

PART 1 - REVIEW OF PARTNERSHIP HEALTH April 2004

Introduction

“The aim of this review is to assess the contribution made by individual partners to the success of the Partnership, review the effectiveness of the partnership and the added value it brings to the delivery of local services. The Partnership must carry out a full review **at least once every three years**. However any areas of weakness identified should be reviewed more frequently. This section builds on work you have already done through the accreditation process on the LSP as a partnership. It uses the same six core criteria:

Strategic
Inclusive
Action-Focused
Performance Managed
Efficient
Learning and Development ”

(Guidance from Neighbourhood Renewal Unit)

Methodology

At the KCP steering group meeting of 17th March, it was agreed that the Agenda Planning sub-group would lead on the review of partnership health by working through the previous Accreditation Action Plan. The results of this meeting including the key discussion points are shown on the following tables. New actions, shown in **bold**, have been assigned to the specific work areas outlined in the last Accreditation Action Plan.

Parallel cluster meetings, to review delivery of the strategies, were encouraged to set aside some time for overall conclusions and recommendations for how the new Community Strategy and its delivery mechanisms might be improved. Their relevant contributions are shown in the following tables in *italics*. The remaining clusters may also wish to contribute to the Improvement Plan once they have had their review meetings. The conclusions are summarised below and shown in the Improvement Action Plan in Part 3 of this paper; it is still necessary to assign a timetable for action, lead responsibilities and any necessary resources. It is expected that this will be completed by late May/early June 2004.

The Way Forward

- The Community Strategy sub-group is overseeing the production of the new Community Strategy due in July 2005. The process will help redefine the aims of the partnership and will also help reshape the Terms of Reference. This sub-group will now lead on Communications and Consultation and will revisit how the steering group is connected to the wider Partnership. The sub-group will also consider recommendations from the cluster review meetings. A programme for this work will be drawn up by the *Community Strategy Development officer* and approved by the CS sub-group in late May. A report on the progress of the Strategies will be publicised in the forthcoming ‘Annual’ Report due in June 2004.
- Accreditation Action Plan to be re-titled ‘Partnership Action Plan’. Actions agreed at steering group meetings since Jan 2003 will be integrated into this action plan to ensure they do not ‘slip’. By late May/early June 2004.
- New progress-trackers, action plans and key priorities for each cluster in 04/05 to be developed by late May/early June 2004.
- New, cross-cutting objectives for the KCP to be considered as part of its work.
- Agenda planning sub-group to improve accessibility of meetings through development of a forward programme, local advertising, addition of a ‘News and Views’ slot, etc. By June 2004

REVIEW OF THE ACCREDITATION ACTION PLAN 2003/04

The Agenda Planning sub-group has taken the lead in reviewing Partnership 'health' This is sometimes referred to as 'the sub-group' in the following tables.

Bold text in body of document indicates areas where we have failed to make significant progress or indicates a new action or recommendation

Contributions from other cluster meetings are shown *in italics* with name of the contributing cluster in brackets. Recommendations for Improvement Actions from these cluster meetings are therefore shown in ***bold italics***.

Acronyms: KCP = Kensington and Chelsea Partnership
SG = Steering group
CS = Community Strategy
NRS = Neighbourhood Renewal Strategy
VOF = Voluntary Organisations Forum

1. Strategic

Planned Action Jan 2003	Due date	Update 1 st Sept 2003	Actions agreed Sept 2003	Update 31st March 2004	Actions agreed April 2004
Communications sub-group to be established and to decide on Consultation events for 2003	Feb 2003	Met in Feb 2003 and put forward Communication & Consultation Plan. E.g. Champions to attend other orgs meetings but abandon conference for this year. Plan approved by SG but difficult to action.	Meet again in late September to review and steer the Plan	Difficult to find convenient meeting time. Two SG members met with KCP officer in November '03 and made recommendations to SG in Nov '03.	CS sub-group will now lead on Communications and Consultation
Communications sub-group to make recommendations about how the KCP can more broadly engage the community, including hard to reach groups, in the work of the partnership	March 2003	Partially addressed in steering group paper of 19 th March 2003	Meet again in late September to review and steer the Plan	Success with publicising NRF procedure and funds. Community Strategy sub-group now addressing consultation issues with regard to the new Community Strategy. Annual Report on progress of strategies due in May/June 04	As above
In future at least 50% of meetings to be located away from the town hall annually. Alternative venues to be found and booked	March 2003	Difficult to find venues as large and as accessible from all parts of the borough	Check budget & costs for e.g. Lighthouse, Tabernacle.	Exactly 50% of meetings held in north of borough	To continue with this policy. To advertise meetings locally
Steering group to nominate Champions for each of key themes	March 2003	Completed			
Title & function of NRS steering group to become Strategies	March 2003	First meeting in April 2003.		SIG well established and meeting regularly. Had	

