ALTOGETHER BETTER

A NEW GOVERNANCE MODEL FOR WEST Cheshire

CONSULTATION DOCUMENT
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FOREWORD

West Cheshire’s selection as one of the four national Whole Place Community Budget pilots marked the start of one of the most significant periods of public service transformation in recent memory. It has provided the catalyst to move further and faster in our ambition to create much better integrated public services that are efficient, effective and genuinely responding to what the people of West Cheshire want and need.

Moving to better integrated and co-located public services, with pooled resources and joint investment agreements, will require different accountability arrangements, which need to be formalised through a new governance framework. Partners therefore agreed that I should lead a workstream to develop new governance arrangements for West Cheshire, with a view to implementing these from April 2013 when the Altogether Better Programme becomes operational.

I would like to thank my elected member colleagues - Cllr Les Ford, Cllr John Grimshaw, Cllr Alex Tate and Cllr Julia Tickridge - for their excellent support in developing these arrangements. I must also pay particular thanks to public, private and third sector colleagues for the very helpful developmental feedback on our initial proposals, provided via the Partnership Network Event held in July and ongoing Altogether Better management groups, which have proved invaluable in shaping this consultation proposal.

I would really welcome feedback on the proposals, so that I can be sure that our new governance arrangements really do reflect what we need to manage an integrated public service. I look forward to your response.

Cllr Brenda Dowding
Chair, Governance Workstream
INTRODUCTION

Consideration of the governance required to manage public service business in West Cheshire has been ongoing for some time, with the West Cheshire Together Steering Group agreeing in 2011 that the structure needed to be amended to better reflect the changing context. The development of the Altogether Better Whole Place Community Budget programme has provided further opportunity to review requirements and develop a new set of arrangements that will support the implementation of more integrated public services. Work to develop these new arrangements commenced in earnest in April 2012.

This consultation paper outlines proposed governance arrangements for managing public service business across West Cheshire and all partners are invited to offer comment on these. The paper has been structured around the overall governance structure and its individual component elements, with specific questions related to each.

The consultation runs from the 1 November until 31 December 2012. All consultation responses will be considered in developing the finalised structure, with the intention being to implement this as from 1 April 2013.

CONSULTATION RESPONSES

Responses to this consultation should be submitted to Andrea Mageean (andrea.mageean@cheshirewestandchester.gov.uk) by 31 December 2012. If there are any aspects of this consultation that you would like to discuss in advance of responding, please contact Andrea Mageean on 01244 977561.
CONSULTATION TOPIC 1 – OVERALL GOVERNANCE STRUCTURE

The move to a more integrated public service in West Cheshire means that the time is right to develop new governance structures to support new ways of working.

Initial informal discussions with partners and early responses to the emerging proposals identified that any new governance arrangements needed to be capable of meeting the following tests:

a. Complementary to structures operating at Cheshire and Warrington level and with those of individual organisations.

b. Demonstrate clear lines of accountability both within the structure; and to individual partner organisations, where the latter is appropriate.

c. Demonstrate distinct and separate roles for elected members/Non-Executive Directors and Executives.

d. Action focused with clear responsibilities and accountabilities defined for each body within the structure.

e. Representation requirements for each organisation are easily identifiable and do not result in the same people attending numerous meetings.

f. Arrangements are streamlined and make the most effective use of all partner agencies time and resources.

g. Reflective of the partnership of West Cheshire, balancing inclusivity with the need for effective decision-making.

h. Integrate both thematic and locality based arrangements within a cohesive overall structure.

i. Subject to annual review to ensure on-going effectiveness.

j. A clear date for implementation, which minimises the potential for parallel running.

The structure developed aims to respond to these tests and provide a robust basis for integrated partnership working across the public, private, voluntary and community sectors. This new proposed governance structure, together with the key linkages within this, is outlined at Annex A.

Question 1 - Does the proposed governance structure provide a sufficient basis for managing public service business in West Cheshire? Please provide reasons for your answer.
CONSULTATION TOPIC 2 – WEST CHESHIRE STRATEGY BOARD

PURPOSE

A new overarching governance body which will provide overall strategic leadership and direction to the public service governance bodies in West Cheshire. This will be chaired by the Leader of Cheshire West and Chester Council, with membership drawn from the Chairs or Board representatives of the West Cheshire partnership. Membership will represent the wider partnership, but will be sufficiently tight to ensure effectiveness.

ROLES AND RESPONSIBILITIES

Core responsibilities will include making sure that:

1. Ambitious strategies and implementation plans are developed, which are capable of delivering transformation of public services.

2. Efficient, effective services are delivered in line with customers’ expectations.

3. An effective performance management framework is in place for delivering public sector business in West Cheshire.

4. All bodies are delivering in line with agreed priorities.

5. Inter-dependencies between themes and projects are identified and managed.

MEMBERSHIP

The West Cheshire Strategy Board will be an Elected Member and Non-Executive Group, operating as the strategic arm and providing direction to the governance structure.

