

# **Warrington Partnership Agreement**

**Edition 1**

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All members of Warrington Partnership are required to sign up to the Warrington Partnership Agreement. Members include organisations or groups and people that are recognised representatives of communities of place, interest or identity<sup>1</sup>.

This Agreement is not legally binding and the statutory requirements of members come first. However, all members of the Partnership are asked to voluntarily commit themselves and their organisation to its contents if they wish to be involved in Warrington Partnership.

All members of Warrington Partnership will be given a paper copy of this Agreement and it will also be available on the Internet.

Any changes to this Agreement must be agreed by the Warrington Partnership Board. Any member of Warrington Partnership can suggest changes to this Agreement, either in writing or in person to the Warrington Partnership Board. All Partnership members will be told of changes in writing.

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<sup>1</sup> See Appendix E for more information about communities of place, interest or identity



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# Foreword

Warrington Partnership wants to make the lives of Warrington people better than they are now, particularly for those communities that are the most disadvantaged.

A successful strategic partnership brings together key local agencies and interests. It focuses on priorities to make sure that partners can work within their capacity to get things done. By taking an overview of partners' plans it should inform and influence the work of operational partnerships.

By working together Warrington Partnership can:

- make money go further by avoiding duplication and co-ordinating activity
- bring more expertise to bear on shared issues
- generate improvements to public services, leading to higher public satisfaction, and
- address problems in a holistic way.

By focusing on those problems that are most difficult to solve, we can offer joined up leadership and direction to operational partnerships across the board.

We also need to communicate with the public over a wide range of issues to find out their hopes for the future. We can then turn them into something tangible - an improvement that the public can see.

By focusing on what the public wants, by working together and by delivering improvements on the ground we can build stronger communities for Warrington.



Councillor Keith Bland  
Chair – Warrington Partnership Board

# 1 Introduction

## Purpose of the Partnership Agreement

The purpose of this Agreement is to provide a set of values that all members of the Partnership can sign up to and work towards. By working together in the same way we can be more effective and efficient and have more successful working arrangements for Warrington Partnership. We will have a better understanding of what is expected of us and what we can expect from others.

The Agreement is based around three main themes:

1. What Warrington Partnership is, what it aims to achieve and the principles that it follows.
2. How Warrington Partnership is structured, how it works and how it communicates.
3. Who the members of Warrington Partnership are, what we expect them to do and how we expect them to behave.

## Warrington Partnership

### **“Working together for progress”**

Warrington Partnership is the ‘Local Strategic Partnership’ or LSP for Warrington.

*It is a single body that:*

- Operates within the boundaries of the Borough of Warrington.
- Works in partnership by bringing together the different parts of the public sector as well as the private, business, community and voluntary sector, so that different plans, projects and services support each other and work together.
- Is a non-statutory, non-executive organisation. This means that it does not have any legal duties and does not have any decision making powers. As an organisation it does make decisions but individual members act upon them voluntarily. However, within the structure of the Partnership there are groups that have statutory obligations and some members have a duty, placed upon them by Government, to be involved.

*Warrington Partnership aims to:*

- Focus on strategic issues that can best be resolved through working in partnership;
- Act as 'the partnership of partnerships'. This means it aims to act as the 'umbrella' partnership for other theme or area-based partnership groups within the town and provide a vision that everyone can work together to achieve. It also aims to link up with other bodies or partnerships that work with the North West Region and the Cheshire and Warrington sub-region.
- Provide the means for local communities to connect with public service providers and other members of the partnership.
- Produce a *Sustainable Community Strategy* that sets the vision and priorities for Warrington.
- Develop a *Local Area Agreement* with the Government that sets out a number of outcomes or 'end results' for improving the quality of life for people in Warrington.
- Put into practice Delivery Plans for achieving the Sustainable Community Strategy priorities and Local Area Agreement outcomes.
- Monitor and review the progress of the Delivery Plans and whether they are contributing to the success of the Sustainable Community Strategy.
- Make sure the strategic plans of the Thematic Groups fit in with the vision and priorities of the Sustainable Community Strategy.

*Warrington Partnership is committed to:*

- Making sure a broad, inclusive and co-ordinated approach is taken to improving the physical, social, economic and spiritual wellbeing of Warrington;
- Trying new ideas and projects when promoting Warrington's interests and working on the achievement of outcomes;
- Working with local communities to make sure their views and goals are listened to and reflected in the Sustainable Community Strategy and Local Area Agreement.
- Sharing its decisions and actions with the local community and between members of all the Partnership groups and boards;

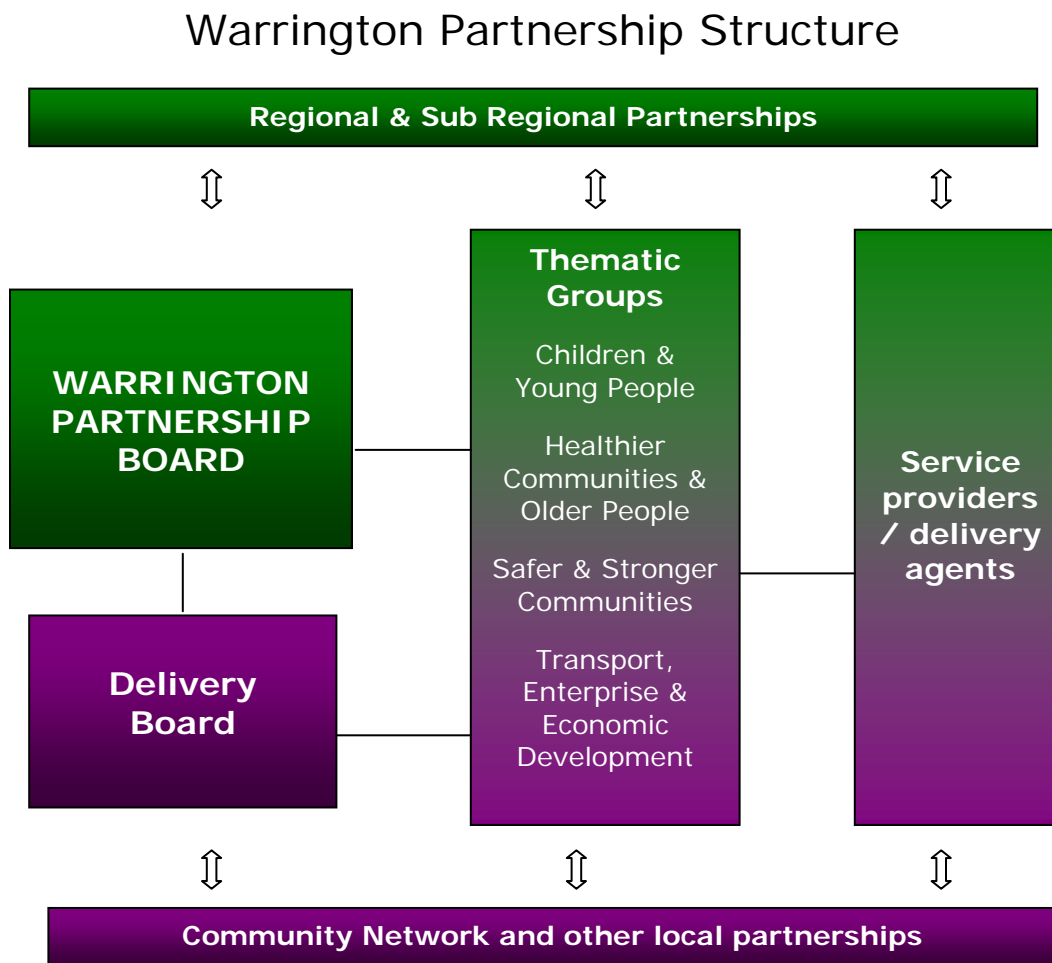
- Making sure its members are accountable, or answerable, to the Partnership and to the local community;
- Making sure its plans are based on sound evidence;
- Respecting diversity, valuing the views and interests of all our different partners and allowing them to be expressed;
- Meeting the development and training needs of Partnership members;
- Sharing information among members, except where rules and guidelines say that information should not be shared.
- Sharing resources between members to make sure Warrington Partnership is properly managed and co-ordinated;

