

# **CLACKMANNANSHIRE COMMUNITY PLANNING PARTNERSHIP**

## **GOVERNANCE FRAMEWORK & MEMORANDUM OF UNDERSTANDING**

Revised in August 2015

## INTRODUCTION

The Local Government in Scotland Act 2003 places a legal duty on local councils to lead community planning. The same Act places a legal duty on the NHS, the police and fire services to participate in community planning.

Community planning is about organisations and communities working together to achieve shared outcomes which will improve people's lives and provide better public services. Community planning partnerships should provide the partnership framework which enables organisations to work together to improve local outcomes.

The two main aims of Community Planning are:

- Making sure people and communities are genuinely engaged in the decisions made on public services which affect them; allied to
- A commitment from organisations to work together, not apart, in providing better public services

In aiming to achieve these broad aims, this document sets out:

- the objectives of the Partnership.
- the commitment of partners to participate in community planning in line with this agreement
- the structures and mechanisms for progressing community planning.

The document was agreed by the Clackmannanshire Alliance on 4 September 2015.

Councillor Sharp  
Chair of Clackmannanshire Alliance  
August 2015

## **A GOVERNANCE FRAMEWORK & MEMORANDUM OF UNDERSTANDING**

### **1.0 Partnership Ethos & Accountabilities**

- 1.1 In carrying out their functions, members of the partnership should recognise and give effect to the following principles:
- all partners have committed to the principles of Community Planning and decisions reached should reflect this commitment.
  - each partner member should take decisions in his/her capacity as a member of the partnership in such a way as he/she considers will best further the interests of Clackmannanshire and/or the community planning partnership.
  - partners should commit effort and resources to facilitate and promote community planning.
  - partners should support partnership development and capacity building.
- 1.2 Partners have shared accountabilities to support the achievement of the priority outcomes contained in [Working Together for Clackmannanshire 2010/20](#) and the partnership's [Single Outcome Agreement 2013/23](#). [put in document links].
- 1.3 Although members of the partnership, partners bodies remain autonomous organisations and membership of the partnership does not alter individual accountabilities or functional responsibilities of each member organisation.

**2.0 Partnership Policy & Planning Framework**

2.1 The Partnership's joint vision is set out in 'Working Together for Clackmannanshire', the Alliance's Community Plan. In pursuit of our shared ambition, we have identified our priority outcomes and the cross-cutting principles which guide our work:

<b>CLACKMANNANSHIRE ALLIANCE PRIORITY OUTCOMES</b>		
The area has a positive image and attracts people and business	Our communities are, and feel, safer	Our environment is protected and enhanced
People are better skilled, trained and ready for learning and employment	Substance misuse and its effects are reduced	Health is improving
Our public services are improving	Communities are more inclusive and cohesive	Vulnerable people and families are supported
<b>CROSS-CUTTING PRINCIPLES</b>		
<p>The following 6 areas of inequality are integral to our priority outcome areas;</p> <p>Early Years and Early Intervention</p> <p>Outcomes for Older People</p> <p>Employment</p> <p>Economic Recovery and Growth</p> <p>Health Improvement</p> <p>Safer and Stronger Communities</p>		

2.2 The partnership has an integrated planning framework as follows to support the achievement of these priority outcomes:

<b>Community Plan</b>	➔	Long term vision aims and outcomes; partnership commitments
<b>Single Outcome Agreement</b>	➔	Links to national performance framework; outcome indicators and targets; strategic 'plan' for Partnership
<b>Partnership Strategies</b>	➔	Contribution to CPP outcomes: specific strategies in partnership/ collaborative areas of action
<b>Partner Corporate Plans</b>	➔	Contribution to CPP outcomes; measurement of SOA indicators & targets

- 2.3 The statutory Community Planning Partners in Clackmannanshire and other members of the Clackmannanshire Alliance are jointly committed to, and mutually accountable for, the achievement of shared outcomes.
- 2.4 Partners will be held, and will be able to hold each other to account for the delivery of specific commitments they make to enable the delivery of the agreed outcomes.
- 2.5 Progress in achieving local outcomes and meeting local targets will be scrutinised by Clackmannanshire Council's Resources and Audit Sub-Committee.
- 2.6 Performance management arrangements will be in place at partnership and individual agency level to monitor the delivery of agreed outcomes and the achievement of agreed targets.
- 2.7 Partners and partnership teams will report on a regular basis in line with an agreed performance reporting framework. This will include reporting to the Clackmannanshire Alliance and appropriate committees at Clackmannanshire Council.
- 2.8 Key partnership and strategic plans of individual agencies will provide a clear line of sight to contributions to shared outcomes.
- 2.9 Partnership strategies, plans, projects and interventions will demonstrate partnership commitment to early intervention and prevention, integration of services and use of collective resources to achieve best value public services.

