

**OVERVIEW AND SCRUTINY COMMISSION
28 JANUARY 2010**

**REVIEW OF THE BRACKNELL FOREST PARTNERSHIP BOARD
Assistant Chief Executive**

1 INTRODUCTION

- 1.1 As part of the agreed approach to the Overview and Scrutiny (O&S) of the Bracknell Forest Partnership (BFP), the Chairman and Lead Officer of each of the BFP theme Partnerships, also the BFP Board itself, have been invited to meet the O&S Commission or relevant O&S Panel to discuss the Partnership's governance, performance management, financial management, and related issues, with reference to a questionnaire completed in advance of the meeting. The BFP Board is one of the BFP organisations within the purview of the Overview and Scrutiny Commission.

2 SUGGESTED ACTION

- 2.1 **That the Overview and Scrutiny Commission discusses with the Chairman and Lead Officer of the BFP Board, Timothy Wheadon and Claire Sharp, respectively, the Partnership Board's governance, performance management, financial management, and related issues, with reference to the attached completed questionnaire.**

3 SUPPORTING INFORMATION

- 3.1 The approach to O&S of the Bracknell Forest Partnership has been endorsed by the O&S Commission and Panels, also the BFP Board, and implementation has commenced. The agreed approach includes a structured programme of information gathering and initial analysis of the BFP's affairs. This work has been apportioned as follows:

O&S Commission – BFP's Board and the Town Centre Partnership, the Crime and Disorder Reduction Partnership, and the Economic and Skills Development Partnership.

Environment, Culture and Communities O&S Panel - the Strategic Housing Partnership, the Cultural Partnership, the Transport Partnership, and the Climate Change Partnership.

Children's Services and Learning O&S Panel - the Children's Trust, and the Early Years, Child Care and Play Partnership.

Adult Social Care O&S Panel - the Health and Social Care Partnership.

- 3.2 The information gathering comprises initially asking the Chairmen and Lead officers for the ten Theme Partnerships to complete a questionnaire, and then for the responses to the questionnaire to inform individual meetings by the Commission/Panel concerned with the Chairmen and Lead officers for each of the Theme Partnerships, individually. These will form part of the public meetings of the Commission and Panels throughout 2009/10.

The structured series of meetings with the Chairmen and lead officers of the Theme Partnerships will contribute to relationship building.

- 3.3 The purpose of the questionnaire to be sent in advance of the meetings is to gather all the basic information on the work and organisation of each Theme partnership, to make best use of members' time at the ensuing meetings.

Background Papers

Agenda and minutes of the Overview and Scrutiny Commission on 1 April 2009

Contact for further information

Richard Beaumont – 01344 352283

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Questionnaire for completion by the Chairman and Lead Officer of BFP's Board and each of the 10 BFP Theme Partnerships

Notes – clerks for BFP's Board and the Theme Partnerships will be asked to complete the basic information before passing this to the lead officer.

A: Name of Partnership: Bracknell Forest Partnership Board	Comments
Chairman's name and contact details:	Timothy Wheadon, Chief Executive, Bracknell Forest Council Email: Timothy.wheadon@bracknell-forest.gov.uk Tel: 01344 355601
Lead Officer's name and contact details:	Claire Sharp, Senior Policy Officer (Partnerships) Email: Claire.sharp@bracknell-forest.gov.uk Tel: 01344 352203

B: Partnership details	Comments
1. Please attach the terms of reference for the partnership. If it is not in the TOR, please outline the agreed aims, key objectives and key functions	Please find attached the Memorandum of Agreement, Protocol and Work Programme for 09/10
2. Please provide a few examples of the partnership's major achievements	- Developed Sustainable Community Strategy (SCS) and Local Area Agreement (LAA) - Launched Community TV for Bracknell Forest
3. Where do you think the partnership currently is in terms of its stage of development? E.g. early formation, delivering shared outcomes, or fully developed?	Fully developed, although always considering ways to improve further
4. Please describe any major obstacles towards the partnership's success	Major obstacles are set out in BFP's strategic risk register. (Attached) Key risks include economic climate, commitment of partner resources and continuity of Board members/support officers.
Membership	This can be found in the ToR and also in the Bracknell Forest Partnership Handbook.

5. If not in the TOR, please list the current members of the partnership and the organisations they represent	
6. If not in the TOR, please describe the arrangements for appointing members to the partnership	This can be found in the Terms of Reference.
Minutes	Provided separately.
7. Please provide minutes of meetings in the last year	

C: Governance arrangements	Comments
1. Please provide any recent self-assessment of governance arrangements for the Partnership, or describe any plans to do so.	Self assessment last undertaken in Autumn 2009 (available on request).
2. How are decisions made? Is there a scheme of delegation that makes clear who can take decisions?	This can be found in the ToR. Memorandum of Agreement, Section 8: ‘The BFP Board will endeavour to reach consensus on matter for decision. Where votes are invoked, each representative shall have one vote, carrying equal weight. Decisions will be made on a simple majority basis and will require a quorum of 4 members, as set out in the BFP Protocol.’
3. How are decisions recorded?	All meetings are minuted.
4. Who makes sure decisions are acted upon?	The Board revisits previous minutes at each meeting to ensure that the actions have been carried out.
5. Please describe how the partnership is held to account, and by whom	Each partner representative is accountable to their own organisation, each of which has its own accountability arrangement. Overall accountability is now a role for Overview and Scrutiny. The MoA specifies that if a partner is going to make a decision that will adversely impact on delivering the SCS or will negatively impact on other partners, that fact needs to be made explicit in reports to their decision making body.

