

July 2009

Newcastle Partnership: Guidance and Members' Handbook



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PART 1: GUIDE TO NEWCASTLE PARTNERSHIP

1. Introduction: A new way of working

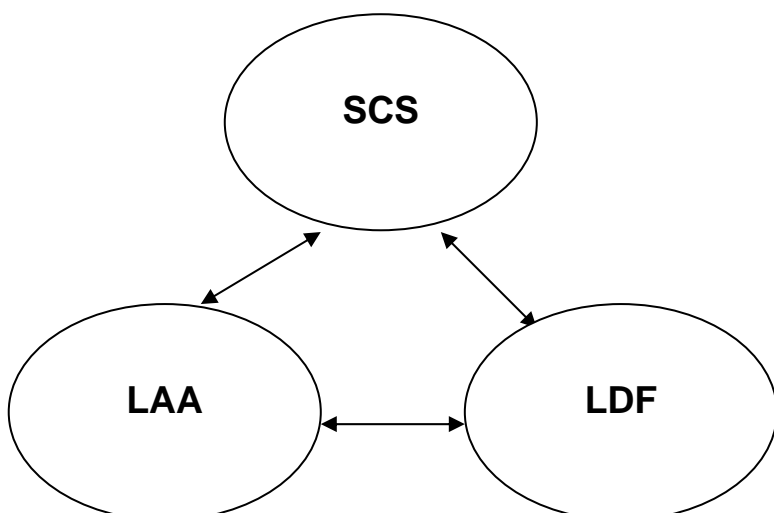
1.1 Development of the LSP

Newcastle Partnership is Newcastle's **Local Strategic Partnership (LSP)** - a way of providing better quality services for local people through "joined up" partnership working. Everyone who lives and works in Newcastle should be able to influence it. The government wants a better co-ordinated way of managing the range of services that matter to local people – such as education, health, housing, police and rubbish collection. It says that every area must have an ambitious long term plan - a **Sustainable Community Strategy (SCS)** and underpinning it a shorter term 3 year **Local Area Agreement (LAA)**, targets for which are formally agreed with the government. The government wants an LSP set up in every area to oversee the setting of priorities in the SCS and the management of the LAA. LSPs have to be "multi sector", making sure that local people, voluntary organisations and businesses are involved as well as public sector service providers, so that the priorities are shared ones and decision making is well informed.

Newcastle Partnership is a network of people and organisations working together to shape the future of Newcastle and to oversee improvements through delivery of the LAA. The city council is a very important part of the partnership because it delivers so many services and accounts to the government for much of the funding, but the Partnership belongs to all the partners (See Appendix A).

The government has recently reformed the planning process and introduced **Local Development Frameworks (LDF)** which provide a third element to achieving a sustainable community (see diagram below). The LDF is a series of technical documents about planning, of which the key one is the "Core Strategy", which complements and reflects the priorities of the SCS in outlining Newcastle's planning priorities for the future. More details about LDF and planning are available through Newcastle Council's and Newcastle Partnership's websites www.newcastle.gov.uk and www.newcastlepartnership.org.uk

The SCS will be updated in 2009 to support joint work with Gateshead to develop a new LDF which will assist the new joint City Development Company.



The 3 Key elements for a sustainable community:

SCS – A long term strategy capturing ambitions for the area.

LAA – A three year delivery plan for the SCS priorities.

LDF – A Local development framework- a policy framework for what should happen in planning terms.

1.2 The Role of the LSP

Newcastle's LSP was formed to respond to the Government's National Strategy for Neighbourhood Renewal (2001) which had the following commitments:

- within 20 years no one will be seriously disadvantaged by where they live
- people on low incomes will get the same conditions and services as everyone else.

Newcastle Partnership subsequently agreed that its role was as follows:

People in the public, private, community and voluntary sectors should collaborate to:

- maximise the economic, social and environmental **well-being** of Newcastle and its people
- seek to give people in poorer communities a better quality of life, **narrowing the gap** between them and the rest of the city and with other areas of the country
- support **vulnerable** and **disadvantaged** groups

by:

- making sure partners work well together, with a common purpose and a commitment to the SCS and LAA
- involving the public, private, community and voluntary sectors in the partnership, including hard-to-reach groups such as disabled people, older people, young people and those from faith, black and ethnic minority communities
- monitoring and managing the SCS and LAA – and making sure it improves overall conditions and narrows the gaps between deprived communities and the rest of the city and country
- making sure the public knows about its achievements and where to go for information and help
- consulting the community in a coordinated and organised way
- developing a common performance management framework across all the partner organisations
- linking all the funding available to help deliver the SCS and LAA priorities
- aiming to simplify all the partnerships, plans and initiatives already in place, reducing duplication and getting everyone working together
- encouraging partnership members to constantly improve their skills, knowledge and ways of working.

1.3 Who is this guidance and handbook for?

This guidance and handbook is for you if you are:

- a community, voluntary, private or public sector representative on a Newcastle Partnership group – this includes the key Delivery Partnerships, the Strategic Board, the Delivery Board, the Innovation Group and appropriate sub-groups and working groups (as set out on the diagram at Appendix F)
- a Newcastle Partnership officer – this means someone who works to support a Newcastle Partnership group or is a member of the Newcastle partnership staff team
- anyone who works in an organisation which is carrying out part or parts of the SCS or LAA
- a Newcastle resident wanting to know more about the Partnership's purpose and role

2. The context for LSP working

2.1 The Sustainable Community Strategy (SCS) 2008-2021 and the Local Area Agreement (LAA) 2008-11

2.1.1 LSP and SCS

The Government wants every Local Strategic Partnership (LSP) to have a long term **Sustainable Community Strategy** (SCS) highlighting the area's ambitions and a 3 year **Local Area Agreement** (LAA), renewable annually, which is focussed on “**outcomes**” (measurable changes).

The SCS is often described as “the plan of plans” because it sits above public agencies' existing local plans and strategies and shows what the Newcastle Partnership intends to do to improve the quality of life for everyone who lives, works in or visits Newcastle. The SCS ‘**Taking the City Forward**’ (2008-2021) replaces **the Newcastle Plan 1** and **Plan 2** (2001-2007) which were classed as “Community Strategies” and did not have the same level of detailed cross referencing with all of the plans and strategies of the public agencies. The SCS takes advantage of new legislation (Local Government and Public Involvement in Health Act 2007) to strengthen its commitment to shared working against a set of key improvement targets. The approach to themes and area based actions has become more sophisticated as the importance of collaborative and cross-cutting action has become clearer.

Newcastle agreed its first Local Area Agreement in 2007 with 3 interlocking themes (Quality of Life, Addressing Disadvantage and a stronger economy). Following the launch of the new legislation, government asked all areas with LAAs to comprehensively review these in 2008 and to select up to 35 key targets for improvement from a new national indicator set of 198 (with some additional targets identified for children and young people). These targets have been given “statutory” status and this means that the public agencies are required by law to “cooperate” on setting them and to “have regard to” their delivery where they are directly involved: see Appendix C. The LAA is the key local agreement between local and central government and the role of the LSP is to help to set the improvement targets, to manage their delivery, and to report back to local people on progress. The LSP has modified its structures and activities to reflect this.

The full SCS and LAA documentation is on the Newcastle Partnership's website www.newcastlepartnership.org.uk

The Local Government and Public Involvement in Health Act also strengthens engagement with the community through the introduction of a new duty on local authorities to “inform, consult and involve” (from April 2009). This duty has led to the development of the Community Empowerment Framework. Further information is set out at Appendix E.

2.1.2 The relationship between the SCS and the LAA

The long term **SCS (2008-2021)** sees five big challenges needing to be addressed:

- driving forward economic competitiveness and enabling all communities to participate
- addressing long term demographic changes and health
- creating opportunities from climate change
- ensuring quality housing and sustainable residential neighbourhoods

- addressing the causes of child poverty.

The SCS seeks to address these through six key themes

- strengthening the economy
- improving wellbeing, health and independence
- managing environmental impact
- creating and sustaining quality places to live
- creating safe, inclusive, cohesive and empowered communities
- improving the outcomes for children and young people.

The revised **LAA** under the new legislation (**2008-2011**) provides a three year action plan to take forward the SCS's six key themes, set out above. The table below highlights the objectives which support our selection of 35 indicators for the LAA.