# 2 Partnership Structure

## Structure Outline

Warrington Partnership works at a number of different levels. Firstly, a level that lets strategic decisions be made. Secondly, at a level that allows operational activity to take place that can ensure outcomes are achieved. And finally at a level that allows communities to be engaged in the decisions made and actions carried out by partnership members.

In order to achieve this there is a range of groups that makes up Warrington Partnership:



## **Warrington Partnership Board**

Warrington Partnership Board is the strategic group of Warrington Partnership and is made up of a range of members from the public, private and voluntary / community sectors. It is the group that is ultimately accountable for the success of the Partnership.

Its main activities are:

1. To identify and agree the key challenges and priorities for the Borough
2. To develop, monitor and review the Sustainable Community Strategy to address these priorities.
3. To maintain an overview of the key challenges and priorities for Warrington.
4. To establish and maintain appropriate partnership delivery arrangements.
5. To oversee the development of the Local Area Agreement.
6. To produce an Annual Report on the Partnership's achievements for the community.

## **Delivery Board**

The Delivery Board is concerned with co-ordinating, monitoring and reviewing the operational activity of the partnership in delivering the outcomes from the Sustainable Community Strategy and Local Area Agreement. It is accountable to Warrington Partnership Board for the success of the Local Area Agreement and Delivery Plan.

Its membership is based on the agencies that have the most resources to put into delivering services in Warrington. All sectors are represented and members are of Chief Executive level or equivalent in order to allow solutions to poor progress to be found as efficiently as possible.

Its main activities are:

1. To ensure that the key agencies in the Borough allocate appropriate resources to address the SCS priorities.
2. To develop the Local Area Agreement and Delivery Plans with the Thematic Groups.
3. To take the lead in the negotiation of the Local Area Agreement with Government Office for the North West.
4. To provide a regular Local Area Agreement Performance Reports to Warrington Partnership Board and Government Office for the North West.

## **Thematic Groups**

The Thematic Groups are responsible for actioning the Local Area Agreement via the Delivery Plans and individual Thematic Group action plans. It is for

the Thematic Groups to decide how actions should be delivered and who should complete them.

The Thematic Groups should know about the community needs and goals within their area of work and should know about what is happening with related work that isn't directly managed by the Partnership. They should use this information to help the Warrington Partnership Board write the Sustainable Community Strategy and the Delivery Board develop and refresh the Local Area Agreement and Delivery Plan.

In most cases actions will be carried out voluntarily via partner agencies. However, in other cases there will be the need to commission<sup>2</sup> services from **service providers / delivery agents**.

The main activities of the Thematic Groups are:

1. To advise the Partnership Board of community needs and aspirations in respect of their thematic area to support the development of the Sustainable Community Strategy.
2. To develop and implement plans for delivery of SCS priorities and LAA outcomes.
3. To develop and oversee Thematic Group specific strategies and action plans, as necessary.
4. Produce Exception Reports for the Delivery Board to highlight poor performance and to produce regular performance reports for all indicators for the Delivery Board.
5. To develop action focused sub-groups to deliver the Local Area Agreement and Delivery Plan and other plans, as necessary. Sub-group structures for each Thematic Group should be agreed with the Delivery Board.

Some Thematic Groups will deal with issues that lie outside the scope of the Sustainable Community Strategy and the Local Area Agreement. There are also a number of strategic plans, that fall outside the direct remit of the Partnership's performance monitoring arrangements, that some Thematic Groups have responsibility for. These will not be automatically included in the arrangements outlined within this Agreement unless it is agreed necessary to the success of the Partnership vision and outcomes, and/or it is agreed between the Partnership Board, Delivery Board and relevant Thematic Group.

To see the Terms of Reference for the Warrington Partnership Board, Delivery Board and Thematic Groups go to Appendix B.

## **Engaging with the community**

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<sup>2</sup> See Appendix A for more information on commissioning.

Warrington Partnership aims to act as a link between local communities and public service providers and other strategic decision makers. If Warrington Partnership is to be a success it is really important that it works with local communities to develop its plans.

Primarily this is achieved through working with the **Community Network and other local partnerships** and ensuring all levels of the Partnership is represented by members of the community / voluntary sector that are in a position to speak for a wide number of community / voluntary sector organisations. Links will also be made to **sub-regional and regional partnerships** that have a stake in the work of Warrington Partnership. At times wider consultation will take place, for example when developing and updating the Sustainable Community Strategy.

Appendix E outlines the Partnership's commitment to community engagement and communication.

## Accountability

Throughout the structure outlined above there are a number of specific responsibilities and layers of accountability that need to be highlighted.

### Statutory responsibilities

Warrington Borough Council has specific statutory responsibilities in respect of Warrington Partnership. It is responsible for producing the Sustainable Community Strategy and working with a Local Strategic Partnership to do so. It is also responsible for producing a Local Area Agreement with the Government and local partners and for managing any pooled budgets identified in the Local Area Agreement. Any partners that receive money from Local Area Agreement pooled budgets must provide information to allow the Council to account for its use.