6. Risk management - Has the Partnership itself carried out a formal risk assessment of the Partnership? If yes, please provide details	Yes. Risk register attached and action plans are available on request.
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D: Performance management	Comments
1. Please describe the arrangements for setting output/outcome targets, and give details of the partnership's targets for 2008/09	BFP Board co-ordinates all LAA targets.
2. Please describe the arrangements for monitoring and reporting progress against targets	Partnership Performance Overview Report (PPOR) discussed quarterly by BFP Board. Rigorous challenge to underperformance – recognised by GOSE.
3. How does the partnership agree action on targets that are not likely to be met?	Those targets showing as 'Red' in the PPOR are discussed in detail, including request for presentation of remedial action from relevant theme partnership.
4. How do you demonstrate publicly that the partnership adds value?	Quarterly newsletter, articles in Town and Country, Community TV, Annual Report.
5. How does the public know that the partnership achieves value for money?	
6. Does the Partnership contribute accounts of success to the BFP's communications group?	Yes. The Communications representative is Helen Barnett from BRP.

E: Financial Management	Comments
1. How is the partnership funded? (on the basis of the last financial year)	Support for BFP in terms of Lead Officer/Clerk is provided by BFC. Partners part fund this from 09/10 through top slice of LPSA2 reward. Projects, for example Community TV, have individual joint funding agreements.

2. Who decides on how to spend the money?	Any joint funding is agreed for specific projects only. The Board agrees allocation of Area Based Grant – largely based on spending commitments to date.
3. Can the money be reallocated? If so, who can authorise this?	See above.
4. What are the financial reporting arrangements?	Reported on project by project basis to BFP Board.

F: Serving the Public (For response just by BFP's Board)	Comments
1. Does the partnership have a communications policy? If so, please provide this	Yes. BFP Communications Strategy and Identity Guidelines. (Both available on request).
2. How does this partnership achieve accessibility for the public? (for example, are meetings open to the public?)	The quarterly BFP meeting is open, there are regular website updates including a newsletter and Community TV (which is also now available in a web version on the website)
3. Is there a complaints and suggestions process the public can use?	No

G: Overview and Scrutiny of the Partnership	Comments
1. Does the partnership have any views on how O&S can assist in its development and achievement of objectives?	Strengthen communications and work planning, and links between theme partnerships.
2. Does the partnership have any suggestions for O&S reviews to be considered for the partnership O&S programme?	See above.

If there are any queries on the completion of this questionnaire, please contact Richard Beaumont, Head of Overview and Scrutiny, Bracknell Forest Council on 01344 352283 or Richard.Beaumont@Bracknell-Forest.gov.uk

BRACKNELL FOREST PARTNERSHIP BOARD

MEMORANDUM OF AGREEMENT

March 2009

1. Context

Bracknell Forest Partnership (BFP) is the Local Strategic Partnership for Bracknell Forest. Under the Local Government Act 2000, Bracknell Forest is required to have a Sustainable Community Strategy (SCS) which should be agreed and overseen by the Local Strategic Partnership. In addition it is a statutory requirement under the Local Government and Public Involvement in Health Act for Bracknell Forest to have a Local Area Agreement (LAA) which again should be negotiated and agreed through BFP.

2. Structure

Bracknell Forest Partnership comprises the following elements, as represented in the diagram below:

- Partnership Board;
- Partnership Group;
- Ten individual Theme Partnerships.



The Memorandum of Agreements relates to the BFP Board, as the operational body that will own and manage the elements described in section one.

The member organisations of the BFP Board are:

Berkshire East Primary Care Trust
Bracknell Forest Borough Council
Bracknell Forest Voluntary Action
Bracknell Regeneration Partnership
Royal Berkshire Fire and Rescue Service
Thames Valley Police
Town and Parish Liaison Group
Government Office for the South East (as an observer)
South East England Development Agency (as an observer)

3. Purpose

This Memorandum of Agreement is supplementary to the overall BFP Protocol and sets out the intentions and ways of working for the bodies represented on the Bracknell Forest Partnership Board as described in section two.

4. Functions of the Service Board

- To set the principles, co-ordinate negotiation for and bring consensus of agreement for a Sustainable Community Strategy (SCS) and Local Area Agreement (LAA) and to review these as required.
- To manage performance relating to the above elements, and to cooperate and commit resources to ensure their successful delivery.

5. Functions of the BFP Board in relation to delivery of LAA

- To make recommendations to existing partners' decision-making bodies for their approval for decisions regarding significant changes to project direction or funding for the delivery of the LAA.
- To receive recommendations from the BFP Performance Working Group regarding intervention to deliver the LAA should an LAA outcome be under performing.
- To have the remit to sanction a course of action to ensure the LAA outcome is managed effectively back on track.
- To make recommendations to existing partners' decision-making bodies for their approval for decisions regarding the formula for allocation of any LAA reward grant.

6. Representation for the BFP Board

Each party shall ensure that one representative is nominated to the BFP Board on its behalf. This representative should be an officer (not Councillor) in each case and will be at a level which allows the partnership to take strategic level decisions – not only as the BFP Board but on behalf of their own organisations.

