

Board

Purpose:

- To oversee the implementation of the Integrated Shropshire Community Strategy.
- To Establish the Vision, Policies and Priorities of the Partnership.
- To promote well-being within Shropshire
- To act as a 'voice' for Shropshire regionally, nationally and within Europe.
- To connect the work of all the key Partnerships under the LSP Banner.
- To agree the Partnership Budget.
- To maximise the opportunities for external funding which will meet the needs of Shropshire.

Methods:

The Board will:

- Represent Shropshire at a European, Regional and National level.
- Establish performance management arrangements to oversee the implementation of the Community Strategies by partners.
- Receive a progress report from the Executive at each meeting that will identify key issues including any problems and suggested actions to resolve them.
- Co-ordinate the structure and 'split' of bids for funding.
- Receive and adopt the Annual Report and Budgets prior to the Partnership Annual Forum.
- Request reports and presentations to be made by partners and key organisations, to enable decisions to be made. This may be achieved through 'themed' Board meetings.
- Recommend actions to individual partners and where these are agreed, they will be incorporated into the overall action plan, against which the individual partner will be held accountable.
- Hold a Partnership Forum each year to which all key Partnerships and stakeholders are invited.
- Receive and adopt Annual Reports for each key Partnership under the LSP Banner.
- Brief local and national representatives such as MP's and MEP's and the Regional Chamber.

Meetings:

- The Board will meet in public three times per year.
- Once a year it will elect an independent Chair and Vice Chair who will have a term of up to three years and stand for re-election each year. Nominations for these positions will be sought from each organisation named as a partner who attends the Annual Forum.
- Papers will be circulated electronically to all partner organisations and posted on the Partnership Website.
- The Chair of the Executive will advise the Board and be assisted by the Strategic Partnership Manager and the Partnership Team.
- Seven members attending shall represent a quorum for the Partnership Board.

Membership: Members at Board or equivalent level of their organisations

Chair and Vice Chair

The Chair and 1 member from each Local Partnership. One of these should be a member of the District or Borough Council.

- 2 County Council members (usually to include the Leader).
- 1 Representative of the Voluntary Sector elected through the Community Council of Shropshire involving the Local Development Agencies Network.
- 1 Representative from the SALC.
- 1 Representative from the Shropshire Telford and Wrekin Chamber of Commerce.
- 1 Representative from Primary Care Trust Board
- 1 Representative from West Mercia Police Authority
- 1 Chair from Learning and Skills Council Shropshire

Observers

- 1 Representative from Countryside Agency
- 1 Representative from AWM
- 1 Representative from GOWM

Advisors

Chair of Partnership Executive
Strategic Partnership Manager

Partnership Executive

Purpose:

- To implement the Partnerships policies and proposals on behalf of the Board.
- To monitor the delivery of the annual Partnership business and work plans to ensure that targets are met.
- To monitor the delivery by partners of actions and targets identified in the Integrated, County and local community strategies and encourage consistency of monitoring and reporting arrangements to communities.
- To recommend the Annual Budget of the Partnership Team to the Board. Ensuring efficient financial management including the regular review of financial progress (this will require the Partnership to meet the financial management and audit arrangements of SCC as the 'accountable body').
- To deliver the communications strategy providing a clear voice for Shropshire on all relevant regional, sub-regional, national and European funding and co-ordinating groups.
- To provide support to the Strategic Partnership Manager including the management and development of the Partnership Team.

Methods:

The Partnership Executive will:

- Provide facilitation and support for local partnerships and partners to set work plans for the delivery of Community Strategies, and to identify how they could be funded.
- Monitor spend and performance of the work plan.
- Publicise the work of the Partnership through conferences, workshops and press reports.
- Expect key partners identified under each theme in the Integrated Community Strategy to produce a one page report on progress and challenges, with actions identified to overcome them.
- Ensure appropriate strategic bids are entered from the Partnership for funding programmes

Meetings:

- Once a year it will elect a Chair who will have a term of up to three years and stand for re-election each year.
- The Chair will act as lead advisor on the Partnership.
- Meetings of the Partnership Executive shall be held bi-monthly on dates to be agreed at the start of the financial year.
- Meetings of the Executive will be serviced by the Partnership Support Team and papers will be circulated electronically to all partner organisations and posted on the Partnership Website.
- From time to time members will receive presentations from officers of partnerships or partner organisations on the work programme.
- Meetings and papers will be concise and concentrate on actions and targets.
- Six members attending shall represent a quorum for the Executive Group.