In addition to this some partners have a duty to co-operate in specific partnership activities. These members should refer to the guidance laid out by Government and the relevant Thematic Groups.

### Accountability framework

In regards to the Sustainable Community Strategy, Local Area Agreement and Delivery Plan there are a number of layers of accountability.

- Members are responsible to the Partnership as a whole for delivering the outcomes and targets they agreed to within the Local Area Agreement and Delivery Plan. This is the case for both members that are recognised within this Partnership Agreement and service providers that are commissioned to carry out work on behalf of a Thematic Group. In both cases there must be a clear understanding of the expectation on

members/service providers. Actions that members are responsible for should be set out in the Delivery Plan. For service providers under commissioning obligations a Service Level Agreement must be drawn up to which both the service provider and the budget holder will be held accountable (see Appendix A). All members will be expected to co-operate in collecting and reporting data for performance monitoring.

- Warrington Partnership Board must approve the Sustainable Community Strategy and Local Area Agreement. The Delivery Board is accountable to Warrington Partnership Board for ensuring the success of the Local Area Agreement and Delivery Plan and making sure it links to the vision and priorities in the Sustainable Community Strategy.
- The Thematic Groups are accountable to the Delivery Board for the commissioning of services and actions and making sure they carry out the Delivery Plan.
- Sub groups to the Thematic Groups are accountable to the Thematic Group. As this relationship is specific to the thematic group and sub-group, any accountability arrangements should be supported by written guidance, for example Terms of Reference.

## **Performance and Risk Management**

In order to ensure the above accountability framework is followed Warrington Partnership has a Performance Management Framework that all levels of the Partnership must follow – see Appendix C. In addition to this it is recognised that for members and groups to fulfil their responsibilities an effective Risk Management Framework should also be in place. The Partnership must be in a position to respond efficiently and effectively when progress is poor or when risks are realised. See Appendix D.

# 3 Membership

## Membership of groups

Warrington Partnership will look for members of its groups from organisations and interest groups that have a key role to play in adding to and achieving the vision and priorities for Warrington. The membership categories of Warrington Partnership Board and the Delivery Board are set out in Appendix F.

### Process for choosing members

Different groups within the Partnership have different membership criteria based on the needs and complexity of their group, and each Thematic Group will set their own membership criteria and structures. However, all groups should adhere to the following general principles.

- Each group should have at least one public, one private and one voluntary / community sector representative.
- To become a member of a group a person must be put forward by the organisation or interest they wish to represent.
- Groups should make sure that all members could contribute to its overall aims.
- If there are any interests or organisations that a group feels should be a member but are not, they should invite them to join. It is also important for groups to develop ways to involve stakeholders who should have a say in certain aspects of the work of the partnership but who are not full members. This process should be developed by the Thematic Groups.
- If there is more than one applicant to a group from the same category of membership, then an election should be held. All members of the group will be able to take part in a secret ballot.

Membership of the groups will be reviewed each year. This will look at attendance at meetings, if the Partnership Agreement has been followed, development and training needs of members and if the members are still the right people to sit on the groups. Reviews will be carried out by the Thematic Group co-ordinators.

### Process for election of Chairs

All the groups within Warrington Partnership will have a Chair and a Deputy Chair chosen from within the group (see Appendix G). The Chair of Warrington Partnership Board can be chosen either from within or outside the group.

Some groups have statutory obligations and as such have paid co-ordinators and other officers whose personal accountability is overseen by the Chair of the Thematic Group. In these cases the position of Chair may need to be limited to certain members that will be determined by the Thematic Group.

The process for electing a Chair and Deputy Chair is;

- 1) Candidate is proposed and seconded
- 2) Candidate makes known their willingness to stand
- 3) Candidate lets the group know why they want to stand and what they would bring to the position.
- 4) A secret vote takes place in which each member gets one vote each.
- 5) Chair/Deputy Chair elected.

If neither the Chair nor Deputy Chair is available at a meeting, the members who are present may choose someone from among them to Chair on that occasion.

## Member duties and responsibilities

### What the Partnership expects from members

Members of Warrington Partnership Board, Delivery Board and the Thematic Groups will normally be senior people within their organisation or interest group.

- At meetings members should speak for the organisation or interest that they represent, rather than from a personal view.
- Members should feedback from the Partnership to the group or organisation they represent and vice versa.
- Members should be formally chosen by the organisation or interest they represent, and ensure they can confidently present the views of that organisation/group.

Members should be able to add value to the work of the Partnership. The Partnership expects that members will bring a number of qualities to the groups that they are attending. These include:

- Wanting the partnership to succeed
- Actively seeking solutions to problems
- Getting involved in meetings and events and contributing constructively to debates
- Listening to other's views and respecting their contributions
- Being prepared to trust
- Carrying out tasks effectively and on time

- Facing challenges positively
- Leading colleagues in support of collaboration
- Behaving with integrity and consistency.

### **Substitute roles**

Members should attend as many meeting/events as possible. When a member of a group is not able to make a meeting they should choose a substitute or an alternative representative to go on their behalf. The coordinator of the group should be told about this before the meeting. The substitute must be chosen from the same organisation or interest that the member represents and will also have to follow the guidelines laid out in this Agreement. They are expected to be of a similar level of seniority and should have permission to act on the member's behalf, with full decision making rights.

Within Warrington Partnership Board substitutes of representatives of other Partnership groups should come from the group concerned and not from the organisation/interest the member represents at the group. So, for example the Delivery Board representative should be substituted by another Delivery Board member. Similarly the substitutes for representatives from specific sectors should come from the sector group that nominated the member and not from the member's own organisation.

### **Ethical Code of Conduct**

Warrington Partnership is not an executive body and the final responsibility for carrying out actions is with the individual members. However, members are expected to conduct themselves within the remit of certain ethical standards, which are laid out below. Some members will also represent organisations that already have ethical codes of conduct. Members should refer primarily to their own organisation's code.

#### Selflessness

Representatives of the Partnership should only take decisions in the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

#### Integrity

Representatives of the Partnership should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in their advice or recommendations to the Partnership.

#### Objectivity

In carrying out the business of the Partnership, such as recommending a particular course of action, representatives of the Partnership should make choices on merit and not because of personal or professional prejudices or preferences.

### Accountability

Representatives of the Partnership are accountable for their decisions and actions to the organisations, which employ them, or the groups whose interest they seek to represent and must agree to whatever scrutiny is suitable to their situation. They are also accountable to the wider Partnership when carrying out tasks on its behalf. The Council's Scrutiny Committee will co-ordinate scrutiny of the Partnership.

