

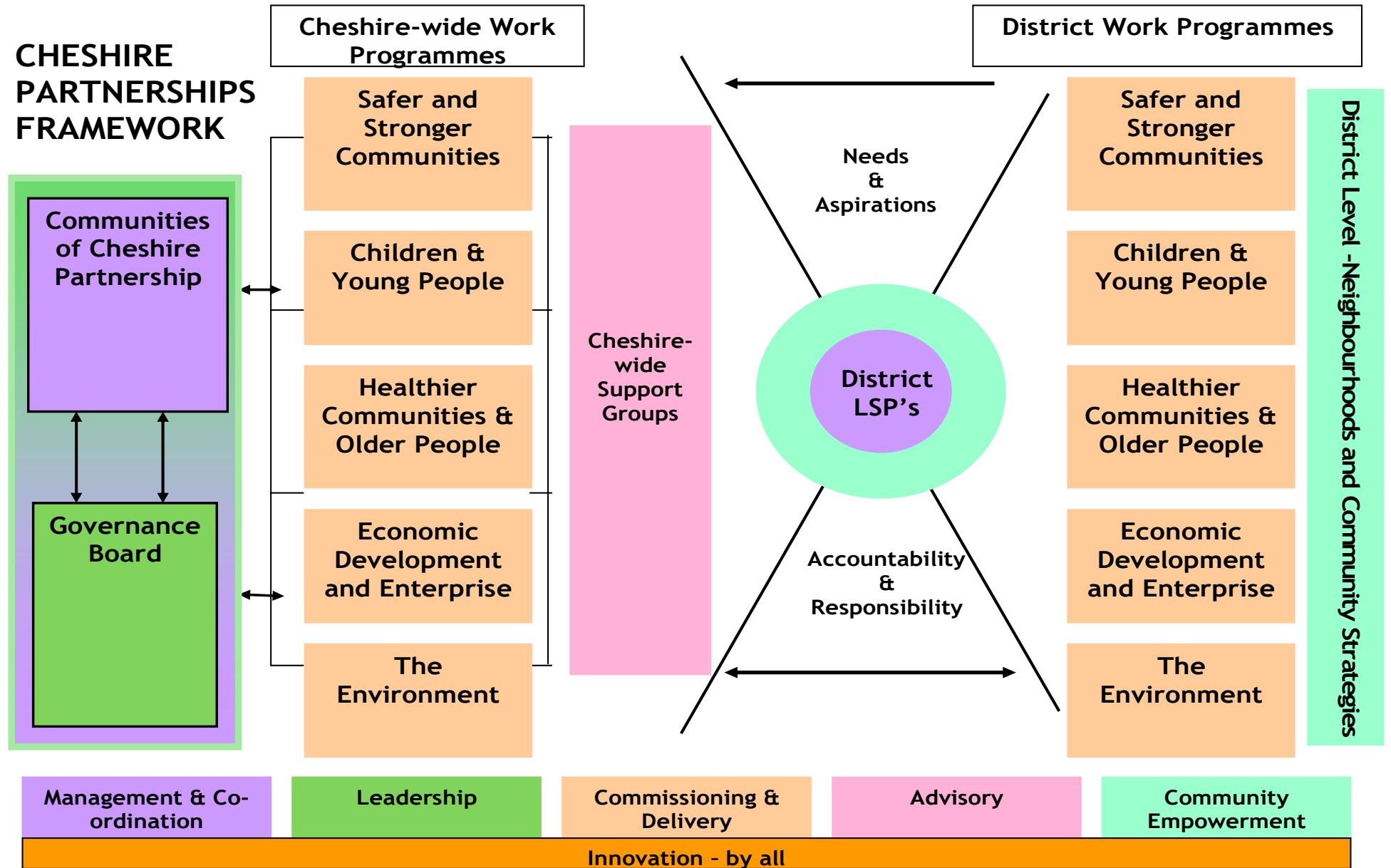
CHESHIRE PARTNERSHIPS FRAMEWORK

AGREEMENT AND PROTOCOLS

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CESHIRE PARTNERSHIPS FRAMEWORK