Where alternates are sent to cover meetings on behalf of the nominated representative this person must also be able to operate at this level.

7. Working arrangements

Monthly closed meetings will be held in places that are accessible and acceptable to all members. The agenda and papers will be circulated one week in advance, administered by BFBC. The meetings will be formally minuted and minutes will be published on the internet. The agenda papers will be published on the internet unless it is considered expedient to restrict to members only by virtue of the personal, contractual or sensitive nature of the contents.

The representatives of each organisation will notify all affected partners of difficulties that are likely to affect LAA delivery immediately to avoid delay in responding to delivery issues.

8. Decision making process

Partners shall bring along their own expertise to the decision making process, but decisions will be taken in the overall interest of the SCS or the LAA.

The BFP Board will endeavour to reach consensus on matters for decision. Where votes are invoked, each representative shall have one vote, carrying equal weight. Decisions will be made on a simple majority basis and will require a quorum of 4 members as set out in the BFP Protocol.

The BFP Board will consult the broader Partnership Group on key decisions and take these views into consideration when making a final decision. In the case of the content for the LAA and SCS, the Partnership Board will make recommendations to the BFBC Executive for final approval and adoption, in line with the requirements of the Local Government and Public Involvement in Health Act.

9. Collaboration and assistance

The overall principles of information sharing are set out in the BFP Protocol. In addition, each party agrees:

- to supply and share such information including performance information (unless restricted by law) and other material or resources as may be of benefit in delivering the SCS and LAA.
- to collaborate in the delivery of their various services to complement the SCS and LAA.
- to avoid individual organisation decisions that may have an adverse impact on the implementation of the SCS and LAA.
- to report and justify to the BFP Board, individual organisation decisions that may have an adverse impact on the implementation of the SCS and LAA.
- to coordinate and share community engagement processes and related information for the benefit of delivering the SCS and LAA.

10. Severability and duration

This agreement comes into force from the date agreed by the BFP Board and it will be reviewed from time to time to ensure it is effective and appropriate.

If any member wishes to withdraw from the BFP Board written and verbal notice must be given of how any funding committed to the partnership will be maintained.

11. Agreement

Each party confirms and agrees that it shall perform as set out in this Memorandum.

Signed March 2009 by and on behalf of:

Bracknell Forest Borough Council, by Timothy Wheadon, Chief Executive	
Thames Valley Police, by Chief Inspector Simon Bowden, Local Area Commander	
Berkshire East PCT, by Mary Purnell, Assistant Director Locality Development (Bracknell Forest)	
Royal Berkshire Fire and Rescue Service, by Steve Buck, Area Manager, Learning and Development	
Bracknell Forest Voluntary Action, by Martin Gilman, Chief Executive	
Bracknell Regeneration Partnership, by Helen Barnett, PR and Marketing Manager	
Town and Parish Liaison Group, by Chris Smith, Sandhurst Town Council Executive Officer	



**Bracknell Forest Partnership
Partnership Agreement and Protocol
March 2009**

1 Introduction

- 1.1 The purpose of this Agreement is to establish a framework within which the Members of Bracknell Forest Partnership can demonstrate their commitment to, and take part in the Partnership.
- 1.2 The Agreement and Protocol is not a binding contract, but is intended to show commitment to the aims, and other members, of the Partnership.

2 Mission

- 2.1 Bracknell Forest Partnership exists to develop and establish with the community both a sustainable vision for Bracknell Forest and the means to achieve it.

3 Aims

- 3.1 To agree a vision, key priorities and actions to tackle economic, social and environmental concerns for Bracknell Forest.
- 3.2 To work together, and with the community, to prepare the Sustainable Community Strategy for Bracknell Forest that says where we are and where we want to be and to prepare it in accordance with the principles of sustainable development.
- 3.3 To negotiate a Local Area Agreement that sets out shared improvement targets, and agree it with Government Office for the South East.
- 3.4 To develop, co-ordinate and, where appropriate, streamline plans and theme partnerships to work together with the community to meet local needs and priorities.
- 3.5 Where appropriate to liaise with neighbouring Local Strategic Partnerships where there is a mutual benefit.

4 Objectives

- 4.1 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 problems.

- 4.2 To maximise the use of existing resources across all sectors and access additional funding and resources from local, regional, national and European sources for the benefit of Bracknell Forest.
- 4.3 To develop and review the Sustainable Community Strategy and Local Area Agreement for Bracknell Forest.
- 4.4 To contribute to sustainable development locally, nationally and (where appropriate) internationally.
- 4.5 To promote equality and diversity and improve the quality of life for everyone who lives in, works in or visits Bracknell Forest.
- 4.6 To improve and co-ordinate performance management, communication, consultation and engagement methods across the area.

5 Principles

- 5.1 To build trust and understanding between organisations
- 5.2 To encourage partnership working
- 5.3 To support innovation
- 5.4 To support sustainable communities
- 5.5 To support joint funding and the best use of resources
- 5.6 To promote community cohesion and equalities

6 Membership

- 6.1 Bracknell Forest Partnership is a practical forum to bring together partnerships and organisations based on good will and a shared common purpose.
- 6.2 It is agreed and understood that it is the senior partnership in the area, with its membership drawn from the most senior decision makers. It is a non-statutory partnership.
- 6.3 At present it does not have a separate legal entity and cannot be an "approved body".
- 6.4 The Partnership operates strategically. Implementation will be through its associated partnerships, member organisations, and the community as required and agreed by the wider Partnership.
- 6.5 Organisations and partnerships have existing accountabilities and these remain the same. Individual partners will remain responsible and accountable for decisions about their own services and resources.
- 6.6 Where an individual partner has goals primarily set by central government, the Partnership will identify the appropriate contribution that its members can make to achieve those goals. Where local and regional or national priorities

are not aligned - either in respect of specific outcomes or resource implications, the Partnership will seek regional Government Office's advice.

