

Salford City Partnership

Protocol

**Working agreement, roles and
structure**

October 2013

Introduction

1.1 This protocol sets out how Salford City Partnership is structured and how partners will work together within the new arrangements.

Purpose and Aims

2.1 The overarching purpose of the partnership:

- Salford City Partnership will lead the development and coordination of joint strategies and activities in order to position Salford as a world class city.
- The Partnership will ensure the best outcomes for the people of Salford by working together, sharing resources and reducing duplication.
- This will be achieved through steering public services and ensuring the community has voice in strategic decision making.

2.4 The aims include:

- Building on the good practice that already exists in Salford
- Focusing on a shared vision and priorities
- Providing a space for partners to come together to discuss the important issues that affect the whole of the city
- Resulting in actions that are measured against agreed outcomes
- Helping to ensure there is better coordination and reduced fragmentation
- Increasing efficiency and service improvement through reduced duplication and therefore costs
- Involving and promote joint delivery and resourcing
- Improving community engagement and involvement
- Providing a platform for better private sector involvement
- Providing clear links with Greater Manchester and beyond
- Supporting the City Mayor in carrying out his duties

Structure

3.1 The design of Salford City Partnership is based on two principles:

- Simplicity
- Flexibility

Simplicity – all partners, and in particular those from the community and third sectors, should easily understand how the new arrangements work, how the various elements relate to each other and how they can become involved and have a voice and influence. This goes beyond the structure of the model and includes communications, engagement, responsibility and accountability.

Flexibility – the arrangements need to be able to adapt to future needs or changes with legislation or local concerns.

3.2 The partnership can be viewed from two directions:

- Coordination and Engagement
- Performance and Accountability

Key:

