



**PARTNERSHIP STRATEGY
2009 - 2012**

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CONTENTS	Page
CHAIRMAN'S FOREWORD	2
INTRODUCTION	3
SCOPE	3
BACKGROUND	3
THE AUTHORITY'S ROLE IN PARTNERSHIP WORKING	6
KEY PARTNERSHIPS	8
ROLES AND RESPONSIBILITIES	10
GOVERNANCE, ACCOUNTABILITY AND SUPPORT	11
COMMUNICATION AND CONSULTATION	12
FINANCIAL IMPLICATIONS	12
SUPPORT, TRAINING AND DEVELOPMENT FOR MEMBERS	12
ACTION PLAN FOR IMPROVEMENT	13
CONCLUSION	14
APPENDICES	
1 – Guidance for Members	15
2 – Partnership Action Plan 2009-12	16
SUPPORTING DOCUMENTS	19

CHAIRMAN'S FOREWORD

I am pleased to introduce the Authority's Partnership Strategy, which describes how the Authority will proactively engage in partnership working in Cheshire over the next three years, and ensure the effectiveness of its contribution is maximised in terms of added value.

The Authority's Mission is "*To work in partnership with Cheshire Constabulary and others to create safer communities; and increase confidence and satisfaction in policing.*"

This demonstrates the importance of effective partnership working to the Authority in delivering better outcomes for the people of Cheshire. The Authority recognises that it can only do this by working with a wide range of partners, who share these common objectives.

The Authority has a statutory duty to work with partner organisations involved in Local Strategic Partnerships and Crime and Disorder Partnerships, to prevent and tackle crime and disorder in each of the four council areas. Similarly, it has a statutory duty in respect of Children Trusts to play a part in improving the safeguarding and well-being of children and young people.

However, the Authority's commitment to partnership working goes far beyond its statutory duties. It is a central part of its ethos and values to work with others wherever possible, to deliver positive outcomes for citizens. This makes even more sense given the difficult financial scenario facing all public services and the commonality of issues amongst partners.

This Strategy sets out the development of partnership working by the Authority to date and the context for continuing improvement, which is the overall purpose of the Strategy.

The Strategy sets out the Authority's role in its key partnerships and describes in more detail the specific roles of individual Members in partnership working within a tight framework of governance and accountability.

The Strategy incorporates and builds on the recommendations of two scrutiny reviews of partnership effectiveness and communication and consultation activity. The Authority is committed to working with a wide range of partners to improve services and deliver value for money, in order to secure a safer Cheshire and improve outcomes for local people.

MARGARET OLLERENSHAW
CHAIRMAN

November 2009

INTRODUCTION

This Partnership Strategy sets out the Authority's contribution to partnership working in Cheshire. The development of this Strategy was a recommendation from the Partnership Scrutiny Review which concluded in August 2009. The Strategy reflects the strong ethos and value attached to partnership working which runs throughout the Authority's work, as a vital enabler in delivering its objectives successfully. This document addresses the following aspects of the Authority's work with key statutory partners in Cheshire:-

- the importance and development of partnership working by the Authority to date
- the purpose of the Strategy, monitoring mechanisms and links with other plans
- definition of "partnership" and the Authority's role in partnership working
- the involvement of the Authority in key partnerships
- opportunities for further informal partnership working
- the roles and responsibilities of Authority Members with regard to partnership working, governance and accountability
- communication and consultation
- financial implications
- support, training and development for Members; and
- an action plan for improvement

SCOPE

The Strategy focuses on Local Strategic Partnerships (LSPs), Crime and Disorder Reduction Partnership (CDRPs) and Children's Trust (CTs). It also covers the Authority's involvement in the Cheshire Criminal Justice Board and the Safer Roads Partnership Board. It does not cover collaborative working with other police authorities.

BACKGROUND

Cheshire Police Authority's primary role is to ensure that an efficient and effective police service is delivered by Cheshire Constabulary to the people of Cheshire.