SCS THEMES:

LAA OBJECTIVES:

Strengthening the economy	<ul style="list-style-type: none"> • Reducing overall benefit claimant rate • Increasing nos. qualified to NVQ3 and above • Ensuring more progression to higher education • Increasing the total number of businesses
Wellbeing, health and independence	<ul style="list-style-type: none"> • Improving mental health and emotional wellbeing • Tackling health inequalities • Encouraging sensible drinking • Reducing nos. of people who smoke • Ensuring adults and older people and carers can access a range of services • Ensuring older people have decent, appropriate accommodation • Increasing access to Direct Payments/individual budgets • Increasing participation levels in cultural activities
Managing environmental impact	<ul style="list-style-type: none"> • Reducing CO2 emissions • Managing traffic congestion • Reducing waste and increasing recycling and composting rates
Managing and sustaining quality places	<ul style="list-style-type: none"> • Offering homes that people want • Delivering more affordable homes • Delivering quality homes • Providing homes for older people, people with disabilities, vulnerable people and those needing support • Ensuring clean streets free from litter
Creating safe, inclusive, cohesive and empowered communities	<ul style="list-style-type: none"> • Reducing criminal damage, domestic burglary, business and vehicle crime • Reducing violent crime including

	<p>domestic and alcohol related violence</p> <ul style="list-style-type: none"> • Reducing anti social behaviour • Reducing harm caused by alcohol and drugs and other substances • Enabling everyone to participate fully and freely in opportunities and services • Supporting all communities to develop their contribution to the city and build strong relationships • Deliver stronger individuals and communities, and better services through partnership working
<p>Improving outcomes for children and young people</p>	<ul style="list-style-type: none"> • Ensure children have a healthy start in life • Ensure children are physically and emotionally healthy • Ensure children are safe from maltreatment and neglect • Ensure children are safe from bullying and discrimination • Ensure children choose healthy lifestyles and are sexually healthy • Ensure children engage in positive behaviour out of school • Ensure children and young people engage in further education, employment or training • Ensure children live in families that are free from financial poverty and material deprivation • Ensure that children achieve their potential in education

2.1.3 The Processes for setting and reviewing the SCS and the LAA

Wider participation in agreeing priorities will be promoted through a partnership wide Community Empowerment Framework (see Appendix E). The Partnership will assess its performance every 3 months and performance against LAA targets is routinely reported to Delivery Board. Minor changes in LAA direction may take place as a result of an annual LAA “refresh” process, but significant changes to “**designated**” LAA targets (i.e. those formally agreed with government) are very unlikely as they require both LSP and government agreement. “**Local**” (in other words locally agreed) LAA targets can be changed more easily, but only if all of the LSP partners agree.

We will however periodically carry out a major review of the SCS and develop a new LAA every 3 years.

There are several ways to influence the SCS and LAA:

- Through SCS and LAA communications and consultation events, including on line through the partnership website. www.newcastlepartnership.org.uk and postal surveys
- Through representatives on the Strategic Board, Innovation Group and Delivery Board.
- Through public meetings and consultations generated by the Delivery Partnerships and public partners
- Through the proposed Citizens Assembly
- Through consultation exercises linked to the Ward Planning process
- Through membership of voluntary and community associations that are members of NCVS
- Through other Newcastle Partnership meetings, which are generally held in public.

2.2 The Community and Voluntary sector

Every Newcastle Partnership group must have input from voluntary and community sector representatives. **The Regen Forum** – part of **Newcastle Council for Voluntary Services** – helps people connected with community and voluntary organisations to get involved in the Newcastle Partnership. They operate a series of VCS reference groups to support their elected representatives on different parts of the Partnership structure and also organise workshops and other events to keep the sector fully informed and engaged.

If you become a voluntary and community sector representative on the partnership, your role is to make sure the views of your sector are taken into account, and to report back what is going on to those that you represent. You will get support and training from the Regen Forum to make sure you have the facilities, skills and knowledge you need.

Newcastle Healthy City Project has built up expertise in providing support for community level input into the Partnership and is developing a **Citizens Assembly** for individuals and groups to have a dialogue with the Partnership on progress with the SCS or LAA priorities. The Healthy City Project works alongside Newcastle City Council's **Community Development Service** which undertakes management of the Community Development part of the Strategy, including the development and oversight of processes to recruit and train community representatives across the city.

Newcastle City Council's chosen "building blocks" for regular community involvement are the 26 **Ward Committees**, each with a population of about 10,000. They provide an opportunity for elected City Councillors to liaise with residents and community groups in the area and to comment on and to influence what is happening in their neighbourhood. After discussion through the Partnership, the City Council has agreed to further develop the Ward Committee system by developing individual **Ward Plans/Neighbourhood Charters** which link to the SCS and LAA, and to encourage other public agencies to engage with residents through this route. It is intended that over time a wider range of public agencies will participate in Ward Committees.

The Partnership is implementing a comprehensive **Community Empowerment Framework** to better harmonise public partners' engagement activities and ensure consistent approaches between partners (see Appendix E).

- For details about the proposed Citizens Assembly contact Newcastle Healthy City (0191 232 3357)

- To get involved in Regen Forum reference groups or to become a voluntary and community sector representative to the partnership contact the Regen Forum (0191 232 7445)

2.3 The Private sector

Businesses are important suppliers of local services and employment. Their role is critical in maintaining Newcastle's status as the economic and cultural capital of the north east. The private sector is represented within the Newcastle Partnership by members nominated by the **North East Chamber of Commerce** as well as by individual business people on partnership groups. Discussions have been held with other representative organisations about expanding the sector's input.

If you want to represent local business interests through the North East Chamber of Commerce, contact 0191 386 1133 or via the website www.necc.co.uk

2.4 The Public sector

The Partnership must make the best possible use of all the public sector resources available. All the main public sector agencies have to be involved for the partnership to work – that means dovetailing what they plan to do and doing it together. All the main agencies are therefore represented across the Strategic Board and/or the Delivery Board and Delivery Partnerships (see Appendix A).

For further information about public sector involvement in the Newcastle Partnership, contact the Newcastle Partnership team - tel 0191 2771666 or look on our website www.newcastlepartnership.org.uk

2.5 Where the Council fits in

The City Council is an important part of the Newcastle Partnership. It is responsible for many of the services covered by the SCS and LAA, but because much of what happens in Newcastle is dependant upon cooperation between different organisations, all the sectors and agencies are equally important. The Partnership is not a "legal entity" i.e. it has no powers itself and relies on others to deliver their commitments.

The council is the "accountable body" for the Newcastle Partnership and is recognised by government as having a community leadership role to play within the Partnership. This means it is accountable to the government for how the partnership performs.

- It gives the partnership administrative and financial support
- It provides employment and management of partnership posts
- It makes sure money is spent in the ways agreed by the partnership
- It develops plans and strategies in partnership for the benefit of the area rather than for individual organisations
- It makes sure the SCS, and LAA are prepared, monitored and audited properly
- It plays a major role in developing the work of the Delivery Partnerships
- It provides a "Scrutiny " function which reviews progress with the LAA and how well the Partnership is developing overall
- From June 2008 to May 2010 the overall Chair of the Partnership is the Leader of the City Council

The Council fully understands the importance and role of Newcastle Partnership and has demonstrated how it supports the SCS and LAA through its Corporate Plan.

3. About the Newcastle Partnership

3.1 LSP Structures

Local Strategic Partnerships aim to bring groups together in one streamlined operation so they can avoid duplication and delays and share local knowledge and resources. The Newcastle Partnership can look at all the issues facing the city as a whole. The Newcastle Partnership aims to bring together people with different perspectives to create and to deliver an exciting vision for the future.

3.2 Who are Partnership members?

Any individual selected, elected or nominated to be part of one of the groups in the partnership is a partnership member. Membership also includes a wide range of named organisations whose staff will also, in effect, be “partnership members”. Such organisations have a responsibility to ensure that their members/staff understand this.

The Partnership aims to make its decisions whenever possible by everyone coming to an agreement. But if that is not possible, all partnership members can vote and the majority carries it.

3.3 What is a Newcastle Partnership group?

The Newcastle Partnership commissioned a review in 2006/7. The Partnership Board agreed to adopt the structure outlined below. A guiding principle is that all sectors should be represented at all levels and as far as practicable in every part of the partnership.

The full structure of the partnership is set out in a diagrammatic format at Appendix F and the individual groups are set out below:

3.3.1 Partnership Boards

The Strategic Board

The Newcastle Partnership’s Strategic Board has overall leadership responsibility for the NP, including ensuring that the NP is recognised at the most senior levels in all the public agencies which support it. It speaks on behalf of the wider NP and has responsibility to agree the key NP policies and strategies: the SCS and LAA.

The Delivery Board

This Board manages the performance of the partnership against its LAA targets and helps the Delivery Partnerships to undertake their role. It has a dedicated officer group to support it. It looks closely at how performance is managed, including capacity, risk and best practice issues.

The Innovation Group

The Innovation Group supports the development and effectiveness of the partnership by exploring challenges, opportunities and potential new approaches to partnership working. This group will commission work act as a “think tank” and make recommendations to the Strategic Board.

3.3.2 Partnership Sub Groups

The LSP will require ongoing partnership activity and funding to be coordinated and managed, especially where such activity is “cross cutting” – in other words impacting across a range of Partnership themes. To do so the LSP will establish any necessary sub groups - e.g.