Implementation Group (SIG)				special meeting in Dec 03 on new Community Strategy with extra invitees.	
Equalities: Social Council to lead on project to identify equalities issues arising from the work of KCP SG and make recommendations back to the group	Dec 2003		Karin, Zrinka and Simi to meet and consider way forward. The Race Equality Partnership is under development and could address this as part of their work	Steering group agreed that a cross borough meeting of Equalities officers from all organisations need to scope the work	
Terms of Reference (TOR): KCP Steering Group to update the Terms of Reference for the Partnership to ensure that they take account of developments in the way that the partnership works	Sept 2003		Make amendments in Nov/Jan once Housing Assoc rep joined, SIG Terms of Ref agreed & Friends of the Royal Borough status defined.	Compact approved in draft form in March 04. Final version will need to reflect updated TOR. Community Strategy sub-group will probably want to input to revision of TOR	Continue to use present version but update factually to include addition of RSL Housing representative and the addition of the post of vice-chair.
Disabilities: Assess extent to which Partnership organisations are fulfilling the requirements of the Disability Discrimination Act	Future Considerations		Consider this as part of the Equalities Review	Action Disability Kensington & Chelsea received 03/04 NRF underspend for project linked to this aim	Major piece of work being undertaken by ADKC which is looking (inter alia) at access issues throughout the Royal Borough.

Strategic - General Comments and Recommendations

The sub-group valued the KCP and its meetings; the Agenda Planning sub-group has been meeting for over a year, the NRF allocation sub-group worked very hard from August through to February 2004 and the Community Strategy sub-group has met more recently. This has helped improve trust between the partners and transparency of decision –making. The informal networks that had arisen as a result of the KCP were also seen to be valuable.

Moving the meetings around the borough was important to show that the partnership was not council dominated. It had raised the profile of the Partnership, e.g. at the Tabernacle.

There were still a number of concerns:

- Lack of clarity around the aims of the partnership and accountability of 1) steering group members to the people or organisations they represented, 2) steering group members to the public generally. The Terms of Reference suggested that steering group members should be re-selected every 2 years, but mechanisms for achieving this are not specified. VOF representatives to the Partnership had been re-elected recently.

The Community Strategy sub-group will help redefine the aims of the KCP through the revised Community Strategy, which will also help reshape the Terms of Reference.

- The inability of the Communications sub-group to provide a lead was seen as a failure by some members of the group. However, officers and the Communications sub-group were unclear as to what messages were to be put out and for whom. Was it to advertise the KCP generally, or to explain its structure and progress on its work, or to act as a two way link to the public? Certainly any opportunities for funding or consultation had been, and should continue to be, communicated.
- The wider partnership is known as 'Friends of the Royal Borough'. Requests from this group to 'get involved' in the work of the KCP were difficult to act on with the current partnership structure. **We now need to revisit how the steering group is connected to this wider Partnership regarding:**
 - Accountability of the steering group to the wider partnership, e.g. reporting on progress on NRS and mainstream activities**
 - Involving the wider partnership in long term planning (and visioning) at an appropriate level**
 - Securing buy-in for the new Community Strategy and its ambitions**
- *The Environment and Transport cluster also felt that residents should be involved more and we should communicate our achievements more effectively*