### Openness

Representatives of the Partnership should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and keep information confidential only when it benefits the wider public interest or protects an individual's privacy or human rights.

### Honesty

Representatives of the Partnership have a duty to declare any private interests relating to their Partnership duties and to take steps to solve any conflicts that may arise in a way that protects the public interest.

### Leadership

Representatives of the Partnership should promote and support these principles by leadership and example.

### Respect for others

Representatives of the Partnership should support and promote the principles of equality and diversity both with their behaviour towards others and in the development of strategies, projects and services.

## **Partnership duties and responsibilities**

### **Training and Development**

Warrington Partnership will be more effective if it has members who have the right skills and information to carry out their role. Opportunities for training and development will be made available by the Partnership.

### **Equality and Diversity**

Warrington Partnership is committed to promoting fair and equal treatment for everyone and promoting harmonious relations between all sections of the community. It is also committed to helping its members understand their responsibilities around promoting equality and respecting diversity.

Warrington Partnership understands the definition of equality and diversity to be:

Equality – equality of opportunity regardless of race, ethnicity, gender, sexual orientation, disability, socio-economic status, age, religious beliefs, political beliefs, or other ideologies and cultural differences.

Diversity - understanding that each individual is unique, and recognising our individual differences. The concept of diversity encompasses acceptance and respect.

The principles of equality and diversity will be followed at all levels of Warrington Partnership, either through the treatment and behaviour of its members, the employment of staff and the delivery of services via the Thematic Groups. All members, employees and stakeholders of Warrington Partnership can expect to be treated with respect and dignity to ensure that they are not unfairly disadvantaged or discriminated against and in an effort to address all needs.

### Commissioning

Warrington Partnership understands the definition of 'commissioning' to be:

*'The process of planning, specifying, securing and monitoring services in order to meet an identified and prioritised need'.*

In other words Thematic Groups will identify the need for a specific service, identify the most appropriate service provider, provide them with, or help them find, resources to deliver the service and monitor the effectiveness of the service against specific targets.

Organisations that are commissioned to carry out a service linked to the outcomes in the Local Area Agreement are expected to sign up to a Service Level Agreement, drawn up with the commissioning body.

*The 'commissioning body' is the Thematic Group or an individual member of the Thematic Group that has agreed to fund the project.*

#### **Service Level Agreement - Minimum requirements**

The Service Level Agreement will be expected to include:

- Purpose of the Agreement
- Agreement period – including specified review periods
- Authorised person who shall supervise the Agreement on behalf of the commissioning body
- Provider representative – the authorised person who will carry responsibility for the Agreement on behalf of the service provider
- Obligations – a list of statutory or voluntary obligations the service provider is expected to abide by, for example CRB clearance as part of the Disclosure Act regulations.
- Service specification – a detailed explanation of the service including service targets and how they link to the Local Area Agreement. This should also include a cost breakdown, time period of the service, the target user group, sustainability plan, risk assessment, potential savings as a result of the service, equality and diversity statement and community engagement statement.
- Performance monitoring arrangements
- Expectations of the commissioning body, for example funding arrangements.
- Default – regarding the failure to comply with the Statement of both the commissioning body and service provider.
- Arbitration – the process by which disagreements between the commissioning body and service provider are resolved via negotiation.

## Terms of Reference

## APPENDIX B

### Warrington Partnership Board

- (i) Keep informed about the issues facing Warrington and the requirements of national and regional policies;
- (ii) Keep informed about the demographic and economic characteristics of Warrington and its various communities;
- (iii) Keep informed about the aspirations of the different local communities and interests in Warrington;
- (iv) Prepare, approve, monitor and revise the Sustainable Community Strategy;
- (v) Ensure that the Sustainable Community Strategy's vision and priorities focus on the key issues for the town where partnership working can make a difference;
- (vi) Ensure that the Sustainable Community Strategy is evidence-based, reflects community aspirations and national and regional policies;
- (vii) Approve the Local Area Agreement;
- (viii) Agree the *process* by which any resources available to the Partnership as a whole are distributed;
- (ix) Oversee the work and performance of the Delivery Board;
- (x) Produce an Annual Report describing the progress of the Partnership in delivering its priorities and vision;
- (xi) Ensure that Partnership members are aware of their responsibilities and have the necessary skills and support to discharge them;
- (xii) Oversee publicity and communications;
- (xiii) Oversee the development and operation of the community engagement framework .

### Delivery Board

- (i) Prepare and refresh the Local Area Agreement ensuring it is in line with the priorities outlined in the Sustainable Community Strategy, and negotiate its content with Government Office North West;
- (ii) Work with the Thematic Groups to prepare Delivery Plans to reflect the outcomes and targets that reflect the Community Strategy's vision and priorities;
- (iii) Ensure joined-up thinking and planning across all groups within the Partnership's structure;
- (iv) Co-ordinate the spending plans of the Thematic Groups to deliver the targets and outcomes identified in the Local Area Agreement and Delivery Plans;
- (v) Ensure that action is co-ordinated to meet outcomes and targets that cut across the different Thematic Groups;
- (vi) Ensure that the necessary resources are available to action the Delivery Plans and that they are being used efficiently and effectively;

- (vii) Monitor the performance of the Local Area Agreement and Delivery Plans, agree corrective action as necessary;
- (viii) Report progress to Warrington Partnership Board making proposals for change where appropriate;
- (ix) Hold partners to account for any failure to meet the responsibilities set out in the Local Area Agreement and Delivery Plan;
- (x) Consider applications to set up sub-groups of the main Partnership Groups.
- (xi) Report Local Area Agreement performance figures to Government Office North West.

### **Thematic Groups**

- (i) Maintain a strategic overview on behalf of Warrington Partnership over the relevant areas of responsibility (see below).
- (ii) Provide information to Warrington Partnership Board to help it prepare, monitor and review the Sustainable Community Strategy;
- (iii) Provide information to the Delivery Board to help it develop and refresh the Local Area Agreement and Delivery Plan;
- (iv) Engage with service providers from the public, private and voluntary / community sectors to secure the provision of services and actions to meet the requirements of the Local Area Agreement and Delivery Plan;
- (v) Monitor the achievement of the relevant targets and outcomes of the Delivery Plan and the priorities and vision of the Community Strategy;
- (vi) Report progress to the Delivery Board along with any difficulties that might threaten the achievement of the Local Area Agreement;
- (vii) Maintain an overview of the service outcomes, community characteristics and community aspirations within their range of activities
- (viii) Maintain links with other partnerships active within its range of activity to ensure that information and views are being properly taken into account;
- (ix) Maintain links with other Thematic Groups to ensure effectiveness and efficiency and ensure that common issues are managed effectively across Warrington Partnership.