6.7 Membership is open to any organisation or service provider in Bracknell Forest wishing to support the work of the Partnership and its aims. Membership includes the acceptance of the responsibility to work within the terms of this Agreement and Protocol.

6.8 Membership is primarily aimed at organisations rather than at individuals who do not represent an organisation. However, the Partnership has a responsibility to actively involve under-represented groups and it may wish to involve individuals on other areas of partnership working, where they represent a minority interest or issue.

7 The Partnership Board

7.1 The Partnership Board shall oversee the progress in moving towards the vision and meeting targets in the Sustainable Community Strategy and the Local Area Agreement.

7.2 The Partnership Board shall comprise 7 representatives drawn from the public, private and community sectors. The Board will be augmented by a representative from the Government Office for the South East and a representative from the South East England Development Agency.

7.3 The member organisations of the Partnership Board shall commit themselves to being represented at the most senior managerial level.

8 Selection of Board members

8.1 The Partnership Board is not a body which is elected by the public. The Partnership is a group of organisations from the public, community and private sectors who come together voluntarily to improve the quality of life of the residents of Bracknell Forest. The Partnership Board is composed of representatives of the main public, community and private sector organisations and agencies that deliver services that can make a difference to quality of life issues. Its membership is selected by the partnership members rather than elected by the public.

8.2 Government guidance and national practice recommend that the Board should include senior decision-making representatives from the principal local authorities – the Borough Council, Health (Primary Care Trust) and the Police, along with the Fire and Rescue Service. These are the largest public sector budget holders and can clearly bring benefit to local people through joint-planning. It is therefore recommended that these organisations should be permanently represented on the Partnership Board.

8.3 The Council's representative on the Partnership Board shall be the Chief Executive. The Primary Care Trust shall be represented by its Chief Executive or its Locality Director or its Locality Public Health Director, the Police shall be represented by the Local Policing Commander, and the Fire and Rescue Service shall be represented by the Assistant Chief Fire Officer or an alternative appropriate senior manager.

- 8.4 The voluntary, charitable and community sector must be represented at the most senior level. It is recommended that the Chief Executive of Bracknell Forest Voluntary Action has a seat on the Board. In addition it is recommended that the Town and Parish Liaison Group nominates an appropriate officer to sit on the BFP Board.
- 8.5 Senior representation from the business community is vital to the success of the Partnership. The private sector should decide how they wish to be represented through their business organisations. In addition it is recommended that South East England Development Agency nominates an appropriate officer to act as an observer on the BFP Board.
- 8.6 The membership of the Board will be reviewed annually by each sector (public, private, community) involved in the Partnership.
- 8.7 The Partnership Board will elect a Chairman from amongst their number. These appointments will be subject to review every 12 months, or earlier if the post becomes vacant.
- 8.8 Meetings of the Partnership Board will be agreed by the Board Members on a frequency to enable the effective development of the Partnership and its work.
- 8.9 The Partnership Board shall require a quorum of 4 members to be present in order to make decisions on behalf of the Board.

9 Theme Partnerships

- 9.1 As with the Partnership Board, the Theme Partnerships are not bodies elected by the public. The organisations who chose to involve themselves from the public, community and private sectors do so voluntarily to improve the quality of life of the residents of Bracknell Forest.
- 9.2 The Partnership Board will keep under review the range of Theme Partnerships in existence at any one time. This will ensure the themes are appropriate in terms of new or changing agendas and also reduce the chances of overlap and duplication. If a Theme Partnership cancels three scheduled meetings in succession, the Partnership Board will review the theme to consider the appropriate way forward.
- 9.3 Meetings of the Theme Partnerships will be agreed as necessary to deliver on the actions identified in the relevant action plans. Membership shall be of relevant organisations and agencies that can develop policy, proposals and deliver on actions agreed. However, the Partnership has a responsibility to actively involve under-represented groups and it may wish to involve individuals on Theme Partnerships where they represent a minority interest or issue.
- 9.4 Members of the Partnership Board may also be involved in a Theme Partnership if invited to do so.
- 9.5 Each Theme Partnership will have its own governance arrangements set out in terms of reference. The Theme Partnerships shall require a quorum as per their own governance arrangements in order to make decisions on behalf of the group.

10 The Partnership Group Quarterly Meeting

- 10.1 A quarterly Partnership Group meeting will be held drawing together people from the member organisations of the Board with representatives from each of the theme partnerships and other key organisations including but not limited to the Youth Forum, the Voluntary Sector Forum, JobCentrePlus, the Federation of Community Groups, the Minority Alliance, Connexions, LINKs, Chamber of Commerce, Victim Support, Citizens' Advice Forum, Councillor Champions and Town and Parish Councils.
- 10.2 The Partnership Group members will provide feedback on behalf of the Partnership on matters for consultation, will act as the 'think tank' and information sharing hub of the Partnership, and will be responsible for providing feedback on recommendations submitted by the Board.
- 10.3 As with the Board, the Partnership Group members are not elected by the public. The organisations who chose to involve themselves from the public, community and private sectors do so voluntarily to improve the quality of life of the residents of Bracknell Forest.
- 10.4 The Partnership Group shall rotate the positions of Chair every six months, with the new Chairman beginning duties at the first quarterly meeting they Chair.
- 10.5 Observers may attend meetings with the permission of the Chair.