Membership will consist of:

- Leader of Cheshire West and Chester Council (Chair)
- Leader of the Opposition, Cheshire West and Chester Council
- Representative of the Police & Crime Commissioner
- Representative of the Cheshire Fire Authority
- Representative of the West Cheshire Clinical Commissioning Group
- Representative of the Vale Royal Clinical Commissioning Group
• Representative of the Cheshire Probation Trust
• Representative of the NHS Foundation Trusts
• Representative of the Third Sector Assembly
• Representative of the Private Sector
• Representative of the Registered Providers
• Representative of Further Education
• Representative of Higher Education
• Representative of Job Centre Plus
• Representative of the Cheshire Association of Local Councils

ACCOUNTABILITY

Board members will be accountable to their individual organisations or responsive to their sector, in line with the level of delegation vested in them. The accountability of the Board will be determined through the partnership Memorandum of Understanding, which will provide the distinct legal framework to manage ‘formal’ partnership working with devolved budgetary and decision-making powers.

MEETINGS

Meetings will take place on a quarterly basis.

DECISION MAKING

To be developed and incorporated prior to 1 April 2013 based on final agreement of the Altogether Better Business Plan and identification of associated delegations.

REPLACES

West Cheshire Together (Local Strategic Partnership).

Question 2 – Are there additional responsibilities that should form part of the Strategy Board’s responsibilities? If so, what are they?

Question 3 - Does the membership accurately reflect the West Cheshire partnership? If not, what changes would you propose?

Question 4 – Is the proposed quarterly meeting cycle appropriate for this body? If not, what frequency of meetings would you suggest?
CONSULTATION TOPIC 3 – HEALTH AND WELLBEING BOARD

After careful consideration and recognising the statutory status and responsibilities of the Health and Wellbeing Board, it is proposed that the responsibilities and membership of this body remains as is currently, in its shadow form. This reflects the significant amount of work that needs to be undertaken to move the Board from its current shadow status to become formally operational in April 2013.

The only change is that a dual reporting arrangement will be introduced with the Health and Wellbeing Board reporting to the Strategy Board, as well as its formal accountability to Cheshire West and Chester Council as a statutory Committee of the Council.

**Question 5 – Will the proposed dual reporting line ensure the integration of the Health and Wellbeing Board’s work with that of the wider partnership? If not, what changes would you propose to enhance this relationship?**
CONSULTATION TOPIC 4 - PUBLIC SERVICES BOARD

PURPOSE

To develop and maintain management oversight of the delivery of the Altogether Better work programme and ensure that any necessary decisions required as a result of this work and not devolved to this body are referred to the appropriate organisational and partnership governance bodies.

ROLES AND RESPONSIBILITIES

1. Provide leadership to the Altogether Better transforming public service programme in West Cheshire, ensuring that services are efficient, effective and customer responsive.

2. Lead the implementation of the Altogether Better first phase projects and develop successive phases of the Programme.

3. Manage programme level risks ensuring that mitigation strategies are in place to address these or that these are referred to the appropriate organisational or partnership governance bodies.

4. Ensure that strategies, business plans and implementation proposals are in place to deliver public services transformation.

5. Ensure that the Thematic Boards Terms of Reference, membership and work programmes reflect public service priorities for West Cheshire.

6. Ensure that the thematic and locality aspects of governance are operating cohesively and that there are clear and distinct responsibilities and accountabilities for each.

7. Effectively utilise public expenditure in West Cheshire by pooling or aligning budgets, joint planning and resource allocation and shared investment agreements.

8. Champion culture change across partner organisations, promoting new forms of public service delivery across the range of workforces.

9. Ensure that the principles of equality, cohesion, sustainability and access are applied to all activities.

10. Conduct an annual review of the overall governance structure to ensure that this remains effective.
MEMBERSHIP

The Public Services Board will be a Chief Officer Group, operating as the delivery arm of the West Cheshire Strategy Board, ensuring that the ambition of the Strategy Board is translated into strategies and operations.

Membership will consist of:

- Cheshire West and Chester Council
- Cheshire Constabulary
- Cheshire Fire and Rescue Service
- West Cheshire Clinical Commissioning Group
- Vale Royal Clinical Commissioning Group
- Health Trusts Representative
- Jobcentre Plus
- Cheshire & Warrington Housing Alliance
- Third Sector Assembly
- Private Sector Representative
- Cheshire Probation Trust

ACCOUNTABILITY

The Board will be accountable to the West Cheshire Strategy Board, but will also operate through a distinct legal framework established to manage a ‘formal’ partnership with devolved budgetary and decision-making powers. There will also be lines of accountabilities to individual organisations in line with the delegated budgetary and decision-making powers vested in individual members.

MEETINGS

Meetings will take place on a monthly basis.