The diagram below shows the range of activities linked to each Thematic Group. Some of these will also be linked to the activities of more than one Thematic Group.

## Areas of responsibility for new Thematic Groups

### **Children and young people**

Education and learning  
Economic wellbeing  
Social care  
Healthy schools  
Youth offending  
Travelling to school  
Drug and alcohol use  
Road safety  
Sexual health  
Citizenship  
*(all related to children and young people)*

### **Healthier communities and older people**

Acute health care  
General health services  
Social care of older and vulnerable people  
Health improvement  
Sports and leisure  
Culture and amenities  
Uptake of welfare benefits  
Fitness and healthy eating

### **Transport, enterprise and economic development**

Regeneration  
Inward investment  
Planning and development  
Tourism  
Retail centres  
Transportation  
Congestion  
Engineering works  
Adult learning and training  
Employment and employability  
Environmental impact of development and regeneration

### **Safer and stronger communities**

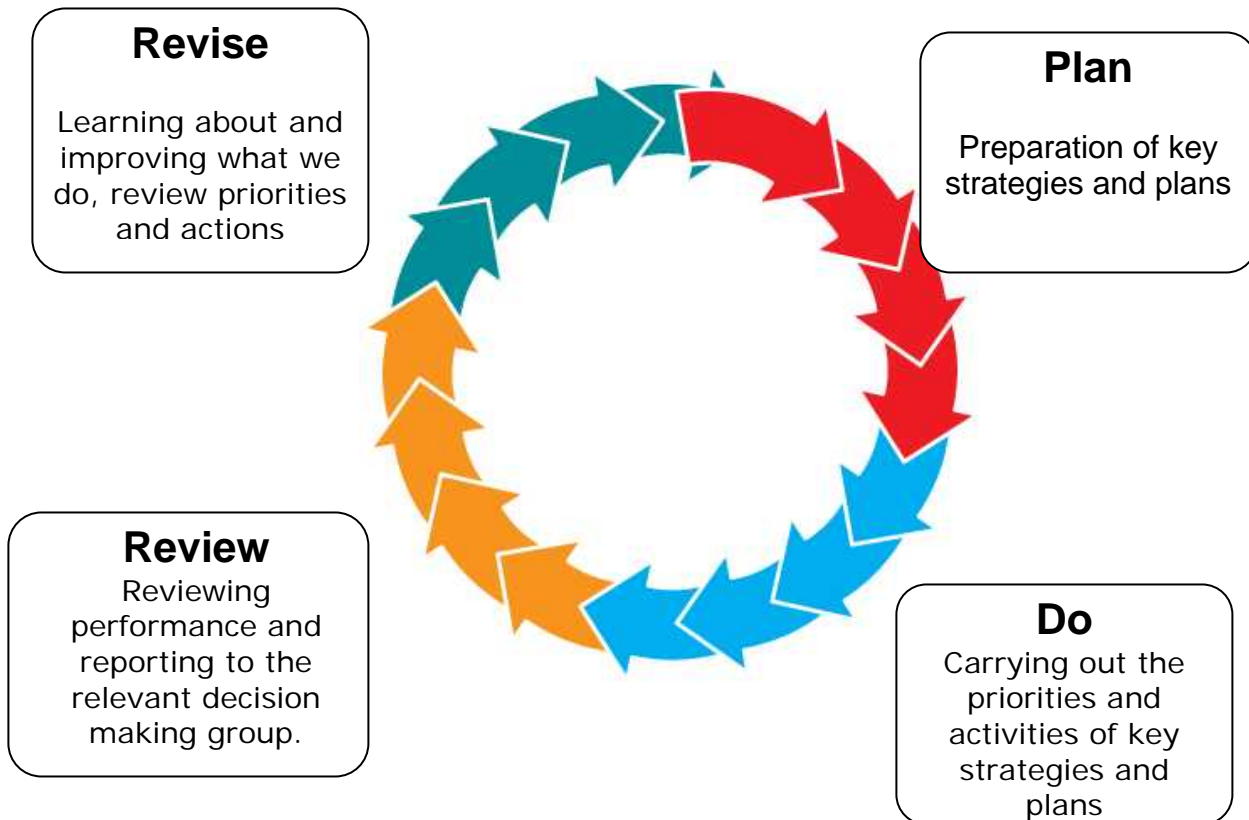
Crime prevention and detection  
Drug and alcohol abuse  
Road safety  
Emergency planning  
Arson prevention  
Community cohesion  
Environmental health and quality  
Waste disposal, recycling and litter  
Satisfaction with neighbourhoods  
Parks and green spaces  
Environment and biodiversity  
Housing and homelessness

## Performance Management Framework

Warrington Partnership defines performance management as:

*the activity to set direction, which uses performance information to manage better, demonstrates what has been accomplished and sets actions to improve<sup>3</sup>.*

The Warrington Partnership Performance Management Framework (PMF) follows the 'plan, do, review, revise' cycle – see diagram below.



<sup>3</sup> Taken from the Office of Government Commerce-  
[www.ogc.gov.uk/documentation\\_and\\_templates\\_performance\\_management\\_plan.asp](http://www.ogc.gov.uk/documentation_and_templates_performance_management_plan.asp)

The overarching PMF was developed during 2006 as a result of adopting the Local Area Agreement (LAA) and strengthened the previous framework in which the Partnership operated.

The PMF aims to link with existing partner frameworks and will not create excessive additional work. The PMF will need to be amended and adjusted over time to ensure it incorporates changes to strategies and plans and continues to support the improvements and priorities set.

The Partnership's performance information will be widely communicated ensuring Partnership members, partners and the community have access to progress made, achievements and effectiveness of delivering outcomes.

## **The PMF Cycle**

### **1. Plan**

This element of the framework is the preparation of key strategies and plans. It is mainly the responsibility of the Partnership Board, although the Delivery Board and Thematic Groups do have a large part to play, along with the other stakeholders such as the local community.

Key plans and strategies include the Sustainable Community Strategy (SCS) and the Local Area Agreement (LAA). Both documents set out a number of outcomes, actions and key performance indicators for Warrington Partnership. There are Delivery Plans for each outcome outlining what needs to be done to achieve the vision, aspirations and outcomes.

### **2. Do**

This element of the framework is carrying out the priorities and activities in the key strategies and plans. The Thematic Groups will have the primary responsibility for overseeing actions to deliver on the LAA and SCS. They will work with the Delivery Board to develop the Delivery Plans, which outlines what actions and projects need to take place by named partners to achieve the outcomes and targets within the LAA. Each Thematic Group will be responsible for a number of Delivery Plans. The Delivery Board will take overall responsibility for the success of the Delivery Plans.

