



Oxfordshire Partnership

Governance Framework and Partnership Agreement

DRAFT
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Introduction

This document sets out the Governance Framework and Partnership Agreement for the Oxfordshire Partnership (the countywide local strategic partnership) and its constituent bodies.

The constituent bodies of the Oxfordshire Partnership are identified as:

- The Oxfordshire Public Service Board
- Oxfordshire-wide thematic partnerships (LAA thematic groups)

The purpose of this document is to set out the structure of the partnership, its aims, objectives and priorities, and to clarify the roles and responsibilities of its members.

The intention behind this Framework and Agreement is to:

- Bring together the different parts of the public sector as well as the private, community and voluntary sectors so that different initiatives and services support each other and work together to improve the quality of life of all who live and work in the area;
- Simplify and where possible reduce the number of separate partnerships in which partners are engaged, since the same key partners are likely to be involved in a number of different partnerships;
- Improve the links between partnerships so that they know how they fit into the wider picture and enhance rather than cut across the achievement of one another's objectives;
- Integrate new work which would benefit from a partnership approach; and
- Ensure that the people of Oxfordshire are able to enjoy a high quality of life by working together to promote and support issues and projects relating to:
 - safer and stronger communities
 - children and young people
 - health and wellbeing
 - economic development and enterprise
 - environment and sustainability issues; and
 - other issues as they arise and are agreed

The agreement is not a binding contractual agreement but does demonstrate a strong commitment by the signatories to improve the quality of life for all those who live in, work in or visit Oxfordshire.

The Partnership:

The Oxfordshire Partnership is the over-arching strategic partnership for the county and provides the forum for setting the strategic vision for the county and for capturing the vision in the Sustainable Community Strategy.

Aims of the Oxfordshire Partnership:

- To agree a vision, key priorities and actions to tackle economic, social and environmental concerns for Oxfordshire
- To work together as equal partners and with the community to prepare the Sustainable Community Strategy
- To bring together local plans, partnerships and initiatives for service providers to work together with the community to meet local needs and priorities
- To work together to avoid duplication, additional costs, conflicting strategies and consultation fatigue
- To liaise, where appropriate, with district Local Strategic Partnerships where there is a mutual benefit

Objectives of the Oxfordshire Partnership:

- To develop a Sustainable Community Strategy for Oxfordshire
- To strengthen partnership working to ensure that everyone is working in the same strategic direction, sharing resources, information and expertise to address key issues and local priorities
- To promote equality and diversity and improve the quality of life for everyone who lives in, works in, or visits Oxfordshire

The Oxfordshire Partnership Board: Terms of Reference:

The Oxfordshire Partnership is the over-arching strategic partnership for the county and provides the forum for setting the strategic vision for the county and for capturing the vision in the Sustainable Community Strategy.

Terms of Reference:

The Oxfordshire Partnership is responsible for the following:

Policy	<ul style="list-style-type: none">• To develop a Sustainable Community Strategy – a single strategic vision for Oxfordshire.
Monitoring of outcomes	<ul style="list-style-type: none">• To monitor the outcomes of the Strategy and recommend remedial action.
Horizon scanning	<ul style="list-style-type: none">• To raise awareness of, and debate on, the major emerging issues likely to affect the quality of life of people living in, working in or visiting the county.

Raising the profile of Oxfordshire regionally and nationally	<ul style="list-style-type: none"> To lobby, campaign and champion the issues that are important to Oxfordshire to regional and national government and the media. To communicate the priorities, activities and achievements of the Partnership (this includes the achievements of the thematic partnerships) to the public and across the wider partnership. To have clear links and communication with the major thematic / delivery partnerships.
Consultation and data sharing	<ul style="list-style-type: none"> To bring together, where possible, strategic consultation exercises. To promote the use of the Oxfordshire Data Observatory and ensure that the partners share data and information and that data sharing protocols are in place.
Relationship management, inclusion and equality	<ul style="list-style-type: none"> To work closely and supportively with the statutory / public sector service providers. To maintain the best possible communication and understanding between the partners and sectors. To ensure that the partnership is accessible.
Accountability	<ul style="list-style-type: none"> To ensure that the Partnership's activities are accessible to the public. To ensure strong governance and partnership agreements are in place and that these are reviewed annually.

