

# LEICESTERSHIRE TOGETHER PARTNERSHIP AGREEMENT

## 1. Mission

*“Together we will do things differently to deliver improved public services so that we make Leicestershire the best possible place to live and work for everyone”*

## 2. Purpose

Leicestershire Together is the “partnership of partnerships” for Leicestershire and provides an over-arching governance framework within which other thematic and area-based partnerships can operate. Leicestershire Together also provides a forum for debate and decision making at a strategic level.

Leicestershire Together is non-statutory, non-executive and has no independent legal status. It does not have a separate legal entity and does not directly control resources, employ staff or enter into contracting arrangements. Leicestershire Together brings together partners on the basis of a shared common vision and purpose. Its boundary of operation is that of Leicestershire County Council.

Leicestershire Together seeks to improve the quality and co-ordination of public services and bring realism and value to a complex and overlapping pattern of service delivery. Leicestershire Together will:

- develop and agree widely a vision for the future of Leicestershire
- take a strategic and long term view of the activities required to improve the quality of life in Leicestershire;
- co-ordinate activities that cut across the work of existing agencies and partnerships and add a new dimension to that work;
- concentrate on activity that complements and adds value to the work of existing agencies and partnerships;
- share best practice in the delivery of services to the public between partnerships and agencies;
- develop an equal and mutually supportive relationship with district-based LSPs including the referral, as appropriate, of issues to be dealt with by each other and by seeking to ensure that community strategies are mutually consistent;
- develop, implement and monitor the Leicestershire Sustainable Community Strategy and Local Area Agreement to identify agreed strategic priorities for activities that meet the identified needs of Leicestershire people.
- Seek the participation and engagement of service users, stakeholders and citizens

### 3. Vision

The members of Leicestershire Together are committed to developing:

- *A vibrant and thriving County in which to live, work and play*
- *A County where all have access to quality services*
- *A County which looks to the future by maximising opportunities for its young people*

### 4. Organising Principles/Values

The Partnership aims to promote the economic, social and environmental well-being of the County and its people through a number of guiding principles:

**Partnership** - by being pro-active in identifying new opportunities for joint working and encouraging partners to share skills and knowledge. We will utilise the strengths of existing partners and partnerships to deliver projects that meet the needs of communities across the County and improve quality of life for all who live in, work in and visit Leicestershire.

**Equality** - by promoting social inclusion and ensuring that all sections of the community have the chance to contribute to, and benefit from, our work as effective members of a truly democratic society. We will work to reduce disadvantages and inequalities of opportunity and promote diversity in terms of the people we serve, the staff we employ, the partners we work with and the services we deliver. This approach to equality will be integrated within all Partnership activities. When activities are reviewed or new activities agreed, they will be checked to ensure that the implications for the promotion of equality are being properly considered and appropriately addressed.

**Quality of Life** – by ensuring that people can live safely in a high quality environment, that is protected and enhanced.

**Community Involvement and Participation** - by encouraging community involvement in planning and delivering services by using innovative and creative approaches that engage all groups in society.

**Sustainability** - by basing its actions upon identifiable community needs, and ensuring that they enhance the quality of life of the residents of Leicestershire now, whilst taking account of the needs of future generations.

**Quality** - by providing high quality and value for money services, by striving to be efficient, economical and effective.

**Accountability** - by consistently evaluating its activities and projects, and seeking ways in which it can operate most effectively and improve upon the lives of the greatest number of people. It will provide regular progress reports to the communities and individuals of Leicestershire.

## 5. Structure

There are four main areas in the Leicestershire Together structure:

- 1) the **Board and the Strategic Senior Officer Group**
- 2) **the, Local Area Agreement Leads and Leads Plus Groups**
- 3) the seven key **theme partnerships, other supporting and cross-cutting partnerships**
- 4) and the **Leicestershire Together Forum.**

In addition to these, an **annual conference** is held which involves people across all levels of the structure and a wide range of stakeholders.

The structure of Leicestershire Together reflects its role as the “partnership of partnerships” for the county and the fact that the partnership is made up of geographical (e.g. District LSPs/LRP), thematic (e.g. Stronger Communities Board, Community Safety Programme Board) and sectoral partnerships and groups.