### **3.0 Community Planning Partnership Structures In Clackmannanshire**

3.1 The community planning partnership in Clackmannanshire comprises a number of structures within a broad operational framework. The key structures are :

- Clackmannanshire Alliance
- Alliance Executive
- Partnership Teams

3.2 The role and remits of these structures are summarised below and described in detail in later sections of this document.

#### The Clackmannanshire Alliance

3.3 The Alliance is the overarching body of the partnership. It sets strategic direction and priorities of the partnership through the production of the Clackmannanshire Community Plan and the Single Outcome Agreement. It is the strategic body that:

- assumes overall responsibility for Community Planning and the achievement of shared outcomes
- agrees the Single Outcome Agreement
- agrees joint resourcing arrangements to ensure effective delivery
- scrutinises the Executive on its plans and their execution, to deliver better outcomes

3.4 Membership and the operating framework for the Alliance is set out in Section B of this document.

#### Alliance Executive

3.5 The Alliance Executive has responsibility for delivery of the agreed SOA and respective underpinning actions plans.

3.6 The Alliance Executive is directly accountable to the Alliance.

3.7 Membership and the operating framework for the Alliance Executive is set out in Section C of this document.

#### Partnership Teams

3.8 The Alliance Executive has the power to establish Partnership Teams, the focus of which is delivering the long term priority outcomes in the Single Outcome Agreement.

3.9 Partnership Teams have strategic responsibility to develop, resource and monitor strategies and interventions to deliver the outcomes set out in the

SOA. Partnership Teams will enhance and improve partnership working in Clackmannanshire by collaborating across agency and service boundaries.

- 3.10 The functions and framework for the Partnership Teams are set out in Section D of this document.

#### **4.0 Administrative Support**

- 4.1 It is recognised that all partners contribute to the operation of the partnership overall.
- 4.2 The Head of Strategy & Customer Services, Clackmannanshire Council, will be administrative lead, overseeing planning, performance and scrutiny processes, whilst the Head of Resources & Governance, Clackmannanshire Council will assist the development of strategic financial, asset and workforce planning.

##### **Scrutiny**

- 4.3 The overall effectiveness of community planning arrangements to improve outcomes, including the role of the Alliance, its Executive and subgroups, is scrutinised by the Council's Resources & Audit Sub-committee as defined by its current remit.
- 4.4 To enable effective scrutiny, each partnership must have in place an approved annual plan, with realistic objectives and defined KPIs clearly aligned with SOA outcome targets. These will be approved by the Alliance in March of each year.

## **B CLACKMANNANSHIRE ALLIANCE - OPERATING FRAMEWORK & ARRANGEMENTS**

### **1.0 Membership**

- 1.1 Membership of the Alliance will be reviewed at least annually or at the request of any member.
- 1.2 Membership of the Alliance is restricted to partners operating primarily within the Clackmannanshire and Forth Valley geographies Core membership of the Clackmannanshire Alliance is:
- Clackmannanshire Council: Leader and Deputy Leader of Council Administration and Leader and Deputy Leader of Council Opposition;
  - NHS FV - Chair of the Board or nominee;
  - CTSI - Chair of the Board or nominee
  - Board Member Forth Valley College
  - Board Member Clacks Business
- 1.3 The Alliance can appoint additional members outwith established partner organisations by mutual agreement. Such members are likely to have knowledge or skills outwith the current membership, that would help advance the aims and objectives of the SOA.
- 1.4 Representatives are expected to:
- attend meetings on a regular and consistent basis;
  - bring to the partnership the views of their respective sectors and organisations;
  - feed back to their respective sectors information about partnership decisions;
  - contribute to decision-making;
  - abide by the agreed partnership Code of Conduct (see Part E of this document).
- 1.5 To facilitate decision-making and partnership progress, members may appoint some other individual as a substitute to attend and participate in decision-making at meetings if the member is unable to attend in person. The Chair of the Alliance should be notified in advance of the name and position of any substitute.
- 1.6 An Alliance member who fails to attend two consecutive meetings without reasonable excuse and without sending apologies may be expelled by a resolution to the effect, passed by majority vote at the meeting of the Alliance which next follows.

