

LSP Governance and Structures

Background

In order to ensure the new Local Strategic Partnership (Tunbridge Wells Together) has strong governance arrangements in place to support its work, the attached papers set out a number key structures and principles for the TWT, namely:

1. Membership and Terms of Reference for TWT
2. Terms of Reference for the Public Services Board
3. Draft LSP structure including thematic delivery groups

The structures and governance arrangements have been developed in line with good practice and align with Kent Partnership (count wide LSP).

Recommendations to Tunbridge Wells Together:

1. That the terms of reference and proposed arrangements for chairing are noted
2. That the partnership agree the establishment of the Public Service Board and note this will be chaired by Chief Executive of Tunbridge Wells Borough Council
3. That the structure is endorsed and that the Public Services Board is asked to develop the appropriate thematic delivery groups.

LSP Membership

Statutory Bodies

1. West Kent Primary Care Trust
2. West Kent Police
3. Kent Fire and Rescue
4. Learning and Skills Council

Public Sector Partners

5. Town and Country Housing Group
6. West Kent College
7. Government Office South East (GOSE)
8. South East England Development Agency (SEEDA)

Business Sector

9. Chamber of Commerce
10. Royal Victoria Place
11. Courier Newspaper
12. Meta Corporate Finance Ltd

Local Government

13. Leader of the District Council
14. Chief Executive of the District Council
15. Parish Council Rep
16. Kent County Council Councillor
17. Kent County Council Directors

Voluntary & Community Sector

18. Voluntary Action West Kent
19. Town Forum
20. Faith Representative (to be determined through Faith Forum)
21. Action with Communities in Rural Kent

Tunbridge Wells Together Draft Terms of Reference

1. Introduction

Tunbridge Wells Together (TWT) is the Local Strategic Partnership for the district and is established in the spirit of the Local Government Act 2000. It is made up of representatives from the private, public and community, voluntary and faith sectors. The LSP is the single body that:

- Brings together at a local level the different parts of the public sector as well as the private, business, voluntary and community sectors in a partnership arrangement to ensure initiatives and services can be delivered for the residents of the borough.
- TWT operates at a level, which enables strategic decisions to be taken, and allows the partnership to direct services and initiatives at a local level.
- TWT is a non-statutory, non-executive partnership and sits under the Countywide LSP (Kent Partnership)

2. Government Guidance

Government Guidance identifies the role of the local authority with its LSP partners as being to:

- Exercise a leadership and governing role through identifying and articulating the needs of local communities and reconciling and arbitrating between competing interests
- Have oversight of and aims to co-ordinate community consultations and engagement activities of individual partners and where appropriate combine them.
- Produce a Sustainable Community Strategy (SCS) based on evidence and data from the local area and its population, to establish a shared vision and priorities for action
- Produce a county wide Local Area Agreement (being done by the Kent Partnership) based on priorities identified in the SCS
- Have an oversight of the planning and alignment of resources in the locality in order to achieve more effective commissioning and ultimately better outcomes. Although, each partner is accountable for its decisions taken in relation to funding streams allocated to it.
- 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 local authority and its

partners to seek to ensure that sufficient support is provided to the LSP to help it co-ordinate the delivery of the targets that have been agreed through the LAA.

3. Purpose of Partnership

TWT is the 'partnership of partnerships' with overall responsibility for encouraging community leadership, supporting the delivery of services and create an environment where partners can work together to deliver better outcomes for the residents of the borough.

The TWT partnership is the overarching governing body and will be supported by a range of thematic delivery groups including:

- Community Safety Partnership (statutory partnership)
- Borough Housing Partnership
- Cleaner Greener Group
- Economic Development, Transport and Skills
- Local Children Services Partnerships
- Health and Older People Group
- Stronger Communities Group

The partnership will also be supported by a Public Service Board, which will consist of statutory partners (and other relevant local partners as deemed necessary) to co-ordinate delivery on behalf of TWT.

The key responsibilities of TWT are:

1. To be the 'partnership of partnerships' and to act together to improve and enhance opportunities for all communities in the borough of Tunbridge Wells
2. To ensure delivery of the Vision as set out in the Sustainable Community Plan (SCP)
3. To ensure delivery of the Local Action Plan underpinning the Sustainable Community Plan and the Kent Agreement Two.
4. To provide leadership in achieving the Vision and communicating it widely and simply to all our residents and wider stakeholders
5. To set longer term priorities taking account of external factor and priorities identified by the constituent member of partnership
6. To influence the deployment of mainstream resources
7. Promote and foster synergy and coherence between the partnership and wider partnerships

8. To have oversight of and aim to co-ordinate community consultation engagement and consultation across partners and where appropriate combine them.
9. Encourage innovative thinking to tackle cross cutting issues between economic, social and environmental objectives.
10. To work towards the following strategic areas as set out in the SCP
 - Safeguarding our environment
 - Maintaining a thriving economy
 - Enabling people to take part in and enjoy leisure activities
 - Increasing community safety and reducing the fear of crime
 - Transport – getting around the borough
 - Meeting the need for housing
 - Promoting health and improving well-being
 - Encouraging social inclusion by supporting independence
 - Learning for all

4. Membership and Governance

The TWT partnership builds on the Community Plan Partnership, which was responsible for the review of the SCP. TWT will have membership from all key sectors - voluntary, community, faith, statutory, public and private sectors

Advisors to the Board

One representative each from GOSE and SEEDA will act as advisors to the Board. The advisors will not have voting rights.