2.Inclusive

Planned Action	Due date	Update 1 st Sept 2003	Actions agreed Sept 2003	Update 31 st March 2004	Actions agreed April 2004
KCP SG to agree whether to include a Housing Association Trust in its membership	May 2003	Agreed to approach K&C Housing Associations group	Still awaiting nominations	Representative from K&C Housing association Group joined group in March 2004	
KCP Steering Group to nominate chairman as stated in Terms of Reference	May 2003	Cllr Cockell re-appointed May 2003 and have added post of vice-chair; this year, Malcolm Spalding.			Process to be renewed for appointment of chair and vice-chair in May 2004
Website: Draw up a set of core standards for all material posted on the website, identify parts of the website where readability could be improved and amend these accordingly	Sept 2003	Regularly updated by council officers. Developing options for future development and possible support from other partners.	Communications sub-group to review website. Relationship to RBKC as host of site needs to be clarified.	Already conforms to RNIB and other industry standards. Updated in ad hoc fashion. Some users have complained that questions are not replied to.	Update re new SG member. Find out how many hits it is receiving. Ensure partnership support officer has access to 'in-box'.
Implement part two of the Neighbourhood Renewal Action Plan: Skills and Knowledge around Community Cohesion.	Ongoing	By March 2004 & ongoing		This cluster is currently being assessed. New Skills and Knowledge Programme agreed.	
Develop Protocol between LSP and CEN on how we will work together (Letters from GOL)	Jan 2004	Guidance from GOL is imminent. Various 'compacts' already developed between Voluntary sector, PCT and Council	Use existing compacts as basis for a protocol. At Sept meeting Karin Woodley agreed to help take this forward	Officers of Social Council, RBKC and Karin Woodley worked on first draft, which was presented to March 04 meeting and agreed as an initial draft with some minor amendments.	

Inclusive - General Comments and Recommendations

There has been ongoing dialogue about SG membership. Decisions will be deferred until new Community Strategy in place.

The work of Kensington & Chelsea Social Council and its widely distributed 'Link' publication has given the Partnership and NRF a higher profile and this has helped the voluntary sector feel more included.

The newly formed Race Equality Partnership has been part funded through NRF.

The sub-group considered whether KCP was contributing towards 'Community Cohesion': a number of KCP projects, along with the Skills and Knowledge Programme and the work arising from the Community Empowerment Funds, are addressing this issue. The anti-racist statement issued by the Partnership in March 2003 on the eve of the war with Iraq was further evidence of KCP awareness around Community Cohesion.

The Learning, Arts and Leisure cluster noted that:

*The Partnership is seen to be functioning in a better spirit – there appears to be more mutual trust, respect and “friendliness” than was apparent initially
Allocation of NRF through open, competitive bidding, with priority & criteria setting and assessment process undertaken jointly by statutory and voluntary sectors has helped with “bonding”*

New initiatives like agenda planning sub-group and new Community Strategy sub-group have helped again to promote ownership, and more understanding and trust between partners

Forward programme of SG meetings to be developed to encourage people to come to relevant meetings.

3. Action Focused

Planned Action	Due date	Update 1 st Sept 2003	Actions agreed Sept 2003	Update 31 st March 2004	Actions agreed April 2004
Use risk assessment methodology for Champions to identify a set of key NRS projects they will champion in 03/04	March 2003	Partially completed during Yr 1 review	Each Champion to formally agree which key project(s) they will drive forward in current year	Cluster Co-ordinators unwilling to identify key projects en masse, although some officers have successfully worked with Champions on key project(s). Potential new priorities emerged from NRF allocation process.	<i>More attention to be paid to new initiatives arising from consultation process that are not already in existing partners' strategies (Health cluster). (A mechanism will need to be set up to do this.)</i>
KCP steering group to agree and monitor an Implementation plan for the Community and Neighbourhood Renewal Strategies that collates actions by cluster	March 2003	All strategies and actions collated by cluster into 'Progress Trackers' in March. Monitored by Cluster Co-ordinators as part of the Review in May and July 2003	Review annually. Feed into 'Performance Management Framework' if appropriate	Progress Trackers updated to prepare for review of the strategies	New Progress Trackers and actions plans for each cluster in 04/05 to be developed once review is completed.
Full review of Community Strategy	Planned for July 2005			Review will occur in March/April 2004	Need to adopt key priorities in each cluster.
Full review of Neighbourhood Renewal Strategy	Planned for Sept 2005			Review will occur in March/April 2004	Need to adopt key priorities in each cluster.

