

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 Strategic 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 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:

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 and natural 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
- Investing in sustainable infrastructure

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:

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.

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.

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.

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 Strategic 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 Partnership

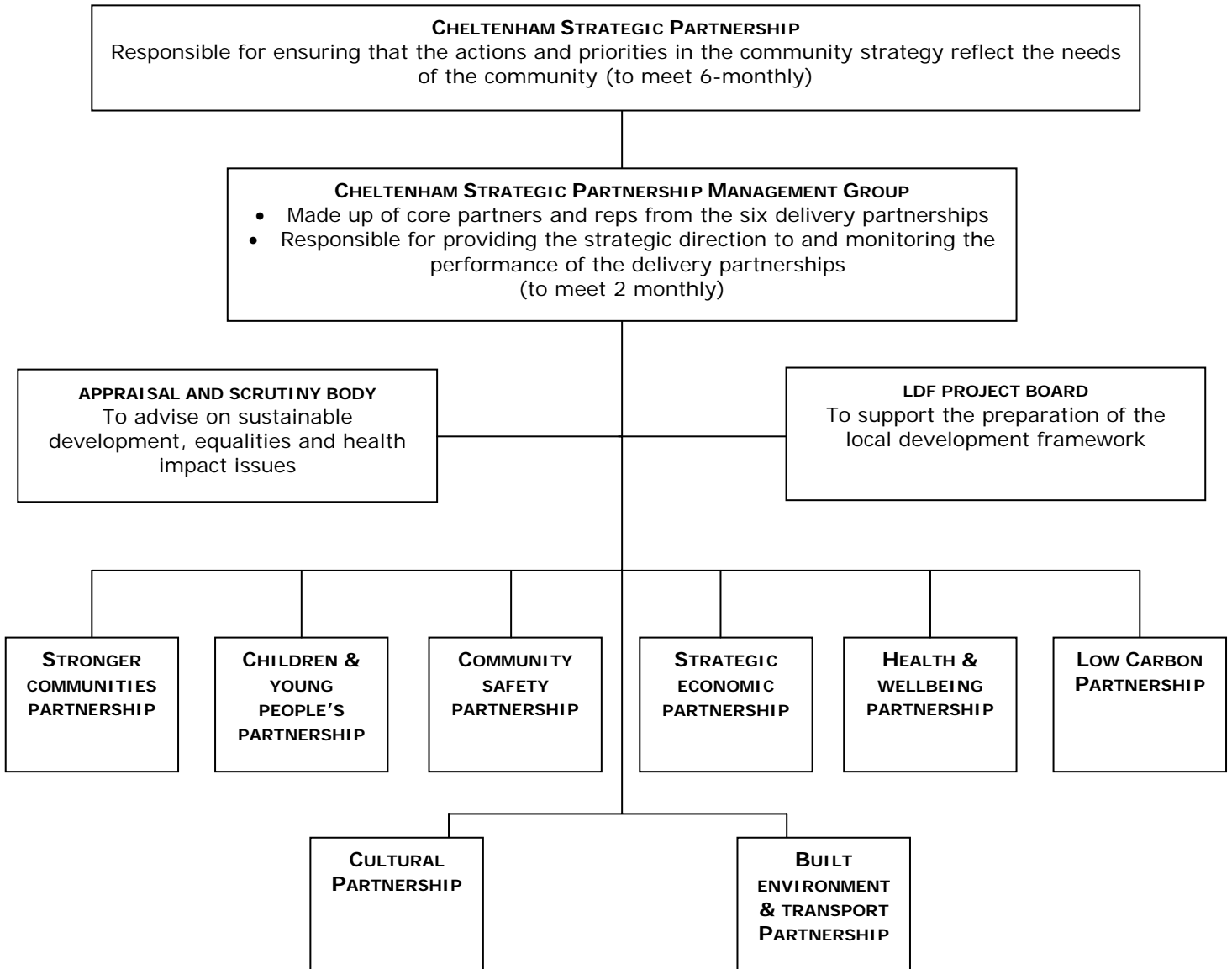
These partnerships will commit to the following:

- 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 Strategic Partnership and evaluation will happen 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 | 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 | 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 | 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 | 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 | 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. In addition, we will ensure that the CSP is accountable to the rest of the borough council through its scrutiny committees. |
| COMMUNITY ACCOUNTABILITY | 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. |