1. INTRODUCTION

- (i) The purpose of this Agreement is to establish a structure and principles within which all partners involved in the Cheshire Partnerships Framework can demonstrate their commitment and support to working together effectively and efficiently for the overall benefit of the people of Cheshire.
- (ii) The Framework is intended to :
- bring together the different parts of the public sector as well as the private, community and voluntary sectors so that different initiatives and services support each other and work together to improve the quality of life of all who live and work in the area;
 - operate at levels which enable strategic decisions to be taken yet be close enough to individual neighbourhoods to allow actions to be determined at community level;
 - simplify and where possible reduce the number of separate partnerships in which partners are engaged, since the same key partners are likely to be involved in a number of different partnerships;
 - improve the links between partnerships so that they know how they fit into the wide picture and enhance rather than cut across the achievement of one another's objectives;
 - move to more straightforward structures and working arrangements where it makes sense to do so;
 - integrate new work which would benefit from a partnership approach; and
 - ensure that people of Cheshire are able to enjoy a high quality of life by working together to promote and support issues and projects relating to:
 - safer and stronger communities;
 - children and young people;
 - healthier communities and older people;
 - economic development and enterprise;
 - environment and sustainability issues; and
 - other issues as they arise and are agreed.
- (iii) This document is not a binding contractual agreement but is intended to show commitment to the aims of the Cheshire Partnerships Framework and its constituent bodies by all partners.
- (iv) Within the terms of this Agreement and Protocols, the constituent bodies are identified as the:
- Communities of Cheshire Partnership
 - Governance Board
 - Cheshire-wide Thematic Partnerships
 - District Local Strategic Partnerships;
 - District-based Thematic Partnerships; and
 - Cheshire-wide Support Groups.

2. AIMS OF THE CHESHIRE PARTNERSHIPS FRAMEWORK

- To agree a vision, key priorities and actions to tackle economic, social and environmental concerns for Cheshire;
- To work together as equal partners and with the community to prepare sustainable community strategies and plans which will define where we are now, where we want to be in the future and how we will get there and to prepare it in accordance with the principles of sustainable development;
- To bring together local plans, partnerships and initiatives for service providers to work together with the community to meet local needs and priorities;
- To devise Local Area Agreements and Local Public Service Agreements to improve performance locally;
- To work together to avoid duplication, additional costs, conflicting strategies and consultation fatigue;
- To jointly develop review mechanisms; and
- To liaise, where appropriate, with neighbouring Local Strategic Partnerships where there is a mutual benefit.

3. OBJECTIVES OF THE CHESHIRE PARTNERSHIPS FRAMEWORK

- To promote equality and diversity and improve the quality of life for everyone who lives in, works in or visits Cheshire;
- To strengthen partnership working to ensure that everyone is working in the same strategic direction, sharing resources, information and expertise to address key issues and local problems;
- To maximise the use of existing resources across all sectors and access additional funding and resources from local, national and European sources for the benefit of the people of Cheshire;
- To contribute to sustainable development – locally; nationally and, where appropriate, globally; and
- To improve consultation across the area.

4. PARTNERSHIP PRINCIPLES

Partners agree to work together actively and as equals to achieve the aims of the Framework on the basis of:

- Visible commitment and ownership at appropriate levels by the various member organisations and individual representatives
- Mutual trust and respect
- Openness and transparency
- Effective communication and accountability
- Shared ownership of resources, where appropriate
- Combined expertise
- Creative and innovative solutions to problems
- Identification and sharing of good practice
- Equality of access and opportunity
- Clear purposes and agreed targets for action
- Effective decision making

- Shared mechanisms for monitoring, evaluating, reviewing and reporting on performance, progress and success

5. MEMBERSHIP

- 5.1 The Framework is an inclusive partnering of partnerships based on goodwill and a shared common purpose.
- 5.2 The Framework operates strategically and locally. Implementation will be through its constituent bodies, including the Communities of Cheshire Partnership, the District Local Strategic Partnerships and both Cheshire-wide and District Thematic Partnerships.
- 5.3 The Terms of Reference for the constituent bodies of the Framework are attached as Appendix 1. It is not intended that there be any implied hierarchical relationship between the constituent bodies but rather a 'nesting arrangement' so that thematic and local partnership arrangements are part of the whole Framework.
- 5.4 Organisations and partnerships have existing accountabilities and these remain the same. Individual partners will remain responsible and accountable for decisions about their own services and resources.
- 5.5 Membership of the constituent bodies of the Cheshire Partnerships Framework includes the acceptance of the responsibility to work within the terms of this Agreement and Protocols.

6. SECTOR ROLES AND RESPONSIBILITIES

6.1 Community Sector

Community sector representatives will use their particular skills, network of contacts and knowledge of local conditions to assist with identified objectives and priorities. Because of their knowledge of local need and the impact of service provision on local people, these representatives will predominantly link in with the framework at the local level through the district Local Strategic Partnerships. They will support local groups and communities to formulate and articulate their development needs, aspirations and priorities and will assist them to contribute actively to decisions on future well-being as well as to monitor and evaluate how well improvements are actually delivered on the ground.

6.2 Voluntary Sector

In addition to fulfilling elements of the role of the community sector, the voluntary sector also has a role in providing services for their own members and for other local people. Those providing services across Cheshire will need to be identified and involved where appropriate throughout the Framework.

