

STOCKPORT PARTNERSHIP HANDBOOK:
A GUIDE TO THE CONSTITUTION

Report of the Policy Unit, Stockport Council

1.0 Background

1.1 The draft Partnership Handbook is intended to bring the Partnership's governance arrangements together in one document. In April 2006, the Partnership Board considered a draft partnership agreement, code of conduct and diversity and equality policy for the Partnership. The code of conduct of conduct and diversity and equality policy (at a subsequent meeting) were agreed. The draft Partnership Agreement was discussed but not agreed at that time, pending further discussions around membership. Since then, new membership arrangements for the Partnership Board have been put in place in 2007.

2.0 Stockport Partnership Handbook

- 2.1 The draft 'Stockport Partnership Handbook: A Guide to the Constitution' sets out the governance arrangements of the partnership including purpose, structure, constitution, terms of reference and policies.
- 2.2 Membership arrangements were previously agreed by the Partnership Board in June 2007.
- 2.3 The Code of Conduct and Diversity Equalities in the Policies section of the document were previously adopted by the Partnership Board on behalf of the Stockport Partnership in April 2006 and June 2006 respectively.

3.0 Recommendation

The Stockport Partnership Board is asked to:

- 3.1 comment on the draft Partnership Handbook.
- 3.2 agree that comments are incorporated into the document so that a final draft can be brought to the next meeting of the Board for approval.

Further information is available from Darren Pegram, Corporate Policy Manager, Stockport Council on 0161 474 3171 or email darren.pegram@stockport.gov.uk

DRAFT

The Stockport Partnership Handbook

A guide to the constitution



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Introduction

The Stockport Partnership was established in 2002 as the borough's Local Strategic Partnership (LSP). Since that time it has evolved significantly both in terms of responsibilities and structure. To meet the new agendas and responsibilities set out by central Government, it was felt appropriate that guidelines relating to governance issues were produced.

This Governance handbook, which contains information to assist you as a member of the Stockport Partnership draws on best practice guidelines. In addition, it draws on consultation and discussion with key stakeholders, including those views of the Stockport Partnership.

The handbook and further information such as partnership meeting minutes, strategies, plans and membership information are available on the Stockport Partnership web-site:

www.stockportpartnership.org.uk

Further information can be obtained on the Stockport Partnership by contacting:

Corporate Policy Team
Stockport Council
Town Hall
Stockport SK1 3XE

Email : communitystrategy@stockport.gov.uk

Purpose

The purpose of the Partnership is to bring people together from a range of voluntary, community, public and private sector organisations to work co-operatively with local communities and agree a long term vision for Stockport.

The Partnership aims to improve the quality of life for local people by actively promoting social, environmental and economic wellbeing, as well as identifying specific problems in order to design and target services at both the neighbourhood and borough levels.

The Partnership's primary objectives are to prepare and deliver the Sustainable Community Strategy and the Local Area Agreement. This is achieved through:

- Promoting a network of public and other agencies committed to the delivery of effective, efficient and high quality services that will provide optimum outcomes;
- The establishment of strategic objectives and operational plans, within the Sustainable Community Strategy and Local Area Agreement, including commitment of core resources and agreement to continuous review of Partnership arrangements; and
- Promoting collaboration, particularly relating to skill sharing, training, resource management, external funding and best practice.

Structure

The Stockport Partnership provides leadership and a framework for the ‘family of partnerships’ that work together. The Stockport Partnership is comprised of the following as set out in *Figure 1*.