DECISION MAKING

To be developed and incorporated prior to 1 April 2013 based on final agreement of the Altogether Better Business Plan and identification of associated delegations.
Question 6 – Do the proposed responsibilities accurately capture the key priorities for partnership working in West Cheshire? If not, what changes would you propose?

Question 7 – Are there any omissions in the proposed membership? If yes, which organisations?
CONSULTATION TOPIC 5 - THEMATIC BOARDS

Five Thematic Boards will be created reflecting the themes of the Altogether Better Programme – Starting Well, Living Well, Working Well, Ageing Well and Smarter Services.

PURPOSE

To ensure the effective implementation of public service transformation within the scope of the [insert theme] developing strategies, implementation plans and new delivery models, and working across public sector agencies on the implementation of these.

ROLES AND RESPONSIBILITIES

1. Develop and deliver appropriate thematic strategies and implementation plans to address the key strategic priorities identified by the West Cheshire Strategy and Public Services Boards.

2. Monitor and manage the implementation of overall strategies and plans for the theme, ensuring that these are effectively delivered.

3. Identify key risks and ensure that these are addressed or escalated to the Public Services Board.

4. Ensure that public sector expenditure is targeted in line with current and future business needs by acting as intelligent influencers of commissioners.

5. Identify additional public and private sources of finance to support the implementation of thematic priorities.

6. Commission specific, themed research to support the development of strategies and plans.

7. Manage an effective relationship with locality working structures and commission, as necessary, service delivery and action from these.

8. Manage effective relationships with key strategic and delivery organisations to ensure strong alignment of activity with thematic priorities.

9. Provide annual progress reports and, when necessary, “exception reports” to the Public Services Board.

10. Ensure that cross-cutting issues are identified and referred to the Public Service Board to agree responsibilities across the wider governance structure.

11. Act as market shapers supporting the development of a delivery infrastructure that fully responds to market opportunities and needs.
12. Provide West Cheshire’s voice to government on thematic issues and ensure that barriers to effective delivery are identified and addressed.

**MEMBERSHIP**

This will be a senior officers group drawn from the wider public service partnership and based upon thematic focus. It will be chaired by a member of the Public Services Board to ensure a clear line of accountability to the PSB.

**ACCOUNTABILITY**

The [insert] Thematic Board will be accountable to the West Cheshire Public Services Board.

**RELATIONSHIP MANAGEMENT**

The [insert] Thematic Board will manage an effective relationship with all stakeholders involved in activity relevant to the theme and will produce a stakeholder management plan to articulate how this will be achieved.

**MEETINGS**

The [insert] Thematic Board will meet on a quarterly basis.

**DECISION MAKING**

*To be developed and incorporated prior to 1 April 2013 based on final agreement of the Altogether Better Business Plan and identification of associated delegations.*

**REPLACES**

The intention is that the five Thematic Boards replace existing West Cheshire thematic partnership bodies unless there is a persuasive reason as to why a certain body(ies) should remain, for example fulfilling a statutory and specific function (e.g. Local Safeguarding Children’s Board) that could not be successfully migrated to an Altogether Better Thematic Board. It is anticipated that the greatest rationalisation of partnerships will be achieved at this level.
SAMPLE OF WORKED UP EXAMPLE FOR WORKING WELL THEMATIC BOARD (MUTUALLY ACCOUNTABLE PARTNERSHIP)

PURPOSE

Ensure the implementation of the Altogether Better for Business Economic Growth strategy and that the current and future skills needs of the West Cheshire economy are understood and that employment and skills activity delivers suitably qualified people to meet the needs of business.

ROLES AND RESPONSIBILITIES

1. Lead the implementation of Altogether Better for Business Economic Growth strategy, ensuring that implementation plans are developed to implement this.

2. Identify opportunities to drive the economy of West Cheshire and ensure that these are translated into tangible implementation proposals.

3. Monitor the economic performance of West Cheshire, identifying trends, threats and opportunities and develop effective responses to these.

4. Produce and update an Employment and Skills Strategy for West Cheshire, which reconciles supply and demand side issues, and detailed business plans to implement this.

5. Ensure that public sector expenditure is targeted in line with current and future business needs by acting as intelligent influencers of commissioners.

6. Ensure that the workforce of West Cheshire is suitably qualified to meet current and future employment opportunities.

7. Identify and secure additional public and private investment to finance employment and skills priorities.

8. Developing a delivery infrastructure that fully responds to market opportunities and needs.

9. Work with the Employers Board and Business Hub to ensure that employers have a strong voice in directing skills funding and provision.

10. Review the efficiency of the skills and employment system and provision within this, and ensure that this is fit for purpose.

11. Provide West Cheshire’s voice to government on skills and employment and ensure that barriers to effective delivery are identified and addressed.

