

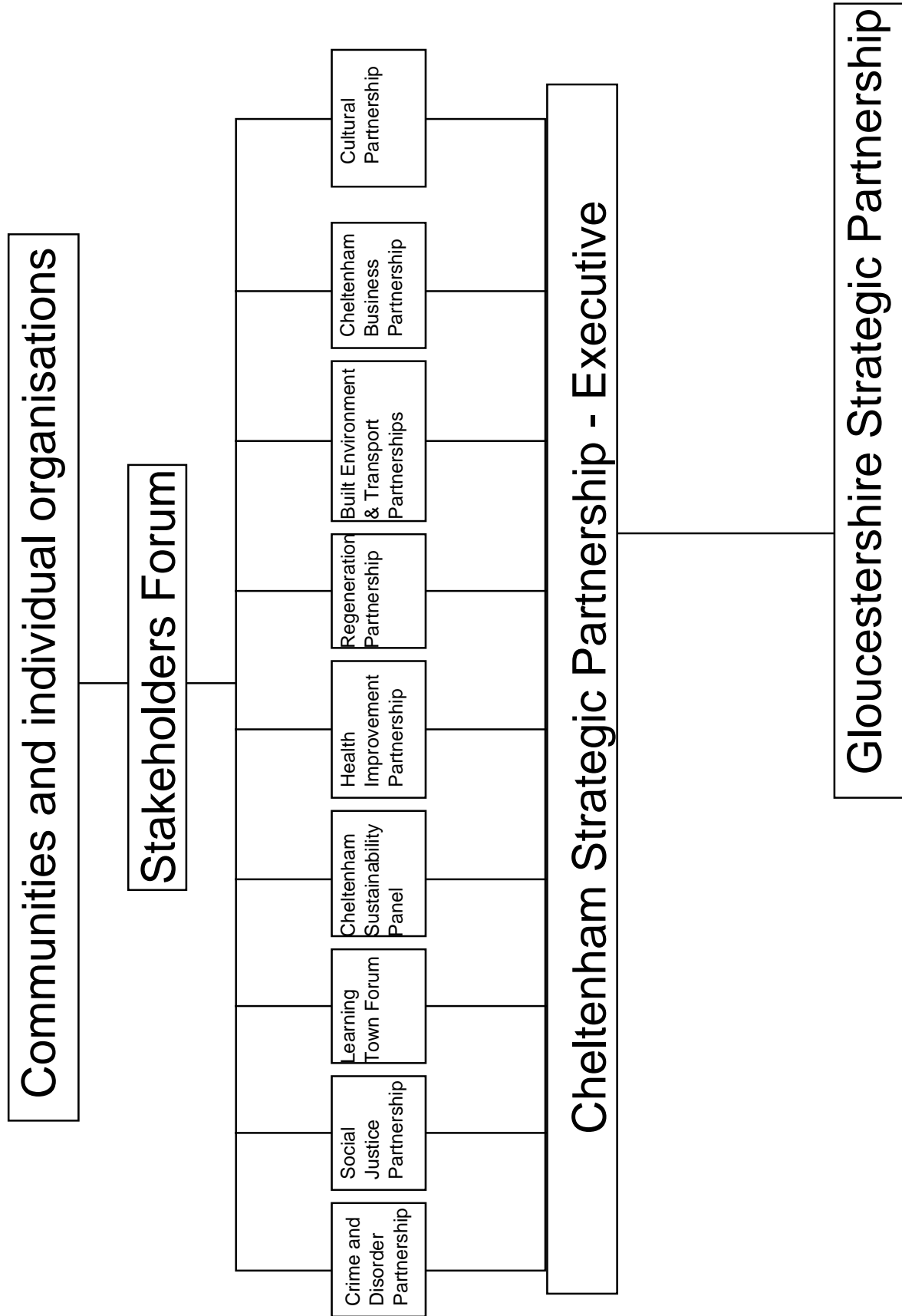
Cheltenham Strategic Partnership

constitution



Cheltenham Strategic Partnership constitution

Structure diagram



Membership of the Cheltenham Strategic Partnership

Executive

Charles Welsh (chair)	Stakeholder Representative
Caroline Fowles (vice chair)	Chief Executive Cheltenham & Tewkesbury Primary Care Trust
Steve Ackland	Chief Superintendent Gloucestershire Constabulary
Dr Shona Arora	Chair, Health Improvement Partnership
Rob Ayliffe	Area Partnership Officer Gloucestershire County Council
Andrew Banfield	Chair, Social Justice Partnership
Philip Bernays	Chair, Cultural Partnership
Claude Bullingham	Chair, Regeneration Partnership
Cllr Peter Clark	Leader of the Council Gloucestershire County Council
Paul Davies	General Manager Cheltenham Borough Homes
Paul Drake	Director – External Relations University of Gloucestershire
Derek Harrison	Chair, Built Environment Partnership
Chris Hickey	Chair, Sustainability Partnership
Chris Huckle	Acting Managing Director Cheltenham Borough Council
John Mallows	Chair, Transport Partnership
Cllr Andrew McKinlay	Leader of the Council Cheltenham Borough Council
Martin Quantock	Manager Cheltenham Business Partnership
Sylvia Salmon	Director Cheltenham Community Projects
Margaret Sheather	Director of Social Services Gloucestershire County Council
Cllr Lloyd Surgenor	Representative Crime and Disorder Partnership
Isabel White	Chair, Learning Town Partnership

Advisor

Huw Lloyd-Jones

Government Office for the South West

Secretary

Jane Grunert

Cheltenham Borough Council

Administrative Support

Arran Dyde

Cheltenham Borough Council

Richard Gibson

Cheltenham Borough Council

Stakeholders

There are currently 500+ stakeholders in Cheltenham registered with the partnership. The partnership will continue to make efforts to increase this to include as representative a group of stakeholders in the town as possible.

A Partnership Approach

The Case for Partnership

Tackling the key issues that determine well-being in a community, like crime, jobs, education, health and housing requires a number of organisations to work together in a concerted and co-ordinated effort. Recognising that many of the issues facing our community are inter-related, we believe we can achieve more working together than any single organisation, community group, or partnership can working on its own. Cheltenham already has a range of active and successful partnerships working both borough-wide and at neighbourhood level. The challenge is to co-ordinate this work and bring the partnerships together so that there is added value.