The objectives set by the Authority for the Chief Constable to achieve are set out in the Policing Plan which determines the direction for the police service in Cheshire over the next three years and contains actions and targets for the Constabulary to deliver. The importance of partnership working runs throughout the Policing Plan, but specifically, Objective 3 states that the Constabulary will work in partnership to create strong and vibrant communities by:-

- working with local communities and partners to deliver strong cohesive neighbourhoods where people are safe, feel safe and act to help each other;
- engaging effectively with local communities in order to identify and focus on what matters locally; and
- working in partnership with other agencies to jointly solve local problems.

This will be measured by the following:

Priority Performance Measure	Projected Performance 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
% of people who feel they can influence decisions in their locality	2006/07 data Cheshire = 30% Halton = 32% Warrington = 31%	+1% increase from baseline	4% increase from baseline	7% increase from baseline

The Authority's Business Plan cites improved partnership working as a key action area for the Authority. Work has been ongoing with the emerging community safety partnerships in East and West Cheshire to develop the new partnerships in the light of local government re-organisation, whilst the Authority has continued to work with Halton and Warrington in delivering their partnership plans. Analysis was undertaken of Local Area Agreements in formulating the policing objectives.

Partnership working is a theme running through the Authority's strategic mission, vision and aims which are reviewed annually by the Authority.

Mission

To work in partnership with Cheshire Constabulary and others to create safer communities; and increase confidence and satisfaction in policing.

Vision

To ensure an efficient and effective police service, that is built on neighbourhood policing and tackles all levels of criminality, and makes the citizens of Cheshire safe and feel safer.

Aims

- To assist in achieving a consistently high performing force
- To ensure improvements in performance and scrutiny, underpinned by robust governance structures and appropriate Member support

- To provide better and more effective engagement with stakeholders
- To improve partnership working (both with the Constabulary and externally)
- To be a community leader in policing and community safety

The Authority recognises that it can only deliver its Mission, Vision and Aims by working in partnership with Cheshire Constabulary and other Cheshire public sector, proactive partnership working is therefore seen by the Authority as essential to its core business.

The Authority has a strong ethos and commitment to effective partnership working in terms of its values and culture. Partnership working is central to delivering joined-up improved outcomes for local people, which is the common objective of all Cheshire public bodies and the central element of the Comprehensive Area Assessment (CAA).

In the Authority's self-assessment in 2007, partnership working was identified as a key risk and an area for further work. The Local Government and Public Involvement in Health Act 2007 and local government reorganisation (LGR) in Cheshire, whereby two new unitary councils came into being on 1 April 2009, were perceived as providing opportunities to enhance partnership working. The establishment of the two new councils meant that the number of CDRPs in the former County Council area reduced from six to two, providing opportunities for the Authority to consolidate partnership working in these areas, whilst refocusing and building upon the established relationships in Halton and Warrington.

In the Authority's 2008/09 Business Plan, improved partnership working was identified as a key action. The 2009/10 Business Plan reported progress against this action as follows:-

“Work has been on-going with the emerging community safety partnerships in East and West Cheshire to develop the new partnerships in the light of LGR, whilst the Authority has continued to work with Halton and Warrington in delivering their partnership plan. Analysis was undertaken of Local Authority Agreements (LAAs) in formulating the policing objectives. The Authority continues to work towards increased involvement in the wider partnership agenda and has commissioned work to commence in 2009/10 to explore and enhance its involvement in LSPs. Work has been undertaken with partners in developing the role of the Authority, although progress has been limited to an extent by LGR in East and West Cheshire.”

Partnership Lead Members were appointed by the Authority for 2009/10 for Warrington, Halton, Cheshire West and Cheshire (CW&C), and Cheshire East council areas, to improve the Authority's partnership working arrangements.

In early 2009, the Authority considered that it had made good progress in CDRP and CT working but that there was further work to do to ensure the Authority was not only represented on LSPs themselves, but was adding maximum value through its contribution to partnership working. As a result, a key action in the 2009/10 Business Plan on partnerships stated:-

“The Authority will continue to develop positive relationships with the various partnerships throughout Cheshire, building on the work undertaken during LGR in Cheshire East and West, and further strengthening links in Halton and Warrington. This will enhance our role in partnership working including a lead role in engagement and involvement in local delivery arrangements. The Authority will also seek a better understanding of LSPs and a more consistent representation at the appropriate level.”

