



Terms of Reference

Version 5

March 2009

Terms of Reference

Revisions Log

Version	Date	Revision
5.0	March 2009	<ul style="list-style-type: none"> • Added in Complaints procedure • Added in Conduct and Behaviour of Board Members
4.0	12 July 2007	<ul style="list-style-type: none"> • Added in Meeting Procedures information on how papers for Board meetings are distributed as per Protocol and other minor tidying up • Amended references to the Lifelong Learning & Skills Partnership to reflect the change in structure and representation to the Children & Young People's Strategic Partnership and the Skills Partnership • Amended reference to the Culture & Leisure Partnership to reflect name change to the Culture, Leisure & Community Learning Partnership
3.0	6 November 2006	<ul style="list-style-type: none"> • Addition of the Performance Management Group, its membership and remit • Amendment to the Young People's representation within the Communities of Interest on the Board • Removal of Appendix 1 – Register of Declarations of Interest • Minor tidying up to reflect changes i.e. headings to now include reference to the Performance Management Group, reference to the Community Planning Team now read Partnership Support Team, updated structure diagram.



2.0	21 October 2005	<ul style="list-style-type: none"> • Addition of two places to Community Safety Theme for the Police Authority and Fire Authority. • Minor tidying up to reflect changes e.g. references to Community Safety Partnership now read Safer Hartlepool Partnership, updated structure diagram, sub-regional bodies moved from general categorisation to themes where appropriate, clarification re Council new mayoral structure. • Deletion of the agreement that the Board should not exceed 40 + chair + GONE. • Board Membership now 42 + GONE + Chair • Proforma prepared for declaration of interests • Meeting procedures added
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Contents

1.0	Introduction	6
2.0	The structure of the Hartlepool Partnership	6
2.1	Structure	6
2.2	Purpose of the Hartlepool Partnership	7
2.3	Principals	8
2.4	The general role of Partnership members	8
2.5	Decision making within Partnership structures	8
3.0	The remit of the Hartlepool Partnership Board, Executive, Theme Partnerships and Performance Management Group	9
3.1	Hartlepool Partnership Board remit	9
3.2	Hartlepool Partnership Executive remit	10
3.3	Hartlepool Partnership Theme Partnerships remit	11
3.4	Referral to the Hartlepool Partnership Board	13
3.5	Performance Management Group remit	13
4.0	The membership of the Hartlepool Partnership Board & Theme Partnerships	14
4.1	Hartlepool Partnership Board membership	14
4.2	Hartlepool Partnership Executive membership	21
4.3	Hartlepool Partnership Theme Partnerships membership	22
4.4	Performance Management Group membership	22
5.0	The operation of the Hartlepool Partnership Board & Executive	23
5.1	Frequency of meetings	23
5.2	Decision making	23
5.3	Substitutes	23
5.4	Advisory arrangements	23
5.5	Public access to the Hartlepool Partnership Board and executive	24



5.6	Secretarial support arrangements for Hartlepool Partnership Board and Executive	24
5.7	Meeting procedures	24
5.8	Venues for meetings	25
5.9	Conflict of interest	26
5.10	Annual meeting	26
5.11	Hartlepool Partnership sub groups	26
5.12	Community Network	27
5.13	Regional and sub-regional partnerships	27
5.14	Accreditation of the Partnership	27
5.15	Monitoring and Review	27
5.16	Conduct & Behaviour of Board Members	27
5.17	Complaints Procedure	28
6.0	The operation of the Performance Management Group	30
6.1	Frequency of meetings	30
6.2	Substitutes	30
6.3	Secretarial support arrangements	30
6.4	Meeting procedures	30
6.5	Declaration of Interest	30

1.0 Introduction

This document sets out the Terms of Reference for the Hartlepool Partnership and covers its structure, remit, membership and operation.

2.0 The Structure of the Hartlepool Partnership

2.1 Structure

The Hartlepool Partnership consists of a network of partnerships and partners working in the best interests of the Borough. This involves formal linkages with more specialised Theme Partnerships and the further use of sub-groups.

The Hartlepool Partnership Board is the principal umbrella structure within the Partnership and it is linked through membership to a series of other Theme Partnerships, each of which focus on a single issue or set of closely related issues. The Hartlepool Partnership normally has one theme partnership for each aim in the statutory Community Strategy. The objective will be to rationalise partnerships where appropriate and to use and develop existing structures where new functions need to be serviced. However, there may continue to be more than one theme partnership in some Themes. This hierarchy of partnerships provides opportunities for involvement by a wide range of organisations and individuals in the development and implementation of policy. All those involved in the Board, the Theme Partnerships and sub-groups are members of the Hartlepool Partnership.

This structure aims to balance the need for inclusiveness with the need for strategic effectiveness and to reflect the make up of the Hartlepool community and service providers.

