

# Cherwell local strategic Partnership

## Our District, Our Future: a new Sustainable Community Strategy for Cherwell

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## Part 1: The Role and Purpose of the Cherwell Local Strategic Partnership

### 1.1 Cherwell Local Strategic Partnership (The Cherwell LSP)

The Cherwell LSP exists to make a measurable improvement to the quality of life for the people of Cherwell. It brings together at a local level the public, private and community/voluntary sectors to ensure that, through robust and inclusive partnership working, initiatives, services and investments support and complement each other to the maximum benefit of the area.

### 1.2 Purpose

The Cherwell LSP:

- Is responsible for developing and driving a shared vision to shape Cherwell's future, this is set out in the Sustainable Community Strategy.
- Sets the direction for other strategic partnerships in Cherwell and oversees the performance management and delivery of joint strategies and outcomes<sup>1</sup>.
- Works together to find innovative ways to use partners combined resources to deliver maximum benefit for the people of Cherwell.
- Utilises, wherever possible, existing partnerships and organisations to deliver its priorities, rationalising where there is overlap and always seeking to minimise duplication, bureaucracy and cost.
- Works to promote the interests of Cherwell with external organisations, regional bodies and Central Government.

The Cherwell LSP is a non-statutory partnership and it is made up of the following core elements (see diagram 1):

- The Board (see section 2 of this document)
- The Reference Group (section 3)
- The Management Group (section 4)

Standing and Task and Finish Groups (see section 5) may be established to undertake specific pieces of work.

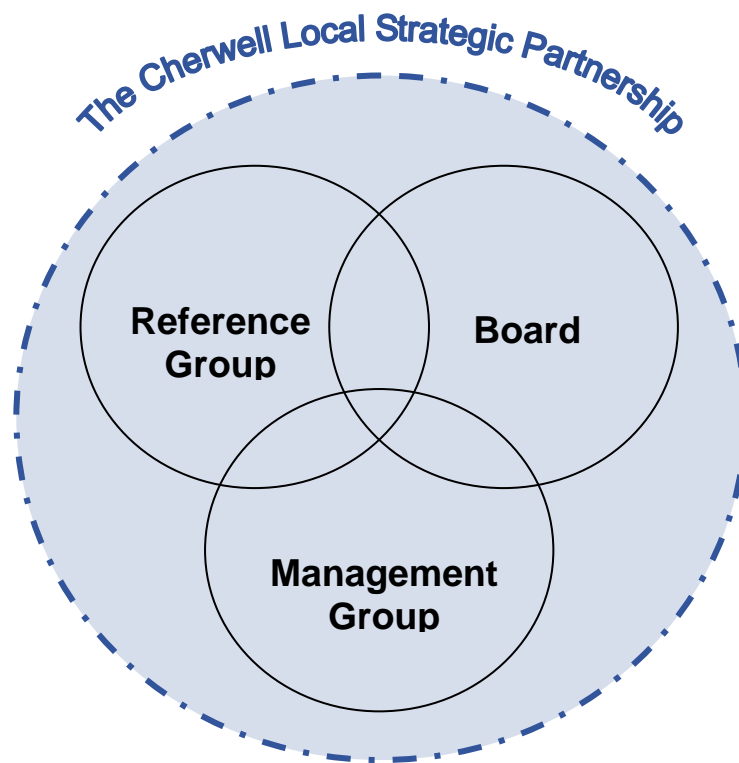
The Cherwell LSP has dedicated administrative and organisational support resourced by Cherwell District Council and other members through direct or in kind contributions.

The structure and terms of reference of Cherwell LSP will be reviewed after the first six months of operation and annually thereafter. It is the Boards responsibility to oversee this process.

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<sup>1</sup> with full regard to legal and statutory duties and partnership requirements

**Diagram 1:** The Proposed Cherwell LSP structure – core elements of the partnership



## **2. The Board**

### **2.1 Purpose and role**

The Board leads the work of the partnership. Through the promotion of effective collaborative and partnership working, the Board seeks to maximise the unique contribution of each sector (public, private and voluntary) to improve the quality of life for people in Cherwell. To this end the Board:

- Agrees a robust common evidence and evaluation base on which discussions and decisions across Cherwell can be based.
- Agrees and publishes a long term strategic vision for Cherwell, the Sustainable Community Strategy (SCS), setting strategic priorities for achieving this vision and identifying appropriate targets and measurable outcomes.
- Oversees the delivery of the SCS including identification of collective and individual partner actions in particular influencing the shaping and delivery of the Oxfordshire Local Area Agreement (LAA) in Cherwell.
- Ensures that resources (money, people and physical assets) are used as effectively as possible to deliver the best possible value and synergy across public, private and voluntary sector delivery.
- Monitors and reviews progress to ensure that targets and outcomes are achieved including constructive challenge of partner organisations and active performance management to deliver continuous improvement.
- Oversees the overall Cherwell partnership landscape to ensure maximum impact across identified priorities and outcomes.
- Represents and promotes the interests of Cherwell at sub-regional, regional, national and international levels to secure support and resources to deliver identified priorities and outcomes.
- Reviews the structure and operation of the LSP after the first six months of operation and thereafter on an annual basis.

### **2.2 Membership**

The Board comprises up to 15 members including:

Public Sector:

- The Leader of Cherwell District Council
- The Chief Executive of Cherwell District Council
- 1 other elected Member from Cherwell District Council who should also be a Parish Councillor
- 1 from Oxfordshire County Council
- 1 from NHS Oxfordshire (Primary Care Trust)
- 1 from Thames Valley Police (Cherwell Area Commander)
- 1 from Oxford and Cherwell Valley College

Private Sector

- 1 from Bicester Chamber of Commerce
- 1 from Banbury Chamber of Commerce
- 1 from Kidlington Voice (Kidlington Chamber of Commerce)
- 1 other from the Cherwell business community

#### Voluntary and Community Sector

- 1 from faith communities
- 1 from community infrastructure organisations (CVS)
- 1 from a large community/voluntary organisation
- 1 from a small community/voluntary organisation

Members are appointed for an initial period 3 years. Members will normally stand down after serving two consecutive 3 year periods but may be asked by the full Board to continue beyond this.