Actions and projects could either be directly carried out by members within the Thematic Group or by outside agencies on a commissioning basis. (See Appendix A).

### **3. Review**

This element of the framework is reviewing performance and reporting to the relevant decision making group.

Thematic Groups will report quarterly to the Delivery Board on an exception basis and produce a full Performance Report every six months. The Delivery Board will report every six months to Government Office North West on progress with the LAA. It will report six monthly to the Warrington Partnership Board on the LAA and Delivery Plans, showing the extent to which its targets and outcomes are being achieved and the vision and priorities in the SCS are being achieved. The report will also highlight any changes needed to targets and resource implications. It will also highlight any indicators for which performance is less than expected, outlining possible explanations and ways forward.

The Thematic Groups will help in the production of both reports. They will also keep their parts of the Delivery Plan and the targets and outcomes for which they are responsible under constant review and make sure any areas of weakness are looked at. They will draw to the attention of the Delivery Board any failure by a partner to meet its responsibilities and any areas of weakness that they need assistance in. The Delivery Board will then consider how best to resolve the situation.

The Council's Overview and Scrutiny Committee, with the Boards of any of the members of the Partnership and any other stakeholders that wish to participate, shall carry out a review of the overall effectiveness of the Partnership. This will look at issues such as progress made on the SCS and LAA, the structure of the Partnership and how well the Partnership is adhering to the Partnership Agreement. It will publish a report setting out its findings and making any proposals for change or improvement. The Partnership must consider its proposals and make a public response to the scrutiny committee, which should include an improvement plan. This will include member's commitment to this Partnership Agreement. Reviews will be done no less than every three years.

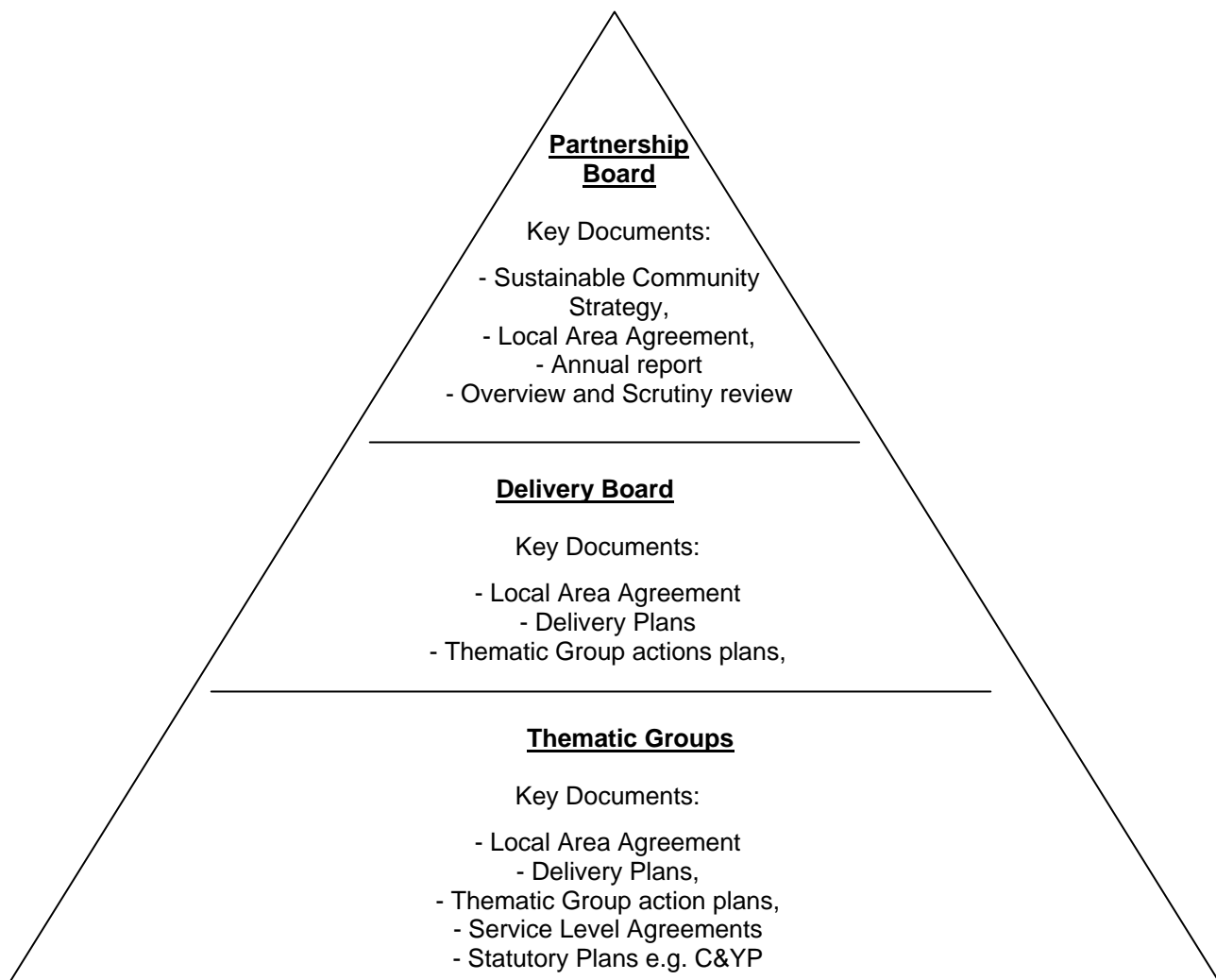
### **4. Revise**

This element of the framework involves learning about and improving what we do and provides the essential link between 'review' and 'plan'. It will take into account changes needed as a result of a number of factors including, government legislation, community views, new strategies and plans. The Partnership will revise plans, priorities, actions and performance indicators to ensure it is delivering outcomes and improvements for the community.

The Partnership Board will produce an Annual Report every year outlining the achievements of the year and a summary of the priorities for the forthcoming year. This report will be widely available to all members of the Partnership as well as the wider community. The report should provide a summary and analysis of what progress has been made over the year and what areas need to be improved, using the performance reports outlined in the 'review' section. It should also take into account any work carried out by overview and scrutiny. Members of the Partnership and community and business forums will contribute to this process via the annual Partnership Conference and other consultation processes. This process will contribute to the annual LAA refresh and occasional update of the SCS – this takes us back to 'plan' and completes the PMF cycle.

