



Chiltern and South Bucks Strategic Partnership Handbook

Our vision is to enhance Chiltern and South Bucks as desirable places to live, work and visit

April 2014



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Chiltern and South Bucks Strategic Partnership Handbook



As joint chairmen of the Chiltern and South Bucks Partnership we are pleased to introduce this handbook which we hope you will find to be a useful guide to the Partnership and your role as a member of the partnership.

In April 2013, the Chiltern Community Partnership merged with the South Bucks Partnership to form the Chiltern and South Bucks Strategic Partnership. This was done to generate cost savings as well as reducing duplication and the number of Partnership meetings our public sector partners will have to attend. We hope that the new, merged partnership will have a broader range of perspectives and be stronger and more influential.



A key role of the Partnership is to collectively steer public resources through identifying priorities for the local area. These are set out in the Sustainable Community Strategy. The partnership is currently developing a new, joint Sustainable Community Strategy for Chiltern and South Bucks, 2013–2026, which sets out a vision to 2026, following extensive consultation with residents, community groups, voluntary organisations and local businesses.

The real challenge for the Partnership going forward will be to deliver this vision through working together to co-ordinate services focused on the needs of residents. We look forward to working with you as part of this Partnership and to making a real difference to improving the quality of local services.

Cllr Adrian Busby & Cllr Nicholas Rose
Chairmen of Chiltern and South Bucks Strategic Partnership

Background to Local Strategic Partnerships

Local Strategic Partnerships are a collection of organisations or representatives from the public, private, voluntary and community sectors that voluntarily come together to work in partnership, first introduced in the Local Government Act 2000.

In July 2008, the role for Local Strategic Partnerships was enhanced to take responsibility for identifying the needs of communities, co-ordinating engagement activities of partners, developing a Sustainable Community Strategy and agreeing and monitoring the Local Area Agreement.

To fulfil this role, joint working through Local Strategic Partnerships tended to happen at three levels:

- **Strategic:** to build consensus on how partners would like to see an area change over the next 10-20 years, discuss concerns and agree common goals and priorities
- **Board:** using the vision to allocate resources, set targets and oversee performance
- **Operational:** sub-groups manage performance and shape service delivery to meet the agreed goals.

Representatives on the Local Strategic Partnership need to have direct or delegated authority to support agreed actions.

Decisions must be formalised via the relevant local authority or partner as applicable.

Whilst the Coalition Government has removed the statutory requirement to have a local partnership and abolished Local Area Agreements in October 2010, the success of the Chiltern and South Bucks Partnerships generated the desire to merge and continue to work together for the good of both Communities.

The Partnership believes that in a time of reduced spending, it is even more important to work together to reduce overlaps and find ways to deliver more for less.

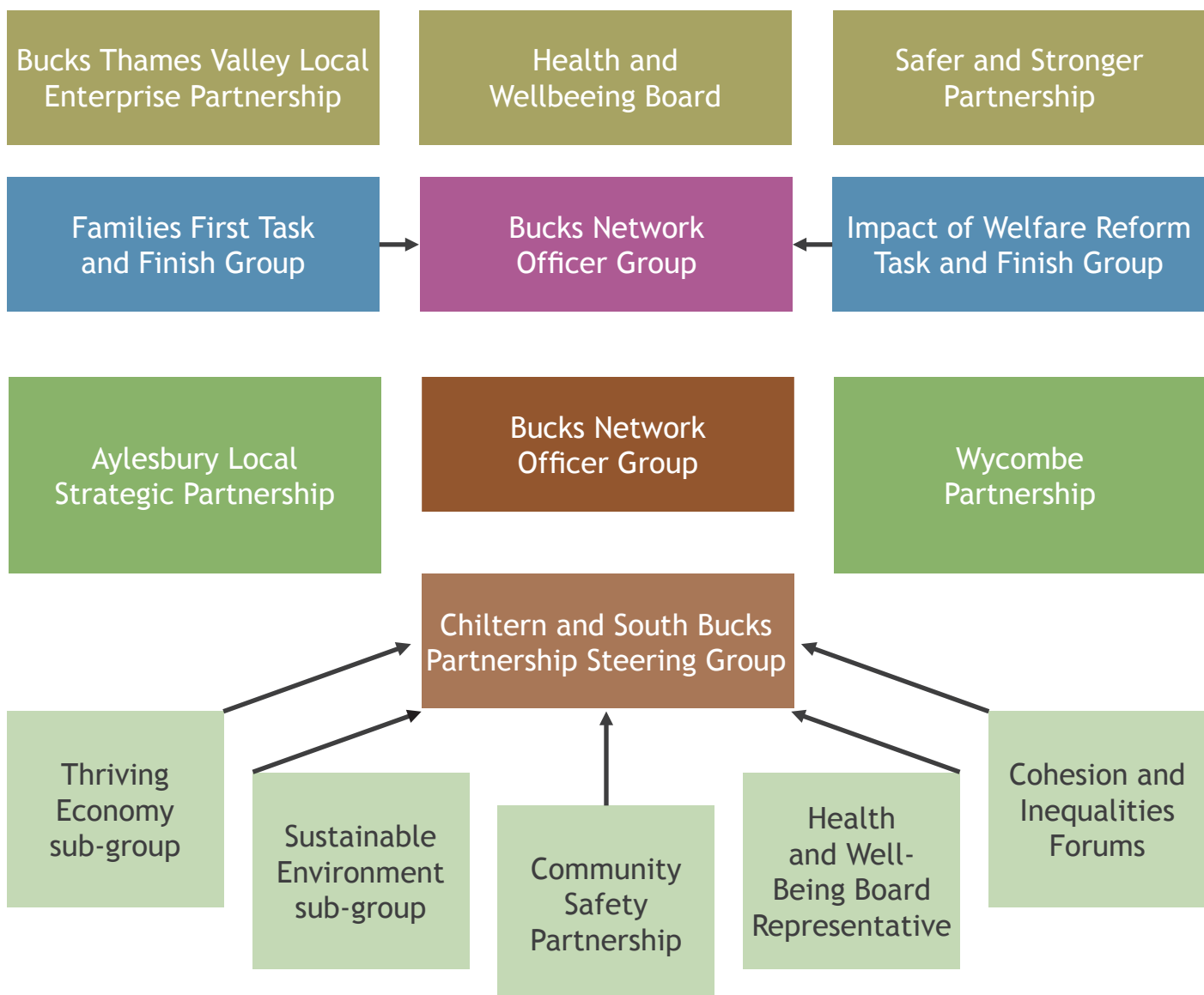
Chiltern and South Bucks Strategic Partnership

