

## **Improving partnership structures for Cheltenham – A consultation document**

In 2011 senior officers and practitioners within the public sector and the voluntary and community sector, participated in the Partnership Improvement Programme (PIP) which met three times between March and May 2011. In sessions one and two, participants spent time discussing the strengths of partnership working in Cheltenham and areas where they would like to do further work to build on those strengths as part of a commitment to continuous improvement to meet local needs in the light of changing legislation.

### **Strengths of partnership working in Cheltenham**

Partnerships between the public and voluntary and community sectors work well, because of the enthusiasm, commitment and competencies of the individuals involved in them. These qualities among the people that get involved mean that ideas developed in cross-sector partnership meetings are taken up and implemented. Representation of the voluntary and community sector is strong and well supported and understood in the public sector. There are several strong and successful partnerships from which to learn and develop cross-sector partnership working further, for example, Inspiring Families. Participants see the current spending cuts as an opportunity to create leaner partnerships that focus on meeting local needs and can deliver value for money.

### **A draft partnership structure**

During the final PIP session, the group began looking specifically at alternative models for a new partnership structure in Cheltenham. The group discussed a number of reasons why the partnership structures need to be reviewed:

- The current partnership structures are resource intensive and more elaborate than is necessary in the new operating environment; governance can now be simplified with an emphasis on outcomes and action.
- The thematic partnerships have worked well and the individuals involved in them have a lot to offer future partnerships but the structure of partnerships could usefully change to reflect current and future priorities as set out in the Cheltenham Community Needs Analysis.

A draft structure was proposed and was agreed by all participants. It has fewer partnerships and simplified governance arrangements; it appears to be flexible, outcomes focussed and has the potential to engage diverse groups. The group identified three main issues that will need to be resolved:

- Developing a terms of reference for all parts of the new structure setting out outcomes, roles, responsibilities, accountabilities, membership and frequency of meetings.
- How will the transition be made from the existing partnership structure to the new model?
- How will the Cheltenham structure relate to county-wide partnership structures?

A draft terms of reference document has been developed and we are now seeking your views on these proposals.