- 1.7 An individual ceases to be an Alliance member if the nominating body withdraws his/her nomination.

## **2.0 Appointment / Role of Chair**

- 2.1 Given the statutory lead the Council has for community planning, the Leader of Clackmannanshire Council shall chair the Clackmannanshire Alliance.
- 2.2 The role of the Chair will be to ensure the efficient conduct of each meeting of the Alliance, to ensure that the procedures are adhered to, to preserve order, to ensure fairness between Members and to determine all questions of order and competence. The ruling of the Chair shall be final.
- 2.3 In the absence of the Chair, the Alliance will nominate one of its members to chair the meeting. Substitutes attending (as per paragraph 1.5) are not eligible for nomination to the chair.

## **3.0 Quorum**

- 3.1 The quorum for the Alliance is 50% (rounded down) of the core members plus one; a substitute appointed under the provisions set out above shall, if the Alliance member who appointed him/her is not present, be counted in determining whether a quorum is present.

## **4.0 Frequency of Meetings**

- 4.1 Meetings of the Alliance will be held at least quarterly, with provision for special meetings to be convened as required. The Chair of the Alliance will determine whether or not a special meeting will be convened.

## **5.0 Decision-Making**

- 5.1 The Alliance, and any sub-groups, will use their best efforts to operate by broad consensus; should broad consensus on any issue not be achievable, decisions will be made by a simple majority of those core members (see paragraph 1.2 of this section). The Chair of the meeting has the casting vote in the event of an equal number of votes being cast.
- 5.2 A member who has declared a conflict of interest may not be involved in or vote on decisions which relate to that interest (see Part E of this document).

## **6.0 Sub-groups**

- 6.1 The Alliance may form sub-groups to report and make recommendations to the Alliance in relation to defined areas; the precise remit for each sub-group and the membership of each sub-group will be as determined by the Alliance.
- 6.2 Each sub-group shall conduct its proceedings in accordance with any guidance and remit from the Alliance.

## **7.0 Notice of Meetings**

- 7.1 A full set of papers (including an agenda) will normally be issued to Alliance members 5 working days prior to each meeting. Papers will normally be issued in electronic format unless this is not accessible to any partnership member.

- 7.2 Any partner or Alliance member wishing to submit a paper to the Alliance should ensure that it is provided to the Alliance Secretariat at least 3 days before the papers are due to be issued.
- 7.3 Papers may be issued outwith the normal timescale at the discretion of the Chair but Alliance members may decide not to consider them if they feel that they have had insufficient time to study them.
- 7.4 Papers relating to Partnership Team issues should normally be submitted to the Partnership Team for consideration and not to the Alliance. Partnership Team leaders should report relevant matters to the Alliance Executive (see Part C of this document).

## **8.0 Openness & Confidentiality**

- 8.1 Papers submitted to the Alliance should in most cases be public and will only be restricted in cases of commercial confidentiality, where there would be an impact on personal privacy, or where exceptional circumstances apply.
- 8.2 Regular meetings of the Alliance will be open to the public to observe. Unless specifically invited to contribute by the Chair of the Alliance, no member of the public may participate in the meeting.
- 8.3 The Chair of the Alliance may direct members of the public to leave the meeting if he/she considers that:
- It is required for the proper conduct of the business of the meeting;
  - items of business are being discussed by the Alliance where there is an element of commercial confidentiality or personal privacy;
  - exceptional circumstances apply.
- 8.4 Special meetings of the Alliance may be convened from time to time outwith the regular schedule. The Chair will determine whether these meetings should be open to the public, taking into account the nature of the business to be discussed at any such meeting.

## **9.0 Business To Be Considered**

- 9.1 Each Alliance meeting shall consider:
- Minutes of previous Alliance meetings;
  - Reports from Partnership Teams;
  - Reports submitted by any partner.
- 9.2 The Alliance shall prepare reports for scrutiny to the Councils Resources and Audit committee. These reports will update on progress and performance of delivery of the Single Outcome Agreement.

9.3 The Alliance and appropriate Council committee shall also consider quarterly reports from each partnership team. These reports will update on progress of key action areas.