The Cheltenham Strategic Partnership brings together the commissioners and providers of services from the voluntary, community, private and public sectors to work with the community, to provide the focus and co-ordination needed. Listening to and working with people in our community lies at the heart of the process of community planning. We will utilise this process to devise a community plan by working with the existing partnerships in the town, and by undertaking consultation with the public. This will capture a long term vision for Cheltenham, which will provide the common purpose for our efforts. It will include an action plan identifying shorter-term priorities and activities that will contribute to achieving the longer-term outcomes for a sustainable future for Cheltenham. It will help us to devise targets for standards of services and then strive to meet them, by helping service providers join up service provision, make better use of resources and make services more responsive to local need.

The Advantages of Partnership Working

The Cheltenham Strategic Partnership brings together at a local level the different parts of the public sector as well as the private, business, community and voluntary sectors so that different initiatives and services support each other and work together. It is a non-statutory, non-executive organisation which operates at a level enabling strategic decisions to be taken and is close enough to individual neighbourhoods to allow actions to be determined at community level.

Public, private, community and voluntary sector organisations all have a part to play in improving quality of life. The more they can work together, with local people, the more they can achieve and the more likely it is that:

- the benefits of sustainable growth are achieved across the country;
- economic, social and physical regeneration happens – and is sustained – in deprived areas;
- public services work better and are delivered in way which meets people's needs;
- local people can influence decision-making and take action to improve their neighbourhoods; and
- business and the community and voluntary sectors can play a full and equal part

Advantages for partners:

- Make better use of existing mainstream resources by joining up and co-ordinating the activities of public, private, community and voluntary agencies

- Link the service providers and commissioners of services with the community to make them more responsive to local needs and priorities
- Improve standards of services to the local community
- Improve partnership arrangements
- Improve services, understand organisational needs and joint working to enhance performance as it impacts upon quality of life

Advantages for local communities:

- Get a better quality of life - through receiving better services
- Be listened to
- Influence the provision and standard of services
- Understand the policy and strategy framework which affects service delivery and become aware of how to influence it

Mission statement, aims and objectives

Mission Statement

‘To develop and establish with the community, a sustainable vision for the economic, social and environmental well being of Cheltenham and our people and the means to achieve it.’