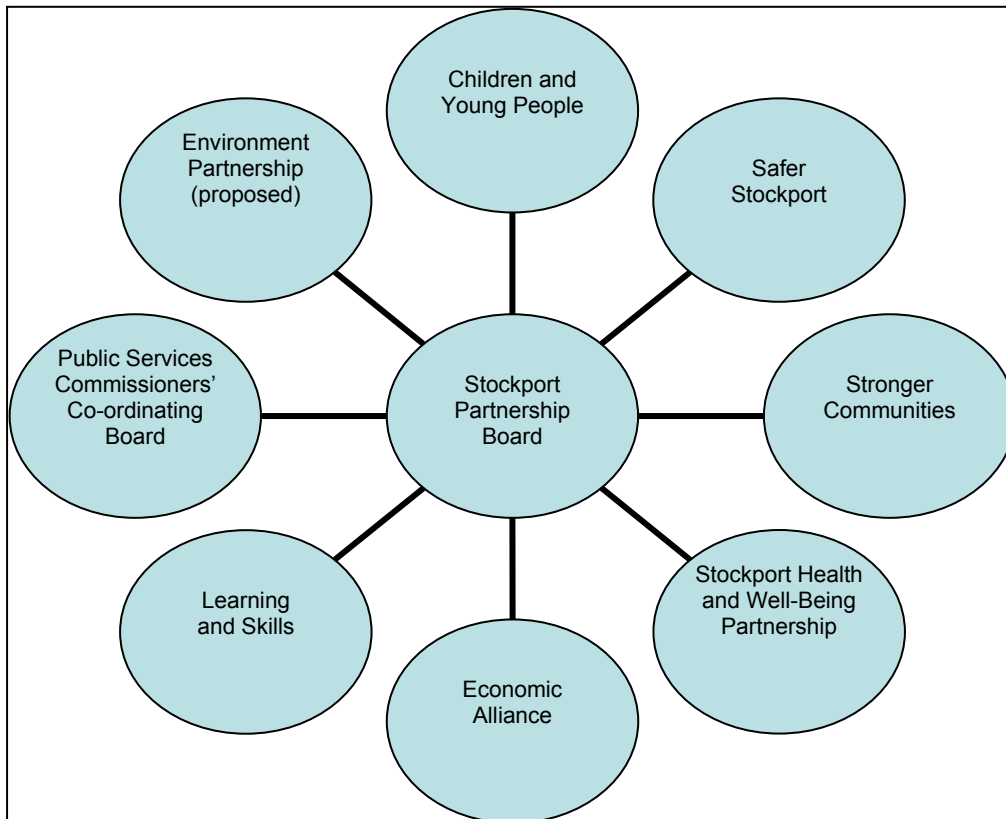
The Stockport Partnership Board – this is the body that co-ordinates partnership working within the borough, providing direction to thematic partnerships, overseeing performance management and links with other bodies at national, regional and city-region levels.

The Stockport Partnership Forum – this is the main partnership body that meets about twice a year to discuss key issues facing the borough. It aims to be as broad and inclusive as possible and has a wide membership of organisations from the voluntary, community, public and private sectors.

Public Services Commissioners’ Co-ordinating Board – this is a meeting of public service organisations working to oversee the effective delivery of Stockport’s Local Area Agreement and to improve the efficiency and effectiveness of public expenditure.

Thematic Partnerships – these partnerships lead on key priorities around children and young people, community safety, voluntary and community activity, health and well-being, economy, skills and environment (proposed). A description of each is set out in the following paragraphs.

Figure 1: The Stockport ‘family’ of Partnerships (at February 2008)



Thematic Partnerships

Children and Young People's Partnership

Stockport Children and Young People's Partnership is committed to working towards improving outcomes for all children and young people in the borough and this means aiming to ensure that every child and young person achieves to their full potential. The Partnership will seek to achieve this aim through the provision of services that are integrated at whatever level and to whatever degree is deemed most appropriate to ensure effective and efficient service delivery in the short to medium term whilst working towards the creation of a fully integrated service using a children's trust approach in the long term.

Six local outcomes have been identified (The Stockport Six). The Partnership aims to ensure that the children and young people of Stockport; are well cared for, healthy and able to make healthy choices, feel safe and secure, enjoy learning and reach their full potential, make a positive contribution and feel valued, take an active part in and gain from Stockport's economic success. These will be achieved by ensuring that Services are planned and organised around the needs of children, and make best use of available resources.