The Oxfordshire Public Service Board

Aims and Objectives of the Public Service Board is to:

- bring together the key public service decision makers to improve partnership working and to deliver improvements to public services in the county;
- oversee the development and delivery of the LAA;
- report progress on LAA and other targets to Government and the Oxfordshire Partnership on a regular basis.

Terms of Reference:

The Public Service Board is responsible for:

Performance and risk management	<ul style="list-style-type: none"> High level performance and risk management of cross-public sector and LAA targets. Remedial action to maintain progress on targets.
LAA negotiation	<ul style="list-style-type: none"> Negotiation with Government on future LAA targets.
Resource management	<ul style="list-style-type: none"> Identify resources to deliver LAA targets. Propose policy on budget pooling and alignment.
Communication and reporting	<ul style="list-style-type: none"> To work closely and supportively with the Oxfordshire Partnership Board. To have clear links and communication with the thematic partnerships responsible for delivery of LAA and other targets.

Relationships and Core Terms of Reference - The Oxfordshire Thematic Partnerships

The Thematic Partnerships are in relation to each of the following:

Statutory Partnerships

The Oxfordshire Children and Young People's Partnership
The Oxfordshire Health and Well-being Partnership Board
The Oxfordshire Safer Communities Partnership
The Oxfordshire Waste Partnership

Other Thematic Partnerships:

Oxfordshire Economic Partnership
Oxfordshire Stronger Communities Partnership
Oxfordshire Environmental Forum Partnership (in development)
Oxfordshire Learning and Skills Partnership
Oxfordshire Culture, Leisure, and Tourism Partnership (to be developed)
Oxfordshire Housing Partnership

It is acknowledged that the thematic partnerships will each have their own specific terms of reference. However, it is suggested that each Partnership incorporates the following 'core' terms of reference to support their broader role within the Oxfordshire Partnership Framework.

Suggested terms of Reference to:

- develop and deliver appropriate action plans to support and contribute to the overall vision for Oxfordshire;
- monitor and manage the overall performance of the thematic partnerships and its associated projects, through the application of programme/project management principles;
- provide annual progress reports to the Oxfordshire Partnership and "exception" reports when necessary;
- deliver the appropriate block of the LAA;
- commission thematic research and consultation to seek community views on priorities, encourage involvement in identifying solutions and underpin the development and delivery of the thematic action plans.
- **Sign the Oxfordshire Compact and to promote and report on compact compliance across the partnership and its projects**

The Structure & Membership of the Partnership and its Constituent Bodies

The Structure of the Partnership

The Oxfordshire Partnership comprises a number of partnerships and forums each responsible for discharging particular statutory and non-statutory duties and making progress on outcomes and priorities for Oxfordshire agreed locally. These are:

Partnership	Responsible for:
Oxfordshire Partnership	Development of the Sustainable Community Strategy Countywide vision
Oxfordshire Public Service Board	The executive arm of the Oxfordshire Partnership in the delivery of public services.

