

KENSINGTON AND CHELSEA PARTNERSHIP STEERING GROUP

5th July 2006

RE-STRUCTURING THE PARTNERSHIP

This paper invites the KCP Steering Group to:

- Note the report and;
- Consider and agree any proposed changes to the structure of the partnership

FOR DECISION

1. Background

- 1.1 The Community Strategy sub group were given the remit of discussing the structure of the partnership with a view to recommending possible changes.
- 1.2 The Steering Group agreed a list of areas to be covered by the review, which were;
 - The Role of the Partnership
 - The TOR
 - The membership of the Steering Group
 - The relationship/s to other partnerships
 - The subgroup/cluster structure
 - Engagement and Communication
 - Regeneration Exchange
- 1.3 This paper proposes a number of changes within these areas to be considered and agreed. There are also a number of areas where the subgroup, having considered alternatives, concluded that the partnership is working well and change is not required.

2. Role of the partnership

- 2.1 The group defined the role of the partnership as follows:
 - Monitoring delivery of the Community Strategy
 - Providing leadership
 - Co-ordinating common activities, such as consultation and publicity
- 2.2 A further responsibility was defined as:
 - Developing a collective sense of responsibility for delivery

- 2.3 An ambition of the partnership was defined as:
- To develop innovative solutions to issues, as opposed to simply 'endorsing' or 'sharing information'
- 2.4 These should be reflected, where appropriate, in an updated version of the Terms of Reference.
- 2.5 The group then agreed on the key tasks for the partnership over the next three years. These are;
- Overseeing and collaborating in the delivery of the LAA
 - Monitoring delivery of the Community Strategy
 - Coordinating common activity e.g. consultation and publicity
 - Providing leadership and developing a collective sense of responsibility
 - Undertaking any future statutory requirements
 - Preparing the third community strategy

3. Terms of reference

- 3.1 The Terms of Reference should be updated to reflect any of the recommendations mentioned in this paper. Draft attached at Appendix A.

4. Membership of the Steering Group

- 4.1 After considering alternative LSP structures operating in other London Local Authorities, the group agreed that the structure adopted by the KCP, with some minor adjustments, was preferred. The group therefore also agreed that size of the Steering Group should be maintained at its current level.
- 4.2 Attendance at meetings will be regularly reviewed. Ward Councillors and Cabinet members should be encouraged to attend any relevant meetings.
- 4.3 The Learning and Skills Council representative is a persistent non-attendee. As JobCentrePlus (JCP) have just moved into the north of the borough, the group suggested that Learning and Skills Council membership on the Steering Group be replaced with an appropriately senior representative from JCP.
- 4.4 The Fire Service are a prominent partner in local service delivery and are leading in delivering an outcome for the borough's Local Area Agreement. As a result, the group proposes that the Borough Commander be invited to join the Steering Group.

- 4.5 The partnership is quite strong and there is a trusted working relationship between partners. There should be an emphasis on developing a good induction process for new members.

5. Relationship to other partnerships

- 5.1 Existing partnerships such as the Crime and Disorder Reduction Partnership (CDRP) and the Family and Children's Strategic Partnership (FCSP) have been long standing partnerships locally, with a specific role and remit. The group felt strongly that the KCP, as the borough's LSP, should not dominate other existing partnerships. These partnerships should not be seen as 'accountable' to the KCP and the KCP should instead be seen as a pivotal part of a 'horizontal network' of partnerships that exist within the borough.

6. Theme groups/Cluster structure

- 6.1 The group agreed that the 'Cluster' structure should be revived and should reflect the chapters of the new Community Strategy. Where there is an existing group or partnership that would be appropriate, this should be adopted and, if necessary, expanded. Suggested themed groups for each area are as follows:
- Environment and Transport – existing 'cluster' should continue to meet as a theme group.
 - Culture, Arts and Leisure – existing RBKC 'Arts Ambassador's' officer group should be broadened and further developed to become the theme group for this chapter.
 - Safer Communities – CDRP should be the theme group for this chapter.
 - Health and Social Care – Existing Joint Health Partnership Board and the Family and Children's Strategic Partnership should be the theme groups for this chapter, although it is important to note that the wider determinants of health will need to be addressed by each theme group, as a cross cutting issue.
 - Community, Equalities and Inclusivity – to be discussed at follow up session and recommendations to be presented to the Steering Group at its next meeting.
 - Learning – new theme group to be developed in conjunction with Work and Business chapter.
 - Work and Business – see above
- 6.2 The group proposed a new Work and Business cluster that should be developed to include training providers and employers locally across the public, private, voluntary and community sectors.

- 6.3 This proposal supported the suggestion that existing partnerships, such as the CDRP and FCSP should be engaged in the themed groups structure to avoid duplication.
- 6.4 Administrative support for themed groups will be provided by the KCP support team, where appropriate, in conjunction with officer support already provided for existing groups and partnerships.

7. Engagement and communication

- 7.1 The group agreed that Steering Group meeting agendas need to continue to engage partners to encourage attendance at meetings. Guests should continue to be invited to present at meetings where appropriate. This was something the group felt the partnership had achieved and needed to preserve.
- 7.2 In support of this, the group felt it was important for the KCP to strengthen links with partners' work programmes. This could be achieved through the KCP endorsing partners' strategies, important documents and events, where appropriate. Endorsements would be agreed via the Steering Group.
- 7.3 The group agreed that the website should be preserved and continue to be regularly updated with relevant information. Partners should also ensure that their website's contain hyperlinks to the KCP website.
- 7.4 The group also agreed that the culture of the partnership as part of a 'network' of partnerships, should be communicated and officers should draw up a structure chart that represents this.