6.3 Private Sector

Businesses are key consumers of, and contributors to, many local activities and services and they play a vital part in the health of local neighbourhoods. Business representatives will seek to contribute actively to meeting wider social and environmental improvement goals of the area recognising that the achievement of these is also in the interest of local firms and the wider economy in the long run.

6.4 Public Sector

Public sector partners will recognise their particular responsibility for ensuring that their core resources and services are directed to support the improvement goals, priorities and targets determined by the constituent bodies. All public sector partners will ensure that their respective plans are complementary. In addition, local authorities, as the bodies which are democratically accountable to local people, will actively fulfil their statutory roles and duties to improve quality of life. Elected members have a variety of roles – as members of the authority’s executive, policy development or overview / scrutiny functions and as ward representatives providing a voice for their local communities – and they need to be properly engaged with and committed to the process.

7 PRIMARY ROLES OF THE CONSTITUENT BODIES

7.1 Communities of Cheshire Partnership

To co-ordinate local and countywide action to build consensus on priorities, desired outcomes and key measures of success to improve quality of life in communities across Cheshire, taking account of local, sub-regional, regional and national imperatives.

7.2 District Local Strategic Partnerships

To work with communities to set a vision for their area and agree the values, principles and local strategic objectives and actions to deliver the vision and to manage and co-ordinate this activity.

7.3 Cheshire-wide and District Thematic Partnerships

To develop and deliver appropriate strategies and actions for the achievement of objectives relevant to their particular theme and to commission research and services accordingly.

7.4 Governance Board

To bring together the key public agencies to provide a strategic focus and vision for the delivery of joined-up public services in Cheshire and take overall collective accountability.

7.5 Cheshire-wide Support Groups

To provide advice, guidance and, where appropriate, direct support to district and Cheshire-wide partnerships to enable them to fulfil their roles and responsibilities.

8 CONDUCT – GENERAL PRINCIPLES

The following principles should apply to all members of the constituent bodies of the Cheshire Partnerships Framework, both individually and collectively:

- Selflessness – serving only the public interest
- Honesty and Integrity
- Objectivity – making decisions on merit
- Accountability – to the public for actions and the way responsibilities are carried out – co-operating fully with any scrutiny appropriate
- Openness
- Respect for Others
- Duty to uphold the Law
- Stewardship – ensuring that the organisations represented use resources prudently and in accordance with financial regulations
- Leadership – promoting and supporting the principles of the partnership(s) by leadership and by example, acting in such a way that secures and preserves public confidence

9 BEHAVIOUR IN MEETINGS

9.2.1 Much of the work undertaken by the constituent bodies will be undertaken at meetings and, therefore, effectiveness of these meetings is crucial because they will be:

- the principal decision making tool of the Framework;
- part of wider community and partner involvement.

9.2.2 The behaviour of participants at a meeting is important to the success of the meeting. Many people lack the confidence to express themselves fully in a meeting with other people, whereas others may dominate the discussion. Effective meetings can be achieved if all individuals are committed to some simple ground rules for behaviour before and during meetings:

- individuals have a responsibility to be properly prepared for meetings, by reading the paperwork beforehand and by committing themselves to attending and participating in meetings, briefings and training events, as required;
- individual and personal disputes should not be allowed to affect conduct within the meeting, but should be resolved elsewhere;
- all contributions should be addressed to the meeting through the Chair. Individuals wishing to speak should seek the attention of the Chair and wait their turn to speak only when directed by the Chair;
- individuals should not have “meetings within meetings” by discussing issues with other individuals or groups of individuals when another person has been directed by the Chair to speak. All comments and queries should be directed to the whole meeting through the Chair;

- individuals should respect the contributions of others by not interrupting when someone is speaking, even when you may not agree with what they are saying;
- in contributing to the meeting, individuals will ensure that comments they make do not amount to a personal attack on or criticism of another individual and should avoid using heated, emotional and value loaded language and behaviour;
- individuals should be constantly aware of their remarks, in terms of their equal opportunities responsibilities, and avoid the use of potentially offensive language and comments;
- individuals should, above all, remember that partnership work means not always getting the decision **you** want and accepting the need to abide by majority decisions.

9.2.3 It is very important that decisions taken in meetings are well informed by having appropriate, accurate information and constructive debate on the topics concerned. The wider local community must be able to feel that decisions, particularly those affecting the spending of public funds, are fair and have not been influenced by the vested interests of those making these decisions. For this reason, one of the most important areas of appropriate behaviour during meetings, in addition to the above, relates to declarations of interest.