2.2 Purpose of the Hartlepool Partnership

The purpose of the Hartlepool Partnership as a whole is to realise the Community Strategy Vision and:

- Promote and improve the economic, social and environmental well-being of Hartlepool and sustainable development through overseeing the Community Strategy process, setting strategic aims and helping to discharge the well-being duty
- Provide multi sector strategic leadership and operate as the “local strategic partnership” for Hartlepool developing consensus and commitment and where possible joint decision making
- Strengthen joint partnership working to continuously improve services
- Focus service delivery on the needs and aspirations of local people by developing new ways of involving local people in how services are provided
- Encourage people to be constructively involved in their communities
- Oversee neighbourhood renewal and seek to renew deprived areas and develop and deliver a local Neighbourhood Renewal Strategy as part of the Community Strategy
- Ensure local sustainable development and contribute to the regional sustainable development agenda
- Bring together and rationalise plans, partnerships and initiatives
- Collaborate with regional and sub regional partners and lobby in Hartlepool’s interest
- Align performance management systems, criteria and processes
- Be inclusive and representative with effective community engagement and consultation – promotion
- Develop strategies to improve the skills and knowledge of partners including relating to regeneration and neighbourhood renewal

2.3 Principles

All members of the Partnership shall be committed to applying the principles established in the Hartlepool Community Strategy:

Principles	
• Accountability	• Maximise Opportunity
• Community Involvement	• Maximise Resources
• Co-ordination	• Partnership
• Equality & Social Inclusion	• Quality Services & Continuous Improvement
• Integrity	• Sustainability

2.4 The General Role of Partnership Members

The main general role of all Members of the Partnership will be to take a town-wide perspective and to develop consensus in the best interests of the town as a whole.

Members will bring their own perspectives and also represent their own organisation, interest group or area, and will be recognised for their valuable contribution bringing ideas, knowledge and expertise to the process.

2.5 Decision Making within Partnership Structures

The Hartlepool Partnership and associated Theme Partnerships and Sub Groups or Boards will continue to develop consensus, commitment and common decision making processes. Where practicable, members should have the authority to take decisions and make commitments.

However individual partners will remain responsible and accountable for decisions on their services and the use of their resources. The Partnership recognises that each partner has different mechanisms for their own decision making. In some cases decisions may be endorsed by the bodies or organisations from which members are drawn.

The Hartlepool Partnership is not a legal entity and will rely on its organisations represented on the Board to provide financial systems or a legal basis for decisions collectively supported.

3.0 Remit of the Hartlepool Partnership Board, Executive, Theme Partnerships & Performance Management Group

3.1 Hartlepool Partnership Board Remit

The Partnership Board will make decisions on matters affecting the economic, social and environmental well-being of Hartlepool and sustainable development including the following: -

- Major policy and policy documents of interest to a range of partners at key stages in their development including the Community Strategy
- Strategic briefs or frameworks for policy, programme or bid development, consultation and training etc
- Matters outside an established defined strategic policy context or brief
- Major issues of particular strategic importance to Hartlepool because of their scale or nature
- Reports from or on behalf of the Executive, the Theme Partnerships and the Community Network raising strategic issues and reporting on progress
- Strategic novel or contentious issues and cross-cutting issues
- Scrutiny of issues relating to the policies of partners and the implementation and operation of services and their contribution to achieving the Community Strategy
- Representation to and relationships with regional and sub- regional partnerships and bodies and national organisations
- Monitoring and reviewing of the structure and operation of the Hartlepool Partnership and its performance
- Rationalisation and performance management of theme partnerships within Hartlepool
- Any other matters of importance to the economic, social and environmental well-being of Hartlepool not covered by the remit of the Executive

3.2 Hartlepool Partnership Executive Remit

The Hartlepool Partnership Executive will enable ongoing business to be progressed with the involvement of key stakeholders representing the range of interests across the seven community strategy themes, often at short notice and within the general policy direction set by the Partnership Board.

The Executive will make decisions on matters affecting the economic social and environmental well-being of Hartlepool and sustainable development including the following: -

- Matters within an established defined strategic policy context or a brief agreed by the Partnership Board
- Policy or policy documents under development in accord with a brief agreed by the Partnership Board
- Development of the Performance Management Framework and Neighbourhood Action Plans within a framework agreed by the Partnership Board
- Policy and policy documents of interest to a limited range of partners
- Bids or programmes under development in accord with a brief agreed by the Board
- Identify, encourage and support effective local initiatives
- Baseline, activity and resource analysis and evidence based action
- Performance management including the alignment of performance management systems, criteria and process and periodically reporting to the Hartlepool Partnership Board
- General programme management including the monitoring of expenditure, indicators and targets; and the adjustment of programmes under implementation
- Oversee the development and delivery of regeneration initiatives, neighbourhood renewal and neighbourhood management
- Oversee the development and delivery of the Partnership's Consultation and Publicity Strategy, coordination of consultation , engagement of under-represented groups and protocols for the involvement of local people in the development of programmes within a brief agreed by the Board
- Oversee the development and delivery of the Skills and Knowledge Strategy to improve the skills and knowledge of partners, encourage the sharing and application of good practice and provide support where practicable



