

DRAFT **PROTOCOL FOR PARTNERS IN SALFORD 2006**

Introduction

This is the 3rd LSP protocol. It has been developed to reflect the restructure of Salford's Local Strategic Partnership and changes in roles and responsibilities. This protocol sets out the required standards that partners must comply with in order to ensure that Salford's Local Strategic Partnership runs effectively and it also serves to inform partners of what they are agreeing to when they become members of Salford's Strategic Partnership (SSP). The business plans of individual organisations must be in line with the community plan, so that the SSP's vision is incorporated into the agencies delivering services for local communities in Salford.

The SSP is the partnership of partnerships, specific partnerships within the SSP may require their own protocol.

Structure of the LSP

The LSP Board at its meeting on 28 September 2006 agreed that to arrange its structure in 3 tiers: a Board, known as "the Salford Strategic Partnership", an executive group known as "the Strategic Partnership Executive" and "the Thematic Partnerships"

Their roles have been defined as follows:

Salford Strategic Partnership

1. The Salford Strategic Partnership will be the high level Partnership of Partnerships providing strategic co-ordination, linking with plans and bodies at regional, sub regional and local level and aligning activities within the framework of the Local Area Agreement
2. The Salford Strategic Partnership will agree the Vision and high level priorities for the City (*currently set out in Community plan*)
3. The Salford Strategic Partnership will work with the City council to develop and deliver a Local Area Agreement
4. The Salford Strategic Partnership will agree an Annual Business Plan which will incorporate specific objectives and milestones to be achieved and which will maximise the added value of partnership working at a strategic level.
5. The Salford Strategic Partnership will strive to provide an exemplar of partnership working across Salford and will promote improvements in partnership working across other partnerships in the city.
6. The Salford Strategic Partnership will promote the image of the City.
7. The Salford Strategic Partnership will scrutinize the progress made by the Strategic Partnership Executive .

Strategic Partnership Executive

1. The Strategic Partnership Executive will carry out the day to day business on behalf of the Salford Strategic Partnership including delivering the objectives set out in the Annual Business Plan.

2. The Strategic Partnership Executive will make such decisions on behalf of the Salford Strategic Partnership to ensure the role and functions as required by GONW and other external agencies are performed appropriately.
3. The Strategic Partnership Executive will take on the role of the Steering Group for the development of the LAA and take decisions on behalf of the Salford Strategic Partnership to expedite efficient and sound judgement.
4. The Strategic Partnership Executive will maintain a close overview of strategic performance issues within the City and identifying where additional attention is needed in order to achieve the agreed vision and objectives with particular emphasis on Closing the inequalities Gap.
5. The Strategic Partnership Executive will oversee the direction and performance of the Thematic partnerships.
6. The Strategic Partnership Executive will oversee the direction and performance of specific partnerships or task groups that it has requested to carry out particular tasks.
7. The Strategic Partnership Executive will consider cross-cutting issues and identify opportunities for improvements in processes.
8. The Strategic Partnership Executive will consider and make recommendations on emerging strategies and programmes
9. The Strategic Partnership Executive will use its collective and constituent influence to hold partners to account for delivery and support partners in achieving the agreed vision and objectives.
10. The Strategic Partnership Executive will produce progress reports and discussion papers for the LSP as appropriate:
 - a. to enable the LSP to maintain awareness on progress
 - b. to enable the LSP to contribute to emerging issues.
 - c. To promote transparency around decisions and discussions

Thematic Partnerships

1. The Thematic Partnerships will be strategically accountable for delivery of the priorities and targets relating to a substantial part of one (or more) of the themes in the Community Plan.
2. The Thematic Partnerships will facilitate strategic co-ordination of planning and delivery of strategies and services relating to this theme which should incorporate the objective of Closing the Gap with respect to national and local inequalities.
3. The Thematic Partnerships will be the champion within the City for this Community Plan theme, collectively and individually promoting achievement of the priorities and targets identified in the Plan
4. The Thematic Partnerships will promote the achievement of the wider LSP vision for the whole City including the Community Plan priorities and subsequent objectives
5. The Thematic Partnerships will contribute to LSP processes to enable improved strategic co-ordination and partnership working within the City to include:
6. Undertaking regular performance monitoring of Community Plan, NRF investment and other LSP targets
7. Inputting as appropriate to the development and delivery of the Local Area Agreement

8. Promoting and contributing to cross-cutting LSP priorities including Neighbourhood Management, Community Involvement, Ethnicity Monitoring and promoting a positive image of Salford
9. Reporting regularly to the LSP on quantitative and qualitative progress
10. The Thematic Partnerships will promote improvements in partnership working.

Membership

The LSP: the Strategic Partnership for Salford

The Strategic Partnership for Salford will comprise the major organisations in the City with strategic responsibilities for service delivery and representatives of the City's strategic Thematic Partnerships.

It will meet at least twice a year, to include an Annual conference to set the direction (Spring) and a further meeting to review progress (Autumn). Other meetings will be called at the discretion of the Chair. Information/ updates will be circulated on a regular basis.