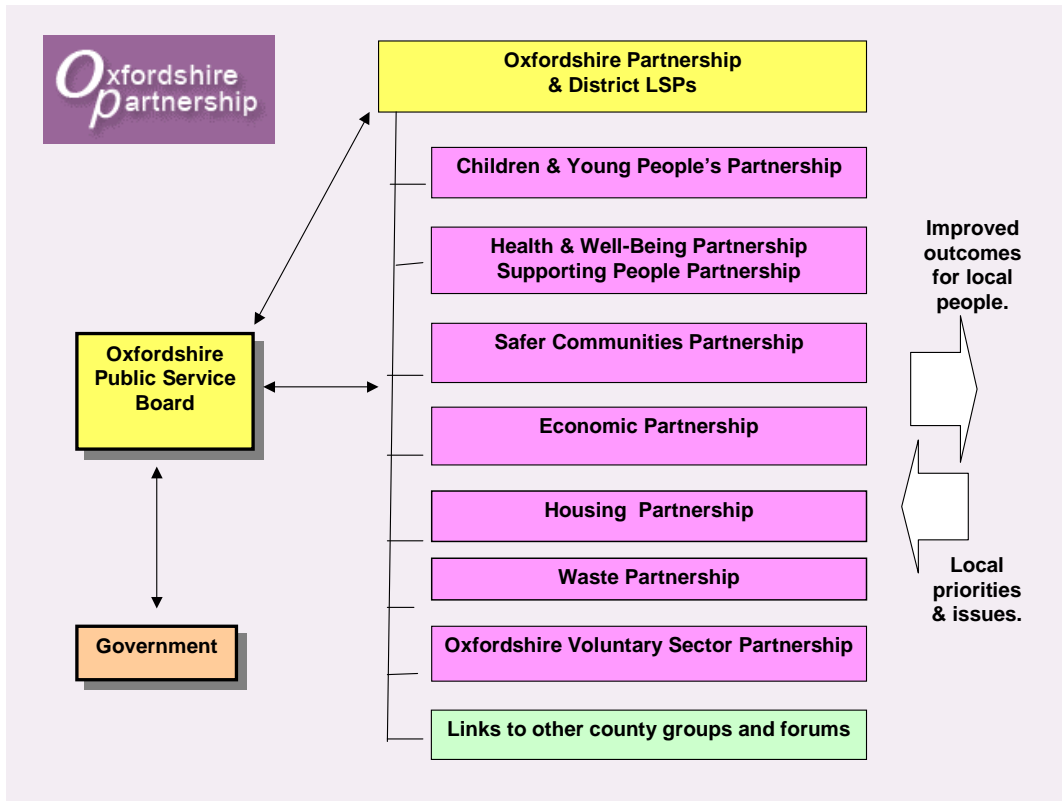
Statutory Partnerships

The Oxfordshire Children and Young People's Partnership
The Oxfordshire Health and Well-being Partnership Board
The Oxfordshire Safer Communities Partnership
The Oxfordshire Waste Partnership

Other Thematic Partnerships:

Oxfordshire Economic Partnership
Stronger Communities Partnership
Environmental Forum Partnership
Learning and Skills Partnership
Culture, Leisure, and Tourism Partnership
Housing Partnership

The structure, in diagrammatic form, is set out overleaf.



Membership: Oxfordshire Partnership

Organisation / sector	Members
County Council	Leader of the Council
Health	Chairman, Oxfordshire Primary Care Trust
Thames Valley Police	Thames Valley Police Assistant Chief Constable
District Councils	Leaders of Oxford City, Cherwell, South Oxfordshire, West Oxfordshire, Vale of White Horse District Councils.
District LSPs	Chairs of the Oxford, Cherwell, South Oxfordshire, West Oxfordshire, Vale of White Horse Local Strategic Partnerships.
Parish / Town Council	Up to 6 representatives
Learning, skills, education	Area Director, Thames Valley Learning and Skills Council Pro Vice Chancellor, Oxford Brookes University Registrar, Oxford University Chairman of the Learning Partnership (TBC)
Private Sector	Chairman of Oxfordshire Economic Partnership Editor, Oxford Times Chairman, Oxford United President, Oxfordshire Chamber of Commerce Value Retail Limited (Bicester Village)
Government Office for the South East	GOSE Locality Manager for Oxfordshire (Thames Valley)
SEEDA	Area Director
Voluntary, Community and faith sectors.	Director, Oxfordshire Community and Voluntary Action Churches together in Oxfordshire + 2 senior representatives to be nominated by the county voluntary sector forum.
BME Sector	Director, Oxfordshire Racial Equality Council.
Culture, Tourism & Leisure	Chief Executive, Oxford Inspires
Environment	Chairman, Oxfordshire Environment Forum (TBC)
Rural communities	Director of the Oxfordshire Rural Community Council.
Total	Up to 38 members
Others who attend as required / by invitation.	
County Council Health Other ...	County Council - Chief Executive. Oxfordshire PCT – Chief Executive Director of Public Health District Chief Executives Chairs of the thematic partnerships – for example: Children and Young People’s Partnership. Purpose is to link these partnerships with this Board and report on LAA and other strategic targets and emerging issues.

