

Oxford Strategic Partnership Revised Terms of Reference and review of membership Discussion Paper, March 2009

Background

At the meeting in October 2008 the members of the Steering Group agreed to a review of the terms of reference for the Oxford Strategic Partnership and an associated review of membership. A sub group was set up which included Jackie Wilderspin, Alison Baxter, Bob Price and Sebastian Johnson. The group met to agree a process and undertake the review.

This paper sets out proposed changes to the terms of reference and principles for membership of the Partnership.

The current context

The terms of reference for the OSP were included in the original “Briefing Pack” and have not been revised since 2003. The work of the partnership has developed significantly since this time and it is proposed that this document is revised to take account of

1. The phase of work we are now entering as we have completed our work on preparation of the new strategy – Oxford, A World Class City for Everyone
2. Our agreement to identify Champions to lead on implementing action plans in our five priority areas, including the establishment or development of Delivery Groups.
3. The delivery of Local Area Agreement targets and the context set by the county wide strategy, Oxfordshire 20:30
4. A review of the governance of partnerships in Oxfordshire which calls for closer links between county wide thematic partnerships and district strategic partnerships.
5. Consideration of Equality and Diversity issues.

Proposals

1. Consider the revisions to the contents of the original Briefing Pack. A draft version is included in Appendix 1. The original version of the Briefing Pack was circulated separately with papers for this meeting.
2. Complete the information in the table (Appendix 2) to highlight links to county wide thematic partnerships and other existing groups.
3. Discuss the current composition of the Steering Group in the light of the information in Appendix 2, in particular
 - a. The lack of links with the Children’s Trust
 - b. The lack of a named Champion for our priority for a World Class Economy
 - c. The role of members in relation to their membership of these groups.
 - d. Any other implications for the work and membership of the Steering Group.
4. Finalise the terms of reference for approval at the next meeting.

Jackie Wilderspin, Chair, OSP

Appendix 1

Oxford Strategic Partnership – Terms of Reference

Proposed amendments to the “Briefing Pack 2003” to be discussed by the OSP in March 2009

Oxford Strategic Partnership Aims

- To provide a bold vision for the future of Oxford, developing its environmental, economic and social life and contributing to a positive and sustainable future.
- To improve quality of life in Oxford, reduce inequalities, and support the needs and aspirations of our local communities.
- To encourage closer working between local agencies to deliver responsive services across the city.

How these aims will be delivered

Oxford Strategic Partnership will deliver these aims by providing a clear and focused approach to delivering real improvements across the City, targeting in particular those areas of greatest need. This approach will be set out in a Sustainable Community Strategy with associated action plans. The Partnership will deliver these actions by pooling expertise, knowledge, resources, research, and good practice. It will build a long-term, city-wide vision, alongside more immediate support to foster and encourage sustainable, community-based development.

A dynamic and long-term perspective is vital if we are to secure lasting improvements to local quality of life for future generations. We will work to ensure that the overall environmental, social and economic impacts of our work are understood and addressed.

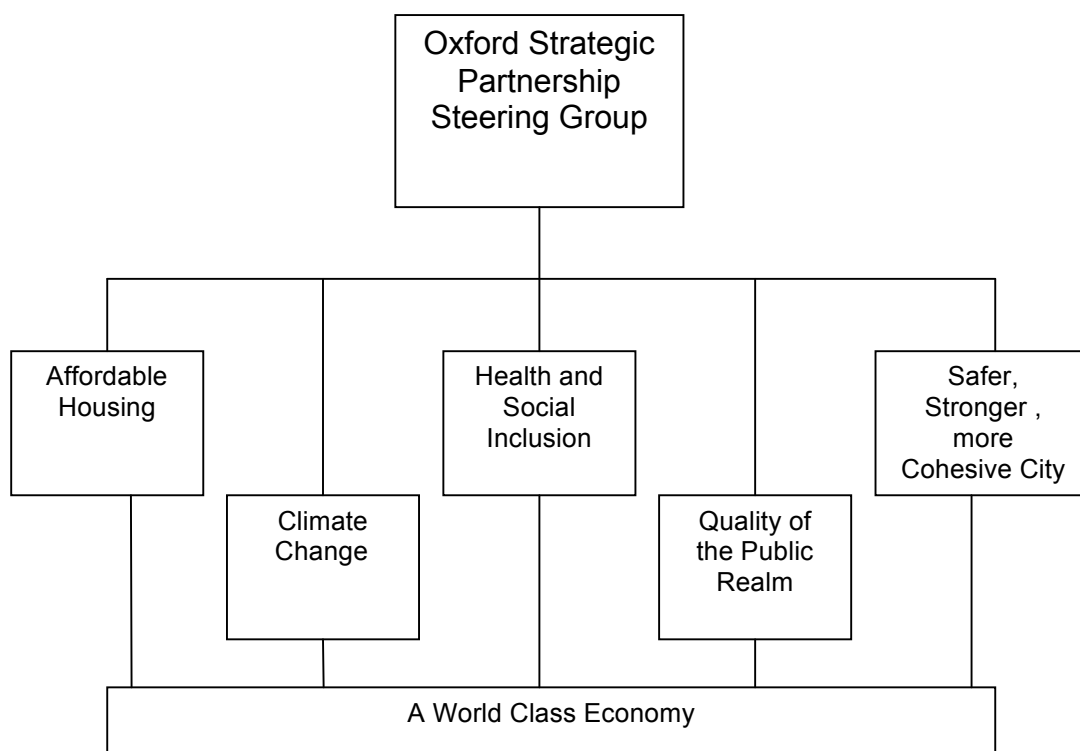
Oxford Strategic Partnership Guiding Principles