Safer Stockport Partnership

The Safer Stockport Partnership (SSP) co-ordinates the work of the Police, Stockport Council, the Health Service and Victim Support and many other agencies in their work to reduce, crime, disorder and drug misuse across Stockport. Such partnerships are known as Crime and Disorder Reduction Partnerships (CDRPs) and now incorporate the Drug Action Team (DAT) activity. The SSP is required by law to produce and implement strategies for reducing crime, disorder and drug misuse in Stockport. The SSP is accountable to the Stockport Partnership

Stronger Communities

It is the role of the Stronger Communities Partnership to provide strategic support to, and champion the role of, the voluntary and community sector in Stockport. In achieving this role it will

- Provide strategic direction and leadership to support the work of the VCS, working with them to identify the current needs, service requirements and long term direction for the sector;
- Co-ordinate work and ensure effective communications between the forums, networks and task groups as well as providing a key point of contact for those wishing to engage with the VCS;
- Assist VCS organisations in raising their profile and championing their work;
- Provide regular monitoring reports to the Stockport Partnership Board, including co-ordinating the implementation and monitoring of relevant VCS targets within the Community Strategy and Local Area Agreement; and
- Pursue relevant funding opportunities in order to develop and strengthen the VCS infrastructure, including the targeting of relevant and appropriate statutory sector resources in the most effective way to support the VCS.

Stockport Health and Well-being Partnership
Pending outcome of Joint Commissioning Review

Stockport Economic Alliance

Stockport's Economic Alliance was established in 1999 as an arena in which different organisations and businesses can come together to discuss how they can respond effectively to the changing needs of the Stockport economy. From these discussions Stockport's Economic Development Strategy 2002 – 2012 was borne. The vision contained within this Strategy is *'To unleash Stockport's potential as an economic force within the region whilst enhancing our social and economic fabric – towards a strong and responsible economy.'* This vision and its five associated strategic objectives remain at the heart of the Alliance today, through which they support the development of projects and programmes which will encourage investment; facilitate business development and promote job creation.

Learning and Skills Partnership

To be inserted

Environment Partnership
(proposed)

Constitution

The Stockport Partnership is not a legal entity. This Constitution for the Partnership, therefore, is not designed as a binding legal document, but as an operating framework for members to demonstrate their good faith and commitment to partnership working.

The constitution has been developed with reference to the Nolan Committee's report on Standards in Public Life (1995).

This is the Constitution of the Local Strategic Partnership for Stockport adopted by the Full Partnership at its meeting on 5th February 2008.

1. NAME

The name of the Partnership shall be the Stockport Partnership (hereafter referred in this Constitution as "the Partnership").

2. AIMS AND OBJECTIVES

The aim of the Partnership is:

- To bring together the key public, private, voluntary and community sector organisations in Stockport (with a commitment to, and/or impact on, the future well being and development of the borough) to improve the quality of life for all who live, work, invest and spend their leisure time in Stockport.

The objectives of the Partnership shall be:

- To set the overall strategic vision for Stockport through the implementation, monitoring and review of the Sustainable Community Strategy and Local Area Agreement.
- To enable local people and communities (through consulting, informing and advising) to identify gaps in service, needs and priorities which inform the strategic vision of the Partnership and actively shape the development of the agreed initiatives and projects.
- To promote an exchange of ideas, knowledge and information between communities, partners and sectors to develop learning and understanding of needs within Stockport.
- To deliver on common priorities, targets, agreed actions and milestones leading to demonstrable improvements against measurable baselines.
- To bring about the strategic alignment of plans, partnerships and initiatives across Stockport and which affect the Sustainable Community Strategy.
- To promote the interests of Stockport beyond the borough's boundaries within external organisations, city regional and regional bodies as well as Central Government.

3. POWERS

The Partnership shall have the powers to take all reasonable and proportional actions to achieve its aims and objectives to include employing staff and / or external consultants, as considered appropriate.