6 Provisional membership of the CSP and its six thematic partnerships at 20 January 2008

CSP Management Group

| Name | Representing |
|------------------------|---|
| Cllr. Duncan Smith | Cheltenham Borough Council |
| Andrew North | Cheltenham Borough Council |
| Margaret Sheather | Gloucestershire County Council |
| Cllr. Tim Harman | Gloucestershire County Council |
| Jill Crook | Gloucestershire Primary Care Trust |
| Supt. Neil Mantle | Gloucestershire Constabulary |
| Ahmed Goga | Learning and Skills Council |
| Angela Gilbert | Cheltenham VCA |
| Chris Hickey | Low Carbon Partnership |
| Charles Welsh | Children and Young Peoples Partnership |
| Cllr. Antonia Noble | Cheltenham Community Safety Partnership |
| Hazel Lonsdale | Stronger Communities Partnership |
| <i>Craig Mortiboys</i> | Health and Wellbeing Partnership |
| <i>Jenny Moss</i> | Strategic Economic Partnership |

Names in italics – the partnership has yet to formally elect its representative to sit on the CSP management group

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Low carbon partnership

| Name | Representing |
|------------------|-------------------------------------|
| Ginny Higgins | Business Link |
| Chris James | Carillion |
| Martin Quantock | Cheltenham Business Partnership |
| Chris Hickey | Cheltenham Centre for Change |
| Richard Tibbles | Cheltenham Centre for Change / AECB |
| Richard Conibere | Cheltenham Friends of the Earth |
| Diane Westhead | Environment Agency |
| Ceri Porter | Environment Agency |
| Justin Burnett | Environment Agency |
| Alison Parfitt | Facilitators Learning Network |
| Jenny Barker | Forum for the Future |
| Mark Crowther | Gastec |
| Alan Thompson | GCHQ |
| Mike Simpson | Gloucestershire County Council |
| Peter Wiggins | Gloucestershire County Council |
| Alex Steele | Glos Environmental Business Forum |
| Derek Harrison | Gloucestershire Constabulary |
| Sarah Mason | Gloucestershire Wildlife Trust |
| Toyin Ejidokun | Health Protection Agency |
| David Allen | Kier Group |
| John Mallows | Resourceful Cheltenham |
| Catrin Maby | Severn Wye Energy Agency |
| Mike Brain | Severn Wye Energy Agency |
| Jon Bird | Severn Wye Energy Agency |
| Cathy Green | The One Tonners |
| John Hunt | University of Gloucestershire |
| Mike Jesnick | University of Gloucestershire |

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|---------------------------|---|
| Ian Lander | Vision 21 / Environment Forum |
| Rebecca Dobson | Vision 21 |
| Councillor Robert Garnham | Cheltenham Borough Council – cabinet member |
| Carol Rabbette | Cheltenham Borough Council |
| Rob Bell | Cheltenham Borough Council |
| Councillor Lloyd Surgenor | Cheltenham Borough Council |
| John Crowther | Cheltenham Borough Council |
| Chris Fawcett | Cheltenham Borough Council |
| Richard Gibson | Cheltenham Borough Council |
| Iain Houston | Cheltenham Borough Council |
| Grahame Lewis | Cheltenham Borough Council |
| Tom Mimmagh | Cheltenham Borough Council |
| Mike Redman | Cheltenham Borough Council |
| Mike Hayes | Voluntary Sector Forum elected representative |
| TBA | GCC elected representative |

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Cheltenham Community Safety Partnership

| Name | Representing |
|--|---|
| Chair - Andrew North | Cheltenham Borough Council |
| Vice Chair - Guy Wareing | Police Authority |
| Richard Bradley | Cheltenham Borough Council |
| Councillor Anne Regan | Cheltenham Borough Council – cabinet member |
| Chief Supt Ann Green | Gloucestershire Police |
| Chief Inspector Steve Radcliffe | Gloucestershire Police |
| Caroline Swinford | Government Office for the South West |
| Paul Davies | Cheltenham Borough Homes |
| Geoff Sallis | Gloucestershire Fire and Rescue Service |
| Trevor Gladding | Cheltenham Borough Council |
| Alison Hustwitt | DAAT |
| Jan Jepps | Gloucestershire PCT |
| Jane Willett | Youth Offending Service |
| Joanne Kline | Crime Reduction |
| Mike Euston | Voluntary Sector Forum elected representative |
| David Wallace | Voluntary Sector Forum elected representative |
| Inspector Andrew Poole - Town Centre | Gloucestershire Police |
| Inspector Erik Sherwood - Hesters Way | Gloucestershire Police |
| Inspector Stephen Norris - Whaddon | Gloucestershire Police |
| Inspector Tim Waterhouse - Leckhampton | Gloucestershire Police |
| Brian Lawson | Gloucestershire Drugs and Alcohol Service |
| Student Union President | University of Gloucestershire - Student Union |
| Chris Benjamin | Gloucestershire Housing |
| Gerald Mapson / Des Harding | Cheltenham Neighbourhood Watch Association |
| Christine Phillips | Gloucestershire County Council - Education |
| Colin Hassall | Gloucestershire PCT |
| Beverly Polson | Gloucestershire Drug and Alcohol Service |
| Martin Quantock | Cheltenham Business Partnership |
| Martin Read | Inndispensable |