- **Area Based Grant sub group of Delivery Board** - advising on the development of ABG funded programmes;
- **Inclusion, Cohesion and Equalities sub group of Delivery Board** - developing common approaches (and proposed to also include **Empowerment**)
- **Culture Group** – a new advisory group for Delivery Board
- **Sport Group** – a new advisory group for Delivery Board (removing Sport from Health & Wellbeing above)

3.3.3 The 5 Partnership Delivery Partnerships:

Children & Young People;
Environment and Housing;
Economy, Work, Skills and Learning;
Safe Newcastle;
Wellbeing, Health and Sport

They develop the content of the SCS and LAA and influence the selection of targets for the LSP. Delivery Partnerships make the SCS and LAA happen by:

- interpreting the vision for the SCS and LAA and delivering it through their respective theme
- enabling public sector organisations to carry out their responsibilities under the SCS and LAA
- making sure what is supposed to happen does happen, on time and in the right way
- reporting on progress to the Delivery Board
- liaising with other Delivery Partnerships to look for common approaches to shared problems and to share good practice

Individual Delivery Partnerships have networks of formal and informal groups informing and assisting with their work programmes and providing mechanisms for wider consultation.

Each one needs to provide a mechanism to include people from the community and voluntary, public and private sectors within its structures. These Partnerships each have a VCS reference group to promote Voluntary and Community sector awareness, accountability and input.

Several of these Partnerships were established long before the Newcastle Partnership formally came into existence – either because the government required them to be formally set up (ie. statutory), or because it has proved the best way of working to tackle local problems.

The two Delivery Partnerships established as statutory (**Safe Newcastle** and **Children and Young People's**) have developed constitutions to provide a framework for their governance structures which go beyond the scope of LAA delivery. For general terms of reference for a delivery partnership, see Appendix A. The relationship with Delivery Board on LAA delivery is set out at Appendix B.

3.3.4 Other Groups which support the Partnership

(subject to review in 2009)

- **Performance Management Group** – an LSP officer group – under development – which aims to develop a stronger partnership overview of performance issues
- **Partnership Coordination Group** – an officer group led by Newcastle City Council – which ensures that the Council's contribution to leading delivery in the partnership is maximised
- **Citizens Assembly** - an initiative being led by Newcastle Healthy City to establish an assembly - to promote accountability of services and communicate with the partnership principally via the Strategic Board and other parts of the structure.

3.4 Performance Management

The Newcastle Partnership needs to regularly monitor the performance of the SCS and LAA and, more importantly, it needs to challenge services being provided in Newcastle to make sure there is genuine improvement. This includes assessment of risk at different levels throughout the partnership structure.

The Newcastle Partnership has revised its structures as set out in this handbook to allow it to:

- check whether the targets in the LAA are being achieved
- where they are not being achieved, work out why and make the necessary changes
- make sure what is being done really is improving things and making a difference
- check how well important local targets are met as well as monitoring and managing performance against national "designated" targets
- check how effectively the partnership itself is working
- learn from what works, to plan future activity
- monitor and report on performance across the partnership network, to the wider public and to government.

Newcastle City Council will provide routine performance reporting on the LAA through Delivery partnerships and Delivery Board. The Newcastle Partnership Delivery Board will be responsible for ensuring that Delivery Partnerships are performing as they should and has agreed a framework to facilitate collaborative working (see Appendix A). This includes regular, 6 monthly, reporting from Delivery Partnerships to the Board.

The Partnership will also be fully engaged in the new Comprehensive Area Assessment (CAA) which will look at performance in the area against the LAA, not just at the work of the city council, as was the case with Comprehensive Performance Assessment (CPA) until 2008. The CAA is an assessment of the prospects for the area which will enable the Audit Commission to assess to what degree the LSP is improving the quality of life for people in Newcastle.

3.5 Scrutiny

Newcastle City Council currently ensures that there is effective Scrutiny of the actions of partners. Work has been undertaken to enhance Scrutiny arrangements for the LSP by aligning the Scrutiny approach with each of the SCS themes. Government has recognised that there is a need to strengthen Council led Scrutiny arrangements and has recently proposed that chairs and chief executives of large public agencies should have direct accountability to communities. The partnership is developing a **Citizens Assembly** partly as a response to this proposal.

3.6 Risk

The Partnership works closely with Newcastle City Council to ensure that there is a comprehensive approach to risk. As well as the council recognising and recording risk through its own “accountable body” status with the LSP being identified as a “significant partnership”. The LSP itself has developed a risk register with each Delivery Partnership developing its own register which contributes to the Partnership wide register. This work has been facilitated through Tyne and Wear Fire and Rescue Service.

3.7 Who else feeds into the SCS and LAA?

- The partnership has or is developing links with a range of organisations such as:
 - City Region Partnership
 - City Centre Partnership (NE1)
 - Centre West (formerly Newcastle New Deal for Communities)
 - Newcastle Science City Partnership
 - Newcastle and Gateshead Initiative (NGI)
 - Gateshead Newcastle City Development Company (1NG)
 - Regional Housing Board
 - Bridging Newcastle Gateshead (BNG)
 - Government Office North East (GONE)
 - Other Local Strategic Partnerships in the area
 - One North East (ONE)
 - Various Government Departments

The Delivery Partnerships will have day-to-day relationships with a wide range of organisations relevant to their themes. For example, the Housing and Environment Partnership will work with the Regional Housing Board, the Regional Housing Forum, the Housing Market Renewal Pathfinder (BNG) and the Homes and Communities Agency (HACA). A key task for NP is to ensure that effective links are made with all such activity where there is a direct impact upon SCS and LAA outcomes.

The Partnership recognises that it has a responsibility to monitor a **Multi Area Agreement** (MAA) agreed for Tyne and Wear or the “City Region”. A City Development Company (CDC) now exists with Gateshead which could generate further economic development and housing related targets which will be reported to NP.

PART 2: NEWCASTLE PARTNERSHIP HANDBOOK

4. Membership of the Newcastle Partnership – what does it mean for you?

4.1 Being a Newcastle Partnership member

Being a member or officer of any Newcastle Partnership group means you have certain roles and responsibilities. You also have to be accountable – able to show you are doing what you said you would do.

What every member must do

- Receive and read papers for the groups of which you are a member.
- Attend meetings whenever possible and send apologies when unable to attend, ensuring that your deputy (if you have one) is invited
- Keep information securely and do not make any confidential material public
- Be the point of contact between the Newcastle Partnership and your own organisation/sector.
- Make sure people in your own sector or organisation understand and take on board Newcastle Partnership and SCS/LAA issues.
- Help your sector come up with ideas and issues for the Newcastle Partnership to consider
- Channel your sector's ideas and expertise into the Newcastle Partnership
- Contribute your own ideas and expertise
- Make sure the Newcastle Partnership takes your organisation/sector's views and concerns into account
- Help with any action in your own or other partnership organisations and find ways of getting over any obstacles
- Make sure the Newcastle Partnership has an up-to-date understanding of the issues facing your organisation/sector
- Liaise with other Newcastle Partnership members, as appropriate
- Feed back monitoring information from the Newcastle Partnership
- Take part in consultation, training programmes, events or publicity as necessary

What voluntary and community sector members must do

- Make sure the Newcastle Partnership has an up-to-date understanding of the issues facing Newcastle's voluntary and community sector.
- Be a two-way channel for voluntary and community organisations' ideas and concerns and those of the Newcastle Partnership.
- Engage with the wider voluntary and community sector through Regen Forum reference groups and other appropriate networks and forums
- Promote the values and expertise of the voluntary and community sector, particularly as regards to the priorities of Newcastle Partnership

What public sector members must do

- Put policy, resources and people behind agreed Newcastle Partnership priorities.
- Ensure plans for their sector/agency correspond with SCS and LAA priorities and objectives.
- Provide information about your organisation's performance that informs the Newcastle Partnership's performance management framework.
- Make sure all the staff in your organisation and relevant partner organisations know and understand about the work of the Newcastle Partnership.
- Ensure that your role in the delivery of Newcastle's SCS and LAA is communicated clearly to other parties
- Deliver your obligations under current legislation (e.g. cooperate, involve residents/service users) in relation to the delivery of LAA and the partnership's efforts to better "join up" resources.

What private sector members must do

- Represent the interests of the wider private sector on the Newcastle Partnership.
- Channel the private sector's views, ideas and concerns into the Newcastle Partnership.
- Feed back about business support services in Newcastle. Outline gaps in provision, and feed back on any proposed business support initiatives.
- Liaise with private sector bodies such as the North East Chamber of Commerce, the local business forums, the Federation of Small Businesses and the CBI.

4.2 Arrangements for Partnership meetings

Most Newcastle Partnership meetings are open (unless there are specific issues requiring confidentiality – and these will generally relate to the usual range of exclusions operated at Newcastle City Council meetings (see page 20 – Public access)).

Every partnership meeting should follow these guidelines.