4. MEMBERSHIP

The Partnership Board will reflect key sectors and interests in Stockport; balancing the interests of the Public, Private, Community and Voluntary Sectors. The membership of the Board will be as follows:

- Council Leader, Stockport Council (Chair)
- One place each for top-level executive or non-executive representatives from:
 - Stockport Council
 - Stockport Primary Care Trust
 - Greater Manchester Police (J Division)
 - Stockport NHS Foundation Trust
- One place each for:
 - Voluntary and community sector (nominated by MOVES)
 - Social housing sector (nominated by Stockport Housing Partnership)
 - Private sector (nominated by GM Chamber of Commerce)
- One place each for representatives nominated by each of the thematic partnerships:
 - Children and Young Peoples Strategic Partnership
 - Safer Stockport Partnership
 - Stronger Communities Partnership
 - Stockport Health Improvement Partnership/All Our Tomorrows Partnership Board – subject to outcome of joint health planning review
 - Stockport Economic Alliance
 - Stockport Learning and Skills Partnership
- Government Office for the Northwest will also be invited in an advisory role.

The Board is also be able co-opt additional members as appropriate in order to strengthen knowledge, experience and representation. Co-opting is agreed by majority vote at Board meetings.

5. PROCEEDINGS OF THE PARTNERSHIP

Proceedings in relation to Codes of Conduct and Equalities and Diversity are explained within the Policies section of this Handbook.

Full Partnership Forum and Partnership Board

- The Partnership shall undertake an annual assessment, examining the appropriateness and balance of its membership, structure and processes a minimum of once in every three years. The next review of membership structure will take place in September 2009.
- Except where the Constitution provides otherwise a decision of the Partnership should be reached by consensus. Should consensus not be possible a vote may be requested. Should a vote be requested it should be resolved by a simple majority of those members present and voting at the Partnership meeting.
- Observers will be permitted to attend Partnership Board meetings.
- The Partnership Board and Thematic Partnerships may from time to time invite representation from local agencies, where they have a *duty to co-operate* under the Local Government and Public Involvement in Health Act 2007.

Partnership Board Only

- The membership of the Board is set out in Section Five of this Constitution.
- The Chair of the Board shall be the Leader of Stockport Council, until such time that the Partnership decides otherwise as part of the review process set out in Section Five of this constitution.
- Elections and nominations to the Board will be carried out every three years following the review process. The next nominations and elections will be after September 2009.
- Any member of the Board may resign by giving not less than one month's notice in writing to the Secretariat.
- If a member of the Board changes to a different employer, moves to a different geographical neighbourhood, loses his or her honorary position or paid post, their membership of the Board will automatically cease with immediate effect. The vacancy will be referred back to the appropriate selecting, electing or nominating sector to fill the vacancy as soon as is reasonably practicable, and the new member elected shall hold membership until the next review period.

- Should the Board consider the need to terminate the membership of a member for good and sufficient cause they may resolve, acting by a two-third majority of the members present and voting at a meeting of the Board, to expel that member from membership. The member shall have the right to be heard by reference to the Partnership Forum.
- Any vacancy arising from termination will be referred back to the appropriate selecting, electing or nominating body to fill the vacancy as soon as is reasonably practicable and the new member elected shall hold membership until the new review period.
- Board members must commit to (where practicably possible) 75% of attendance at all meetings in each calendar year

If a member attendance falls below 75% in any one year and / or any member fails to attend for three consecutive meetings, then the Board has the powers to disqualify the said member, taking into consideration the circumstances regarding failure to attend.

If any member is so disqualified, the sector, organisation or partnership selecting, electing and nominating that member shall appoint a new member to the Board who shall hold membership until the new review period.

- In recognition of genuine attendance issues substitutes will be allowed to attend in a Board member's absence but must:
 - be a nominated substitute by each Board member i.e. at a deputy level of status in each organisation
 - always be the same person
 - be able to attend meetings when the Board member cannot
 - be fully briefed on all issues to enable full participation in meetings
- No business shall be transacted at a meeting of the Board unless a quorum of members is present. A quorum shall be one third of the members of the Board. If a quorum is not present within thirty minutes of the scheduled starting time of the meeting it shall be adjourned to such a date, time and place as may be determined. Notice of the date, time and place of the resumed meeting shall be sent to members as soon as is reasonably practicable.
- The Board may establish task and finish groups providing that all acts and proceedings of any such group shall be fully and promptly reported back to the Board. The composition, remit, powers and authority of any groups shall be determined by the Board at the meeting approving the establishment of the group

followed by the group members developing a Terms of Reference to be ratified by the Board at subsequent meetings.