- Approval of briefs for the appointment of consultants or commissioning of research and surveys and the selection of tenders
- Any matters requiring urgent consideration

3.3 Hartlepool Partnership Theme Partnerships Remit

Though roles will vary Theme Partnerships will in general terms:

a) Be Strategic, Representative and Effective

- ensure a strategic framework for each theme that is reflected in the integrated community strategy, action plan and specialist strategies
- adopt and take ownership of the vision, goal, principles, aims, objectives, activities, indicators, baselines and targets related to their theme while keeping a lateral view of connected and cross-cutting issues.
- ensure that the community strategy and the associated action plan provides the “hooks” or “golden threads” that bind the services together and provide a common purpose and joined up and improving service provision.
- ensure that appropriate and realistic priority objectives, activities and targets are identified in the community strategy and action plan and other more specialised strategies and that there is a joint commitment to these. This will help to establish common local priorities and targets and agreed actions and milestones leading to demonstrable improvements against measurable baselines
- arrange appropriate information and analysis including resource and activity analysis.
- ensure that they have the appropriate membership and structures, including sub-groups which are inclusive and effective. They need to secure the involvement of all the appropriate key players, including the public, private, community and voluntary sectors. This should allow engagement of residents, community, other public sector and business interests that cannot be represented directly on the Hartlepool Partnership.
- identify an appropriate representative to represent the Theme Partnership on the Hartlepool Partnership
- action strategic issues which may be referred from the Hartlepool Partnership for investigation

- identify and report strategic issues, which the Hartlepool Partnership should be aware of
- liaise with other theme partnerships on cross-cutting issues
- build upon best practice

b) Oversee Implementation; endorse or take delegated decisions

- oversee the implementation of the agreed priority objectives, activities and targets- ensure that these feed directly into the content of more detailed specialist plans and are reflected in resource allocation
- identify who is responsible for the delivery of the appropriate aspects of the community strategy
- while recognising that decisions about the use of resources will still remain the preserve of individual partners, there is a need to establish consensus endorsement of strategic issues, while encouraging opportunities for better ways of working, joint working, delegation and joint or shared resources where appropriate
- members will need the appropriate authority to commit their relevant organisations

c) Manage Performance

- contribute to the development of a common performance management system
- identifying the most appropriate body to collect data on key indicators
- monitor and review progress and periodically report to the Hartlepool Partnership Executive on performance
- ensure partners have aligned their performance management systems, criteria and processes to that of the Hartlepool Partnership

d) Minimise Bureaucracy

- minimise bureaucracy and build upon existing structures — helping to demonstrate that we have reduced and not added to the ‘bureaucratic burden’.



3.4 Referral to the Hartlepool Partnership Board

Theme partnerships will also refer certain matters to the Hartlepool Partnership Board. Matters referred would include issues that:

- are strategic and involve very substantial changes in structures, services and use of resources
- significantly affect the delivery or development of the Community Strategy or the Neighbourhood Renewal Strategy
- previously have been referred by the Hartlepool Partnership
- are cross-cutting
- are contentious or novel, and
- report on progress towards targets within the appropriate theme

3.5 Performance Management Group remit

The Performance Management Group will take action in response to performance. In managing performance, the Group will ensure that the Partnership delivers, through commissioning or direct provision, high quality local services and increased efficiency. The Performance Management Group will work within the decision framework of the Partnership Board and the responsible authorities, partners and Boards. The functions of the Group are to:

- Oversee the implementation of the Partnership's Annual Delivery and Improvement plan and the Risk Management Action Plan
- Monitor and evaluate spending on a quarterly basis
- Follow up planned actions ensuring they have led to improvement
- Ask challenging questions about performance
- Deal honestly and robustly with under-performance
- Ensure that there are robust action plans to address under-performance and recommend to the Board redirecting resources where necessary
- Ensure that adequate systems are in place to manage performance, risk and resources
- Motivate partners to look for new ways to improve