12. Ensure that business effectively engages with and influences curriculum development in line with current and future employment needs.
MEMBERSHIP

Chief Officers/senior representatives from:

- Private Sector Representative (Chair, Public Service Board Representative)
- LEP Representative
- Work Programme Providers
- Jobcentre Plus
- FE Representatives
- HE Representative
- Council Representatives
  - Skills and Learning
  - Economic Growth
- Secondary School Head
- Community Learning Representative

ACCOUNTABILITY

The Working Well Thematic Board will be accountable to the West Cheshire Public Services Board.

RELATIONSHIP MANAGEMENT

The Board will manage an effective relationship with the private sector Business Board, with the Chair of the Board acting as the conduit to this. The Business Board sits outside of the wider public services partnership structure recognising that it is a private sector vehicle which should be legitimately led and driven by private sector interests.

MEETINGS

The Working Well Thematic Board will meet on a quarterly basis.

DECISION MAKING

To be developed and incorporated prior to 1 April 2013 based on final agreement of the Altogether Better Business Plan and identification of associated delegations.
Question 8 – Are there any bodies listed at Annex B that must be retained in addition to the Thematic Boards? If so, which ones? Are there any additional bodies that have not been included in Annex B?

Question 9 – Are there any issues that cannot be successfully managed through one of the Thematic Boards? If so, what are they?

Question 10 – Have you any suggestions on the specific responsibilities of each of the Thematic Boards?

Question 11 – Have you any suggestions on the membership of each of the Thematic Boards?
CONSULTATION TOPIC 6 - SCRUTINY COMMITTEES

The existing five Scrutiny Committees of the Council – Corporate; Locality Working; Health and Wellbeing; Children and Education and Safeguarding – will be extended to become wider partnership bodies, taking a more pro-active responsibility for wider partnership scrutiny. This fits with the statutory responsibilities of Scrutiny Committees, whose powers include the responsibility for scrutinising public services business.

PURPOSE

To scrutinise public services business, in line with specific Committee responsibilities, by the careful examination of a policy or issue resulting in recommendations to those who are responsible for the service.

ROLES AND RESPONSIBILITIES

1. Assess the effectiveness and delivery of strategies, plans and activities within the scope of the Committee’s responsibilities.

2. Review the effectiveness of service delivery within scope of responsibilities.

3. Review proposals for new delivery models, ensuring that the arrangements for the implementation of these are sufficiently robust.

4. Review customer service information and identify opportunities for improvement based upon this.

5. Review initiatives to reduce service demand and re-define the relationship with the citizen.

6. Develop a forward work programme in consultation wider public services partners.

ACCOUNTABILITY

The Scrutiny Committees will hold to account and make recommendations to the Council (in line with the statutory status of the Committee) and the West Cheshire Strategy Board (in line with the wider public services role).

MEMBERSHIP

A non-Executive body, with officers supporting in an advisory capacity. Membership will be drawn from:

- 1 x Local Authority Chair
- 6 x Local Authority Elected Members (politically proportionate)
- 4 x Non-Executives drawn from wider partnership based upon thematic responsibilities (co-opted, non voting)
- 2 x Youth Parliament Representatives, where appropriate (co-opted, non voting)
- Additional Statutory Members, where required in legislation (co-opted, voting)
MEETINGS

The Scrutiny Committees will meet a minimum of seven times a year. However, a significant amount of scrutiny work will be conducted through additional specific ‘task and finish’ groups.

Question 12 – What mechanisms should be used to identify relevant Non-Executive representation from the wider partnership?
CONSULTATION TOPIC 7 - POLICY DEVELOPMENT BOARDS

The existing five Policy Development Boards of the Council, which reflect the Altogether Better themes, will be extended to become wider partnership bodies, taking a more pro-active responsibility for wider partnership policy development.

PURPOSE

To shape and inform public services policy within the overall scope of the [insert] theme, and develop policy options and recommendations to the [insert] Thematic Board.

ROLES AND RESPONSIBILITIES

1. To develop an integrated policy development function for Non-Executives across the public sector.

2. To inform the development of policy related to the [insert] theme and to identify how public services across West Cheshire can be delivered more effectively, in partnership with other public service agencies.

3. To shape and inform the [insert] theme, the activity that sits within this and influence the development of specific thematic projects.

4. To identify mechanisms to engage wider partners in policy development for the Altogether Better programme.

5. To consider stakeholder needs and external influences on public services as part of the development of policies and options.

6. To consider resource, capacity and risk issues in evaluating policy options and ensure that these are referred to the Thematic Board.

7. To help identify and promote “flagship” issues – those issues that make the biggest contribution to public services excellence.

8. To consider cross-cutting issues and work with other Policy Development Boards’ on such issues;

9. To determine and deliver a work plan based on timely and relevant issues regarding the area of responsibility of the Policy Development Board.

