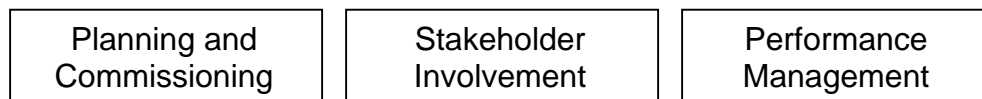


Solihull Partnership Governance Framework

This document sets out the purpose, responsibilities, and accountabilities of the Solihull Partnership. It was agreed by the Partnership Governing Board on the 18th of April 2008. Sections 2.5 – 2.10 are provisional, pending the development of the Partnership Strategic Groups.

1. VISION, MISSION AND VALUES

- 1.1. The Solihull Partnership is the strategic partnership responsible for improving outcomes for all people in Solihull. The whole Partnership includes local communities and their elected representatives, and public, private, voluntary and community sector organisations.
- 1.2. The Partnership is a non-statutory body which brings together organisations and representatives voluntarily to work in partnership where this adds value.
- 1.3. The Partnership operates within a commissioning environment, and enables the statutory 'Partner Authorities' (listed in appendix 4) to carry out their duty to co-operate.
- 1.4. The Partnership vision:
 - 1.4.1. Solihull in 2018: where everyone has an equal chance to be healthier, happier, safer, and more prosperous.
- 1.5. The Partnership mission:



- 1.5.1. To produce and implement a Community Strategy to improve outcomes for all people in Solihull;
- 1.5.2. To lead commissioning against the Community Strategy where a multi-agency approach will be more effective than single agency;
- 1.5.3. To inform and involve the public and other stakeholders at every stage of Partnership business, and develop shared and inclusive responsibility in delivering the Community Strategy;
- 1.5.4. To manage performance against the Community Strategy, providing support and challenge.

1.6. The Partnership values:

We have four partnership values and these are the fundamental principles and beliefs which guide our behaviour when we work in partnership. These values and how they are demonstrated will be described in more detail in the Partnership Code of Ethical Conduct.

1.6.1. An equal chance for all

- Solihull is a diverse place. We celebrate this diversity, and will build tolerance and respect for difference.
- We also strongly believe that everyone should have the chance to be the best they can be. We will strive to close gaps in outcomes for people in Solihull, and to provide routes out of poverty for the least well off in the Borough.

1.6.2. Nothing without the Community

- The Solihull Partnership is a community partnership with a community strategy. We can only succeed if the ideas and aspirations of the community drive our partnership. This means listening well, and actively involving members of the community in every aspect of the Partnership, including decision-making.

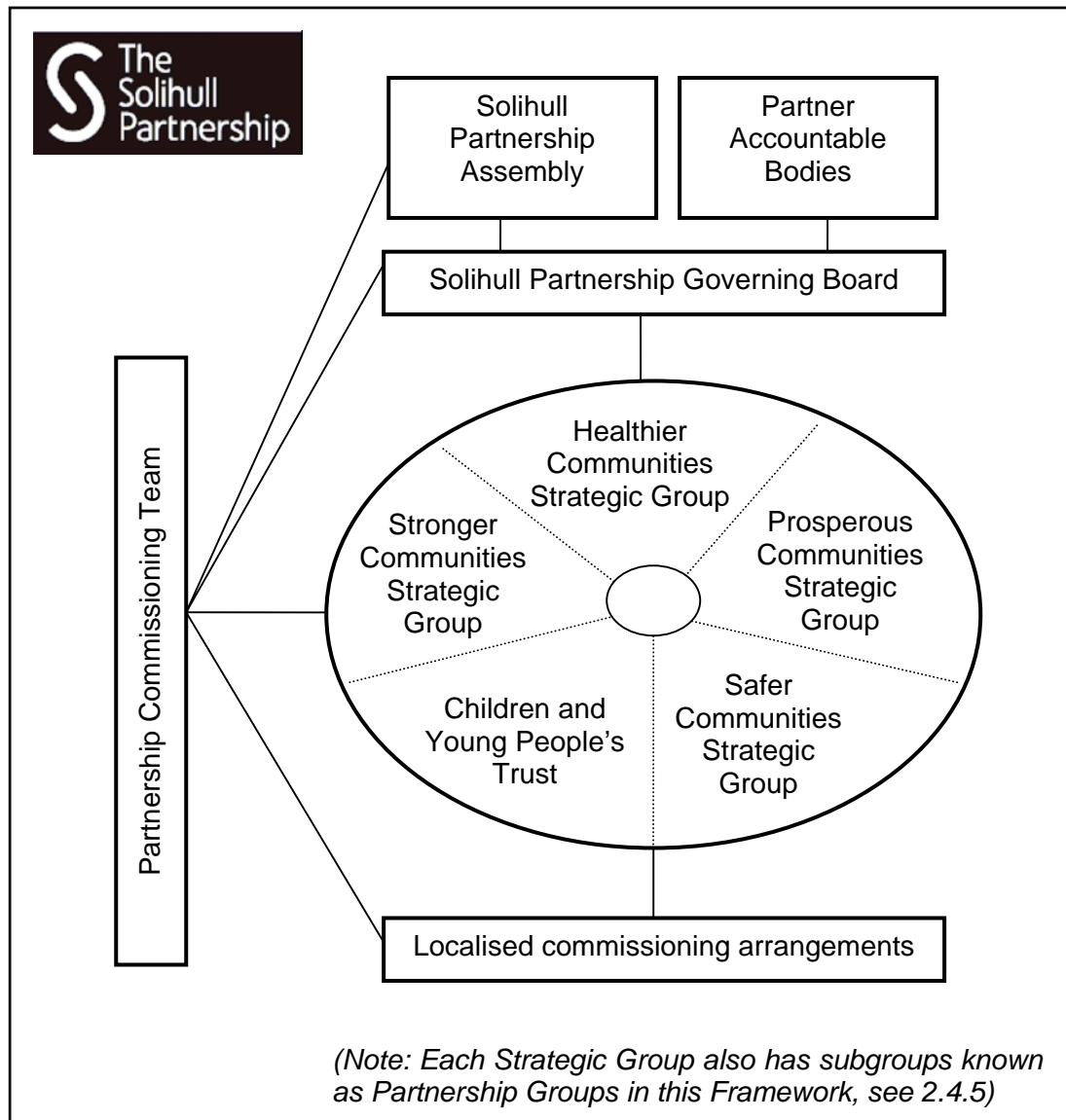
1.6.3. Sustainable change

- We believe in real change, for the long-term. We're not interested in talk that doesn't lead to action. The measure of success for our Partnership will be improved outcomes for people in Solihull that stand the test of time, and good value services.
- Sustainable change is change that is demanded and created by communities themselves. We will strive to support our communities and citizens to be independent and resilient, ambitious for a high quality of life.

1.6.4. Partnership with respect

- Working well together is the only way to achieve our vision. This means trusting each other and being open, fair and honest about what we can and can't do. It also means challenging and learning from each other, making informed decisions and being ready for change if it means better results.
- Local people tell us that they want welcoming services that connect and work well together. We believe that integrated working can provide improved services from the perspective of the customer, particularly at the neighbourhood level.

2. Partnership structure and functions



2.1. The Partner Accountable Bodies

2.1.1. The Partnership has been created by the public, private and voluntary sector organisations in Solihull that commission and deliver services for the people of Solihull to find solutions where there is a shared concern and responsibility. These organisations are represented on the Partnership Governing Board: Solihull Metropolitan Borough Council, Solihull NHS Care Trust, West Midlands Police, Learning and Skills Council, West Midlands Fire Service, Probation West Midlands, Advantage West Midlands, Sustain (representing the Voluntary & Community Sector), Solihull Chamber of Commerce (representing the Business Sector), and a representative of the Higher Education Sector.

2.1.2. The partner organisations remain accountable for commissioning services to meet the needs of the people of Solihull.