11 Working Groups

- 11.1 The Board where it deems necessary will approve the formation of working groups to support its work.
- 11.2 The Performance Working Group comprises lead performance officers involved in the delivery of the LAA and SCS. It is responsible for detailed analysis of local performance against the national indicator set, preparing for Comprehensive Area Assessment (CAA) and development of relevant IT systems to manage performance information. Meetings of the Performance Working Group will be agreed by the members on a frequency to enable the effective delivery of the SCS and LAA. The Performance Working Group will make recommendations to the Board regarding intervention to deliver the LAA should an LAA outcome be under performing. Members will notify all affected partners of outcome difficulties immediately to avoid delay in responding to delivery issues.
- 11.3 The Communications Working Group comprises communications representatives from each of the member organisations of the Partnership Board. It will co-ordinate all communications matters on behalf of the BFP Board including management of any partnership funded communications systems (e.g. Community TV) and co-ordination of joint communications to publicise local joint working. Meetings of the Group will be agreed by the members on a frequency to enable effective delivery of its objectives, as set out in its own terms of reference.
- 11.4 The Community Cohesion and Engagement Working Group comprises lead engagement and cohesion representatives from relevant local organisations. It undertakes work to better co-ordinate the consultation, engagement,

cohesion and equalities work of the member organisations of the BFP Board. Meetings of the Group will be agreed by the members on a frequency to enable effective delivery of its objectives, as set out in its own terms of reference.

12 Scrutiny of the Partnership

- 12.1 All members of the Partnership shall abide by the extant and nationally recognised procedures, guidelines and standards for ensuring probity and good governance in public life.
- 12.2 The Partnership shall report progress annually to the public and will hold at least one public event at which any person or organisation may attend.
- 12.3 The Partnership Board shall report annually to the full Council of Bracknell Forest Borough Council. Member organisations may receive reports as and when requested. The purpose shall be to report on the progress and activities of the Partnership.
- 12.4 The Council shall facilitate the scrutiny of the work of the Partnership through its Overview and Scrutiny process. The process shall include scrutiny of the membership of the Partnership and how organisations and individuals are selected for representation.
- 12.5 The Partnership shall undertake an effectiveness self-assessment annually against the Government criteria set out as good practice for Local Strategic Partnerships.

13 Declarations of interest and disputes

- 13.1 Members of the Partnership shall declare any financial, personal, business or organisational interest in writing and verbally.

14 Risk Management

- 14.1 As an essential aspect of good governance, each formal partnership agreement will include provision for a risk management process. This process will identify all significant risks which might threaten the objectives of the partnership. These risks will be set out clearly and include mitigating factors which are already in place or will be put in place (with responsibilities and timescales included). The responsibility for each risk should be clearly assigned to one of the partners or the responsibility formally agreed to be shared between two or more of the partners. Risks will be reassessed at least annually or with document refreshes.

15 Probity

- 15.1 Where a partner contributes funds to be spent by another partner, the formal agreement must include provision for the provider to require the Chief Financial Officer of the receiver to provide written assurance that the money has been spent properly in line with the terms of the partnership and properly accounted for. In addition, agreements should include a provision that, in exceptional circumstances (e.g. suspected fraud or corruption), the provider reserves the right to ask the receiver's External Auditors to investigate.

16 Administrative support

- 16.1 Administrative support will be provided by Bracknell Forest Borough Council unless the Partnership Board decides to make other arrangements.

17 Operations

- 17.1 Members are accountable to the Partnership, in terms of their responsibilities, as set out in the Bracknell Forest Sustainable Community Strategy, Local Area Agreement and for any other formal agreements made by the Partnership.
- 17.2 In addition Members are accountable to the Partnership for the commitments they make with regard to the implementation within their organisations / partnerships of relevant aspects of the Bracknell Forest Sustainable Community Strategy and Local Area Agreement.
- 17.3 The Bracknell Forest Sustainable Community Strategy and Local Area Agreement will be approved by the Partnership Board and by the individual organisations, and once approved will form part of this Agreement and Protocol.
- 17.4 Community interest and involvement during the preparation of the Bracknell Forest Sustainable Community Strategy will be of vital importance and shall develop throughout the life of the Partnership.
- 17.5 Public awareness will continue to be developed. This will include all meeting information being made public, promotional events and a website will be developed and maintained.