The Partnership Steering Group have adopted a set of principles - based on the Nolan principles for public life - to guide its actions, and promote public confidence in its actions.

- 1. Selflessness.** Partners should take decisions and serve only in the public interest and not for private gain.
- 2. Integrity & Honesty.** Partners should not place themselves in any situation where their integrity may be questioned, or place themselves under improper influence in the course of their duties. This includes the declaration of relevant private interests.
- 3. Objectivity.** Partners should make decisions based solely on merit.
- 4. Accountability.** Partners should be accountable to the public for their actions, decisions, and the manner in which they carry out their partnership duties. They should co-operate fully with any scrutiny appropriate to their role in the Partnership.
- 5. Transparency & Accessibility.** Partners will ensure that information relating to their work with the Partnership is available to the public, and will work to make this information as accessible as possible.
- 6. Openness & Personal Judgement.** Partners should be prepared to be as open as possible whilst taking into account the wider public interest. They should also have the freedom to make and justify personal judgements based on available evidence.
- 7. Respect & Equality.** Partners should actively promote equality and act in an anti-discriminatory manner.
- 8. Stewardship.** Partners should nurture and promote the successful development of the Partnership, ensuring that it applies its resources appropriately and operates in accordance with the law.
- 9. Leadership.** Partners should promote and support these principles by example, and act in a way that preserves public confidence.

These principles apply to all partners when acting on behalf of the Partnership or while on Partnership business.

Oxford Strategic Partnership Structure



1 Steering Group

This group is comprised of key local service providers, stakeholders and local representatives to provide strategic guidance and input for the Sustainable Community Strategy and to champion the development and implementation of action plans. Core members will be drawn from statutory services (City and County Council, the NHS, Thames Valley Policy) and regional representatives (GOSE, SEEDA). Further members are invited representatives of key organisations and partnerships who have a significant contribution to make in delivering the Sustainable Community Strategy. The Steering Group may also co-opt other individuals from time to time to fill identified gaps. The Oxford Strategic Partnership will review Steering Group membership on an ongoing basis, which may alter according to specific priorities. Any changes will be based on the principle that the group is focused on strategic intention rather than aiming for representation of particular groups or interests. Frequency of meetings will be agreed by the group and is currently 6 weekly.

Role of Steering Group Members

- To act as champions for each of the priority themes set out in the strategy.
- To develop open and accountable partnership working with a city-wide perspective and link to county wide thematic partnerships and other groups.
- To have an inclusive outlook for all citizens, residents, and workers, especially those experiencing inequalities of access or outcomes.
- To apply the principles of sustainability, and the need to balance environmental, social and economic concerns to achieve long-term improvements in quality of life.
- To represent and promote the wider interests of the city at a county, regional, national, and international level.
- To exert influence across a range of organisations and sectors to shape resource planning and deliver agreed outcomes in partnership with the community.
- To provide a co-ordinated route for channeling new funding and development opportunities into the city.

2 Delivery Groups

These groups will be responsible for driving forward progress in the priority areas agreed by the Partnership and for implementing, monitoring and updating plans. The groups will work closely with the Steering Group and each will be chaired by the OSP Champion. Members of the steering group may be drawn from partner organisations or other places, according to the needs of the group and the focus of the work. Champions will be encouraged to invite local experts and elected members of the Councils to participate wherever possible and relevant. The Steering Group may establish new delivery groups as and when necessary, often on a 'task and finish' basis.

Role of Delivery Groups

- To focus on specific priority themes within the Community Strategy.
- To build stronger links with other relevant agencies in the city and the relevant thematic partnerships in the County.

- To agree outcomes and develop targets and indicators to measure progress.
- To ensure all action plans are Equality Impact Assessed.
- To take responsibility for reporting on those targets to the Steering Group on a regular basis.
- To review progress and renew action plans on an annual basis.