A brief explanation of each of these levels of the structure is as follows:

### **LEICESTERSHIRE TOGETHER BOARD**

The Board is the highest level of the partnership of partnerships and provides a framework within which other partnerships operate. The Board is ‘member based’ i.e. made up of directly elected (Councillors) and indirectly elected (Chairs of Partnerships and authorities) people. The revised membership of the Board is as follows:

#### ***Geographical Communities representatives:***

- District Local Strategic Partnerships - the 7 Chairs/District Council Leaders
- Leicestershire and Rutland Association of Parish and Local Councils (Chair)
- Leicestershire Rural Partnership (Chair)

#### ***Seven Lead Theme Partnerships:***

- Leicester Shire Economic Partnership (Chair)
- Children and Young Persons’ Strategic Partnership for Leicestershire (Lead Member, Children and Young People)
- Stronger Communities Board (Chair)
- Community Safety Programme Board (Chair, Police Authority)
- Healthier Communities Partnership (Chair, Primary Care Trust)
- Older Persons Board (Lead Member, Adult Social Care)
- Cleaner and Greener Block (Vice-Chair, ENABLE)

#### ***Business Community representatives:***

- Leicestershire Chamber of Commerce
- East Midlands Airport

***Third Sector/Communities of Interest representatives:***

- Voluntary and Community Sector – General place
- Leicestershire Ethnic Minority Partnership
- Leicestershire Council of Faiths
- Physical and Sensory Disability Programme Board
- Leicester, Leicestershire and Rutland Combined Fire Authority
- Leicestershire County Council

**Terms of Reference**

Specific responsibilities of the Board include the following:

1. To identify and agree strategic priorities, around which partners can align their approaches wherever this adds value
2. To own the vision for Leicestershire and shape the Sustainable Community Strategy and Local Area Agreement - setting the agenda for the county
3. To agree the SCS and LAA and performance manage their implementation
4. To ensure a risk assessment is prepared as part of the requirements of the Comprehensive Area Assessment from April 2009 and generally ensure LT is able to meet CAA requirements.
5. To act as a “voice” for Leicestershire at a local, regional, national and international level, influencing and negotiating on behalf of Leicestershire Together
6. To debate issues of mutual interest and concern, including service priorities and key cross-cutting issues, taking and implementing key decisions as necessary
7. To oversee the wider partnership structure, including SSOG, theme and cross-cutting partnerships, LAA Leads and Leads Plus meetings, Leicestershire Together Conference and Forum meetings
8. To oversee the co-ordination of service delivery, public expenditure and transformational change in the County
9. To ensure that Leicestershire Together adds value to the work of the individual agencies and partnerships in the County, through the alignment of objectives and resources

Meeting Frequency = Quarterly

**STRATEGIC SENIOR OFFICER GROUP (SSOG)**

SSOG is the 'Public Service Board' of Leicestershire Together, made up of senior officers (e.g. Chief Executives) of the main agencies delivering services in the county, plus the most senior officer from each of the theme partnerships:

LCC Chief Executive  
District Council Chief Executive  
Job Centre Plus  
Learning and Skills Council  
University Hospitals Leicester  
Probation Service  
Fire Service  
Leicestershire and Rutland Association of Parish and Local Councils  
Connexions  
7 x Senior Officers from the key theme partnerships

**Terms of Reference**

1. To take operational decisions on behalf of the Leicestershire Together Board.
2. To advise the Leicestershire Together Board regarding service priorities, taking into account local opinion and regional and national initiatives and direction.
3. To co-ordinate the work of the theme strategic partnerships and promote cross cutting activities so that theme based 'silo's' are avoided.
4. To oversee the management of the totality of public expenditure in Leicestershire and manage relevant budgets through joint planning and resource allocation, to better achieve the joint priorities and more efficient procurement and delivery of services.
5. To promote transformational change to achieve effective and efficient public service delivery across the various agencies involved in that delivery including the potential for shared services.
6. To bring together the key decision makers in an area in a way that provides visible co-ordination of public service delivery
7. To act as the Project Board for the development of the Leicestershire Sustainable Community Strategy
8. To be responsible for drawing up, negotiating with Government and delivering localised targets based on national and local priorities (e.g. Local Area Agreement)
9. To oversee the performance management of the Local Area Agreement and other relevant programmes including where required the reallocation of resources between outcomes.
10. To oversee planning of the Leicestershire Together Conference and Forum meetings
11. To receive a annual report on the effectiveness of partnerships in Leicestershire