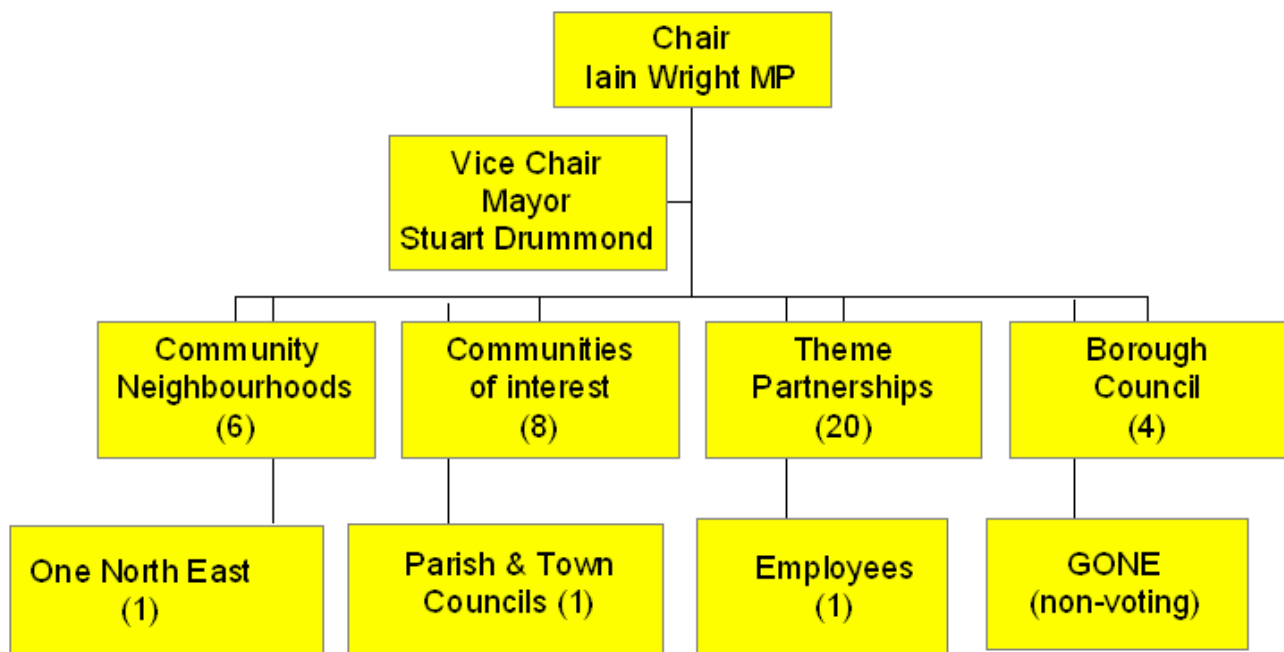
- Review how the Partnership’s resources bend to priority areas
- Seek to address wider cross partnership aims including as equalities, community cohesion and sustainable development
- To make recommendations to the Hartlepool Partnership Board

4.0 Membership of the Hartlepool Partnership Board, Executive and Theme Partnerships

4.1 Hartlepool Partnership Board Membership

The composition of the Board will be as *inclusive as practicable* covering a full range of “key players” balancing this with a realistic maximum size of partnership necessary for it to be effective and strategic. Members will be identified within categories:

The Hartlepool Partnership Board 42+Chair+Government Office for the North East



Chair of the Hartlepool Partnership Board

The Board will be chaired by the town's Member of Parliament. The Vice Chair will be the Elected Mayor or his/her representative.

Community Neighbourhoods (6)

Representation from the community neighbourhoods' category will total 6 members. This category of members brings a geographical coverage across the town on the basis of the three recognised neighbourhood areas north, central and south, as follows:

- a) **Neighbourhood Consultative Forum Representatives (3)** – A total of three representatives comprising the Vice-Chairs of the North, Central and South Neighbourhood Consultative Forums. These would be identified through a mechanism developed in conjunction with the Hartlepool Community Network and agreed with the Partnership Board. The majority of each of these neighbourhood areas is disadvantaged, and this needs to be taken into account in any selection process to ensure appropriate representation. A person specification may need to be agreed and selection processes. The Community Network established through the Community Empowerment Fund will have a significant role in the selection and support of resident representatives. It is likely that identification would be on the basis of open nominations, supported by a number of residents, and a meeting to select the representatives with a ballot if necessary. The positions would be subject to reselection on an annual basis. Persons selected should be service users rather than service providers and should not normally include members of the Council and the Parish Councils and senior officers of the Council, the Parish Councils, or other public bodies and organisations. Their role in addition to general requirement is to represent their respective neighbourhoods, bring a special understanding and knowledge of the local communities and service use.

- b) **Community Councillors (3)** – The chair of each Neighbourhood Consultative Forum Neighbourhood Forum Area. These will be none executive Councillors representing a ward in the relevant neighbourhood and will be identified by the Council and confirmed annually. Their role, in addition to general requirement, is to represent the interests of the communities in all the wards in each neighbourhood.