Blue Capitals: Salford City Partnership

Yellow: Statutory bodies

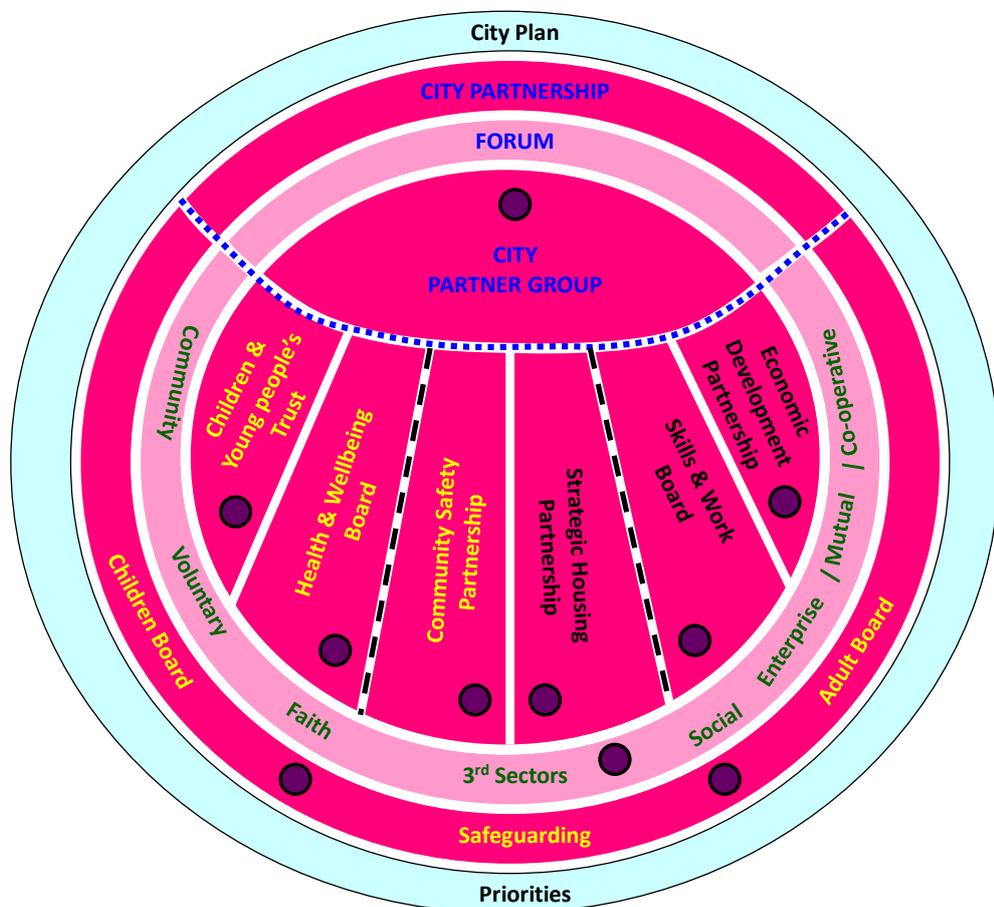
Black: Local bodies

Green: Community and the Third Sectors

Purple dots: Links to Greater Manchester structures

Purple arrows: Highlight information flow

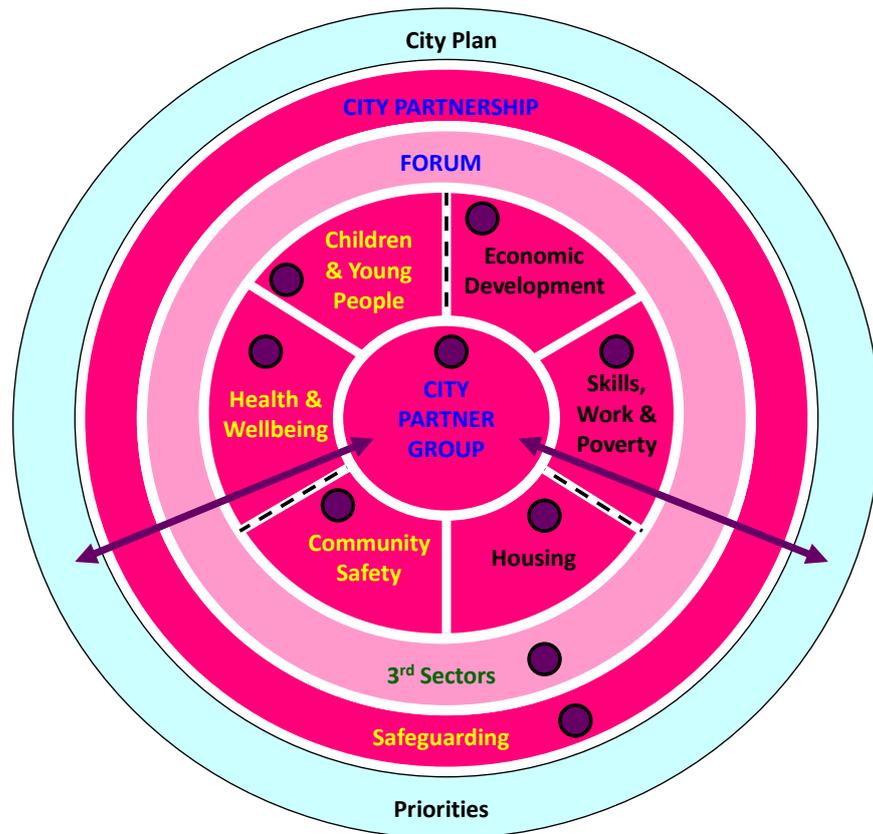
Coordination and Engagement view



Through improved coordination and engagement we will:

- Reduce duplication and fragmentation
- Secure joint outcomes
- Increase people's independence, self-reliance and co-production and reduce demand on public services
- Progress open public services, localism, social value and the co-operative approach
- Maximise opportunities through public sector reform and the wider Greater Manchester context (eg whole place community budgets)

Performance and Accountability view



We will measure how well we are doing in two main ways:

- a. How well we meet our statutory duties set out by government around health, safeguarding, crime and other issues. These are the primary concern of the statutory partnerships and the organisations responsible for these (for example Salford City Council, Greater Manchester Police). We have standards set by regulatory bodies (for example Ofsted for schools) that we must meet.
- b. How well we work towards the priorities detailed within the City Plan. These will be determined by the people of Salford and the Partnership Forum will play an important role in shaping these. We will set our own partnership priorities and targets aligned to the City Plan.

It is vital that we all recognise our own role to play in making Salford a better city. This view of the model highlights that although services are accountable to the people of Salford, there is also a responsibility for all residents and businesses to help drive improvement and to develop the city, in line with our co-operative approach.