9.4 All other business will be considered as deemed appropriate by the Chair.

### **10.0 Record of Meetings**

10.1 Clackmannanshire Council will service the Clackmannanshire Alliance.

10.2 This support will include the issuing of agendas and papers and the taking and circulating of minutes of meetings.

10.3 Minutes of each meeting will be circulated as soon as possible and certainly in advance of the subsequent meeting (in line with 7.1 above).

10.4 Minutes of meetings, once approved by the Alliance will be in the public domain and be available for inspection.

### **11.0 Members' Conduct**

11.1 All Alliance members will observe and abide by the conflict of interest rules, code of conduct and any other rules relating to conduct as prescribed by the Alliance from time to time.

### **12.0 Amendments to this Framework**

12.1 Any proposal for amendment to this Framework must be formally approved by a two thirds majority of members of the Clackmannanshire Alliance.

## **C ALLIANCE EXECUTIVE - REMIT & ARRANGEMENTS**

### **1.0 ROLE**

- 1.1 The role of the Alliance Executive is to provide support in managing and developing the business of the Alliance.
- 1.2 The Alliance Executive may create and revise structures to reflect changing priorities and contexts.

### **2.0 REMIT**

- 2.1 In exercising its responsibilities, the Alliance Executive has to develop planning, delivery and reporting arrangements for effective:
  - integrated public protection and community justice services;
  - integrated prevention, wellbeing and employment services;
  - integrated children's services;
  - integrated health and social care services;
  - joint financial, asset management and workforce planning in support of SOA objectives

### **3.0 MEETING FREQUENCY**

- 3.1 The Alliance Executive will meet at least on a quarterly basis or by means of 'virtual' meetings, as appropriate.

### **4.0 MEMBERSHIP**

- 4.1 Given its responsibilities and accountabilities, officers on the Alliance Executive will generally be the most senior officer for their respective organisations or area of responsibility in Clackmannanshire.
- 4.2 The Alliance Executive can extend its composition to include any local, regional or national bodies, as they deem necessary. Core membership is as follows:
  - Chief Executive, Clackmannanshire Council or nominee (Chair);
  - Chief Executive, NHS FV or nominee (Depute Chair);
  - Forth Valley Divisional Commander, Police Scotland;
  - Local Senior Officer, Scottish Fire & Rescue Service;
  - Chief Officer, CTSI;
  - Associate Principal, Forth Valley College.

- Chair, JCCF or nominee
- Chair, Tenants & Residents Federation or nominee

4.3 Other officers may attend in an advisory role, or for the purposes of scrutiny as required by the Executive. These may include, for example

- Chief Officer, Integrated Health & Social Care Service;
- Chief Officer, Community Justice Authority;
- Representative, Public Protection Forum;
- Strategic Lead: Community Well-being Partnership Team;
- Strategic Lead: Business Jobs & Skills Partnership Team;
- Strategic Lead: Children & Young People's Strategic Group

## **4.4 D CLACKMANNANSHIRE ALLIANCE - PARTNERSHIP TEAMS GENERIC REMIT & ARRANGEMENTS**

### **1.0 Partnership Teams: overall purpose**

1.1 On behalf of the Alliance, Partnership Teams have a strategic responsibility to:

- a) develop, resource and monitor strategies and interventions that will support the achievement of community planning outcomes and key action areas in the Single Outcome Agreement;
- b) enhance and improve partnership working in Clackmannanshire by collaborating across agency and service boundaries and removing barriers to improvement.

### **2.0 Partnership Teams: functions and responsibilities**

- i) To develop and monitor Partnership strategies and plans in relevant areas and to contribute to related joint strategies in pursuit of overall outcomes
- ii) To develop delivery plans setting out planned workstreams and resources to deliver the key actions areas in the SOA. These plans should make clear what resources will be required, milestone achievements and targets. The plans should be approved by the Alliance.
- iii) To advise the Alliance on specific policy issues; to contribute to joint responses on policy issues on behalf of the Alliance and to overall policy cohesion
- iv) To manage resources and provide the appropriate skills, knowledge and capacity to deliver to meet agreed outcomes and priorities
- v) To maximise and make the best use of sources of funding in pursuit of partnership outcomes and priorities
- vi) To share information to further the aims of the Alliance across Partnership Teams, between and within individual agencies
- vii) To contribute to the development of an effective evidence base in areas relating to relevant partnership strategies

- viii) To carry out consultation and engagement as part of Alliance's overall strategy and in role specific areas as appropriate
- ix) To collaborate with other Partnership Teams in identified cross cutting priorities and initiatives
- x) To prepare quarterly reports on progress of approved plans for consideration by the Alliance and appropriate Council committees.
- xi) To develop, resource and lead appropriate task groups (short term working groups or long term groups) to take forward delivery of Partnership Team plans.

