

Bracknell Forest Partnership Handbook



2010
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2011



Version control and change history

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Section Version Control

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Foreword from Bracknell Forest Partnership

We are delighted to introduce the new edition of the Bracknell Forest Partnership Handbook, which is intended to be an easy reference guide to the Partnership and its work.

By bringing together senior representatives from public agencies, voluntary and community organisations and businesses, Bracknell Forest Partnership is a powerful collaboration that works to improve people's lives in Bracknell Forest.

In 2009/10 Bracknell Forest Partnership completed another challenging work programme, including refreshing the Local Area Agreement, the first Partnership Awards and Annual Report.

In 2010/11 the Partnership will continue to build on this successful year, undertaking a review to develop a new Local Area Agreement and continuing to develop the new joint performance framework to support delivery of our shared vision.

We hope this guidance helps all those involved with Bracknell Forest Partnership, explaining how the Partnership operates, what can be expected as a member and what is expected of the members.

Timothy Wheadon
Chief Executive, Bracknell Forest Council
Chairman, Bracknell Forest Partnership Board

Steve Buck
Area Manager, Royal Berkshire Fire and Rescue Service
Chairman, Bracknell Forest Partnership

March 2010

1 – Background

- 1.1 The Local Government and Public Involvement in Health Act 2007 confirmed a growing national agenda based on partnership working at a local level. The agenda places greater emphasis on formal, effective partnership working.
- 1.2 In particular, Government now expects shared outcomes, targets and performance data to be presented as a matter of course, creating the need for joint working across local public, voluntary and private organisations as well as an effective Local Strategic Partnership.

What are Local Strategic Partnerships?

A local strategic partnership (LSP) is a single body that:

- Brings together at a local level the different parts of the public sector as well as the private, business, community and voluntary sectors;
- Exists to improve quality of life for all local people;
- Is a non-statutory, non-executive organisation;
- Operates at a level which enables strategic decisions to be taken and is close enough to individual neighbourhoods to allow actions to be determined at community level;
- Is aligned with local authority boundaries.

- 1.3 In 2003, Bracknell Forest's Local Strategic Partnership (LSP) was dominated by the Borough Council and had no formal title, identity or structure. In 2004 the whole structure and arrangements for the LSP were put on a firmer footing. The Partnership gained a formal identity (Bracknell Forest Partnership) and a more balanced membership anchored by new governance and operational procedures.
- 1.4 In 2005, Bracknell Forest Partnership reviewed its structures, in particular seeking to develop better links between the component parts and also to respond to the emerging Local Area Agreement agenda. Changes to the component parts continue to be made where needed to ensure the partnership adapts to the changing climate. The current structure is set out within this guidance along with full details of the operating arrangements.

2 – Purpose of Bracknell Forest Partnership

Why partnership working matters?

- 2.1 Working together in partnership is the most effective way to deliver the best services for local people.
- 2.2 Public, private, community and voluntary sector organisations all have a part to play in improving quality of life. The more they can work together, with local people, the more they can achieve. The main reasons to run partnerships are to:
- Get different organisations to agree local priorities;
 - Plan the use of resources in a co-ordinated way;
 - Communicate in such a way that all partners are informed and have ownership of priorities;
 - Have more integrated approaches to delivery;
 - Tackle shared issues to ensure the partnership delivers more than individual partners could alone.