Support Team	Partnership's Unit, Corporate Core, Oxfordshire County Council Committee Services Team, Democratic & Legal Services, Corporate Core, Oxfordshire County Council
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Membership - Oxfordshire Public Service Board:

Organisation / sector	Members
Chairman	Oxfordshire County Council Cabinet Member
County Council	Chief Executive
Health	Primary Care Trust Chief Executive and the Director of Public Health
Thames Valley Police	Thames Valley Police. Oxfordshire BCU Commander,
District Councils	5 representatives. 1 nominated by each District Council.
Voluntary & Community Sector	1 representative from the Stronger Communities Partnership (senior representative of the voluntary / community / faith sectors).
Learning, skills, education	Partnership Director, Oxfordshire, for the Thames Valley Learning and Skills Council
Government Office for the South East	GOSE Locality Manager for Oxfordshire (Thames Valley)
SEEDA	Area Director
Total	14
Others who attend as required / by invitation	Chairs of the Local Area Agreement Thematic Partnerships Officers responsible for performance and risk management reporting. Other Government agencies
Support Team	Partnership's Unit, Corporate Core, Oxfordshire County Council Committee Services Team, Democratic & Legal Services, Corporate Core, Oxfordshire County Council

The Partnership Agreement

Partnership Principles for the Oxfordshire Partnership and its Constituent Bodies:

Partners agree to work together actively and as equals to achieve the aims of the framework on the basis of:

- Visible commitment and ownership at appropriate levels by the various member organisations and individual representatives
- Mutual trust and respect
- Openness and transparency
- Combined expertise
- Identification and sharing of good practice
- Equality of access and opportunity
- Clear purposes and agreed targets for action
- Effective decision making
- Shared mechanisms for monitoring, evaluating, reviewing and reporting on performance, progress and success

Compact Compliance:

The Oxfordshire Partnership is a signatory to the Oxfordshire Compact and its associated codes of good practice. Partners agree to work together in accordance with compact principles and to promote compact awareness and compliance with their sectors and organisations. Compact compliance will feature in the evaluation of the partnership.

Accountability:

Partners are responsible for ensuring that they:

- Are open and transparent in their reasons for making certain decisions and are clear about when their individual roles are in conflict
- Inform the partnership when they are unable to deliver agreed actions through their organisations
- Recognise and understand the different levels of accountability for partners. For example; to this end:
 - The Partnership as a whole is accountable to the wider community for ensuring that a strategy is developed for the community and that the targets identified are delivered;
 - Elected members are accountable to the local electorate through the democratic process;
 - Community and voluntary sector representatives are accountable to the community and groups/bodies they represent;
 - Internal accountability within the organisation to which a representative belongs.

Conduct: General Principles:

The following principles should apply to all members of the constituent bodies of the Oxfordshire Partnership both individually and collectively:

- Honesty and integrity
- Objectivity – making decisions on merit
- Accountability to the public for actions and the way responsibilities are carried out via processes such as scrutiny
- Openness
- Respect for others
- Duty to uphold the law
- Leadership – promoting and supporting the principles of the partnership (s) by leadership and by example; acting in such a way that secures and preserves public confidence

Equality, Diversity and Social Inclusion:

The constituent bodies of the Oxfordshire Partnership shall operate on the basis of principles which actively value diversity and which ensure fair treatment in service delivery, in terms of both equal access to; and equal outcomes from; local service delivery, which is designed to meet local needs.

Each constituent body will seek to inform, support, involve and give a voice to all sections of the community, with particular emphasis on minority ethnic groups, faith communities, those with disabilities, women, older people and children and young people. They will also seek to ensure an appropriate gender balance in their membership, so far as is practicable.

Communication:

The Partnership shall follow the objectives set out in the County Council's Communications Strategy which are:

- It is the responsibility of all partners to communicate internally between members (the chosen method being by e-mail) and as a whole to the people of Oxfordshire and more widely.
- We aim at all times to use communication that is clear and free of jargon and abbreviations
- It is the responsibility of all partners to facilitate an effective two-way flow of information by consulting with their organisation or network on the work of the Partnership and communicating decisions and achievements to them.
- The Partnership's website will be kept up to date by the Partnership Team and will host all relevant documents

Key Principles of Public Consultation:

The five principles of consultation which the Partnership shall adhere to are as follows:

- **Keep an open mind** and never decide the outcome before a consultation exercise is completed
- **Ensure all relevant parties are consulted**, that they are as representative as possible and are well informed of the parameters surrounding the consultation
- **Ensure the consultation process is conducted openly and honestly**
- **Ensure that all views expressed are taken into account** when decisions are made
- **Communicate these decisions widely to** the public and those who took part in the process

Evaluation of the Work of the Partnership:

The work of the Partnership shall be evaluated via:

- The Local Area Agreement review (6 and 12 months);
- **The Oxfordshire Partnership shall review the work of the Public Service Board on an annual basis**
- Comprehensive Area Assessment;
- The Partnership shall make use of its website to invite comments and feedback on the Sustainable Community Strategy process;
- The Partnership shall produce an annual update report;
- The Partnership shall conduct an ongoing evaluation where partners will be encouraged to evaluate their perception of success or otherwise of the Partnership. External facilitation may be used as appropriate to help develop the Partnership;
- The Partnerships Team (**within the County Council**) shall work with other LSPs in the county, through the countywide LSP officers group, to develop a consistent approach to monitoring, evaluation and partnership working;
- Ensure that it co-operates with scrutiny if required.

Members' Roles and Responsibilities:

Generic roles and responsibilities:

- Develop effective working relationships with others, and the members of the constituent partnerships;
- Assist in developing appropriate ideas and concerns for the attention of Oxfordshire Partnership and play an active part in developing and delivering policies, programmes and action;
- Ensure an up to date awareness of issues affecting residents in Oxfordshire;
- Liaise with other board representatives as appropriate;
- Take part in consultation, training or events as necessary or appropriate;

- Oxfordshire Partnership meetings may occasionally receive information which is not in the public domain because it may relate to individuals or commercially sensitive matters. It is the responsibility of each individual to ensure that this information remains confidential to the meeting.

Role Description: Public Sector Representative

The representative shall:

- Report on Oxfordshire Partnership business to the organisation, forum or sector they represent;
- Represent the interests of their member organisation on the Oxfordshire Partnership;
- Provide feedback and information about the Oxfordshire Partnership and its work to their members organisation.

Role Description: Private Sector Representative

The representative shall:

- Report on Oxfordshire Partnership business to the organisation, forum or sector they represent
- Seek to contribute actively to meeting wider social and environmental improvement goals of the area recognising that the achievement of these is also in the interest of local firms and the wider economy in the long run
- Assist local businesses and business support agencies in developing appropriate ideas and concerns of the local businesses and business networks into the partnership
- Ensure the Partnership takes into consideration the views and concerns of the private sector during discussions and decision making

Role Description – Elected Member

The representative shall:

- Report on Oxfordshire Partnership business to **political groups** and any **relevant committees** which they attend;
- Provide feedback and information about the Oxfordshire Partnership and its work to the appropriate Council.

Role Description - Voluntary and Community Sector

The representative shall:

- Report on Oxfordshire Partnership business to their organisation, forum or sector which they represent
- Ensure the Partnership takes into consideration the views and concerns of the voluntary and community sector during discussions and decision making

Governance Arrangements for Meetings

Proceedings Protocol for Meetings of the Oxfordshire Partnership and Public Service Board

Preliminary

1. This Protocol is agreed by the Oxfordshire Partnership and the Public Service Board and in accordance with the Oxfordshire Partnership Governance Framework and Partnership Agreement, which provides that the Oxfordshire Partnership may regulate its own proceedings, ~~but that in doing so it shall (inter alia) have regard to the Constitution of Oxfordshire County Council~~

Secretarial Function

2. The Chief Executive of Oxfordshire County Council or his/her nominee, shall be the Secretary of the Oxfordshire Partnership and of the Public Service Board.

Representatives' Period of Office

3. The representatives on the Oxfordshire Partnership and the Public Service Board shall each hold office for a period to be determined by his/her nominating body.
4. A member of the Partnership/Public Service Board may resign by giving notice, in writing, to the Partnership Team and to the key sector partnership/organisation they represent.
5. If a representative ceases to be a member, or ceases to be an officer of the body by which he/she was nominated, or a member of the Oxfordshire Partnership or the Public Service Board (whichever the case may be) he/she shall cease to be a representative on the Oxfordshire Partnership or Public Service Board and the body concerned shall as soon as practicable nominate a successor representative.