Communities of Interest (8)

Board members from communities of interest help to ensure an inclusive membership and coverage of a wide range of groups including hard to reach groups. Members of the Board representing community interests will represent a range of special community interests and perspectives. They should not normally include members of the Council and the Parish Councils and senior officers of the Council, the Parish Councils, or other public bodies and organisations. They will be predominantly service users but some members from voluntary and community groups will be service providers as well as advisors on local need, and some may be representatives of their membership or community interest group and in some cases of the wider community.

The methods used to identify or select members within communities of interest should be by the most appropriate means reflecting their role as service providers, advisers and or representatives. Selection and identification of members needs to be flexible and interim arrangements may be necessary. Where clear forums or groups are established it would be for them to nominate a member. Where representation is the primary role a person specification will be established and potential candidates canvassed, followed by selection within that category e.g. community of interest, while recognising the special role and status of community councillors.

Where obvious key groups are not identifiable the Community Network will be requested to jointly develop appropriate mechanisms for selection, to be agreed by the Board. The positions would be subject to reselection on a regular basis

- a) Umbrella Voluntary Sector Organisation (1)** - providing general support for the development of the voluntary and community sector across the town. This person's role in addition to general requirement is to provide an overview of the voluntary and community sector's needs and aspirations.

- b) Young People (2)** – one representative to be Hartlepool's member of the United Kingdom Youth Parliament and one representative (aged 21 or under) elected by the Community Network. Their role, in addition to the general requirements, is to provide an overview of the views, needs and aspirations of the young people of Hartlepool.

- c) **Older People (1)** – a person representing the interests of older people identified by the Community Care Forum and the “50+ Forum”. This person’s role in addition to general requirement is to provide an overview of the needs and aspirations of older people.
- d) **Ethnic minorities (1)** – a person identified by the Community Network BME Reference Group. This person’s role in addition to general requirement is to provide an overview of the needs and aspirations of ethnic minorities.
- e) **Faith Communities (1)** – a person identified by the Hartlepool Churches Together. This person’s role in addition to general requirement is to provide an overview of the needs and aspirations of faith communities.
- f) **Disability, Health & Care (1)** - a person representing the disabled and or carers selected by voluntary and community groups representing these groups. This person’s role in addition to general requirement is to provide an overview of the needs and aspirations of disabled people and carers.
- g) **Culture & Leisure (1)** - a person representing the cultural and leisure interests selected by voluntary and community groups representing these groups. This person’s role in addition to general requirement is to provide an overview of the needs and aspirations of cultural and leisure interests.

Theme Partnerships (20)

The Theme Partnership members will provide strong linkage to the Hartlepool Partnership. They will represent organisations and businesses that are members of the theme partnerships and commission or provide services and facilities and can influence the provision of these. Major service providers will be represented at a level that will ensure appropriate knowledge, experience, influence and commitment building.

- a) **The Economic Forum (5)** - three members representing Hartlepool Business interests being members of the Hartlepool Economic Forum and identified by the Economic Forum, a representative from Jobcentre Plus representing employment and benefit issues and a

representative from Business Link representing business and economic issues. Their role in addition to general requirement is to provide an overview of the relevant Community Strategy Theme and account for progress on achieving key related aims, objectives, activities and targets.

- b) Children and Young People's Strategic Partnership (1)** – the Chair of the Children and Young People's Strategic Partnership.

- c) Lifelong Learning and Skills (2)** –one person representing further education in the town identified by the Skills Partnership and one representative from the **Learning and Skills Council** representing training and skills. Their role in addition to general requirement is to provide an overview of the relevant Community Strategy Theme and account for progress on achieving key related aims, objectives, activities and targets.

- d) Safer Hartlepool Partnership (4)** – one member from the Safer Hartlepool Partnership identified by the Safer Hartlepool Partnership, a representative each from Cleveland Police, Cleveland Police Authority and the Fire Authority. Their role in addition to general requirement is to provide an overview of the relevant Community Strategy Theme and account for progress on achieving key related aims, objectives, activities and targets.

- e) Health and Care Strategy Group (4)** – one member from the Health and Care Strategy Group, identified by the Health and Care Strategy group, a representative from the Primary Care Trust, one representative from North Tees & Hartlepool NHS Trust, and the Director of Public Health. Their role in addition to general requirement is to provide an overview of the relevant Community Strategy Theme and account for progress on achieving key related aims, objectives, activities and targets.

- f) Environment Partnership (1)**
One member from the Environment Partnership selected by the Environment Partnership. Their role in addition to general requirement is to provide an overview of the relevant Community Strategy Theme and account for progress on achieving key related aims, objectives, activities and targets.