Aims

- To improve the quality of lives of our residents, workers and visitors
- To provide joined up services across the town that better meet the needs of our residents, workers and visitors
- To provide a cross cutting multi agency approach to service delivery

Objectives

- To produce by December 2002 a community plan owned by the people and organisations in Cheltenham
- To hold stakeholder conferences twice per year to enable stakeholders an opportunity to contribute to the community planning process
- To consider the rationalisation of existing partnerships and plans

Roles and responsibilities

Cheltenham Strategic Partnership Stakeholder Forum

- The Cheltenham Strategic Partnership Stakeholder Forum is an all inclusive partnership. Any organisation may join and everything will be done to encourage groups and organisations to join.
- The Cheltenham Strategic Partnership Stakeholder Forum will be the main consultative forum within Cheltenham
- The Cheltenham Strategic Partnership Stakeholder Forum will meet twice per year in conferences, when they will identify priorities, overlaps and gaps, in addition to receiving monitoring reports on progress against the community plan.
- Each year the Cheltenham Strategic Partnership Stakeholder Forum will nominate and elect through a ballot a representative to sit on the Cheltenham Strategic Partnership Executive.
- Meetings of the Cheltenham Strategic Partnership Stakeholder Forum will be chaired by a member of the Cheltenham Strategic Partnership Executive.
- During the meetings of the Cheltenham Strategic Partnership Stakeholder Forum there will be an opportunity to ask questions on issues relating to the operation of the partnership

The Cheltenham Strategic Partnership Executive

- The Executive will consist of 15 to 25 people in order to keep the group to a manageable size.
- The Executive will consist of an appointed representative from each of the key strategic partnership operating in Cheltenham (as set out on page 2), along with the leader and chief executive of the borough council, a cabinet member and executive director from the county council, the chief executive from the Primary Care Trust, the divisional commander from the police, a representative from the voluntary sector, a representative from the university and an elected representative of the stakeholder forum. The Government Office of the South West will be asked to attend in an advisory capacity.
- The Executive will elect annually a chair and vice chair from amongst its membership.
- The Executive has delegated responsibility for taking decisions on behalf of the Cheltenham Strategic Partnership, and will report its performance twice per year at the stakeholder conferences. The Executive will also set up a web page which will include publication of agendas and minutes.
- Decisions will be taken on the basis of a consensus or in the absence of a consensus a simple majority vote.
- The meetings will include report backs from each of the partnerships on the key activities of the partnership.

- Sustainability is an integral part of the overall objective. Members of the executive will commit themselves to work to ensure the decisions made lead towards a more sustainable future.
- The Executive will prepare the community strategy for Cheltenham, which will be prepared in accordance with the principles of sustainable development, and will be responsible for ensuring that it is reflected in the strategic and operational plans of partner agencies and partnerships.
- The Executive will co-ordinate the ten key partnerships to bring together local plans, partnerships and initiatives to ensure that there is no duplication; streamline partnership work and where gaps are identified ask the partnerships to address these or take forward initiatives themselves.
- The Executive will encourage the adoption of innovative practices in mainstream services tried out in pilot actions.
- The Executive will promote the interests of Cheltenham to outside agencies, lobbying and projecting a positive image of the area, and will also work with the Government Office of the South West to ensure that the partnership is accredited and accountable.
- The Executive will work with the Gloucestershire Strategic Partnership and neighbouring local strategic partnerships to ensure co-ordinated activity.