Secretariat

The Secretariat role for the Partnership will be provided by the Partnership Team. This work shall include co-ordinating agendas, commissioning appropriate reports, convening meetings, taking minutes and ensuring appropriate items and minutes are referred to the Executive Board. This work is distributed across partners as appropriate:

- The activities of the Partnership will generally be administered by Democratic Services within Stockport Council.
- Stockport Council will ensure that Agendas and minutes are prepared for Partnership Board and Thematic Partnership meetings and will distribute copies of minutes to each member within fourteen days of the date of the last meeting, or earlier, in the event of an emergency meeting being convened.

6. FREQUENCY OF MEETINGS

An annual calendar of meetings for the forthcoming calendar year shall be agreed in December each year and will include:

- Partnership Forum - at least thrice per year
- Partnership Board – bi-monthly
- Thematic Partnerships – quarterly
- Public Services Commissioners' Co-ordinating Board – bi-monthly

Additional meetings may be arranged as appropriate.

7. ALTERATIONS TO THE CONSTITUTION

Any proposals to alter the Constitution must be agreed by a two-thirds majority of members present and voting at a meeting of the Partnership Forum. The notice of the meeting must set out the terms of the changes proposed.

8. DISSOLUTION

If the Partnership decides it is necessary or advisable to dissolve the Partnership it may do so by calling a meeting of the Partnership Forum for which twenty one days notice shall be given. The Partnership shall be dissolved if the proposal is confirmed by a two thirds majority of those present and voting at the meeting.

Dissolution may also occur if direction and / or guidance to this effect is given by the Department of Communities & Local Government.

All parties agree that any funding received by them for the purposes of projects to be carried out as part of the aims and objectives of the Partnership will be held on trust and used for the benefit of the project only and no other purpose whatsoever.

Signed for and on behalf of the Local Strategic Partnership for Stockport

Name: (Chair)

Signature:

Date:

Terms of Reference

Roles and responsibilities

The role of the Board is:

- To co-ordinate partnership working within the borough, providing direction to thematic partnerships and links with other bodies at national, regional and city-region levels.
- To prepare and performance monitor Stockport's Sustainable Community Strategy and Local Area Agreement.
- To monitor the performance of the thematic partnerships.
- To improve partnership working on cross-cutting issues.
- To speak with a single voice for the borough and to provide a forum for a 'single conversation' with Government and joint lobbying.
- To convene regular meetings of the Partnership Forum for communication and consultation

Members of the Partnership should aim to:

- Work proactively in the interests of better outcomes for Stockport residents and businesses;
- Provide leadership and be advocates for Stockport;
- Share information, data, consultation initiatives, best practice and resources wherever possible;
- Consult and engage with all parts of the wider community to evaluate the Partnership's work and continually assess its appropriateness to the community of Stockport;
- Prioritise the work of the Partnership and only commit to those areas of work which can be delivered, making to and prepare for and attend meetings and follow up actions;
- Assist each other with key pieces of work in the interests of the profile, resourcing and operation of the Partnership, and better service provision in the borough;
- Work together towards the development of an integrated network of public and other services, focussing on outcomes, minimising bureaucracy and working towards the aligning of budgets for appropriate projects and areas of work;
- Work with the Partnership to develop an implement a Performance Management Framework for the Sustainable Community Strategy and Local Area Agreement. As a general principle it will monitor, evaluate and publicise its work;
- Promote clear and open decision-making; progressively integrated across different partners;
- Develop mutual trust and respect through a willingness to participate in constructive debate and provide strong support; and
- Promote innovation, be open to change and share good practice.

Policies

Code of Conduct

This code of conduct is intended to guide the conduct of those working in partnership. It applies directly to those who are involved with the Stockport Partnership and can be adopted by other partnerships.

It sets out some minimum standards of behaviour and general obligations. These are to guide the conduct of individual representatives on the partnership whilst in meetings or carrying out activities on behalf of the partnership, and for those who are employed under the name of the partnership.