Agendas

- Meetings follow an agreed agenda, approved by the chair.
- Any member can ask for an item to go on the agenda. You can do this by writing or talking to the lead officer for your group at least fourteen working days before the scheduled meeting. S/he will discuss it with the chair or vice chair, who will make a final decision about whether it goes in.
- Agendas and papers should whenever possible be sent out at least five working days before meetings. If a paper cannot be sent out five days beforehand, the author should explain within the paper the reason for the delay and people at the meeting can consider whether to talk about or defer the item until they can consult with their organisation or sector.
- It is very important that reports are available well in advance of the meeting as this enables representatives to consult colleagues and form a view ahead of the meeting (e.g. in the VCS reference groups)

Declaration of interests

It is good practice to have this as a standing item on every agenda where decisions influencing allocation of resources might be made. See the following Code of Conduct on page 24 for more details.

Reports

It is important for reports to be open and provide everyone with enough information, but also to avoid swamping people with more material than they need.

- If you are writing a report, make sure it is in plain English, without unnecessary jargon. If you can't avoid using acronyms and jargon, explain them clearly.
- Include a short summary with the main issues set out briefly in bullet points.
- Direct reference to SCS/LAA priorities will be helpful.
- You should ensure that you cover the implications for critical areas of policy or for impact on vulnerable groups
- If you have very complex ideas to convey, think about giving a presentation with a short summary report or possibly holding a workshop instead, if time and circumstances permit.

Briefings

Each sector should have someone who can give or arrange for briefings for anyone who wants to be briefed before any meeting. For the voluntary and community sector representative's this is the direct responsibility of NCVS through the VCS reference groups. The Newcastle Partnership team will respond to requests for further information about items on agendas for the Strategic and Delivery Boards, and Innovation Group. Delivery Partnerships should each nominate a contact who can fulfil this role for their own meetings and provide specialist support for other sectors.

Minutes

- Minutes or at least a formal summary of decisions made are taken at every meeting. They are circulated with the agenda for the next meeting for those groups that meet regularly or ten working days afterwards for 'one-off' or irregular meetings.
- Where a meeting agrees that there is a need for urgent actions and who will carry them out, all members will get a list of the actions indicating what these actions are and who is responsible for them within five working days after the meeting.

Quorum

At least one third of the members/member organisations of any formally constituted Newcastle Partnership group (but not ad hoc working groups) must be present for a meeting to go ahead. Chairs should note the sectoral balance in poorly attended meetings and consider whether any of the business should be deferred or dealt with in another way in the light of the matters proposed to be decided.

Conduct in meetings

The guiding principles for Newcastle Partnership meetings are:

- openness
 - participation
 - dignity, courtesy and respect for others.
-
- If you want to make a remark, you should do this through the chair of the meeting.
 - Everyone should try to make sure the views of other people in the group are heard.
 - Make sure your comments are about relevant issues, **not** about individual people.
 - Show respect for your colleagues and encourage them to take part.
 - Remarks or behaviour that are bullying, sexist, racist or detrimental to people with disabilities or from other minority or disadvantaged groups will not be tolerated.

If your conduct falls below the expected standard, disciplinary action will be taken (see page 25).

Making decisions

Normally, decisions are reached by everyone coming to an agreement. Though getting people with different viewpoints together is bound to mean some conflict, this is natural and healthy and can lead to more creative thinking. If issues cannot be resolved, there is a show of hands. If there is a tie, the Chair has a second, casting vote. Votes can be recorded on request.

Public access

Meetings are generally open to the public and in such cases all papers associated with the meeting are available to the public. However some meetings will include confidential business and in such cases there is a requirement to maintain confidentiality.

Examples of where confidentiality is required include anything relating to:

- specific individuals or service users
- financial assistance to individuals
- specific children or young people
- financial or business affairs where a third person can be identifiable
- partnership expenditure under any particular contract, or contract negotiations, for the acquisition of property or the supply of goods or services where these are outside the requirements of the particular funding stream and/or where this would give advantage to a person entering into or seeking to enter into a contract with the Newcastle Partnership (*)
- identification of organisations or individuals tendering for work with the Newcastle Partnership (*)
- any legal proceedings directly related to the work of the Newcastle Partnership (*)
- actions taken or to be taken in connection with the prevention, investigation or prosecution of crime or the identity of a protected informant.

(*) (NB: Newcastle Partnership includes independent partner organisations).

Frequency of meetings

Each Partnership Board and Delivery Partnership will decide how often it wants to meet, and will make that information public. A Partnership calendar will be shown on the LSP website www.newcastlepartnership.org.uk

Special meetings

The chair, or any three members of a group, can call a special meeting. Group members must have at least seven working days' notice of a special meeting.

Emergency/delegated decisions

If, in very exceptional circumstances outside the normal meeting cycle, a decision is needed urgently, and there is not enough time to hold a special meeting, the relevant chair has the authority to make the decision, which must then be circulated to the group within seven working days and reported to the next meeting. The Chair must give consideration as to whether the decision is absolutely urgent and possibly contentious before making such a decision, and whenever possible attempt to consult colleagues informally in the latter case.

Sub-groups and working groups

- Any Newcastle Partnership group can appoint sub-groups or working groups if they need them.
- Sub-groups and working groups will have written terms of reference approved by the parent group that cover:
 - its objectives
 - what it has to do
 - when it needs to report back to the parent group
 - membership.
 - Parent groups should review their sub-groups and working groups once a year to decide whether they are still needed.
- Sub-groups and working groups should have representatives from all sectors unless there are specific reasons for restricting the scope of membership

4.3 General terms of reference

Period of membership

Public sector and other named organisations

Public sector bodies and other named partner organisations will select appropriate people because of the appropriateness of the posts/roles they hold, to be members of the Newcastle Partnership. They will be members as long as they are in post or until their organisation selects someone else.

Other sectors

Membership will be for two years for people whose membership is through the voluntary and community and private sectors.

They can then stand for re-election providing the rules of the forums or networks which they represent allow for consecutive periods of office.

Attending meetings and appointing deputies

Members should attend as many meetings as possible, so that groups can work effectively and consistently. Every Newcastle Partnership member should appoint a named deputy. If the member cannot attend, s/he can send the named deputy. The deputy can speak and vote on behalf of the member. If the absent member is the chair of a group (and there is no agreed vice chair) the meeting should decide who chairs it as there is no presumption that the deputy should automatically chair it.

Selecting chairs and vice-chairs

Each Partnership group will elect a chair at its first meeting or as soon as possible afterwards. S/he will hold office for two years, provided that they are able to continue to do so (e.g. Council representatives may require annual nomination). After this, elections for the new chair will be held every two years in May and all members will be able to vote. The chair (and any vice-chairs) will be able to stand for re-election as long as they are entitled to be members of the Newcastle Partnership.

Resignations

Any Partnership member (from a Delivery Partnership, or the Strategic or Delivery Boards or Innovation Group) who wants to resign must give at least a month's notice in writing to the chair or coordinator of the partnership group or groups s/he belongs to.

If a member's circumstances change and s/he is no longer the right person to represent an organisation or sector, s/he should resign immediately. The relevant selecting, electing or nominating body will appoint someone else.

Changes to terms of reference

Terms of reference for each Newcastle Partnership Delivery Partnership (in relation to delivery of the SCS and LAA) are agreed individually with the Delivery Board. The overall structure of the Partnership will be agreed and reviewed as appropriate through the Strategic Board. Detailed work on representation and operation of the LSP structures will be undertaken by Innovation Group as requested by Strategic Board.

Evaluation and review

The Newcastle Partnership's structure, membership and terms of reference will be reviewed in December 2009. The partnership has agreed that this process will be led by Innovation Group. The LSP's effectiveness will also be assessed every year through the Comprehensive Area Assessment (see: Performance Management approach pages 14-15). Use will be made of a Partnership "Health Check" or similar process to ensure that there is an opportunity for everyone to participate in the review.

Ending the Partnership

In exceptional circumstances, if the Newcastle Partnership decides it should end the Partnership, it will call a meeting of the Partnership Strategic Board, giving at least 28 days' notice of its decision in writing. The Partnership will be ended if a two-thirds' majority confirms the proposal, followed by a vote. This decision will only apply in relation to the non statutory elements of the Newcastle Partnership

4.4 General terms of reference for the sectors

Voluntary and Community sector

Following a review in 2008 of voluntary and community sector representation and participation in the Newcastle Partnership it was agreed that support to voluntary and community sector groups should come from the Regen Forum of NCVS who will organise a system to ensure representation on Partnership groups for the voluntary and community sector. Each Newcastle Partnership group (such as the Strategic and Delivery Boards, Innovation Group and the Delivery Partnerships) will have representatives from the voluntary and community sectors who will provide a voice for the sector and promote its values and expertise. They will be helped with training, and briefing and feedback sessions. There is also a reference group in place or being developed for each Delivery Partnership. Some voluntary sector organisations are also members of individual Delivery Partnerships in their own right.

