged in advance. The Chair may convene additional meetings if s/he considers it necessary, after consulting with members of the KP.

3.12 The quorum for meetings is one half of members.

3.13 All members can request that items be placed on the agenda.

3.14 Other persons may attend meetings of the KP with the agreement of the Chair.

3.15 Kent County Council (KCC) provides strategic, development and administrative support to the meetings.

3.16 Agendas, minutes and reports for KP meetings are distributed at least 10 working days before the meeting. Agenda items may be notified by any member at least ten working days before the meeting. Additional items may only be tabled at meetings in exceptional circumstances and at the discretion of the Chair. Minutes are published on the KP website.

Chair

3.17 The KP Chair is the Leader of KCC.

3.18 In addition, a Vice Chair from a different sector will be elected.

3.19 The Chair will support the work of the KP by:

- (a) Offering effective leadership to ensure that the business of the KP is dealt with efficiently and effectively
- (b) Promoting cohesion within the KP, ensuring all opinions are represented and listened to on an equal basis
- (c) Ensuring effective relationships with the KP family of partnerships and consulting with Working Group chairs
- (d) Ensuring that key issues are discussed in a timely manner by the KP and that appropriate information is available to all members
- (e) Taking appropriate action where conflicts of interest issues arise as outlined below.

Conflicts of Interest

3.20 Members must notify the Chair if they have a financial or professional interest in any item under discussion at the KP where that item could reasonably have a greater impact on the wellbeing and/or financial position of that individual and/or their family and friends than for other citizens. In such circumstances, the Chair will use his discretion to either:

- (a) Require the member to have no further part in that matter under discussion and to leave the meeting pending any discussion on that particular matter; or
- (b) Allow the member to take part in any discussion on the matter, but to have no part in any decision-making in respect of that matter. Following any such discussion, the Chair shall, at his discretion, allow the member to be present at the meeting during any decision-making by the remaining members of the KP on the matter or require the member to leave the meeting pending such decision-making.

Decisions

3.21 Every effort will be made to ensure that decisions are taken by consensus. In the event of a consensus not being reached, a decision will be reached by a simple majority of those present at the meeting.

3.22 No decision of the KP as a whole can override decisions of individual organisations. Rather, decisions made by the KP are intended to influence partners, contributing their expertise to work with the other partners on a best endeavour basis.

Confidentiality

3.23 The KP will adhere to requirements of the Freedom of Information Act 2000.

Exit

3.24 Any partner agency wishing to resign from the KP shall give at least two months written notice to the Chair. In the event that such notice is given, and unless otherwise agreed by the PSB, that partner agency shall honour decisions taken and commitments made in any partnership forum prior to the notice being given and shall cooperate with the KP during the notice period so as to facilitate a smooth exit from the partnership working arrangements.

4. THE KENT PUBLIC SERVICE BOARD

Principles

4.1 The Kent Public Service Board (PSB) comprises leaders from across the public sector as well as from the private and voluntary and community sectors and also includes representation from Government Office for the South East (GOSE) and South East England Development Agency (SEEDA). It is a non-statutory body which can be characterised as the "Group Board" for Kent's public services, each of which continues to operate independently but spending a combined annual budget of over £8 billion. It exists within and is accountable to the KP.

4.2 The KP delegates its day-to-day operational and management responsibility to the PSB. Amongst other things, it is responsible for the successful development and delivery of KP's vision and key strategies, including V4K and KA2, and receiving reports on the performance of the Working Groups.

Responsibilities

4.3 The PSB is the executive arm of the KP and has the following specific responsibilities:

- (a) To provide county-wide strategic direction and co-ordination in the delivery and ongoing review and development of the Sustainable Community Strategy (V4K) and Local Area Agreement (KA2)
- (b) To ensure that key cross-cutting themes are appropriately addressed within the Working Groups
- (c) To ensure that the plans and strategies of all relevant partner organisations join up and work to eliminate gaps and overlaps in service provision, taking into account local needs and priorities
- (d) To manage the performance of the Working Groups (including the arrangements in place for dealing with underperformance), holding them to account for delivery of county-wide strategies against agreed V4K and KA2 outcomes
- (e) To recommend to the KP the commitment of resources to enable KA2 to be delivered and advise the KP on the allocation of pooled budgets/shared funding/grants
- (f) To ensure that the principles of equality, cohesion, sustainability and access are applied to the delivery of V4K and KA2
- (g) To oversee the management of key risks affecting the delivery of V4K and KA2 outcomes
- (h) To proactively develop and work on a shared agenda for Kent and promote innovation and creative solutions through joint working.
- (i) To report annually on progress against the targets identified in V4K and KA2 to KP, KCC, GOSE, individual partner agencies and to members of the public