- 2.1.3. The partner organisations are responsible for:
- Agreeing the Governance and Accountability Framework for the Solihull Partnership;
 - Agreeing the Community Strategy, and aligning their business plans to reflect the Community Strategy;
 - Nominating a Senior Executive Officer to be a member of the Partnership Governing Board and giving them the mandate to make decisions on behalf of their organisation within the parameters set by the Community Strategy;
 - Operating according to an Integrated Commissioning Framework which will be developed through the Partnership;
 - Scrutinising the effectiveness of the Partnership;
 - Participating in partnership learning and development programmes to support the making of informed decisions about the role and purpose of strategic partnership working;
 - Championing the partnership approach to staff and other stakeholders.
 - Ensuring the Partnership has sufficient resources to carry out its role.

2.2. The Solihull Partnership Assembly

2.2.1. The Solihull Partnership Assembly is the ‘full partnership’ of people who have a stake in achieving the vision for Solihull set out in the Sustainable Community Strategy’. The Assembly is open to all and actively develops and challenges the direction and priorities of the Solihull Partnership.

2.2.2. The Partnership Assembly is responsible for:

- Informing and consulting the full partnership of stakeholders to the Solihull Partnership;
- Identifying cross-cutting issues, gaps and overlaps, and informing the development of strategic plans;
- Championing the perspective of citizens and communities in Solihull;
- Challenging the Governing Board and Strategic Groups on the delivery of the Sustainable Community Strategy, assessing progress against plans;
- Celebrating success and sharing learning.

2.2.3. The Partnership Assembly will be designed flexibly to enable wide and active involvement. Detailed arrangements for the Partnership Assembly will be confirmed in due course.

2.3. The Governing Board

2.3.1. The Governing Board is the decision-making body of the Solihull Partnership.

2.3.2. The Governing Board is responsible for:

- Producing a Community Strategy for Solihull;
- Agreeing the Local Area Agreement indicators and targets;
- Leading commissioning work against the Community Strategy where a multi-agency approach adds value;
- Establishing and maintaining a structure to deliver the Sustainable Community Strategy, and agreeing the roles, responsibilities and membership of partnership Strategic Groups;
- Managing performance against the Community Strategy using a scorecard of indicators which includes those in the Local Area Agreement;
- Agreeing the structure and role of the Partnership Commissioning Team;
- Identifying a Governing Board member to act as the sponsor for each Strategic Group;
- Reviewing the use of resources which are committed or aligned to the Community Strategy;
- Ensuring the active involvement of partnership stakeholders in the work of the Solihull Partnership;
- Publicly championing the work of the Partnership, being visible and accountable, and modelling the values of the Partnership;
- Reporting to the partner organisations on progress, and providing commissioning information as required by the Integrated Commissioning Framework.

2.3.3. The Governing Board meets every 4-6 weeks.

2.3.4. The Partnership Governing Board is focused on commissioning and the following are executive members:

- Solihull Council
- Solihull NHS Care Trust
- West Midlands Police
- Learning and Skills Council
- West Midlands Fire Service
- Probation West Midlands
- Advantage West Midlands
- Voluntary and Community Sector
- Business Sector
- Higher Education Sector

2.3.5. Solihull Council has two seats at the Governing Board to ensure both political and officer representation. All other members have a single seat.

2.3.6. A range of other organisations are included in the Strategic Groups

which sit underneath the Partnership Governing Board.

- 2.3.7. Government Office for the West Midlands is a non-executive member of the Board. This role includes providing an external perspective to the strategic direction of the Partnership's work, and contributing to scrutiny and constructive challenge on the Partnership's performance.
- 2.3.8. The Partnership Assembly can nominate non-executive members to the Governing Board to represent community interests.
- 2.3.9. Members of the Governing Board should be at senior executive level so that they have the authority to make decisions within the boundaries defined by the Sustainable Community. Each Board member is responsible for informing their own staff and stakeholders about the business of the Partnership.
- 2.3.10. Voluntary and Community Sector and Business Sector representatives at the Board will be provided by the infrastructure organisations responsible for supporting those sectors. This role can be delegated to a member of the sector on the understanding that they represent the Sector and are supported to do so.
- 2.3.11. The Partnership Governing Board will elect a Chair from within existing membership, or seek to appoint an independent chair. The position of Chair will be reviewed by Governing Board on an annual basis.

2.4. **Strategic Groups**

- 2.4.1. The Solihull Partnership has five Strategic Groups which deliver thematic elements of the Sustainable Communities Strategy on behalf of the Governing Board. Each Strategic Group operates according to the standards set out in this Framework.
- 2.4.2. Each Strategic Group operates according to the Partnership process in Appendix 2, in particular:
 - Collaborating on the specification for the strategic assessment required to support planning in the area covered by each Strategic Group;
 - Drawing a strategic assessment from the Solihull Partnership commissioning intelligence function, and leading the process of validation with stakeholders;
 - Sharing information to identify priorities, and map trends and patterns;
 - Working to achieve the Partnership vision, and operating according to the values and standards of behaviour defined by the Partnership;
 - Producing a 3 year Strategic Plan as part of the Sustainable Community Strategy family of plans, following a consistent template;

- Reviewing the strategic plan on an annual basis, and publishing revisions as required;
- Involving stakeholders including the community in developing the plan, its priorities, and resulting actions, and supporting communities themselves to deliver the priorities in the strategic plan;
- Communicating progress to stakeholders including the community following the Partnership Stakeholder Management Strategy;
- Reporting routinely to the Governing Board on progress in delivering the Plan, through the Strategic Groups' Board Sponsor;
- Establishing partnership groups as required to develop and deliver the Strategic Plan, agreeing their membership and responsibilities in line with the whole partnership approach, and ensuring support is in place to administer the groups;
- Managing performance against the strategic plan using the Partnership scorecard, providing support and challenge where performance is poor, and escalating issues which cannot be resolved to the Governing Board.

2.4.3. Strategic Groups will meet every 4 – 6 weeks.

2.4.4. The role of the partnership groups which sit underneath the Strategic Groups is to:

- Develop, interpret and validate commissioning intelligence;
- Generate solutions based on evidence of current and future need, exploring opportunities for greater collaboration and integration;
- Develop options appraisals for use of resources, following the process established within the Integrated Commissioning Framework;
- Advise the Strategic Group on performance issues, and impact on outcomes of current services;
- Engage stakeholders, including service users.

2.4.5. The Strategic Groups will be most effective when they collaborate with each other in the delivery of the Community Strategy outcomes. This will require negotiation between Strategic Groups on shared ownership and responsibility. For example – healthy lifestyles is a priority for both the Healthier Communities Strategic Group and the Children and Young People's Trust; and although the Prosperous Communities Strategic Group may lead on lifelong learning, the Stronger Communities Strategic Group has a significant interest in family learning as part of this.

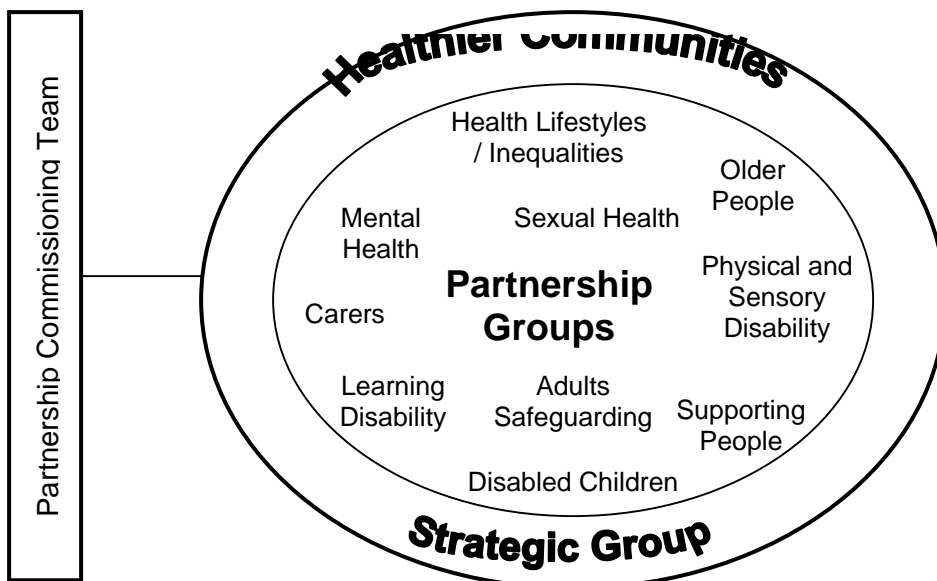
2.4.6. To support this collaboration to happen, each Strategic Group will nominate a link member to each of the other Strategic Groups. The priorities identified by the Strategic Groups will be placed alongside each other and the Partnership Commissioning Team will take responsibility for ensuring coherence. Each Strategic Group will take the lead for different cross cutting issues, and will be required to work proactively to ensure the interests of the whole Partnership are actively considered.