Contact: Newcastle Council for Voluntary Service on 0191 232 7445, website: www.cvsnewcastle.org.uk

Private sector

The North East Chamber of Commerce has set up systems to select, elect and nominate people to be members of Newcastle Partnership groups. Each Newcastle Partnership group (such as the Strategic and Delivery Boards, Innovation Group and the Delivery Partnerships) should aim to have people from the private sector representing local business.

Contact: North east Chamber for Commerce on 0191 386 1133, website: www.ne-chamber.co.uk

Public sector

The public sector partners on the partnership nominate representatives who have roles which can fulfil the requirements of a Newcastle Partnership group. In some cases this role is laid down by law and statutory government guidance.

4.5 The partner pledge and membership issues

Newcastle Partnership has agreed to:

- work with local people to find local solutions for local problems
- commit resources to projects for a long time into the future
- tackle deep-rooted problems in the poorest areas
- find out what people's needs are and what resources are available to meet them
- make sure money goes where it is needed, especially into local neighbourhoods
- spend both mainstream and other public sector money or resources better, by working together
- understand different neighbourhoods might need different solutions
- make mainstream services meet the changing needs of different neighbourhoods
- be open to new methods of delivering services

Accountability issues

As a Newcastle Partnership member, you should be trying to develop a spirit of co-operation and commitment to a common vision. Accountability means taking responsibility and being held to account if you don't do what you say you will do. It means having your decisions and your work scrutinised and being challenged.

In some cases people in the Newcastle Partnership are legally accountable to the organisations and groups they represent, so the question of accountability to the partnership is complex.

All partnership members are accountable to:

- the public
- the government
- each other
- their own organisations.

Councillors, who represent both the local authority and local people, are also accountable to:

- the local electorate
- the local authority of which they are an elected member.

Public sector officers are also accountable to:

- the Newcastle Partnership for making the SCS/LAA happen.

Community, voluntary and private sector members are also accountable to:

- their sectors and networks.

General principles of membership

- as a Newcastle Partnership member you must uphold the law and act responsibly on behalf of the people you represent or work for. Do not use your position on the partnership to gain any financial benefits, preferential treatment or other unfair advantage for yourself, your family, friends, employer or nominating organisation.
- avoid getting into a position where your integrity is (or could be) called into question by any financial or other obligation. Your actions should be open, to avoid raising any suspicion of impropriety or criticism of the work of the partnership.
- don't accept gifts and/or hospitality above the value of £25 that could be intended or construed to influence your judgement. If you are offered any gifts or hospitality, immediately inform your partnership coordinator, who will keep a register.
- decisions about awarding contracts or recommending grants should be made on merit. Commercially sensitive information or reports, and confidential information about organisations and individuals must be handled sensitively and appropriately. Members must respect the rights of individuals and organisations under the Data Protection and Human Rights Acts.
- you must help ensure the partnership uses its resources prudently and in the best interests of stakeholders and the wider community. Don't commit any partnership resources without the full knowledge and support of the relevant partnership group.

Partnership members and the media

- The Newcastle Partnership has developed a common identity or brand for the Partnership and established a website.
- Comments to the media in the name of the Partnership should come from the Chair of the Partnership, or from individuals authorised by the Partnership Director or Coordinator in advance.
- As an individual, you can comment on any matter you wish, but you must make clear when you are expressing your own views, rather than those of the Newcastle Partnership.
- Approaches from the media should be referred to the LSP staff team.

Declaring your interests

- Every meeting of the Newcastle Partnership will have a standing item on the agenda about the declaration of interests (see page 19).
- You should declare an interest and not take part in a discussion or decision-making process if:
 - you, your spouse, partner, business interests, employer or nominating or electing organisation would gain or lose financially by the decision
 - your personal interest in the matter creates a real danger of bias by putting your own feelings above your stakeholders' interests

- you could be seen to be using your position as a partnership member to get preferential treatment or advantage for yourself, spouse, partner, business interest, organisation or employer.
- If you have an interest in a matter arising at a meeting, declare the nature of it. The minutes will record your declaration and the action taken. The chair will decide if you can stay in the meeting, and whether you can take part in discussion of the particular item and any subsequent vote. If your interest is so remote or insignificant that it is not likely to influence you – for example if you have an interest that arises purely because you represent a particular sector or community of interest, you should decide whether you can take part and vote.
- Interests declared by anyone at a meeting will be recorded in the minutes and forwarded to Democratic Services for inclusion on a central register.

Code of conduct

Newcastle Partnership members should comply with the **Nolan Principles of Public Life**:

Selflessness

Take decisions purely in the public interest – not to get financial or other benefits for yourself, your family or friends.

Integrity

Don't put yourself under any financial or other obligation to any person or organisation that might influence you in performing your official duties.

Objectivity

Make choices on merit when appointing staff, awarding contracts or recommending anyone for rewards and benefits.

Accountability

Remember you are accountable to the public and be prepared to have your decisions and actions scrutinised.

Openness

You should be as open as possible about all your decisions and actions. You should give reasons for your decisions and only ever keep information back if the public interest clearly demands that you do.

Honesty

You must declare any private interests relating to your public duties and take steps to resolving conflicts that protect the public interest.

Leadership

Promote and support these principles by leadership and example.

If you have a complaint

- If you are a Newcastle Partnership member, you must comply with this code of conduct and other guidance in the handbook.
- If an allegation of misconduct is made against a partnership member, the Strategic Board will appoint an officer within 20 working days to investigate your complaint. The person against whom you have made the allegation will be kept informed and asked to comment.
- The investigating officer will report to a sub-group appointed by the Strategic Board, which will decide whether a formal hearing is necessary. The person against whom the allegation was made will be able to come to the hearing, accompanied or represented by someone of his or her choice (whether professionally qualified or not). If the member's conduct is found to have been inappropriate, the sub-group will be able to:
 - issue an appropriate warning about future conduct
 - suspend the member from partnership meetings and bodies on which s/he represents the partnership for a period of time
 - disqualify the partnership member from the partnership and other bodies on which s/he represents the partnership.
- The organisation that nominated the partnership member against whom the complaint has been made will be kept informed of the investigation and outcome. If s/he is disqualified, his or her selecting, electing or nominating organisation or sector will be asked to fill the vacancy as soon as possible for the rest of the two-year term (if applicable).
- If the chair of a partnership group thinks a partnership member's conduct falls below the standard expected, the chair can:
 - issue an appropriate warning about future conduct
 - suspend him or her from the partnership and other bodies on which s/he represents the partnership.
- If the chair decides the member's conduct needs further action, s/he can refer it to the Strategic Board, which will consider it in line with the procedures outlined above. Similarly, if the partnership member wants his or her case to be investigated, the same procedure will be followed.
- While any investigation is underway, no member of the partnership should talk to the press and all media contact should be through the Newcastle Partnership Coordinator.

5. Equality and diversity issues

5.1 Inclusion, cohesion, equality and empowerment

Newcastle is home to 270,000 people of different races and ethnic backgrounds, ages, abilities, faiths and sexual orientations, living in different types of households and with different incomes. The Partnership wants to improve everyone's quality of life, so it opposes discrimination and promotes equality of opportunity. It aims to stop anyone being disadvantaged because of, for example, age, gender, race, disability, religious belief, class sexual orientation or any other status, identified in the European Convention of Human Rights.

The Partnership has established the Inclusion, Cohesion and Equalities Sub Group of Delivery Board to ensure that the needs of disadvantaged people are addressed by partners in a coordinated way.

It is proposed that this group will take responsibility for Empowerment issues in due course (see Appendix E).

The partnership aims to exploit the successful development of the equalities agenda by Newcastle City Council into important areas of strategic work concerning social inclusion, cohesion and also, potentially, financial inclusion.

Involving everyone

- A crucial element of the partnership is to respond to the ideas and needs of people who live, work and visit the city. If you are arranging involvement or consultation activities, you must make it as easy as possible for all sectors of the community – including groups that are considered hard-to-reach – to get involved.
- The idea of the Newcastle Partnership is to involve the community, voluntary, public and private sectors in an equal partnership, so there has to be effective community and voluntary sector representation
- The Partnership has signed up to having a “Community Empowerment Framework” to ensure that there is coordinated engagement by public agencies in Newcastle – to avoid “consultation fatigue” and ensure that there is a shared commitment to involving communities in setting the priorities for the City.
- The Framework will include the Council’s Ward Committees and activities such as “participatory budgeting” where residents can directly influence the setting of budgets
- Some communities of identity, such as black and minority ethnic groups, young or older people and disabled groups have found it particularly difficult to be heard. Partnership staff are working with the Newcastle City Council, other public partners and the Regeneration Forum to find ways of involving them properly.