- (j) To maintain effective links with GOSE and with other partnerships, organisations and agencies
- (k) To develop and own the Kent Partnership Risk Register, as required by KCC Audit

Membership, representation and conduct

4.4 The membership of the PSB is made up of senior representatives of the major public service providers (including four representatives from District Councils) as well as from the private and voluntary and community sectors in Kent, as shown at **Appendix B**.

4.5 Those partner agencies who nominate elected/board members to sit on the PSB may be supported by officers from their organisation when attending meetings, without the need for those officers to be formally members of the PSB.

4.6 The membership of the PSB may be reviewed from time to time and the PSB shall be entitled to admit new members at any time provided that:

- (a) any new member is able to demonstrate their contribution to V4K and/or KA2 and
- (b) in deciding whether or not to admit any such new member, the PSB may have regard to the resulting size and composition of the PSB were the new member to be admitted.

4.7 The responsibilities of PSB members include the following:

- (a) To attend meetings as required and agreed and to fully participate in meetings
- (b) To arrange for the attendance of a suitable substitute at meetings in the event of the nominated representative being unavailable
- (c) To ensure that they have sufficient authority to represent their organisation on policy and practice issues, to deal with matters on behalf of their organisation and to properly represent its views. Failing that, to ensure that all necessary approvals of the nominating organisation are obtained
- (d) To keep their organisation informed about progress and communicate effectively and accurately the outcomes of the PSB meetings
- (e) To ensure prompt progress and delivery on any agreed actions outside formal meetings
- (f) To contribute reasonable resources to support the working of the Board

Meetings

4.8 The PSB meets at least four times a year; however additional meetings may be arranged as necessary. Meetings are organised so that dates for the calendar year are arranged in advance.

4.9 The PSB will be chaired by the Chief Executive of KCC for two years, following which the chairmanship will be as determined by the PSB. The position of Vice Chair will rotate annually amongst the members of the PSB according to a schedule to be determined by the PSB.

- 4.10 The quorum for meetings is one half of members.
- 4.11 All members can request that items be placed on the agenda.
- 4.12 Agendas, minutes and reports for PSB meetings are distributed at least five working days before the meeting. Agenda items may be notified by any member at least ten working days before the meeting. Additional items may only be tabled at meetings in exceptional circumstances and at the discretion of the Chair.
- 4.13 Other persons may attend meetings of the PSB with the agreement of the Chair.
- 4.14 Every effort will be made to ensure that decisions are taken by consensus. In the event of a consensus not being reached, a decision will be reached by a simple majority of those present at the meeting.
- 4.15 In making any decisions, the PSB will take into account:
- (a) The views and overall direction set by KP
 - (b) The views reflected within the Kent Leaders' Group
 - (c) The development and examination of a robust business case
- 4.16 Issues of confidentiality, conflict of interest and exit shall be handled as for the KP (see above).
- 4.17 On occasion, there may be urgent items that require a decision outside the normal cycle of meetings. In such circumstances, decision making authority is delegated to the Chair of the PSB in consultation with appropriate sector representatives, dependant upon the issue and the degree of urgency.
- 4.18 No decision of the PSB as a whole can override decisions of individual organisations. Rather, decisions made by the PSB are intended to influence partners, contributing their expertise to work with the other partners on a best endeavour basis.
- 4.19 Meetings will be serviced and supported by KCC with support from partners.
- 4.20 Minutes of all meetings of the PSB (including a record of attendance and any conflicts of interest) will be circulated and submitted for approval to the next appropriate meeting.