- 2.4.7. The Children and Young People's Trust in particular overlaps with each of the other Strategic Groups because it focuses on the needs of part of the community, whereas the other Strategic Groups consider the needs of all members of the community including children and young people.

MEMBERSHIP & FUNCTIONS IN SECTIONS 2.5 – 2.10 ARE PROVISIONAL ONLY, TO BE CONFIRMED ONCE THE STRATEGIC GROUPS ARE IN PLACE BY JULY 2008.

2.5. Healthier Communities Strategic Group (provisional)

- 2.5.1. The Healthier Communities Strategic Group fulfils the role and functions of a Health and Well-Being Partnership for Solihull.
- 2.5.2. The Solihull NHS Care Trust has a particular responsibility to provide leadership on health and well-being issues, and to enable partner involvement.
- 2.5.3. The Director of Adult Social Services also has responsibility for establishing the partnership arrangements for health and well-being.
- 2.5.4. Membership:
- Solihull NHS Care Trust
 - Solihull Council
 - Voluntary and Community Sector
 - Heart of England Foundation Trust
 - Mental Health Trust
 - Ambulance Trust
 - Representatives of the north and south Solihull GPs consortia
- 2.5.5. To be quorate the Strategic Group must include the Solihull NHS Care Trust and Solihull Council due to their statutory duties for health and well-being.
- 2.5.6. The Healthier Communities Strategic Group will set up partnership groups to deliver the Healthier Communities Strategy. There is an extensive existing network of partnership boards and thematic groups whose terms of reference will be revisited as part of the review of governance arrangements.
- 2.5.7. The structure of partnership groups given below is indicative only. The Partnership Groups required by the Healthier Communities Strategic Group will be based on the priorities published in the Healthier Communities Strategic Plan. This will be subject to consultation including with the members of existing partnership groups focused on health and well-being. The partnership group structure will be published in the Healthier Communities Strategic Plan and this Governance Framework will be revised accordingly.



2.5.8. Indicative partnership groups:

- Mental Health Partnership Group (which would combine the Mental Health Partnership Board and the Mental Health LIT);
- Carers Partnership Group (incorporating the young carers priority identified in the Children and Young People's Plan);
- Sexual Health Partnership Group (replacing the Joint Sexual Health Strategy and Commissioning Group);
- Learning Disability Partnership Board (fulfilling the function of a Valuing People Learning Disability Partnership Board);
- Older People Partnership Group (replacing the Older Adults Strategy Group and Older Adults thematic groups);
- Health Lifestyles / Inequalities Partnership Group (incorporating the Children and Young People's Plan healthy lifestyles priority);
- Supporting People Commissioning Body;
- Adults Safeguarding Board
- A Physical and Sensory Disability Group,
- Disabled Children's Strategy Group.

2.6. Safer Communities Strategic Group (provisional)

2.6.1. The Safer Communities Strategic Group is the Crime and Disorder Reduction Partnership (CDRP) for Solihull and so is a statutory partnership with five responsible authorities: the Police, Police Authorities, Solihull Council, West Midlands Fire Service, and Solihull NHS Care Trust. This Strategic Group also fulfils the strategic role required of the Drugs Action Team (DAT).

2.6.2. The responsible authorities have a statutory duty to bring key agencies together to work in partnership, including the Probation Board, parish councils, NHS Trusts, NHS Foundation Trusts, proprietors of independent schools, governing bodies of further education institutions, Registered Social Landlords and the Environment Agency. They are also required to work with other stakeholders, including the public, in developing a local strategy, and work closely with the Local Criminal Justice Group.

2.6.3. Membership:

- West Midland Police
- West Midlands Police Authority
- Solihull Council
- West Midlands Fire Service
- Solihull NHS Care Trust
- West Midlands Probation
- Voluntary and Community Sector
- Business Sector
- Mental Health Trust
- North Solihull Partnership
- Solihull Community Housing
- Solihull Magistrates Court

2.6.4. Performance in delivering the Safer Communities Strategy will be measured using the APACS (Assessment of Policing & Community Safety) performance management framework. APACS indicators cover: promoting safety; tackling crime; serious crime and protection; confidence and satisfaction; organisational management. These indicators will be part of the Solihull Partnership Scorecard.

2.6.5. The Safer Communities Strategic Group will set up partnership groups to deliver the Safer Communities Strategy. The partnership groups given below are indicative only. The partnership groups required will be based on the priorities published in the Safer Communities Strategic Plan. The partnership group structure will also be published in the Safer Communities Strategic Plan and this Governance Framework will be revised accordingly.



2.6.6. The Safer Communities Strategic Group will hold one or more public meetings each year where the community can raise their concerns with senior representatives from each of the responsible authorities.

2.7. Stronger Communities Strategic Group (provisional)

2.7.1. Membership:

- Voluntary and Community Sector
- Solihull Council
- Solihull Care Trust
- Solihull Community Housing
- West Midlands Police
- North Solihull Partnership
- Faith Forum
- Community representatives
- Learning and Skills Council

2.8. The Stronger Communities Strategic Group will set up partnership groups to deliver the Stronger Communities Strategy. The partnership groups given below are indicative only. The partnership groups required will be based on the priorities published in the Stronger Communities Strategic Plan. The partnership group structure will also be published in the Stronger Communities Strategic Plan and this Governance Framework will be revised accordingly.

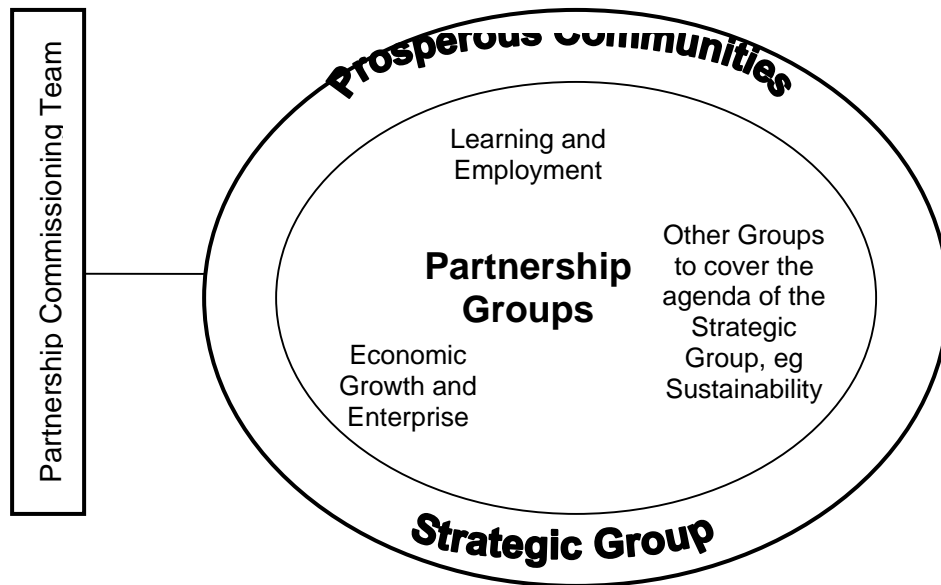


2.9. Prosperous Communities Strategic Group (provisional)

2.9.1. Membership:

- Business Sector
- Jobcentre Plus
- Learning & Skills Council
- Solihull Council
- Solihull College
- Solihull NHS Care Trust
- North Solihull Partnership
- Voluntary and Community Sector
- Advantage West Midlands
- Solihull Community Housing
- West Midlands Police

- 2.9.2. The Prosperous Communities Strategic Group will establish a series of partnership groups to deliver the Prosperous Communities Strategy. The structure of partnership groups given below is indicative only. The partnership groups required by the Prosperous Communities Strategic Group will be based on the priorities published in the Prosperous Communities Strategic Plan. The partnership group structure will be published in the Prosperous Communities Strategic Plan and this Governance Framework will be revised accordingly.