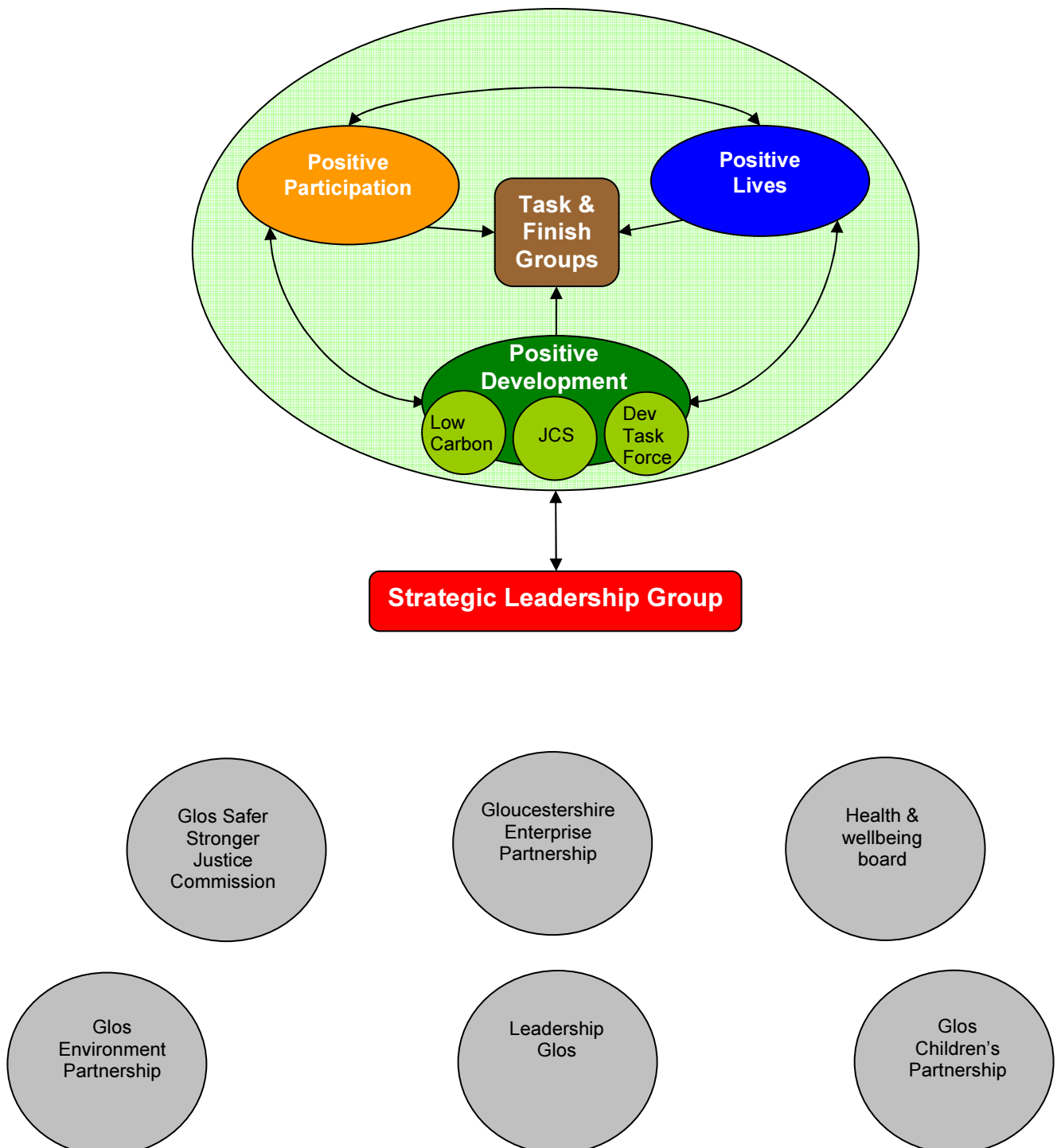
## Proposed Vision and objectives

The proposed vision is for a simplified partnership structure that is easy to understand and keeps partners focussed on working together to meet local need, while making the best use of reduced resources.

The proposed objectives to deliver this vision are:

- To achieve well-governed and relevant partnership structures to deliver outcomes
- To develop better focused partnerships that deliver shared outcomes informed by needs analysis
- To build better, relevant engagement (not more engagement)

## A proposed structure for partnership working in Cheltenham



## Positive Participation Partnership – proposals

### **Proposed outcomes:**

- Build stronger and resilient communities that can influence public service design and delivery
- Produce a regular needs analyses to support the Strategic Leadership Group in commissioning better public services

### **Proposed roles and responsibilities:**

This partnership will support partner's commissioning processes by bringing together those groups/agencies that have a particular remit to work with specific communities, whether these are communities with shared needs or interests, or geographic areas. The expectation would be that partnership members would:

- Ensure that there is effective coordination of consultation and engagement activities between service providers and communities across Cheltenham, identifying and plugging gaps where appropriate.
- Collate data and information from communities (and other sources to include crime and disorder stats) to ensure that their needs and priorities are used to develop regular needs analyses.
- Share data with other partners in line with agreed info sharing protocols.
- Support public bodies understand the role that their assets can play in supporting communities in light of localism bill.
- Support capacity building activities with communities so that they are stronger and more resilient
- Work with service providers and communities to identify opportunities for community-owned solutions in line with the needs and outcomes framework.
- Work with service providers to ensure that there is an effective process for managing community budgets in line with government's expectations
- Ensure that communities understand constraints and limitations and why they can't always have everything they need.
- Support task and finish groups to address specific issues.

### **Proposed accountabilities:**

The partnership will report both on progress and on updates to the needs analysis to the Strategic Leadership Group on a 6-monthly basis and will report as appropriate to county partnership structures.

The partnership will also be held accountable through the democratic processes of the partner organisations, particularly through Cheltenham Borough Council and Cheltenham's voluntary sector forum.

The Positive Participation Partnership will also be accountable for commissioning small community-focused pots of funding.

### **Proposed membership:**

Membership to include representation from key areas of community work; Neighbourhood Coordination Groups, neighbourhood regeneration partnerships, Transition Towns, Tenant and resident associations, Parish Councils and agencies or individuals that could represent interest groups such as older people, children & young people, disabled people, black and minority ethnic people, sexual orientation, faith groups, etc. Membership will also include VCS representation, NHS Gloucestershire, Police, Gloucestershire County Council and Cheltenham Borough Council.

### **Proposed frequency of meetings:**

Proposed to be every 2 months.