5. WORKING GROUPS

Principles

5.1 The KP through the PSB has overall responsibility for delivering KA2 on behalf of KCC as the Accountable Body. KP has the ability to establish a number of working groups, which take responsibility for defined outcomes and services linked to the V4K and KA2 goals. Some groups have a wider remit than others or are established by statute. Some fulfil roles outside V4K and KA2. All have defined and agreed terms of reference.

5.2 There are currently four Working Groups. They make regular reports to the PSB and submit an annual report to the KP through the PSB. The Working Groups and their thematic arrangements are as follows:

- Children's Trust
- Safer and Stronger Communities Group
- Health and Well-being Group
- Kent Economic Board

5.3 The Working Groups are responsible for:

- (a) Providing strategic and organisational leadership and driving the performance management culture to ensure the delivery of the V4K objectives and KA2 outcomes relating to their theme
- (b) Mobilising and co-ordinating resources from their own membership and from others to deliver the shared priorities
- (c) Reporting regularly to the PSB on their performance
- (d) Ensuring representation at the KP by the Chair or relevant senior representative from the Working Group
- (e) Supporting the membership and participation of the community and voluntary sectors, and the business partnerships
- (f) Communicating and consulting with stakeholders and the wider community on their work and priorities

MODEL TERMS OF REFERENCE

5.4 The following paragraphs provide an outline format for Working Groups within the KP, as guidance only. While the generic term in this context is "Working Group", each will have its own name relating to its purpose. Some of these Groups have statutory or other responsibilities which necessitate terms of reference of a different nature. Those should, however, address the role of the Group in relation to the KP, and especially the responsibility to ensure engagement with other partnerships and District LSPs.

Responsibilities

A. The ***[insert name]*** Working Group is a thematic partnership within the Kent Partnership (KP). As such, it will advise the KP on the content of its Community Strategy (Vision for Kent) and its Local Area Agreement and will support their delivery in relation to ***[specify detailed remit]***.

B. The purpose of the ***[name]*** Working Group is to provide a forum in which the member bodies can work together to plan services and programmes in relation to ***[specify detailed remit]*** and to oversee their delivery.

C. The ***[name]*** Working Group will aim to:

- ***[Here list the principal aims, role and responsibilities of the Working Group in relation to SMART targeted outcomes]***

D. The partnership will establish programmes for the delivery of outcomes for ***[specify detailed remit]*** and will maintain an overview of performance in relation to those

outcomes. These will be based upon an analysis of local need and on an understanding of community priorities. In particular, the Working Group will develop and oversee the delivery of its contribution to KA2 in relation to ***[specify detailed remit]*** for the period 2008-***[insert date]***, working with those agencies and partnerships at the local and strategic level that need to be engaged in that work.

Membership, representation and conduct

E. The ***[name]*** Working Group will be chaired by ***[insert title]***. The Chair or another nominated person will represent the Working Group on the KP. The membership of the Working Group will reflect the issues within its remit and will include:

- ***[List agencies represented. Membership should be such that there will be a nominated person with responsibility to ensure communications between the Working Group and each District LSP in the County].***

F. In addition to individual accountability to the employing organisation of each representative, the Working Group as a whole will be accountable to the PSB. Close links will be maintained with the PSB to ensure delivery of V4K and KA2 outcomes.

G. Accountability for aspects of the Working Group's function outside KA2 will continue to be maintained via current and future performance management frameworks for statutory partners.

H. In taking the lead in relation to ***[specify detailed remit]*** as a Working Group within the KP, the Working Group will ensure that communications with stakeholders are effective and in particular that there are arrangements in place to ensure that:

- the priorities of District LSPs in relation to ***[specify detailed remit]*** are addressed
- the District LSPs are engaged as appropriate in making arrangements for the delivery of the Working Group's programmes locally.

I. The Working Group meets at least ***[insert number]*** times a year; however additional meetings may be arranged as necessary.

J. Every effort will be made to ensure that decisions are taken by consensus. In the event of a consensus not being reached, a decision will be reached by a simple majority of those present at the meeting.

K. Issues of confidentiality, conflict of interest and exit shall be handled as for the KP (see above).

L. The Partnership will be serviced and supported by ***[insert name of responsible administering body]***. Minutes of all Working Group meetings (including a record of attendance and any conflicts of interest) will be circulated and submitted for approval to the next appropriate meeting.