8. Regeneration exchange

- 8.1 The event should be maintained and there should be a regular item on Steering Group agendas that allows for members to suggest new topics for future events. This should be seen as a good form of communication between the partnership and it's wider colleagues.

9. Conclusion

- 9.1 In summary, the Steering Group are asked to note the content of the report and consider and agree the following recommendations:
- The role of the partnership should be reflected in the ToR
 - The Steering Group to agree the draft ToR, at Appendix A
 - Membership of the Steering Group should be adjusted according to recommendations set out in point 4.

- The KCP should not adopt the position of the 'partnership of all partnerships' but should be part of the network of partnerships, linking in with already existing partnerships in the borough.
- A 'theme group' structure should be adopted and should follow recommendations set out in point 6.
- The KCP should endorse other partners' working strategies, documents and events where appropriate and by agreement from the Steering Group.
- The Regeneration Exchange event should be maintained and members should be regularly invited to suggest new topics.

9.2 The Steering Group are also asked to note that recommendations regarding a theme group for the Community, Equalities and Inclusivity chapter of the Community Strategy will follow at the next meeting.

For decision

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APPENDIX A

Kensington and Chelsea Partnership Steering Group Terms of Reference DRAFT

1. Role

- 1.1 To seek to improve the quality of life for all residents of Kensington and Chelsea and to try to ensure that the area can make a positive contribution to the success of London.
- 1.2 To provide leadership, developing a collective sense of responsibility working together to improve the delivery of services locally.
- 1.3 To develop, approve and monitor the progress of the Community Strategy.
- 1.4 To monitor progress of the Local Area Agreement.
- 1.5 To co-ordinate common partnership activities such as consultation and publicity, working together with the many partnerships already operating in the Borough.
- 1.6 To adopt a structure which is representative of the various stakeholders, with open and transparent decision-making and commitment to community consultation and involvement which is reviewed from time to time to ensure that it is still fit for its purpose.
- 1.7 To recognise the general obligation that public money should be used wisely. To acknowledge the interests of those whose financial support pays for those services.
- 1.8 To lobby central and regional Government on issues of concern to the Partnership.

2. Membership

- 2.1 Membership should be maintained between 16 & 18 members, with the aim that 50% should be local residents.
- 2.2 Members of the Steering group will be appointed for a duration to be determined by their nominating/appointing organisation/group but ideally for not less than two years.

- 2.3 The Steering Group shall appoint its chairman and vice chairman annually in May.
- 2.4 In the interests of continuity and teamwork, there will be no formal provision for substitution arrangements. However, when a member is unable to attend and wishes to send a substitute, they will notify the Partnership Support Manager prior to the date of the meeting.
- 2.5 A list of current membership is attached at Annex A.

3. Decision-making

- 3.1 Any decisions, agreements or expressed views will be made either by clear consensus or by consent generated at the meeting.
- 3.2 Members will be required to declare any pecuniary and non-pecuniary interests with respect to agenda items. Members will be barred from taking part in any decision required with respect to pecuniary items. Non-pecuniary items will not normally bar a member from taking part in the business being transacted.
- 3.3 The Steering Group is not an executive decision-making forum. Any proposals (other than those involving monies already allocated to the Steering Group by way of an operating budget where a nominated partner agency will act as the accountable body) shall require approval through the relevant decision mechanisms of any partner organisation(s) which is/are, or whose services are, in any way the subject of such proposal.

4. Frequency of meetings

- 4.1 Bi-monthly, up to 6 times per year.

5. Transparency and the preparation of papers

- 5.1 Meetings of the Steering Group will be open to the public except during the consideration of confidential or exempt matters under the terms of the Local Government (Access to Information) Act 1985. (Matters affecting commercial matters or matters to do with private individuals).
- 5.2 Reports that are deemed by the Secretary to contain confidential or exempt matters (see above) will not be made public with the other agenda papers.
- 5.3 Agendas will be finalised and agreed by the Agenda Planning sub group. All Steering Group members are able to suggest agenda items to this group.

- 5.4 Agendas/reports for meetings will be distributed electronically unless a recipient has asked for paper copies.
- 5.5 The agenda page(s) for each meetings will be published one week in advance of each meeting by the Secretary and posted on the Partnership's website as soon as possible thereafter.
- 5.6 Papers must be relevant, in a standard format, jargon free and ideally no more than 8 pages with clear recommendations.

6. Method of working

- 6.1 By conducting business in a creative, inclusive and non-bureaucratic way focused on:
 - 1. Facilitated discussion.
 - 2. Inviting keynote speakers on subjects which are relevant to the aims of the LSP.
- 6.2 Themed groups that focus on each of the chapters within the Community Strategy will feed into the monitoring process of the strategy. The Steering Group will receive regular reports as part of this.

7. Review

- 7.1 The role and practices of the partnership and progress made by the partnership to be reviewed every 2 years.

ANNEX A

The Business Sector	
Business Representative (1 seat)	Kensington and Chelsea Chamber of Commerce
The Public Sector	
A skills/training/employment provider (1 seat)	JobCentre Plus
The Council (4 seats)	The Leader of the Council 2 Cabinet Members 1 minority party Councillor
The local Health Service (1 seat)	Kensington and Chelsea Primary Care Trust
The local Police (1 seat)	The Borough Commander
The Fire Service (1 seat)	The Borough Commander
Housing Provider	
Notting Hill Housing Trust (1 seat)	Group Director
The Voluntary and Community Sector	
Local Residents (2 seats)	Kensington and Chelsea Societies Kensington and Chelsea Residents' Association
Local Faith Groups (1 seat)	Forum of Faiths
The Social Council (1 seat)	Chair
The Voluntary Organisations Forum (VOF) (4 seats)	VOF to nominate representatives.