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|---------------------|----------------------------------|
| Bernice Thomson | Stronger Communities Partnership |
| Grenville Hague | Cheltenham Borough Homes |
| Emma Green | Youth Offending Service |
| Mike Folley | Substance Misuse Service |
| Cordell Ray | County Community Projects |
| Rosi Shephard | Gloucestershire PCT |
| Sarah Cox | Stagecoach |
| Robin Agascar | GayGlos |
| Rosi Shepherd | PCT representative |
| Cllr. Antonia Noble | GCC elected representative |
| Andrew Walters | Crown Prosecution Service |

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Stronger Communities Partnership

| Name | Representing |
|-------------------|---|
| Andy Hayes | Hesters Way Partnership |
| Maddie Clayton | Oakley Regeneration Partnership |
| Kevin Potts | Whaddon, Lynworth and Priors Neighbourhood Projects |
| Elaine Marriot | Hesters Way Neighbourhood Project |
| Cordell Ray | County Community Projects |
| Cllr. Chris Ryder | CBC Cabinet Member |
| Peter Woolley | CBC Community Services |
| Jenny Moss | CBC Economic Development |
| TBA | CBC BME Worker |
| Kate O'Keefe | CBC Lifelong Learning Officer |
| TBA | Community Safety Partnership |
| Terry Pullen | GCC Youth Service |
| Paul Stephenson | Cheltenham Borough Homes |
| Kevin Daws | Cheltenham Tenants Federation |
| Angela Gilbert | Cheltenham Voluntary & Community Sector Forum |
| Henrik Chappel | Gloucestershire PCT |
| Hazel Lonsdale | Cheltenham Volunteer Centre |
| TBA | Children & Young People's Partnership |
| TBA | Federation of FE Colleges |
| Reg Beagley | C5 – Parish Council representative |
| TBA | Voluntary Sector Forum elected representative |
| Rev'd Andrew Dow | Representative Faith Community |
| TBA | GCC elected representative |

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Health and Wellbeing Partnership

| Name | Representing |
|-------------|---------------------|
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|---------------------|---|
| Cllr. Anne Regan | CBC – cabinet member |
| Craig Mortiboys | CBC - Healthy Communities Partnership |
| Kath Chamberlain | CBC Community Services |
| Richard Gibson | CBC – Policy |
| Rachel Wigglesworth | Gloucestershire PCT |
| Terry Pullen | GCC Youth Service |
| TBA | GCC Adult and Community Services |
| Lin Sargeant | GCC Children & Young Peoples Service |
| Grenville Hague | Cheltenham Borough Homes |
| TBA | GCC elected representative |
| Dave Jones | Voluntary Sector Forum elected representative |
| Bernice Thomson | Stronger Communities Partnership |

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Children and Young People’s Partnership

| Name | Representing |
|-----------------------|--|
| Terry Pullen | Gloucestershire Youth Service |
| Andrew Webster | Connexions |
| Rachel Wigglesworth | Primary Care Trust |
| Lynn Morris | GCC SHAPE advisor – Cheltenham area |
| David Brown | GCC Partnership support |
| Kath Chamberlain | CBC – Community Services Manager |
| Helen Down | CBC – Policy and Consultation Officer |
| Cllr. Anne Regan | CBC – cabinet member |
| Caroline Walker | Cheltenham Borough Homes – Partnerships Manager |
| Kim Gibbon | MAD Youth Council representative |
| TBA | Representative Crime and Disorder Partnership |
| TBA | Representative Faith Community |
| Bernice Thomson | Representative Stronger Communities Partnership |
| TBA | Representative of Children Centres Managers |
| Charles Welsh (Chair) | Representative Head Teacher primary schools – representing Extended services |
| Cllr. Paul McLain | GCC elected representative and cabinet member |
| TBA | Representative Head Teacher Secondary schools |
| Cordell Ray | Voluntary Sector Forum elected representative |
| Alison Kelly | Voluntary Sector Forum elected representative |

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Strategic Economic Partnership

| Name | Representing |
|--------------------|---|
| Cllr. Duncan Smith | CBC – Leader and portfolio holder |
| Martin Quantock | The Cheltenham Business Partnership |
| Stan Jones | Gloucestershire First |
| Michael Ratcliffe | The Cheltenham Chamber of Commerce |
| Ahmed Goga | Learning and Skills Council |
| Ken Burney | Federation of Small Businesses |
| John McLaughlin | GCC |
| David Owen | University of Gloucestershire |
| Darren Hall | GOSW |
| Chris Foley | South West Regional Development Agency |
| Peter Christensen | The Cheltenham Hospitality Association |
| Greg Smith | Gloucestershire College |
| Bernice Thomson | Voluntary Sector Forum elected representative |
| Gina Dickenson | Parklife |
| TBA | GCC elected representative |

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