### **The Performance Management Process**

The Partnership will regularly review and monitor its progress in relation to its strategy and LAA. It will monitor, report and review performance on a quarterly basis. It will use existing partner frameworks to avoid duplication of work and will operate within the hierarchy below:



- **Thematic Group**

- Monitor each quarter progress on the SCS, LAA delivery plans and performance indicators.
- Each named person for an LAA outcome will report progress to the relevant Thematic Group and the Council's Performance Team. Quarterly progress will be recorded in the performance management system Performance Plus.
- A reporting template has been developed and will be used to report progress. It will recommend appropriate action and identify any issues that need to be addressed by the Delivery Board.
- Thematic Group Co-ordinators will oversee the process and support the Chair in reporting back to the Delivery Board. Reporting back to the Delivery Board will be on exception basis, highlighting significant variation and poor performance.

- **Delivery Board**

- Receive quarterly exception reporting from Thematic Groups and take appropriate action.
- Produce six monthly progress report on LAA targets and actions for GONW and Partnership Board.

- **Partnership Board**

- Produce annual report reviewing progress made in achievement of LAA and SCS.
- Respond to the Council's Overview and Scrutiny Committee request for progress.

Quarterly performance monitoring covers the following periods:

<b>Quarter</b>	<b>Period</b>
Q1	1 <sup>st</sup> April – 30 <sup>th</sup> June
Q2	1 <sup>st</sup> July – 30 <sup>th</sup> September
Q3	1 <sup>st</sup> October – 31 <sup>st</sup> December
Q4	1 <sup>st</sup> January – 31 <sup>st</sup> March

### Risk Management Framework

All aspects of the Partnership's business are subject to rigorous risk management procedures. At a strategic level there will be an assessment of the risks associated with the LAA and a risk register will be maintained. All actions have been subjected to a risk assessment and are identified in the relevant delivery plans.

Each risk is rated based on the likelihood of it happening and the impact if it does happen. Risk ratings will be used and control measures put in place. This whole process will be managed through our Performance Plus system enabling risks to be cross-referenced to outcomes, performance measures and actions.

All risks should have a named Partnership board / group that is responsible for overseeing a response should a risk be realised.

# Community Engagement Statement

### What do we mean by community?

There are a number of different meanings and parts to the term community and it can represent a number of different people or groups. For example:

- Communities of place – this represents a particular geographical area, both big and small. It could be represented by, for example, a residents group or a parish council.
- Communities of identity or interest – this is a group of people that come together because of something they have in common other than where they live or work, for example representatives could include an older persons group, or a faith group, or alternatively they could be representing a particular interest such as conservation or cycling.

There are other groups that, whilst not always thought of as ‘the community’, also need to be involved in the Partnership’s engagement process.

- Service users – this relates to individuals or groups that are connected to a particular service as either a direct user or linked to a user, such as a carer. This is a group that is essential in making sure that services are being effectively carried out.
- The business community or the private sector – a lot of people, who are not resident in Warrington, work or run businesses within the town. They are crucial to the prosperity and regeneration of the area, as well as contributing business rates in order to receive services from public sector organisations such as the Council and the Police. In addition there are a number of private businesses that provide specific services on behalf of the public sector, for example care homes. It is very difficult to get a representative view of business needs and priorities due to the large range of businesses within Warrington.
- The voluntary sector – voluntary groups and individual volunteers represent a unique group who can both provide links to and represent the views of the communities that they work with and provide essential services to. They are often residents or employees of Warrington themselves and often have knowledge and skills that the public sector do not have, but that are needed at the core of decision making.

It is important to remember that different members of the community have different needs and will require different levels and types of engagement

methods. Warrington Partnership is committed to using different types of engagement methods to reflect the different needs of the community.

### **What do we mean by community engagement?**

Engagement is a 'catch all' term for a number of different involvement methods:

- Giving information – this could involve using newsletters or websites or presentations telling people about decisions that have been or will be made.
- Consultation – this is about asking people for their views on a particular issue, by using research techniques such as questionnaires or focus groups.
- Participation or delegation – this involves representatives sitting on boards or decision making groups and working alongside other agencies to make decisions. There may also be some handing over of money or resources to community groups or the handing over of responsibility or power to community representatives.

Warrington Partnership is dedicated to using the full range of engagement methods to put the local community at the heart of both its day-to-day business and also in a number of specific settings in which it will be important to engage with as wide a range of communities as possible for example:

- In preparing and updating the Sustainable Community Strategy;
- In preparing and updating linked strategic plans, such as the Local Transport Plan;
- In preparing and updating plans for specific neighbourhoods.

Each Thematic Group will have varied requirements in regard to engaging the community in its work. It is expected that each Thematic Group will look closely at the needs of the communities it works with and for, and develop appropriate community engagement methods. The Partnership Board will have responsibility for overseeing this work and ensuring the above principles are adhered to throughout the partnership.

### **Communication**

Alongside its engagement responsibilities Warrington Partnership has a number of communication responsibilities that need to be carried out if the Partnership is to run effectively. These are around:

- The content of plans and publications.
- The content of meetings and decisions made within them.

- The delivery of the Local Area Agreement.
- Membership details.
- The results of consultation / research projects.

There are a number of audiences that the Partnership should communicate to:

- Individual members of the Partnership
- Groups within and connected to Warrington Partnership
- The local community
- Other local non-members, such as Members of Parliament.
- Government organisations such as GONW or the Department for Communities and Local Government.
- Other area LSPs

When carrying out activities Warrington Partnership will work to a number of principles:

- All documents produced by Warrington Partnership will be published on a Warrington Partnership website. Hard copies will be available from the Warrington Partnership Co-ordination Team, or in some cases will be available in public buildings such as Central Library and Council Offices. All documents that link to the Partnership will be attached to the website whenever possible.
- All agendas, papers and minutes of the Warrington Partnership Board, Delivery Board and Thematic Groups will be available on the Warrington Partnership website following official agreement to the content and subject to the sensitivity of the contents. Hard copies will be available on request from the Warrington Partnership Co-ordination Team.
- A Partnership newsletter will be produced at least twice a year with updates on projects and services delivered through the Partnership process. At least one of the newsletters will be an Annual Report that will contain a summary of progress. The newsletter will be published on the website and will be made widely available throughout Warrington in hard copy.
- A list of members will be kept on the Partnership website. Individual member names and contact details will only be available under written request and only when permission to share details has been given by the member.
- Each Thematic Group will keep a list of local partnerships that they link into. Each Group within the Partnership structure will be responsible for making sure it communicates with its stakeholders.

In addition to this, in order to ensure communication between the Partnership groups, Warrington Partnership will have a Co-ordinator's Group to run alongside the Partnership meeting cycle. Issues such as agenda items for Thematic Groups, update reports and general administration and co-ordination will be discussed at this meeting.