2.1 In carrying out their functions, Partnership Teams will ensure their activities are underpinned by the Alliance's cross cutting principles of:

- Promoting equality and diversity;
- Involvement and engagement;
- Consideration of the environmental and social effects of actions.

### **3.0 Operating Arrangements**

3.1 Each Partnership Team will be chaired by a lead agency, as determined by the Alliance. The Team will appoint a Vice-Chair from a different partner agency.

3.2 The Chair will agree with members of the Partnership Team, an appropriate Partnership Team operating framework and structure to support delivery of specific strategic priorities. This will include a delivery plan and appropriate tasking groups.

3.3 The Chair of each Partnership Team will identify resources to enable team co-ordination at policy and strategy level and to provide administration support including minute-taking.

3.4 Approved Partnership Team minutes will be in the public domain and published on Clacksweb and partners' websites as appropriate.

3.5 Membership of Partnership Teams will be determined by Single Outcome Agreement and related partnership strategic priorities; membership review will be carried out on a regular basis.

3.6 Members of Partnership Teams will act as representatives of their service, agency or sector and as such will have responsibility to represent the views of their service, agency or sector and disseminate information to their colleagues as a result of their participation in a Partnership Team.

- 3.7 Members of Partnership Teams will lead or participate in Alliance task or working groups as appropriate.
- 3.8 Partnership Teams will agree and publicise a regular schedule of meetings which will occur no less than four times in a year; meeting dates should take account of the Alliance meeting schedule and other relevant joint working initiatives.
- 3.9 Members of Partnership Teams are subject to the Alliance's Code of Conduct.

# **E CLACKMANNANSHIRE COMMUNITY PLANNING PARTNERSHIP - CODE OF CONDUCT**

## **1.0 Introduction to the Code of Conduct**

- 1.1 As a member of a Clackmannanshire Community Planning Partnership, it is your responsibility to make sure that you are familiar with, and that your actions comply with, the provisions of this Code of Conduct.
- 1.2 You must observe the rules of conduct contained in this Code. You must not at any time advocate or encourage any action contrary to the Code of Conduct.
- 1.3 The Code has been developed in line with the key principles listed in section 2, below, and provides additional information on how the principles should be interpreted and applied in practice. No code can provide for all circumstances and if you are uncertain about how the rules apply, you should seek advice from Alliance support staff.
- 1.4 This Code applies to any member of any of the Clackmannanshire Community Planning Partnership structures/groups.
- 1.5 Individuals who feel they cannot comply with the code of conduct should not seek nomination to the partnership.
- 1.6 If a member breaches this code of conduct, the Alliance may remove them from the partnership. In that event, the Alliance shall seek the nomination of a new member from the same sector from which the original member had come.

## **2.0 Principles of Code of Conduct**

### ***Public Service***

You have a duty to act in the interests of the Clackmannanshire Community Planning Partnership of which you are a member and in accordance with the core tasks of that body.

### ***Selflessness***

You have a duty to take decisions solely in terms of public interest. You must not act in order to gain financial or other material benefit for yourself, family or friends.

### ***Integrity***

You must not place yourself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence you in the performance of your duties.

### ***Objectivity***

You must make decisions solely on merit when carrying out your duties.

### ***Accountability and Stewardship***

You are accountable for your decisions and actions to the public. You have a duty to consider issues on their merits, taking account of the views of others.

### ***Openness***

You have a duty to be as open as possible about your decisions and actions, giving reasons for your decisions and restricting information only when the wider public interest clearly demands.

### ***Honesty***

You have a duty to act honestly. You must declare any private interests relating to your public duties and take steps to resolve any conflicts arising in a way that protects the public interest.

### ***Leadership***

You have a duty to promote and support these principles by leadership and example, to maintain and strengthen the public's trust and confidence in the integrity of the Clackmannanshire Community Planning Partnership and its members in conducting public business.