The partnership draws together the work of all key public sector, business and voluntary partners to deliver the agreed priorities for the Districts. This type of Partnership working has been around in some form or other since 2002. In April 2013, the Chiltern Community Partnership merged with the South Bucks Partnership. New terms of reference were agreed to reflect its new, wider role.

The following Partnerships exist across Buckinghamshire:

- Chiltern and South Bucks Strategic Partnership**

 - Parish/Town Councils
 - County Council
 - District Council
 - Business and learning sector
 - Voluntary and community sector
 - Faith and ethnic communities
 - Thames Valley Police
 - Bucks Fire and Rescue
 - Clinical Commissioning Group
 - Housing Associations



Chiltern and South Bucks Strategic Partnership

Terms of Reference

This guides the work of the Partnership and was agreed in September 2013.

The key aim of the Partnership is to coordinate the effectiveness of public services by:

1. Identifying the needs and aspirations of local communities, reconciling competing interests where necessary whilst recognising the value of diversity.
2. Assisting Councillors to engage with their communities and with local views and so be enabled to balance priorities and co-ordinate shared functions.
3. Developing a joint Sustainable Community Strategy (SCS), based on identified needs and priorities, and regularly reviewing this strategy.
4. Shaping and steering the strategic commissioning of local services, jointly where possible, to deliver better effectiveness and economies of scale both across the district and in localities, turning the long-term vision set out in the SCS into reality.
5. Taking part in the consideration of strategic highways matters within the districts.
6. Co-ordinating community consultation and putting in place a continuing process of planned engagement and involvement for the public.
7. Formulating shared views on local issues of mutual interest and concern, responding to relevant consultations and identifying areas of concern with service delivery and flexibility to help diverse groups of users.
8. Linking appropriately with any relevant neighbourhood forums operating within the District.
9. Establishing a shared understanding of the totality of resources across the partnership, creatively maximising capacity to deliver effectively across partners.

Chiltern and South Bucks Partnership Steering Group

The steering group has full delegated authority to take leadership for the partnership and works in consultation and collaboration with the wider membership.

Its responsibilities cover the following areas:

1. To represent and advance the interests of Chiltern's and South Bucks' communities.
2. To develop and periodically review the Chiltern and South Bucks Sustainable Community Strategy (SCS), ensuring it is based on evidence and wide stakeholder engagement.
3. To develop and encourage leadership by individuals and partnerships on the outcomes in the community strategy.
4. To consider and address issues of a strategic nature pertinent to the delivery of the community strategy.
5. To share information and keep partners informed of issues which affect them.

Chiltern and South Bucks Partnership Steering Group includes representatives from:

- At least one Parish/Town Council
- County Council
- District Council
- Business and learning sector
- Voluntary and community sector
- Thames Valley Police
- Bucks Fire and Rescue
- Chiltern Clinical Commissioning Group
- Housing Associations

The Steering Group has an approved Terms of Reference which set out frequency of meetings, Chairmanship, working approach, behaviour and values, communication and consultation strategies and engagement with the wider Partnership and elected members.