3.3 There are two main elements to the partnership:

- City Partner Group
- Partnership Forum

Linked to these are:

- 'Family of Partnerships'
- Safeguarding Boards
- Third Sector

3.4 At the centre is the '**family of partnerships**'. These are grouped into (although they are all related to each other):

Those concerning 'People':

- Children and Young People's Trust (statutory)
- Health and Wellbeing Board (statutory)

Those concerning 'Place':

- Community Safety Partnership (statutory)
- Strategic Housing Partnership (local partnership in existence)

Those concerning 'Prosperity':

- Skills, Work and Family Poverty (local partnership in development)
- Economic Development Partnership (local partnership in development)

Each of these partnerships has its own agreements, action plans, strategies and membership appropriate to the issues that it concerns. The number of partnerships within the 'family' will increase or decrease depending on statutory requirements and local need.

3.5 Bringing these partnerships together is the **City Partner Group**. This is led by the City Mayor and includes key representatives from each of the family of partnerships, safeguarding boards, plus community and other third sector representatives to regularly review the strategic direction for the city.

3.6 This inner core is responsible to the communities of Salford, represented here as part of the '**Third Sectors**'. This includes residents and community organisations through the Community Committees, community of identity forums, faith communities, voluntary organisations and social enterprises, mutuals and co-operatives that exist within the city.

3.7 Representatives from the Third Sectors are members of the family of partnerships and City Partner Group. To ensure there is wide-ranging involvement from the community, we have the **Partnership Forum**. This provides an opportunity for residents to directly engage with the City Mayor and colleagues and to contribute to setting the priorities of the city.

3.8 There are two further bodies that are essential; these concern **Safeguarding**. Within Salford we have Salford Safeguarding Children Board (statutory) and Salford Adult Safeguarding Board (to become statutory in

2015). These hold a unique position in that they sit outside the family of partnerships and third sectors as they have a legal duty to hold all the other agencies to account for safeguarding vulnerable adults and children matters as appropriate.

3.9 Fixed time **task and finish groups** will be agreed by the City Partner Group as and when required to tackle particular issues or concerns.

Roles

City Partner Group

4.1 The City Partner Group:

- Ensures all sectors are included in directing the priorities of the city; providing a 'shared space' for collective thinking, discussion and agreement
- Brings together the common elements of the various partnerships and helps to ensure individual partnership priorities are shared
- Co-ordinates activities and reduces both fragmentation and duplication
- Reviews performance
- Challenges and resolves issues and identifies projects to be undertaken; with an emphasis on being action focussed and commissioning a task and finish approach
- Steers reform and efficiency
- Leads on cross-cutting issues including cohesion, community engagement and empowerment
- Ensures Salford influences wider Greater Manchester and national issues and benefits from opportunities outside the city

Partnership Forum

4.2 This provides an opportunity for residents to directly engage with the City Mayor and colleagues and to contribute to setting the priorities of the city. The functions of the Forum are to provide:

- Widespread and meaningful input to help shape the city, its vision and priorities
- Clarity, understanding, agreement and a sounding board for progress
- Opportunity to consider major issues, joint learning, joint development / co-production and co-operation on solutions

4.3 Throughout the year the Partnership Forum will be invited to:

- Review the partnership's priorities
- Comment on performance
- Provide information on local issues
- Participate in consultation and surveys helping to maintain strategic community engagement

Membership

5.1 Salford City Partnership is a voluntary arrangement and membership is by organisation or other body (eg, forum, partnership, etc).

5.2 The success of the partnership relies on the will and commitment of its members and all partners are expected to abide by this working agreement.

5.3 The chair of Salford City Partnership is the City Mayor. Deputy chair/s are agreed by members of the partnership.

City Partner Group

5.4 Membership will be drawn from thematic partnerships, safeguarding boards, key organisations and sectors that represent and promote the diverse interests and contributions across the city.

5.5 Individual members will be expected to have the authority to represent their organisation, group or sector to ensure the work of Salford City Partnership is properly shared and supported.

5.6 Representation from the private and third sectors will be reviewed and, where necessary, membership will be widened to ensure there is engagement from these two sectors.

