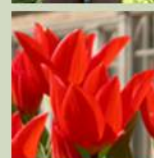
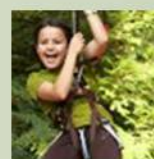


# Cheshire and Warrington Improvement and Efficiency Partnership

## Improvement and Efficiency Strategy 2008/11

November 2008



## CONTENTS

	Page
Foreword	3
Introduction	4
About Cheshire & Warrington	4
The National Context	5
The North West Region	6
CWIEP Vision and Objectives	7
Cheshire & Warrington Improvement & Efficiency Strategy	7
Delivery Model	8
High Level Outcomes	9
Financial Overview	10
Membership	11
Governance	11
Partnership Values	14
Decision Taking	15
Performance Management	15
Communications and Stakeholder Engagement	16
 <b>Annexes</b>	
<b>A.</b> Relationship between current CWIEP activity and regional priorities	17
<b>B.</b> Council Boundaries from 1 <sup>st</sup> April 2009	18
<b>C.</b> Risk Assessment	19
<b>D.</b> Council Comprehensive Performance Assessment data	20
<b>E.</b> Acronym Glossary	23

## **Foreword**

The District Councils and County Council of Cheshire and Warrington Borough Council are performing well. All of the existing Local Authorities have been judged as good, excellent or 4 star. Our Direction of Travel is 'Improving well' or moving in a positive direction, The 'Use of Resources' scores do offer some scope for improvement, although we score above national averages as a sub-region. Of course, Local Government Reorganisation in Cheshire will significantly alter the organisational landscape and future assessments will be made on a different basis; it is also likely to pose both a challenge and opportunity for improved performance. Notwithstanding this, our aim is still to achieve further improvement.

However, modern Local Government is about much more than the delivery of services. Our primary duty is to all those who live or work in and visit Cheshire and Warrington and we recognise that local government is only part of the wider public sector in the sub-region. To fulfil our duty, we need to work in partnership with a range of other organisations too. In particular, we will support councils and their partners in delivering the shared priorities for their local areas (as expressed in their Local Area Agreements targets); and in meeting their 3% efficiency savings.

The improvement and efficiency agendas are changing, and aligning. A tight public spending round, rising public expectations, and a new emphasis on community leadership and community empowerment, means that incremental change is no longer enough. Increasingly our roles are moving into the new agendas of innovation and service transformation.

To play these new roles requires a balance of challenge and support. There are a wide range of organisations providing support, advice and challenge to our local public services. But overall, the improvement 'architecture' is complicated and confusing. We will position Cheshire and Warrington Improvement and Efficiency Partnership as the centre of all improvement and efficiency work in the sub-region, so that we can make more sense of it – and co-ordinate it where necessary – on behalf of our partners. Taking leadership from elected Members, we will provide challenge and support to individual councils and partnerships; and we will deliver shared and collaborative solutions to tackle particular service issues in the sub-region.

These are the ambitions of Cheshire and Warrington's Improvement and Efficiency Partnership. They are set out in more detail in the rest of this document. We are excited about these new stages in our journey. We believe that the vision we set out here is ambitious, and that it will be challenging for us to deliver. However, in doing so, we will be able to maintain our duty to all who live and/or work in Cheshire and Warrington to make their public services beacons of improvement and efficiency. We are looking forward to leading and shaping our own agenda in this innovative way and to working with partners to achieve this.



Councillor Keith Bland  
NWIEP Board



Councillor Herbert Manley  
Chairman CWIEP Member Panel

## **1. Introduction**

This strategy sets out our ambition for the new Cheshire & Warrington Improvement and Efficiency Partnership 2008/11. It details our priorities, which will be reviewed and refreshed each year to ensure we are able to respond to new challenges. The strategy includes details of our performance management and commissioning frameworks. There is also a high level financial overview and risk assessment.

The principles and priorities set out in the National Improvement and Efficiency Strategy (NIES) and the North West Improvement and Efficiency Strategy (NWIES) have shaped our thinking. However, this is very much a sub-regional strategy and the proposals set out in this strategy are based on extensive consultation with key stakeholders. The approach outlined here will continue to develop as we learn about the best way to support sub-regional improvement and efficiency.

## **2. About Cheshire & Warrington**

Cheshire & Warrington is one of 5 sub-regions within the North West of England.

The sub-region is well linked into its neighbouring areas, looking across to the border with Wales and the Deeside Hub, to the city regions of Manchester in the East, and to Liverpool and The Wirral in the West, and the Potteries of Stoke in the South.