MEMBERSHIP

A non-Executive body, with officers supporting in an advisory capacity. Membership will be drawn from:

- 1 x Local Authority Chair
- 6 x Local Authority Elected Members (politically proportionate)
- 4 x Non-Executives drawn from wider partnership based upon thematic responsibilities.
ACCOUNTABILITY

The Policy Development Boards will be accountable to the West Cheshire Strategy Board, via the Thematic Management Boards. The Policy Development Board will agree their work programme with the [insert] Thematic Management Board.

MEETINGS

The Policy Development Boards will meet on a bi-monthly basis.

**Question 13** - What mechanisms should be used to identify relevant Non-Executive representation from the wider partnership?
CONSULTATION TOPIC 8 - LOCALITY BOARDS

Four Locality Boards – Chester; Ellesmere Port; Northwich and Winsford; and Rural West – will be created to ensure that public services business is effectively delivered in specific geographies, ensuring that joined up delivery becomes a reality in place.

PURPOSE

To consider and develop recommendations related to key strategic issues impacting on the specific geography.

ROLES AND RESPONSIBILITIES

1. Develop local priorities through the analysis of research and intelligence, performance management, and local community engagement.

2. Develop Area Strategies in line with thematic strategies and identified area priorities and needs.

3. Support Thematic Boards to implement thematic strategies in place, by identifying how operations can be tailored to meet the specific needs of localities.

4. Maintain strategic oversight on the delivery of services and identify how these could be tailored to better respond to local needs.

5. Identify key strategic issues for the area and ensure that these influence strategy development and operational activity.

6. Develop mechanisms to engage the wider community and ward level Community Boards in the work of the Locality Board.

7. Monitor and, where necessary, challenge strategic policies or resource allocations made by any partner agency which may have a detrimental effect on the local area.

MEMBERSHIP

The Board will be an officer body, chaired by Cheshire West and Chester’s Heads of Localities. The membership will be drawn from public, private and third sector partners relevant to the geography and the specific priority issues within the area.

ACCOUNTABILITY

The Locality Boards will report to the Public Services Board.

MEETINGS

The Locality Boards will meet on a bi-monthly basis.
DECISION MAKING

To be developed and incorporated prior to 1 April 2013 based on final agreement of the Alttogther Better Business Plan and identification of associated delegations.

REPLACES

Area Partnership Boards.

Question 14 – How should membership be identified on each of the Locality Boards?

Question 15 – How should the Locality Boards manage their relationships with Community Boards?
CONSULTATION TOPIC 9 - COMMUNITY BOARDS

The operational geography for locality working will reflect the current ward boundaries in West Cheshire. Partners have agreed that the elected member(s) in the ward should Chair and convene a Community Board in their area, consisting of all key partners operating on the ground in the locality.

A framework for operational working is being developed via four Test Bed areas – Frodsham; Grange; Swanlow and Dene; and Upton – one from each of the strategic geographies. The Test Beds are now operational and will be working with officers and external advisers to develop the ‘Handbook’ outlining the key issues that need to be addressed to ensure communities can take more responsibility for delivering public services.

Question 16 - How do you think that the Community Boards should relate to the Locality Boards?

Question 17 – How do you think that existing community governance mechanisms (e.g. Town and Parish Councils, community groups, resident’s associations, etc.) should relate to the Community Boards?

Question 18 – What key issues do you think need to be addressed by the Test Beds?

CONSULTATION TOPIC 10 – GENERAL COMMENTS

Question 19 – Are there any outstanding issues to be addressed in the further development of the governance structure?

Question 20 – Do you have any additional suggestions or comments to make on the proposed governance structure that have not been identified elsewhere?
Altogether Better – Governance for West Cheshire

GOVERNANCE PROPOSAL – KEY LINKAGES
WEST CHESHIRE STRATEGY BOARD
PUBLIC SERVICES BOARD
5 x THEMATIC BOARDS
4 X LOCALITY BOARDS
HEALTH AND WELLBEING BOARD
5 x POLICY DEVELOPMENT BOARDS
46 x COMMUNITY BOARDS
5 x SCRUTINY COMMITTEES
COUNCIL EXECUTIVE
COUNCIL
5 x SCRUTINY COMMITTEES
5 x POLICY DEVELOPMENT BOARDS
HEALTH AND WELLBEING BOARD
PUBLIc SERVICES BOARD
5 x THEMATIC BOARDS
4 X LOCALITY BOARDS
COUNCIL EXECUTIVE
COUNCIL
46 x COMMUNITY BOARDS
## WEST CHESHIRE: CURRENT PARTNERSHIPS