Standards of behaviour

Representatives must promote equality, not discriminate against any person, and abide by the Diversity and Equality Policy of the Stockport Partnership.

All representatives must treat each other with respect and respect each other's views, letting people have their say without interruption and avoiding the use of offensive language.

Representatives must not conduct themselves in a manner that could reasonably be regarded as bringing the partnership into disrepute.

Personal interests

Representatives must declare any personal interests in matters or decisions where it might reasonably be regarded that the following are affected to a greater extent than other residents of Stockport:

- their own wellbeing or financial position or that of a relative or friend
- any employment or business carried on by such persons
- any person who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors
- any organisation of which he or she is a member
- any organisation in which he or she or a relative is in a position of general control or management

Personal interests should be declared before the item is discussed and recorded in the minutes of the meeting.

A representative with a personal interest also has a prejudicial interest if the interest is one that a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it would be likely to prejudice the representative's judgement of the public interest.

Prejudicial interests should be declared before the item is discussed and the representative should not participate in the discussion in order not to influence any decisions. The interest should be recorded in the minutes of the meeting.

Gifts or hospitality

Any offers of gifts or hospitality should be treated with caution.

Any gifts or hospitality offered or accepted as a result of activity undertaken on behalf of the partnership should be registered in accordance with any guidelines that exist within the organisation or body that the member is representing.

If gifts or hospitality are offered or accepted to an officer who is employed to support the partnership, these should be registered in accordance with any guidelines that exist within the organisation by which the officer is employed.

Confidential Reporting Policy (Whistleblowing)

The Partnership is committed to the highest possible standards of openness, probity and accountability. In line with that commitment it expects representatives, and those who are employed under the name of the partnership who have serious concerns about any aspect of the partnership's work to come forward and voice those concerns.

For the purposes of ease and clarity, the Council's Confidential Reporting Policy should be used. Copies can be obtained from the Stockport Partnership's administrator on telephone number 0161 474 3174.

Breaches of the Code of Conduct

If the Chair or the Secretary of the partnership believes that a representative is in breach of the Code of Conduct, he or she will request the individual to withdraw from the meeting and a letter will be sent to the organisation or body that the individual is representing. The individual will be suspended from participating in meetings of the partnership until the relevant organisation or body has investigated the matter, taken appropriate actions and informed the Chair of the partnership in writing of those actions. A substitute may be appointed in the meantime.

Adoption of the Code of Conduct

Representatives of the partnership should sign up to the Code of Conduct by formal adoption of the code at a partnership meeting.

Equality and Diversity

Vision and Objectives

The Partnership's overall Vision for equalities and diversity is that;

“We want to be recognised and known as an inclusive organisation that represents, serves and employs people as equals. We will also value people as individuals with diverse opinions, cultures, lifestyles and circumstances.”

In achieving this Vision the Partnership's objectives are;

- To champion equality of opportunity and to challenge all forms of discrimination in the borough. In this way the Partners will contribute to Stockport being a place where people want to live, work and visit;

- To provide services that meet the individual needs of our customers and communities;
- To have a workforce that is representative of the communities we serve and to promote the benefits of having a diverse workforce;
- As a major purchaser and commissioner of services to use our spending power as Partners to influence other organisations to promote equality of opportunity; and
- To further involve the public, our partners and employees in scrutinising these objectives, related targets and initiatives.

The Partnership specifically values diversity and equality issues in the Services it provides and through its employment policies. These values are set out in more detail below,

Services

The Partnership positively values the diversity of tradition, culture and belief within Stockport's communities. Partners should aim to provide and promote services to which all residents enjoy entitlement irrespective of race, religion, gender, marital status, sexual orientation, disability, caring responsibilities, offending past, social class or age.

Partners will make sure that their services are delivered equitably and meet the diverse needs of the borough's residents and customers.

Employees

The Partners are committed to ensuring that they provide equal opportunities in employment to existing employees and anyone who applies for a job with them. This makes good business sense; it is in line with practice elsewhere and is a legal requirement to do so.