2.10. Children and Young People's Trust (provisional)

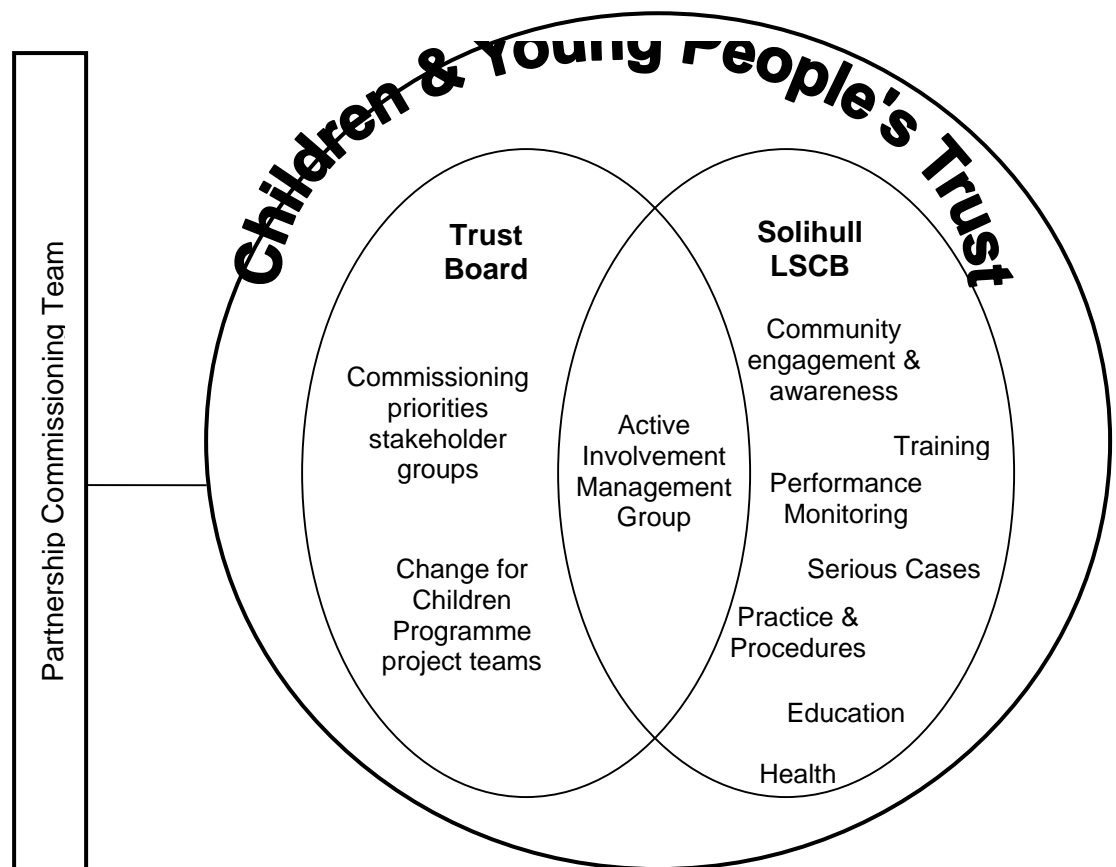
- 2.10.1. The Children and Young People's Trust operates within the framework for co-operation set out in the Children Act 2004, and meets the requirement to have a wider children's trust arrangement which includes a Local Safeguarding Children's Board which is independent of a children's trust board.
- 2.10.2. Solihull Council has a statutory duty as the Children's Services Authority to take the lead in making arrangements for co-operation between the agencies which deliver services that affect the lives of children and young people in the Borough. The Corporate Director of Education and Children's Services has responsibility for ensuring that action is taken to improve outcomes for children and young people, for building strong partnerships which focus resources jointly on improving outcomes, and for safeguarding children and young people.
- 2.10.3. The Lead Member for Children's Services has responsibility for ensuring that the wider community is engaged in improving outcomes for children and young people, and that services across partner agencies improve outcomes.

- 2.10.4. The partner agencies which have a 'duty to co-operate' are the Police, Probation Board, Youth Offending Team, Strategic Health Authority, Care Trust, Connexions and Learning and Skills Council. Other agencies are also expected to co-operate, including voluntary and community agencies; schools, colleges and other learning providers; NHS Trusts and General Practitioners; Jobcentre Plus; and childcare, culture, sport and play organisations. All these agencies are partners to the Children and Young People's Trust.
- 2.10.5. Schools have a duty under the Education & Inspections Act 2006 to have regard to the Children and Young People's Plan when undertaking duties to promote well-being, community cohesion and highest standards of educational achievement.
- 2.10.6. Children, young people, families, carers and communities are also expected to be involved in the arrangements for co-operation.
- 2.10.7. The Solihull Local Safeguarding Children Board is the statutory body responsible for protecting children at risk of significant harm, and contributing to the safeguarding and promoting the welfare of every child and young person. The primary focus of the Safeguarding Board is on children and young people defined as having acute needs.
- 2.10.8. The Local Safeguarding Children Board has the power to scrutinise the effectiveness of the Trust Board in safeguarding children and young people, and is independent of the Trust Board, reporting directly to the Partnership Governing Board.
- 2.10.9. The Local Safeguarding Children Board is responsible for:
- Developing policy and guidance to support safeguarding;
 - Evaluating the effectiveness of local agencies individually and collectively to safeguard children;
 - Raising awareness of safeguarding issues;
 - Undertaking serious case reviews to ensure that lessons are learnt from every child death;
 - Commissioning multi-agency training.
- 2.10.10. Safeguarding Children Board membership:
- Solihull Council;
 - Solihull NHS Care Trust;
 - Birmingham and Solihull Mental Health Trust;
 - Voluntary and Community Sector;
 - Birmingham and Solihull Connexions;
 - West Midlands Police;
 - Heart of England Foundation Trust
 - UK Borders Agency
 - Solihull Community Housing
 - West Midlands Probation
 - CAF/CASS

2.10.11. The Trust Board is responsible for producing and delivering a 3 year strategy to improve outcomes for children and young people. This strategy is known as the Children and Young People's Plan.

- 2.10.12. Trust Board Membership:
- Solihull Council;
 - Solihull NHS Care Trust;
 - Voluntary and Community Sector;
 - Birmingham and Solihull Connexions;
 - Birmingham and Solihull Learning & Skills Council;
 - Schools Forum;
 - West Midlands Police;
 - Probation West Midlands.

2.10.13. Although the Children and Young People's Trust focuses on the needs of children, young people and their families, each of the other four Strategic Groups are required to account of children, young people and their families in their strategic plans, both reflecting and influencing the Children and Young People's Plan.



2.11. Localised Commissioning Arrangements

2.11.1. Localised commissioning arrangements are to be established to engage local people and their elected representatives in the commissioning and governance of local, neighbourhood services.

2.11.2. The localised commissioning arrangements will:

- Scrutinise and endorse local neighbourhoods plans;
- Provide performance support and challenge to local integrated / neighbourhoods team(s);
- Support the collection and validation of local commissioning intelligence
- Ensure communication with local people about the work of the Solihull Partnership and results;
- Ensure local stakeholder involvement in the commissioning process.

2.11.3. Localised commissioning arrangements are to be developed in Solihull through the Partnership projects on Commissioning and Neighbourhoods.

