



Cumbria Strategic Partnership: Principles of Partnership Working

Partnership working is at the core of the modernising agenda for improving outcomes for people and places, and for making local services cost effective. Partnership working can be defined as the process by which otherwise independent bodies agree to cooperate to achieve a common goal by means of creating organisational structures, jointly agreed programmes of activity, sharing relevant information and pooling both risk and reward.

Successful partnership working requires a culture of shared ownership and common working agreements across professional, organisational and sectoral boundaries. Such cultures are complex and at times fragile, and Cumbria Strategic Partnership recognises that:

- Individual organisations should retain their autonomy, and that partner organisations are accountable to their organisation, electorate or stakeholder group.
- As well as their 'parent' organisation, representatives may also sometimes indirectly represent other stakeholder groups as well. These varied interests may sometimes compete against each other, so relationships within Cumbria Strategic Partnership can be complex on occasion.
- There is value of the expertise, knowledge and understanding that its partners contribute. And it expects that all individuals and partner organisations will strive to set aside their personal views or organisational policy to act for the good of Cumbria; its people and its places by working together actively and as equals to achieve the aims and objectives
- Partner organisations from all sectors: Public, Private and Third (Community, Voluntary, Faith) can play a major role in delivering improved outcomes for Cumbria.

To achieve the partnership's aims and objectives as set out in the Community Strategy we ask that all partners:

- Contribute towards achieving the partnership's aims
- Focus on getting things done
- Make things as simple and straightforward as possible
- Recognise that different partners bring different contributions
- Work with mutual trust and respect and combine expertise



- Give each other the benefit of the doubt where misunderstanding or differences of opinion arise
- Accept challenges to their own service delivery practice by taking into consideration wider partnership needs
- Share resources where appropriate
- Be clear when their individual roles are in conflict
- Inform Cumbria Strategic Partnership when they are unable to deliver agreed actions through their organisations

Guidelines for representatives/delegates from partner organisations

For Cumbria Strategic Partnership to achieve the aims and objectives it has agreed for partnership working in Cumbria, the role played by delegates and representatives from partner agencies is crucial.

Partner organisations' representatives are asked to ensure that they:

Identify:

- How Cumbria Strategic Partnership can help their organisation
- How their organisation can help Cumbria Strategic Partnership

Participate:

- Attend appropriate meetings and events of Cumbria Strategic Partnership, or ensure that alternative representation is provided
- Communicate their organisation's aspirations, concerns, capabilities and limitations
- Listen to/understand other partners' input
- Look for solutions
- Contribute ideas and knowledge
- Work within any agreed rules for conduct in meetings

Communicate:

- Report back to colleagues within their organisation/partnership, disseminating key information as widely as possible, and seek decisions/guidance from them where necessary to progress Cumbria Strategic Partnership business
- Ensure dialogue with other Cumbria Strategic Partnership members and support staff between meetings as necessary to progress business, including by responding to requests for information or input into specific pieces of work

Take Action:

- To progress partnership business
- To help set meeting agendas which reflect the core business of Cumbria Strategic Partnership and their own organisation's/partnership's needs



- To assist in regular reviews/evaluation of the success of Cumbria Strategic Partnership

Attendance at meetings

Attendance at meetings of CLB, CCEG and JCG is restricted to the named representatives, and where appropriate – substitutes and supporting officers – of the constituent organisations of these bodies. Officer support to these groups is provided by CCC. GONW attends JCG in observer capacity. Additional organisations may be invited to attend meetings of these groups as and when agenda items may require their expertise and insight into a particular topic.

Attendance at CSP Forum meetings and events such as Focus Ons is open to all. The CSP Forum serves to bring together partners from the Public, Private and Third Sectors in Cumbria and seeks to forge strong partnerships and relationships which can deliver improved outcomes for people and places in Cumbria.

Membership of Cumbria Strategic Partnership Forum is open to any organisation, entity or body which is active, or has an interest, in partnership working on the county level stage.

Any such interested parties are encouraged to register their interest with the CSP Team, csp@cumbriacc.gov.uk

Decision Making

Consensus will be the preferred method of decision making in all CSP bodies. If this is not possible, then each partner organization will have one vote, and a ballot system will be used. In the event of equality of votes, the Chair of the body will have a casting vote.

Further information and guidance available from the CSP Team, csp@cumbriacc.gov.uk