### 1. BOROUGH-WIDE

<table>
<thead>
<tr>
<th>PARTNERSHIP</th>
<th>STATUTORY STATUS</th>
<th>STATUTORY POWERS</th>
<th>KEY GOVERNANCE FEATURES</th>
<th>RETENTION BEYOND APRIL 2013 (YES/NO)</th>
<th>COMMENTS TO SUPPORT VIEWS</th>
</tr>
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<tbody>
<tr>
<td>1. Local Strategic Partnership</td>
<td>Non-statutory</td>
<td>No powers or resources of its own. Although will soon influence Skills Funding Agency spend on employment and skills.</td>
<td>Membership laid down in Govt guidance. In recent years responsible for Sustainable Community Strategy (SCS) as 'over-arching' partnership for locality though production of the SCS is a statutory responsibility of the local authority.</td>
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<tr>
<td>2. Health &amp; Wellbeing Board</td>
<td>Statutory (w.e.f. 1 April 2013)</td>
<td>Powers include the preparation and implementation of the Joint Strategic Needs Assessment and Joint Health &amp; Wellbeing</td>
<td>Will exist as a Committee of the local authority. Core membership is fixed in legislation.</td>
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<tr>
<td>3. Community Safety Partnership</td>
<td>Non-statutory</td>
<td>Strategy for the area in conjunction with the Clinical Commissioning Groups.</td>
<td>Partner bodies have statutory duties to carry out though these will be reduced with the introduction of Police and Crime Commissioners and Police and Crime Panels.</td>
<td>Membership fixed in legislation.</td>
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<tr>
<td>4. Children's Trust</td>
<td>Non-statutory</td>
<td>No powers or resources of its own.</td>
<td>Originally underpinned by a 'duty to co-operate' in 2004 Children Act. 2009 Act required local authorities to establish a Children’s Trust Board with a duty to prepare a Children &amp; Young People’s Plan. This has since been removed though areas are being encouraged to</td>
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</table>
continue with their Trusts where this arrangement has worked. Oversight of joint commissioning for children’s care, public health and health improvement has passed to the Health and Well-being Board.

5. **Stronger Communities Group**  
   - **Non-statutory**  
   - No powers or resources of its own.  
   - Established to enhance the ‘Stronger’ voice on the Community Safety Partnership. Recent work had focused on the delivery of an Action Plan to support the Civic Society.

6. **Third Sector Assembly**  
   - **Non-statutory**  
   - No powers or resources of its own.  
   - Exists to provide a voice for the sector in working with public sector and specifically around policy development and consultation.
## 2. SUB-REGIONAL

<table>
<thead>
<tr>
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<th>COMMENTS TO SUPPORT VIEWS</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. Local Enterprise Partnership</td>
<td>Non-statutory</td>
<td>Underpinned by a ‘duty to co-operate’ for planning and infrastructure development.</td>
<td>Areas are free to choose the status of the LEP (e.g. limited company, CIC, Section 101 Joint Committee). Membership is expected to be 50/50 split between LA and business.</td>
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<tr>
<td>8. Carbon Reduction &amp; Sustainability Commission</td>
<td>Non-statutory</td>
<td>No powers or resources of its own.</td>
<td>Established to focus on issues best addressed at sub-regional level.</td>
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<td></td>
</tr>
<tr>
<td>9. Health &amp; Wellbeing Commission</td>
<td>Non-statutory</td>
<td>No powers or resources of its own.</td>
<td>Established to focus on issues best addressed at sub-regional level.</td>
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<tr>
<td>10. Community Safety &amp; Justice Commission</td>
<td>Non-statutory</td>
<td>No powers or resources of its own.</td>
<td>Established to focus on issues best addressed at sub-regional level.</td>
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</table>
3. **SUB-BOROUGH**

<table>
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</thead>
<tbody>
<tr>
<td>11. Area Partnership Boards x 5</td>
<td>Non-statutory</td>
<td>No powers of their own. LA has identified resources to support local project delivery.</td>
<td>Established to focus on issues best addressed at sub-borough level.</td>
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<tr>
<td>12. Regeneration Boards x 4</td>
<td>Non-statutory</td>
<td>Some have financial resources (Chester Renaissance / Weaver Valley Partnership) but none have powers of their own.</td>
<td>Established to drive forward the economic and physical regeneration of each area.</td>
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4. **OTHER** (not currently formally tied into the LSP framework)