The Board will review its membership annually.

### **2.3 Attendance**

Board members may have a named deputy to attend Board and sub group meetings in their absence but must undertake to ensure that the deputy is properly briefed and fully mandated to act on their behalf.

If a Board member, or their named deputy, does not attend 2 consecutive meetings and has not in advance supplied a reasonable justification for absence, the Board may consider whether continued membership is in the best interests of the partnership.

### **2.4 Responsibilities of members**

All Board members:

- Commit to the Nolan Principles of Public Life. The Nolan Principles will form the basis for the LSP Board's Code of Conduct and they will apply to all LSP Board meetings.
- Give a high level of commitment to their role and make every effort to attend Board meetings, as well as giving the necessary attention to issues arising in between meetings.
- So far as possible, be authorised to take decisions on behalf of their organisation / partnership / grouping, including those decisions which may change the way in which organisations work together.
- So far as possible within the constraints of any legal/statutory duties, undertake always to operate in the interests of the partnership vision, priorities and delivery plan and being mindful of potential linkages with other organisations and delivery partners.
- Declare, at the earliest opportunity, any conflict of interest on matters of LSP business.
- Act as ambassadors for the LSP both within their own organisations/partnerships and networks and further afield.
- Be willing to take part in personal and organisational development and training to ensure that the LSP Board and all its members function efficiently and effectively.
- Agree to the disclosure to the public of the following details: name, job title, business telephone number and business email address.

### **2.5 Chair/Chairman and Vice-Chair/Chairman**

For the first year, the Chief Executive of Cherwell District Council will be acting Chairman and the acting Vice-Chairman will be the local area Commander of Thames Valley Police.

Thereafter, the Chairman and Vice-Chairman will be elected annually from and by the Board. The Chairman and Vice-Chairman will not normally be drawn from the same sector grouping.

## **2.6 Board Meetings**

The Board will meet up to six times per year and meetings may be held in any venue in Cherwell and on occasion, in the interests of the partnership, elsewhere.

A meeting will be quorate if eight members<sup>2</sup> of the Board are present.

The agenda and any background papers for board meetings will be circulated to all members one week in advance of the meeting. They will also be made available on an internet site (currently the Cherwell District Council web site, [www.cherwell.gov.uk/scs](http://www.cherwell.gov.uk/scs) ).

All decisions will be made by consensus.

Members will be required to declare any pecuniary interests with respect to agenda items and will be barred from taking part in any final decision making process in respect of those items.

The Board may from time to time invite non members to participate in Board meetings. Visitors will not participate in any final decision making processes.

## **3. The Reference Group**

### **3.1 Purpose and Role**

The Reference group is made up of a broad range of stakeholder organisations representing the wider Cherwell community. Its purpose is to:

- Bring together a wide range of voices and perspectives on issues affecting people in Cherwell and to feed views and recommendations into the Board and working groups.
- Provide a more informal setting to build relationships and mutual understanding across organisations and sectors.
- Act as 'think tank' and source of innovative ideas.
- Receive regular feedback on how the Partnership is securing progress against the Sustainable Community Strategy
- Link the partnership to wider networks to build two way engagement and communication between the overall Cherwell LSP and a wider constituency.

### **3.2 Membership**

Subject to approval by the Board, membership of the Reference Group is open to any individuals, groups or partnerships with a legitimate interest in the Cherwell Sustainable Community Strategy including:

- Elected Members of Cherwell parish councils, Cherwell District Council and Cherwell divisions of Oxfordshire County Council.
- Strategic and delivery organisations and partnerships.
- Business Sector organisations, partnerships and networks.
- Faith, young people, community and voluntary sector organisations, partnerships and networks.

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<sup>2</sup> with at least one representative of each of the three sector groupings

The format of Reference Group engagement is open and flexible. It may meet formally as a whole group, as smaller review groups or panels, as virtual communities and through existing networks and fora.

## **4. The Management Group**

### **4.1 Purpose and Role**

The Management Group's purpose is to ensure that the strategic decisions of the Board are implemented. It is an operational group responsible for ensuring that actions are taken. It supports the Board, the Reference Group and any working groups including:

- Devising and tracking the LSP work programme including robust performance management of targets and outcomes.
- Supporting efficient and effective partnership working at all levels.
- Promoting good practice and innovation across the partnership.
- Building and maintaining links with other partnerships and organisations.
- Ensuring good communications between the different elements of the partnership and more widely.

### **4.2 Membership**

The Management Group comprises of senior officers<sup>3</sup> from the public sector member organisations of the partnership able to bring resources (money/staff/assets) of their organisation to the joint delivery of partnership pledges, objectives and priorities.

### **4.3 Meetings**

The Management Group meets between Board meetings to plan and implement partnership business. This will include managing the LSP Reference Group and Board work programmes and ensuring decisions made are actioned.

## **5. Standing and Ad Hoc Working Groups**

From time to time and where suitable partnerships or working groups do not already exist, the Board may establish project groups as necessary to ensure effective delivery of the sustainable community strategy. Groups will be coordinated and supported by the Management Group and by the dedicated LSP staff team.

These may be permanent (standing) groups or task and time limited ad hoc groups charged with specific pieces of work. The Board will determine terms of reference and membership of these groups and receive regular progress reports from all such groups.

## **6. Contact**

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<sup>3</sup> Senior Manager or Director level