2.12. Partnership Commissioning Team

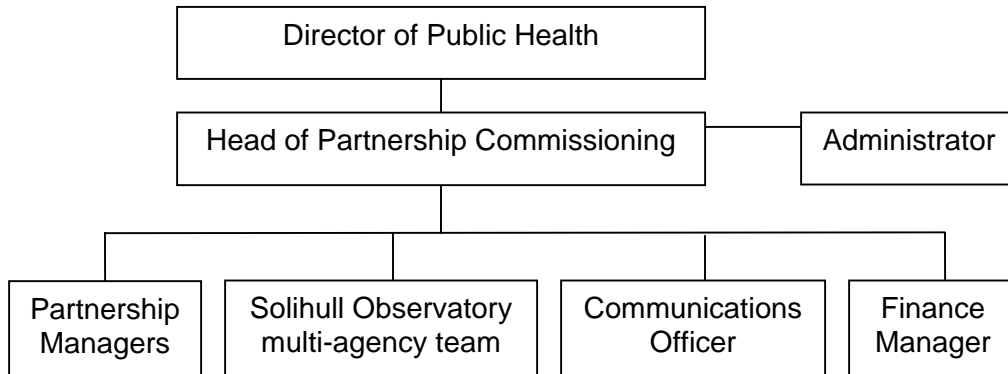
2.12.1. The Partnership Commissioning Team is a multi-agency team which brings together the lead officers for partnership working.

2.12.2. Members of the Team operate within a matrix management system, reporting both to their existing agency line managers and to the Partnership Head / Director.

2.12.3. The Partnership Commissioning Team are responsible for:

- Co-ordinating the Partnership work programme, Strategic Groups, and localised commissioning arrangements;
- Partnership development, and advice, support and training for partners;
- Production of strategic plans, and commissioning plans;
- Preparing commissioning intelligence;
- Involving stakeholders in every stage of the Partnership, including commissioning work and local governance;
- Establishing stakeholder management strategy and communication plans, and leading partnership communications;
- Performance monitoring the LAA, and partnership performance management arrangements, working with partner performance monitoring officers;
- Strategic investment advice, financial management of the Area Based Grant, and co-ordination of partnership financial strategy.

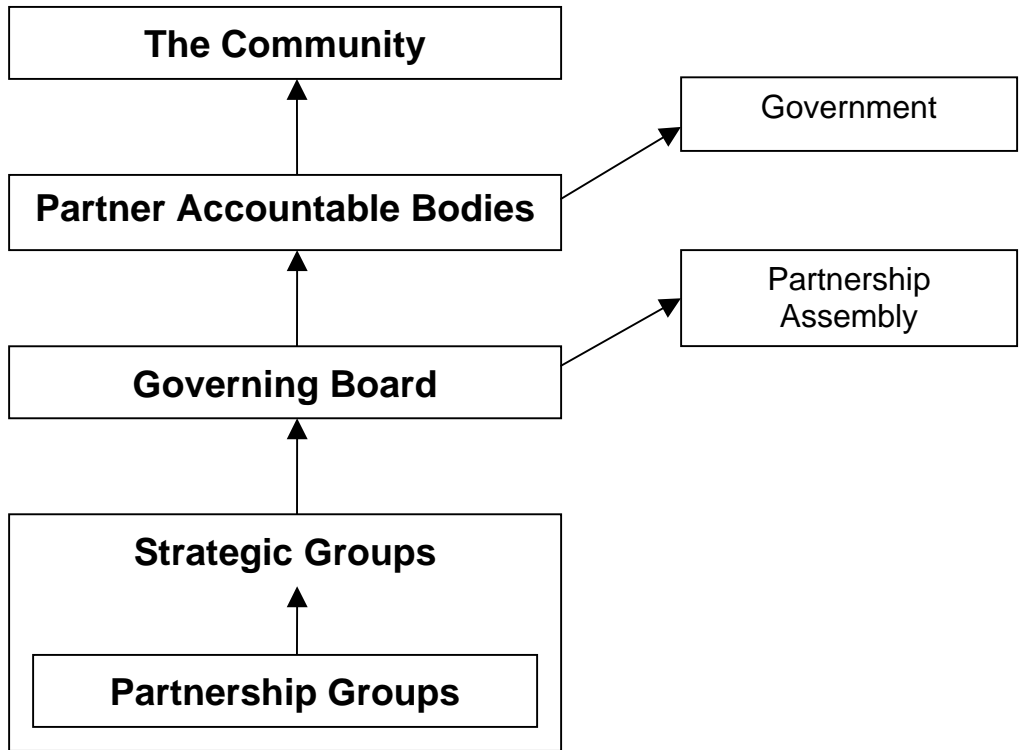
2.12.4. The Partnership Commissioning Team structure is as follows:



2.12.5. Partnership Managers will co-ordinate work of the Strategic Groups, covering planning and commissioning, stakeholder involvement and performance management. Each Partnership Manager will be responsible for other staff as required according to the circumstances of the Strategic Group for which they take the lead support role. These posts are funded by Solihull Council, Solihull NHS Care Trust and West Midlands Police.

2.12.6. The Solihull Observatory is to be established by the Commissioning Project. The Observatory will provide the intelligence required to support commissioning. This will be a multi-agency team.

3. Accountability



- 3.1. All partners who are members of the Governing Board are accountable to the governance arrangements of their parent bodies, who each have different arrangements for accountability to the citizens and communities of Solihull.
- 3.2. The Governing Board is also held to account by the Partnership Assembly for delivering the Sustainable Community Strategy.
- 3.3. The Strategic Groups are accountable to the Governing Board, which holds the statutory partnership responsibilities.
- 3.4. The Partnership Groups are subgroups of the Strategic Groups, established to carry out the detailed work in specialist areas according to the priorities of the Strategic Groups.

4. Operating the Governing Board and Strategic Groups

- 4.1. The Governing Board, Strategic Groups and any sub-groups (partnership groups) operate according to the Good Governance Standard for Public Services:
 - 4.1.1. Focusing on the organisation's purpose and on outcomes for citizens and service users;
 - 4.1.2. Performing effectively in clearly defined functions and roles;
 - 4.1.3. Promoting values for the whole organisation and demonstrating the values of good governance through behaviour;
 - 4.1.4. Taking informed, transparent decisions and managing risk;
 - 4.1.5. Developing the capacity and capability of the governing body to be effective;
 - 4.1.6. Engaging stakeholders and making accountability real.
- 4.2. The application of the Standard to the different roles within the Solihull Partnership is set out in Appendix 1.
- 4.3. The Partnership follows the process in Appendix 2 for conducting its business. This process places the work of the Partnership within a wider commissioning framework which is shared by Partner agencies.
- 4.4. Membership and appointment
 - 4.4.1. Current membership of the Governing Board, Strategic Groups, and Partnership Groups is given in Appendix 8.
 - 4.4.2. Members of the Governing Board are appointed and removed by the partner accountable bodies. Changes to the organisations represented at the Governing Board can be agreed by the Governing Board.
 - 4.4.3. Members of the Strategic Groups are appointed and removed by the Governing Board, or by partner accountable bodies if they are not represented at the Governing Board. Changes to the organisations represented at the Strategic Groups are agreed by the Governing Board on the recommendation of the Strategic Group.
 - 4.4.4. Members of the Partnership Groups are appointed and removed by the relevant Strategic Group or by partner accountable bodies if they are not represented at the Strategic Group.
 - 4.4.5. Arrangements for appointing local people and their elected representatives as part of the localised commissioning arrangements are still to be determined.
- 4.5. Conduct
 - 4.5.1. The expected behaviour of partners will be set out in a code of ethical conduct. This code will make provision for recording financial and non-financial interests, declaration of interests, withdrawing from meetings where the interest is prejudicial to the consideration of business, and conduct in general which may affect the reputation of the Partnership.

