

GOVERNANCE FRAMEWORK AND WAYS OF WORKING

Draft V1
14 February 2018

A. One Nottingham - A Partnership Framework

This is the framework for the work of the One Nottingham (ON) Partnership, related partnerships and partners which contribute to the delivery of the Nottingham Plan to 2020. It recognises the voluntary and consensual nature of partnerships. It sets out the guiding principles and the terms of reference for public, voluntary and community bodies, and the private sector to work together to better serve the people of Nottingham.

This Partnership framework recognises:

- The sovereignty of partners to make decisions and set policy in their respective organisations;
- Partnership activity guides and influences partners' decisions and delivery of their respective services;
- Greater value will be achieved through joint working than by partners working independently;
- Nottingham City Council is the lead body for partnership work in Nottingham, as it holds the formal accountability for many of the statutory aspects of partnership working;
- That in order to further local priorities, One Nottingham and partners will work closely with partner agencies in the City of Nottingham, Greater Nottingham, across Nottinghamshire, in the Local Enterprise Partnership (D2N2), in the Metro Growth Board area, with Derby, Leicester and at regional and national levels.

Review Date: March 2020

One Nottingham Board Terms of Reference

1. Purpose

The purpose of the Partnership and its Board is to encourage and facilitate city-wide collaboration for the benefit of Nottingham and its citizens. It brings together and harnesses the strengths and resources of the public, private, faith, voluntary and community sectors, engages with citizens and articulates and promotes the needs and aspirations of local communities.

These needs, aspirations and the long term strategy to achieve them are set out in the Nottingham Plan:

*Safe, clean, ambitious and proud
Nottingham in 2030 will be a city that has tackled deprivation and inequality*

It will be a city that promotes fairness and aspiration in all that it does

The Board will be the overarching body which provides strategic direction to the Partnership, provides accountability and determines the overall Partnership framework and structure.

2. Responsibilities

- a. Act as ambassadors for Nottingham, protecting and enhancing its reputation.
- b. Strive to engage and understand the needs of Nottingham and its citizens and place these at the heart of decision-making.
- c. Champion a place-based, partnership approach to securing the best for Nottingham and its citizens.
- d. Champion and model fairness and aspiration within wider networks and encourage others to achieve the same.
- e. Develop and implement an action plan to achieve the above, considering economic, social and cultural opportunities
- f. Set the context for the work of the ON team (collaborate, animate and celebrate) and ensure this promotes fairness and aspiration.
- g. Support ONCOG and partners in the delivery of the Nottingham Plan strategic themes, by providing sector perspectives and contacts, and advising on how these could contribute to greater fairness and aspiration.
- h. Source opportunities to advance the Partnership's aims, including funding; encourage and support consortium approaches where this secures benefit for Nottingham.
- i. In collaboration with ONCOG, provide an annual review of performance, including progress against the Nottingham Plan, activities delivered or facilitated by the team and achievements made by partners.

- j. Horizon scan – identify emerging issues of strategic importance to the city, and use their expertise and that of their sector, to understand and make recommendations to capture or mitigate these.
- k. Develop the capacity and impact of the Partnership through learning, evaluation and sharing of good practice.
- l. Foster positive relationships between partner organisations and within and across sectors.
- m. Represent and feed back to the Partnership in other forums or partnerships within neighbourhoods, the city, the county, regional or sub regional structures, or nationally.
- n. Ensure robust governance and probity.
- o. Respond to and make decisions based on issues of national, regional, county, city and local importance and identify their impact locally.

3. Roles

- a. Provide strategic leadership for the city.
- b. Act as a communicator with the wider Partnership and in their own agencies or sectors.
- c. Influence their organisation or other partnerships' decisions.
- d. Encourage organisations, partnerships or sector to be fully engaged in the delivery of the Nottingham Plan.
- e. For sector representatives – promote the aims of the Partnership to, articulate the perspectives of and encourage change within their sector or networks.
- f. Members of the Board should see themselves as part of a Partnership team.
- g. Commitment to attending meetings.
- h. Bring key issues to the attention of the Board, that are of strategic importance to the city.
- i. From time to time, contribute their own time, or that of their organisation to deliver specific pieces of work for the Partnership.
- j. Provide leadership for defined initiatives, under the auspices of the One Nottingham Board.

4. Principles and Values

Board members will uphold the principles and values of the partnership, and act in accordance with the highest standards afforded by their position, sector and / or faith.