The Benefits of Partnership Working

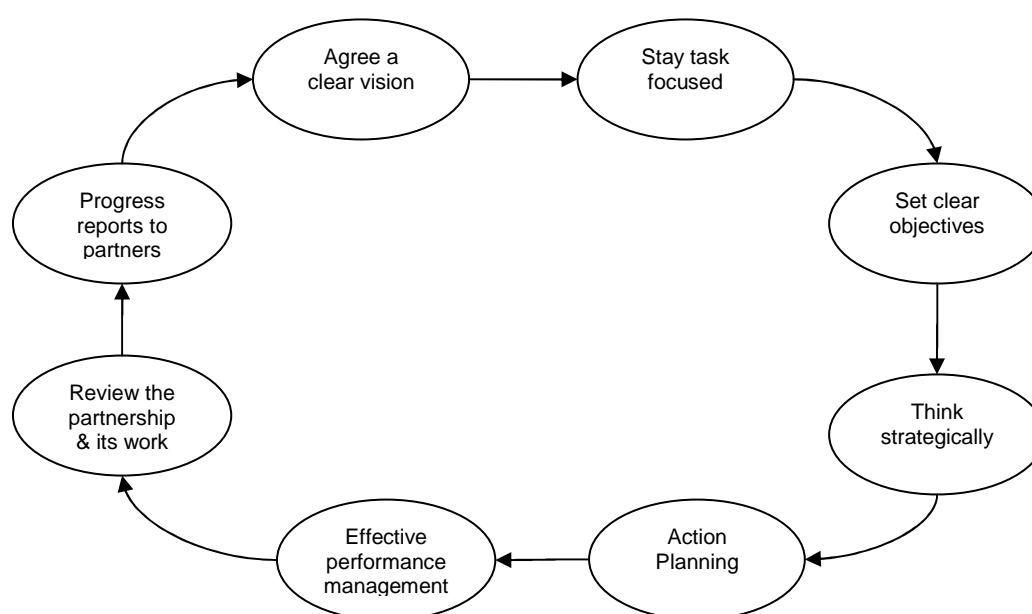
- 2.3 If planned and developed properly, partnership working can bring many benefits to the delivery of services including:
- Economies of scale and reduction in duplication;
 - Shared skills, knowledge and resources;
 - Different perspectives and approaching problems from different angles;
 - Greater understanding of partners' aims, objectives and barriers.

3 – Effective Partnership Working

3.1 To tackle their work effectively, partnerships need to secure genuine involvement from all sectors and the local community and need to make real efforts to involve people who are traditionally under-represented parts of the community.

3.2 Developing a successful partnership that works effectively is not an easy task but there are a number of factors that are key to ensuring a partnership's success. Effective partnerships must:

- Make a difference to the outcomes for the community;
- Have competent leadership and ownership of delivery;
- Be well run, with clear agendas and satisfying meetings;
- Have clear accountability, challenging targets and regular progress monitoring;
- Ensure people who are not members can see the benefits.



The Challenges of Partnership Working

3.3 Although partnerships can be very powerful mechanisms for service delivery, if poorly managed they can become a time consuming, expensive and ineffective way to work.

3.4 The main challenges to the successful delivery of a partnership are:

- Potential tension and conflict between partners;
- Potential loss of identity, power or autonomy;
- Compromise of cultural and organisational values;
- Confused reporting and accountability;
- Possibility of financial risk or liability.

3.5 These can be counteracted by real positives such as commitment, integrity and the willingness to give way to others in order to achieve shared goals.

The Skills Needed for Effective Partnership Working

- 3.6 Being an effective partner includes supporting other partners and recognising that every member of the partnership brings with them different strengths.
- 3.7 All partners need to be able to contribute to a partnership's work in a meaningful way. Unless this happens they can become disengaged and the benefits of partnership working will not be felt.
- 3.8 To prevent this happening as a group:
- Partnership agendas should be managed by a small group but everyone should be able to suggest items for inclusion;
 - Partners should have an equal voice;
 - There needs to be recognition that different partners may have different contributions to make;
 - The capacity and capability of all partners should be acknowledged and accepted;
 - Risks should be identified and managed.
- 3.9 On an individual level everyone involved in partnership work needs to ensure that they:
- Commit to attend all meetings;
 - Listen and pay attention to the views and opinions of others;
 - Encourage everyone to participate;
 - Share information;
 - Treat differences as strengths;
 - Avoid arguing blindly for their own opinion;
 - Create a solution that can be supported by all involved;
 - Seek win-win solutions;
 - Don't bargain or trade support;
 - Don't agree too quickly;
 - Be prepared to 'park' issues for consideration at a later date if they are getting in the way of progress.

4 – Structure of the Bracknell Forest Partnership

4.1 Bracknell Forest Partnership consists of senior representatives from the public, private, voluntary and community sectors. Members are recruited on the basis of their capacity to represent their organisations and not their individual interests.

4.2 Bracknell Forest Partnership consists of a number of bodies:

- Bracknell Forest Partnership Group;
- Bracknell Forest Partnership Board;
- 10 Theme Partnerships
 - Climate Change Partnership
 - Children and Young People's Trust
 - Crime and Disorder Reduction Partnership
 - Cultural Partnership
 - Early Years, Child Care and Play Partnership
 - Economic and Skills Development Partnership
 - Health and Social Care Partnership
 - Older People's Partnership
 - Strategic Housing Partnership
 - Town Centre Partnership
- A number of working groups and associated bodies.



4.3 The dates of meetings for these groups for the financial year 2010/11 are set out as Appendix 3. The roles and responsibilities of each group are set out in Section 6.

