

Glenkens & District Community Action Plan Steering Group Terms of Reference

12th January 2022

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1. Purpose

The purpose of the Community Action Plan Steering Group (CAP SG) is to be the custodian of the Glenkens and District Community Action Plan (the CAP). It will maintain the CAP and agree any updates.

Such updates will be based on an evidenced understanding of the community's needs, achieved through effective communication and engagement with the wider community and by a diverse and representative membership of the Steering Group. The CAP SG will also promote, support and assure delivery of the CAP.

Specifically, it will:

- Promote the purpose and outcomes of the CAP to local community organisations, private and public organisations, statutory bodies and windfarm developers.
- Assess project progress against the CAP delivery plans and take any necessary steps to facilitate the delivery of the CAP and the community priorities set out within it. Including:
 - Supporting organisations who have taken on actions identified in the CAP.
 - Stimulating existing / new local organisations to lead on identified themes or actions.
 - Recommending to Glenkens and District Trust (GDT) when further work needs to be commissioned directly in order to fill a gap.
- Facilitate wider community engagement in the updating and delivery of the CAP through e.g. a Glenkens Forum / Glenkens Summit.
- Update the CAP as required to reflect feedback from this community engagement.
- Communicate effectively to the Glenkens and District community about the progress of the CAP delivery and plans for the future.
- Regularly report to GDT about the progress of CAP delivery and about community engagement outputs, so that this information can be taken into account as and when GDT updates its Funding Strategy.
- Support the Executive Manager of the Glenkens Community and Arts Trust (GCAT) to deliver their leadership role with respect to delivering and embedding the CAP within the Glenkens and wider communities.

2. Membership / Structure

The CAP Steering Group will have no legal structure, and in the first instance will not have a constitution beyond these Terms of Reference. This is because it holds no funds, has no monetary decision-making powers and its purposes as described above can be achieved

effectively by a non-incorporated non-constituted group working closely with GDT and the GCAT Executive Manager.

There will be a maximum of nine people on the CAP Steering Group. Up to three will be GDT Trustees, up to six will be active members of the community and no more than a third will be GDT Trustees. It is acknowledged that this is a target that may not be realistic to secure in the short term.

New members will be sought by public advertisement as and when vacancies become available. Members should normally expect to sit for 3 years and no more than 5. Members should be resident or active in the Glenkens and wider district and have a keen interest in the effective delivery and ongoing relevance of the CAP. In taking up a seat on the CAP Steering Group, all members accept collective responsibility for its aims, decisions and actions.

Membership is open to all (as above), and a diversity of life experience that represents the breadth of experiences of living in the Glenkens and wider district will be valued. Geographic diversity will be one criterion used in accepting new members. Proposed new members will also be assessed against a skills audit of the current CAP Steering Group members.

Membership of the CAP SG may be revoked by a decision of a majority of the members in the event of 3 consecutive non-attendances at meetings, or less than 50% in a year – not withstanding Apologies.

Membership will be revoked by a decision of a majority of the members in the event of material or repeated breaches of the Members' Code of Conduct by any member – see Section 13.

3. Chair

The members of the CAP SG shall elect themselves a Chair from within their membership each year. The Chair will be a Non-GDT Trustee Member, although it is acknowledged that this is a target that may not be realistic to secure in the short term.

Independence of the Chair with respect to their CAP SG decision making is important, and therefore managing conflicts of interest should be a consideration when appointing the role. It is unlikely that the Chair of GDT or the Chair of GCAT would meet that criterion.

The Chair should normally expect to sit in that role for 2-3 years, but no more than 5. No other office bearers are required, but a Vice-Chair may be elected for the purposes of succession planning.

The role of the Chair includes:

- Chairing the Steering Group meetings and any other community meetings that arise e.g. Glenkens Forum, Glenkens Summit.

- Ensuring that meetings are effective, minuted and that papers are circulated in advance.
- Promoting and representing the CAP Steering Group to the wider community and supporting all community engagement efforts.
- Liaising closely with the Chair of GDT to ensure alignment of strategy and delivery at all times.
- Liaising with the Chair of GCAT to support performance by the Executive Manager with respect to their CAP SG duties is as expected.
- Maintaining a close working relationship with the GCAT Executive Manager with respect to the delivery of their CAP SG duties.

