

Richmond Partnership Governance Framework

1. Introduction

1.1 The Richmond upon Thames Partnership (RP) brings together the public, private and voluntary and community sectors to improve the quality of life for all those who live work or visit the borough.

This document sets out the strategic, decision making and operational structure of the Richmond Partnership, and sets out the roles and responsibilities of partners. The information in this handbook will be reviewed and updated as the Partnership evolves.

2. Objectives

2.1 The Richmond Partnership was established as the overarching strategic partnership for the Borough. Its aim is to provide strategic leadership to build a common purpose and shared commitment to improve the economic, environmental and social wellbeing of the Borough.

It aims to bring together local plans, partnerships and initiatives, to enable public, private, community and voluntary sectors to work effectively together to define and deliver on local needs and priorities.

2.2 The Partnership's primary objectives are to

- Develop and support a borough wide sense of place and ensure there is a clearly defined overarching vision for the area
- Agree, prepare, implement and review the Community Plan for the Borough with an agreed performance management system built around targets for the Community Plan, allowing the community to hold us to account.
- Work together to win new resources for the Borough and the better targeting of resources by influencing the deployment of mainstream funding to meet the priorities of the Community Plan.
- Promote engagement with the whole community, empowering and enabling residents to become more involved, ensuring effective communication between partners and with the community, including the sharing of good practice

3. Values

The Richmond Partnership will be:

- Strategic – members of the RP are in a position to take a strategic overview and to influence decision making and delivery within their organisation and / or the community.
- Inclusive – the RP will be a partnership of equals, actively involving all the key players in the public, private, voluntary and community sectors.
- Outcome focused – the RP will establish common priorities together with agreed actions and milestones that lead to demonstrable improvements against the measurable baselines.
- An organisation that promotes equality – the RP will serve the needs of all regardless of age, sex, disability, race, religion or belief or sexual orientation.

4. Structure of the Richmond Partnership

4.1 The Richmond Partnership

The Richmond Partnership comprises the full partnership with representatives from the public, private, voluntary and community sectors, an Executive Group and a number of thematic partnerships.

The full Partnership meets once a year. A structure chart is attached at **Appendix 1**.

4.2 The Executive Group

4.2.1. Aim

The aim of Richmond Partnership Executive Group is to steer and support the work of the wider Richmond Partnership and partnership groups and identify and agree overarching shared priorities for the borough. Partners work to deliver the shared objectives set out in the Community Plan and that services meet the needs of the people of Richmond upon Thames including those that visit and work in the borough.

4.2.2. Role of the Group

1. To identify and agree the shared priorities for the borough as described in the Community Plan.
2. To hold their organisations to account for the delivery of objectives and actions in the Community Plan.
3. To agree actions for improvement.
4. To agree systems and procedures for effective information sharing and collaboration.
5. To have an agreed approach to public and community involvement.
6. To get value from working together for the benefit of residents.

4.2.3. Membership

ORGANISATION	POSITION
1. The London Borough of Richmond upon Thames	Leader, London Borough of Richmond Upon Thames & Chair of the Richmond Partnership
2. The London Borough of Richmond upon Thames	The Chief Executive
3. The London Borough of Richmond Upon Thames	Director of Adults and Community Services
4. Children and Young People's Strategic Partnership	Director of Education and Children's Services
5. The London Borough of Richmond upon Thames	Director of Environment
6. Richmond Adult Community College	Principal and Chief Executive
7. Richmond Housing Partnership	Chief Executive
8. Richmond Voluntary Services Council	Chief Executive
9. The London Borough of Richmond upon Thames	The Director of Public Health
10. Richmond Police	The Borough Commander
11. Richmond Fire Service	The Borough Commander
12. Richmond Clinical Commissioning Group	Authorising Officer Designate CCG

All members of the RP will adhere to the Nolan principles of public life in relation to their activity within and behalf of the RP. These are attached in **Appendix 2**.