5 – Work Programme

- 5.1 Each year, Bracknell Forest Partnership has a work programme, much of which is dictated by Central Government
- 5.2 In July 2008 the Government published statutory guidance on Local Strategic Partnerships, *Creating Strong, Safe and Prosperous Communities*. This guidance clearly sets out the role of LSPs:
- Exercise a **leadership and governing role** through identifying and articulating the needs and aspirations of local communities and reconciling or arbitrating between competing interests;
 - Have **oversight of and coordinate community consultation and engagement** activities of individual partners and where appropriate combine them;
 - Produce a **Sustainable Community Strategy (SCS)** based on data and evidence from the local area and its population, to establish a shared local vision and priorities for action;

The purpose of a **Sustainable Community Strategy (SCS)** is to set the overall strategic direction and long-term vision for the economic, social and environmental well-being of a local area – typically 10-20 years – in a way that contributes to sustainable development in the UK. It tells the ‘story of the place’ – the distinctive vision and ambition of the area, backed by clear evidence and analysis. It provides a vehicle for considering and reaching consensus on difficult issues such as social inclusion and climate change

The current **Bracknell Forest Sustainable Community Strategy** was published in June 2008. It sets out a vision for Bracknell Forest in 2030 and runs to the end of the 2013/14 financial year. Each year Bracknell Forest Partnership reviews the supporting evidence base to ensure the strategy is still relevant.

- Produce a unitary/county-wide **Local Area Agreement (LAA)**, based on the priorities identified in the area’s Sustainable Community Strategy;

The purpose of a **Local Area Agreement (LAA)** is to set out the ‘deal’ between central government and local partners to improve services and quality of life for local people. It is a three year outcome-based agreement which is a shorter term delivery mechanism for the SCS. It sets out shared outcomes derived from the SCS along with performance indicators and targets to measure success in delivering these outcomes.

The current **Bracknell Forest Local Area Agreement** was published in April 2009 after an annual refresh and runs to the end of the 2010/11 financial year. Each year Bracknell Forest Partnership refreshes the agreement through negotiation with Government.

- Have **oversight of the planning and alignment of resources** in the locality (where relevant to delivery of the SCS and LAA) in order to achieve more effective and efficient commissioning and ultimately better outcomes. Although, each partner will remain accountable for its decisions taken in relation to funding streams allocated to it;
- **Review and performance manage progress** against the priorities and targets agreed in the LAA and ensure delivery arrangements are in place. Part of fulfilling this will require the local authority and its partners to seek to ensure that sufficient support is provided to the LSP to help it coordinate the delivery of the targets that have been agreed through the LAA.

5.3 During the financial year 2010/11, the work programme for Bracknell Forest Partnership Board will be significant and include:

- Production of quarterly performance reports against the Local Area Agreement and agreement of remedial action to correct underperformance;
- Negotiation of development of the new Local Area Agreement;
- Management of Community TV;
- Development of the performance, communication, scrutiny, risk management and governance processes of the Partnership (including its Theme Partnerships) to support the LAA and SCS.

5.4 The detailed timetable of work is set out against seven workstreams (A-G) and can be found as Appendix 2. Project plans for each workstream are available from the Lead Officer of the Partnership Board.

5.5 In relation to the SCS and LAA, Theme Partnerships will be expected to:

- Provide quarterly performance data against the outcomes and indicators within the Local Area Agreement, plus any supporting information required by the Partnership Board;
- Negotiate new targets for inclusion in the refresh of the Local Area Agreement;
- Follow the guidelines within this handbook for improvement of performance, communication and governance arrangements within the Partnership.

5.6 Theme Partnerships also have their own significant work programmes, driven nationally and locally, that sit outside the Local Area Agreement. Details of these work programmes can be obtained from the lead officers of each Theme Partnership.

6 – Roles and Responsibilities

Bracknell Forest Partnership Board

6.1 The Partnership Board meets monthly. Individual Partners' Management Teams will have the opportunity to see papers in advance of the Partnership Board meetings to allow comments to be fed through the organisation's representative. The Board exists to:

- Provide overall ownership of the Local Area Agreement (LAA) and Sustainable Community Strategy (SCS);
- Co-ordinate feedback from individual partner organisations and Government to reach consensus on the LAA and SCS;
- Produce co-ordinated reporting to GOSE on the progress of the LAA;
- Provide conflict resolution between partners where this cannot be resolved at Theme Partnership level;
- Consult and engage with all parts of the wider community to evaluate the Partnership's work and continually assess its relevance to the Bracknell Forest community;
- Address cross cutting issues of strategic importance for Bracknell Forest, such as economic development and community cohesion, with regard to key evidence sources;
- Co-ordinate consistent operational frameworks across the theme partnerships including improved communications, governance and performance management;
- Maintain an overview of theme partnership work programmes to ensure important partnership agendas are not missed.