Status of Partnership

The Local Strategic Partnership is a borough-wide partnership of organisations, led by an Executive, which is a partnership of partnerships. Both are based on good will and a shared common purpose.

The members of the Executive are equal partners. As the umbrella partnership for organisations and partnerships it is the senior partnership in the area, with its membership drawn from the most senior decision makers. It is a non-statutory partnership. It does not have a separate legal entity and cannot be an "approved body". It operates strategically. Implementation will be through its associated partnerships and member organisations and working groups formulated from the organisations and the community as agreed by the Executive.

Organisations and partnerships have existing accountabilities and these remain the same. Individual partners will remain responsible and accountable for decisions on their services and resources, recognising in some instances the statutory nature of their functions. 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.

As the community plan and Local Public Service Agreements remain the responsibility of the Local Authority, there is also a line of accountability back to the people of Cheltenham through the Local Authority. Other organisations have lines of accountability and the Partnership will publicise these as part of its communication strategy.

However, members are accountable to the Partnership, in terms of their responsibilities, as set out in this document, and for the strategies and agreements made by the Partnership. In addition they are accountable to the Partnership for the commitments they make to the Partnership with regard to the implementation within their organisations / partnerships of aspects of the community plan.

Collective Rights, Roles and Responsibilities

All members have certain common rights, roles and responsibilities, regardless of their organisational status. Their responsibilities are a consequence of their rights.

<i>rights</i>	<i>responsibilities</i>
To be treated as equal, respected and valued, to be heard and to express views.	To treat each other as equal, with respect and demonstrate that they value contributions by listening and responding and encouraging real dialogue.
To air differences in the Partnership meetings	To reach a consensus through forthright debate.
To expect members to demonstrate loyalty to the Partnership by taking a collective responsibility for decisions made.	To promote and support the aims and values of the Partnership by leadership and example within their own organisations / partnerships and within the community.
To express the views, priorities and interests of their organisations / partnerships.	To focus on the common purpose of the Partnership: the wellbeing of the community.
For the Partnership to understand their organisation / partnership and the constraints under which it operates.	To seek to understand other partners' positions, motivations, constraints and culture.
To expect the Partnership to have a favourable impact on achieving their targets, where they are compatible with the community plan.	To contribute to the achievement of targets of other organisations, through cooperation and identifying and removing barriers to achieving them.
To expect members to take an active role in the Partnership by delivering what is promised and abide by the agreements made.	To make an active contribution – deliver what is promised.
To provide information produced by the Partnership and agreed by the Partnership as available to all members.	To provide information as promised to the Partnership within the deadlines set.
To operate in a positive 'no blame' culture that focuses on results and aims to motivate by achievements.	To take a positive approach focused on the desired outcomes of the community plan rather than the problems we have to tackle to achieve them.

Performance, Evaluation, Review and Self Assessment

The performance will be reviewed annually, comparing decision making and behaviour against the following standards as a tool for continuous improvement as a partnership.

Is the process working?

- ✓ Assessments demonstrate that the partnership is working within its value statements, terms of reference and project plans, achieving its goals or learning from its mistakes.
- ✓ It has identified with the community a common purpose and each organisation's /partnership's own contribution to that common purpose, recognised by all through a community plan.
- ✓ The community is involved and participating in devising and implementing the community plan.
- ✓ The targets and standards in the community plan are incorporated into organisations' and partnerships' plans.
- ✓ The partnership operates on the basis of agreed information about where we are, where we are going and how we are doing in terms of getting there.
- ✓ Wherever possible there is joint consultation with the community to avoid duplication, to a recognised standard and the results of consultation are shared to make best use of resources.
- ✓ Performance management systems are aligned to allow the community to see the progress made in implementing the community strategy.
- ✓ The partnership reports to the community on progress made in implementing the community plan.

Is it producing results?