4.2.4. Governance

Partnership groups will report to the RP through the Executive Group. The Executive Group will be able to call on chairs of the thematic partnerships to provide updates on performance on a regular basis throughout the year. Whilst these should be planned in advance there may be a need to invite chairs outside of any planned sequence.

The group will be chaired by the Chair of the Richmond upon Thames Partnership. The Local Authority will provide secretariat support for the group.

The Executive Group will meet 3 times a year.

The membership and terms of reference for the group will be reviewed annually.

4.2.5. Operational Arrangements

- A programme of meetings will be set annually in advance. This will include the key areas of work to be discussed at each meeting. The work programme will be managed by the Council's Corporate Partnership & Policy Team.

- The agenda for meetings will be circulated by the London Borough of Richmond one week in advance of the meeting.
- Invitees should notify the Partnership & Policy team of their intention to attend or not. Each member of the Executive Group is expected to attend the meetings or ensure representation by the named substitute.
- Agendas will be emailed to those partners appointed as members and any other named attendee.
- Reports submitted must state the required recommendations and desired outcomes. Anyone presenting a report should also declare any interests in it from the outset.
- Only members or their substitutes are invited to the table, with the exception of individuals invited by the partnership to present on particular topics.
- Minutes will be circulated no later than two working weeks following meetings.

4.3. Other Partnership Groups

4.3.1. There are four thematic partnership groups reporting to the Richmond Partnership:

- Cultural Partnership
- Community Safety Partnership
- Children & Young People's Trust (CYPT)
- Health & Wellbeing Board (HWB)

As well as these thematic groups the following time limited groups are also in operation:

- The Social Enterprise Partnership has been established to explore the opportunities for social enterprises in the borough, developing Richmond upon Thames as an ideal location where they can flourish.
- The Olympic Group has been established to prepare for the Olympic and Paralympic Games.

These partnership groups have their own plans and priorities which can be found on www.richmond.gov.uk. They are tasked with coordinating delivery of the priorities of the Richmond Partnership, as identified in the Community Plan. They will determine the need for, and the work programme of, any delivery groups that report to them and will actively monitor and manage the work programmes that take place. They will take responsibility for embedding key targets and for pursuing specific pieces of work on behalf of the Richmond Partnership.

The thematic partnerships will meet as and when appropriate.

4.3.2. Membership

Membership of each thematic partnership may be drawn from all organizations within the Richmond Partnership, and even beyond that where, for example, there is a need for additional expertise.

The Chair of each thematic partnership will act as a champion for their particular theme and will provide high-level leadership for the delivery of the related priorities and outcomes.

4.3.3. Accountability

These thematic partnerships are responsible to the Executive Group for delivering relevant aspects of the Community Plan.

They will be expected to report their achievements against relevant priorities and targets to the Executive Group on a regular basis, in line with the Partnership's agreed performance management framework.

Partnership Chairs will be invited to attend Executive Group meetings. Thematic partnership leads will be invited as appropriate.

More details on the partnership groups are available on the Council's website at www.richmond.gov.uk.

4.4. Cross Cutting Task Groups & Task and Finish Groups

In addition to the normal practice of commissioning work through the partnerships, the Richmond Partnership and/or the Executive Group may, from time to time, establish working groups to pursue particular projects. These groups will be set up on a "task and finish" basis, and will be dissolved once the project has been completed.

5. Consultation & Engagement

The Richmond Partnership is responsible for engaging with wider partners and does this by convening up to two events each year, to which a wide range of partners and partnership members will be invited. The Partnership will also host a website that provides access to all Richmond Partnership papers. This will be managed through the Policy & Partnership Team of the Council. Responsibility for communications for the Partnership will be delegated to the Policy & Partnership team.

6. Code of Conduct

A code of conduct is designed to promote public confidence in the actions of the Richmond Partnership.

Partners must comply with this code of conduct whenever they:

- Conduct Richmond Partnership business
- Act as a representative of the Richmond Partnership.

This code is available in **Appendix 3**.