6.2 Membership of the Board is made up of senior executives from the key sectors/agencies in the borough. Membership of the Board is based on the ability to:

- commit significant budgets and resources;
- make high-level strategy and operational decisions.

6.3 The current chairman of the Board is the Chief Executive of Bracknell Forest Council. The full current membership is listed in Appendix 1.

6.4 The essential tasks of the Chairman of the Board are as follows:

- providing leadership to the Board;
- taking responsibility for the Board's composition and development;
- ensuring proper information for the Board;
- planning and conducting Board meetings effectively;
- getting all partners involved in the Board's work;
- ensuring the Board focuses on its key tasks;
- engaging the Board in assessing and improving its performance;
- encourage open challenge and debate, whilst negotiating consensus on matters for decision.

6.5 Members of the Partnership Board are expected to:

- act as a contact point for people wanting to reach his/her sector on the Partnership Board;
- To represent their own sector on the Board;
- To communicate widely with their own sector about the priorities for Bracknell Forest and to involve their own sector in the setting of these priorities (with support where necessary).

6.6 ***Bracknell Forest Partnership Group***

The Partnership Group meets quarterly and acts as a forum for discussion of strategic issues affecting the economic, social and environmental well being of Bracknell Forest's residents and businesses. Through this discussion it shapes the strategic direction and priorities for the Partnership, and provides feedback to the Board in the production, revision and delivery of the Sustainable Community Strategy and the Local Area Agreement. In this it aims to ensure that the work of the Board reflects community aspirations. Agendas are set in consultation with the individual partners' management teams and the Theme Partnerships. Each Partnership Group quarterly meeting will be based around a theme and exists to provide:

- A forum to generate new solutions for tackling shared agendas and agreeing support for these;
- A consultation forum for individual partners and Theme Partnerships to test proposals with community representatives and each other;
- An information sharing and networking opportunity for the Theme Partnerships' members;
- A newsletter (in place of minutes) that can be used to share information beyond the members that attend the quarterly meetings.

6.7 The Partnership Group is a much larger group than the Board (30+) and invitations to attend go out to the Partnership Board, Executive Members of the Council, the chairs/lead officers from each of the ten theme partnerships plus representations from the voluntary sector, businesses and parish and town councils.

6.8 The Chairman of the Partnership Group rotates on a six-monthly basis. The essential tasks of the Chairman of the Group are as follows:

- To chair meetings of the Board in the absence of the Chair as required;
- Providing leadership to the Group;
- Ensuring proper information for the Group;
- Planning and conducting Group meetings effectively.

6.9 Members of the Partnership Group are expected to:

- Represent their own sector in the Group;
- Communicate widely with their own sector about the priorities of Bracknell Forest and involve their own sector in the setting of these priorities (with support where necessary).

Bracknell Forest Theme Partnerships

- 6.10 The Theme Partnerships are the delivery arm of Bracknell Forest Partnership. They deliver their own theme based work programmes as well as the relevant outcomes of the Sustainable Community Strategy and Local Area Agreement. They will determine the need for, and the work programme of, any delivery groups that report to them and will actively monitor and manage the work programmes that take place.
- 6.11 The Theme Partnerships meet as and when appropriate and have their own governance arrangements set out in their terms of reference. Membership should include the relevant Executive Member of the Borough Council along with key public, private business and voluntary sector representatives.
- 6.12 Theme Partnership agendas are shared with individual management teams and the Partnership Board. The theme partnerships:
- Contribute to visions and outcomes for inclusion in the SCS;
 - Own and performance manage theme based work programmes and strategies;
 - Negotiate theme specific outcomes and targets for inclusion in the Local Area Agreement.

Working groups and associated bodies

Working Groups of the BFP Board

- 6.13 The BFP Board has agreed the establishment of two working groups to support its work. The details of the Communications Working Group and the Community Cohesion and Engagement Working Group are set out in section 10.