18 Resources

- 18.1 All of the members of the Partnership will need to identify how they will support the Bracknell Forest Sustainable Community Strategy and Local Area Agreement both in terms of general allocation of resources and in terms of the specific allocation of resources designed to support a project for which they are responsible, or involved in, but which is to be undertaken within the framework of the SCS or LAA.
- 18.2 It is envisaged this may be through members of the Partnership giving general support to the Partnership both through the commitment of staff time and where appropriate through the commitment of both revenue and capital resources. However, it is not intended through these paragraphs that any additional resources will have to be committed by Voluntary Sector organisations unless they relate to projects that would normally be funded by them, and have been authorised by the organisations concerned. Where necessary it is intended that whenever such resources are made available, they are committed to be spent within the remit established by the Bracknell Forest Sustainable Community Strategy.
- 18.3 The Members of the Partnership shall also, when appropriate, commit themselves to making available resources that would normally be spent by them in their own right in support of individual members' programmes, but where those programmes form part of the Bracknell Forest Sustainable

Community Strategy or Local Area Agreement it has been agreed that the partners will commit those resources through the Partnership.

- 18.4 At all times any funding or resource will still be the responsibility of the member organisation. It is not proposed that the Partnership will have a budget or specific funding solely for the use of the Partnership. Existing resources or grants through normal working practice of the members will be the main source of funding.
- 18.5 Over time Members may need to consider the best way to support the work of the Partnership with dedicated staff and will help identify possible funding available from the Members and other sources.
- 18.6 This Protocol records the need for flexibility, recognising that each of the Members will have different audit and public probity demands to satisfy. However, within those constraints, the Members agree to commit themselves to operating through Bracknell Forest Partnership in accordance with the Bracknell Forest Sustainable Community Strategy and Local Area Agreement.

19 Operating agreement

- 19.1 This Agreement and Protocol recognises the agreed BFP Communications Strategy and associated Identity Guidelines that set out rules for:
- the badging and promotion of Bracknell Forest Partnership;
 - the authorising of individual partners to speak on behalf of the Partnership
 - the issue of press statements and public relations material in relation to the activities of the Partnership through its media protocols.
 - conventions on how the Members should distinguish between statements made on behalf of the members acting in their own right and the members acting through Bracknell Forest Partnership.

20 Contracts

- 20.1 In the interests of simplicity any contracts with third parties, whether for employment, supplies or services, will be entered into by one of the members, not the partnership as a whole.
- 20.2 If the partner entering into the contract is only willing to do so on the basis of financial support from any or all of the other partners, then no contract should be awarded until the financial support relied upon is agreed and set out in writing.
- 20.3 No partner has the power to commit any other partner to any expense unless expressly and specifically agreed.
- 20.4 Any partner holding funds provided by any other partner will maintain accounts and provide such information at any time as may reasonably be requested.

21 Promoting community cohesion

- 21.1 It is important that the Partnership is built upon the fundamental principles of cohesion and equality for all.
- 21.2 Bracknell Forest Partnership and the Sustainable Community Strategy exist to join-up a range of responsibilities and actions across organisations in order to make a significant positive impact on people's lives.
- 21.3 In doing so the Partnership has a responsibility to actively involve hard-to-reach and under-represented groups in their meetings, events, projects and business.

22 Review and dissolution

- 22.1 The Members are entering into this Protocol so that they have a framework to oversee the development of the partnership, the production of the Bracknell Forest Sustainable Community Strategy and Local Area Agreement and their subsequent implementation.
- 22.2 The Members recognise the need to keep the operation of the partnership within this Protocol under constant review. They recognise changes in legislation may amend the way its Members deliver services in the future. There is also an awareness of the constraints which are imposed through audit and central government on the spending programmes of many of the Members and the Partnership will need to keep under review the opportunities which more formal structures may provide for the more effective spend of such monies through the partnership.
- 22.3 If any individual member wishes to withdraw from the Partnership written and verbal notice must be given of how any funding committed to the partnership will be maintained.

23 Sharing information

- 23.1 It is agreed that, wherever possible, Partnership members shall share information (including performance information) about their organisations, services and customers where that information is relevant to the aims and objectives of the Partnership and Sustainable Community Strategy.
- 23.2 It is further agreed that where such information is confidential - for example for reasons of commercial, customer or client confidentiality - that members shall seek to provide the information in such a form as to assist the Partnership while resolving those confidentiality issues – for example by providing numbers of car crimes in a given area without naming the offenders.
- 23.4 Members shall at all times abide by the requirements of the Data Protection Act.

24 Changes and additions to this agreement and protocol

- 24.1 The Bracknell Forest Partnership Board shall review this Agreement and Protocol from time to time.

24.2 The current version shall be publicly accessible on the internet and available in hard copy on request.

Appendix 2 - Bracknell Forest Partnership Board – Work Programme 2009/10

Workstream A – Sustainable Community Strategy (SCS) development

To undertake an annual refresh of the Sustainable Community Strategy 2008-2014 evidence base and to assess this evidence for significant changes. To work with theme partnerships to begin rationalisation of the various needs assessments and to publish an annual Story of Place for Bracknell Forest.

Workstream B – Local Area Agreement (LAA) development

To publish and launch the latest refreshed version of the Local Area Agreement 2008-2011 and complete the 09/10 annual refresh in line with Government guidance.

Workstream C – 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 and to hold an annual event to celebrate successes.

Workstream D – Driving Performance

To manage and develop the outcome-based performance framework that includes reporting against the 198 National Indicator Set, the LAA and the SCS and to embed performance management within the key theme partnerships. To establish a partnership approach to Comprehensive Area Assessment and to implement a shared IT system. To use the performance framework to identify, analyse and where possible correct areas of underperformance.