Attendance at Meetings

6. In order that specialist advice may be given on particular issues as they arise the representatives of the respective partner bodies on the Oxfordshire Partnership/Public Service Board may invite the attendance of their own supporting officers/members/advisers. No such invitee shall have voting powers.
7. Each member of the Oxfordshire Partnership and Public Service Board will make every effort to attend all meetings, however, each body by which a representative is nominated can name a voting substitute to act for all purposes in place of that representative in respect of the functions of the Oxfordshire Partnership.

8. The Oxfordshire Partnership and Public Service Board may resolve to remove any member of the Oxfordshire Partnership/Public Service Board who fails to attend for three consecutive meetings.
9. If a substitute is used more than 3 times in a year, the member sending the deputy shall automatically cease to be a member of the Partnership/Public Service Board. If a member is removed then their key sector partnership/organisation shall appoint a new member to the Oxfordshire Partnership and Public Service Board.

Arrangements for and at Meetings

10. The Oxfordshire Partnership will usually meet a maximum of 4 times a year and additional meetings will be organised if required. Dates and venues of meetings will be reported on the Oxfordshire Partnership website.
11. The Public Service Board will usually meet 4 times a year and additional meetings will be organised if required. Dates and venues of meetings will be reported on the Oxfordshire Partnership website.
12. The Quorum of the meeting for Oxfordshire Partnership/Public Service Board shall be one quarter of the whole of the voting representatives.
- ~~13. Meetings of the Oxfordshire Partnership shall be held in open session unless any matter to be discussed is exempt from disclosure e.g. if the freedom of information act or data protection principles apply. and members of the public should notify the Committee Officer of their desire to attend. There will be a presumption of openness unless there are particular grounds for excluding the public for the discussion around a particular item. Examples of this might relate to the business of a particular organisation who is represented on the Partnership. Where possible this will be indicated in the papers for the meeting.~~
14. All agendas for the Oxfordshire Partnership Board and the Public Service Board will be posted on the Oxfordshire Partnership and County Council websites.
15. Agenda papers for the Oxfordshire Partnership/Public Service Board will be available at least 5 clear working days prior to the meeting and can be obtained from the Committee Officer or accessed from the Oxfordshire Partnership website (www.oxfordshirepartnership.org.uk).
16. The Partnership team will make available copies of the notes of meetings and these will be available on the Partnership website.

Conflict of Interests

17. Where a conflict of interest exists, or potentially exists a declaration of interest should be made at the start of the meeting or at the start of discussion of the item, or during the discussion if it is realised that a conflict exists.¹

Role of Chairman for the Oxfordshire Partnership/Public Service Board:

18. The Chairman of the Oxfordshire Partnership/Public Service Board shall seek to develop the work of the Partnership and its members by offering leadership, commitment and vision within the terms of the Governance Framework and the Sustainable Community Strategy.
19. He/She shall ensure all partners have a fair and equal opportunity to participate in Partnership debate and decision making.
20. He/She shall seek to progress Partnership business by consensus, but, when necessary, determine arrangements for voting in Partnership meetings by a simple majority. In these cases, should there be an equality of votes; the Chairman shall have a second or casting vote.
21. The Chairman shall act as spokesperson on behalf of the Partnership, as required.

Role of Deputy Chairman for the Oxfordshire Partnership/Public Service Board:

22. The Deputy Chairman of the Oxfordshire Partnership and Public Service Board shall support the Chairman in developing the work of the Partnership

¹ It is acknowledged that many of those involved in any partnership will, due to its nature, have an interest of some sort at some time. However, such interests must not be allowed to result in actual or perceived undue benefit and consequently to unsound decision making.

A declaration of interest may disbar a member from participating in a partnership project, or any constituent partnership, action group or forum if it is judged that the interest declared is prejudicial to the aims, objectives and spirit of the partnership, or, that such an interest can reasonably be judged to be mostly to the benefit of the individual or organisation making the declaration rather than mostly to the benefit of the partnership.