- a. Promote fairness and aspiration in all that they do.
- b. Ensure inclusivity and value diversity.
- c. Work together, openly and transparently, honestly and with integrity.
- d. Parity of esteem – around the partnership table all partners are heard and respected including respect for similarity and difference in ways of working.
- e. Place local people at the heart of One Nottingham's work.
- f. Take collective responsibility for decisions taken.
- g. Act as an advocate for One Nottingham, its partners and the city.
- h. Bring challenge and critical thinking, including specialist knowledge and expertise.
- i. Promote learning to impact lasting change.

5. Membership

Membership of the Board will reflect the principal public services, together with the private, voluntary and community, and faith sectors.

Membership will normally be for a 3 year term of office, and members will be expected to serve for a maximum of 3 terms, 9 years in total (except on an occasion where a replacement has not come forward – the chair may invite the retiring board member to serve for a further term). In any event the membership will be reviewed biennially, or more frequently at the request of the chair.

Nottingham City Council	Leader of the Council (automatic position), or nominated representative Portfolio Holder as nominated by the Leader or with specific partnership responsibilities Chief Executive of the Council or nominated representative
Health and Wellbeing Board	A nominated member of the Health and Wellbeing Board
Nottinghamshire Police	Chief Constable or appointed representative
Education	Higher Education – a representative of each of the Nottingham Universities Further Education – a representative from the FE sector

Youth	Up to two representatives (young persons under 24), nominated by the Nottingham City Youth Council
Culture and Creativity	A representative from the city's Strategic Cultural Partnership
Voluntary and Community Sector	Three representatives: <ul style="list-style-type: none"> • one nominated to represent BME organisations • one nominated to represent the general voluntary and community sector • one appointee from the Voluntary and Community Sector Strategic Reference Group
Faith Sector	Two representatives: <ul style="list-style-type: none"> • one nominated by the faith sector • one nominated appointee from the Faith Leader's Group
Private Sector	Four representatives reflecting the diversity of the city's business community and with a culture of corporate social responsibility
Chair of the Board	A Chair, to be agreed as below
One Nottingham	Director of One Nottingham

It is the responsibility of board members to attend at least 50% of ON Board, properly constituted Board meetings. Should a board member fail to achieve this basic standard, the Chair will ask the member to improve their performance, or to stand down from the role so that a replacement may be sought.

Substitutes - Board Members who are unable to attend a particular meeting may send a substitute if appropriate, with the prior agreement of the Chair, and/or Director of One Nottingham.

6. Chairing

The Leader of the Council will be invited to recommend a Chair, to be agreed by a majority of board members.

7. Decision Making and Quoracy

- a. Decisions will normally be made by consensus.
- b. On occasion where a decision requires a vote, e.g. to support a funding consortium, a decision can be made with a simple majority. Members may request their abstention or opposition be recorded.

- c. Quoracy requires more than a third of current members to be present.

8. Frequency, Notice and Transparency

- The Board will meet no less than three times a year, with additional meetings convened by the Chair or by request of any member supported by a majority of Board members.
- A programme of dates for meetings will be drawn up annually, so far as possible, and published on the One Nottingham website.
- Agendas, minutes and papers will normally be emailed five working days in advance.
- All meetings of the Board will be open to the public, unless an item is declared non-public.
- Special meetings and development days will generally be by invitation.

One Nottingham Chief Officers Group- Terms of Reference

1. Purpose

The purpose of the Partnership and its Chief Officers Group (ONCOG) is to encourage and facilitate city-wide collaboration for the benefit of Nottingham and its citizens. It brings together and harnesses the strengths and resources of the public, private, faith, voluntary and community sectors, engages with citizens and articulates and promotes the needs and aspirations of local communities.

These needs, aspirations and the long term strategy to achieve them are set out in the Nottingham Plan:

*Safe, clean, ambitious and proud
Nottingham in 2030 will be a city that has tackled deprivation and inequality*

It will be a city that promotes fairness and aspiration in all that it does

As lead representatives of the main commissioners and providers of public and voluntary sector services in the city, ONCOG will provide a high level forum for city leaders to connect, problem solve and develop collective approaches.

2. Responsibilities

- a. Act as ambassadors for Nottingham, protecting and enhancing our reputation.