In 2009, the Authority undertook two scrutiny reviews that were relevant to partnership working; one specifically addressed the effectiveness of its contribution and the second identified opportunities to work more closely with partners in communication and consultation activity. The recommendations from the scrutiny reviews were approved by Engagement Committee on 25 August 2009 and the resulting action plans are being progressed. This Partnership Strategy includes the relevant findings from those reviews which are aimed at improving the Authority’s effectiveness and in ensuring Members are informed and briefed to perform their role proactively, to add value, and take remedial action where required.

THE AUTHORITY’S ROLE IN PARTNERSHIP WORKING

Partnerships are joint working arrangements where the partners work together to achieve one or more common goals. The partnership may or may not have a formal structure, or statutory responsibilities. Nevertheless, all partnerships need to be clear about the objectives and the outputs/outcomes to be delivered, and must share relevant information and resources efficiently and effectively in the pursuit of those objectives. The partnership operating principles in this Strategy apply to all partnership working.

In 2007 the Home Office developed guidance on the implementation of the Police and Justice Act in a document entitled “Delivering Safer Communities: A Guide to Effective Partnership Working”. It contained six “hallmarks” for effective partnerships which are of general application, and are set out below:-

- Empowered and effective leadership
- Visible and constructive accountability
- Intelligence led business processes
- Effective and responsive delivery structures
- Engaged communities
- Appropriate skills and knowledge

The scrutiny review considered these “hallmarks” in some detail and, in applying these principles determined that the specific role of the Authority in partnership working should be to:-

- Ensure the Local Authority Agreement priorities are aligned with the Policing Plan, respond to public needs and have targets to deliver safer communities and increased confidence and satisfaction in policing.

- Monitor and challenge policing performance against the priorities, indicators and targets in the partnerships to drive improvement, focussing on outcomes.
- Influence partners where appropriate.
- Work jointly with partners to secure improvement and to identify opportunities for joint working.
- Share relevant information with partners.
- Conduct joint engagement activity where possible with stakeholders.
- Identify and escalate matters of concern and risk either to the Partnership or to the Authority in accordance with the governance requirements set out in this Strategy.

The Authority's overall objective in partnership working is to improve value for money for the people of Cheshire by securing improvement in outcomes, minimising duplication, pooling resources and making efficiency and cash savings.

KEY PARTNERSHIPS

The Authority has a strategic role in contributing to the targets and outcomes of the partnerships and monitoring the work of the Constabulary whilst the Constabulary has both a strategic and operational delivery role. The Authority holds the Chief Constable to account to ensure that challenging targets are set, performance is monitored rigorously and appropriate actions taken to deliver the outcomes.

The partnerships in which the Authority is involved are set out below:-

Local Strategic Partnerships (LSPs)

There are four LSPs in Cheshire, covering the council areas of Warrington, Halton, Cheshire West and Chester (CW&C) and Cheshire East. LSPs are non-statutory, multi-agency partnerships, which bring together the different parts of the public, private, community and voluntary sectors.

The LSP must oversee the development, monitoring and delivery of a Local Area Agreement (LAA), based on a Sustainable Community Strategy (SCS) for the area. The LAA must contain statutory and local priorities and targets within the following blocks:-

- Safer and Stronger Communities (discharged by the statutory Crime and Disorder Reduction Partnership)
- Children and Young People (discharged by the statutory Children's Trust)
- Healthier Communities and Older People

- Economic Development and Enterprise

The Local Government and Public Involvement in Health Act 2007 introduced a new “duty to co-operate” on local authorities, in preparing the LAA to consult and co-operate with each partner body concerning relevant targets.

The Police Authority does not have a statutory role on the LSP but given its role to ensure the delivery of efficient and effective policing to the Cheshire public, it has an important enabling and accountability role to play.