Links to other strategies

M. The work of the ***[name]*** Working Group will link to the following local, regional and national strategies:

- ***[List]***

Geoff Wild
Director of Law & Governance
Kent County Council
27 February 2008

Members of the Kent Partnership

1. Graham Badman – Managing Director, Children, Families & Education Directorate, KCC
2. Andrew Bowles – Leader, Swale Borough Council
3. Roy Bullock – Leader, Tunbridge Wells Borough Council/West Kent
4. Jim Cameron – Group IT Director, Saga
5. Rob Cameron – Natural England
6. Chris Capron – Chief Executive, Kent Invicta Chamber of Commerce
7. Paul Carter – Leader, KCC
8. Barry Clout – Kent Council for Voluntary Youth Services
9. Lesley Davies – Area Director, Learning & Skills Council
10. Roger De Haan – Chairman, Creative Foundation
11. Dr Annette Doherty - Senior Vice President, Pfizer/*James Graham*
12. Clair Fisher – Area Lead for Kent and Medway, GOSE
13. Michael Fuller, Chief Constable, Kent Police/*John Molloy*
14. Peter Gilroy – Chief Executive, Kent County Council
15. Bob Goldfield – Chief Executive, Port of Dover
16. Professor Julia Goodfellow - Vice Chancellor, University of Kent at Canterbury
17. Charlie Hendry – Chief Fire Officer, Kent Fire & Rescue Service
18. Roger House – Regional Chairman, Federation of Small Businesses
19. Megan McKibbin - Executive Director, KEB
20. Peter Midgley – Area Manager, Kent and East Sussex, Environment Agency
21. Brendan O'Connor – Interim West Kent PCT representative
22. Sir Graeme Odgers – Chairman, KEB
23. Meradin Peachey – Director of Public Health, KCC
24. Steve Phoenix – Chief Executive, West Kent PCT
25. Susan Priest – Area Director for Kent & Medway, SEEDA
26. Robyn Pyle – Director, Land Securities Development
27. Lynda Russell – District Manager, Job Centre Plus

Annex 3

28. Dev Sharma – Kent Director, North West Kent Racial Equality Council
29. Mike Snelling – Leader, Gravesham Borough Council/TGKP
30. Malcolm Staunton – Learning & Skills Council
31. Bishop Stephen Venner – Bishop in Canterbury/Churches Together in Kent
32. Colin Tomson – Chairman, Eastern & Coastal Kent PCT
33. Chris Wells – Cabinet Member, Children Families & Educational Standards, KCC
34. Paul Watkins – Leader, Dover District Council / E Kent Partnership
35. Sheila Wheeler – Chief Executive, Tunbridge Wells Borough Council
36. Nigel Whitburn – Kent Association of Local Councils
37. Fran Wilson – Leader, Maidstone Borough Council
38. Yvonne Wilson – LSP Manager, Medway Council
39. Rob Woolley – Kent Children’s Fund
40. Sir Robert Worcester – Founder, MORI and Chancellor University of Kent

Members of the Kent Public Service Board

1. Paul Carter (Chair) – Leader, KCC and Chairman, Kent Partnership
2. Pam Alexander – Chief Executive, SEEDA
3. Nadeem Aziz – Chief Executive, Dover District Council
4. Lesley Davies – Area Director, Learning & Skills Council
5. Clair Fisher - GOSE
6. Michael Fuller – Chief Constable, Kent Police
7. Peter Gilroy – Chief Executive, Kent County Council
8. Graham Harris – Managing Director, Dartford Borough Council
9. Charlie Hendry – Chief Fire Officer, Kent Fire & Rescue Service
10. David Hill – Chief Executive, Ashford Borough Council
11. David Hughes – Chief Executive, Tonbridge & Malling Borough Council
12. Steve Phoenix – Chief Executive, West Kent PCT
13. Lynda Russell – Job Centre Plus
14. Ann Sutton – Chief Executive, East Kent and Coastal Teaching PCT
15. Prof Michael Wright (Vice-Chair) – Canterbury Christ Church University (HEKAM)