## Positive Lives Partnership - proposals

### **Proposed outcomes:**

- Translates needs and Strategic Leadership Group (SLG) priorities into a partnership delivery framework with appropriate resources to make things happen
- Tackle SLG priorities and achieve positive outcomes for communities by commissioning specific, time-limited task to finish groups.

### **Proposed roles and responsibilities:**

The positive lives partnership is the doing group for the new structure, and brings together people who have the ability, resources and commitment to make things happen. It will drive the partnership commissioning process through its understanding of needs, resources, priorities and outcomes. It will mobilise, align and deploy all available resources to deliver priorities and look to community-based preventative solutions wherever possible together with the positive participation partnership.

It will also identify where gaps in service provision exists and how these could be addressed and bring forward new ways of working to overcome long-standing or complex problems.

### **Proposed accountabilities:**

The partnership will report to the Strategic Leadership Group on a 6-monthly basis and will report as appropriate to county partnership structures.

The partnership will also be held accountable through the democratic processes of the partner organisations, particularly through Cheltenham Borough Council and Cheltenham's voluntary sector forum.

The Positive Lives Partnership will be accountable for all partnership funding allocated by partners to support the delivery of partnership projects.

### **Proposed membership:**

VCS representation, Schools, CBC, Housing, Police, Jobcentre Plus, plus locality leads from CYPD, CACD, NHS Glos, Gloucestershire Care Services, Targeted Youth Service, 2gether Trust, Public Protection Bureau.

### **Proposed frequency of meetings:**

Proposed to be every 2 months.

## Strategic Leadership Group - proposals

### **Proposed outcomes:**

- Sets the overall vision and direction for Cheltenham and identifying the priority outcomes for partnership working
- Ensures that there are effective working relationships between all elements of the public sector and VCS and that partnership structures are focused on delivering the vision and priority outcomes
- Ensures that the public sector is moving to a better understanding of the collective resources available (staff, finance, property, expertise etc) to deliver the vision and priority outcomes

### **Proposed roles and responsibilities:**

The Strategic Leadership Group provides strategic co-ordination, ensuring linkages with their own organisational plans and priorities, plus other plans and bodies established at national, county and local level and agreeing a vision and priority outcomes for the area and gaining consensus about the way forward.

To develop and drive the effective delivery of the vision and priority outcomes through effective performance management and holding delivery partners to account.

To own the needs analysis and any associated strategic assessments.

Be responsible for monitoring/evaluating partnership work in Cheltenham.

### **Proposed accountabilities:**

The Strategic Leadership Group will be held accountable through the democratic processes of the partner organisations, particularly through Cheltenham Borough Council and Cheltenham's voluntary sector forum

### **Proposed membership:**

- Gloucestershire County Council (nominated county councillor and commissioning director)
- Cheltenham Borough Council (leader and Chief Executive)
- Gloucestershire Police (senior officer)
- Gloucestershire NHS (senior officer)
- VCS representation
- Representation from positive participation, lives and development groups.

May also include other CDRP statutory partners:

- Fire and Rescue
- Probation

### **Proposed frequency of meetings:**

Proposed to be every 6 months – though could adopt a core and cluster model.

## Positive Development - proposals

### **Proposed outcomes:**

To ensure that there is clear link between the development and growth of Cheltenham and the aspirations and priorities of the Strategic Leadership Group.

To ensure that there is improved coordination between the key agendas of economic regeneration, climate change, health and wellbeing, travel and transport.

### **Proposed roles and responsibilities:**

To explore how best to accommodate SLG priorities within the three key programmes of work:

- Joint Core Strategy
- Cheltenham Development Task Force
- Low Carbon Partnership

For representatives of these three programmes of work to meet every 6 months to share their short, medium and longer-term plans.

For representatives of these three programmes of work to reflect the overall vision and direction for Cheltenham and the priority outcomes within their policies and work programmes.

### **Proposed accountabilities:**

The partnership will also be held accountable through the democratic processes of the partner organisations, particularly through Cheltenham Borough Council and Cheltenham's voluntary sector forum.

### **Proposed membership:**

- CBC Leader and Chief Exec (JCS role)
- Development Task Force Chair and Chief Exec
- Chair Low Carbon Partnership
- Chair Cheltenham Business and Economic Partnership
- VCS representation

### **Proposed frequency of meetings:**

Proposed to be every 6 months.