Infrastructure Reference Group (IRG)

- 6.14 In developing future policies for the location of development within the Borough it is essential that there is effective engagement with a wide variety of infrastructure providers. Infrastructure in this context embraces not only transport and utilities, but also education, open space, libraries, community facilities, emergency services and others. Effective engagement of the wide range of interested parties gives the best possible understanding of existing capacity and shortfalls, current investment plans, likely requirements arising from planned levels of development and any gaps between the planned investment and likely requirements. This understanding will help to determine where development should go in the Borough and how the infrastructure needed will be provided.
- 6.15 The IRG exists to take forward the effective planning and delivery of future infrastructure needs in the Borough. Consideration of the best methods of engagement with the bodies involved in infrastructure provision has led to the conclusion that a Theme Partnership is not be the best format for this. The wide range of bodies involved and the potentially relatively narrow areas of their interest in Bracknell Forest would make regular partnership meetings unwieldy and would not be an attractive proposition for busy professionals to attend. Instead the IRG is a network consisting of a large group of

organisations with an interest in infrastructure provision. In addition to infrastructure providers it includes relevant user and regulatory groups such as the Environment Agency.

- 6.16 The group does not have regular scheduled meetings as a body, rather it arranges events or discussions as they are required and tailored to the needs of the various organisations. This might include an infrastructure conference to which all member organisations are invited, meetings on specific topics such as water supply or sewerage treatment as necessary or consultation by e-mail where this is sufficient.

Local Safeguarding Children Board (LSCB)

- 6.17 The LSCB is a dynamic partnership that has responsibility for working together to oversee the safety and well-being of children and young people in Bracknell Forest.
- 6.18 The LSCB is made up of representatives from a range of services that work with children and young people, or with their parents/carers. These partners include the Council (Children's and Adults Services), Thames Valley Police, Probation, Health Services, Schools, Bracknell Forest Voluntary Action and Broadmoor Hospital.
- 6.19 The LSCB's responsibilities are broad. Some of the things they consider include developing Child Protection Procedures, accident prevention, reducing A&E admissions, reducing bullying, monitoring child protection concerns, reviewing child deaths and other serious cases (to learn from what goes wrong and how to try and prevent difficulties arising in the future) and producing information for parents/carers and children/young people.
- 6.20 The LSCB sits outside the formal BFP structure as it must be independent to scrutinise and challenge, and guidance says that it must not be subordinate to or subsumed in another partnership.

7 – Resourcing the Partnership

- 7.1 Bracknell Forest Council provides support for Bracknell Forest Partnership and the Board. Seconded staff and other assistance from statutory and other agencies will add to this capacity and make the Partnership work better.
- 7.2 The Council will meet standard administration costs for the Partnership. Any additional work is reliant on partner contributions.
- 7.3 The office of the Assistant Chief Executive at Bracknell Forest Council will oversee the servicing and policy development aspects of the Partnership, in consultation with the Chairmen of the Theme Partnerships and the Board. However, representatives, board members or staff of any agency or organisation of the Partnership may contribute to or propose policy changes to the Partnership for consideration.
- 7.4 Bracknell Forest Council's Democratic and Support Services Section is responsible for the timely preparation and distribution of agendas and minutes, in addition to booking meeting venues.

8 – Integrated Performance Management

- 8.1 Performance management is key to the successful delivery of Bracknell Forest Partnership's vision for the Borough, as set out in the Sustainable Community Strategy.
- 8.2 Delivery of this vision is undertaken by the Theme Partnerships and individual partnership organisations. Outcomes, indicators and targets are set out in overall partnership plans (such as the Local Area Agreement), Theme Partnerships' plans (such as the Children and Young People's Plan and the Crime and Disorder Reduction Plan) and individual partners' plans (such as the Primary Care Trust Strategic Plan).
- 8.3 Many of the outcomes, indicators and targets are duplicated across these plans and performance monitoring and management arrangements can happen largely independently within each of the partner organisations. This can result in the Theme Partnerships being unclear as to which performance measures are the most important to be monitored at a partnership level.
- 8.4 Work continues to improve and refine the consistent Performance Management Framework for the Board and the Theme Partnerships. The framework does not attempt to duplicate organisation's own systems. Rather, it is intended to:
- Make sense of the various relevant local and national performance frameworks;
 - Provide a framework for which performance measures should be reported at partnership meetings;
 - Focus on the improvement priorities both for joint working and single organisation working;
 - Ensure delivery of the Sustainable Community Strategy, the Local Area Agreement and Theme Partnerships' priorities.
- 8.5 The Partnership's integrated Performance Framework is overseen by Bracknell Forest Council's Performance and Partnerships team which reports possible performance matters to the Partnership Board. This reporting covers:
- Detailed analysis of local performance against the new 198 National Indicator Set (including the LAA targets);
 - Preparing for the new Comprehensive Area Assessment (CAA);
 - Overseeing the implementation of a new performance IT system that will support both the Council and BFP.
- 8.6 In relation to performance, Theme Partnerships will be expected to:
- Nominate a performance representative;
 - Support the roll out of the Integrated Performance Framework;
 - Include performance management of the key indicators at each meeting for the 2009/10 financial year.