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<thead>
<tr>
<th>PARTNERSHIP</th>
<th>STATUTORY STATUS</th>
<th>STATUTORY POWERS</th>
<th>KEY GOVERNANCE FEATURES</th>
<th>RETENTION BEYOND APRIL 2013 (YES/NO)</th>
<th>COMMENTS TO SUPPORT VIEWS</th>
</tr>
</thead>
<tbody>
<tr>
<td>13. Carers Inter-Agency Group</td>
<td>Non-statutory</td>
<td>No powers or resources of its own.</td>
<td>Exists to oversee the strategic direction and commissioning of support for carers in West Cheshire.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number</td>
<td>Description</td>
<td>Legal Status</td>
<td>Powers/ Resources</td>
<td>Purpose/ Functions</td>
<td></td>
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</tr>
<tr>
<td>14</td>
<td>Approved Mental Health Partnership</td>
<td>Non-statutory</td>
<td>No powers or resources of its own.</td>
<td>Exists to oversee the provision of approved mental health training.</td>
<td></td>
</tr>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>Co-operation agreement in place.</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Learning Disability Partnership</td>
<td>Non-statutory</td>
<td>No powers or resources of its own though DoH requirement to have a LDP to oversee the local Valuing People / Valuing People Now Strategy.</td>
<td>DoH requirement to complete an annual self-assessment for the LDP.</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Intermediate Care (Western Cheshire)</td>
<td>Non-statutory</td>
<td>Has financial resources but no powers of its own.</td>
<td>Exists in response to 1997 government initiative to improve the delivery and co-ordination of intermediate care.</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Joint Commissioning Board</td>
<td>Non-statutory</td>
<td>Has financial resources but no powers of its own.</td>
<td>Exists to monitor the prescription and retail model and practice as it develops. Memo of</td>
<td></td>
</tr>
<tr>
<td>Number</td>
<td>Organization Name</td>
<td>Status</td>
<td>Powers/Financial Resources</td>
<td>Purpose</td>
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</tr>
<tr>
<td>18</td>
<td>Community Mental Health Teams</td>
<td>Non-statutory</td>
<td>No powers or resources of its own.</td>
<td>Exists to provide community mental health services to adults with severe and enduring mental health problems. Partnership agreement in place.</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Adult Safeguarding Board</td>
<td>Non-statutory</td>
<td>Has financial resources but no powers of its own.</td>
<td>Exists to ensure that proper procedures are in place to safeguard vulnerable adults. Terms of reference in place.</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Intermediate Care (Northwich and Winsford)</td>
<td>Non-statutory</td>
<td>Has financial resources but no powers of its own.</td>
<td>Exists in response to 1997 government initiative to improve the delivery and co-ordination of intermediate care.</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Multi Agency Public Protection Partnership</td>
<td>Statutory multi-agency arrangement?</td>
<td>No powers or resources of its own.</td>
<td>Exists to ensure proper arrangements in place for monitoring offenders at high risk of committing serious crime. Statement of responsibilities in place.</td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Drug and</td>
<td>Non-statutory</td>
<td>Has financial</td>
<td>Exists to improve the understanding in place.</td>
<td></td>
</tr>
<tr>
<td><strong>23. Cheshire Safer Roads Group</strong></td>
<td>Non-statutory</td>
<td>Has financial resources but no powers of its own.</td>
<td>Exists to reduce the number of people killed, seriously injured or slightly injured on the roads. Partnership agreement in place.</td>
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</tr>
<tr>
<td><strong>24. Concessionary Travel Partnership</strong></td>
<td>Non-statutory</td>
<td>Has financial resources but no powers of its own. Concessionary travel is however a statutory duty.</td>
<td>Exists to deliver statutory concessionary travel effectively.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>25. Cheshire West and Chester Domestic Abuse Partnership</strong></td>
<td>Non-statutory</td>
<td>Has financial resources but no powers of its own.</td>
<td>Exists to act as the governing body for co-ordinated domestic abuse strategy and practice to reduce the human and service cost of domestic abuse across the borough. Partnering agreement in place.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>26. Shared Services - ICT</strong></td>
<td>Non-statutory</td>
<td>Has financial resources but no powers of its own.</td>
<td>Exists to deliver a cost effective, quality and effective ICT service to</td>
<td></td>
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</tr>
<tr>
<td>No.</td>
<td>Organisation</td>
<td>Type</td>
<td>Description</td>
<td>Purpose</td>
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<tr>
<td>27.</td>
<td>Work Programme Supply Chain</td>
<td>Non-statutory</td>
<td>Will have financial resources but no powers of its own. Exists as delivery mechanism for Work Programme across the sub-region.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>28.</td>
<td>Supporting People</td>
<td>Non-statutory</td>
<td>Has financial resources but no powers of its own. Exists to direct the commissioning of the Supporting People Programme.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>29.</td>
<td>Marketing Cheshire</td>
<td>Non-statutory</td>
<td>Has financial resources and is a company limited by guarantee. Exists to market Cheshire and Warrington nationally and internationally and deliver visitor and tourism related activity.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>30.</td>