- g) Housing Partnership (1)** - One member from the Housing Partnership selected by the Housing Partnership. Their role in addition to general requirement is to provide an overview of the relevant Community Strategy Theme and account for progress on achieving key related aims, objectives, activities and targets.
- h) Culture, Leisure and Community Learning Partnership (1)** a member of the Culture, Leisure and Community Learning Partnership from a key service identified by the Culture and Leisure Partnership.
This person's role in addition to general requirement is to provide an overview of the relevant Community Strategy Theme and account for progress on achieving key related aims, objectives, activities and targets.
- i) Neighbourhood Renewal (1)** – a person identified by the New Deal for Communities Steering Group.
This person's role in addition to general requirement is to help provide an overview of and represent neighbourhood renewal, *neighbourhood management initiatives* and especially the New Deal for Communities Programme, which is the largest and most significant neighbourhood renewal initiative in the Borough. This person would help to account for progress on achieving key related aims, objectives, activities and targets related to the Community Strategy. They will also help to provide a practical perspective upon the development of skills and knowledge of neighbourhood renewal, the development of learning processes and the adoption of good practice.

The Borough Council (4)

- a) **The Council (2)** – two councillors identified by the Elected Mayor from any Executive or from the Council. Their role in addition to general requirement is to provide an overview of the relevant Community Strategy Themes and account for progress on achieving key related aims, objectives, activities and targets especially through the Best Value process.

- b) **The Leader of the Opposition (1)** – the Leader of the Largest Minority Group (i.e. the leader of the largest political group not holding the mayoralty) or his/her representative. This person's role in addition to general requirement is to help to provide an overview of the relevant Community Strategy Themes and to represent the largest minority party on the Council.

- c) **The Chief Executive (1)** – the Chief Executive of the Council or his/her representative. This person's role in addition to general requirement is to provide an overview of the relevant Community Strategy Themes and account for progress on achieving key related aims, objectives, activities and targets especially through the Best Value process.

Other Bodies (3)

- a) **One NorthEast (1)**
Economic, social and environmental regeneration.

- b) **Parish and Town Councils (1)** – selected from serving members of the Parish and Town Councils by the Parish and Town Councils. To be confirmed annually.
This person's role in addition to general requirement is to represent the Parish and Town Councils and their communities.

- c) **Employees (1)** – a person selected by the Hartlepool Trades Union Council.
This person's role in addition to general requirement is to provide an overview of the needs and aspirations of employees.

Government Office North East

The Government Office is represented in an advisory and observer non-voting role.

4.2 Hartlepool Partnership Executive Membership

The Executive will comprise 17 members identified from Members of the Partnership Board on the following basis: -

a) **Community Neighbourhoods (6)**

To include the 3 neighbourhood forum area residents representatives and 3 community councilors.

b) **Communities of Interest (2)**

These will include a representative of a widely recognised Umbrella Voluntary Sector Group (1) which serves the town as a whole and another representative of Communities of Interest selected by the other Community of Interest Board members from amongst themselves.(1)

c) **Borough Council (3)**

There would be three representatives from the Borough Council (3) including the Leader of the Council or the elected Mayor (Vice Chair of the Executive), the Leader of the Opposition and the Chief Executive.

d) **Theme Partnerships (6)**

These will include one member for each of the first six Community Strategy Aims, who are members of a relevant Theme Partnership and are members of the Hartlepool Partnership Board. These should include representative from the PCT, the Police, the College of Further Education and at least one business representative from the Economic Forum. The NDC representative will not be represented on the Executive. Officers will be in attendance.

e) **Chair of the Hartlepool Partnership Executive**

The Executive will be chaired by the Chair of the Partnership Board or in his/her absence the Vice Chair of the Partnership Board or a person nominated by the meeting.

4.3 Hartlepool Partnership Theme Partnerships Membership

Membership of the theme partnerships will reflect their aims and circumstances and will therefore vary considerably. In determining and reviewing membership the Theme Partnerships will seek to be inclusive and balanced, effective and strategic.

4.4 Performance Management Group membership

The group's membership shall be:

- Chair of the Hartlepool Partnership
- Vice Chair of the Hartlepool Partnership
- Chair of the Economic Forum
- Chair of the Skills Partnership
- Chair of the Children & Young People's Strategic Partnership
- Chair of the Health & Care Strategy Group
- Chair of the Safer Hartlepool Partnership
- Chair of the Environment Partnership
- Chair of the Housing Partnership
- Chair of the Culture, Leisure and Community Learning Partnership
- Manager of HVDA

5.0 Operation of the Hartlepool Partnership Board & Executive

5.1 Frequency of Meetings

The Hartlepool Partnership Board Meetings will be normally every 6-8 weeks and the Hartlepool Partnership Executive Meetings will be convened as required.

5.2 Decision Making

As far as practicable business will be conducted in the spirit of partnership and consensus will be sought without recourse to votes. In exceptional circumstances where a vote proves necessary each member will have a single vote and in the event of a tied vote the Chair will have a casting vote. For the Board a quorum will be 17 members. Officers in attendance and the representative from Government NorthEast will have a non-voting observing and advisory role.