Workstream E – Governance

To review and where necessary amend the governance arrangements of Bracknell Forest Partnership and to publish and launch the governance self-assessment tool for use by theme partnerships. To implement the recommendations of the Spring 2009 audit of partnership governance including development of standard wording for partnership terms of reference and development of partnerships role descriptions.

Workstream F – Scrutiny

To support the Overview and Scrutiny Working Group in developing and implementing an approach to scrutiny for the work of Bracknell Forest Partnership.

Workstream G – Continuous improvement

To keep an overview of the work programme, to undertake a self assessment of the BFP Board, to develop a partnership-wide information sharing protocol and to review and manage the strategic risk register and associated action plans.

Workstream H – Responding to new agendas

To oversee specific agendas where these are not managed currently by a theme partnership, to provide responses to key strategic local and regional consultations and to respond to new agendas as these might emerge.

Workstream I – Communication and engagement

To improve the internal and external communications of Bracknell Forest Partnership including securing the future of Community TV, updating the BFP Handbook, producing quarterly newsletters and achieving media coverage where possible.

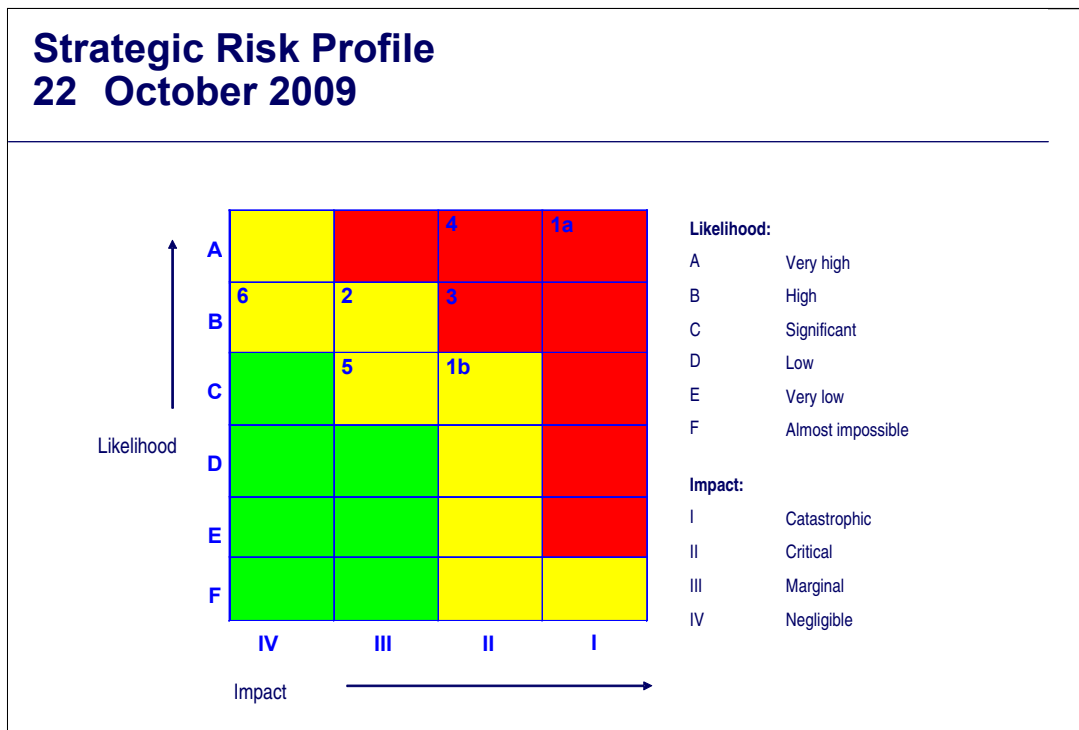
**Bracknell Forest Partnership Board
Strategic Risk Register
Updated October 2009**

1. Purpose

During August and September 2008, a Strategic Risk Management exercise was conducted with the Bracknell Forest Partnership Board. This exercise was an opportunity to establish through identification, analysis and prioritisation the key risks that could affect the ability of the Partnership to achieve the Sustainable Community Strategy and in doing so to establish a Strategic Risk Register and associated action plans.

The action plans are monitored every six months and the register (including the scores of each of the individual risks) is reviewed annually. The last review of the Strategic Risk Register took place at the BFP Board meeting of 22 October 2009.

2. Risk Profile



3. Strategic Risk Register

No	Rating	Short name	Vulnerability	Trigger	Consequence	Risk Owner
1a	A1	Economic conditions	The economic environment (locally and nationally) has deteriorated since the Community Strategy was developed and LAA targets were agreed. However the Community Strategy includes ambitious plans for regeneration and sustainable development, including a number of capital schemes, e.g. town centre, health facility, college.	Economic conditions continue to deteriorate	<ul style="list-style-type: none"> Funding levels decrease Adverse impact on ability of partners to deliver Potential slowdown / reduction in capital schemes Key projects and schemes not delivered / delivered fully Unable to implement new initiatives Schemes / initiatives not sustainable Implement something affordable rather than a 'step change' Image of area not improved as desired Affects 'feelgood' factor Opportunities missed Targets not met Place-shaping agenda undermined 	Asst Chief Exec, BFC & BFP Board rep. from SEEDA
4	A2	Funding and resources within timescales	<p>Limited funding availability means that there is an increasing reliance on partners to use mainstream budgets to fund projects and initiatives to meet local needs. There is also pressure on the capacity and resources of partners to deliver their role within the partnership, often alongside the 'day job'. There is a need for the BFP, LAA and Community Strategy to be aligned and at all relevant levels within each partner organisation.</p> <p>BFP is delivering on a complex wide ranging agenda, including key targets, indicators and a number of major schemes and initiatives, which require robust performance and programme management and agreement. Key timescales which need to be met to ensure successful delivery which will require commitment from all partners as planned to agreed priorities and resourcing</p>	BFP unable to secure resources / funding within relevant timescales	<ul style="list-style-type: none"> Fail to achieve targets Key area of need may be neglected Deliver in some areas but not all Lack of buy in to the collective decisions made by the LSP Some partners contributing more than others Increased pressure on individuals Possible conflict Unable to focus on preventative action in key areas Continue to react to situations and treat symptoms Fail to achieve targets Short term measures implemented to detriment of longer term sustainable improvement Missed opportunities Lack of commitment to the Community Strategy Ability to deliver on Community Strategy undermined Partnership unable to demonstrate achievements Needs of Bracknell not met 	BFP Board Chair and BFP Board as a whole