### ***Respect***

You must respect fellow members of the Clackmannanshire Community Planning Partnership and support staff and the role they play, treating them with courtesy at all times.

## **3.0 Gifts and Hospitality**

- 3.1 You must never canvass or seek gifts or hospitality in relation to your role in the community planning partnership.
- 3.2 You are responsible for your decisions connected with the offer or acceptance of gifts or hospitality and for avoiding the risk of damage to public confidence in the Clackmannanshire Community Planning Partnership. As a general guide, it is usually appropriate to refuse offers except:
  - (a) isolated gifts of a trivial character or inexpensive seasonal gifts such as a calendar or diary, or other simple items of office equipment of modest value;
  - (b) normal hospitality associated with your duties and which would reasonably be regarded as inappropriate to refuse; or

(c) gifts received on behalf of the Clackmannanshire Community Planning Partnership.

3.3 You must not accept any offer by way of gift or hospitality which could give rise to a reasonable suspicion of influence on your part to show favour, or disadvantage, to any individual or organisation. You should also consider whether there may be any reasonable perception that any gift received by your spouse or co-habitee or by any company in which you have a controlling interest, or by a partnership of which you are a partner, can or would influence your judgement. The term “gift” includes benefits such as relief from indebtedness, loan concessions, or provision of services at a cost below that generally charged to members of the public. You must not accept repeated hospitality from the same source.

3.4 You must not accept any offer of a gift or hospitality from any individual or organisation which stands to gain or benefit from a decision your body may be involved in determining, or who is seeking to do business with your organisation, and which a person might reasonably consider could have a bearing on your judgement.

#### **4.0 Confidentiality**

4.1 There may be times when you will be required to treat discussions, documents or other information relating to the work of the Clackmannanshire Community Planning Partnership in a confidential manner. You may receive information of a private nature which is not yet public, or which perhaps would not be intended to be public. There are provisions in legislation on the categories of confidential and exempt information and you must always respect and comply with the requirement to keep such information private.

4.2 It is unacceptable to disclose any information to which you have privileged access, for example derived from a confidential document, either orally or in writing. In the case of other documents and information, you are requested to exercise your judgement as to what should or should not be made available to outside bodies or individuals. In any event, such information should never be used for the purpose of personal or financial gain, or used in such a way as to bring the public body into disrepute.

#### **5.0 Registration of Interests**

5.1 All members of the partnership will be required to complete a register of interests and to declare any conflict of interest which may arise. Conflicts of interests might include:

(a) situations where an individual's personal interests may benefit from a partnership decision;

(b) situations where an individual's personal or professional loyalty may be compromised by contributing to a partnership decision.

5.2 Members who feel they may have a conflict of interest relating to an item of business should declare so at the outset of the discussion.

5.3 A member who declares a conflict of interest may not be involved in or vote on decisions which relate to that interest.

## **6.0 Lobbying & Canvassing**

6.1 In order for the Clackmannanshire Community Planning Partnership to fulfil its commitment to being open and accessible, it needs to encourage participation by organisations and individuals in the decision-making process. Clearly however, the desire to involve the public and other interest groups in the decision-making process must take account of the need to ensure transparency and probity in the way in which the Community Planning Partnership conducts its business.

6.2 You will need to be able to consider evidence and arguments advanced by a wide range of organisations and individuals in order to perform your duties effectively. Some of these organisations and individuals will make their views known directly to individual members. The rules in this Code set out how you should conduct yourself in your contacts with those who would seek to influence you. They are designed to encourage proper interaction between members of the Community Planning Partnership, those they represent and interest groups.

6.3 You must not, in relation to contact with any person or organisation who lobbies, do anything which contravenes this Code of Conduct or any other relevant rule of the Community Planning Partnership.

6.4 You must not, in relation to contact with any person or organisation who lobbies, act in any way which could bring discredit upon the Clackmannanshire Community Planning Partnership.

6.5 Where any individual or organisation approaches and/or attempts to influence any decisions or recommendations that the Community Planning Partnership has to make, you should inform management support staff.

6.6 You should not use your position as a member of the partnership to influence decision-making processes outwith the partnership structure, unless with the authority of the partnership.

6.7 If you have concerns about the approach or methods used by any person or organisation in their contacts with you, you must seek the guidance from management support staff.

6.8 Representation of sectoral or organisational interests as part of the partnership and within partnership structures does not constitute lobbying or canvassing.