Meeting Frequency = at least Quarterly

### **SEVEN KEY THEME PARTNERSHIPS**

These are the partnerships that are responsible for delivering the seven Local Area Agreement themes (they are also listed under the Board heading) – the “engine room” of the Leicestershire Together partnership family.

- Leicester Shire Economic Partnership
- Children and Young Persons’ Strategic Partnership for Leicestershire
- Stronger Communities Board
- Community Safety Programme Board
- Healthier Communities Partnership
- Older Persons Board
- Cleaner and Greener Block/Environmental Action for a Better Leicestershire (ENABLE)

### **CROSS CUTTING PARTNERSHIPS**

In addition to the theme partnerships listed above, there are a number of cross-cutting partnerships whose work links into and influences each of the key theme of the Sustainable Community Strategy and Local Area Agreement or who provide specialist support to the partnership:

- Leicestershire Rural Partnership
- Local Learning Partnership
- Cultural Strategy Partnership
- Housing Market Area Planning Group
- Waste Strategy Partnership
- Information Management Advisory Group
- Community Information Steering Group

## **Responsibilities of Affiliated Theme and Cross Cutting Partnerships**

In addition to the specific terms of reference for their individual partnership, the responsibilities of these Partnerships, in relation to Leicestershire Together, are as follows:

1. Contribute fully to the process of identifying and consulting on priorities for inclusion in the Sustainable Community Strategy and Local Area Agreement
2. Co-ordinate and deliver actions that fulfil the outcomes of Leicestershire Together, in particular ensure action plans are developed in order to achieve priorities within the SCS and LAA including improvement plans when target are at high risk.
3. Set indicators and targets for both the delivery of actions and achieving outcomes and collect and analyse data against these targets
4. Report progress to Leicestershire Together, including on the LAA, through the agreed performance management system
5. Provide an update on key activities for inclusion in the LT Annual Report
6. Input into the Leicestershire Together Forum and Conference each year

7. Have an update from Leicestershire Together as an agenda item at their meetings
8. Provide articles for the Leicestershire Together e-newsletter and regular e-alerts
9. Provide information for the Leicestershire Together website
10. Provide a link to minutes or a suitable report of partnership meetings to the Leicestershire Together Communications Officer so that this can be made available via the Leicestershire Together website
11. Nominate the chair or representative from the group to sit on the Leicestershire Together Board and a Senior Officer to sit on the Strategic Senior Officer Group (theme partnerships only)
12. Set up task and finish sub-groups where appropriate with a clear remit and work programme.
13. To undertake a partnership self-assessment every two years and provide the outcomes of this to the SSOG
14. Facilitate consultation and engagement with relevant agencies, organisations and individuals.
15. Link with other Leicestershire Together theme and cross-cutting partnerships where appropriate to join up working and foster good lines of communication.

Meeting Frequency – Various – at least four times a year

### **LOCAL AREA AGREEMENT LEADS AND LEADS PLUS GROUPS**

The LAA Leads Group meets monthly to oversee the development, delivery and review of the Local Area Agreement. This group also acts as Project Team for the development (and ultimately the delivery and review) of the Sustainable Community Strategy and second Local Area Agreement.

The group meets on the second Friday of each month and consists of at least one officer representative from each of the theme partnerships (for some of the LAA themes there are several lead officers from different sectors).

Every third meeting of the Leads (i.e. quarterly) is extended to include representatives from the cross-cutting partnerships identified in the structure (see above for a full list):

Meeting Frequency = Monthly

## **LEICESTERSHIRE TOGETHER FORUM**

The Leicestershire Together Forum is an inclusive forum that consists of representatives of some of the key **communities of interest** in Leicestershire –

- young people
- older people
- black and minority ethnic communities
- people with disabilities
- faith communities
- business communities
- gypsies and travellers
- refugees and asylum seekers
- carers
- businesses
- faith communities
- people with mental health issues

Once they are established across the county, this Forum will also include representatives from the Community Forums in Leicestershire. Other representatives from communities of geography include neighbourhood forums (LAA priority neighbourhoods), District Local Strategic Partnerships, the Leicestershire Rural Partnership.