- 4.5.2. The code of ethical conduct will be supported by a Partnership Learning and Development Plan.
- 4.5.3. Board and Strategic Group members are required to make a firm commitment to attend all meetings. In exceptional circumstances a named deputy can attend and that person must come with the same authority, be able to make decisions at the meeting, be familiar with the business of the Board or Group and be properly briefed.
- 4.6. Decision-making
- 4.6.1. Decisions taken by the Governing Board and Strategic Groups are done so on the basis of consensus. Decisions, recommendations, declarations of interest, and reservations will be recorded in the minutes of meetings, and published to the Solihull Partnership website.
- 4.6.2. The Governing Board can only make decisions on resources where this responsibility has been formally delegated to it by Partner Accountable Bodies. This responsibility can be delegated to a Strategic Group by the Governing Board if appropriate. Accountability for resource decisions rests with Partner Accountable Bodies and existing agency arrangements for financial decision-making apply.
- 4.6.3. The Governing Board and Strategic Groups will be considered quorate for the purpose of decision-making when a minimum of two thirds of member organisations are present.
- 4.6.4. Reports to the Governing Board and Strategic Groups will be prepared in a way that enables effective decision-making. Reports will be circulated at least six days prior to meetings and published to the Partnership website.
- 4.7. Dispute resolution
- 4.7.1. Where there are disputes between partners about the business of the Partnership the following procedure will apply, with escalation through the stages as required:
- Stage 1: Initial resolution of day to day issues between the corresponding officers in partner organisations, with mediation by the Head of Partnership Commissioning as required.
 - Stage 2: Resolution between the Chief Executive or Chief Officers.
 - Stage 3: Resolution between the Cabinet Member or Board Chair.
 - Stage 4: Resolution through an independently assisted external mediator or a professional mediation service.
- 4.8. Risk Management
- 4.8.1. The Partnership Commissioning Team is responsible for risk management within the Partnership. The Partnership risk management approach follows that of Solihull Council, including the use of GRACE for risk monitoring.

4.9. Complaint Handling

- 4.9.1. The Partnership will publish a complaints protocol by September 2008, based on good practice guidance issued by the Local Government Ombudsman. In the meantime the Head of Partnership Commissioning is responsible for recording and responding to complaints raised through and about the Partnership.

4.10. Communications and Stakeholder Involvement

- 4.10.1. Meetings of the Governing Board and Strategic Groups are open to the public unless confidential information is to be disclosed. Observers are not permitted to take part in the deliberations of the Board or Group unless invited to do so. Observers shall sit apart from members of the Board or Group to avoid any confusion.
- 4.10.2. Observers at meetings of the Governing Board and Strategic Groups who wish to raise issues related to the meeting agenda must seek the permission of the Chair of the meeting in writing prior to the meeting.
- 4.10.3. The Partnership Forward Plan, reports and background documents and the record of decisions will be published to the Partnership website.
- 4.10.4. The arrangements for stakeholder involvement in the work of the Partnership will be set out in a Stakeholder Management Strategy.
- 4.10.5. Voluntary and Community Sector involvement in the Partnership will be led by SUSTAiN with support from the Partnership Commissioning Team, following the framework established by the 'Compact Plus for Solihull 2007 – 2012'. SUSTAiN represent the Sector at the Governing Board and are responsible for VCS infrastructure support in Solihull. Sector involvement will be based on a 'network of networks', with a Partnership Third Sector Forum fed by a range of third sector networks. This 'network of networks' will be a Third Sector subset of the Partnership Assembly and will:
 - Nominate / elect representatives to the Partnership Governing Board, Strategic Groups and Partnership Groups;
 - Contribute on strategic matters to the Partnership, through VCS representatives, and receive reports on Partnership issues;
 - Determine how the Third Sector can effectively contribute to the achievement of the Partnership priorities;
 - Where appropriate, develop appropriate partnerships and consortia to seek commissions.

4.11. Financial Accountability

- 4.11.1. Solihull Council holds financial accountability for resources pooled as part of the Local Area Agreement, and Area Based Grant. These resources are required to be used against the Community Strategy, and directed by the Local Strategic Partnership, but are controlled according to the Council's financial regulations and procedures.

- 4.11.2. The Partnership is preparing a Financial Framework for the allocation of Area Based Grant. The Partnership is not an accountable body for resources and operates according to existing financial regulations.
- 4.11.3. The Partnership is developing an Integrated Commissioning Framework which will establish shared arrangements for aligned funding. Funding will only be pooled where there is a strong case in terms of both outcomes and value for money. Where funding is pooled it will be held by one of the Partners on behalf of the Partnership and follow the financial framework of that organisation.

4.12. Information Management

- 4.12.1. The Partnership has agreed an overarching information sharing protocol which establishes how personal data is to be collected, stored and shared between partner agencies, based on the Data Protection Act. This Protocol is published to the Partnership website and is Appendix 7 of this Governance Framework.

4.13. Performance Management

- 4.13.1. The Partnership will publish a scorecard of performance indicators as part of the Sustainable Community Strategy. This Scorecard will be used to measure improvement in outcomes. The Scorecard will include all the Local Area Agreement indicators, as well as other key local and national indicators which are required by the Governing Board and Strategic Groups to understand progress in delivering the Sustainable Community Strategy.
- 4.13.2. The Partnership Scorecard is monitored on a quarterly basis, applying the following two key performance principles: performance should be addressed at the level closest to delivery wherever possible; and reporting to Governing Board and Strategic Groups is by exception.
- 4.13.3. Exception reporting is triggered for indicators where performance is scored as 'red', on a downward trend. Additional scrutiny will be applied to high risk indicators such as those within the Local Area Agreement (both the new LAA national indicators and previous rewards targets carried forward) as they all have a reward element attached to them. Where call in is triggered Indicator Lead Officers are required to complete a performance report 'call in' template and present this to the relevant Strategic Group. Members of the Strategic Group provide support and challenge, and issues which cannot be resolved by the Strategic Groups are escalated to the Governing Board.
- 4.13.4. The Head of Partnership Commissioning is responsible for the performance management arrangements of the Partnership and is supported by the Head of Corporate Performance, Policy and Information for Solihull Council. They lead a Partnership Performance Group, made up of the Partnership Managers and the Performance Lead Officers for each of the Strategic Groups.

Quarterly Performance Management Schedule

Week 1-2 (following quarter end)

Performance data collected from indicator lead officers, and the performance lead officer for each Strategic Group agrees indicators to be called in to the Strategic Group. Indicator lead officers are required to complete a performance call in reporting template.

Week 3

Overview performance information is circulated to Strategic Group members two weeks prior to meetings to enable members to 'call in' lead officers for support and challenge, in addition to those called in by the Partnership Performance Group.

Week 5

Performance review at Strategic Groups. Partners provide support and challenge, and agree further action, including escalation to the Governing Board where issues cannot be resolved.

Week 6

Using the performance information provided by the strategic groups Partnership Performance Group reviews issues and agrees call in to the Governing Board. Indicator lead officers are required to complete a revised performance call in reporting template.

Week 8

Performance review at Governing Board. Partners provide support and challenge, and agree further action.

4.13.5. The Partnership Performance Group is responsible for:

- Establishing, maintaining and reviewing the performance management processes, including the web-based performance reporting solution which will be used to facilitate performance monitoring and reporting;
- Developing the Partnership Scorecard, and routinely reviewing whether the indicators and targets right for the business of the Partnership;
- Producing summary information for the Governing Board and Strategic Groups, and advising them on performance issues;
- Ensuring compliance with the Partnership performance management approach, and calling in Indicator Lead Officers.

4.14. Quality Assurance

4.14.1. Arrangements for providing each partner accountable body with assurance about the quality and effectiveness of the Partnership process are to be agreed, building on existing arrangements for quality assurance.

4.14.2. Local Elected Members have a statutory role in scrutinising the effectiveness of public services, and the Council's Overview and Scrutiny function has a power to review the actions of key local public service providers operating in Solihull and to call for evidence (LG&PIH Act 2007, implemented April 2008).

4.15. Annual Review

4.15.1. The Solihull Partnership Governance Framework will be reviewed annually by the Governing Board, and this will form part of an annual review of partnership effectiveness and value for money.

4.15.2. This Framework is binding once agreed by the parent bodies of partner agencies.

5. Appendices:

Appendix 1: Good Governance Standard and partnership roles

Appendix 2: Partnership commissioning process

Appendix 3: Template for partner role descriptions

Appendix 4: Statutory Basis for Solihull Partnership

Appendix 5: Current membership of Governing Board and Strategic Groups.

Reference Documents:

- Partnership Code of Ethical Conduct (to be completed by September 2008).
- Partnership Learning and Development Plan (to be completed by September 2008).
- The Compact Plus for Solihull 2007 – 2012, A Framework for Improving relations between the Solihull Partnership and the Voluntary and Community Sector.
- Partnership Information Sharing Protocol (including list of nominated partner information sharing officers).