9 – Governance

- 9.1 The current governance arrangements for the Partnership are detailed in the Bracknell Forest Partnership Protocol. This Protocol is available on the Bracknell Forest Partnership web site and covers areas such as risk management, scrutiny, probity and operations. The Protocol was last updated in March 2010 and will be reviewed annually.
- 9.2 Each of the elements of the Partnership has a specific role within this governance structure to enable the Partnership as a whole to operate effectively.

Partnership Group

- 9.3 The Partnership Group meets quarterly and draws together the members of the Board with a representative from each of the Theme Partnerships and representatives from other key local organisations. The Partnership Group provides feedback on behalf of the Partnership on matters for consultation, acts as the ‘think tank’ and information-sharing hub of the Partnership.
- 9.4 In order to ensure that the Partnership Group continues to act independently and debate, challenge and lobby, no additional governance arrangements have been applied to its operational arrangements.

Partnership Board

- 9.5 The Board is the operational body that owns and manages the Sustainable Community Strategy and Local Area Agreement. It is chaired by the Chief Executive of Bracknell Forest Council and is made up of senior executives from the key local public, business and voluntary sector organisations.
- 9.6 Members of the Board have signed up to a Memorandum of Agreement to show their commitment to the delivery of the shared vision as set out in the Sustainable Community Strategy. The Memorandum of Agreement is supplementary to the overall BFP Protocol and sets out the intentions and ways of working for the bodies represented. The Memorandum of Agreement is available on the Bracknell Forest Partnership web site, and was last updated in March 2010.

Theme Partnerships

- 9.7 Each Theme Partnership is expected to have established terms of reference, a constitution or ways of working. These are available by request from the lead officer of the Theme Partnership. Recommended standard wording for inclusion in Terms of Reference on areas such as dispute resolution, counter fraud and termination of partnerships is available on the Bracknell Forest Partnership web site.

Review and Improvement

- 9.8 Each year the Bracknell Forest Partnership Board will undertake a self assessment to identify and action areas for improvement. It will also develop and manage a strategic risk register, identifying through analysis and

prioritisation, the key risks that could affect the ability of the Partnership to achieve its key objectives.

- 9.9 Extending Overview and Scrutiny into the partnership field is a requirement of the Local Government and Public Involvement In Health Act, from April 2009. The aim for this Overview and Scrutiny work is to serve and empower the Bracknell Forest Community by stimulating public engagement, influencing plans and outcomes, and holding decision-makers to account.
- 9.10 The scrutiny of the work of the Partnership will be overseen by a specific Partnership Overview and Scrutiny Group. This Group shall draw together Members of Bracknell Forest Council's O&S function along with representatives from each of the member organisations of the BFP Board that are charged with holding the executive of their own organisations to account. The process shall include scrutiny of the membership of the Partnership and its governance arrangements.

10 – Communication and Engagement

- 10.1 Bracknell Forest Partnership is responsible for engaging the wider community in the work of the Partnership. The Board will convene an annual event to which a wide range of partners and partnership members will be invited to discuss the work of the wider Partnership. The Partnership will also host a website that provides access to all Bracknell Forest Partnership papers. This will be managed through the office of the Assistant Chief Executive of the Council.
- 10.2 Effective communications are critical to the success of any initiative, particularly ones that seek to strategically integrate the delivery of services to improve the well-being of communities. Communications for BFP are managed by the BFP Communications Working Group, which includes communications professionals from each of the major partners. The group is chaired by the Head of Communications and Marketing of Bracknell Forest Council and has a Communications Strategy and Action Plan to support the Sustainable Community Strategy, the Local Area Agreement and the associated work of Bracknell Forest Partnership and the Theme Partnerships.
- 10.3 Completed and ongoing work of the group includes publication of a quarterly newsletter, launch and management of Community TV, development of the Communications Strategy and Identity Guidelines. All these publications including details of the Community TV scheme are on the Bracknell Forest Partnership website.
- 10.4 In addition to co-ordinating partnership communications there is a need to undertake co-ordinated consultation and community involvement for the Partnership. This work programme is developed and delivered by the Bracknell Forest Community Cohesion and Engagement Working Group. During 2008/09 this group developed and published a new partnership-based Community Engagement Strategy.
- 10.5.1 In relation to communications and engagement, Theme Partnerships will be expected to:
- Submit updates for the quarterly partnership newsletter, setting out work from the previous quarter and plans for the coming quarter;
 - Have a standing invitation for other theme partnerships to attend meetings on relevant subjects;
 - Send a representative and support officer to quarterly meetings of the Partnership;
 - Comply with the BFP identity guidelines.