## Task and Finish groups

### Definition of a task and finish group

A key element of this new structure of partnership working is the ability to establish task and finish groups only as required to focus on the priorities for our communities. A working definition is as follows:

- The group has a clear remit to tackle a specific priority issue;
- The group is made up only of the right partners needed to tackle the issue;
- The group involves only the people from those partner organisations with appropriate expertise or authority;
- The group acknowledges which organisation has formal responsibility for delivery;
- The group is accountable to one of the four parts of the partnership structure;
- The group is time limited.

### Examples of current sub-groups that could be continued as task and finish groups

<b>Sub-Group</b>	<b>current parent partnership</b>
Inspiring Families	Children and Young People
District safeguarding board	Children and Young People
Mental Health sub-group	Health and Wellbeing
Substance Action Group	Health and Wellbeing
Anti-social behaviour working group	Community Safety Partnership
Domestic Abuse & Sexual Violence Forum	Community Safety Partnership
Cruisers Working Group	Community Safety Partnership
Cheltenham Safe	Community Safety Partnership

## How will this work in practice

### Example of 'hot' issue that needs an immediate collective response

#### Burglary

- Crime and disorder stats reviewed every 2 months; burglary highlighted as a hot topic – recommendation that chair of PLP and PPP meet outside meetings to commission a task and finish group to come forward with proposals to tackle issue.
- T&F group undertake work and report back to PLP.

### Examples of medium-term issue that needs collective action at all levels to address

#### Child poverty

- Data identified in the needs analysis signed off by PPP.
- Needs analysis reviewed by PLP with recommendation for action to SLG
- SLG endorse needs analysis and commitment to address child poverty as a priority outcome
- PLP translate outcome into delivery framework with consideration of all available resources
- Commission task and finish group with PPP to take forward joint actions.
- T&F group undertake work and report back to PLP.

### Allocation of partnership funding

- PPP prepare needs analysis on basis of data and engagement
- Needs analysis reviewed by PLP with recommendation for action to SLG
- SLG endorse needs analysis and identification of priority outcomes
- PLP to translate outcomes into delivery framework with consideration of all available resources to include NHS, Safer Stronger, CBC, GCC and others.
- PLP sets out commissioning framework for the allocation of funding
- PLP and PPP commission a T&F group to allocate the funding against the commissioning framework.

### Note: Crime and Disorder statutory functions

The 1998 Crime and Disorder Act places a statutory duty on the six 'responsible authorities' which comprise Community Safety Partnerships (CSPs) to work with other local agencies to reduce re-offending, tackle crime and disorder including anti-social behaviour and other behaviour adversely affecting the local environment as well as the misuse of substances in their area. These duties were later added to through the Police and Justice Act (2006).

The partnership is required to involve the local community in gathering information to agree local priorities, to produce a strategy to meet those priorities and to share certain sets of depersonalised information with each other to allow patterns and trends to be tracked which help the identification of local priorities. CSPs take an evidence-based approach to identifying key local priorities for the area.

The Home Office has consulted on proposals to repeal certain statutory functions relating to how the partnerships prepare their strategies and the need for the crime and disorder overview and scrutiny committees but the requirement to work in partnership is likely to remain.



## Consultation response

<b>Name</b>	
<b>Organisation</b>	
<b>Email/Tel no</b>	

<b>SECTION</b>	<b>COMMENTS</b>
<b>Vision and objectives</b>	Do you have any comments to make on the proposed vision and objectives
<b>Structure</b>	Do you have any overall comments on the structure chart
<b>Positive Participation</b>	Do you have any specific comments to make on the proposed positive participation partnership?
<b>Positive Lives</b>	Do you have any specific comments to make on the proposed positive lives partnership?
<b>Positive Development</b>	Do you have any specific comments to make on the proposed positive development partnership?
<b>Strategic Leadership Group</b>	Do you have any specific comments to make on the proposed strategic leadership group?
<b>Task and Finish Groups</b>	Do you have any comments to make on the proposal to use task and finish groups?
<b>Other</b>	Do you have any other comments

**Please return to:**

Richard Gibson  
Policy and Partnerships Manager  
Cheltenham Borough Council  
Municipal Offices  
Promenade  
Cheltenham  
Glos  
GL50 1PP

Tel 01242 235 354

Email: [richard.gibson@cheltenham.gov.uk](mailto:richard.gibson@cheltenham.gov.uk)