5.7 Attendance at meetings will be by members and not delegated to others.

5.8 Representative organisations include:

Partner	Representing
Salford City Council	Lead
NHS Salford Clinical Commissioning Group	Health and Wellbeing Board
Salford Royal NHS Foundation Trust	
Greater Manchester Police	Community Safety Partnership
Greater Manchester Fire and Rescue Service	
Jobcentre Plus	Skills, Work and Family Poverty
University of Salford	
Salford City College	Children and Young People's Trust
City West Housing Trust	Salford Strategic Housing Partnership
Greater Manchester Chamber of Commerce	Economic Development Partnership
Salford Community and Voluntary Service	Community, Voluntary and Third Sector
3 rd Sector Leadership Group x2	
Community Committees x2	
To be identified	Salford Adult Safeguarding Board
To be identified	Salford Safeguarding Children Board
Trade Union Congress	

Partnership Forum

5.9 The Partnership Forum provides an opportunity for greater community and third sector involvement. Membership includes all those partners within the City Partner Group plus, but not restricted, to:

- Mayoral Team and other elected members
- Community Committees x 8
- Communities of Identity
- Faith organisations
- Social Enterprises / Mutuels / Co-operatives
- Other forums and collective bodies
- Individual organisations from the private and third sectors that provide a service or insight

Support

5.10 The Partnership will be facilitated by a senior officer and manager from Salford City Council who will support members to ensure priorities, actions and activities are shared between the thematic partnerships, safeguarding boards and other bodies.

Behaviours and commitment

5.11 Throughout all our dealings we will abide by the international principles of co-operation:

- Self-help – helping people to help themselves, and each other
- Self-responsibility – people taking responsibility and accounting for their actions
- Democracy – people having a fair say in how things are run
- Equality – every person having equal rights and benefits, according to their contribution
- Equity – people being treated and things being run both justly and fairly
- Solidarity – supporting each other towards our common goals

5.12 Partners are expected to:

- Have collective understanding of the purpose of the partnership
- Perform effectively within clearly defined functions and roles
- Establish and promote the values of the partnership
- Take informed, transparent decisions and manage risk
- Develop skills, knowledge and experience in order to govern effectively
- Engage all partners equally and make accountability real

5.13 Documents relating to these working arrangements are hosted on the partnership's website www.partnersinsalford.org and members are encouraged to adhere to:

- Salford Compact – how public and voluntary agencies will work together
- Salford Community Engagement and Empowerment Policy
- Joint strategic commissioning framework
- City branding policy
- Digital Strategy

Meetings / events and decision making

6.1 There are five programmed meetings throughout the year as follows:

- Annual Conference for the Partnership Forum
- Four quarterly meetings / gatherings of the City Partner Group

6.2 Quorum for the City Partner Group is six members, including at least one representative from Salford City Council.

6.3 The City Partner Group and Partnership Forum will strive to make decisions by consensus as far as possible. When this is not possible, they decide by a simple majority vote of representatives at the meeting.

6.4 Family of Partnership meetings are coordinated to coincide with two of the City Partner Group and new methods of communication such as teleconferencing and social-media will be used to maximise efficiency and inclusion.

6.5 To further encourage inclusivity and interaction, meetings are held at different partner venues, delivered using various techniques and aim to result in action and decision making.

6.6 Additional activities may be required for the action-focussed task and finish groups, but these will be decided by the City Partner Group and partners involved.

6.7 The partnership provides an opportunity for the various communities within Salford (including private and third sectors) to express their views on strategic decisions. It is recognised that the partnership itself does not have authority to enforce these decisions but acts as a steer to encourage partners to adopt the consensus view.

Links with Greater Manchester and beyond

7.1 There is a lot happening to help ensure Salford benefits from opportunities available through Greater Manchester and beyond. Salford City Partnership does not replace or duplicate these activities and relationships but it provides some 'glue' to help coordinate and make the most of them.

7.2 Some members of the partnership represent the Greater Manchester region and beyond by nature of their organisation. For example, many businesses and voluntary sector organisations operate across the region or are national bodies. They bring a broader point of view to the discussions.

7.3 Salford City Partnership helps bring together issues that are a concern of Salford but need a bigger perspective (for example, transport, environment and climate change). The city partnership assists those representatives on the various Greater Manchester bodies by providing a 'whole city voice'.

Confidentiality

8.1 All documents will be shared and made public on the website unless there is a specific legal or commercial reason not to do so. In such cases members will respect confidentiality in relation to any sensitive information shared in support of the partnership's agenda.

Accountability

8.2 The partnership is a voluntary body and therefore accountability and responsibility is based on goodwill.

8.3 The partnership is responsible to the community for the decisions that it makes on behalf of the community.

8.4 The partnership is responsible to its constituent partners for providing strategic direction and coordination.

8.5 Partners are responsible to the Partnership Forum and City Partner Group for contributing towards overarching strategies such as the City Strategy and City Plan. This is in addition to the various ways in which they may be accountable to the wider community for achieving their own plans.

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Salford City Partnership Protocol
October 2013