Crime and Disorder Partnerships

Section 17 of the Crime and Disorder Act 1998 placed a statutory duty on police authorities, fire authorities and local authorities “to do all that they can reasonably to prevent crime and disorder in their area.” This required authorities to work in partnership to tackle problems in their area, through Crime and Disorder Partnerships (CDRPs). CDRPs are statutory bodies in their own right and their duties were increased through The Police and Justice Act 2006. The relevant Partnership Lead Member attends each CDRP and is supported by an Authority Officer.

Children’s Trusts

Section 10 of the Children’s Act 2004 placed a duty on local authorities (including police authorities) to make arrangements through which key agencies co-operate to improve the wellbeing of children and young people. Partnership Lead Members, supported by Authority officers, take proactive roles on all four Children’s Trusts.

Cheshire Criminal Justice Board (LCJB)

The Cheshire Criminal Justice Board was established in April 2003. The Board is operational and delivery focussed to deliver a joined-up criminal justice service and to improve the way justice works in Cheshire. It brings together the Chief Officers of the Constabulary, Crown Prosecution Service, Her Majesty’s Courts Service, Cheshire Youth Offending Teams, Cheshire Probation Service, the Prison Service and Local Authorities.

The Authority is represented on three groups which feed into the LCJB; the LCJB Consultative Group (established by the Board); the Criminal Justice Performance Improvement Meeting (CJPIM); and the LCJB officer level Engagement Steering Group.

Cheshire Safer Roads Partnership (CSRP) Governance Board

The CSRP comprises officers from the Constabulary, the Fire and Rescue Service and the four Councils’ Highways Services. The objective of this officer-led partnership is to reduce road traffic collisions in Cheshire and in particular the number of killed and seriously injured (KSI) casualties. The incidence of collisions and the number of KSI have been and remain key issues in Cheshire. The LAA reduction targets for 2009-11 are challenging and the matter remains a key priority in the Authority’s Policing Plan.

The Authority established a Governance Board of Member partners in 2008 to oversee the work of the Partnership. The CSRP officers are accountable to the Board in reporting on performance against the LAA targets and in the deployment of resources. An annual report from the partnership is considered by the Authority in June. The Authority is now represented on the Governance Board by the Vice-Chairman.

In addition to the statutory partnerships, Members are encouraged to search for and seize opportunities for further partnership working to deliver the Authority's objectives, particularly where outcomes for people can be improved, cash or other efficiency savings can be made and/or where services can be jointly provided or improved.

ROLES AND RESPONSIBILITIES

In September 2009 the Authority formally agreed Member role profiles and responsibilities. Specific responsibilities in relation to partnership working are set out below:-

All Members

Role

To participate constructively in the good governance of both the Authority and the Constabulary and, where appropriate, of activities undertaken jointly with partners.

Responsibilities

To participate actively and effectively as a member of any external board, committee, panel, or post, to which appointed to represent the Authority (e.g. crime and disorder reduction partnerships, local strategic partnerships, local authority scrutiny committees, answering questions at council meetings, joint committees overseeing shared services).

Partnership Lead Members

Role

To effectively represent the Authority at partnership meetings; Crime & Disorder Reduction Partnerships; Local Strategic Partnerships and Children's Trusts.

Responsibilities:

- To attend meetings and contribute to the work of the partnerships making decisions as appropriate on behalf of the Authority within such partnerships and in accordance with the Authority's agreed policies, plans and budget. Lead members have delegated authority to agree priorities and strategic plans for the partnership whilst having regard to the Policing Plan and to agree expenditure in accordance with the partnership budget.
- To report quarterly to the Authority on the work of the partnership (through Engagement Committee)
- To report any partnership risks, financial or performance issues to the Authority as necessary.

- To be available for regular briefings from the Authority's staff and/or Constabulary officers.

