



## **Cumbria Strategic Partnership – Terms of Reference**

### **1 Cumbria Strategic Partnership Forum DRAFT TERMS OF REFERENCE**

Cumbria Strategic Partnership Forum brings together all entities and organisations which have an interest in, or an active role in, partnership working at the county level in Cumbria. It brings together partners from the Public, Private and Third Sectors in Cumbria and seeks to forge strong partnerships and relationships which can deliver improved outcomes for people and places in Cumbria

#### **INFLUENCE**

- Serving as a deliberative forum for exploring new and emerging issues, providing feedback upon the annual reports of the Cumbria Leadership Board, Cumbria Chief Executives' Group and Joint Chairs Group

#### **VISION FOR CUMBRIA**

- Contribute to the development of the vision and priorities for Cumbria, articulated through the Sustainable Community Strategy, to shape Cumbria's future direction

#### **INNOVATION AND JOINT DELIVERY**

- Serving as a forum for debate on key issues for Cumbria through Focus On events, Deep Dives and Business Meetings

#### **PARTNERSHIP AND ENGAGEMENT**

- Serving as a vehicle for engagement with 'civil society' and 'representatives of local persons', including the Private and Third Sectors
- Serving as a vehicle for engagement between county and district partnership working structures, principally through district LSPs

#### **LEARNING AND DEVELOPMENT**



- Identifying opportunities for innovative partnership working in Cumbria, and recommending such opportunities to the partnership as a whole
- Sharing best practice and celebrating success

## **MEMBERSHIP**

Membership of Cumbria Strategic Partnership Forum is open to any organisation, entity or body which is actively supporting the delivery of outcomes in the Cumbria Community Strategy

Any such interested parties are encouraged to register their interest with the CSP Team, [csp@cumbriacc.gov.uk](mailto:csp@cumbriacc.gov.uk) and will receive invitations to attend CSP Forum events and meetings.

## **CHAIR/VICE CHAIR**

The Chair/Vice Chair to be selected at the Annual Meeting, held in July of each year.

## **RELATIONSHIPS**

The Cumbria Strategic Partnership Forum:

- 1) Responds to invitations from the Cumbria Leadership Board, Cumbria Chief Executives' Group, and Joint Chairs Group to consider and deliberate upon emerging issues and topics which impinge upon partnership working in Cumbria
- 2) Provides feedback to the Cumbria Leadership Board, Chief Executives' Group and Joint Chairs Group on opportunities and risks in relation to potential future developments
- 3) Engages with organisations across the public, private, voluntary and community sectors on strategic issues of significance for Cumbria
- 4) Receives annual reports on the achievements of the Cumbria Leadership Board, Cumbria Chief Executives' Group and Joint Chairs Group and provides feedback on these reports

## **SCHEDULE OF MEETINGS**

The Cumbria Strategic Partnership Forum will hold two Business Meetings per year. 4 Focus On events will also be scheduled, as will an annual conference which celebrates successful partnership working in Cumbria.

Business Meetings will provide an opportunity for partners to receive updates from district LSPs, CSP Thematic Partnerships, presentations and updates upon major issues influencing partnership working in Cumbria, and a medium for debate and discussion between partners.

Focus On events will continue to concentrate upon issues of underperformance in Cumbria and seek to identify means by which partners can influence future levels of performance and the strategic thinking underpinning work on such issues.

## **SUPPORT ARRANGEMENTS**

Secretariat and facilitation support is provided by Cumbria County Council

For further information, [csp@cumbriacc.gov.uk](mailto:csp@cumbriacc.gov.uk)

## **2. CUMBRIA LEADERSHIP BOARD - TERMS OF REFERENCE**

### **INFLUENCE**

- Provide leadership to promote the interests of Cumbria regionally, nationally and internationally.
- Operate effectively within the regional context of NW England, and secure Cumbria's effective engagement in regional structures and arrangements.
- Provide a means for the formulation and expression of joint views on issues of strategic significance, to the LGA, central government, and other bodies in respect of legislation, proposed legislation, policy and resource allocation.

### **VISION FOR CUMBRIA**

- Provide leadership in the development of shared outcomes for Cumbria; review priorities in light of performance information, and endorse the Single Community Strategy for Cumbria.
- Provide strategic input into and endorse key strategies and plans which support the joint delivery of priority outcomes in the Single Community Strategy and which are critical to Cumbria's future success.

### **INNOVATION AND JOINT DELIVERY**

- Drive innovation in addressing key issues for the county.
- Provide a means of co-ordination in respect of joint action and joint working, and ensure that opportunities for collaboration on service delivery and efficiency are given sufficient focus and drive.
- Commission activity from the Chief Executive's Group in support of the CLB's agenda and priorities.

### **PARTNERSHIP AND ENGAGEMENT**

- Consult and liaise through the Cumbria Strategic Partnership Forum, with other organisations across the public, private and third sectors on issues of common interest.
- Provide leadership to achieve change across Cumbria, facilitating improved partnership working across all sectors to improve outcomes, and maximise efficiencies.