Appendices

Appendix 1 – Membership and Key Contact Details

Appendix 2 – Annual Work Programme

Appendix 3 – Meeting Dates

Appendix 1 - Membership and Key Contacts

Partnership Board

The Membership of the current Partnership Board is:

Name	Role	Contact details
Tim Wheadon (Chairman)	Chief Executive, Bracknell Forest Council	Timothy.Wheadon@bracknell-forest.gov.uk
Helen Barnett	Communications and Marketing Manager, Bracknell Regeneration Partnership	helen.barnett@newbracknell.com
Steve Buck	Area Manager, Learning and Development, Royal Berkshire Fire and Rescue Service	bucks@RBFRS.co.uk
TBC	Representative, South East England Development Agency (SEEDA) (Observer)	
Martin Gilman	Chief Executive, Bracknell Forest Voluntary Action	Martin.Gilman@BFVA.org
Simon Bowden	Local Area Commander, Thames Valley Police	simon.bowden@thamesvalley.pnn.police.uk
Eileen Macdonald	Locality Manager, Government Office for the South East (Observer)	Eileen.macdonald@gose.gsi.gov.uk
Mary Purnell	Locality Director, East Berkshire Primary Care Trust	Mary.Purnell@bracknell-forest.gov.uk
Chris Smith	Executive Officer, Sandhurst Town Council	chrissmith@sandhurst.gov.uk
Caroline Titley	Chief Executive, Bracknell Forest Homes	caroline.titley@bracknellforesthomes.org.uk

More information about Bracknell Forest Partnership and its work (including recent newsletters and copies of the Sustainable Community Strategy and Local Area Agreement) can be found at:

www.bracknellforestpartnership.co.uk

For any further queries regarding the Partnership Board, Sustainable Community Strategy or Local Area Agreement contact the lead officer:

*Claire Sharp, Senior Policy Officer (Partnerships), Bracknell Forest Council
Easthampstead House, Town Square, Bracknell, Berkshire, RG12 1AQ
Tel: 01344 352203 Email: claire.sharp@bracknell-forest.gov.uk*

Theme Partnerships

For any queries relating to a Theme Partnership, please contact the relevant lead officer or clerk from the list below.

Theme Partnership	Chairman	Lead Officer	Clerk
Children and Young People's Trust	Cllr Gareth Barnard	Sandra Davies Head of Performance Management and Governance Bracknell Forest Council Sandra.Davies@bracknell-forest.gov.uk Tel: 01344 354009	Jemma Durkan 01344 352209
Crime and Disorder Reduction Partnership	Timothy Wheadon, Bracknell Forest Council	Ian Boswell Safer Communities Manager Bracknell Forest Council Ian.Boswell@bracknell-forest.gov.uk Tel: 01344 351285	Amanda Roden 01344 352253
Cultural Partnership	Cllr Iain McCracken	Vincent Paliczka Director of Environment, Culture and Communities Bracknell Forest Council vincent.paliczka@bracknell-forest.gov.uk Tel: 01344 351750	Carol Billyard 01344 351750
Climate Change Partnership	Ann Symonds, Environment Agency	Colin Griffin Community and Environmental Development Team Leader Bracknell Forest Council Colin.griffin@bracknell-forest.gov.uk Tel: 01344 351110	Carol Billyard 01344 351750
Early Years, Child Care and Play Partnership	Cllr Gareth Barnard	Karen Frost Early Years Manager Bracknell Forest Council Karen.Frost@bracknell-forest.gov.uk Tel: 01344 354024	Sue Hills 01344 352066
Health and Social Care Partnership	Cllr Dale Birch	Zoe Johnstone Chief Officer: Adults & Commissioning Bracknell Forest Council	Liz Sanneh 01344 352233