5.3 Substitutes

As flexibility and continuity is essential to partnership working, each Member may identify a named substitute in a register held by the Partnership Support Team who may attend on their behalf when necessary. Substitutes should be suitable senior representatives who are able to speak on behalf of their organisation.

5.4 Advisory Arrangements

The Partnership Board, Executive and Theme Partnerships and associated Boards will be guided in their work by the Community Network/Forums. In addition an annual partnership meeting will also provide the opportunity for input into the process. In addition the Partnership will exercise its responsibility to use a range of methods to consult widely on issues as appropriate.

5.5 Public access to Hartlepool Partnership Board and Executive

Meetings of the Hartlepool Partnership Board and Executive will be open to the public and press unless in exceptional circumstances they are excluded by a vote for reasons that shall be recorded. Specially designated seating will be provided for observers. Observers will not be allowed to comment or address the Board unless asked to do so by the Chair. They do not have the right to vote on any issue.

The Partnership Support Team should be informed of any persons attending the meeting to observe.

5.6 Secretarial Support arrangements for Hartlepool Partnership Board and Executive

The Board and Executive will be supported by the Borough Council's Community Strategy Division (The Partnership Support Team). Financial and in-kind support will also be sought from other partners commensurate with their circumstances.

5.7 Meeting Procedures

- Meetings are usually held every 6-8 weeks and on Fridays
- When an item has been proposed by a partnership/agency for inclusion on an agenda a proforma will be issued for completion. This information will enable the Partnership Support Team in conjunction with the chair to prioritise agendas for Hartlepool Partnership Board meetings
- Items for the agenda should be communicated to the Partnership Support Team the Friday two weeks before the meeting
- Reports and any appendices should be received electronically by the Partnership Support Team by 5:00pm on the Monday of the week prior to the meeting – **reports received after this deadline are not guaranteed to be included on the agenda**
- Reports should be in the standard Hartlepool Partnership format – a template is available from the Partnership Support Team and online

- Reports are presented on the agenda in three categories:
 - Principal Item for Debate
 - Items for Decision
 - Items for Information
- There will usually be only one 'Principal Item for Debate' or presentation on each agenda – an item for debate may be added to a future agenda by liaison with the Partnership Support Team
- Presentations should be no longer than 15 minutes, allowing time for debate
- Presentation material (e.g. PowerPoint presentations) should be received by the Partnership Support Team 24 hours before the meeting – equipment and set up for presentations will be provided and facilitated by the Partnership Support Team
- There will usually be up to 4 'Items for Decision' on each agenda and, again, items can be added to future agendas if the current agenda is considered full
- 'Items for Information' reports will not be presented but taken as read, however members will be able to comment or ask questions at the meeting
- It is expected that reports brought before the Board will have been referred through the appropriate Theme Partnership
- The Partnership Support Team should be informed of any additional persons attending the meeting to present a report, take part in a presentation or debate
- Papers for the Hartlepool Partnership Board meetings will be made available by the Partnership Support Team at least a week before the meeting. Board members will be able to choose to receive their papers electronically or paper copies via the post. Copies of papers for meetings will also be placed on the Partnership's website www.hartlepoolpartnership.co.uk

5.8 Venues for Meetings

As far as practicable venues for meetings will be identified that are located in all three neighbourhood areas of the town.

5.9 Declaration of Interest

Decisions of the Hartlepool Partnership Board and Executive must be taken and be seen to be taken in the interests of the well-being of Hartlepool. Members shall record on a register any personal interest, which they believe could come into conflict with their responsibilities as Members of the Board, the Executive or theme partnership. The form that should be used, together with guidance notes on its completion, is available from the Partnership Support team.

Personal interests could include business or financial interests, employment, membership of any organisation, which may be affected by a decision, and ownership of property. The Declaration of Interests records will be kept by the Partnership Support Team at Bryan Hanson House as public documents.

In addition if any Member (or his/her spouse or any other member of his/her household) has any such interest in any matter under discussion at the Board, Executive or a Theme Partnership, then he/she shall disclose the fact and take no part in the discussion unless asked to do so in the interests of clarification. Any person declaring such an interest will withdraw from the meeting whilst any voting on the relevant matter takes place. Members will not have to declare an interest on a matter under discussion where this would be likely to affect the whole or a large part of the town and would only indirectly affect them e.g. as one of a number of residents, businesses, organisations, or property owners.

5.10 Annual Meeting

An annual meeting or conference of the Partnership will normally be held in order to review progress on the Community Strategy and report back to the Partnership as a whole on or before the 31st March each year.

5.11 Hartlepool Partnership Sub Groups

Occasionally a Sub Group of the Hartlepool Partnership may need to be established to expedite a particular matter, which requires focussed activity or where a more specialist membership is

required than on the Executive. These would normally have a specific remit and period of operation to oversee or undertake a specific task, reporting directly to the Partnership Board.

