

The Kensington & Chelsea Partnership

Partnership & Partnership Steering Group

Terms of reference and Governance Arrangements

The Partnership

Preamble

As previously described the intention is to allow open membership of the partnership. From a date to be determined, but not yet, the basic eligibility will be the ability to receive electronic communication via a home, work or library/community organisation PC. We understand not everybody will be comfortable with this for a while yet and therefore written material will be offered as an alternative for at least the first 12 months.

'Membership' is encouraged from local residents, tenants groups, residents associations, community organisations, business groupings, community leaders, faith groups, locally elected politicians and any interested individuals.

The partnership members will be able to access working documents, receive progress reports, be consulted on proposals and air views and complaints. These will be received by the LSP secretariat who will report them to the Steering Group or route them to the relevant agency or individual on the Steering Group or elsewhere.

The operating principle must be open access, an inclusive approach and the recognition of 'many views'.

It will not be practical to allow this broad partnership base to 'vote' on any matters other than simple choices, but it may be possible to 'test for consent' by circulating propositions or proposals.

Informed by such a trawl of views, the Steering Group will be better able to make the formal "decisions" that are delegated to it by these proposed governance arrangements.

To acknowledge the theoretical risk that the Partnership might be 'captured' by extremist groups, a reserve power to exclude members or potential members is included.

1. Core Purpose

- 1.1 To debate and build consensus on those things that need to be preserved or need to change to improve the quality of life for all residents of Kensington & Chelsea, and to ensure the Royal Borough can make a successful contribution to London.

2. Members arrangements

- 2.1 The Partnership will be open to any local organisation or local resident or individual who works in the Royal Borough area who asserts that they are interested in the future of the area and that they wish to play a part in retaining it's successful characteristics and promoting positive change.
- 2.2 The Steering Group of the Partnership will reserve the right to exclude an organisation or individual from membership if they have sufficient evidence that such membership would harm the stated interests of the Partnership.
- 2.3 A one-stop right of appeal will be provided to any organisation or individual excluded from membership. Appeals will be heard by a sub-group of the Steering Group to be decided upon notification of the appeal.
- 2.4 Members of the Partnership will be entitled to receive papers about the work of the Partnership, contribute ideas, express opinion and generally seek to influence the work of the Partnership.
- 2.5 There will be no fee to become a Partnership member. However the Partnership wishes to work through electronic communication and if such communication is accepted, then all receiving, equipment and other costs will need to be borne by the individual members of the Partnership.
- 2.6 The Steering Group will determine from what date all written communication will be achieved electronically. Hard copies of the agenda papers for all Steering Group meetings will continue to be made available in the Borough's main public libraries after this date.
- 2.7 Members will also be invited to a Borough Conference to be held no less than once a year.
- 2.8 Membership of the Partnership will be held to continue until or unless the Partnership ceases to operate following a decision by the Partnership Steering Group, or the Partnership Member indicates their resignation, or the Partnership Steering Group exercises its authority under (2) above.

The Partnership Steering Group

Preamble

By its nature, the Partnership Steering Group cannot "give orders" to any constituent body or individual. However by participation in the Partnership all agencies and individuals agree to work collectively to better co-ordinate and therefore improve the delivery of local services and to act collectively to consult upon, design and then sustain, promote and protect a Community Strategy and Neighbourhood Renewal Strategy for the local area.

1. Core Purpose

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.

2. Terms of Reference (*Items in italics are additions to the Strategic Aims agreed as part of the Accreditation Process*)

- 2.1 To co-ordinate and therefore try to improve the overall delivery of services provided by public bodies and voluntary organisations.
- 2.2 To consult upon, and approve the Community Strategy *and review it annually.*
- 2.3 To consult upon, and approve the Neighbourhood Renewal Strategy *and review it annually.*
- 2.4 To co-ordinate and add value to the work of the many Partnerships already operating in the Borough.
- 2.5 To value the rich diversity of people living and working in the Borough and to act in a positive way so that all sections of the community are able to play a part in improving the quality of life in Kensington & Chelsea.
- 2.6 To adopt a structure which is representative of the various stakeholders, with open and transparent decision-making and commitment to community consultation and involvement and which is reviewed from time to time to ensure that it is still fit for it's purpose.
- 2.7 *To co-ordinate consultation by partners.*
- 2.8 To recognise the general obligation that public money should be used wisely. To acknowledge that the interests of those whose financial support pays for those services.
- 2.9 *To agree the use of the Neighbourhood Renewal Fund.*
- 2.10 *To lobby central and regional Government on issues of concern to the Partnership.*