Chairman and Vice Chairman of Performance Panel

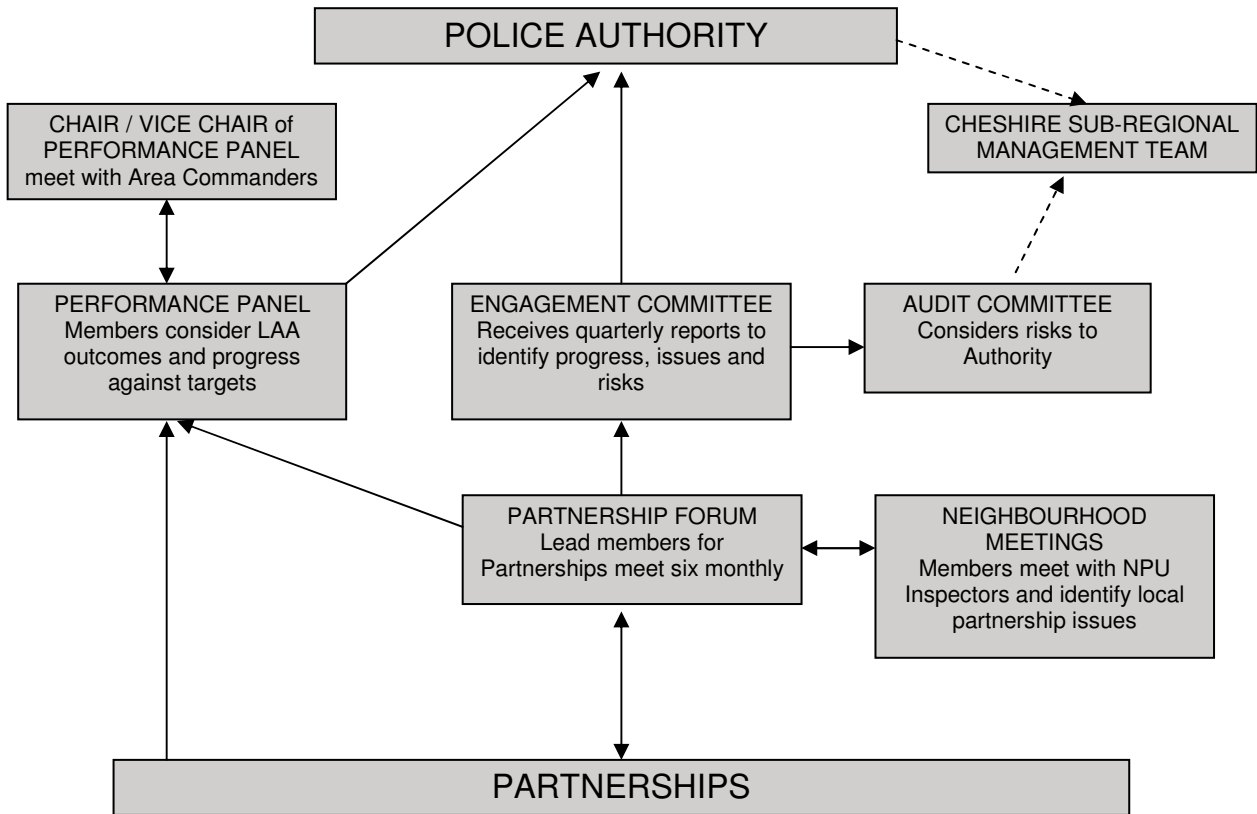
The Chairman and Vice Chairman of Performance Panel will meet Area Commanders six monthly to discuss Area performance issues and any matters about partnerships raised with them by Partnership Lead Members.

Neighbourhood Policing

Each Member of the Authority is linked to one or more Neighbourhood Policing Units. They are expected to meet, hold discussions with their NPU Inspectors regularly and feed back issues to the Research Officer, who will collate those issues and inform Partnership Lead Members.

GOVERNANCE, ACCOUNTABILITY AND SUPPORT

The diagram below illustrates the accountability and governance structure of partnership working.



The key mechanisms which ensure feedback and follow up mechanisms are in place are as follows:-

Partnership Lead Members

The role of Partnership Lead Members was approved by the Authority on 28 September 2009 (Minute 59) to “effectively represent the Authority at partnership meetings; primarily Crime & Disorder Reduction Partnerships, Local Strategic Partnerships and Children’s Trusts.”