## APPENDIX F

### Membership categories

Advisors, co-ordinators and administrative support staff will be invited to attend meetings but do not have any decision making rights.

#### Warrington Partnership Board

<i>Membership category</i>	<i>Role and reason for being selected</i>
Chair x 1	Chosen by Warrington Partnership Board to oversee the meetings and act as a 'champion' for Warrington Partnership.
Deputy Chair x1	Chosen by the Warrington Partnership Board to stand in when the chair is not available.
Thematic Group representatives x 12 (3 from each group)	Chosen by each Thematic Group to speak on its behalf. The 3 representatives should have a spread of specialist knowledge, with one being the Chair of the Thematic Group.
Warrington Borough Council x 2	Chosen by the Council to reflect its legal responsibilities towards the Sustainable Community Strategy and Local Area Agreement (for more information see section 4).
Delivery Board representative x 1	Chosen by the Delivery Board to speak on its behalf.
Business sector representatives x 3	Chosen by Warrington 2000+ to represent the views of Warrington businesses.
Voluntary Sector representatives x 3	Chosen by the Community Network Hub Group to represent the views of the voluntary/community sector.
Area based representatives x 3	One to be chosen by the Stronger Together in Warrington Partnership Board and two to be chosen by neighbourhood bodies
GONW x1	Chosen by GONW to act as an observer and adviser.

## Delivery Board

<i>Membership category</i>	<i>Role and reason for being selected</i>
Warrington Borough Council x 1	The Council's Chief Executive, to represent the plans, policies and resources of Warrington Borough Council.
Warrington Primary Care Trust x 1	The Primary Care Trust's Chief Executive, to represent and provide a link to the plans, policies and resources of health bodies affecting Warrington.
North Cheshire Hospital Trust x 1	The North Cheshire Trust's Chief Executive, to represent and provide a link to the plans, policies and resources of health bodies affecting Warrington.
Cheshire Police x 1	The Chief Superintendent for the Northern Area, to represent and provide a link to the plans, policies and resources of Cheshire Constabulary and other criminal justice bodies affecting Warrington.
Cheshire Fire and Rescue Service x 1	The Performance Delivery Manager for Warrington, to represent and provide a link to the plans, policies and resources of Cheshire Fire and Rescue and other linked safety bodies affecting Warrington.
Job Centre Plus x 1	The External Relations Manager to represent and provide a link to the plans, policies and resources of benefit, training and job agencies within Warrington.
Voluntary Sector Service Provider Representative x1	Chief Executive of the Council for Voluntary Service, to provide a link to plans, policies and resources of voluntary service providers in Warrington.
Business Sector Representative x 1	To be chosen by a business forum to provide a link to plans, policies and resources of the business sector.

The members of the Delivery Board are tasked with applying their knowledge and skills to ensuring the success of the Local Area Agreement. Whilst members will be representing their own agency they will also be expected to reflect the needs of partner organisations when assessing projects and advising Thematic Groups. This will mean putting aside a 'single agency' mentality in order to achieve the best way forward for the Local Area Agreement and for Warrington as a whole.

It may sometimes be helpful to invite other people with specialist knowledge to Delivery Board meetings. The membership of the Delivery Board will expand to include other organisations, or possibly contract, when its work programme makes this necessary.

# Chair of a Warrington Partnership Board or Thematic Group

### JOB DESCRIPTION

#### Key working relationships:

- Members of the Warrington Partnership Board and Delivery Board
- Representatives of partner organisations
- Chairs and Co-ordinators of other Warrington Partnership Boards or Thematic Groups
- Warrington Partnership Co-ordinators
- Warrington Partnership Administrative Officers

#### Role of the postholder:

- To provide a lead in developing and ensuring the success of Warrington Partnership
- To work with others to 'champion' the work of Warrington Partnership
- To chair the meetings of a designated Warrington Partnership Board or Thematic Group, ensuring actions are taken forward by relevant partners.

#### Duties and responsibilities:

1. To provide the necessary drive and ambition that will help ensure the success of Warrington Partnership and help deliver the vision of Warrington now and in the future.
2. To provide a non-partisan approach to the leadership of Warrington Partnership, ensuring no individual organisations or sectors are unfairly favoured or over-represented within the Partnership framework.
3. To represent Warrington Partnership in promotional activity as appropriate, ensuring a consistent message and vision is delivered.
4. To promote and help ensure the effective engagement of the local community and other stakeholders in the Partnership process and development of the Sustainable Community Strategy.
5. To represent Warrington Partnership or a designated Warrington Partnership Board or Thematic Group at meetings, functions and other events as appropriate, both within Warrington and at the regional, national and international level.

6. To act as Chair of a designated Warrington Partnership Board or Thematic Group, taking a leading role in agenda setting, approving minutes, monitoring actions and ensuring the overall effective running of meetings.
7. To develop a close working relationship with the Partnership Co-ordination Team.
8. To help develop and maintain a relationship with Warrington Council's Overview and Scrutiny Committee, ensuring that Warrington Partnership remains accountable at all levels of the decision making process.

Please note for some of the groups the Chair will also have management responsibility over specific paid officers.

## **PERSON SPECIFICATION**

### **Personal qualities**

1. Committed to the future wellbeing of Warrington and its people.
2. Able to promote Warrington and the Warrington Partnership in local, regional and wider settings.
3. A strategic thinker, capable of giving direction and focus to a wide range of stakeholders.
4. Proficient in motivating people and organisations around a common vision.
5. Excellent negotiation skills, with an understanding of the limits of what can be contributed by different stakeholders in wide ranging situations, with a view to achieving the best possible outcome.
6. Confident, with the ability to hold individual organisations to account if and when necessary.

### **Knowledge**

1. Understanding of cross-sector partnership working at a strategic and operational level.
2. Understanding of performance management processes, including strategic planning, performance monitoring and budgeting processes.
3. Awareness of Government policies associated with specialist issue areas and Local Strategic Partnerships as appropriate.
4. Appreciation of the relationships between Central Government, Local Strategic Partnerships, individual public sector organisations (including their statutory obligations) and other sectors such as the voluntary / community sector and the private sector.

### **Experience**

1. Working with people from a variety of backgrounds and interests, specifically the political, private, public and voluntary sectors.
2. Promoting the interests and activities of a group or organisations.

### **Commitment**

1. Able to attend regular meetings both to Chair and represent a group at a variety of locations and at a variety of times, including possible evening meetings.
2. Able to contribute to and support others in the development of reports and action plans.