Membership: Chief Officers or their equivalent in partner organisations

1	Representative from each Local Authority	Chief Executive
1	Representative from SALC	County Secretary
1	Representative from LSC	Executive Director
1	Representative from Police	Shropshire Divisional Commander
1	Representative from the PCT	Chief Executive/Joint Director of Public Health
1	Representative from Voluntary Sector	Chief Officer of Shropshire Community Council
1	Representative from the Probation Service	
1	Representative from the Business Sector	Chief Executive of Shropshire Telford and Wrekin Chamber of Commerce
1	Representative from	Government Office of the West Midlands Department of Environment Food & Rural Affairs Countryside Agency Advantage West Midlands Employment Service Pillars of the Community Strategy eg Lifelong Learning Partnership

Service Level Agreements defining Shropshire Partnership's relationship with external agencies will be developed.

The business and voluntary sectors represented through the Shropshire Chamber and Community Council will develop links to ensure that their sectors are connected to the LSP structures and aware of LSP activities and priorities.

Local Partnerships

(Local Partnerships will adopt a protocol appropriate for their local circumstances in which these elements are included)

Purpose:

The local partnership will

- Lead on the development, publication, delivery and monitoring of the actions and targets of the local community strategy
- Ensure clear connections exist between the community strategy and other local strategies such as the crime and disorder strategy
- Provide the channel for representation and communication outwards to the Shropshire Strategic Partnership and inwards to its members as well as local Elected Members, communities, local partnerships and other participant organisations.
- Develop means by which the community, especially young people and 'hard to reach groups' can help to shape and drive the Integrated and local Community Strategies.

Methods:

The Local Partnerships will:

- Publish a Local Action Plan to deliver community strategy targets
- Identify and dedicate resources required (financial, staff, in kind) within Partner organisations to achieve the local targets.
- Identify responsible Officers to oversee implementation of each priority.
- Set and oversee the work plan for each priority.
- Monitor spend and performance of the work plan.
- Publicise the work of the local partnership within Shropshire Partnership.
- Provide for the open exchange of views and information from all local partnerships, and sectors at its meetings to ensure local awareness and knowledge of key issues.
- Work with the Shropshire Partnership on the development, delivery and monitoring of local funding programmes e.g. Rural Regeneration Zone, Sparks SRB, Objective 2, Market Towns Initiative etc.

Meetings

- The Local Partnership will meet at least four times a year.
- Once a year it will appoint two representatives, the Chair and a member of the Borough or District Council (if not the Chair) to represent the Partnership on the LSP Board.
- The Local Partnership may appoint an executive sub committee to meet more regularly (e.g. monthly) to manage the ongoing business of the partnership. A senior member should chair this group.
- The Local Partnership (and executive sub committee) will provide agendas, minutes and meeting papers in accordance with the Shropshire Partnership Protocol.
- The Local Partnership will hold an annual meeting to report on what has been achieved, on any financial statements and to elect officers for the coming year. An Annual Report will be provided to the Shropshire Partnership Board Members.

Membership: Each partnership will need to contain as a minimum

Members and Officers from each tier of local government

Representative from Voluntary Service Council

Representative from the Business Sector

1 Representative of	Primary Care Trust (Area Manager/Non Executive)
1 Representative of	Environment Interest
1 Representative of	Learning Interest
1 Representative of	Community interest
1 Representative of	Each Market Town Partnership
1 Representative of	Community Safety Partnership
1 Representative of	Shropshire Partnership

It is possible that a single person will represent a range of organisations/councils.

Where necessary 'Panels' will be formed to enable residents and young people shape and deliver initiatives.

Accountabilities

Who	How
<p>Individual Members</p>	<p>Individual Members of the Shropshire LSP and local partnerships will be responsible for:</p> <ul style="list-style-type: none"> • Representing their nominating organisation at all meetings of the Partnership and appropriate sub groups. Ensuring that that information about the meeting and decisions made by the Partnership are reported back to their nominating organisation. • Improving knowledge of their own organisations work and business plans within the Partnership. • Promoting joint working.
<p>Local Partnerships</p>	<p>Local Partnerships will be accountable:</p> <ul style="list-style-type: none"> • To their membership and to their local community for delivering the actions and targets in local Community Strategies, related plans and externally funded strategic packages. • To the Shropshire Partnership for their performance against Community Strategy targets. • For the promotion of a local voice for their area and within the Partnership. • For promoting the exchange of information in their area and with the partnership. • To work with others to identify funding to meet local needs. • For ensuring that local resources are provided for the effective operation of the local partnership. • For involving residents, young people and 'hard to hear' groups in the design and delivery of the strategy.
<p>Partners</p>	<p>Partners will be accountable for:</p> <ul style="list-style-type: none"> • Operation of the Partnership and the implementation of Board decisions and the work programme. • Delivery of the top strategic priorities for Shropshire over the next ten years and (over the next three years) the alignment of priorities within their business plans. • Payment of any agreed financial support for the work of the Partnership. The Partnership will be responsible for ensuring that financial management systems are in place and that partners receive financial reports.