10 COMMON CONSTITUTIONAL ISSUES

10.1 Declarations of Interest

- 10.1.1 Members of the constituent bodies of the Cheshire Partnerships Framework shall declare any financial, personal, business or organisational interest in writing and verbally to their respective constituent body and to the appropriate Secretariat.
- 10.1.2 Any such declarations shall be noted in the minutes of relevant meetings.
- 10.1.3 The minutes and notes of meetings, including any such declarations, shall (subject to confidentiality rules as set down in the Constitution) be available for public scrutiny at all times. The original documentation shall be available on request and the information shall be published or distributed electronically or in paper form.
- 10.1.4 The relevant constituent body shall scrutinise and make rulings on all declarations of interest as they arise in accordance with the Constitution of the constituent body. A declaration of interest may disbar a member from participating in a project or the constituent body itself if it is judged that the interest declared is prejudicial to the aims, objectives and spirit of the constituent body or that such an interest can reasonably be judged to be mostly to the benefit of the individual or organisation making the declaration rather than mostly to the benefit of the constituent body.

10.1.5 Any disputes relating to the Declaration of Interests or decisions with regards to disbarment shall be resolved by the Governance Board.

10.2 Confidentiality

Partnership meetings may occasionally receive information which is not in the public domain, often relating to individuals or commercially sensitive matters. It is the responsibility of each individual to ensure that this information remains confidential to the meeting, unless prior authorisation has been given by the Chair for this to be discussed elsewhere. Individuals must never use confidential information for their personal advantage or the advantage or disadvantage of anyone known to them, or to disadvantage or discredit the constituent body. Members of the constituent bodies shall act in accordance with the Constitution of that constituent body with regards to Confidential Information.

10.3 Hospitality and Gifts

Individuals must declare any gifts or hospitality they are offered in connection with their role in the context of the Cheshire Partnerships Framework and its constituent bodies to the appropriate Chair, Deputy Chair and Secretariat. Anything which could be construed as a means of influencing the way in which decisions of the constituent body are made should be refused. Advice should be sought from the Chair, Deputy Chair and Secretariat if in doubt before accepting gifts or offers of hospitality. Elected Members and staff will also need to ensure that they comply with the requirements of their relevant Authority's Codes of Conduct.

10.4 Conflict of Interest

10.4.1 It is acknowledged that many of those involved in any partnership will, due to its nature, have an interest of some sort at some time. However, such interests must not be allowed to result in actual or perceived undue benefit and consequently to unsound decision making.

10.4.2 Where a conflict of interest exists, or potentially exists, a declaration of interest should be made to the Chair of the appropriate meeting, as outlined in 10.1. The Chair must ensure such declarations are recorded formally (in the notes/minutes of the meeting). The partner should then agree formally with the constituent body his/her involvement with matters associated with the declared interest or, if the interest will inhibit that person's reasonable contributions on a frequent basis, then he/she should not take part. In such cases it may be appropriate for another individual to be chosen to represent the partner organisation.

10.4.3 The potential types of conflict of interest include:

- Where an individual or a connected person stands to gain financially from a decision made by the constituent body, either directly or indirectly. For example, where a project approval or decision on the letting of a contract would benefit an individual directly or an organisation or company the individual was involved with. This would also apply if a member of the

individual's household would benefit or if they were simply involved with an organisation or company who would benefit.

- Where individuals have multiple roles. Many individuals “wear more than one hat”, i.e. some residents in decision making positions may also be employees of potential beneficiaries and some partner representatives may be employees of member organisations bidding for funds or contracts, etc.

10.4.4 This can be seen as a confusing area for those not used to operating within these types of guidelines and, if in doubt as to whether a potential conflict of interest exists, this should be clarified with the Chair and Secretary either before or during the relevant meeting.

10.4.5 Representatives must report any personal changes in circumstances which may create a new or perceived conflict of interest.

11 OPERATIONAL ISSUES

11.1 Each of the constituent bodies of the Cheshire Partnerships Framework have agreed a clear statement of aims and objectives as set down in this Agreement and individual terms of reference as stated in Appendix 1.

11.2 It is intended that the aims and objectives should be achieved by establishing a commitment from all members of the constituent bodies to support the delivery of the sustainable community plans and strategies produced.

11.3 Members of the constituent bodies are accountable to their respective constituent body and the wider Framework in terms of their responsibilities, as set out in the sustainable community plans and strategies, and for agreements made by the constituent bodies of the Cheshire Partnerships Framework.

11.4 In addition, members of the constituent bodies are accountable to their respective constituent body and the wider Framework for the commitments they make with regard to the implementation within the organisation they represent of relevant aspects of the sustainable community plans and strategies.