Other nominees

The Board may from time to time invite someone to attend a specific Board meeting whose special knowledge would be of assistance. These attendees will have no voting rights.

Resignation

Board members who wish to resign should notify the chair. The relevant organisation or sector will be invited to nominate another representative

Appointment of Chair and Vice Chairs

The Chair will be the Leader of the Council, a Vice Chair will be nominated at the inaugural meeting of the LSP. The chairmanship will be subject to rotations after the first two years period.

In the absence of the chair, the vice chair will preside. If neither the chair nor the vice chair is present, the voting members of the Board will elect a chair for the meeting.

Board Meetings

Frequency

The Board will meet no fewer than three times a year. Dates, times and venues will be set at the beginning of each year and will, where possible, reflect the needs and constraints of all members. The chair may vary these dates according to the nature or volume of business to be discussed.

Agendas

Meetings will be no longer than two hours and Members of the Board may put items on the agenda, if they give notice in writing at least ten clear working days before the date of the meeting.

All papers will be dispatched to the Board, at least five clear working days before the date of the meeting.

It is proposed that the format of the meetings is as follows:

1. Main business including updates from PSB and the thematic delivery groups for one hour
2. Strategic discussions on a particular borough wide issue that requires cross sector intervention (such as addressing impact of an ageing population). Actions would be delegated to PSB to develop in more detail on behalf of the partnership.

Voting

All issues will be decided by a majority of the voting members of the Board present and voting. If there is an equality of vote, the chair of the meeting will have a second or casting vote.

Voting will be a show of hands and will only be recorded if requested.

Quorum

The Board may make decision provided that at least 8 voting members are present.

Attendance at meetings

If a Board member misses three consecutive meetings, the Board will ask their organisation or sector to nominate another representative.

Urgent Decisions

Where an urgent decision is needed between meetings, the chair or vice chairs in consultation with three other members of the Board may take that decision.

Urgent decisions taken between decisions will be reported to the next meeting of the Board.

Declaration of Interest

When all Board members join, all partners should declare their financial and personal interests to Tunbridge Wells District Council, so those interests can be recorded in the registers maintained by the Council.

At the beginning of each meeting, members will declare their financial and/ or personal interests.

Confidentiality

Members of the Board will take all reasonable steps to maintain confidentiality of any information of a personal nature, or relating to the financial or business affairs of other persons, or which is commercially sensitive, that comes into their possession or knowledge arising out of their members of the Board (including delivery sub groups)

Annual General Meeting

The Board will call an AGM each year, to report on the membership, the achievements and future plans.

Support to the LSP

Tunbridge Wells Borough Council will provide administrative support to the partnership and will co-ordinate monitoring of the Sustainable Community Plan and the Local Action Plan on behalf of TWT.

<p style="text-align: center;">Draft Terms of Reference Public Services Board</p>
--

Key Principles

The PSB comprises of Chief Executive (or equivalent) officers from the statutory partners as set out below. The PSB will support the work of the LSP (Tunbridge Wells Together) and shape the work of the thematic delivery groups underpinning TWT. In particular it will:

- Promote effective multi –agency working across the District, West Kent, County and South East as appropriate reflecting the priorities sets by the TWT;
- To make links with the Kent Public Service Board and Kent Partnership;
- Ensure effective inter-agency co-ordination to implement the decisions and priorities of TWT;
- Improve the targeting of resources in Tunbridge Wells;
- Develop inter-agency planning to implement the Sustainable Community Plan and Kent Agreement Two and improve the quality and service delivery;
- To monitor, evaluate performance of the SCP and Kent Agreement Two on behalf of TWT;
- Plan and deliver the implementation of a limited number of strategic projects which contribute to the overall vision of the Partnership, and which are not being delivered elsewhere.
- Ensure engagement and consultation activities are co-ordinated across partners.

Key Membership of PSB

- Chief Executive, TWBC (chair)
- West Kent Police
- West Kent Primary Care Trust
- Kent County Council

Additional partners may also be represented on the PSB as required.

TUNBRIDGE WELLS TOGETHER
(Local Strategic Partnership)



PUBLIC SERVICES BOARD
(Executive Delivery Group)



Thematic Delivery Groups

SAFER
(Community Safety Partnership)

STRONGER COMMUNITIES

CLEANER & GREENER

Economic Development, skills and transport

HEALTH & OLDER PEOPLE

CHILDREN & FAMILIES
Local Children's Service Partnerships

BOROUGH HOUSING PARTNERSHIP