- ✓ The targets in the community plan for the key quality of life or well-being indicators are being met.
- ✓ The gaps in deprivation are not growing and are on target to reduce.
- ✓ Services are provided which are customer focused and responsive to local need and priorities rather than determined by organisational barriers.
- ✓ Perception surveys show increased satisfaction with services.
- ✓ There is evidence of resource allocations being changed according to the strategic priorities.
- ✓ The partnership is making a contribution to local, regional, national and global sustainable well-being.

Benchmarks of good practice in partnership working will be investigated with the aim of selecting a standard.

The executive will review through annual self assessment the performance against the targets as set out in the implementation plans.

The executive will seek accreditation of the Partnership from the regional Government Office against the national guidelines.

Support for the Cheltenham Strategic Partnership

In the first instance the borough council will provide the co-ordination and provide the administrative support. The Executive will call upon staff in a number of member organisations, as and when required and with the agreement of the Executive.

Consultation

The community plan will set a standard for consultation work undertaken in the name of the Cheltenham Strategic Partnership. This will make it possible to undertake joint consultation exercises and promote shared use of the results, to reduce duplication, avoid consultation fatigue and make the best use of scarce resources.

Capacity building for voluntary and community sectors

The success of the Cheltenham Strategic Partnership (CSP) and community plan requires a contribution from the voluntary and community sectors in terms of playing a full role in the CSP and in community planning. The CSP is committed to playing its part in building this capacity locally in order to benefit the CSP as a whole and the people of Cheltenham

Communication

The Cheltenham Strategic Partnership is committed to the principle of openness in its operations. The preparation and implementation of the community plan will be transparent, with information provided in a variety of formats to increase access to it. This will include information about the Partnership itself, including notes of its meetings, the consultation process and feedback on results, the community plan and progress reports on its implementation.

Shared Principles

The partners on the executive agree to abide by the following principles:

- Members should serve only the public interest and should never improperly show advantage or disadvantage to any person.
- No single agency will have control or primacy within the partnership.
- The sovereignty of a particular agency, where that agency has clear responsibility for delivering a particular service will be recognised and respected.
- Members should not place themselves in situations where their honesty and integrity may be questioned and should not behave improperly.
- Business will be conducted with mutual trust and respect.
- Members should make decisions based on what is considered to be in the best interests of improving the quality of life of local people.
- Members should be as open as possible about their actions and should be prepared to give reasons for those actions.
- Members should take account of the views of others and should always act in the best interest of local people.
- Members should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability.
- Members recognise that the needs of local communities and the people of Cheltenham provide a common cause.
- People come first, with services designed around their needs.
- Equal value will be given to contributions with each partner recognised for the skills they have to offer.
- The success of those partnerships that already work well will be built on.
- Using resources creatively and to greater effect will be encouraged.
- The diverse nature of Cheltenham will be recognised through an inclusive approach to partnership working.
- Information provided by members for the purposes of the work of the CSP will be treated in confidence.
- Information will be shared with other members of the CSP.
- Members recognise the long term implications of policies and actions, including potential effects on the quality of life for future generations by working towards a vision for the longer term and setting longer term targets as well as shorter term ones in the Community Strategy
- Members will seek to understand how economic, social and environmental issues are interlinked, seeking to integrate these issues in the Community Strategy, to achieve the most sustainable outcomes possible, given existing constraints. Current barriers to achieving full sustainability should not stop us taking action to achieve a more sustainable community than the one we presently live in.
- Identify global impacts of actions and protect the long term health of the planet

Levels of accountability

Cheltenham Strategic Partnership (CSP) members are accountable to the public for their actions as both members of the organisation or group they represent and as members of the CSP. In approaching work clear lines of accountability need to be demonstrated.

CSP executive accountability

The partnership is accountable to the public for:

- ✓ ensuring the development and implementation of the strategic vision through the community plan;
- ✓ ensuring that the borough's strategies, plans and other initiatives are aligned with the strategic vision;
- ✓ informing the general public of progress in these areas.

Partner accountability

Individual organisations and partnerships will be responsible for delivering particular actions within the overall strategies of the CSP. They will need to make the CSP aware of the systems and procedures they have in place for ensuring action in terms of agreed objectives.