Partners expect their employees to commit themselves to challenging and combating discrimination in all its forms and will ensure guidance is developed to give effect to this principle.

A full version of the Partnership's adopted Diversity and Equality Policy can be accessed at:

<http://www.stockport.gov.uk/content/communitypeopleliving/equality/depdfs/divequalpolicy?a=5441>

Performance Management

The Partnership's performance management framework is described in a separate document (to be completed).

Operational

Community Consultation and Engagement

The Stockport Partnership has produced the Stockport Charter for Public Participation and Involvement. The Partnership recognises that involving people and listening to what they have to say is one of the most important ways of improving local services. In addition, joint working on consultation and engagement has three key benefits, namely; saving in costs and resources, reduction of duplicated effort and 'consultation fatigue' and sharing expertise, skills and knowledge amongst partners.

The organisations belonging to the Partnership have agreed to use the following principles when consulting with and involving the people of Stockport. They will:

1. Listen to what people have to say
2. Be open and honest about what can be changed and what cannot
3. Behave with respect and courtesy to everyone who participates or is involved
4. Actively encourage public involvement in the planning and delivery of our services
5. Make sure that we recognise the diversity of the communities in Stockport
6. Make sure that all the necessary information is readily available in different formats as appropriate
7. Use a range of participation and involvement techniques to make it easier for people to become involved if they wish to
8. Give people feedback and keep them informed about the results of their participation

Full details of the Partnership's approach to consultation and engagement can be found at;

<http://s1.stockport.gov.uk/multiagency/home.html>

Scrutiny

All councillors have a role in community leadership. The overview and scrutiny of strategic partnerships is a vital way of ensuring councillors are engaged in this. The main roles of scrutiny at the LSP level are as follows:

- holding to account; creating openness and providing challenge and leadership.
- performance management; reviewing implementation, performance and resources.
- policy development; at the neighbourhood and borough wide level.
- policy review; of partnership work.

The minutes from Partnership Board meetings and Thematic Partnership meetings are all sent out to the appropriate Scrutiny Panels in Stockport

Council. Members of Scrutiny Panels may request that the appropriate chair person attend a particular panel to answer specific questions.

Further guidance from Government is expected on the role of Scrutiny within the context of the Local Government and Public Involvement in Health Bill. The Act places a duty on partners to co-operate with scrutiny committees who can require information from them. Partners will also be required to consider any recommendations made by scrutiny committees and respond to the committee.

Partnership Working

The Partnership is committed to excellent standards in partnership working and to improving the way that we work across the whole family of partnerships in Stockport. The Partnership has developed a self-assessment toolkit that draws from existing good practice and points to a number of appropriate methods to help partnerships in Stockport assess their effectiveness and identify areas where they need to improve performance. The self-assessment element and action plan contained within the toolkit should form part of the Formal Reporting Agreement that each partnership has with the Stockport Partnership. The toolkit is predominantly aimed at the significant, formal strategic partnerships in Stockport but has relevance to all types of partnership.

A full copy of the self-assessment toolkit is available on the Partnership's website at http://193.112.136.165/pdf/PartnershipsToolkit_Aug06.pdf

Appendix One Role Description, Board members

Role of Board members

Role Description

- To provide leadership to the Partnership and promote its work.
- To behave in an impartial and inclusive manner, ensuring business is conducted properly.
- To ensure that all groups are fully involved and encouraged to contribute to discussion and decisions at the Board and throughout the Partnership, and that the principles of equal opportunities and valuing diversity are applied.
- To ensure that meetings are planned and run effectively, focus on the key issues and priorities of the Partnership and that decisions are reached in an open and transparent manner and are guided by the Partnership aims and objectives.
- To work with Council officers to plan Partnership meetings, secure commitment of partners to the Partnership and its work, and to help secure the resources required for the Partnership to function effectively.
- To represent and promote the Partnership at meetings, events and conferences and from time to time to make presentations on behalf of the Partnership as agreed.
- To act on matters that may be deemed “urgent” (i.e. when a delay may be to the detriment of the Partnership, an employee or other individuals/groups mandated to work with the Partnership).