## **LEARNING AND DEVELOPMENT**

- Identify opportunities and increase collective capacity for shared learning and development across all partner organisations.

## **MEMBERSHIP**

Leaders/ Chairs of the following organisations:

- Allerdale Borough Council
- Barrow Borough Council
- Carlisle City Council
- Copeland Borough Council
- Cumbria Association of Local Councils (CALC)
- Cumbria County Council
- Cumbria Police Authority
- Eden District Council
- Lake District National Park Authority
- NHS Cumbria
- South Lakeland District Council

Named substitutes to attend as appropriate.

## **CHAIR/VICE CHAIR**

The Chair and Vice Chair to be selected at the Annual Meeting, held in July of each year.

## **RELATIONSHIPS**

The CLB:

1. Commissions activity from the Chief Executives' Group in line with its priorities
2. Seeks advice from the Chief Executives' Group on opportunities and risks in relation to potential future developments and the joint delivery of services
3. Receives recommendations from the Joint Chairs Group
4. Engages with organisations across the public, private, voluntary and community sectors on strategic issues of significance for Cumbria, and ensures all sectors are actively engaged throughout the Cumbria Strategic Partnership structures.
5. Provides an annual report on its achievements to the Cumbria Strategic Partnership Forum.

## **SCHEDULE OF MEETINGS**

The CLB meets bi-monthly.

The forward programme of meetings is agreed at the Annual Meeting, held in July of each year.

## **SUPPORT ARRANGEMENTS**

Secretariat and facilitation support is provided by Cumbria County Council.

### **3. CUMBRIA CHIEF EXECUTIVES' GROUP – TERMS OF REFERENCE**

#### **INFLUENCE**

- Support Cumbria Leadership Board to operate effectively within the regional context of NW England, and secure Cumbria's effective engagement in regional structures and arrangements.
- Support Cumbria Leadership Board to provide a means for the formulation and expression of joint views on issues of strategic significance, to the LGA, central government, and other bodies in respect of legislation, proposed legislation, policy and resource allocation.
- Provide advice and support to ensure Cumbria is well placed to respond to future national and regional developments

#### **VISION FOR CUMBRIA**

- Oversee the development of Cumbria Community Strategy to improve strategic alignment of key strategies and plans which support the joint delivery of priority outcomes in the Single Community Strategy which are critical to Cumbria's future success.

#### **INNOVATION AND JOINT DELIVERY**

- Ensure decision making is evidence based, including promotion of the role of the Cumbria Intelligence Observatory
- Commission research and use this to inform shared decision making, encouraging innovation when appropriate, and to address underperformance as appropriate
- Respond to commissions from Cumbria Leadership Board to develop activity in support of the CLB's agenda and priorities.
- Work together to identify opportunities for collaboration on service delivery and efficiency and seek effective solutions as appropriate
- Hold Thematic Partnerships to account, and receive exception reports when required, commissioning corrective activity to drive improvement through improved joint working
- Lead improvement activity through appropriate improvement mechanisms
- Make recommendations to Members on allocation of pooled resources
- Target resources on acute problems
- Stimulate creative thinking to solve more intractable issues, maximising synergies
- Develop principles and processes, in collaboration with partners, to support the allocation of additional funding available to Cumbria, including the Performance Reward Grant.
- Act as the CIEP Board

## **PARTNERSHIP AND ENGAGEMENT**

- Build and maintain links with the Thematic Partnerships of the CSP
- Consult and engage through the Cumbria Strategic Partnership Forum with other organisations across the public, private and third sectors on issues of common interest.
- Work together to achieve cultural change across Cumbria, facilitating improved partnership working across all sectors to improve outcomes, and maximise efficiencies.

## **LEARNING AND DEVELOPMENT**

- Identify opportunities and increase collective capacity for shared learning and development across all partner organisations.

## **MEMBERSHIP**

Chief Executive/ Chief Constable of the following organisations:

- Allerdale Borough Council
- Barrow Borough Council
- Carlisle City Council
- Cumbria Constabulary
- Copeland Borough Council
- Cumbria Association of Local Councils (CALC)
- Cumbria County Council
- Eden District Council
- Lake District National Park Authority
- Probation Service
- NHS Cumbria
- South Lakeland District Council

Named substitutes to attend as appropriate.

## **CHAIR/VICE CHAIR**

The Chair and Vice Chair to be selected at the first meeting of the municipal year.

## **RELATIONSHIPS**

The Chief Executives' Group:

1. Responds to commissions from the Cumbria Leadership Board to ensure delivery of priorities



2. Provides advice to the Cumbria Leadership Board on opportunities and risks in relation to potential future developments and the joint delivery of services
3. Receives recommendations from the Joint Chairs Group
4. Engages with organisations across the public, private, voluntary and community sectors on strategic issues of significance for Cumbria, and will ensure all sectors are actively engaged throughout the Cumbria Strategic Partnership structures.
5. Provides an annual report on its achievements to the Cumbria Strategic Partnership Forum.
6. Works closely with all Thematic partnerships, holding them to account and addressing and finding solutions for specific issues of underperformance

## **SCHEDULE OF MEETINGS**

The Chief Executives' Group meets bi-monthly.

