

Oxford Strategic Partnership – Terms of Reference *(Revised version adopted in July 2009)*

Oxford Strategic Partnership Aims

- To provide a clear and ambitious vision for the future of Oxford, developing its environmental, economic and social life in a positive and sustainable way;
- To improve the quality of life of all sections of the community, to reduce inequalities, and support the needs and aspirations of citizens in their local areas;
- To foster and promote closer working between local agencies to deliver responsive and high quality services across the city.

How these aims will be delivered

Oxford Strategic Partnership will seek to deliver these aims by providing a focused approach to identifying and realizing clear 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 the 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.

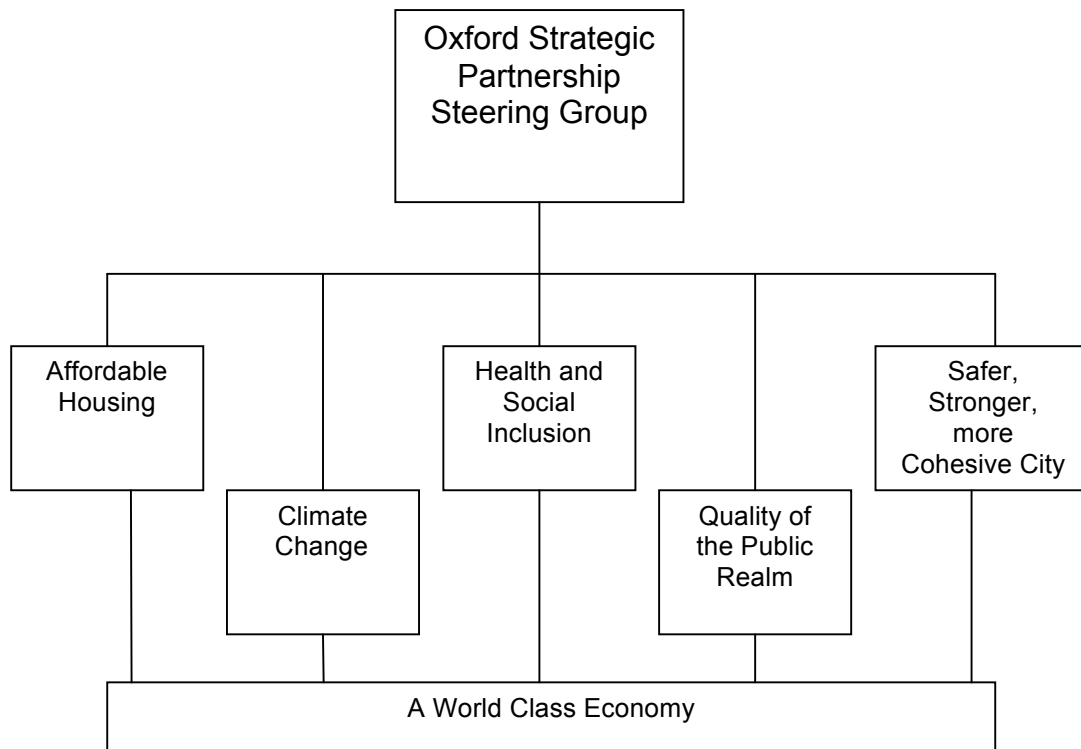
Oxford Strategic Partnership Guiding Principles

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 Police) 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. Each member of the Steering Group is responsible for representing their organisation and the other partnerships and networks of which they are members. They are also expected to take forward the work of the Oxford Strategic Partnership in their own organisations and other partnerships / networks.

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 the agreed 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. The Chair of the partnership will be elected from the members of the Steering Group and the position will be reviewed annually. The total number of members is to be agreed by the group – the current agreement is to fix the number at 15.

Role of Steering Group Members

- To act as champions for each of the priority themes set out in the Sustainable Community Strategy;
- To provide senior level representation of their organisation on the Partnership and to ensure implementation of partnership priorities within their organization;
- 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

The 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 Sustainable Community Strategy.
- To build stronger links with other relevant agencies in the city and the relevant thematic partnerships in the County, developing the membership of the delivery groups as appropriate.
- To agree outcomes and develop targets and indicators and to manage performance against these targets.
- 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.

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