The potential types of conflict of interest include:

- Where an individual or a connected person stands to gain financially from a decision made by the constituent body, either directly or indirectly. For example, where a project approval or decision on the letting of a contract would benefit an individual directly or an organisation or company the individual was involved with
- Where individuals have multiple roles. Many individuals “wear more than one hat”, i.e. some residents in decision making positions may also be employees of potential beneficiaries and some partner representatives may be employees of member organisations bidding for funds or contracts etc.

This can be a confusing area so if in doubt please clarify with the Partnership Manager or the Committee Services Officer prior to the start of the meeting. *The Oxfordshire Partnership is carrying out public functions and that members will have regard to the Principles of Conduct in public life, and to any code of conduct applicable to them in any other capacity. Members will specifically avoid placing themselves in a position where any interest they may have in another capacity may lead to an actual or perceived conflict of interest, or bias.*

and its members by offering leadership, commitment and vision within the terms of the Governance Framework and the Sustainable Community Strategy.

23. The Deputy Chairman shall not be from the same organisation as the Chairman

Selection of Chairman and Deputy Chairman of the Oxfordshire Partnership

24. The Chairman and Deputy Chairman shall chair the Partnership for a period of 24 months and the position will then be rotated amongst the public, private and community sectors as follows. However, Oxfordshire County Council will have an opportunity to agree the chairmanship as noted in the Local Government White Paper.

	24 months from 2007	24 months thereafter	24 months thereafter	24 months thereafter
Chairman	Public Sector County Council	Private Sector	Community Sector	Public Sector
Deputy Chairman	Private Sector	Community Sector	Public Sector	Private Sector

Nominations for the Chairman and Deputy Chairman shall be proposed by the sectors that are due to provide the Chairman and Deputy Chairman.

The Chairman for the Public Service Board will be the County Council and the Deputy Chairman will be reviewed annually.

Reviewing the Governance Framework and Agreement:

25. It is the responsibility of all partners to promote the principles within this framework and to measure the effectiveness of the agreement in contributing to the improvement of services and facilities in Oxfordshire.
26. The Partnership shall review and amend the Governance Framework annually for the purposes of ensuring:
- The Agreement is fit for purpose as a governance framework for the operation of the partnership
 - That changes in government policy, legislation, funding and scrutiny are reflected in the governance arrangements

Signatories to the Governance Framework and Partnership Agreement:

Oxfordshire County Council

Signed

Name

Position in organisation

Oxfordshire Primary Care Trust:

Signed

Name

Position in organisation

Thames Valley Police:

Signed:

Name:

Position in organisation:

South Oxfordshire District Council:

Signed:

Name:

Position in organisation:

West Oxfordshire District Council:

Signed:

Name:

Position in organisation

Vale of White Horse District Council:

Signed:

Name

Position in organisation

Cherwell District Council:

Signed:

Name:

Position in organisation:

Oxford City Council:

Signed:

Name:

Position in organisation:

Voluntary, Community and Faith Sector representatives:

Signed
Name:
Position in organisation:

Signed:
Name:
Position in organisation:

Oxford University:
Signed:
Name:
Position in organisation

Oxford Brookes University:
Signed:
Name:
Position in organisation

Oxford Strategic Partnership:
Signed:
Name:
Position in organisation

Cherwell Community Planning Partnership:
Signed:
Name:
Position in organisation

South Oxfordshire Partnership:
Signed:
Name:
Position in organisation:

Vale Partnership:
Signed:
Name:
Position in organisation:

West Oxfordshire Partnership:
Signed:
Name:
Position in organisation

Oxfordshire Association of Local Councils:
Signed:
Name:
Position in organisation:

Learning and Skills Council:
Signed:
Name:
Position in organisation:

Oxford Times
Signed:
Name:
Position in organisation

Oxford United
Signed:
Name:
Position in organisation

Oxfordshire Chamber of Commerce
Signed:
Name:
Position in Organisation

Value Retail Limited (Bicester Village)
Signed:
Name:
Position in organisation

Oxfordshire Economic Partnership:
Signed:
Name:
Position in organisation:

Government Office for the South East:
Signed:
Name:
Position in organisation:

South East England Development Agency:
Signed:
Name:
Position in organisation

Oxfordshire Racial Equality Council:
Signed:
Name:
Position in organisation

Oxfordshire Rural Community Council
Signed;
Name:
Position in organisation:

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