11.5 As an amalgamation of the district-based sustainable community plans and strategies and other key strategic plans and strategies, the Cheshire Sustainable Community Strategy will be the key document for the Cheshire Partnerships Framework. Its broad principles and identified issues and actions will provide the basis for the Thematic Partnerships to deliver policies, action and meet agreed targets.

11.6 As a statutory document to be produced by Cheshire County Council, the Cheshire Sustainable Community Strategy will be approved by the Communities of Cheshire Partnership prior to formal agreement by the County

Council. Once approved, it will be annexed to and form part of this Agreement.

- 11.7 Communication mechanisms to raise public awareness and encourage community involvement will be developed. This will include the development and maintenance of a dedicated website covering all aspects of the Cheshire Partnerships Framework, public access to information in relation to decisions taken and promotional events, when appropriate.

12 FINANCIAL RESOURCES

- 12.1 All of the members of the constituent bodies of the Cheshire Partnerships Framework will need to identify how they will support their respective constituent body both in terms of general allocation of resources and in terms of the specific allocation of resources designed to support a project for which they are responsible, or involved in, but which is to be undertaken within the framework of the sustainable community plans and strategies.
- 12.2 It is envisaged this may be through:
- Members of the constituent bodies giving general support to their respective constituent body both through the commitment of staff time and, where appropriate, through the commitment of both revenue and capital resources. Where necessary, it is intended that whenever such resources are made available, they are committed to be spent within the remit established by the relevant sustainable community plan or strategy.
 - Members of the constituent bodies committing resources that would normally be spent by them in their own right in support of individual partners' programmes through the Cheshire Partnership Framework, where those programmes form part of the relevant sustainable community plan or strategy.
- 12.3 At all times any funding resource will still be the responsibility of the relevant member. It is not envisaged at this time that the constituent bodies of the Cheshire Partnerships Framework will have a specific budget or funding solely for their use. Existing resources or grants through normal working practice of the partners will be the main source of funding. This will be reviewed as appropriate to meet the aims of the sustainable community plans and strategies.
- 12.4 In the commitment of funds to the constituent bodies within the Cheshire Partnerships Framework, partners shall at all times act in compliance with their own organisations Financial Controls and Procedures.
- 12.5 Over time, partners will need to consider the best way to support the work of their respective constituent body and the wider Cheshire Partnerships Framework with dedicated staff and will help identify possible funding available to resource this.

- 12.6 This Agreement and Protocol records the need for flexibility, recognising that each member of a constituent body will have different audit and public probity demands to satisfy. However, within those constraints, all partners agree to commit themselves to operating through the Cheshire Partnerships Framework in accordance with the sustainable community plans and strategies.
- 12.7 Should it be necessary for any member organisation to act as accountable body for the purposes of accessing any particular funding stream, the details of the operations of that accountable body status shall be agreed by the relevant constituent body and shall be fully recorded and documented.

13 OPERATING AGREEMENT

This Agreement and Protocol recognises the need to establish an Operating Agreement which will cover:

- risk management arrangements relevant to operational, financial and reputational risks and the reporting of such risks;
- performance management arrangements, including the establishment of Performance Indicators and a robust Performance Management methodology;
- the badging and promotion of the Cheshire Partnerships Framework;
- the authorisation of individual partners to speak on behalf of the Cheshire Partnerships Framework;
- the issue of press statements and public relations material in relation to the activities of the Cheshire Partnerships Framework;
- procedures for resolving disputes within the Cheshire Partnerships Framework;
- procedures for resolving complaints to the Cheshire Partnerships Framework; and
- conventions on how members should distinguish between statements made by them acting in their own right or on behalf of their relevant organisation and those made in relation to their work through the Cheshire Partnerships Framework.

14 CONTRACTS

- 14.1 In the interests of simplicity any contracts with third parties, whether for employment, supplies or services, will be entered into by one of the members of a constituent body, not the constituent body or the Cheshire Partnerships Framework as a whole.
- 14.2 If the member entering into the contract is only willing to do so on the basis of financial support from any or all of the other members, then no contract

should be awarded until the financial support relied upon is agreed and set out in writing.

- 14.3 No member has the power to commit any other member to any expense unless expressly and specifically agreed.
- 14.4 Any member holding funds provided by any other member will maintain accounts and provide such information at any time as may reasonably be requested.

15 EQUALITY, DIVERSITY & SOCIAL INCLUSION

- 15.1 The constituent bodies of the Cheshire Partnerships Framework will operate on the basis of principles which actively value diversity and which ensure fair treatment in service delivery, in terms of both equal access to and equal outcomes from local service delivery, which is designed to meet identified local needs.
- 15.2 Each constituent body will seek, so far as is practicable, to ensure equality of representation and participation in the local democratic process of which it is a part.
- 15.3 To this end, each constituent body will seek to inform, support, involve and give a voice to all sections of the community, with particular emphasis on minority ethnic groups, faith communities, those with disabilities, women, older people and children and young people. They will also seek to ensure an appropriate gender balance in their membership, so far as is practicable.