Their agreed responsibilities are: -

- To attend meetings and contribute to the work of the partnerships making decision as appropriate on behalf of the Authority within such partnerships and in accordance with the Authority’s agreed policies, plans and budget.
- To report to the Authority on the work of the partnership.
- To report any partnership risks, financial or performance issues to the Authority as necessary.
- To be available for regular briefings from the Authority’s staff and/or Constabulary officers.

Delegated Powers

As agreed at 24 November 2008 Engagement Committee (Minute 34) the arrangements regarding delegation to lead Members for partnership working are to agree:-

- priorities and strategic plans for the partnerships whilst having regard to the Policing Plan; and
- expenditure in accordance with the partnerships agreed budget.

Neighbourhood policing Units

All members are required to meet their Partnership Lead Members and Area Commanders regularly and provide quarterly written feedback to the Research Officer for dissemination to Lead Members.

The Authority’s officers will check that the accountability structure is working adequately and feed any issues of concern to the Chief Executive in the first instance. The Chairman and Vice Chairman of Performance Panel will also meet Area Commanders six monthly to discuss any key performance issues and to check Area Commanders consider the mechanisms are working as intended.

Escalation and Resolution of Difficulties

The Authority is committed to partnership working and has put mechanisms in place to ensure any difficulties and issues are resolved at the earliest opportunity. The main mechanism for identifying specific concerns, and the proposed action to address these concerns, is through the reporting structure to Engagement Committee.

It is expected that Partnership lead members will seek to resolve partnership difficulties at source. In circumstances where they are unable to resolve a difficulty, and they identify the problem as a Partnership risk, they will include the information in their report to Engagement Committee. The Treasurer will regularly review the partnership reports

to identify any unresolved risks and will escalate them as necessary to Audit Committee or to the Authority's Chief Executive to be raised at the Cheshire Sub-Regional Management Team.

COMMUNICATION AND CONSULTATION

The Authority, where appropriate, works with statutory and third sector partners in joint communication and consultation in order to maximise economies of scale and efficiencies and reduce public 'consultation fatigue'. The following will take place:-

- The Authority will share the results of policing priorities consultation about the percentage of people who feel they can influence decisions in the locality (National Indicator 4) and the percentage of people who feel that local concerns about anti-social behaviour and crime are being dealt with by the local councils and police (National Indicator 21) with partners in order to inform activity and the Sustainable Community Strategies.
- Explore ways of working with partners to deliver joint public meetings;
- the Engagement Manager will attend the engagement sub-groups of Local Strategic Partnerships, as appropriate to develop joint opportunities for communication and consultation;
- opportunities to use partner publications to communicate with the public will be pursued;
- the Authority's consultation and communication activity be included in the "hub" to inform the 3rd sector about how they can get involved.
- communication and consultation activity will be carried out in partnership with the voluntary sector networks across the policing area; and
- communication and consultation activity will continue to be mapped and used to inform the Authority's Contact Plan action plan.

FINANCIAL IMPLICATIONS

Currently, the Authority provides a financial contribution to the CDRPs, and Children's Trusts. The Authority recognises the importance of being clear about the financial and human resource costs of its contribution to partnership working and evaluating the benefits being obtained from those inputs.

SUPPORT, TRAINING AND DEVELOPMENT FOR MEMBERS

Support, training and development in partnership working will be provided for all Members to appraise them of the Authority's role in partnership working, national and local developments, current issues and good practice.

Partnership Lead Members will also have the following support mechanisms:-

- a six monthly Partnership Forum, arranged by the Engagement Manager to develop and improve the effectiveness of partnership working by sharing and resolving good practice and issues;
- a section in the monthly Environmental Scan on LSP news/triggers for action by Lead Members;
- quarterly feedback summaries from NPU members, distributed by the Research Officer;
- regular briefing sessions with the relevant Area Officer, which Members need to initiate prior to partnership meetings; and
- partnership issues as a standing item on Area Visits agendas.

Detailed guidance for Members on representing the Police Authority in partnership working is provided at Appendix 1.