3. Membership

- 3.1 A total of 15 members with a target that at least eight will be local residents.
- 3.2 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.
- 3.3 Each year there will be a session of the Borough Conference at which members of the Kensington and Chelsea Partnership can debate and discuss membership of the Steering Group. A report of this discussion will be considered at the next meeting of the Steering Group and the group will be invited to decide whether any changes to its membership should be made. The Steering Group will be accountable to the Partnership for its decision.
- 3.4 All existing seats will be secure for a period of no less than two years from the date of appointment.
- 3.5 The Steering Group shall appoint its chairman annually in May.
- 3.6 In the interests of continuity and teamwork, there will be no formal provision for substitution arrangements. However, on the exceptional occasions when a member is unable to attend and wishes to send a substitute, they will notify the Chairman prior to the date of the meeting.
- 3.7 In the event that the chairman is unable to attend a meeting, the meeting will choose another member of the Steering Group to Chair the meeting.
- 3.8 Membership is broken down as follows:

The Business Sector	
Business Representative (1 seat)	Representative from the Kensington and Chelsea Chamber of Commerce
The Public Sector	
A Strategic Training Provider (1 seat)	Representative from the Learning and Skills Council
The Council (3 seats)	The Leader of the Council 2 Cabinet Members
The Local Health Service (1 seat)	Chief Executive, Kensington and Chelsea Primary Care Trust
The Police (1 seat)	The Borough Commander

The Voluntary and Community Sector	
Local Residents (2 seats)	One representative from the Kensington and Chelsea Society One representative from the Kensington and Chelsea Residents' Association
Local Faith Groups (1 seat)	One representative from the Forum of Faiths
The Social Council (1 seat)	The Director of Kensington and Chelsea Social Council
The Voluntary Organisations Forum (VOF) (4 seats)	VOF to nominate one representative for each of the following interest groups: <ul style="list-style-type: none"> • Children and Young People • Education and Employment • Arts and Culture • 1 other

4. Equality of Opportunity

- 4.1 The Steering Group is committed to equal opportunities for all people regardless of race, culture, religion, disability, marital, educational and socio-economic status, responsibility for dependants, sexual orientation, gender or age.
- 4.2 The Steering Group recognises that some working and consultative practices have discriminatory effects and will therefore give particular encouragement and support to individuals and groups who are under-represented in its structure, public bodies and voluntary agencies.
- 4.3 The Steering Group will monitor and review its activities and practices on an on-going basis to ensure that equality of opportunity is actively pursued.
- 4.4 Equal opportunities will apply to all areas of the Steering Group's activities:
- To its members and the organisations that they represent
 - To its staff and contractors and to its employment and recruitment policies and practices
- 4.5 The Steering Group aims to actively promote inclusivity, diversity and equality of opportunity in all its practices and within the delivery of services provided by public bodies and voluntary organisations.
- 4.6 The Steering Group recognises that equal opportunities is promoted by:
- Challenging discriminatory practices within partners, public bodies and voluntary agencies
 - Establishing consultation processes which encourage partners, members and local residents to articulate what they cannot articulate by any other means

- Encouraging participative processes that empower partners, members and local residents to articulate thoughts and feelings about matters which concern them and their communities
- Offering partners, members and local residents 'safe' spaces for the exploration of new ideas
- Challenging discriminatory practices by exploring alternative critical frameworks for partnership working
- By targeting specific partners, members and local residents who are under-represented in public bodies and voluntary organisations or deemed to be specifically at risk of being discriminated against
- By cultivation of partnerships with agencies who focus on creating access, or providing services to people who are excluded from mainstream services
- By providing opportunities for partners, members and local residents to present, develop or initiate their own activities at a neighbourhood level
- By ensuring that appropriate training and support is offered to all Steering Group members
- Diversifying approaches to marketing, promotion and consultation so that they deploy, for example, 'street', 'formal', local and targeted networks which disseminate information at a variety of outlets and in a variety of forms
- By implementing quality assurance and evaluation procedures in all areas of the Steering Group's activities

5. Decision-making

- 5.1 Any decisions or agreements necessary will be made either by clear consensus or by consent generated at the meeting. The Steering Group must be cautious as to the use of a majority will, imposed on another member or members, as such compulsion is unlikely to be helpful or practical.
- 5.2 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.
- 5.3 Any decision seeking the expenditure of monies (or other resources) or the taking of action by one or more of the partners organisations shall require the agreement of the relevant members(s) of the Steering Group if it is to proceed.
- 5.4 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) 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.

6. Frequency of meetings

- 6.1 6 times per year, in normal circumstances (plus the Borough Conference).