16 ACCOUNTABILITY

- 16.1 In recognition that local authorities are ultimately accountable for the actions of Local Strategic Partnerships, the constituent bodies of the Cheshire Partnerships Framework shall be accountable to Cheshire County Council and the six Cheshire District Councils for the responsibilities outlined within their respective core terms of reference as they relate to the Cheshire Partnerships Framework. Where appropriate, this accountability may include ensuring financial probity, equity of process and achievement of outcomes though this will be subject to separate agreement.
- 16.2 Delivery of the initiatives, projects and targets for improvement set out in the sustainable community plans and strategies, including Local Public Service Agreement and Local Area Agreement targets, will be monitored and reported to each member organisation and Cheshire residents on at least an annual basis.
- 16.3 Decisions made by the constituent bodies and progress against delivery of the sustainable community plans and strategies outcomes and action plans may be the subject of more formal scrutiny as determined by the County and District Councils through the Governance Board.

- 16.4 Each member organisation will be expected to have effective mechanisms in place to enable regular communication with the community they represent, in order to ascertain and report their views to the respective constituent body and to inform them of their work.
- 16.5 In accepting a place on any constituent body of the Cheshire Partnerships Framework, each member will be expected to put the wider interests of the community before sectoral or other, narrower, interests.
- 16.6 Members will not engage in other activities or initiatives which would be detrimental to the agreed goals of the sustainable community plans and strategies.
- 16.7 Members will not compete with each other for resources in this context on an exclusive basis designed to benefit only one organisation or, knowingly, act in a way which is detrimental to the interest of other partners.

17 REVIEW & DISSOLUTION

- 17.1 This Agreement and Protocol provides a mechanism for all members to oversee the development of the Cheshire Partnerships Framework, the production of sustainable community plans and strategies and their subsequent implementation.
- 17.2 Changes in legislation may alter the way in which services are delivered in the future and constraints may also be imposed through audit and central government on the spending programmes of member organisations. Consequently, the composition and operation of the constituent bodies and the wider Cheshire Partnerships Framework will be kept under constant review to ensure that opportunities for partnership working and the effective use of resources, particularly public monies, are fully exploited.
- 17.3 If any individual member organisation wishes to withdraw from involvement in any part of the Cheshire Partnerships Framework, written and verbal notice must be given of how any funding committed by the member organisation to the respective constituent body of the Framework will be maintained.

18 SHARING INFORMATION

- 18.1 Wherever possible, members will share information about their organisations, services and customers where that information is relevant to the aims and objectives of the wider Cheshire Partnerships Framework and the sustainable community plans and strategies.
- 18.2 Where such information is confidential (e.g. for reasons of commercial customer or client confidentiality), members will seek to provide the information in such a form as to assist the work of the constituent body and the wider Framework without compromise.

18.3 Members shall at all times abide by the requirements of the Data Protection Act and the Freedom of Information Act.

19 CHANGES AND ADDITIONS TO THIS AGREEMENT AND PROTOCOL

The Governance Board shall review this Agreement and Protocol annually and shall suggest any amendments for consideration and approval by the Communities of Cheshire Partnership.

20 SECRETARIAT

Secretariat arrangements for the constituent bodies of the Cheshire Partnerships Framework are detailed within the respective Constitutions and these officers, together with expert officers (Financial Adviser, Legal Adviser and others providing services by means of Service Level Agreements) will advise the constituent bodies on all aspects of their functions and procedures and support the constituent bodies as required.

21 EXPERT OFFICER SUPPORT

Financial Matters

- The financial resources made available to the constituent bodies of the Cheshire Partnerships Framework (including Government funding, contributions from member organisations and other sources of income) will be managed by a Financial Adviser from a member organisation in accordance with that organisation's Financial Regulations.
- The Financial Adviser will report regularly to the constituent body on the financial position and this information will be reported to the Communities of Cheshire Partnership and the Governance Board as appropriate.

Legal Matters

- Legal support and advice to the constituent bodies of the Cheshire Partnerships Framework will be determined and outlined within the Constitution of the respective constituent body.

Audit

- The affairs of the constituent bodies of the Cheshire Partnerships Framework, as determined within their terms of reference, will be formally audited by a member organisation's Auditor (the organisation to be a different organisation from that providing the Financial Management).