Appendix 1: Good Governance Standard and partnership roles

(Adapted from The Good Governance Standard for Public Services published by The Independent Commission on Good Governance in Public Services in January 2005)

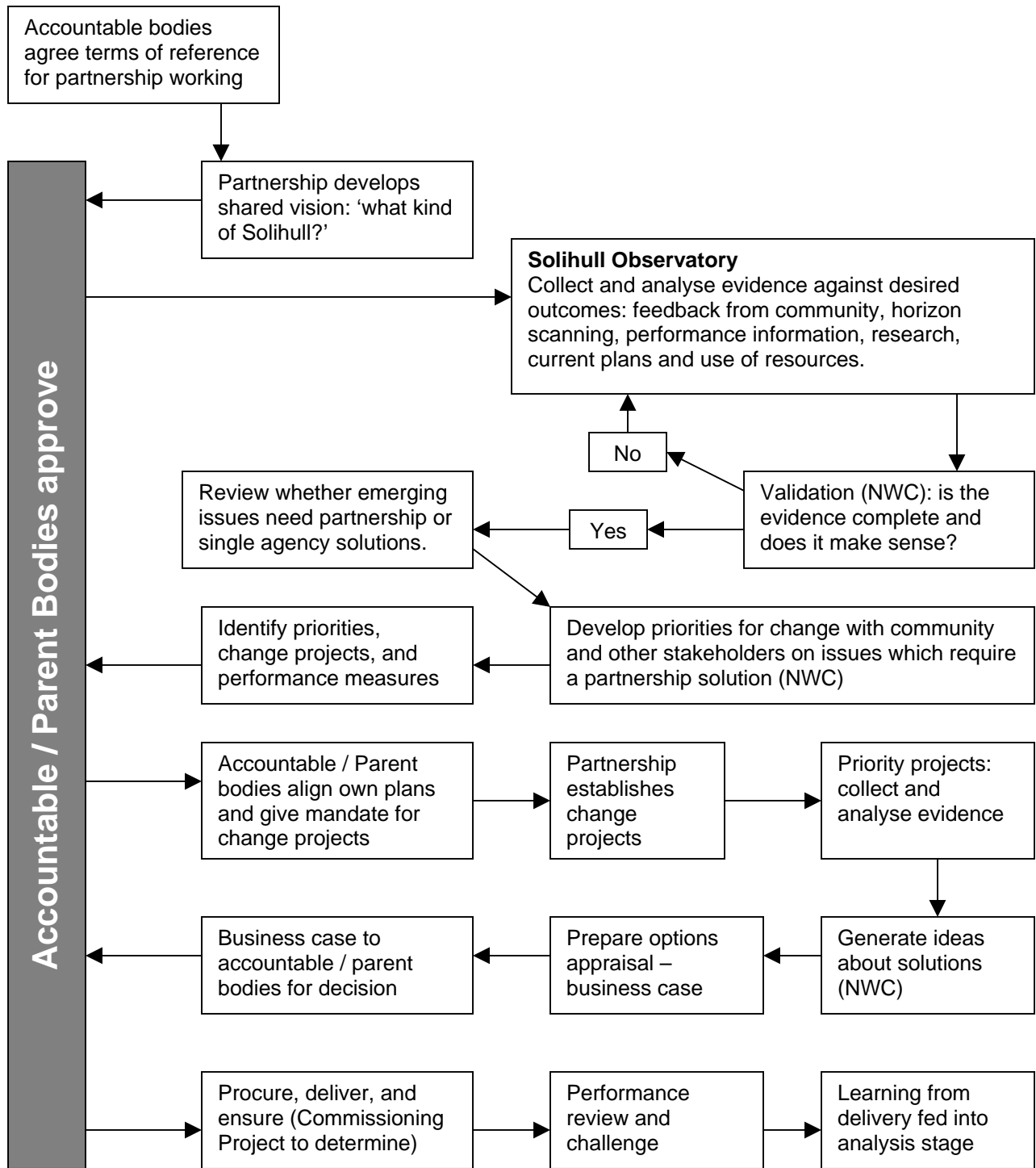
Standard	Different roles in applying the Standards across the Solihull Partnership				
	Accountable bodies	Governing Board	Partnership Commissioning Team	Strategic Groups	Local Commissioning
	General role: to mandate and support a partnership approach to secure improvements in outcomes	General role: To ensure the Partnership delivers the improvements agreed in the Community Strategy	General role: To ensure the Governing Board's work programme is carried out	General role: To advise the Governing Board on thematic issues and take forward action against the GB's agreed priorities	General role: to lead the work of the partnership at a local level, bringing a community perspective
<p>1. Focusing on the organisation's purpose and on outcomes for citizens and service users</p> <ul style="list-style-type: none"> ▪ Being clear about the organisation's purpose and its intended outcomes for citizens and service users ▪ Making sure that users receive a high quality service ▪ Making sure that citizens receive value for money 	<ul style="list-style-type: none"> ▪ Agree and sign off the Community Strategy ▪ Align own resources against the agreed priorities 	<ul style="list-style-type: none"> ▪ Lead development of the Community Strategy: agree Partnership vision, values and priorities ▪ Performance review: support and challenge ▪ Review use of resources which are committed / aligned to the SCS ▪ Provide support and challenge where there are resource barriers 	<ul style="list-style-type: none"> ▪ Co-ordinate development of Community Strategy, thematic strategies, and local plans. ▪ Write strategies & plans ▪ Lead development of performance scorecard at borough-wide and local level ▪ Co-ordinate performance mgt process across the whole Partnership. ▪ Financial management and reporting 	<ul style="list-style-type: none"> ▪ Contributing to the development of the Community Strategy, ensuring thematic areas are embedded ▪ Leading development of thematic elements within the Community Strategy, publishing a plan / strategy within the framework of the Community Strategy. ▪ Performance and resource review against the thematic Strategy – escalation to GB as required 	<ul style="list-style-type: none"> ▪ Analysis of local evidence ▪ Negotiate and recommend local priorities ▪ Sign off of local plan ▪ Performance management of local indicators ▪ Escalation of performance issues as required

Standard	Different roles in applying the Standards across the Solihull Partnership				
	Accountable bodies	Governing Board	Partnership Commissioning Team	Strategic Groups	Local Commissioning
<p>2. Performing effectively in clearly defined functions and roles</p> <ul style="list-style-type: none"> Being clear about functions across the partnership Being clear about the responsibilities and making sure that those responsibilities are carried out Being clear about relationships between the partnership and the accountable / parent bodies 	<ul style="list-style-type: none"> Agree role description for staff involved in partnership work Mandate representatives at Governing Board to make decisions Publish information about agency functions, (inc areas of strategic leadership, statutory responsibilities, constraints, priorities, & targets. 	<ul style="list-style-type: none"> Report back to Accountable Body and secure mandate for decisions Agree the structure and terms of reference for Strategic Groups which are required to support the work of the Partnership Ensure appropriate representation in Strategic Groups 	<ul style="list-style-type: none"> Monitor attendance at Strategic Groups, and report to GB. Ensure coherence across Strategic Group sub-group structure. Manage contracts and performance of service providers commissioned by the Partnership. 	<ul style="list-style-type: none"> Agree the structure and terms of reference for Task and Finish and stakeholder groups which are required to support the work of the Strategic Group / deliver the Strategy. Hold agreed Task and Finish and stakeholder groups to account for performance 	
<p>3. Promoting values for the whole organisation and demonstrating the values of good governance through behaviour</p> <ul style="list-style-type: none"> Putting organisational values into practice Individual representatives behaving in ways that uphold and exemplify effective governance 	<ul style="list-style-type: none"> Agree and model values 	<ul style="list-style-type: none"> Agree and model values Agree required standard of conduct and behaviour Hold those to account whose conduct does not meet the standards and values of the Partnership Cabinet responsibility 	<ul style="list-style-type: none"> Model values Monitor modelling of values Ensure the application of Partnership Equality and Diversity standards across the Partnership 	<ul style="list-style-type: none"> Support development of, and model, values 	<ul style="list-style-type: none"> Support development of, and model, values
<p>4 Taking informed,</p>	<ul style="list-style-type: none"> Resource sign-off 	<ul style="list-style-type: none"> Provide opportunity for 	<ul style="list-style-type: none"> Prepare commissioning 	<ul style="list-style-type: none"> Reporting to the GB 	