MEMBERS
Salford City Council (Leader, Deputy Leader, Chief Executive and Director of Marketing and Communications)
Salford Primary Care Trust (Chairman and Chief Executive)
Greater Manchester Police
Age Concern (as a representative of the voluntary sector)
University of Salford
Bolton, Salford & Trafford Mental Health
Central Salford URC
JobCentre Plus
Greater Manchester Learning & Skills Council (LSC)
Greater Manchester Chamber of Commerce
Groundwork
Manchester Enterprises
North West Development Agency
Community Committees X 8
Council for Voluntary Services (CVS)
Community Network x 2
Faith Network
Community Leisure
Royal NHS Foundation Trust
Travel Partnership
New Deal for Communities
Manchester Fire Service
Manchester Methodist Housing Group
The Lowry Theatre
GONW (<i>observer status</i>)

Additional members proposed in The Local Government White Paper 2006

Local Probation Board Youth Offending Teams NHS Health Trust Health & Safety Executive The Highways Agency
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THEMATIC PARTNERSHIPS

Healthy City Exec Crime & Disorder Partnership Social Inclusion Exec/Partnership (<i>currently under review</i>) Children & Young people's Partnership Economic Development, Learning & Skills Partnership Salford Housing Partnership Environmental Sustainability working group- (<i>potential membership</i>)
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ADDITIONAL ORGANISATIONS/PARTNERSHIPS - proposed for membership

Salford Business Forum

The LSP Exec: The Strategic Partnership Executive

The Strategic Partnership Executive will comprise representatives of the largest public agencies in the city and of the community/voluntary and private sectors.

The Exec will meet at least bi-monthly.

Executive	
Organisation	Position
Salford City Council	The Leader of the City Council Chief Executive
Greater Manchester Police	Chief Superintendent
Job Centre Plus	District Manager for Greater Manchester
Health Sector	PCT representative
Private Sector	Chair of Greater Manchester Chamber of Commerce
Learning & Skills Council	The Chief Executive
Community/voluntary/faith sector	One Representative from these sectors to be confirmed

Advisors	
GONW advisor	TBC

Working arrangements

- Meeting arrangements:

- The Salford Strategic Partnership Board will meet twice a year and the Executive and Thematic Partnerships at least bi monthly.
- Agendas for all the meetings will need to be approved by their respective Chairs and it is aimed that they will be circulated no later than 7 days prior to the meeting.
- Late agenda items may be accepted at the chair's discretion.
- As far as possible the LSP Board meetings will coincide with the GONW reviews of the LSP and LAA.
- The Chairs, in consultation with the LSP Manager, may call extraordinary meetings.

Communications

Partners embrace clear and effective two-way communication as an essential component of partnership working. Communication is the responsibility of all partners, and key principles are laid out in the partnership's communications strategy.

Each partner will take responsibility for communicating partnership decisions and achievements to their own organisation or network, and for sharing strategic developments from their organisation with the partnership.

Partnership members are expected to act as the champion for Salford Strategic Partnership's activities, and to actively seek to promote, and take pride in Salford.

Details regarding communicating with the community are detailed in the community engagement strategy.

Sanctions

LAA's provide the main mechanism for providing duty upon partner's to deliver the aims agreed at the SSP. Some priorities are set nationally, while others are decided by the SSP. All LAA priorities, whether agreed through the SSP or set nationally must be delivered by partners, sanctions for those not delivering will be made clear in The Local Government Bill following the White Paper.

ACCOUNTABILITY

The LSP is accountable to the community for the decisions made on their behalf, to its constituent partners for providing strategic direction and co-ordination, to central government via GONW and specifically to NRU as funders.

Participating agencies and groups are accountable to the LSP Board and Executive for the delivery of the overarching strategies such as the Community Plan and LAA and for the use and impact of the NRF (they are also accountable in different ways to the wider community for the delivery of

their own plans). Furthermore the GONW may have specific arrangements with partner's organisations and partners may therefore also be accountable to the GONW.

The routes for accountability should be explicit in the Performance Management system adopted.

Monitoring and evaluation

The LSP needs to monitor progress on decisions taken by the Board and Executive.

Partners should submit regular reports on progress towards achieving the targets agreed in the Community Plan and LAA to the Board and Executive.

The level of detail of the reports will be agreed as part of the Performance Management system adopted.

As part of the LSP annual review process, partners are responsible for the provision of all the information requested by GONW within the timetable agreed.

Decision making and confidentiality at meetings

Decisions taken by the Partnership, Executive and Thematic Partnerships will be on a consensus basis where possible. In the event of not being able to reach consensus a simple majority vote of those representatives attending will be taken.

When confidential items are to be discussed by the Strategic Partnership, the agenda will be split to clearly identify at which point observers and members of the public will be excluded.

Issues deemed from time to time to be sensitive should remain confidential, to limit recognized consequences of disclosure. Members of all the LSP bodies, will be expected to adhere to any confidentiality agreement within their own organizations.

The quorum for the Salford Partnership Board will be 12 partnership representatives, and at least one representative from the City Council must be present.

Principles of Engagement

In accordance with many public sector organisations ,the LSP has adopted the Nolan's Seven Principles of Public Life. These are:

Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence *them in the performance of their official duties.*

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and *restrict information only when the wider public interest clearly demands*.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.