22 PARTNERSHIP AGREEMENTS AND CONSTITUTION FOR CONSTITUTIONAL BODIES OF THE CHESHIRE PARTNERSHIPS FRAMEWORK

Each constituent body of the Cheshire Partnerships Framework shall agree and adopt a Constitution and, if appropriate, a Partnership Agreement which shall set

down how the respective constituent body shall operate with regard to achieving its own objectives, the objectives of the Cheshire Partnerships Framework and this agreement. In so doing, the constituent body may adopt elements of this document.

23 SIGNATORIES TO THE AGREEMENT

Signed:
Dated:
for the Communities of Cheshire Partnership

Signed:
Dated:
for the Governance Board

Signed:
Dated:
for Chester in Partnership

Signed:
Dated:
for Chester in Partnership

Signed:
Dated:
for the Crewe & Nantwich LSP

Signed:
Dated:
for the Crewe & Nantwich LSP

Signed:
Dated:
for the Congleton LSP

Signed:
Dated:
for the Congleton LSP

Signed:
Dated:
for the Ellesmere Port & Neston LSP

Signed:
Dated:
for the Ellesmere Port & Neston LSP

Signed:
Dated:
for the Macclesfield LSP

Signed:
Dated:
for the Macclesfield LSP

Signed:
Dated:
for the Vale Royal LSP

Signed:
Dated:
for the Vale Royal LSP

Signed:
Dated:
for the Safer Stronger Communities Partnership

Signed:
Dated:
for the Cheshire Children & Young People's Strategic Partnership

Signed:
Dated:
for the Healthier Communities Partnership

Signed:
Dated:
for the Cheshire & Warrington Economic Alliance

Signed:
Dated:
for the Sustainable Cheshire Forum

Signed:
Dated:
for Cheshire County Council

Signed:
Dated:
for the (to be determined)

Signed:
Dated:
for the (to be determined)

Signed:
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for the (to be determined)

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for the (to be determined)

APPENDIX 1

TERMS OF REFERENCE OF THE CONSTITUENT BODIES OF THE CHESHIRE PARTNERSHIPS FRAMEWORK

COMMUNITIES OF CHESHIRE PARTNERSHIP

Principal Functions: **Leadership, Influence, Management, Co-ordination, Overview and Monitoring**

- (1) Audit local needs, issues and priorities to inform an overall vision for the communities of Cheshire which reflects diversity and local variations across the county.
- (2) Build consensus within and across the Cheshire Partnerships Framework on priorities, desired outcomes and key measures of success to improve quality of life in communities across Cheshire and inform negotiating frameworks such as the Cheshire Local Area Agreement, taking account of local, sub-regional, regional and national imperatives, and from this develop and deliver the Cheshire Sustainable Community Strategy as a 'federated' document reflecting community needs and aspirations.
- (3) Support the relationships needed for effective partner participation and partnership working within and across the Cheshire Partnerships Framework by sharing information and knowledge, co-ordinating people and groups and making appropriate links to avoid duplication whilst ensuring that all matters are dealt with appropriately.
- (4) Co-ordinate local and Cheshire-wide action in relation to cross-cutting issues across the public, private, community and voluntary sectors.
- (5) Ensure that the vision, priorities and work programmes of the District Local Strategic Partnerships and the Cheshire-wide Thematic Partnerships are aligned, inter-connected and complementary to each other and to the wider vision and Strategy for the communities of Cheshire.
- (6) Receive annual progress reports and more frequent 'exception reports' from the District Local Strategic Partnerships and the Cheshire-wide Thematic Partnerships in relation to the delivery of their respective plans and strategies and the delivery of Local Public Service Agreement and Local Area Agreement targets, where appropriate, and consider, agree and take any action necessary to assist with the delivery of the vision, the achievement of outcomes and the realisation of benefits to the communities of Cheshire.
- (7) Submit annual progress reports and more frequent 'exception reports' to the Governance Board on the performance and progress of the District Local Strategic Partnerships and the Cheshire-wide Thematic Partnerships towards the achievement of outcomes and delivery of benefits to the communities of Cheshire.
- (8) Advise the Governance Board on individual or cross-agency issues that it needs to resolve so that agreed outcomes are achieved and benefits are delivered to the communities of Cheshire.

- (9) Ensure that the outcomes and achievements of the constituent bodies of the Cheshire Partnerships Framework are communicated to the communities of Cheshire.