- b. Strive to engage and understand the needs of Nottingham and its citizens and place these at the heart of decision-making.
- c. Champion a place-based, partnership approach to securing the best for Nottingham and its citizens.
- d. Champion fairness and aspiration within wider networks and pledge to achieve this through the activities of the organisations it represents.
- e. Support, prioritise and deliver the Nottingham Plan strategic themes collectively and through the actions of their organisations, partnerships and networks.
- f. Support the ON Board in its delivery of action plans to achieve greater fairness and aspiration, and call on the Board to support and facilitate collaborations to deliver the Nottingham Plan strategic themes.
- g. Achieve greater impact, social return and efficiency by pursuing opportunities for system change, including redesigning, co-commissioning or aligning activities and investments.
- h. Where greater impact requires a change in regional or national policy or investment, put forward proposals, supported by robust business cases to the appropriate agencies.
- i. In collaboration with the Board, provide an annual review of performance, including progress against the Nottingham Plan and their organisational achievements; provide operational support to monitor and interpret performance.
- j. Horizon scan – identify emerging issues of strategic importance to the city, and use their expertise, collective resource and the Board to understand and make recommendations to capture or mitigate these.
- k. Foster positive relationships between partner organisations and across and within sectors.
- l. Develop the capacity and impact of the Partnership through learning, evaluation and sharing of good practice.
- m. Represent and feed back to the Partnership in other forums or partnerships within neighbourhoods, the city, the county, regional or sub regional structures, or nationally.
- n. Ensure good communication and links between the component parts of One Nottingham.

3. Role

- a. Provide strategic leadership for the city.
- b. Represent the ambitions and agenda of the wider Partnership and in their own organisations, sectors and networks.

- c. Be able to lead and effect change within their organisation and influence change within their sector or networks.
- d. Lead their organisation and others to inform, shape and contribute to the aims of the Nottingham Plan, and drive delivery of the relevant strategic themes.
- e. See themselves as part of a Partnership team.
- f. Bring key issues to the attention of ONCOG, and where required, to the Board, that are of strategic importance to the city.
- g. As a group, or with members of the group, contribute their own time or that of their organisation, to deliver collaborative work on behalf of the Partnership.
- h. Provide leadership for defined initiatives, under the auspices of ONCOG.

4. Principles and Values

ONCOG members will uphold the principles and values of the partnership, and act in accordance with the highest standards afforded by their position or sector.

- a. Promote fairness and aspiration in all that they do.
- b. Ensure inclusivity and value diversity.
- c. Work together, openly and transparently, honestly and with integrity.
- d. Parity of esteem – around the partnership table all partners are heard and respected including respect for similarity and difference in ways of working.
- e. Place local people at the heart of One Nottingham's work.
- f. Take collective responsibility for decisions taken.
- g. Act as an advocate for One Nottingham and its citizens.
- h. Bring challenge and critical thinking, including specialist knowledge and expertise.
- i. Promote learning to impact lasting change.

5. Membership

Membership will comprise senior executive leadership of public and quasi-public agencies and voluntary sector organisations, that commission and / or deliver significant levels of public services, or that complement or enhance the effectiveness of these, and that contribute resources (both financial and 'in kind') to the Partnership. Membership will be reviewed biennially, or more frequently at the request of the chair.

Nottingham City Council

Chief Executive
Assistant Chief Executive

Nottinghamshire Police	City Superintendent
Nottinghamshire Office of the Police and Crime Commissioner	Chief Executive
Job Centre Plus	District Manager
Nottingham City Homes	Chief Executive
Nottinghamshire Fire and Rescue	Deputy Chief Fire Officer
Nottingham Community and Voluntary Service	Chief Executive
Nottingham City Clinical Commissioning Group	Chief Operating Officer
Nottingham CityCare Partnership	Chief Executive
D,L,N,R Community Rehabilitation Company (Probation)	Assistant Chief Executive
Further Education College Representative	Principal and CEO
Nottingham University Hospitals Trust	Chief Executive
Futures Advice, Skills and Employment	Chief Executive
Director	One Nottingham

Other agency Chief Executives, as may be required to further partnership and strategic objectives.

Substitutes - ONCOG Members who are unable to attend a particular meeting may send a substitute if appropriate, with the prior agreement of the Director of One Nottingham.

6. Chairing

The chair will ordinarily be either the Assistant Chief Executive of Nottingham City Council or, if in attendance, the Chair of the One Nottingham Board. In their absence, members will be invited to nominate a chair.

7. Decision Making and Quoracy

- Decisions will normally be made by consensus.
- Proposed priorities and/or actions must fall within the statutory and regulatory framework governing the operations of partner organisations.
- Members may request their abstention or opposition be recorded.