7. Resolving conflicts

Any disagreement that has a direct connection with the work of the Richmond Partnership will be dealt with as follows:

- insofar as is possible, conflicts should be resolved through discussion in the group where they occurred;
- where a resolution cannot be reached the conflict will be escalated to the level above it;
- the Chair of the tier of the partnership that a conflict has been escalated to may nominate an individual or set up a specific subgroup to investigate and resolve the dispute;
- conflicts should be resolved outside of fixed partnership meetings as far as is practicable, so as not to take up unnecessary meeting time;
- If the conflict cannot be resolved at the Partnership, an independent body will be asked to mediate. It has been agreed that the Chief Executive of the London Borough of Richmond will be the independent person for the purposes of any such conflict resolution

8. Decision making arrangements

Where an item is placed for decision, that decision will be taken by agreement of the Partnership, by vote if necessary. (Please note that only standing members of the Executive Board may vote in the event of a vote being called).

The Chair may initiate and coordinate out of session decision-making, via written (electronic or hardcopy) communication with all members.

9. Declarations of Interest

It is each member's responsibility to declare interests of relevance to the agenda at the start of any meetings (including the Richmond Partnership, the Executive Group, Thematic Partnerships or any other meetings related to the Richmond Partnership), or immediately in the event that an issue is raised during a meeting. The Chief Executive's Office will maintain a register of any such declarations.

10. Performance Management

The Partnership has an agreed performance management framework that details how performance against the Community Plan will be managed and monitored throughout the year. This is reviewed and updated annually.

The Executive Group receive regular updates from the Partnership groups detailing progress on their work, main issues and outputs, events/meetings and any support required from the Executive Group.

11. Confidentiality & Information Sharing

Information used by the Richmond Partnership and provided to external bodies will be accurate, timely and fit for purpose.

Partners of the Richmond Partnership are encouraged to share information as required for the purpose of planning, developing and monitoring partnership projects and services by ensuring all data is in line with the Data Protection Act 1998.

RP members are responsible for communicating any relevant information to their organization, unless that information is deemed confidential to a particular meeting.

Appendix 1

Structure of Richmond upon Thames Partnership

RICHMOND UPON THAMES PARTNERSHIP

RICHMOND UPON THAMES PARTNERSHIP EXECUTIVE GROUP

COMMUNITY
SAFETY
PARTNERSHIP

SOCIAL
ENTERPRISE
PARTNERSHIP

HEALTH &
WELLBEING
BOARD

CHILDREN &
YOUNG PEOPLES'
TRUST

CULTURAL
PARTNERSHIP

Appendix 2

The Nolan Principals of Public Life

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 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 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.

Appendix 3

Richmond Partnership Code of Conduct

The principles underlying this code of conduct are those of the Relevant Authorities (General Principles) Order 2001 which expanded on the Nolan Principles and form the basis of the Local Authority Members' Code of Conduct:

Selflessness - partners should serve only the public interest and should never improperly confer an advantage or disadvantage on any person.

Honesty and integrity - partners should not place themselves in situations where their honesty and integrity may be questioned, should not behave improperly and should on all occasions avoid the appearance of such behaviour.

Objectivity - partners should make decisions on merit.

Accountability - partners should be accountable to the public for their actions and the manner in which they carry out their responsibilities and should co-operate fully and honestly with any scrutiny appropriate to their particular office.

Openness - partners should be as open as possible about their actions and should be prepared to give reasons for them.

Personal judgement - partners must take account of the views of others, including the groups they represent, but should reach their own conclusions on the issues before them and act in accordance with those conclusions.

Respect for others - partners should promote equality by not discriminating unlawfully against any person and by treating people with respect, regardless of their race, age, gender, sexual orientation or disability.

Duty to uphold the law - partners should uphold the law and on all occasions act in accordance with the trust that the public is entitled to place in them.

Stewardship - partners should do whatever they are able to do to ensure that the LSP uses its resources prudently and in accordance with the law.

Leadership - partners should promote and support these principles by leadership, and by example, and should always act in a way that secures or preserves public confidence.

Duty to abide by the law - Members should not engage in conduct which constitutes a criminal offence