			The economic environment continues to deteriorate putting pressure on public spending both locally and nationally. With budget pressures all public bodies will be reviewing spending plans and this is likely to intensify after the general election in 2010.			
3	B2	Conflicting priorities and targets	<p>Partner organisations have pressures and targets to meet other than those in the Sustainable Community Strategy, e.g. changes in government policy, new legislation, regional and national targets, meeting the requirements of the Comprehensive Area Assessment.</p> <p>Alongside this, a number of partner organisations operate on a regional basis, across a number of localities, and potentially Bracknell could be viewed as less in need than other areas regionally, reducing the priority of the area. There is also a balance needed between having a uniform / tailored approach across the region / areas, however for the Bracknell Community Strategy to be achieved, partner activity locally needs to be aligned to it.</p>	Conflicting priorities and targets mean that partners are unable to commit resources fully to BFP	<ul style="list-style-type: none"> • Partner organisations led away from Community Strategy by their 'Centre' or other body • Resources have to be re-directed / not targeted to meet local needs • Collective resources not maximised • Impact on ability to deliver projects / initiatives • Unable to focus on preventative action in key areas • Continue to react to situations and treat symptoms • Fail to achieve targets • Short term measures implemented to detriment of longer term sustainable improvement • Opportunities missed • Possible conflict • Ability to deliver on Community Strategy undermined • Partnership unable to demonstrate achievements 	BFP Board Chair and BFP Board as a whole
1b	C2	Key employers leaving	The economic environment (locally and nationally) has deteriorated over the recent period, and is continuing to decline. There are a number of major multi-national companies based locally, who operate on a global scale, and will regularly review their operations and locations.	More than one key employer leaves the local area	<ul style="list-style-type: none"> • Unemployment rises • Increase in social problems • Increased pressure on services • Adverse impacts upon other businesses • Image of area not improved as desired • The image of the area suffers • Affects 'feelgood' factor • Other businesses choose not to locate in area • Opportunities missed • Place-shaping agenda undermined 	Asst Chief Exec, BFC & BFP Board rep. from SEEDA

2	B3	Loss / unavailability of key individuals	BFP relies heavily on strong relationships between key individuals and goodwill from partners to ensure that it works effectively as a partnership and delivers on its objectives. The day to day management and organisation of the partnership also relies on input from key individuals	Key individuals leave / there is a lack of continuity of key personnel	<ul style="list-style-type: none"> • Loss of continuity within the Partnership • Management and organisation of the partnership disrupted • Key knowledge lost • Decision making process undermined • Goodwill / commitment of partners uncertain • Takes time to build new relationships • Opportunities missed 	Asst Chief Exec, BFC
5	C3	Place survey –LAA targets	The place survey will ask a number of specific questions which, following negotiations with GOSE will set a benchmark for the LAA targets. There are concerns around the relevance of some of the questions and also the subjective nature of the approach, with the community potentially not realising the significance of the answers they are giving.	Unrealistic / unsustainable targets are set which do not reflect the current state of the area	<ul style="list-style-type: none"> • Lack of consistency between benchmark and reality • Targets unachievable or unsustainable • Redirection of focus and resources to certain areas • Affects ability to meet other targets • Other targets potentially lower than could be • Targets met earlier than expected • Redirection or reduction in funding in these areas • Improvements not sustainable • Missed opportunities • Fail to meet key targets • Reduction in funding 	Head of Perf. & Pshps, BFC
6	B4	Recognition of BFP achievements by public	The local community should be aware of ongoing improvements and achievements, and that these are recognised in the context of the BFP and the Community Strategy. Also, a key element of the upcoming Comprehensive Area Assessment (CAA) is around highlighting exemplar achievements, which will be 'green flagged' as best practice. Awareness and understanding of achievements may have an impact on future place surveys and area assessments.	Achievements and improvements in the local area through the BFP and Community Strategy not recognised and acknowledged by the community.	<ul style="list-style-type: none"> • Unable to gain wider engagement within the community • Public do not understand role of BFP • BFP not recognised as key locally • Impact on future place surveys • Potential impact on inspection (CAA) • Fail to secure sufficient examples of best practice • Positive achievements not recognised • Unable to demonstrate value of BFP • Loss of BFP and partner organisations' reputation 	Comms Champ from BFP Board