

Report of the Cheshire Local Area Agreement Group

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**Communities of Cheshire Partnership : Recruitment, Selection and Appointment of Independent Chair**

**Summary**

At the joint LSP Chairs and Chief Executives meeting in March, preliminary consideration was given to the job description and qualities required of the independent chair for the Partnership.

This report:

1. provides a revised schedule of responsibilities and qualities based on the discussions at that joint meeting as a basis for further consideration by the partnership;
2. provides indicative time impact for the position; and
3. identifies options for recruitment.

**Recommendation**

That the Communities of Cheshire Partnership consider establishing a sub group to work with officers to define the job description for the independent chair and proposals for recruitment with a view to the final proposal being considered at the next meeting of the Partnership.

The Communities of Cheshire Partnership comment on the revisions suggested to the job description in order to direct the work of that sub group.

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## 1. **Information**

- 1.1. Attached is revised schedule of the information presented to the joint meeting on the responsibilities and qualities expected of the independent chair
- 1.2. The schedule reflects comments from the joint meeting and in particular to focus on the responsibilities of the chair specifically rather than of the partnership or secretariat more generally
- 1.3. Suggested deletions are shown ~~thus~~ and additions or amendments are shown in **bold**
- 1.4. As emphasised at the joint meeting the content is thorough and extensive and needs to be refined in light of the role of the chair.

## 2. **Remuneration**

- 2.1. The joint meeting considered the issue of remuneration for the post. If this were remunerated on the same basis as say the basic allowance for a local authority member in Cheshire it would be in the region of £3000 to £8500. Out of pocket expenses would be in addition.

## 3. **Time Commitments**

- 3.1. The issue is very difficult to quantify exactly but based on meetings of the CCP being bi monthly and allowing (say) two days in total for each meeting plus additional time for other meetings and responsibilities it could approximate to some 24 days per year.
- 3.2. Please note this can at best be only indicative

## 4. **Recruitment**

- 4.1. The joint meeting was keen to see an extensive recruitment drive to secure the best candidates for the position.
- 4.2. The main alternative suggested to the joint meeting were
  - seeking nominations from the existing membership of the CCP. This approach would mean that the successful candidate was already familiar with and committed to the CCP model
  - openly advertising the post in order to attract an 'external' candidate, i.e. someone not directly connected with an organisation or partnership within the CCP 'family'. This could involve publicising the post on partners' websites and mailing out details of the post (and supporting materials) to targeted organisations or placing paid-for adverts in the local press.

- 4.3. The meeting also wanted to consider options of secondment from the commercial or voluntary sector.
- 4.4. Each of the options has its merits and the recruitment process should reflect both the expectations of the post and a realistic assessment of the potential candidate base.
- 4.5. The Partnership would need to weight the respective merits of
  - an open recruitment for what is although an important and potentially highly influential post for in practice relatively little reward;
  - or a more controlled selection based on identifying potential candidates.
- 4.6. Clearly the second alternative would be significantly cheaper but not necessarily fully in line with the principles of fairness and equality included within the aspirations for the partnership

## Chair of the CCP

### Draft job description

#### Purpose

1. To provide leadership and focus for the work and development of the CCP.
2. To champion the work of the CCP to **key** partners, stakeholders and other interested parties to
3. ~~facilitate and support~~ effective and inclusive partnership working ~~at all levels of the CCP.~~
4. enable all partners to contribute **effectively** to the work and development of the CCP.
5. ~~To hold partners to account for their contribution to the work and development of the CCP.~~

#### Responsibilities

1. To ~~convene and~~ chair meetings of the CCP.
2. To approve the ~~compilation of the agenda and supporting papers for meetings of the CCP, in consultation with partners.~~  
~~To approve the draft minutes of meetings of the CCP for despatch to partners.~~  
~~To ensure that actions agreed by the CCP are followed up.~~
3. To oversee
  - the development, delivery and evaluation of the CCP's development plan and work programme
  - the preparation of the CCP's draft annual report ~~for approval by partners~~
  - an annual review of the CCP's 'fitness for purpose' in terms of its stated purpose, vision and values.
4. To ~~show~~ **ensure** fairness and impartiality in **the** chairing **and** the business of the CCP.  
~~To engage with partners through the CCP.~~

5. To represent the CCP at meetings of the Governance Board.
6. Where necessary and appropriate to represent the CCP at other meetings ~~meeting's of its thematic sub-groups and working groups, as and when required.~~  
  
~~To embed a demonstrable commitment to equal opportunities throughout the work of the CCP.~~  
  
~~To take the lead in communicating the work of the CCP to partners and other stakeholders.~~  
  
~~To take the lead in consulting partners and other stakeholders about the work of the CCP.~~  
  
~~To undertake such training as is deemed necessary.~~
7. To promote the principles of partnership working fairly and equally
8. To engage with partners through the CCP.
9. To represent the CCP at meetings of the Governance Board.

### **Skills and experience**

#### **Demonstrable skills and knowledge in a combination of the following areas**

(this list would be based ultimately on the finalised role of the chair)

|  |   |
|--|---|
| Chairmanship of strategic boards or committees | Thinking strategically                                |
| Empowerment and <b>delegation</b>              | Effective communication <b>using a range of media</b> |
| Influencing and persuading others              | Leading by example                                    |
| Planning                                       | Inspiring/Motivating                                  |
| <del>Problem solving</del>                     | Valuing and supporting others                         |
| Monitoring                                     | <del>Obtaining feedback</del>                         |
| <del>Consulting</del>                          | Managing conflict                                     |

## **Outcomes and Success measures**

In the report to the joint meeting some indicative outcomes and success factors were identified; these are reproduced for completeness but it is suggested these should be refined in the context of the specific responsibilities of the chair

## **Outcomes**

1. Develop and communicate the partnership's purpose, values and vision to partners and the communities of Cheshire.
2. Ensure that the partnership's plans and activities support the partnership's purpose, values and vision.
3. Steer the partnership successfully through difficulties and challenges, including conflicts and disagreements between partners.
4. Establish and sustain a leadership style appropriate to the challenges and opportunities facing the partnership.
5. Motivating supporting partners to achieve their objectives through partnership working at the most appropriate level.
6. Supporting partners during periods of setback and change.
7. Motivating partners to present their own views and concerns and to listen to what others have to say.
8. Empowering partners to work across organisational, professional and geographical boundaries to support the partnership's vision and values.
9. Encouraging partners to take the lead in situations where they have the duty, expertise and / or resources to do so.
10. Win the trust and support of partners.
11. Monitor and steer the activities of the partnership to improve the well-being of the communities of Cheshire.

## **Success factors**

1. Articulating a vision for the partnership that generates enthusiasm and commitment from partners
2. Creating a sense of common purpose throughout the partnership.
3. Taking responsibility for making things happen.
4. Presenting information clearly, concisely, and accurately, and in ways that promotes understanding.
5. Encouraging and supporting others to take decisions and to accept responsibility.

6. Acting within the limits of the authority granted by the partnership and its partners.
7. Make time available to support others.
8. Demonstrate integrity, fairness and consistency in decision-making.
9. Showing respect, helpfulness and co-operation.
10. Seeking to understand partners' needs and motivations.
11. Making complex things simple for the benefit of partners.