These are key stakeholders representing groups across the county who have a direct interest in the way in which services are delivered. The purpose of the Forum is to inform and challenge the development and delivery of the Sustainable Community Strategy and Local Area Agreement. The Forum met for the first time in June 2007.

Meeting Frequency = Twice a Year

## **6. Membership**

The current membership of each level of the structure is outlined above. Membership will be reviewed at least once every three years.

Observers are permitted to attend Board and SSOG meetings who are able to support the aims and objectives of Leicestershire Together and the agreed priorities outlined in the SCS and LAA.

From time to time, representatives from other organisations who may not be partners will be invited to attend and speak, but without voting rights.

## **7. Communication**

Communication is the responsibility of all partners. Communication is both internal - with all members of the partnership - and external - by members of the partnership to the organisations and partnerships they represent, and by the partnership as a whole to the Leicestershire public.

Why we want to communicate, Who we want to communicate with, What we communicate and How we communicate it, as well as principles of partnership communication are set out in the Leicestershire Together Communication Strategy (Appendix 2)

Partners should, at all times, aim to use communication that is clear, simple and free of jargon and abbreviations.

Partners should facilitate a two way flow of information by consulting with their organisation/partnership on the work of Leicestershire Together, communicating decisions and achievements to them and seeking wider input into key decisions.

## **8. Job Description**

**Job Title: Member of Leicestershire Together Partnership “family”**

**Job Purpose:**

- (a) To help the Leicestershire Together partnership achieves its purpose as set out in section 2 above.
- (b) To help the organisation/partnership you are representing to achieve the goals in your Strategy/Business Plan/Corporate Plan by working in partnership through Leicestershire Together

Representatives at each level of the structure have a responsibility to:

- Act in the public interest
- Promote equality by treating people with respect, regardless of race, age, religion, gender, sexual orientation or disability
- Respect the views of other members of the partnership
- Constructively challenge the opinions or actions of other members where this would be in the public interest
- Learn from others and from good practice elsewhere and develop their own knowledge of Leicestershire and the people living with it

**Responsibilities:**

- (a) To **find out** how:
  - Leicestershire Together can help your organisation(s)/partnership;
  - How your organisation(s) can help Leicestershire Together; and
  - What your own role should be e.g. representing an organisation or sector, bringing specific knowledge/expertise to the table, chairing Sub Groups, acting as a Board Member Champion for a particular issue and so on.
- (b) To **attend** the meetings of the Leicestershire Together Board, Strategic Senior Officer Group, theme partnership, LAA Leads, Sub Groups and other relevant partnership meetings or arrange alternative, appropriate representation where this is not possible.
- (c) To play an **active and constructive** part in meetings to help ensure their success by:
  - clearly and openly communicating your own organisation(s)' aspirations, concerns, capabilities and limitations;
  - listening to/understanding other members' input;
  - looking for solutions;
  - contributing ideas and knowledge; and
  - working within any agreed rules for conduct in meetings.
- (d) To **report back** to colleagues within your organisation/partnership, disseminating key information as widely as possible, and seek decisions/guidance from them where necessary to progress Leicestershire Together business - should feedback from Leicestershire Together be a standing item on your meeting agenda's?
- (e) To **communicate** with other Leicestershire Together members and support staff between meetings as necessary to progress business, including by responding to requests for information or input into specific pieces of work
- (f) To **take action** yourself, or arrange action by colleagues, to progress partnership business.
- (g) To help to **set meeting agendas** which reflect the key business of Leicestershire Together and your own organisation(s)/partnerships needs and contribute items to these agenda's through the agreed processes.
- (h) To assist in **regular reviews/evaluation** of the success of the partnership – including reporting of performance and outcome indicators.
- (i) To periodically **refresh your mandate** to represent your organisation or sector on Leicestershire Together.