Standard	Different roles in applying the Standards across the Solihull Partnership				
	Accountable bodies	Governing Board	Partnership Commissioning Team	Strategic Groups	Local Commissioning
<p>transparent decisions and managing risk</p> <ul style="list-style-type: none"> Being rigorous and transparent about how decisions are taken Having and using good quality information, advice and support Making sure that an effective risk management system is in operation 		<p>debate</p> <ul style="list-style-type: none"> Meet with stakeholders at a local level, and answer questions on the Partnership's decisions Ensure commissioning intelligence informs the work of the Partnership Resource recommendations to accountable bodies 	<p>intelligence</p> <ul style="list-style-type: none"> Lead 'laboratory' work with key stakeholders to generate ideas as part of commissioning process Lead risk management of Partnership projects Establish reporting procedures to ensure information is complete, concise, accurate and timely 	<p>routinely on progress</p> <ul style="list-style-type: none"> Escalating performance and resource issues to the GB which cannot be tackled at the Strategic Group level 	
<p>5. Developing capacity and capability of governing body to be effective</p> <ul style="list-style-type: none"> Making sure appointed and elected reps have skills, knowledge and experience they need to perform well Developing capability of people with governance responsibilities and evaluating their performance, as individuals and as a group Striking a balance in membership between continuity and renewal 	<ul style="list-style-type: none"> Participating in partnership learning & development so that can make informed decisions about what role for partnership Scrutiny of partnership working 	<ul style="list-style-type: none"> Agree Partnership learning and development plan Secure external scrutiny to 'health check' partnership development Champion partnership working within own agencies 	<ul style="list-style-type: none"> Induct new members of partnership Advise the Partnership on new areas of development Produce the Partnership Learning and Development Plan 		
<p>6. Engaging stakeholders and making accountability real</p>		<ul style="list-style-type: none"> Agree and monitor effectiveness of 	<ul style="list-style-type: none"> Establish stakeholder management strategy 	<ul style="list-style-type: none"> Ensure Partnership Stakeholder 	<ul style="list-style-type: none"> Validate commissioning

Standard	Different roles in applying the Standards across the Solihull Partnership				
	Accountable bodies	Governing Board	Partnership Commissioning Team	Strategic Groups	Local Commissioning
<ul style="list-style-type: none"> ▪ Understanding formal and informal accountability relationships ▪ Taking an active and planned approach to dialogue with and accountability to the public ▪ Taking an active and planned approach to responsibility to staff ▪ Engaging effectively with stakeholders 		<ul style="list-style-type: none"> stakeholder management strategy ▪ Publicly champion the work of the Partnership, being visible and accountable, ▪ Feed back to the community, attending public meetings as required ▪ Board meetings open to observers 	<ul style="list-style-type: none"> ▪ Establish communications requirement for local integrated teams ▪ Lead communication on population outcomes, decisions, actions and progress, publishing information in an accessible way – formal papers published in advance. ▪ Supporting locality communications to ensure coherence and consistency 	<ul style="list-style-type: none"> Management Strategy and Communications Plans reflect the requirements of the thematic areas ▪ Ensure the active involvement of stakeholders in partnership work on thematic issues, building on communities of interest ▪ Feed back to the community on behalf of the Partnership on thematic issues, attending public meetings as required ▪ Nominate people for 'laboratory' work as part of commissioning cycle 	<ul style="list-style-type: none"> intelligence ▪ Nominate people for 'laboratory' work as part of commissioning cycle ▪ Champions for local approach ▪ Feed back to the community on results ('You say we did')

Appendix 2: Partnership commissioning process



'NWC': Nothing without the Community

Appendix 3: Partner Statement

Organisation	<i>Name</i>
Statutory responsibilities	<i>Which key statutory responsibilities does your organisation hold?</i>
Priorities	<i>What are your organisation's priorities for this year?</i>
Constraints	<i>What are your organisation's constraints for this year?</i>
Key performance measures	<i>Which performance measures are particularly significant for your organisation, for example those on which financial allocation rests?</i>
Decision-making process	<i>What process does your organisation use for making decisions and how will this relate to the Solihull Partnership?</i>
Quality assurance process	<i>What process does your organisation use for quality assurance, including scrutiny, and how will this relate to the Solihull Partnership?</i> <i>Who is the lead officer?</i>
Risk Management process	<i>What process does your organisation use for managing risk, including health and safety risks?</i> <i>Who is the lead officer?</i>
Communications process	<i>What mechanisms will your organisation use to communicate with your stakeholders about the work of the Solihull Partnership?</i> <i>Who is the lead officer?</i>
Key agency plans linked to Solihull Partnership	<i>Which key organisation plans link to the Solihull Partnership and its Strategic Plans?</i> <i>What is the planning cycle for these plans and how will they be influenced by and influence the Solihull Partnership?</i>
Nominated staff involved in Solihull Partnership	<i>Who will represent your organisation at the appropriate levels of the Solihull Partnership?</i> <i>Name, job title, contact details, Partnership Board / Group</i>
Support required from Partnership Commissioning Team	<i>Do you or your organisation need specific support from the Partnership Commissioning Team to enable active involvement and ownership?</i>

Date:

Completed by:

Signed off by:

Duty to promote well-being:

- Local Authorities have a duty to prepare a community strategy to promote or improve economic, social and environmental well-being (LG Act 2000). Local authorities have a duty to consult with partner authorities and seek their co-operation in preparing and reviewing the community strategy. Consultation must include voluntary and community sector and local businesses.
- Local Authorities have a duty to prepare and publish a Children and Young People's Plan to improve the well-being of children (Children Act 2004). This Plan is reviewed annually.
- Responsible authorities (police, police authorities, local authorities, fire and rescue authorities, primary care trusts) have a duty under the Police & Justice Act 2006 to produce and publish a partnership plan to tackle crime and disorder, anti-social behaviour and the misuse of drugs.

Duty to prepare a Local Area Agreement:

- Local Authorities also have a duty to prepare and submit to Secretary of State for approval a draft Local Area Agreement (LG&PIH Act 2007). The draft LAA will specify local improvement targets.

Duty to co-operate:

- Local Authorities and their partners have a duty to co-operate to agree the local improvement targets contained in the Local Agree Agreement. They also have a duty to have regard to these improvement targets (LG&PIH Act 2007). The following have this duty to co-operate:
 - 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
 - Local Probation Boards
 - Metropolitan Passenger Transport Authorities
 - Museums, Libraries and Archives Council
 - National Park Authorities
 - Natural England
 - NHS Foundation Trusts
 - NHS Health Trusts
 - Police authorities
 - Primary Care Trusts
 - 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

- Some partners also have a duty to co-operate under the Children Act 2004.
- Responsible authorities have a duty to work in partnership to develop and implement strategies to tackle crime and disorder, anti-social behaviour and the misuse of drugs (Police & Justice Act 2006).
- Responsible authorities have a duty to prepare an information sharing protocol (Police & Justice Act 2006) and to share depersonalised information. Regulations will set out requirements for provision of information by partner authorities.

Duty to prepare an assessment of need:

- The Local Authority and Care Trust have a duty to prepare and publish an assessment of need (LG&PIH Act 2007) – the joint strategic needs assessment.
- A needs assessment must support the Children and Young People's Plan.
- Responsible authorities are required to produce an annual strategic assessment of level and patterns of crime, disorder and substance misuse which reflects the needs of the community (Police & Justice Act 2006).

Power to scrutinise:

- The Council's Overview and Scrutiny function has a power to review the actions of key local public service providers operating in Solihull and to call for evidence (LG&PIH Act 2007, implemented April 2008).
- A local authority must have a crime and disorder committee as a scrutiny committee and to consider matters referred to them.

Duty to involve:

- Best value local authorities from April 2009 will have a duty to involve local people (LG& PIH Act 2007), including providing information, consulting, and involving in other ways.
- Responsible Authorities must hold one or more public meetings each year, and are required to consult communities about crime and disorder issues and priorities (Police & Justice Act 2006).