These duties may be delegated to other CAP SG Members occasionally.

The Chair should:

- Be ambitious for the Glenkens and wider communities and committed to the delivery of the CAP.
- Be an effective communicator.
- Have the time available for effective delivery of the duties as above (with support as below)

4. Support

The CAP SG and the Chair will be supported in achieving their purposes by:

- Support from the Executive Manager of GCAT
- Any other reasonable administrative or technical support required from GCAT, as agreed with GCAT and subject to there being resources within GCAT to provide this.
- Due to the alignment of the GDT funding strategy with the Community Action Plan, funding requests to facilitate action plan delivery will be considered outwith the normal funding cycle if required. All funding requests will be subject to meeting the necessary criteria for award.

5. Updating the CAP

Keeping the CAP relevant and reflective of the evolving needs of the Glenkens and wider communities is a key purpose of the CAP Steering Group. The underpinning principle is that updates should always be based on evidence gathered through effective and wide community engagement, not just on the group or individual views of the Steering Group members.

The Glenkens Forum and Glenkens Summit (details in Section 8) are the proposed framework that will provide this necessary engagement and therefore evidence. A different framework may prove to be more suitable in time, but should be of a similar level of robustness.

The CAP may be updated as often as the Steering Group determines, but current expectations are:

- The Themes should be updated every 3-5 years (except in exceptional circumstances), in order to provide a consistent context to the organisations who are delivering the CAP.
- The underlying Projects and Actions should be reviewed every year, and may or may not be updated then.

Final agreement on updates (inclusion of additional themes / actions, removal of existing themes / actions, re-prioritisation of existing actions etc) should ideally be agreed by consensus. However, the rules (as for all Steering Group decisions) are as per Section 10e.

6. Relationship with the Glenkens and District Trust

The aim of this relationship is to ensure that GDT is kept connected with the Glenkens and wider district communities in order to inform their funding strategy, and to ensure that requests from the CAP SG for additional funding are understood in the fullest context. There will be a standing agenda item at both CAP SG and GDT meetings to feed information between the two. A commitment to partnership working and valuing community engagement will be held by both organisations on an ongoing basis to inform their relationship and mutual decision making.

7. Relationship with the Glenkens Community and Arts Trust

The CAP SG will have two relationships with GCAT.

The first is with GCAT as a delivery organisation, which will be managed by the same processes as are applied to all such organisations contributing to CAP delivery.

The second is through the role of the GCAT Executive Manager (GCAT EM). Care should be taken to distinguish between the aspect of their role which is to support the CAP SG in the delivery of their purposes, and their separate role in delivering projects as above.

It should also be noted that the CAP SG has no formal line management role with respect to the Executive Manager. Any issues with performance should be taken up with the Chair of GCAT.

Notwithstanding that, the expectation is of a cordial and effective working relationship between the GCAT EM and the CAP SG. The Executive Manager will support the strategic work of the Steering Group by ensuring delivery of the majority of the actions decided upon. In time, this may require more resources to achieve the ambition of the SG, but at all points, care should be taken to match the ambition to the capacity of the support available through

the EM and any other resources that GCAT can make available. It should be noted that the EM does not work full-time for the CAP SG.

In support of the CAP SG achieving its purposes as per Section 1, the GCAT Executive Manager will ensure that the following duties are carried out:

- Promote the purpose and outcomes of the CAP in all their dealings with local community organisations, private and public organisations, statutory bodies and windfarm developers.
- Provide an update to each Steering Group meeting that will give members the information they need to effectively assess progress against CAP themes and projects. This update should be based on a rolling programme of engagement by the GCAT EM with all delivery organisations. The update will cover evidence of progress and make recommendations for next steps, for review by the Steering Group.
- Organise, promote and deliver the Glenkens Forum meetings and Glenkens Summit, based on guiding principles issued by the Steering Group.
- At the point that the Steering Group determines that a CAP update is required, create the first draft of the new version.
- Maintain a close working relationship with the Chair of the CAP SG.

8. Glenkens Forum / Glenkens Summit

a. Glenkens Forum

A 'Glenkens Forum' will be developed by the CAP Steering Group to ensure broad influence and wider accountability. The Forum should be inclusive, welcoming and clear about its role of engagement and meaningful input.