Action Focused - General Comments and Recommendations

The sub-group noted that priorities for the allocation of NRF 04/06 were developed after the cluster review last year.

*The Environment and Transport sub-group noted that it is difficult to get people to accept responsibility for an issue and to drive through change. However the Agenda Planning sub-group had some reservations that we may have expected too much of the Champions, e.g. in driving forward key projects or those at risk, and of cluster co-ordinators who mostly carry out monitoring work in addition to their other jobs. It is not the role of Champions to be project managers. Champions should be catalysts, synthesising and scrutinizing. However, key projects should be identified once review process complete. With more regular performance monitoring it would be possible to see which projects are at risk, although this makes extra demands on the cluster co-ordinators. **Sub-group agreed that monitoring should continue on annual basis only for non-NRF projects** (but see observations from Health cluster in box below).*

New, cross-cutting objectives for the KCP were suggested by the sub-group and also at other cluster meeting, such as:

- Increasing the number of people who vote
- *Fully exploiting educational and cultural opportunities of Carnival (Learning Arts and Leisure)*
- *Addressing needs of 19-25 age group (Learning Arts and Leisure)*
- *Developing Health Impact Assessments for all/selection/pilot projects undertaken by KCP (Health)*
- *Following through on environmental resolutions such as green office purchasing (Health)*
- *Practical projects where collective effort by partners can have tangible results, e.g. redevelopment of Wornington Green (Health)*

The Partnership needs to recognise its limitations – i.e. it's not a service-deliverer, but needs to find ways of creating more co-ordinated approaches; joining up thinking; identifying cross-cutting agendas, and seeing where it can genuinely add value (Learning Arts and Leisure)

The process is too paper driven and in addition to apportioning funds, the KCP needs to be able to give attention to identifying cross cutting issues and achieving more practical outputs (Environment and Transport)

4. Performance Managed

Planned Action	Due date	Update 1 st Sept 2003	Actions agreed Sept 2003	Update 31 st March 2004	Actions agreed April 2004
Membership of NRSRG to be reviewed when it becomes SIG so that it continues to reflect cross-section of community and partner interests	March 2003	Partially completed.	Finalise Terms of Reference and Membership by Nov 2003	SIG Terms of Reference agreed. Membership has been strengthened and now reflects more fully the work of the Partnership.	Review membership and function of SIG by end July 2004
Monitoring: Progress against the targets in the Community Strategy to be reviewed	July 2003	Completed and presented by Champions at steering group meetings in May and July		Cluster Co-ordinators currently updating Progress Trackers	See table above
Monitoring: Progress against the targets in the Neighbourhood Renewal Strategy to be reviewed	Sept 2003	Completed and presented by Champions at steering group meetings in May and July		Cluster Co-ordinators currently updating Progress Trackers	See table above
Monitoring: Social Council to propose Equalities performance measures for the SG work	Dec 2003		Will follow on from Equalities audit		
Statutory organisations to consider how they might align performance management objectives	Future Considerations			Taking place on ongoing basis all the time in meetings etc between partners.	
KCP steering group to consider how it can rationalise & join up existing work and partnerships, especially around cross-cutting issues	Future Considerations			Cross-cutting issues such as Disabilities recognised as needing support across KCP.	

Consider Performance Management Framework for the next financial year (Letters from GOL)	Jan 2004		Await guidance from GOL, then bring to meeting for approval	Considered at meeting of March 2004	
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Performance Managed - General Comments and Recommendations

Indicators in NRS and CS not sufficiently robust. Need to develop these for next Community Strategy. (Health)

5. Efficient (and efficiency of Partnership links)

Planned Action	Due date	Update 1 st Sept 2003	Actions agreed Sept 2003	Update 31 st March 2004	Actions agreed April 2004
Agenda Planning sub-group to be established	March 2003	Now meeting regularly			
Ensure that this action plan, and any activity arising from it, is consistent with the objectives and priorities contained in the Community and NR Strategies.	Ongoing				

Efficient (and efficiency of Partnership links) - General Comments and Recommendations

KCP steering group meetings had allowed some time for consideration of joint working to further cross-cutting and/or cluster objectives, e.g. PCSO's, Environment and Transport issues (resulting in joint letters to TfL), and Citizenship. Consultations around 'Choosing Health' and StAR (16+ education options) were planned for the next two meetings.