## Person Specification

- (a) Knowledge – of the goals/priorities, capabilities and limitations of the organisation(s)/partnership(s) you represent and of the mission, purpose, vision, priorities and values of Leicestershire Together
- (b) Listening skills – ability to contribute to a culture of open and honest discussion, by listening to what others say and responding appropriately
- (c) Clear, assertive communicator – able to input to discussions at the right time and to ensure that your input is relevant, focussed and understood by the rest of the partnership i.e. you use clear, simple language and avoid jargon
- (d) Accountability – mandated by those you are representing and in a position to report back, secure decisions and initiate action by colleagues as necessary. Be clear about what you bring to the table.
- (e) Organisational ability – able to report back to colleagues, undertake or co-ordinate actions and obtain decisions/guidance within limited timescales between meetings.
- (f) Partnership working – able to make linkages with other organisations and partnerships in a constructive and positive way, recognising different ways of working and levels of capacity.
- (g) Learning – be open to learning from the things that we do individually and collectively as a partnership – failures as well as successes

## **9. Decision Making**

### **Reporting**

The partnership will develop and deliver the LAA, Sustainable Community Strategy and its own action plans. In support of this it will receive reports as appropriate from:

- The Strategic Senior Officer Group
- The seven Theme Partnerships
- Cross-cutting and Support Partnerships
- The Partnership support team, based in the Policy Team of Leicestershire County Council
- Any existing or new Sub Groups established to fulfil a specific role within the structure
- Individual partner organisations
- LAA Leads and Leads Plus Group

### **Decisions**

Decisions of the partnership should be reached by consensus. Should consensus not be possible then a vote may be taken. This will be resolved by a majority of those members (with full voting rights) present.

### **Confidentiality**

In general, partners should feel able to speak openly without being quoted directly. When an agenda item is confidential, this should be made clear so that all present are aware that this is the case.

### **Respect and Tolerance**

Leicestershire Together partners come from different organisational and personal backgrounds and agree to respect and be tolerant of each others views and ways of working.

Mutual respect means playing a full and positive part in meetings, being open and inclusive in relationships and remarks and seeking consensus.

### **Accountability and Conduct**

All members of Leicestershire Together should regularly report back to their own organisation/partnership about the work of Leicestershire Together and the impact on that organisation/partnership.

County Council representatives have an obligation to formally report back to the Council. The Council's Overview and Scrutiny Committee may call Leicestershire Together and its partners to account.

Partners are also accountable to each other in the delivery of the LAA and Sustainable Community Strategy and for the commitments they make to the partnership on behalf of their organisation.

Financial accountability – Leicestershire County Council is the accountable body for the Leicestershire Local Area Agreement.

The meetings of the Board and Strategic Senior Officer Group are open to the public and minutes of these meetings are made available on the website.

As outlined above, the LSP is not a statutory public body, however the code of conduct introduced by the Committee for Standards in Public Life (Nolan) sets standards to which partners should conform. The seven principles of public life are:

Selflessness – partners should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or friends

Integrity – partners should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their LSP role

Objectivity – in carrying out LSP business, partners should always make choices on merit

Accountability – partners are accountable for their decision and actions to the public and must submit themselves to whatever scrutiny is appropriate to their role within the LSP

Openness – partners should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands

Honesty – partners have a duty to declare any private interests relating to their role within the LSP and to take steps to resolve any conflicts arising in a way that protects the public interest

Leadership – partners should promote and support these principles by leadership and example.

## 10. Operating and Support arrangements

### **Secretarial Support**

In the short term, secretarial support for the Board and SSOG will be provided by the Committee Support section of Leicestershire County Council, including the preparation and despatch of agendas, reports, minutes and general correspondence in connections with the work of the partnership. We will aim to send meeting agendas and papers out at least five working days prior to the meeting and papers will also be posted on the website.

General support for Leicestershire Together is provided by a small team of people within the Policy team of Leicestershire County Council. Financial resources to support the team and the LSP are provided by Leicestershire County Council.