The forward programme of meetings is agreed at the Annual Meeting, held in August of each year.

## **SUPPORT ARRANGEMENTS**

Secretariat and facilitation support is provided by Cumbria County Council.

#### **4. JOINT CHAIRS GROUP – TERMS OF REFERENCE**

Cumbria Thematic Partnership and LSP Chairs Joint Group (the '*Joint Chairs Group*') will bring together the countywide thematic partnerships which shape delivery according to need, and the local strategic partnerships which can influence such activity according to diverse geographic and community needs

##### **INFLUENCE**

- Serving as a deliberative forum for exploring new and emerging issues, and to recommend ways for taking these forward (or not) in partnership working structures in Cumbria

##### **VISION FOR CUMBRIA**

- Contributing to the development of a long-term vision for Cumbria which is articulated through the Sustainable Community Strategy
- Ensuring that partnership structures and practices enable geographic, thematic and sectoral partnerships within Cumbria Strategic Partnership to contribute to:
  - The effective delivery of the Sustainable Community Strategy
  - The development and delivery of Cumbria's LAA

##### **INNOVATION AND JOINT DELIVERY**

- Evaluating progress in delivering the Sustainable Community Strategy by receiving the quarterly performance reports on achievement of Community Strategy outcomes
- Reporting to Cumbria Leadership Board on performance with a focus on exceptions
- Coordinating the effective delivery of the Community Strategy outcomes, in each locality, ensuring effective collaboration to address cross cutting targets
- Serving as a task and finish group when invited by the CLB or CCEG on issues of process and policy, and make recommendations to both bodies to inform their thinking
- Ensuring that the delivery of sustainable community strategy outcomes is influenced by specific local pressures upon communities and localities to create the conditions for flexible and effective delivery of the strategy
- Using thematic and geographic influence to shape innovative solutions to address under performance and make recommendations to Cumbria Chief Executives' Group
- Ensuring that a robust identification and focusing of resources around areas of underperformance takes place in Cumbria

## **PARTNERSHIP AND ENGAGEMENT**

- Serving as a vehicle for engagement with ‘civil society’ and ‘representatives of local persons’, including the Private and Third Sectors
- Providing opportunities for partners to challenge and encourage each other to improve delivery at both County and District levels.

## **LEARNING AND DEVELOPMENT**

- Identifying opportunities for innovative partnership working in Cumbria, and disseminate such opportunities to the partnership as a whole

## **MEMBERSHIP**

Chair, or agreed representative of the following partnerships:

- Children & Young People Thematic Partnership
- Cumbria Vision
- Environment Thematic Partnership
- Healthy Communities & Older People Thematic Partnership
- Safer & Stronger Communities Thematic Partnership
- Carlisle Partnership
- Cumbria Strategic Partnership
- Eden Local Strategic Partnership
- Furness Partnership
- South Lakeland Strategic Partnership

Local Strategic Partnerships for Allerdale and Copeland are under development. Until these bodies are formed, both Allerdale and Copeland borough councils may each nominate an appropriate representative to sit on the Joint Chairs Group on behalf of the local authority and its partner organisations.

## **CHAIR/VICE CHAIR**

The Chair and Vice Chair to be selected at the Annual Meeting, held in June of each year.

The positions of Chair and Vice-Chair will be “shared” – thus if a thematic partnership provides the Chair, a local strategic partnership provides the Vice Chair (and vice versa)

## **RELATIONSHIPS**

The Joint Chairs Group:

1. Responds to commissions from the Cumbria Leadership Board and Cumbria Chief Executives’ Group to consider and deliberate upon

emerging issues and topics which impinge upon partnership working in Cumbria.

2. Provides advice to the Cumbria Leadership Board and Cumbria Chief Executives' Group on opportunities and risks in relation to potential future developments.
3. Engages with organisations across the public, private, voluntary and community sectors on strategic issues of significance for Cumbria, and will ensure all sectors are actively engaged throughout the Cumbria Strategic Partnership structures.
4. Provides an annual report on its achievements to the Cumbria Strategic Partnership.
5. Identifies specific issues of underperformance which are of concern and reports them to the Cumbria Chief Executives' Group.

## **SCHEDULE OF MEETINGS**

The Joint Chairs Group meets quarterly.

The forward programme of meetings is agreed at the Annual Meeting, held in June of each year.

Additional meetings outside of the quarterly pattern may be called at the request of the Joint Chairs Group and agreement of the Chair and Vice Chair.

## **SUPPORT ARRANGEMENTS**

Secretariat and facilitation support is provided by Cumbria County Council.

It is recognised that Chairs of both Thematic and Local Strategic Partnerships require officer support at meetings. Each Chair, Vice Chair or nominated district representative may choose to bring an appropriate officer to support them in the exercise of their responsibilities.