Getting together

- Work closely with others in the partnership to make sure meetings are accessible to all. Find out what people’s special needs are and work with these agencies to meet them.
- If you arrange Newcastle Partnership meetings or events, only use venues that are accessible to disabled people and within easy reach of public transport. Use venues with nearby parking.
- Where possible, offer interpretation (sign and other languages) to people who need it. Arrange times and dates for meetings to take account of religious and school holidays.
- Take reasonable steps to supply reports in other formats on request – for example, large print, languages other than English, or on tape.
- If you write a report for the Newcastle Partnership, include an equal opportunities section, highlighting any equality implications.
- As mentioned in section 4.2, if you attend partnership meetings, you must respect colleagues and make every effort to ensure their views are heard.

5.2 Communications and publicity

The Newcastle Partnership is committed to making partnership publications accessible to everyone. The Partnership will provide clear and simple feedback to city residents on progress with the LAA, utilising City Life and other means – including Ward Committees.

5.3 Promoting good practice

The Newcastle Partnership aims to promote and share good equal opportunities practice.

- Each Newcastle Partnership organisation should have an equal opportunities policy, which it implements in all aspects of its work, such as recruitment, selection, employment, planning and service delivery.
- Partnership organisations share information on their policies and activities, and make training opportunities available to one another where appropriate.
- The partnership organises training and awareness-raising on equal opportunities issues relating to its work, which is available to members on request.
- The Newcastle Partnership staff team is employed, for administrative purposes, by Newcastle City Council and seconded to the Newcastle Partnership. It is therefore covered by the council's equality policies.

5.4 Projects and funding

- The Newcastle Partnership seeks to integrate equal opportunities policies into all its funding/resourcing decisions.
- Equal opportunities issues apply to all externally-funded programmes, such as:
 - Single Programme
 - European Funding
 - Area Based Grant (ABG)
- project sponsors have to show they have an equal opportunities policy in place, or will have one in place by the time the project starts.
- organisations submitting projects to the Newcastle Partnership for approval have to show how equal opportunities issues have been considered in its development and will be included in the monitoring process.

6. Newcastle Partnership organisations and sectors

6.1 Contacts

Newcastle Partnership staff team	Kehri Ellis – Co Director Charlie Hughes – Co Director Jill Davison – Administrator 0191 277 1666 info@newcastlepartnership.org.uk
Newcastle Healthy City	Heidi Jobling 0191 232 3357 heidi@newcastlehealthycity.org.uk
Citizens Assembly	Lucy Thomson Lucy.thomson@healthycity.org.uk 0191 2113583
Newcastle Regen Forum	Martin Gollan 0191 232 7445 martin.gollan@cvsnewcastle.org.uk Roger Mould 0191 232 7445 roger.mould@cvsnewcastle.org.uk
North East Chamber of Commerce	Ross Smith 0191 386 1133 Ross.smith@necc.co.uk
Wellbeing and Health	Helen Wilding 0191 2116386 helen.wilding@newcastle.gov.uk
Housing and Environment	Rob Nichols 0191 2773501 Rob.nichols@newcastle.gov.uk
Community Safety theme	Robyn Thomas 0191 2777835 Robyn.thomas@newcastle.gov.uk
Economy, learning and skills	Seth Pearson 0191 2115609 Seth.pearson@newcastle.gov.uk
Children and Young People	Carol Hambling 0191 2777481 Carol.hambling@newcastle.gov.uk
Government Office for the North East (GONE) This represents central government in the region. It works to improve the region's competitiveness, protect and enhance its environment and tackle deprivation. It has	Jamie McKay 0191 2023760 Jamie.mckay@gone.gsi.gov.uk Citygate, Gallowgate, Newcastle NE1 4WH

around 230 staff based in Newcastle, who operate across the whole of the north east.	Tel: 0191 201 3300
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6.2 Keeping in touch

This handbook will be updated as necessary and is correct at the time of going to print in June 2009. Newcastle Partnership members will be asked in March 2011 how useful they have found it and how it could be developed. Meanwhile, if you have any comments on necessary amendments, improving the content, format or layout, please contact the Newcastle Partnership staff team on 0191 277 1666, or by email on info@newcastlepartnership.org.uk

The website address is www.newcastlepartnership.org.uk where all available public information about the Partnership's structure, activities and the SCS/LAA is available.

PART 3: APPENDICES

Appendix A: Terms of reference for Partnership Groups

1. Terms of reference for Strategic Board

- To provide strategic leadership and direction to the Local Strategic Partnership (LSP) to improve the quality of life for Newcastle's residents
- To approve and oversee production and review of the Sustainable Community Strategy (SCS), Local Area Agreement (LAA) and any other key governance documents for the wider LSP
- To lead on the LSP's approach to performance management, communications, engagement and publicity
- To comment on and review major initiatives affecting Newcastle, ensuring that the broader LSP is engaged where necessary
- To agree and review Newcastle's contribution to regional and cross boundary work in furtherance of the SCS and LAA
- To keep under review the development of the LSP and the structures it uses to meet its aims and goals
- To prepare an annual progress report to share and celebrate success and to promote greater awareness about the LSP
- To provide views on and contribute to the work of any Multi Area Agreements.
- To approve the allocation of LSP resources.
- To provide a lead on social inclusion and community cohesion.

Membership- 12

Local Authority:	Leader of the Council (Chair 2008-10) Chief Executive of the Council
Other Public sector:	Director of Public Health Representative of Tyne and Wear Fire and Rescue Service Representative of Universities/Further Education Sector District Manager - Job Centre Plus Newcastle Representative of Learning and Skills Council Area Commander-Northumbria Police
Private Sector	(2)
Community and Voluntary Sectors	(2)

Frequency of Meetings

Quarterly but with additional meetings as required to lead on the development of SCS and any reviews / refresh of LAA.

**Note: The Chair of the Strategic Board is overall Chair of the Partnership
The Vice Chair(s) will have a leadership role for their sectors within the Partnership**

2. Terms of reference for Delivery Board

- To promote understanding of how public sector organisations operate; the priorities, drivers and issues impacting on service delivery as well as where capacity for change exists.
- To identify and progress opportunities for enhanced partnership working across partner agencies, including common systems for data collection, data sharing and performance mapping and management.
- To allocate lead responsibility across the LSP delivery partnerships for LAA targets and support the development of action plans underpinned by a joint memorandum of understanding.
- To performance manage progress against the LAA and other key partnership priorities, intervening where there are concerns about performance levels.
- To influence the allocation and alignment of resources to key partnership priorities through the development of a joint planning framework.
- To have an overview of what is working in Newcastle and why and to support delivery partnerships and service organisations in joining up to learn from each other.
- To provide appropriate performance information and advice to the Strategic Board to enable it to lead the wider Partnership.
- To lead on reviews, evaluations and targeted work to support service improvement and design.
- To champion necessary interventions in public service delivery to drive through changes required to improve performance.

Membership- 11

Chief Executive Newcastle City Council (Chair)
Chief Executive Newcastle PCT
Area Commander Northumbria Police
Chief Executive Your Homes Newcastle
Job Centre Plus representative
Newcastle Representative of Learning and Skills Council
Representative of Universities/Further Education Sectors
Representative from NEXUS
Voluntary and Community Sector Representatives (2)
Private Sector Representative

By invitation: Chairs or Co-ordinators of Delivery Partnerships as appropriate

Frequency of Meetings

Every 6 weeks

3. Terms of reference for Innovation Group

- To support the development and ensure the appropriateness of the Partnership's structures and processes in the light of proposed initiatives and stakeholder concerns
- To advise the Strategic Board on the potential approaches to be adopted to ensure that the Partnership is fully engaged and responsive
- To undertake short term work required to develop potential approaches
- To complement the work of Scrutiny by:
 - I) Considering cross-cutting or Partnership wide issues affecting delivery performance.
 - II) Maintaining an overview of issues and concerns raised through Ward Committees, Area Based and Neighbourhood Management Initiatives and establishing how the LSP should best respond to this agenda
 - III) Ensuring that the Partnership recognizes, communicates and replicates best practice and promotes innovation.
 - IV) Supporting the development of policies and strategies to ensure that resulting approaches are owned across the partnership, avoiding duplication and conflict.
- To maintain a dialogue with all elements of the Partnership's structures to promote collaboration and engagement across all sectors and themes

Membership 8+

Deputy Leader of the City Council
Leader of the Opposition, City Council
Universities/Further Education Sector
Community Sector
Voluntary Sector
Private Sector
Representative of New Deal for Communities
Director of Bridging Newcastle Gateshead
Other invitees by topic matter

(NB: This should be viewed as a pool of representatives who will be invited to meetings as appropriate depending on the topics under consideration.)

Frequency of Meetings

Every 3 months to co-ordinate work of time limited groups and to deal with other issues within terms of reference.