ACTION PLAN FOR IMPROVEMENT

The partnership scrutiny review identified a number of areas for immediate action. These actions, which have already been implemented include:-

- The Chief Executive has progressed discussions with Warrington Borough Council to ensure the Authority is represented on the LSP.
- Engagement Committee has reviewed and implemented a reporting template used by Partnership Lead Members.
- NPU Member feedback form includes partnership issues.
- A Partnership Lead Members' Forum has been established
- Partnership issues are included as a standing item on the agenda of the six monthly Authority visits to the Areas
- A Partnership update is included in the Members' Bulletin to identify triggers on LSP issues for Partnership Lead Members to take forward.

Remaining actions for 2009-12 are included in the action plan which is provided at Appendix 2.

CONCLUSION

Partnership working is part of the core business of the Authority as it is an essential component for the delivery of an effective and efficient police service. Partnership activity is integral to the Policing Plan and Authority's Business Plan. This three year partnership strategy demonstrates the Authority's commitment to collaborative working and how it will maximise opportunities through joint working to create safer communities and increase confidence and satisfaction in policing.

REPRESENTATION OF THE POLICE AUTHORITY ON PARTNERSHIP BODIES: GUIDANCE FOR MEMBERS

As a Lead Member you will be attending the partnership as a representative of the Police Authority. Whilst other roles and responsibilities that you may have will have a positive bearing on the experience that you are able to take to the partnership, your role is that of a Police Authority Member. As such you are not representing any particular community either geographical or sectorial.

You will also need to work with the Constabulary's representative which will normally be the relevant Area Commander or his/her nominee.

Your principal objectives as the Police Authority representative on the partnership will be to:

- Ensure that the Authority's Policing Plan and those plans of the partnership (as partners) are complementary
- Ensure that the LAA priorities adequately reflect community needs and aspirations
- Ensure that the partnership is maintaining an adequate risk register and that partnership risks are managed adequately (e.g. failure to reach targets , reductions in funding) and that opportunities are exploited and benefits delivered
- In supporting the Authority's statutory duty to consult the public and consider their views in setting priorities, you should pro-actively develop, encourage and contribute to draw from the partnership's engagement processes
- Report to the Police Authority's Engagement Committee quarterly on the activities and performance of the LAA indicators, which are "owned" by the Constabulary/Authority. The questions for focus are
 - How well are outcomes and improvements being delivered?
 - What are the prospects for future improvement?
 - What are the risks to the Authority or the Partnership?
 - Follow-up action needed by you
- In relation to strategic assessments, annual plans/reports and other such formal processes of the partnerships, you should seek to influence the composition, timing, content and presentation to encourage uniformity across the partners
- Oversee the effective operation of the partnership, particularly in relation to compliance with national standards and report any concerns to the Authority's Engagement Manager in the first instance.
- With other partnership agencies ensure that robust governance arrangements are exercised throughout the partnership's activities to secure the efficient and effective use of public resources
- Ensure that the partnership operates on the basis of principles that actively value the benefits of diversity and fair treatment in service delivery, in terms of both equal access to and equal outcomes from local service delivery.

The Police Authority inspection criteria emphasises the importance of effective partnership working to improve local services to the public of Cheshire and to reduce costs. This applies within formal but also in informal partnership working. As a Police Authority Member you are encouraged to seek opportunities to engage with local partners to exploit any such opportunities (e.g. shared premises and services).

Support to Members

Training on partnership working will be provided to all Members.

As a Partnership Lead Member you are encouraged to meet regularly with your relevant counterpart in the Constabulary (usually the Area Commander or his/her nominee) prior to meetings to discuss the agenda, issues and to receive any relevant briefing.

Members dedicated to individual NPUs are asked to meet regularly with their relevant NPU Inspector and to feed back quarterly on partnership matters to the Authority's Research Officer, who will collate the feedback and send on to Partnership Lead Members.

The Chairman and Vice Chairman of Performance Panel will seek feedback from the relevant Partnership Lead Member about any significant partnership issues prior to meeting Area Commanders six monthly to ensure performance issues are being addressed.

Partnership Lead Members will arrange to meet the appropriate NPU Members at periodic intervals to share partnership developments and matters and for general briefing purposes.

The four Partnership Lead Members will also meet six monthly with the Engagement Manager and the Superintendent Partnerships regularly for briefing purposes, to share best practice and to identify where they can add value in directing and driving improvement in partnerships.

