

Prospectus for Partnership working in CHELTENHAM



1 Introduction

Tackling the issues that determine well-being and quality of life in a community, such as crime, jobs, education, health, and housing, requires a range of organisations to work together in a concerted and coordinated effort. In order to face these challenges head on, the Cheltenham Partnership brings together the commissioners and providers of major services from the voluntary, community, public and private sectors to work with our community in order to provide the focus and coordination needed.

Listening to and working with people in our community lies at the heart of the process of community planning. We have consulted extensively with the public to help develop Cheltenham's draft sustainable community strategy and will continue to work with our communities to ensure it is delivered successfully and sustainably.

Above all it is crucial that partnership structures and processes add value to existing work to enable better and smarter working within and between organisations. This is the ethos of effective partnership working.

2 Vision, principles and priorities

Through extensive consultation with people and communities in Cheltenham, the Cheltenham Strategic Partnership has developed a long-term vision and a set of priorities for the sustainable future and prosperity of the borough:

2.1 Our vision

Our 20 year vision statement sets out our aspirational goal for the long-term future of Cheltenham.

We want Cheltenham to stand for a sustainable quality of life, where people, families, their communities and businesses thrive; and in a way which cherishes our cultural heritage and does not compromise the quality of life of present and future generations.

By a sustainable quality of life we mean a place where:

- We have a strong, healthy and just society, and
- We all live within the environmental limits of our planet

We will achieve this by:

- Building a strong, stable and sustainable economy
- Promoting good citizenship

Achieving a sustainable quality of life is an overarching theme of this community plan and is one that all partners will be working towards. We will take action locally to ensure that we build a stronger society in Cheltenham without increasing our ecological footprint, aiming to be a carbon-neutral borough.

2.2 Our principles

To deliver this vision, we have identified three underlying principles that will inform everything we do:

2.2.1 The principle of community engagement and participation

We want Cheltenham to be a place where all our communities feel engaged and where there is participation by local people, groups and businesses across the borough in the long term stewardship of their community. The people of Cheltenham should be actively engaged in the democratic process and have a right to be kept informed and consulted on the major issues that face our borough.

2.2.2 The principle of tackling inequalities and promoting cohesion

We want Cheltenham to be a place where everyone across the borough has similar life opportunities regardless of where they live or their background or circumstances. We will continue to tackle deprivation wherever it occurs in the borough through a co-ordinated approach to physical, social and economic regeneration.

2.2.3 The principle of tackling climate change

Recognising that climate change is a key issue for Cheltenham, we will strive for Cheltenham to be a carbon-neutral borough where all our residents, businesses and community organisations do their bit to live within the environmental limits of our planet, and are able to adapt to the inevitable consequences of the changing climate. We will therefore make sure that all of our actions contribute to this ambitious goal.

2.3 Our priorities

We have identified six priorities that the Cheltenham Strategic Partnership will focus its efforts on over the next five years:

- **Community safety**
- **Healthy communities**
- **Sustainable living and environmental quality**
- **Children and young people**
- **Economic development and enterprise**
- **Stronger communities and supporting housing choice**

By making sure that our partners work closely together to meet these priorities and so to improve the economic, social and environmental wellbeing of the borough, we will be improving the quality of life in Cheltenham for all people, now and in the future.

3 Roles and remits

In 2006 the Tavistock Institute undertook a review of strategic partnership working in Gloucestershire. The review identified four key tasks for effective partnership working:

- Deliberation;
- Authorisation or decision making;
- Implementation – both commissioning and providing; and
- Evaluating and appraisal / deliberation again.