4. Terms of reference for Delivery Partnerships – broad principles

- To enable communities and organisations in Newcastle upon Tyne to work together and co-operate to identify and address priorities for service improvement and improved wellbeing as set out in the Sustainable Community Strategy, Local Area Agreement, and any other governing documents agreed by Newcastle’s Local Strategic Partnership.
- To plan, commission services and expend allocated resources and cooperate with other organisations and partnerships locally, regionally and nationally; in furtherance of the role.
- To act as the statutory partnership for Newcastle upon Tyne for those aspects of public service policy, delivery and improvement so defined.
- To develop and support appropriate infrastructure in order to facilitate the role, including sub groups, VCS reference groups and other forums relating to areas of community and voluntary sector engagement, policy, strategy or service delivery.
- To work and liaise closely with other elements of the Local Strategic Partnership, ensuring that appropriate action plans and other relevant agreements are devised, implemented and reported upon to the Delivery Board and that there is clarity on where lead responsibility lies.
- To ensure that as far as is practical and lawful the decision making of the Partnership is inclusive, transparent, multi sectoral and open to public scrutiny

Membership- Indicative but likely to include the following:

Relevant Council Portfolio holder(s)
Relevant Public Sector partner budget holders
Relevant Public Agencies of Government
Representatives from the Community and Voluntary Sectors
Representatives from the Private Sector
Any Special Interest Groups
Any other persons required by law
Any other key stakeholders considered appropriate

Frequency of Meetings

As determined.

Appendix B: Detailed terms of reference for agreement between Delivery Board and Delivery Partnerships

The Delivery Board will undertake :	The Delivery Partnership will undertake:
<ul style="list-style-type: none"> • To promote understanding of how public sector organisations operate; the priorities, drivers and issues impacting on service delivery as well as where capacity for change exists • To identify and progress opportunities for enhanced partnership working across partner agencies, including common systems for data collection, data sharing and performance mapping and management. • To allocate lead responsibility across the LSP delivery partnerships for LAA targets and support the development of individual annual action plans underpinned by a joint memorandum of understanding • To performance manage progress against the LAA and other key partnership priorities, intervening where there are concerns about performance levels • To influence the allocation and alignment of resources to key partnership priorities through the development of a joint planning framework • To have an overview of what is working in Newcastle and why and to support delivery partnerships and service organisations in joining up to learn from each other • To provide appropriate performance information and advice to the Strategic Board to enable it to lead the wider Partnership • To lead on reviews, evaluations and targeted work to support service improvement and design • To champion necessary interventions in public service delivery to drive through changes required to improve performance 	<ul style="list-style-type: none"> • To enable communities and organisations in Newcastle upon Tyne to work together and co-operate to address priorities for service improvement and improved wellbeing by contributing to the development and implementation of the Sustainable Community Strategy, Local Area Agreement, and any other governing documents agreed by Newcastle’s Local Strategic Partnership. • To allocate, advise on and seek resources, plan and commission services and cooperate with other organisations and partnerships locally, regionally and nationally; in furtherance of the role. • To act as the statutory partnership for Newcastle upon Tyne for those aspects of public service delivery and improvement so defined. • To develop and support appropriate infrastructure in order to facilitate the role, including sub groups, working groups and forums relating to areas of engagement, policy, strategy or service delivery. • To work and liaise closely with other elements of the Local Strategic Partnership, ensuring that appropriate action plans and other relevant agreements are devised and acted upon and that there is clarity on where lead responsibility lies. • To ensure that as far as is practical and lawful the decision making of the Partnership is inclusive, transparent, multi sectoral and open to public scrutiny
<p>To ensure the delivery of the LAA, the Delivery Board will:</p>	<p>To ensure the delivery of the LAA, the Delivery Partnership will:</p>
<p>Ensure that there is clarity and LSP level support to deliver the agreed set of targets</p>	<ul style="list-style-type: none"> • Ensure that the necessary actions are in place to deliver the following set of actions (The relevant LAA indicators to be added in each case) • Provide regular progress reports and briefings to Delivery Board on achievements and outstanding issues

Appendix C:

Statutory ‘partner authorities’ and the duty to cooperate to agree LAA targets

The following list of bodies and persons are defined in the Act as “partner authorities”

Arts Council
The Broads Authority
Chief Officer of Police
District authorities
English Heritage
The Environment Agency
Fire and Rescue authorities
Health and Safety Executive
The Highways Agency
Jobcentre Plus
Joint Waste Authorities
Joint Waste Disposal Authorities
The Learning and Skills Council in England
Metropolitan Passenger Transport Authorities
Museums, Libraries and Archives Council
National Park Authorities
Natural England
NHS Foundation
NHS Health Trusts
Police authorities
Primary Care Trusts
Local Probation Boards; Probation Trusts and other providers of probation services
Regional Development Agencies
Sport England
Transport for London
Youth Offending Teams
Any other organisations added by an order under section 104(7) of the Act or by primary legislation

The Act states that these bodies and persons must be involved in helping to determine any target in the draft Local Area Agreement which will relate to it and in doing so must cooperate with the responsible local authority and have regard to the Statutory Guidance.

Appendix D:

A Newcastle Compact: Working with the voluntary and community sectors

What the Compact is

Established nationally in 1998, the Compact is an agreement between central government and the voluntary and community sector (VCS) in England. It recognises shared values, principles and commitments and sets out guidelines for how both parties should work together.

The Newcastle Compact

Following the success of the national Compact, central government asked local authorities to agree their own local Compacts. The Newcastle Compact was agreed in 1991 agreement between Newcastle City Council and the voluntary and community sector in Newcastle. The Compact describes the relationship between the two. It is not a legally binding document. The authority of the Compact comes from the fact that the council and the VCS have made an agreement to work together in the way the Compact describes.

Current government direction

Since 1991, central government has encouraged the extension of local Compacts to include other public sector bodies such as PCTs and the private sector. A Commission for the Compact has been set up to help enable this: <http://www.thecompact.org.uk>

The Commission's aim is for local Compacts to cover the VCS and, ideally, all its' partners in that area. This involves a key role for LSPs and the clear need for a Compact involving the LSP.

Documentation

The Commission has produced the Concise Compact setting out the benefits for and expectations of Compact partners:

<http://www.thecompact.org.uk/files/102396/FileName/TheConciseCompactGuide.pdf>

The Newcastle Compact is supported by a number of codes of practice and a complaints procedure:

- The Newcastle Compact, refreshed 2008
- Consultation Code of Practice, refreshed 2007
- Funding Code of Practice (covering grants and contracts), revised 2008.
- Volunteering Code of Practice, revised 2005.
- The Compact: How it works and how to deal with disagreements, revised 2008.

All are available from:

<http://www.newcastle.gov.uk/core.nsf/a/volocompact>

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Appendix E:

The “Duty to Involve” and the planned Community Empowerment Framework for Newcastle

1. Overview of “Duty to Involve”

Statutory Guidance covers **community empowerment** and the **new duty to involve** “representatives of persons” from April 2009. The benefit of which is described in terms of democratic legitimacy, efficient and effective services, safer and more attractive built environments and strengthened community cohesion. The new duty applies to all best value authorities except for Police authorities (which are already covered by similar provisions under earlier legislation) – and is intended to enhance, rather than to replace, existing statutory requirements (and non statutory agreements such as local compacts) through three ways of involving “**providing information**”, “**consulting**” and “**involving in another way**”

(Best value) authorities need to reflect on whether any extra actions are needed and they “should also consider whether any extra activities can be conducted jointly with other authorities”. A range of examples of active involvement are given: helping to influence or directly participate in decision making in areas such as citizen and service-panels, neighbourhood management, participatory budgeting; providing feedback on decisions, services and outcomes; co-designing policies and services (i.e. commissioning services); delivering some aspects of services themselves and working with an authority to assess services, for example as mystery shoppers or co-optees to Overview and Scrutiny committees.

Government accepts that there are many existing examples of good work in this area and recognises that privacy, cost benefit and also equality issues need to be addressed - “it is important that that information provision, consultation and involvement opportunities are not limited to those with the ‘loudest voice’”. Nevertheless the emphasis is on linked up and ongoing engagement across local partners that “reaches the relevant parts of the community - including those who can often be marginalised or vulnerable people (sometimes referred to as ‘hard to reach’)”.

The Guidance then describes involvement of the “third sector” (which is defined in broad terms as including “voluntary and community organisations, charities, social enterprises, cooperatives and mutuals”) with the 3 forms of involvement given as being through interest in a particular function, as advocates for local people, or through being able to provide expertise or specialist knowledge.

Guidance recommends that authorities need to consider the following in discharging the duty to involve:

- **Accessibility** – appropriate methods based on local circumstances
- **Proportionality** – Proportionate scale of engagement linked to significance of issue
- **Coordination** – activities within a “coordinated approach across the area”
- **Partnership working** – work through the LSP to “coordinate information provision, consultation and involvement”
- **Timing** – consideration of when is the earliest opportunity to inform, consult and/or involve

In conclusion the importance of understanding the interests and requirements of local communities needs to be demonstrated throughout the organisation from service

delivery through to policy level with appropriate coordination of approaches with partners where possible.