		Glyn.jones@bracknell-forest.gov.uk Tel: 01344 351458	
Economic and Skills Development Partnership	Timothy Wheadon, Bracknell Forest Council	Victor Nicholls Assistant Chief Executive Bracknell Forest Council Victor.Nicholls@bracknell-forest.gov.uk Tel: 01344 355604	Emma Silverton 01344 352281
Older People's Partnership	Martin Gilman, Bracknell Forest Voluntary Action	Mira Haynes Chief Officer: Older People and Long term conditions Bracknell Forest Council Mira.Haynes@bracknell-forest.gov.uk 01344 351599	Emma Silverton 01344 352281
Strategic Housing Partnership	Simon Hendeby, Bracknell Forest Council	Clare Dorning Head of Housing Strategy & Needs Bracknell Forest Council Clare.Dorning@bracknell-forest.gov.uk Tel: 01344 351590	Liz Sanneh 01344 352233
Town Centre Partnership	To be appointed	Stephanie Boodhna Assistant Policy Officer (Regeneration) Bracknell Forest Council Stephanie.Boodhna@bracknell-forest.gov.uk Tel: 01344 352164	Amanda Roden 01344 352253

Appendix 2 - Bracknell Forest Partnership Board – Work Programme 2010/11

Theme 1 – Strategy and outcomes

Workstream A – Sustainable Community Strategy (SCS) development

To undertake an annual refresh of the Sustainable Community Strategy 2008-2014 evidence base in order to validate the long term vision. To begin rationalisation of the various needs assessments/data sources and to publish a revised Story of Place for Bracknell Forest.

Workstream B – Local Area Agreement (LAA) development

To hold the partnership annual event to develop new priorities for the short to medium term and to develop, agree and launch the associated targets within the Local Area Agreement 2011-2014.

Workstream C – Strategic direction

To identify areas for future strategic development in light of any national, regional or local changes to guidance, legislation or political direction (particularly following the general election in Spring 2010). To use the results from innovations/pilots in other areas to develop and improve the efficiency and effectiveness of the partnership.

Theme 2 – Management and improvement

Workstream D – Driving performance

To manage the outcome-based performance framework that includes the National Indicator Set, the LAA and the SCS. To embed performance management within theme partnerships and to manage Comprehensive Area Assessment. To use the framework to identify and, where possible, correct areas of underperformance.

Workstream E – Operational management and improvement

To manage, support and continually improve the various management mechanisms associated with Bracknell Forest Partnership. This will include risk management (particularly around the current economic challenges), efficiencies, value for money, governance arrangements, scrutiny, the BFP Handbook, work programmes, structural set up, self-assessments and information sharing.

Theme 3 – Engagement and involvement

Workstream F – Communication and engagement

To improve the communications and engagement mechanisms of Bracknell Forest Partnership including securing an independent web presence, producing and improving the quarterly workshops and newsletters, achieving media coverage where possible and co-ordinating responses to local and regional consultations.

Workstream G – Annual Report development

To develop an Annual Report for Bracknell Forest Partnership that sets out achievements both in terms of outcomes for residents and improvements in partnership working.

Appendix 3

BRACKNELL FOREST PARTNERSHIP MEETING DATES 2010-11

	Day	Start Time	JAN 2010	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN 2011	FEB	MAR	APR
Bracknell Forest Partnership Board	Thurs	10am / 8.30am	21	18	18	15	20	17	22		16	21	18	16	20	17	17	14
Bracknell Forest Partnership Group	Tues/ Thurs	10am			11			8			9			7			tbc	
Children and Young People's Trust	Thurs	3pm	21		25		27		15		23		27					
Crime & Disorder Reduction Partnership Executive	Mon	1.30pm		15			17			16			15			14		
Crime & Disorder Reduction Partnership	Mon	1.30pm			15			14			20			13			14	
Early Years, Childcare and Play Partnership	Tues	2.30pm		23				22				19				08		
Economic and Skills Development Partnership		2.00pm			9			15			14			14				
Health & Social Care Partnership Board	Weds	2pm			3			9			8			1				
Local Safeguarding Children Board	Friday	10.30 am		12		23			02		24			10				
Local Safeguarding Children Board Executive	Friday	10.30 am			26			11			03		19					
Strategic Housing Partnership	Thurs	10am	14		25													
Other themes	Please contact clerks for meeting dates of Older People, Cultural, Town Centre and Climate Change Partnerships																	
Infrastructure Reference Group	The IRG does not currently hold regular formal meetings – please contact the lead officer if you need further information																	