A section in the monthly environmental scan will cover Partnership matters providing "triggers" to Lead Members on LSP developments and actions to be taken. Partnership issues will be included as a standing item on Area Visit agendas.

APPENDIX 2

PARTNERSHIP ACTION PLAN 2009-12

No	ACTION	PROGRESS	Target Date/ Status	Action Owner
1	Chief Executive/Partnership Lead Members work to further consolidate relationships in LSPs.	Discussions to be concluded in Cheshire East. Consolidate relationships in Cheshire West and Chester & Cheshire East.	31.03.10 On-going	Chief Executive/ Lead member for East Chief Executive/ Lead Members for West and North
2	Evaluate the quarterly reports to Engagement Committee by Partnership Lead Members to determine significant Authority risks to be captured in the Authority's risk register, with mitigating actions, and escalate as necessary to Audit Committee. In the case of risks or matters of concern to a Partnership as a whole, the Treasurer advise the Chief Executive accordingly, to determine if the matter needs to be discussed at the Cheshire Chief Executives' Management Team.	Evaluate quarterly reports from Partnership Leads to collate risks to Authority or Partnership for appropriate action as from 03.11.09	On-going	Treasurer
3	Collate the feedback quarterly by Council area and forward a summary to the relevant Partnership Lead Member.	Collate feedback for lead Members.	On-going	Research Officer
4	Ensure the Constabulary complete work to update/agree information sharing protocols with all relevant partners, on a consistent basis, to an agreed timetable.	Constabulary to provide update on implementation to Engagement Committee	9 February 2010	Engagement Committee
5	Conclude discussions with the four Cheshire Council Chief Executives regarding Authority representation on overview and scrutiny committees where crime and disorder matters are discussed.	Discussions to be concluded.	31.03.10	Chief Executive

No	ACTION	PROGRESS	Target Date/ Status	Action Owner
6	Consider whether any specific further action is needed to increase partners' understanding of the role of the Authority in partnership working, and specifically in relation to the Authority's role in Children's Trusts.	To be included in Partnership Training for all Members	18.05.10	Engagement Manager
9	Regular informal liaison between the Partnership Lead Member and the Area Commander, or their nominee, to prepare for meetings; identify actions; and for mutual support.	Arrangements to be re-established by Lead Members	31.12.09	Lead Member
10	Contact the relevant Partnership Lead Member prior to their six monthly meetings with individual Area Commanders, to gain information on any significant partnership issues.	In progress	31.12.09	Chairman & Vice Chairman of Performance Panel
11	Training on partnership working delivered to all Members.	Training planned	18.05.10	Engagement Manager
12	Evaluate the progress made in and benefit of recommendations implemented from 2009 Scrutiny Review	Report to be provided	09.02.10	Engagement Committee
13	Ensure governance and accountability structure is working satisfactorily	Report to be provided	March 2011	Engagement Committee
14	Evaluate effectiveness of support to Lead Members	Report to be provided	Sept 2010	Partnership Forum
15	Partnership effectiveness to be included in individual Member personal development	Topic for review at interviews	Annually	Chairman
16	Consideration be given to a further survey of effectiveness of Police Authority contribution to be undertaken, as a follow up to the Scrutiny Review and Inspection, involving partners and tracking inputs against outcomes	Report to be provided	Sept 2010	Partnership Forum
17	Revise the Partnership Strategy for 2013-16 with accompanying action plan		February 2013	Engagement Committee
18	Review the financial and human resource contribution to partnership working and evaluating the benefits being obtained from those inputs.	Report to be provided	November 2010	Treasurer

SUPPORTING DOCUMENTS	
Delivering Safer Communities: A Guide to Effective Partnership Working - 2007	Home Office
Crime and Disorder Act 1998	Her Majesty's Government
The Local Government and Public Involvement in Health Act 2007	Her Majesty's Government
The Police and Justice Act 2006	Her Majesty's Government
The Children's Act 2004	Her Majesty's Government
National Indicator sets of 35 targets for Local Authority Agreements	Her Majesty's Government