5.12 Community Network

A Protocol setting out working relationships between the Hartlepool Partnership and the Community Network will be agreed and regularly reviewed.

5.13 Regional and Sub-Regional Partnerships

Direct representation will be sought for members of the Hartlepool Partnership on Regional and Sub Regional Partnerships.

5.14 Accreditation of the Partnership

The Hartlepool Partnership currently has accredited status as determined by Government Office for the North East.

5.15 Monitoring and Review

The Partnership's agreed Performance Management Framework sets out key activities to be carried out to implement the Community Strategy and Neighbourhood Renewal Strategy. Arrangements should be put in place to ensure all Partnership Board Members are kept informed of progress within agreed action plans.

5.16 Conduct & Behaviour of Board Members

As a member of the Hartlepool Partnership, whether in Partnership meetings or working on behalf of the Partnership, the following guidelines outline what the Partnership expects of its members.

Accountability: to work openly and honestly and to report back their work on the LSP to their Theme Partnership, organisation or sector.

Commitment: to attend Partnership board meetings, participate in occasional task group meetings and one-off events. To be properly prepared for meetings by reading the paperwork beforehand. To be prepared to learn from others and from good practice elsewhere and to further develop the breadth of their knowledge of their sector's role within the town.

High Quality Debate: to remain focussed and strategic. To contribute positively to discussions and work with other members to achieve consensus and take important decisions regarding the strategic development of the town.

Honesty and Integrity: to act with honesty, objectivity and integrity in achieving consensus through debate. To respect the confidentiality of the information provided.

Objectivity: to consider what is in the best interests for the common good of Hartlepool and to weigh this along with the interests of their organisation, their sector and themselves when making decisions.

Representative: to effectively reflect the interests of their sector, to raise areas of concern and contribute their experience and expertise to Partnership discussions and decisions to achieve good workable solutions.

Respect for others: to respect and to take into account the views of other members regardless of their gender, race, age, ethnicity, disability, religion, sexual orientation or any other status.

5.17 Complaints Procedure

The Hartlepool Partnership is keen to ensure that all board members, partners and residents are happy with the procedures and arrangement in place for the board and Theme Partnership meetings.

If however an individual is dissatisfied they should first of all verbally raise their concern with a member of the Partnership Support team or the Chair who will endeavour to resolve the problem quickly and amicably.

In the event of the issue not being resolved the individual should then make a formal complaint, in writing, to the Partnership Support Team detailing the nature of the complaint.

Due to the format of the board and dependant on the nature of the complaint the following procedures have been agreed.

If the complaint is in relation to:

- the procedures of the Hartlepool Partnership or conduct at its meetings then the complaint will be dealt with by the Partnership Support Team and the Chair
- the procedures of a Theme Partnership or conduct at a meeting then the complaint will be dealt with by the Chair of the respective partnership
- a Hartlepool Borough Council staff member, the Elected Mayor or an elected member or a member of the Partnership Support Team then Hartlepool Borough Councils Complaints Procedure will apply
- a board member from a partner organisation or a Community Network representative then their respective organisations procedures will apply
- for all other complaints then this will be dealt with by Government Office North East

As detailed above, in all cases the written complaint should be sent in the first instance to the Partnership Support Team who will then respond within 5 working days to advise who is dealing with the complaint and how long a response is expected to take. A full response will then normally be delivered within 15 working days.

If the individual is still dissatisfied with how the complaint was handled they may then ask for a further review by writing to the Partnership Manager at Government Office North East.

6.0 Operation of the Performance Management Group

6.1 Frequency of Meetings

The group will meet quarterly and at other such times as may be decided by the Chair and Vice-Chair.

6.2 Substitutes

Each member may identify a named substitute to attend on their behalf when necessary. Substitutes should be a suitable senior representative.

6.3 Secretarial Support arrangements

The Group will be supported by the Partnership Support Team who in turn rely on a network of Theme lead officers. Theme Partnerships are responsible for producing quarterly summaries or performance. Templates, Guidance and deadlines for submission will be provided by the Partnership Support Team. The Partnership Support Team will publish agendas, papers and minutes of previous meetings.

6.4 Meeting Procedures

Items for the agenda should be communicated to the Partnership Support Team at least two weeks before the meeting. The Partnership Support Team will ensure that agendas and papers are made available at least one week in advance of the meeting. Papers will also be placed on the Partnership's website: www.hartlepoolpartnership.co.uk

6.5 Declaration of Interest

Decisions of the Group must be taken and be seen to be taken in the interest of the well-being of Hartlepool. Members shall record on a register any personal interest, which they believe could come into conflict with their responsibilities as members of the Performance Management Group. The form that should be used, together with guidance notes on its completion, is available from the Partnership Support team.