Agenda planning sub-group to consider the addition of a 'News and Views' slot at each meeting which would also allow partners to highlight links within the KCP structure

*The Community Development cluster review meeting thought we should reduce bureaucracy at KCP meetings to free up time for discussion of issues affecting the borough. **Officers to do more of the bureaucratic tasks (Community Development)***

The sub-group agreed that too much time was taken up at meetings dealing with NRF issues and responding to Govt Office for London. *This was demotivating for partners who could see no added value to this approach (Health cluster).* The part 2 agenda items had been set up to counter this problem, but there were a number of issues still not getting sufficient agenda time. **Look at agendas of other LSPs that do not receive NRF (Partnership Support Officer – May 2004)**

The Health cluster have proposed that the Agenda Planning sub-group consider:

- ***More time given at meetings to understanding each partners' work and aiding with each others' objectives.***
- ***Put current part 2 items first on agenda. GO-L requirements and administrative issues to be dealt with in second half.***
- ***Make sure that actions agreed at meetings are followed up (Support Officer to create list of actions from meetings of past 2 years)***

Furthermore the KCP Steering group could consider setting up a sub-group to deal with GO-Ls requirements to free up time at meetings

*The Community Development cluster review meeting was not clear whether KCP (organisations) had included NRS issues when establishing (their own) priorities. **They suggested an agenda item asking: Do KCP partners agree that it should take account of NRS in own business planning? If priorities not currently included, how does KCP suggest that they are in future?***

6. Learning and Development

Planned Action	Due date	Update 1 st Sept 2003	Actions agreed Sept 2003	Update 31 st March 2004	Actions agreed April 2004
Ensure that Skills & Knowledge Action Plan is delivered	Dec 2003	3 x Regeneration Exchanges planned. 'Meet the Funder' on 18 th Sept	Agree programme for remaining Skills & Knowledge budget at November meeting	Programme agreed by Officers at RBKC and Social Council for 2004/06	
All partners to contribute to the Royal Borough Review of Economic Development and Regeneration	March 2003	Royal Borough Review completed Some Partners were consulted in the early stages of the Review			
Publicise activities and achievements of the Partnership and member organisations.	ongoing	Regeneration insert in Royal Borough newsletter Spring issue. Regular articles in LINK re NRF	As per Communications Plan		Activities to be publicised in forthcoming Annual Report due in late May/early June 2004
External learning: KCP Steering Group to identify any development areas that they would like GOL or other external agencies to advise them on.	May 2003			Over the past year, the steering group have agreed to attend additional learning or training sessions on Equalities, Disability Awareness, and Sustainable Development.	Menghi Mulchandani on SG to run session on Disability. (Equalities training may not be necessary.) Once a year the SG should undergo 'development training'.
KCP Steering Group (or a sub-group) to organise at least one visit to another LSP and report back to the rest of the group	July 2003		Four volunteers to attend other LSP meetings and report back to January meeting. Support Officer to ask GOL for examples of good practice.	One steering group member attended other meetings. One keen member has attempted to attend another meeting, but permission refused!	Agenda Planning sub-group agreed to try and attend other LSP meetings over the course of the next year.

Regeneration Exchange meetings to continue. Three events to be held in 2003/04.	Ongoing	One event in August	Events planned for Oct/Nov and Feb 2004.	3 Regeneration Exchange events have taken place since Jan 03. Learning & Ed event in Feb 03, Community Safety in August 03 and Transport in Jan 04.	Regeneration Exchange events to continue next year.
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Learning and Development - General Comments and Recommendations

The availability of Neighbourhood Renewal Advisors was noted and will be kept under review.