This approach includes the proposed removal of independent inspection of the Statement of Community Involvement in the Local Development Framework.

Conclusions:

1. Best value authorities need to take a strategic approach through the LSP to “have oversight of Community Engagement”. Only best value authorities have the duty – but other LSP partners may have similar reasons to consult and are therefore “encouraged to take a coordinated approach” to engaging.
2. The **Government response** about the duty to involve “Representatives of local persons” stresses that
 - this includes children and young people as well as adults and “diverse groups, groups within the local authority’s area; the hard to reach or vulnerable groups”
 - the elected member’s role in leading this engagement is made more explicit following the consultation
 - work is ongoing to develop best practice guidance to fulfill the duty
 - There is greater emphasis on need to feed back to consultees
 - greater expectation that LSPs and authorities make public the progress being made against LAA priorities as well as to publish details of the LAA
 - Government offices and local partnerships will also have a role vis a vis development of governance and performance management
 - CAA methodology will assist Government and inspectorates to separately provide more information about relationship to duties in statutory guidance
 - Regional Improvement and Efficiency Partnerships (RIEPs) will have a major role (*and resources*) to support delivery for localities where “performance is at risk”
3. On engagement vis a vis the LSP, the Guidance confirms that there should preferably be a broader forum as part of a wider LSP framework.

2. Overview of Community Empowerment Framework (CEF)

Newcastle Partnership members have agreed to develop a better coordinated approach to engagement and have established a draft Community Empowerment Framework in order to:

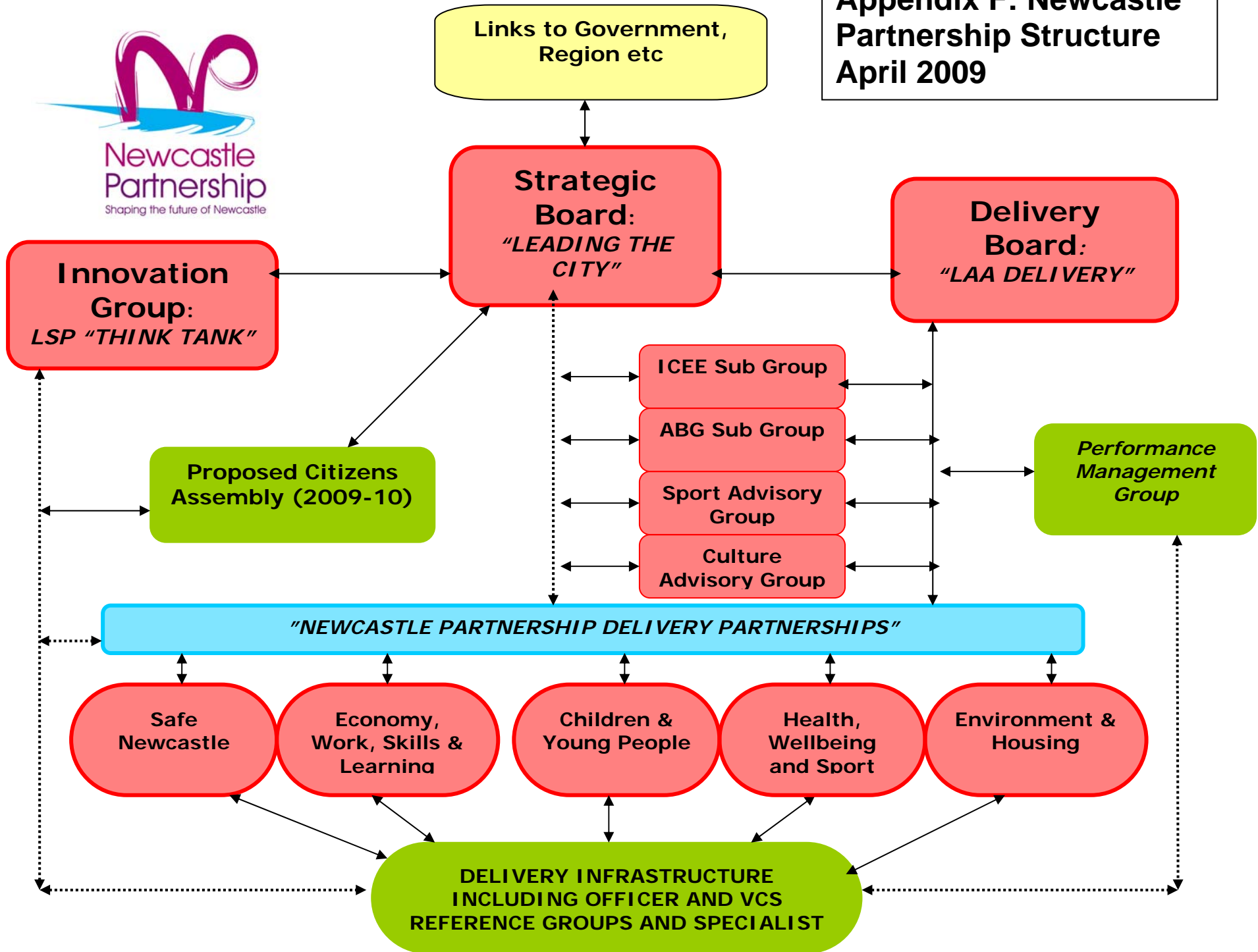
- Confirm a commitment to community empowerment
- Coordinate the use of resources, share best practice and drive up standards
- Lay out the main actions partners in the LSP will commit to develop community empowerment

By “community” this means individual members of the community as well as communities of various kinds. The target approval date for the Framework is June 2009 at Strategic Board.

The Framework asks partners to agree common definitions, principles and standards of practice and makes suggestions on how partners can work together to become “empowering” and how empowerment and engagement can be developed across all neighbourhoods in the city. The CEF will be implemented during 2009 and a range of proposed public partner commitments to give more power to communities has been agreed by Strategic Board (July 2009). Further work will be undertaken to secure links with area based regeneration, Ward Committees and the planned citywide assembly, to be hosted by Newcastle Healthy City (see list of contacts at 6.1 above).



Appendix F: Newcastle Partnership Structure April 2009



Appendix G: Glossary of main terms used

Area Based Grant

A range of grants from central government to local government to be pooled and treated as a single funding stream and to be used at local discretion from 2008/9 onwards.

Best value

This is the legal duty for local authorities and some other agencies to review all of their services to make sure they are efficient, effective and providing value for money.

Community Empowerment

A proposed framework for public partners to enable communities and groups to be better informed and to have more say.

Comprehensive Area Assessment

A new scheme to be managed by the Audit Commission to review each year how places and public partners are collectively responding to local needs and progressing with their LAA

Infrastructure

In the context of the **Compact**, this means independent organisations within the voluntary and community sector that are set up to provide voluntary and community groups with advice and support, bring the wide variety of voluntary and community groups together and represent their interests in dealings with other agencies. Infrastructure can be used more widely to - for example - mean the range of structures and activities which underpin and collectively make possible the working of a Delivery Partnership

Local Area Agreement

This is a short term, three year plan to help bring about the longer term improvements proposed in the SCS.

Local Development Framework

A series of planning documents which set the context for future planning and development in Newcastle. The LDF is used to ensure that planning applications are approved which are consistent with the long term aims and objectives set out in the SCS. The most important part of the LDF is called the **Core Strategy**. There are also Area Action Plans for regeneration or redevelopment areas and a Statement about how people in Newcastle are to be consulted on planning applications.

Local Strategic Partnership

See Newcastle Partnership below

Multi Area Agreement

An agreement between partners, similar in style to an LAA but across an area bigger than a single Local Authority area.

Newcastle Partnership

This refers to Newcastle's Local Strategic Partnership (LSP), a group of public, private, community and voluntary agencies working together as the Newcastle Partnership to produce and then deliver the Sustainable Community Strategy and Local Area Agreement.

Social cohesion

This means that people from different backgrounds are able to relate to each other and to support each other.

Social exclusion

This means the problems faced by some people in society who are not able to get services or be involved in their communities in the same way as other people. This is because they are discriminated against or because they face particular problems such as long-term unemployment.

Stakeholders

These are the people or groups who have an interest in what an organisation does. They might be:

- the people who use its services
- those who fund its work
- other organisations it has to work with
- other organisations with an interest in its work.

Strategic funding

This means having an overview of the kind of activities and organisations that should be funded to meet particular long-term aims.

Sustainable Community Strategy

This means a long term aspirational plan to improve the quality of life for everyone. The SCS is agreed by the Partnership and provides the basis for all the other plans and strategies in Newcastle.

Voluntary and community sector

This is a collective name for all the groups and organisations which exist not because of a statutory reason (like local authorities, the police, health authorities, and so on), and not to make private profit (like businesses). These groups may be run entirely by volunteers, or they may employ staff. Their management committees will always be made up of volunteers.