

## Improving partnership structures for Cheltenham - summary of questions / issues raised and responses

Issue/question	who raised	response from CSP task and finish group
GCC fully supports the vision and objectives for its new partnership structures.	Gloucestershire County Council (GCC)	Noted
Will the Positive Lives Partnership commission the Positive Participation Partnership or is Positive Participation independent	GCC	The group sees an equal relationship with a 2-way flow of information between the 2 partnerships.
How will cross-cutting issues be dealt with	GCC	The group expects commissioners of services who sit on the Positive Lives Partnership to be able to deal with most cross-cutting issues, but where they are not able these issues will have to be escalated to the strategic leadership group
Should the Positive Participation Partnership be a task and finish group	GCC	No, the group sees the Positive Participation Partnership having a critical and enduring role to play in the commissioning of public services.
Should Positive Participation just meet every 6 months or even be a virtual group?	GCC	No, the group suggests that the group should meet every 2/3 months – frequency to be determined by the partnership itself.
Is there a risk that Positive Participation duplicates work being undertaken by GCC research team	GCC	The group welcomes the continuing support from the GCC Research Team, but feels that Positive Participation will build on their hard data with much more local intelligence and data to enable the production of robust needs analyses
There is a need to be clearer about whether Positive Lives about commissioning or operational delivery?	GCC	The group acknowledges some confusion in the wording of the consultation document – it suggest that Positive Lives will be very much about commissioning outcomes and that delivery will be through Task and Finish groups.
Is Positive Development independent of Strategic Leadership Group?	GCC	The group is less certain about how this relationship will develop though the expectation is that the leadership group will lead and influence the Positive Development group on some key issues like climate change, transport, community engagement, health inequalities etc. Given the importance of the JCS in particular, it is critical to get this relationship right.
How will Positive Development add value to the work-streams of the 3 groups (Joint Core Strategy, the development task-force, Low Carbon Partnership)?	GCC	The group sees a critical role for the SLG about being absolutely certain about the key issues facing Cheltenham and ensuring that these are picked up in the agendas of the each. There is still a question over whether PD meets or not.
Should membership of the Strategic Leadership Group be restricted to just commissioners?	GCC	No, the group feels that the VCS has a key role to play in shaping the agenda of the SLG and that this reflects the maturity of the relationship between public and VCS sectors.
The need for partnerships to permit debate on key issues facing communities eg waste disposal, street cleaning, parking and to work with police-led neighbourhood groups to make sure that they are responding to these wider community concerns	St Philip and St. James Residents Association	The group sees a critical role for the Positive Participation Partnership in formalising the relationship between neighbourhood working and the partnership structures. There is a new gathering of neighbourhood chairs that PPP needs to nurture and ensure that local issues are being addressed by partners whilst at the

		same time as supporting the chairs in their community roles.
Welcomed the formal role of area-based community groups / neighbourhood co-ordination groups (NCGs) in the new structures which gives them accountability and will help them develop	St Philip and St. James Residents Association / Stronger Communities Partnership	Through ensuring that local issues are being addressed, and through promoting high standards in accountability, inclusivity and transparency the Positive Participation Partnership will help the NCGs become more effective.
Need for Strategic Leadership Group to provide effective leadership be more aspirational and remove barriers and align mechanisms. There needs to be explicit wording about sharing budgets and a need to provide greater leadership on transport issues	St Philip and St. James Residents Association / Stronger Communities Partnership	The group agrees with this sentiment and acknowledges that transport issues are of critical importance to the well-being of many communities.
The need for proper monitoring of qualitative evidence to maintain a focus on building stronger communities	Stronger Communities Partnership	The group felt that there was a general acceptance of the need for up-front investment in communities to build their resilience and that this will be reflected in commissioning exercises. Though there is a key role for the Positive Participation Partnership in championing this agenda.
Businesses need to be more clearly involved – need to keep links with Cheltenham Business Partnership; should CBP/Chamber of Commerce be on the leadership group?	Stronger Communities Partnership / Cheltenham Business Partnership	The group agrees that businesses are not clearly represented and that they should be; the challenge though is to identify a champion for business/economic development issues who can provide a strategic overview and sit on the SLG.
There is a debate to be had about which group at district or county level will hold the crime and disorder statutory duties. There is a possibility that Glos Safer Stronger Justice Commission could hold these duties at the county level but this may weaken the districts' contribution and local influence.  Within this there is a debate as to where the 6 statutory partners would meet. The Strategic Leadership Group will meet bi-annually which may not be frequent enough.	Cheltenham Community Safety Partnership	The group remains comfortable with the proposal to dis-band the community safety partnership; it feels that the Positive Participation Partnership will pick up the analysis of crime data / trends (strategic assessment), the consultation and engagement with communities on community safety issues and the recommendation of key community safety needs to the Positive Lives Partnership / SLG.  The SLG will formally hold the statutory obligations and its membership will need to include Fire and Rescue / Glos Police Authority and Probation.
Raised a question about how the new structures will ensure that organisations commit resources to support better partnership working	Social and Community O+S	The group felt that by reducing the number of partnerships there is a greater opportunity for partners to commit resources to partnership working.
Welcomed the proposals as reducing the number of partnerships which will be beneficial for elected members.	Social and Community O+S	Noted
Welcomed the opportunity for the community to take the lead in driving partnership agendas through the positive participation partnership.	Social and Community O+S	Noted
Welcomed new structure – but suggested that the leadership group have a police authority presence.	Glos Police Authority	As above, the group suggested that Glos Police Authority sits on the SLG.
Develop linkages between district structures and county structures especially the new Health and Wellbeing Board	Economy and Business Improvement O+S	To be explored moving forward; need to check with Andrew North about district representation.

<p>Critical that partnerships are clear about needs, priorities and outcomes and that these are reflected in joint commissioning arrangements between partners; progress on delivering these outcomes needs to be measurable in order that partnerships can be held to account.</p>	<p>Economy and Business Improvement O+S</p>	<p>The more explicit commissioning of outcomes is the reason for re-structuring the partnerships.</p>
<p>Partnership structures need to add value; we need to be mindful of the costs of supporting and attending partnerships versus the value derived from working collectively to deliver outcomes. Partnerships needs to be mindful that these costs and benefits need to be quantified in order that they can be scrutinised by members.</p>	<p>Economy and Business Improvement O+S</p>	<p>Costs and benefits to be assessed so that members can have a before and after picture.</p>