**APPENDIX - MEMBERSHIP OF LEICESTERSHIRE TOGETHER BOARD**

<b>Sector</b>	<b>Organisation/Partnership</b>	<b>Representative</b>	
<b>Public</b>	Leicestershire County Council	Mr D. R Parsons, Leader	
	Leicestershire Combined Fire Authority	Mr P. Roffey, Chairman	
	Leicestershire and Rutland Association of Parish and Local Councils	Cllr J. Springthorpe, Chairman	
<b>Theme Partnerships</b>	Healthier Communities - Leicestershire County and Rutland PCT	Mr J Gant, Chairman	
	Safer Communities - Leicestershire Policy Authority/Community Safety Programme Board	Mr J.B. Rhodes	
	Stronger Communities – Stronger Communities Board	Neil Lambert, Chair of Board	
	Older People – Older Person’s Board	Mr D.A. Sprason, Lead Member for Social Care, Leicestershire County Council	
	Children and Young People - Children and Young People’s Services Board	Mr I.D. Ould, Lead Member for Children and Young People’s Service, LCC	
	Economic Development – Leicestershire Economic Partnership	Mr R. Moore, Chairman	
	Environment (Cleaner and Greener) – ENABLE		
	<b>Communities of Interest</b>	Leicestershire Ethnic Minority Partnership (LEMP)	Mr P Panchal, Chair
		Disabilities Sector – Physical and Sensory Disability Programme Board	Mr C Foster, Chair
		Faith Sector – Leicestershire Council of Faiths	Rev. G. Jackson
Business Sector – Leicestershire Chamber of Commerce		Mr M. Traynor	
Business Sector – East Midlands Airport		Mr J. Froggatt	
General Voluntary and Community Sector		Mr J. Warren	
<b>Communities of Geography</b>		Leicestershire Rural Partnership	Mrs L.A.S. Pendleton, Chair
	Blaby LSP/District Council	Cllr E Webster-Williams, Chair	
	Charnwood Together/Borough Council	Cllr R. Shepherd, Chair/Leader	
	Harborough LSP/District Council	Cllr G. Hart, Chair/Leader	
	Hinckley and Bosworth LSP/Borough Council	Cllr D.C. Bill, Chair/Leader	
	Melton LSP/Borough Council	Cllr M. Graham, Chair/Leader	
	North West Leicestershire LSP/District Council	Cllr R. Blunt, Chair/Leader	
	Oadby and Wigston LSP/Borough Council	Cllr J. Boyce Chair/Leader	

**APPENDIX - MEMBERSHIP OF STRATEGIC SENIOR OFFICER GROUP**

<b>Sector</b>	<b>Organisation/Partnership</b>	<b>Representative</b>	
<b>Public</b>	Leicestershire County Council	Mr J Sinnott, Chief Executive	
	Leicestershire Fire and Rescue Service	Dave Webb, Chief Fire Officer	
	Leicestershire and Rutland Association of Parish and Local Councils	Richard Tobin, County Secretary	
	Leicestershire Learning and Skills Council	Mary Rogers, Area Director	
	University Hospitals of Leicester (UHL) Trust	Dr Peter Reading, Chief Executive	
	Leicestershire and Rutland Probation Service	Heather Munro, Chief Probation Officer	
	Job Centre Plus	Jim Connelly, Director	
	Connexions Leicestershire	Rosemary Beard, Chief Executive	
	<b>Theme Partnerships</b>	Healthier Communities - Leicestershire County and Rutland PCT	Ms C. Griffiths, Chief Executive
		Safer Communities - Leicestershire Policy Authority/Community Safety Programme Board	Matt Baggott, Chief Constable
Stronger Communities – Stronger Communities Board		Neil Lambert, Chair of Board	
Older People – Older Person’s Board		Mick Connell, Director of Adult Social Care and Health, Leicestershire County Council	
Children and Young People - Children and Young People’s Services Board		Gareth Williams, Director of Children and Young People’s Service, Leicestershire County Council	
Economic Development – Leicestershire Economic Partnership		Kishor Tailor, Chief Executive	
Environment (Cleaner and Greener)		Brian Hayes, Chief Executive, Charnwood Borough Council	
<b>Communities of Geography</b>		District Councils	Christine Fisher, Chief Executive, North West Leicestershire District Council