Partnership Sub Groups

A number of sub-groups exist or are being established to assist the Steering Group with the delivery of the Sustainable Community Strategy. These are:

- **Thriving Economy Sub-Group**
- **Sustainable Environment Sub-Group**
- **Community Safety Partnership**
- **Health and Well-being Board Representative**
- **Cohesion and Inequalities Forum**

These sub-groups take responsibility for delivering the outcomes within their related theme from the Sustainable Community Strategy. This includes analysing the way services are delivered and looking for opportunities to deliver services in a more efficient and/or joined-up way. They ensure issues relating to their theme are considered when the partnership is delivering other themes from the Sustainable Community Strategy.

Local and Neighbourhood Plans

Parish Plans and Neighbourhood Action Plans have contributed to the development of the Sustainable Community Strategy and act as local delivery plans for some outcomes.

Parish Plans are an excellent way to translate how the broader priorities set out in the Sustainable Community Strategy will affect local residents.

Roles and Responsibilities of Members

The Chiltern and South Bucks Strategic Partnership is democratically accountable to local people through the role played by Councillors representing the concerns and wishes of the community.

It is expected that partners have delegated authority from their organisations to take decisions within the terms of reference. It is expected that decisions will be reached by consensus, with the main business of the Partnership undertaken by the Steering Group. Other key features are:

- **Members share a clear vision and a shared commitment to achieve agreed outcomes.**
- **All members are equal partners within a non-hierarchical framework.**
- **All members aim to keep promises and deliver on commitments.**
- **Discussions at Partnership meetings are strategic and ambitious.**
- **Within the partnership there is a culture of change and challenge in order to seek better alternatives.**
- **Members come prepared for the meeting to represent their organisation and the views of local people they represent.**
- **Members unable to attend meetings send an informed named substitute to represent them.**

Community Engagement

It is the role of the partnership to continually engage with local residents to improve their understanding of the needs of residents. There is an implied duty to involve residents in the decisions that are taken and to ensure that both the Sustainable Community Strategy, any local Parish Plans and Action Plans reflect the needs of local communities. The Localism Act 2011 seeks to ensure people have greater opportunities to have their say and shape local priorities. There is an expectation that the Chiltern and South Bucks Strategic Partnership will be a key vehicle for involving local views.

What makes effective partnership working?

There is no single formula for effective partnership working, however there are some broad principles of effective partnership working that can help Local Strategic Partnerships improve their effectiveness.

The former organisation called “Performance through Partnership” identified a number of success criteria for local strategic partnerships:

- Developing a strong shared vision for the local area that has buy-in from local partners and the community
- Establishing robust governance and performance management frameworks with clear roles and responsibilities for delivery and managing risk at all levels
- Partnerships need to engage local people in a dialogue about the future of their area and how best to prioritise and tackle local issues. There are clear communication channels between the partnership and the public.
- Translating strategic priorities into real change on the ground through practical and achievable delivery plans
- Engaging elected members provides the link with communities at neighbourhood and ward level
- Building trust amongst partners and engaging elected members and representatives from voluntary, community and business sectors
- Embedding change and demonstrating success. Evidence of delivering sustainable improvements through the added value of working together.
- The right meeting style is adopted to facilitate true partnership working.

To maintain effectiveness, the partnership undertakes an annual self-assessment and reports improvement actions in its Annual Report.

Glossary of frequently used acronyms

AC - Audit Commission
 BCC - Bucks County Council
 BBF - Bucks Business First
 BFRS - Bucks Fire and Rescue Service
 CCCG - Chiltern Clinical Commissioning Group
 CDC - Chiltern District Council
 CLG - Department for Communities and Local Government
 SBDC - South Bucks District Council
 SCS - Sustainable Community Strategy
 TVP - Thames Valley Police
 VCS - Voluntary and Community Sector

Key Documents

Key documents can be found on the Chiltern and South Bucks District Council websites:

- www.chiltern.gov.uk/chilternpartnership
- www.southbucks.gov.uk/council_democracy/south_bucks_partnership.aspx

Other useful websites include:

- www.local.gov.uk
- www.audit-commission.gov.uk “Working Better Together Guide”
- www.bucksconnect.org.uk

Organisation	Representative	Contact Details
Chiltern District Council	Cllr Nick Rose	nrose@chiltern.gov.uk
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Parish Representative for Chiltern	Brian Drew	bdrew@littlechalfont-pc.gov.uk
Parish Representative for South Bucks	Cllr Janet Simmonds	cllr.janet.simmonds@southbucks.gov.uk
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Citizens Advice Bureau - Chiltern	Liz Wright	manager@chilterncab.cabnet.org.uk
Citizens Advice Bureau - South Bucks	Marion Seneschall	rickmansworthcab@cabnet.org.uk
Community Impact Bucks	Dianne Rutter	Diane@communityimpactbucks.org.uk
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