In both its strategic and operational capacity, the Cheltenham Partnership has agreed that partnership working in Cheltenham should follow this recommended model. This has the following implications:

3.1 Deliberation

Cheltenham Strategic Partnership will be a broad partnership bringing together all operational and strategic partnerships, core partners, community and voluntary sectors involved in the delivery of the community strategy. This group will meet bi-annually and will have the following roles and responsibilities:

- Agree the community strategy
- Agree the annual action plan
- Review the bi-annual report on progress on delivery of the community strategy
- Undertake annual review the community strategy and refresh action plan accordingly
- Ensure community participation in the CSP

3.2 Authorisation or decision making

A smaller more focused management group comprising core partners and representatives of the six delivery partnerships will meet every two months and will have the following roles and responsibilities:

- Authorise draft community strategy for presentation to full CSP
- Authorise bi-annual monitoring report for presentation to full CSP
- Agree annual delivery framework with 6 delivery partnerships
- Hold the six delivery partnerships to account for delivery of their agreed actions
- Ensure effective performance management of the action plan
- Ensure resources are in place to enable successful delivery of the community strategy
- Ensure accountability with membership of core partners and with full CSP

Core partners will commit to the following:

- Bring resources to the table
- Support performance management processes through providing timely data
- Work to improve governance and accountability of CSP
- Enable effective scrutiny of the CSP through their own scrutiny processes
- Incorporate CSP priorities into their own corporate plans

The core partners are:

- Gloucestershire County Council (nominated county councillor and director)
- Cheltenham Borough Council (leader and Chief Executive)
- Gloucestershire Police (senior officer)
- Gloucestershire PCT (senior officer)
- Learning and Skills Council (senior officer)
- Cheltenham VCA

3.3 Implementation

The following are the key delivery partnerships for the new policy framework:

- Stronger Communities Partnership
- Children and Young People's Partnership
- Cheltenham Community Safety Partnership
- Low Carbon Partnership
- Health and Wellbeing Partnership
- Strategic Economic Development Partnership

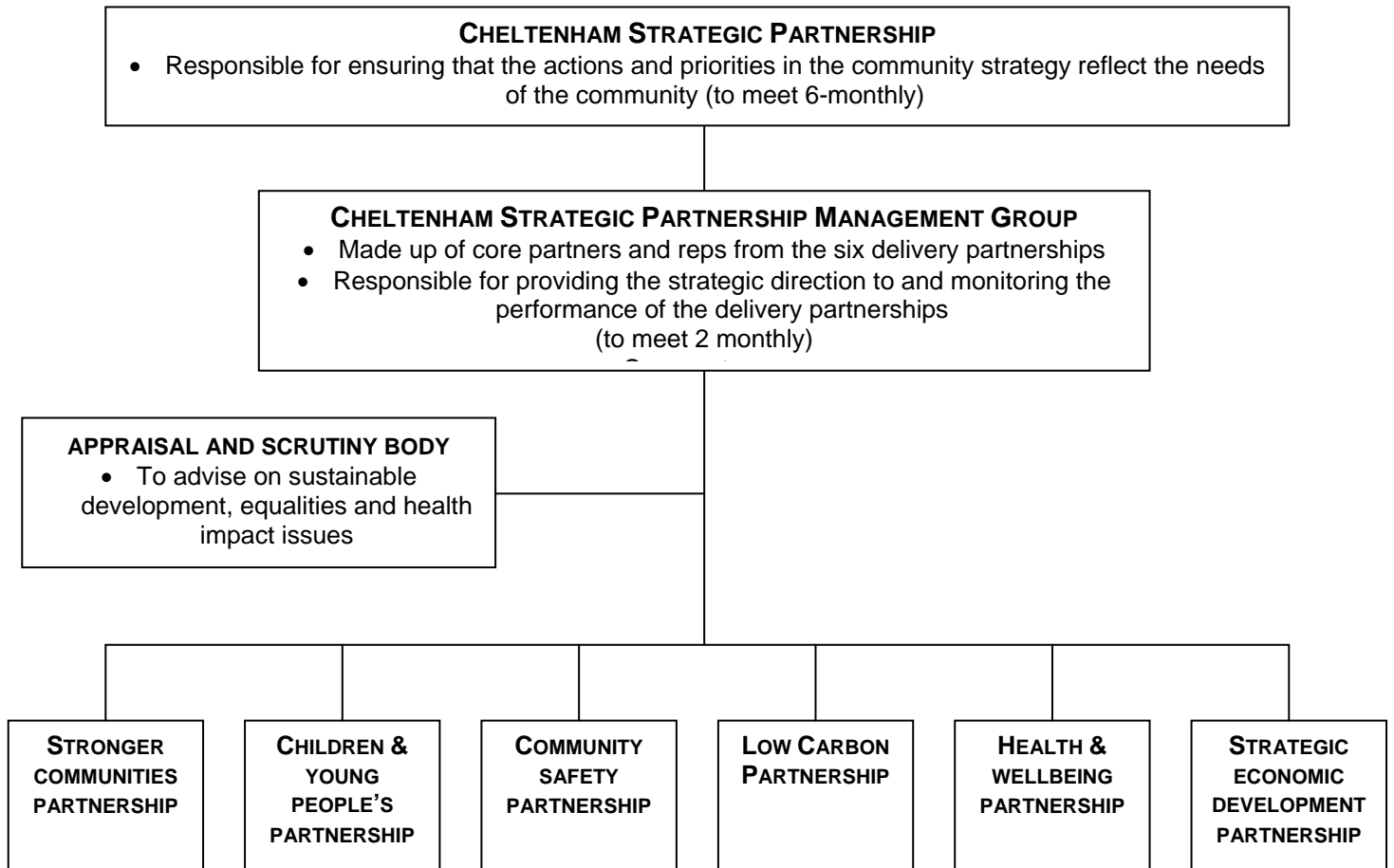
These partnerships will commit to the following:

- Agree annual delivery framework with core partners
- Commit to delivering agreed actions
- Build actions into work plans
- Produce a report on progress for the management group every two months
- Integrate community strategy into their own strategies

3.4 Evaluating and appraisal

Proposed that this role is taken by the full Cheltenham Partnership and evaluation happens at the bi-annual meetings.

4 Structures



5 Key aspects of effective partnership working

For the delivery partnerships to function effectively and be fit for purpose there are some generic structures and procedures of partnership working that need to be carefully addressed. These are:

PARTNERSHIP ASPECT	DETAILS
STRUCTURES	The Cheltenham Strategic Partnership has agreed that delivery partnerships will use a common template for their terms of reference that will then be tailored to individual partnership needs with an onus on flexibility so that both existing work and new priorities can be integrated into the delivery frameworks.
REPORTING MECHANISMS	The Cheltenham Strategic Partnership has agreed that partnerships will have responsibility for reporting on progress and change, and can be held to account where appropriate. Reports will be submitted every two months to the CSP management group.
PERFORMANCE MANAGEMENT	The Cheltenham Strategic Partnership has agreed that performance management will be given a higher priority so that progress can be monitored and problems tackled at an early stage, and to develop a common approach to performance management across all six partnerships.
LINKAGES	The Cheltenham Strategic Partnership has agreed to tackle cross-cutting issues by working across partnership boundaries where appropriate and that the partnership support officers will have an ongoing brief to work together to ensure effective linkages are made on cross-cutting issues.
POLITICAL ACCOUNTABILITY	The Cheltenham Strategic Partnership has agreed that political input will be one of the key factors to successful partnership working, and borough council cabinet members and county elected members will be asked to sit on the delivery partnerships to forge and strengthen links between partnerships and the two local authorities and to provide an interface with their communities to aid delivery of priority actions where required.
COMMUNITY ACCOUNTABILITY	The Cheltenham Strategic Partnership has agreed that it will be fully accountable at all levels to the community which will involve reporting on progress to the wider partnership community group on at least an annual basis, and achieving ongoing engagement with community representatives to deliver actions that actively meet community need. In addition, the CSP has agreed that each delivery partnership will have an elected representative from Cheltenham voluntary sector forum.