7. Transparency and the preparation of papers

- 7.1 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).
- 7.2 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.
- 7.3 A minimum notice period of 2 months will be given for each meeting, except where it proves necessary to arrange a special meeting at shorter notice. In any event, one full week's notice will be given for all meetings.
- 7.4 Agendas/reports for meetings will be distributed electronically unless a recipient has asked for paper copies.
- 7.5 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.
- 7.6 Papers must be relevant, in a standard format, jargon free and ideally no more than 8 pages with clear recommendations.
- 7.7 All members of the Steering Group will be able to put papers on the agenda.

8. Key principles underpinning partnership working

- 8.1 Recognising the conflicts between different organisations.
- 8.2 Demonstrating honesty about what will work.
- 8.3 Developing a culture of mutual respect.
- 8.4 Recognising that different organisations have different structures, timescales and objectives.
- 8.5 A continuous drive towards creating the opportunities for involving groups under-represented in the decision making process.
- 8.6 Direct commitment and involvement of nominated partnership members.
- 8.7 Endeavouring to use existing partnerships and organisations to deliver priorities wherever possible.
- 8.8 Recognising the dilemmas, choices and issues to be explored in making decisions.
- 8.9 Recognising that local people want a say in how services are delivered and local issues are tackled.

9. Method of working

- 9.1 By conducting business in a creative, inclusive and non-bureaucratic way focused on:
1. Facilitated discussion.
 2. Brainstorming.
 3. Inviting keynote speakers on subjects which are relevant to the aims of the LSP (to be drawn largely but not exclusively from the members of the Regeneration Forum, Partners in Progress and the Officer Support Group).
- 9.2 Through a clearly structured and jointly agreed work programme.
- 9.3 Reporting progress on the annual work programme to the Borough Conference.
- 9.4 Serviced by a Secretariat.

10. The Business of the Steering Group - Provisional Workplan April 2002 – March 2003

- 10.1 Publishing the Community Strategy and Neighbourhood Renewal Strategy, seeking to ensure that targets are delivered effectively and on time and that individual partners' plans are aligned.
- 10.2 Approving the priorities for the use of the Neighbourhood Renewal Fund in 2002/03 and reviewing these at the end of the year.
- 10.3 Approving the Local Public Service Agreement (PSA) for the Borough.
- 10.4 Ensuring that the Accreditation Action Plan is delivered effectively and on time.
- 10.5 Ensuring that the Borough Conference is planned and executed effectively.
- 10.6 Reviewing consultation activity.

11. Review

- 11.1 The role and practices of the partnership and progress made by the partnership to be reviewed annually at the Borough Conference.

12. The Borough Conference

- 12.1 This will be an annual event in the Autumn of each year in order to feed into the public services planning and budget cycles.

12.2 The event will focus on:

1. Holding those charged with the delivery of the Community Strategy to account for progress.
2. Refreshing the vision and allowing for the ventilation of new ideas or new concerns.
3. Testing for consent on priorities for the next planning period (i.e. the financial year following the Borough Conference).

12.3 The event will be chaired by an independent person who can orchestrate proceedings and ensure that there is the right rigour in holding people to account and that local people feel that public bodies are appropriately pressed to hear their views.

13. Partners in Progress (PIP)

13.1 This group combines all those partnerships charged with the delivery of those developments which are enshrined in the Community Strategy and Neighbourhood Renewal Strategy.

13.2 The aim of this group is to be the delivery arm for the workplan of the Steering Group.

13.3 This group is expected to maintain a constructive dialogue with the wider partnership.

13.4 Members of this group will report progress to the Steering Group.

13.5 Members of this group may be called upon to provide input to the meetings of the Steering Group (e.g. by providing papers or presentations).

13.6 The Group will appoint its own Chairman.

14. The Regeneration Exchange

14.1 This group brings together organisations working throughout the Borough whose services determine regeneration outcomes.

14.2 The aim of this group is to identify opportunities for joint-working and synergy between different programmes and to share skills, knowledge and best practice with one and other.

14.3 This meeting is chaired by the Council's lead officer for regeneration and attended by one of the Councillors who sit on the Steering Group.

14.4 Members of this group may be called upon to provide input to the meetings of the Steering Group (e.g. by providing papers or presentations).

15. Secretariat

- 15.1 For an initial period the Council is willing to provide officer support for the Steering Group, PIP, the Regeneration Forum and the wider Partnership.
- 15.2 The Council will pay for officer support in the form of one full time member of staff with the part-time assistance of other officers who will meet as regularly as required to achieve the above.
- 15.3 Members of this working group may be called upon to provide input to the meetings of the Steering Group (e.g. by providing papers or presentations).
- 15.4 These officers will need to draw upon a wider group of officers from all of the partner organisations in order to carry out its work.
- 15.5 The clerical assistance for the Steering Group and such other sub-group meetings as may be required will until further notice be provided Council.
- 15.6 This support will include arranging meetings, preparing agendas and papers, distributing additional correspondence as needed and any other support as appropriate.