Who	How
Shropshire Partnership	<p>The Shropshire Partnership is accountable to its partners and, through them, to the people of Shropshire and local communities.</p> <p>It will work together to:</p> <ul style="list-style-type: none"> • Consult with Shropshire people about issues that are of concern to them, through the Peoples Panel and its partners and later through a consultation strategy. • Improve local well being and monitor quality of life. • Empower local people to develop a future vision for Shropshire and involve them in delivering local actions and achieving targets. • Inform local people through an Annual Forum and report, regular updates, press reports, newsletters and publications. • Monitor outcomes to assist partners to meet their targets and achieve the changes expressed in the community strategies. This includes Community Strategy targets, strategic funding packages and the Public Service Agreement. • Report financially and in terms of employment to Shropshire County Council.
Regional Partners	<p>Regional Partners will account to partners:</p> <ul style="list-style-type: none"> • By ensuring that they take account of local needs including those resulting from rural deprivation and social exclusion. • By ensuring access to regional funding programmes, to enable successful project development and management of local initiatives. • By maintaining a Service Level Agreement with the Partnership.

Scrutiny of the Local Strategic Partnership

The work of all Member Partnerships of the Local Strategic Partnership will be subject to overview and scrutiny by structures established for the purpose by Shropshire Councils.

Partnership Support Team

Overall Purpose:

- To create the right circumstances to enable the LSP to achieve the vision and objectives of the Integrated Community Strategy.

Key Tasks:

- To work together to identify, the **needs** of the people in Shropshire through the needs assessment framework and the Shropshire Profile.
- To **monitor** performance of the LSP, the Integrated Community Strategy and Funding programmes through the Quality of Life targets, System K and other measures and present it through the annual 'State of Shropshire' report.
- To work with partners to **feedback** progress to Shropshire people.
- To **review** the Shropshire Integrated Community Strategy; refocus it on any new priorities and targets identified with partners and redraft in three yearly cycles.
- To **support and develop** the local and other strategic partnerships enabling them to deliver change locally.
- Develop a **common approach** for key processes to enable partners to work together effectively and sign off stages as required.
- To develop a Community Engagement Strategy designed to **consult with and involve local people** (e.g. the People's Panel, Parish Plans etc)
- Identify **specialist knowledge** and make sure it is available to partners.
- Create and sustain a **practical style of engagement** that involves all partners, encourages participation, promotes cordial and purposeful relationships and includes all those who can help to achieve the objectives.
- Provide technical assistance to partners to identify gaps in needs and secure **funding opportunities** to make the most effective use of resources, including the mainstream.
- Help all partners to develop their skills and capacity by **learning from experience** and sharing good practice together.
- To ensure that the **information** which partners need is available to them by providing it directly or by signposting.
- To **communicate** the achievements of partners and the partnership, ensure representation and that the voice of Shropshire is heard regionally, nationally and within Europe.

Team Qualities:

To deliver these tasks, the team will:

- Be an **honest broker** – identifying difficulties between partners and positively intervening to resolve them.
- Be proactive and opportunistic, **adding value** for partners and the Partnership.
- Be a **powerful advocate** for partners, the Partnership and Shropshire.
- Act as an independent **critical friend**, supporting, not controlling.
- Achieving **best value** as a small and efficient team working to enable others.

Accountabilities:

Who	How
Individual Members	<p>The Support Team will provide information, advice and support to individual members to enable them to:</p> <ul style="list-style-type: none"> • Represent and report back to their nominating organisations. • Share knowledge of their own organisations work and plans. • Promote joint working.
Local Partnerships	<p>The Support Team will work with each local partnership to achieve a Service Level Agreement to:</p> <ul style="list-style-type: none"> • Enable performance monitoring of local community strategies and external funded programmes. • Enable the two-way exchange of information. • Enable technical assistance to be effectively provided to assist with funding bids and package development to meet needs. • Ensure the development of local community involvement including engagement with hard to reach groups.
Partners (including Councils and relevant Council departments)	<p>The Support Team will work with each Partner to achieve a Service Level Agreement to:</p> <ul style="list-style-type: none"> • Enable the two-way exchange of information; this will include where relevant, a protocol for the sharing of factual data to enable the identification of needs and the review and renewal of Community Strategies. • Respond to new EC/national /regional plans and initiatives • Enable agreement of the annual budget of the LSP.
Regional Partners	<p>The Support Team will work with each Regional Partner to achieve a service level agreement to:</p> <ul style="list-style-type: none"> • Enable the two-way exchange of information. This will include, where relevant, a protocol for the sharing of factual data to enable the identification of needs and the review and renewal of Community Strategies. • Secure, where relevant, arrangements for provision of and funding for technical assistance. • Respond to new EC/national/regional plans and initiatives. • Enable agreement of the annual budget of the LSP.