<td>Adult Learning Partnership Group</td>
<td>Non-statutory</td>
<td>No powers or resources of its own. Subject to annual self assessment and Ofsted inspection. Exists to provide a network of support for all CWaC commissioned providers of adult learning.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>31.</td>
<td>Cheshire and Warrington Rural Partnership</td>
<td>Non-statutory</td>
<td>No powers or resources of its own. Exists to represent the voice of rural communities.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>32.</td>
<td>West Cheshire and North Wales Chamber of</td>
<td>Non-statutory</td>
<td>Has financial resources but no powers of its own. Exists to support business start up in the area.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number</td>
<td>Name</td>
<td>Type</td>
<td>Financial Resources</td>
<td>Purpose</td>
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</tr>
<tr>
<td>33</td>
<td>Northern Marches Leader Plus</td>
<td>Non-statutory</td>
<td>Has financial resources but no powers of its own.</td>
<td>Exists to manage the delivery of the programme.</td>
<td></td>
</tr>
<tr>
<td>34</td>
<td>Redundancy Support Action Team</td>
<td>Non-statutory</td>
<td>No powers or resources of its own.</td>
<td>Exists to provide a joined up and speedy response to redundancy situations.</td>
<td></td>
</tr>
<tr>
<td>35</td>
<td>Mersey Dee Alliance</td>
<td>Non-statutory</td>
<td>Has financial resources but no powers of its own.</td>
<td>Exists to meet the needs of the natural and functional economic area. Legal partnership agreement in place.</td>
<td></td>
</tr>
<tr>
<td>36</td>
<td>Cheshire Rural Touring Arts</td>
<td>Non-statutory</td>
<td>Has financial resources but no powers of its own.</td>
<td>Exists to provide a programme of arts activities and activities across the rural area.</td>
<td></td>
</tr>
<tr>
<td>37</td>
<td>Cheshire and Warrington Social Enterprise Partnership</td>
<td>Non-statutory</td>
<td>No powers or resources of its own.</td>
<td>Exists to support social enterprises to deliver social outcomes and environmental benefits to local communities.</td>
<td></td>
</tr>
<tr>
<td>38</td>
<td>West Cheshire Employability Partnership</td>
<td>Non-statutory</td>
<td>No powers or resources of its own.</td>
<td>Exists to share and promote best practice and address any gaps in service delivery.</td>
<td></td>
</tr>
<tr>
<td>39</td>
<td>Mersey Forest</td>
<td>Non-statutory</td>
<td>Has financial resources but no powers of its own.</td>
<td>Exists to transform and conserve the landscape.</td>
<td></td>
</tr>
<tr>
<td>No.</td>
<td>Body</td>
<td>Status</td>
<td>Financial Resources</td>
<td>Purpose</td>
<td></td>
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</tr>
<tr>
<td>36</td>
<td>powers of its own.</td>
<td></td>
<td>for the benefit of the economy, people and landscape. Partnership agreement in place.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>40</td>
<td>Chester Festivals</td>
<td>Non-statutory</td>
<td>Has financial resources but no powers of its own.</td>
<td>Exists to co-ordinate, market and develop festivals and events across the borough.</td>
<td></td>
</tr>
<tr>
<td>41</td>
<td>Chester Performs</td>
<td>Non-statutory</td>
<td>Has financial resources but no powers of its own.</td>
<td>Exists to offer art form development support.</td>
<td></td>
</tr>
<tr>
<td>42</td>
<td>Libraries Shared Service</td>
<td>Non-statutory</td>
<td>Has financial resources and responsibilities for delivering LA functions.</td>
<td>Exists to provide specialist and support services to LAs.</td>
<td></td>
</tr>
<tr>
<td>43</td>
<td>Cheshire Archives and Local Studies</td>
<td>Non-statutory</td>
<td>Has financial resources and responsibilities for delivering LA functions.</td>
<td>Exists to deliver archives and local studies services to LAs.</td>
<td></td>
</tr>
<tr>
<td>44</td>
<td>Local Safeguarding Children's Board</td>
<td>Statutory</td>
<td>Has financial resources but no powers of its own.</td>
<td>Exists to ensure that proper procedures are in place to safeguard children at home and in the community.</td>
<td></td>
</tr>
<tr>
<td>45</td>
<td>Youth Offending Service Board</td>
<td>Non-statutory</td>
<td>Has financial resources but no powers of its own.</td>
<td>Exists to prevent offending and re-</td>
<td></td>
</tr>
<tr>
<td>No.</td>
<td>Name</td>
<td>Status</td>
<td>Description</td>
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<tr>
<td>37</td>
<td></td>
<td></td>
<td>powers of its own. Required to report performance to the Youth Justice Board.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>46</td>
<td>Occupational Health Unit</td>
<td>Non-statutory</td>
<td>Has financial resources but no powers of its own. Exists to provide occupational health services to external customers through formal contractual arrangements.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>47</td>
<td>Local Resilience Forum</td>
<td>Statutory</td>
<td>Has financial resources but no powers of its own. Exists to deliver a single framework for civil protection.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>48</td>
<td>Shared Emergency Planning Service</td>
<td>Non-statutory</td>
<td>Exists to deliver the statutory responsibility for Emergency Planning. Has financial resources. Exists to deliver emergency planning services for the LAS.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>49</td>
<td>Learning Together Cheshire and Warrington Learning Network</td>
<td>Non-statutory</td>
<td>No powers or resources of its own. Exists to support and represent third sector organisations involved in the learning and skills agenda.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>