8. Frequency, Notice and Transparency

- ONCOG will meet no less than three times a year, with additional meetings convened by the Chair or by request of any member supported by a majority of members.
- A programme of dates for meetings will be drawn up annually, so far as possible, and published on the One Nottingham website.
- Agendas, minutes and papers will normally be emailed five working days in advance.
- Meetings are normally held in private, and papers are confidential.
- Special meetings and development days will generally be by invitation.

Joint Meeting of the ON Board and ONCOG

A Joint Meeting of the ON Board and ONCOG to jointly plan, communicate on progress, on ambitions and to share understanding of key priorities may be arranged as required by mutual agreement.

B. The One Nottingham Partnership Network

The relationship between the Board and Nottingham partnerships is not a hierarchical one. The ON Board is at the centre of a network of partnerships in which the principle focus will be to enable communications, co-ordination of the delivery of outcomes and enable the Board to take responsibility for city wide and cross cutting activity.

Where a partnership is a statutory body, the duties and responsibilities will be those determined by statute and these duties, and any arrangements flowing from them, will receive priority consideration. The partnerships will provide ownership of specifically identified priorities and performance indicators in the Nottingham Plan 2020, and will be held to account through ON and Nottingham City Council.

C. Nottingham Plan to 2020

The Nottingham Plan 2020 contains a number of Strategic priorities and performance indicators within those priorities.

Each Strategic Priority is owned by a partnership, which is responsible for driving and co-ordinating the achievement of that outcome.

The cross-cutting themes of aspirations and fairness will be promoted as priorities by the One Nottingham Board and the appropriate performance indicators managed as such. The ON Board will identify further priorities from any area of the plan and will periodically review these.

The Lead Partner and Lead Officer for each performance indicator in the plan shall be responsible for ensuring effective arrangements are in place to maximise delivery and

performance. The lead partner will also consider arrangements for the chairing of the relevant partnership groups, and inform the ON Board of progress and performance.

D. MINIMUM STANDARDS OF CONDUCT

Selflessness

1. Members should serve only the public interest and should never improperly confer an advantage or disadvantage on any person.

Honesty and Integrity

2. Members 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

3. Members should make decisions on merit, including when making appointments, awarding contracts or recommending individuals for rewards or benefits.

Accountability

4. Members should be accountable to the public for their actions and the manner in which they carry out their responsibilities, and should cooperate fully and honestly with any scrutiny appropriate to their particular office.

Openness

5. Members should be as open as possible about their actions and those of their organisation and should be prepared to give reasons for those actions.

Personal Judgement

6. Members may take account of the views of others, including their political groups, but should reach their own conclusions on the issues before them, and act in accordance with those conclusions.

Respect for Others

7. Members should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability.

Duty to Uphold the Law

8. Members should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in them.

Stewardship

9. Members should do whatever they are able to do to ensure that their organisations use their resources prudently and in accordance with the law.

Leadership

10. Members should promote and support these principles by leadership and by example, and should act in a way that secures or preserves public confidence.

E. ONE NOTTINGHAM COMPLAINTS PROCEEDURE

- Responsibilities, Roles, Principals and Values, Decision Making and Quoracy, and Minimum Standards of Conduct are all covered in the published Governance Framework and Ways of Working.
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- Any complaints and disputes relating to One Nottingham Board Members would normally be referred to the Chair of the One Nottingham Board, or in their absence, or if the issue involves the Chair, to the Portfolio Holder for One Nottingham. If a satisfactory resolution is not reached, the Board would be invited to nominate two other Board Members to be involved and consider the matter. If it is still not possible to resolve the complaint or dispute, the matter would be referred up to either the Leader of the Council, or Assistant Chief Executive as appropriate.
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- In the event that the complaint concerns either of these parties and has reached this point, a view would have to be taken by the council's statutory Monitoring Officer on an appropriate route to take, or the appropriate advice to be provided to the complainant.
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- Any complaints or disputes relating to Members of the One Nottingham Chief Officers Group are subject to the procedures of their relevant organisation.
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- Complaints relating to the One Nottingham Staff Team are subject to Nottingham City Council processes, as staff are employees of Nottingham City Council.

F. ONE NOTTINGHAM AND THE GENERAL DATA PROTECTION REGULATIONS (GDPR)

One Nottingham will adopt a policy to adhere with GDPR requirments, which will be reviewed alongside this document.