The Forum should meet 3-4 times a year to discuss the progress of the CAP, feed in ideas to the CAP SG and make suggestions for the future.

This group is open and has no maximum number. It is important for this forum to be a strong group, as it links accountability for CAP implementation to the local community.

The CAP SG will set the outcomes and format for the Forum, and Chair it, with operational support for delivery from the GCAT Executive Manager and additional resources.

b. Glenkens Summit

A 'Glenkens Summit' will be organised by the CAP SG at least annually, with guidance on format and content provided by the Glenkens Forum. The Summit should seek to attract attendance and engagement from an even wider cross-section of the community. The audience and therefore the message of the Summit should be clear at all times and might consist of

- Feeding back on progress of the CAP and gaining insight into emerging / existing areas of priority for the community, for incorporation into a CAP update and the GDT funding strategy.

- Using national or regional speakers to inspire further action within the Glenkens.
- Showcasing the progress of the CAP to a national or regional audience.

Operational support for delivery of these events will be provided by the GCAT Executive Manager and additional resources as required.

9. Finances

The CAP SG will hold no funds and make no funding awards. Its role as described in Section 1, Purposes, will be achieved through the mechanisms and support as described above.

10. Meetings

a. Frequency

Meetings will be held at a frequency appropriate to the nature of the work. Dates will be set well in advance.

b. Location

Meetings will take place by videoconference, teleconference or at a suitable venue. Particular consideration should be given to live-streaming or enabling remote participation in community events such as the Glenkens Forum or Glenkens Summit.

c. Meeting Arrangements

Meetings will be run by the Chair of the Steering Group or their occasional delegate. Where possible, papers will be circulated to Steering Group members one week in advance of meetings.

Staff / volunteers from any of the organisations involved in delivery of the CAP may be invited to the meetings as necessary to allow the Steering Group to carry out its oversight duties.

The Executive Manager of GCAT will routinely attend these meetings unless requested not to for reasons of conflict of interest.

d. Quorum

A quorum will be 4 Steering Group members present for the duration of a meeting. Both remote and in-person Members count towards the quorum.

e. Decision-making

The Steering Group will aim to achieve decisions by consensus. However, where this is not possible, a vote by show of hands or secret ballot will be taken and decisions based on a simple majority. In the event of a tie, the Chair of the meeting will have the casting vote.

11. Project Sub-Groups

Time-limited project-specific sub-groups will be established as required by the CAP SG. These will operate while substantial projects are running. Sub-groups will be chaired by a member of the CAP SG but may extend membership of the sub-group to other members of the community (not CAP SG members) who have an interest in that particular subject. At least 50% of members of a sub-group plus the Chair should be CAP SG members.

12. Conflicts of interest

The CAP SG has a Conflicts of Interest policy. All members will be required to familiarise themselves with the policy and to complete a yearly Declaration of Interests Form. Steering Group members will not participate in decisions regarding any project in which they have a direct interest, although they may contribute to the discussion in advance of a decision.

Conflicts of Interest will be a standing agenda item at meetings, and declarations of interests on agenda points will be recorded in the minutes.

13. Code of Conduct

The CAP SG has a written Code of Conduct that includes a description of the role of members. All members will be required to sign the Code of Conduct to signify their agreement to it.

14. Media

Requests for media interviews should only be carried out by the Chair of the Steering Group or their delegate.

If Steering Group Members are approached by the media for information about the CAP, Steering Group or GDT, they should not provide a response themselves but should direct the media contact to the Chair of the Steering Group.

a. Social Media

If it is deemed necessary to create a separate Social Media brand for the CAP or CAP Steering Group, then a separate policy will likely be needed to manage this.

15. Amendments to these Terms of Reference

Amendments or alterations to these Terms of Reference can be made at any time by the Steering Group and voted on as per Section 10e.

GDT should be informed about any such changes; the GCAT Chair should be consulted on in advance if the changes materially alter the expectations of the Executive Manager or GCAT by the CAP SG.

This document should be reviewed at least annually.

Approved by the Chair of GDT and the Chair of GCAT, 12th January 2022.

Next review date: 12th Jan 2023.