GOVERNANCE BOARD

Principal Functions: Leadership and Overall Accountability

- (1) Provide a strategic focus and vision for the delivery of joined-up public services in Cheshire, particularly in relation to the 'shared priorities'.
- (2) Take overall collective accountability for delivering the vision for the communities of Cheshire.
- (3) Receive reports from the Communities of Cheshire Partnership and determine any matter brought for resolution.
- (4) In conjunction with the Communities of Cheshire Partnership:
 - a) Monitor the performance of the District Local Strategic Partnerships and the Cheshire-wide Thematic Partnerships and resolve issues referred by the Communities of Cheshire Partnership to ensure agreed outcomes are achieved;
 - b) Identify and support opportunities to re-align public sector activity and spending to better meet community needs and priorities and deploy resources when appropriate;
 - c) Consider the potential for using the legal powers vested in local authorities to promote economic, social and environmental well-being in furthering the aims of the Cheshire Partnerships Framework;
 - d) Monitor progress on the second generation Local Public Service Agreement, and any subsequent LPSAs, to ensure optimum rewards for the communities of Cheshire;
 - e) Lead the development of, sign off and then monitor progress of the Cheshire-wide Local Area Agreement; and
 - f) Influence and lobby in the interests of the communities of Cheshire.
- (4) Protect and promote the interests of member authorities and organisations of the Cheshire Partnerships Framework.
- (5) Promote a high standard of public administration throughout Cheshire.

CHESHIRE-WIDE THEMATIC PARTNERSHIPS

Principal Function: Commissioning and Delivery

Separate “Thematic Partnerships” will be developed in relation to each of the following themes:

- Safer and Stronger Communities
- Children and Young People
- Healthier Communities and Older People
- Economic Development and Enterprise
- The Environment

It is acknowledged that the Cheshire-wide Thematic Partnerships will have their own detailed terms of reference according to historical needs and wider circumstances. However, it is suggested that each Partnership incorporate the following ‘core’ terms of reference to support their role within the broader Cheshire Partnerships Framework. Any existing terms of reference should not conflict with the Core Terms of Reference. Where such conflict is considered to exist, the matter should be referred to the Communities of Cheshire Partnership for further consideration.

Core Terms of Reference

- (1) Develop and deliver appropriate thematic action plans to support and contribute to the overall vision for the communities of Cheshire, which reflects diversity and local variations across the county
- (2) Monitor and manage the overall performance of the Thematic Partnership and its associated projects, through the application of programme/ project management principles.
- (3) Provide annual progress reports and, when necessary, “exception reports” to the Communities of Cheshire Partnership.
- (4) Identify to the Communities of Cheshire Partnership, as necessary, cross-cutting issues in relation to the core theme for further consideration and co-ordination by the Communities of Cheshire Partnership.
- (5) Commission, as necessary, service delivery and action from the District-based Thematic Partnerships to address local needs and priorities.
- (6) Deliver the appropriate ‘block’ of the Cheshire-wide Local Area Agreement as agreed by and in consultation with the Communities of Cheshire Partnership and the Governance Board.
- (7) Deliver related second generation Local Public Service Agreement targets to ensure optimum rewards for the communities of Cheshire.

- (8) Commission thematic research and consultation to seek community views on priorities, encourage involvement in identifying solutions and underpin the development and delivery of the thematic action plans.

DISTRICT LOCAL STRATEGIC PARTNERSHIPS

Principal Functions: Local Management, Co-ordination and Community Engagement / Empowerment

- (1) Establish appropriate mechanisms to ensure the participation and representation of local communities in the production and delivery of the Community Plan / Strategy for the district.
- (2) In consultation with the local community, determine a vision for the district, agree the values and principles that underpin the vision and set objectives to deliver the vision.
- (3) Produce and deliver a Community Plan / Strategy incorporating, where appropriate, a Local Neighbourhood Renewal Strategy for the district that reflects community need and aspirations.
- (4) Ensure all processes underpinning the development and delivery of the Community Plan / Strategy for the district are transparent and open to scrutiny.
- (5) Manage and maintain an appropriate structure to deliver the work of the District Local Strategic Partnership and the Cheshire-wide Thematic Partnerships, where appropriate.
- (6) Establish a performance management framework for the District Local Strategic Partnership and delivery of the Community Plan / Strategy for the district.
- (7) Contribute to and support the Cheshire Partnerships Framework.
- (8) Support the relationships needed for effective partner participation and partnership working within and across the Cheshire Partnerships Framework by sharing information and knowledge, and making appropriate links to avoid duplication whilst ensuring that all matters are dealt with appropriately.
- (9) Provide annual progress reports and “exception reports”, when necessary, to the Communities of Cheshire Partnership on the local delivery of the priorities.
- (10) Work through the Communities of Cheshire Partnership to ensure inclusion and alignment, as far as possible, of local priorities and actions with other Cheshire-wide key plans and strategies, particularly the Cheshire Sustainable Community Strategy.
- (11) Contribute to the successful negotiation and delivery of a Cheshire Local Area Agreement and any further Local Public Service Agreements at Cheshire-wide or local level.