Cheshire & Warrington has a population of 875,000 covering 2,344 sq km. Warrington is the fastest growing town in the North West, and Cheshire's population is also forecast to grow by 4% by 2021.

There are over 29,800 businesses, employing nearly 415,000 people. The sub-region has low unemployment rates overall, which are consistently lower than the North West and National average.

Although Warrington and Cheshire are regarded as relatively affluent, there are 58 lower layer 'super output areas' (SOAs) ranking within the 20% most deprived nationally. 20 rank within the lowest 10%. These areas all fall within urban wards, and this manifests itself in lower educational attainment, skill levels, and employment prospects and poorer health in those areas.

Our Local Authorities are all strong performers. Comprehensive Performance Assessment (CPA) data reflects this. All of the existing Local Authorities have been judged as good, excellent or 4 star. Direction of Travel results reflect authorities who are 'Improving well' or moving in a positive direction. For 'Use of Resources' there is some scope for improvement, although we score above the national averages as a sub-region. Please see Annex D for further details. Local Government Review in Cheshire will significantly alter the organisational landscape and future assessments will be made on a different basis; it is also likely to pose a challenge for improved performance. Notwithstanding this, our aim is still to achieve further improvement.

Cheshire Fire & Rescue Service are a key partner. A national report by the Audit Commission recently compared the performance of all 47 fire authorities in England and listed Cheshire as one of only five judged to be 'performing strongly'. The detailed review also reveals the authority has improved its performance on 82 per cent of its national performance indicators – more than any other fire authority.

Cheshire Fire & Rescue Service serve Cheshire & Warrington. Cheshire comprises the six district councils of Chester, Congleton, Crewe & Nantwich, Ellesmere Port & Neston, Macclesfield and Vale Royal, and Cheshire County Council. Formerly a district council within Cheshire, Warrington became a unitary authority in 1998.

We are committed to being inclusive as we build the partnership. We anticipate that we will want to widen its membership and involve representatives from other sectors such as the police and health. We also want to strengthen links with key strategic partnerships such as Crime and Disorder Reduction Partnerships and Local Strategic Partnerships.

2 new unitary authorities, Cheshire West & Chester, and Cheshire East, will be created on April 1<sup>st</sup> 2009 and the existing 7 Cheshire authorities will cease to exist. There is no doubt that this presents a challenging context within which the new sub-regional Improvement and Efficiency Partnership is positioned. However, there is a strong sense in which the process of local government review can be viewed as a transformational change programme in its own right and therefore a significant opportunity for the whole improvement and efficiency agenda.

Two Labour MPs represent Warrington, and the council is currently a shared administration by the Liberal Democrats and Conservatives. The two new Cheshire unitary authorities are Conservative controlled, and represented by 9 MPs, 5 Conservative and 4 Labour.

### **3. The National Context**

As part of the new performance framework, Central and Local Government have committed to building a new, joint approach to supporting excellent and efficient performance by local authorities and their partners through the development of a National Improvement and Efficiency Strategy (NIES). The NIES, published at the end of December 2007, sets out four principles for the operation of a combined improvement and efficiency programme led by Regional Improvement and Efficiency Partnerships (RIEP's):

- Local ownership of improvement ("sector-led" support)
- Devolving a greater proportion of central and local government improvement resources
- Stronger strategic planning of improvement needs (which can now be planned over the three year CSR07 period)
- Simplifying the current improvement and efficiency architecture

There are also four underpinning national themes, which regional and sub-regional strategies should take into account:

- Improving value for money to meet the 3% efficiency target
- Increased innovation

- Greater community empowerment
- Improving economic and neighbourhood renewal leadership capacity

It is also clear from the document “Delivering Value for Money in Local Government: Meeting the challenge of CSR07” (November 2007) that the work of the RIEPs will fall broadly into two areas:

- Support for authorities in difficulty
- Support for the outcomes of Local Area Agreements

#### **4. The North-West Region**

The North West Regional Improvement and Efficiency Strategy sets the vision for and outlines the context in which improvement and efficiency challenge and support will be developed and provided.

This vision is to lead the ambition, foster innovation and share best practice and learning to support the public sector in delivering better outcomes for their communities. In doing so, it will establish the North West’s reputation for as an innovator within the national improvement & efficiency agenda.

It builds on the experience and expertise that has been developed in the region over the last three years through the work of the North West Improvement Network (NWIN) and the North West Centre of Excellence (NWCE). These two have been formally combined as of 1<sup>st</sup> April 2008, to bring together support for improvement and efficiency into one organisation, the new Regional Improvement and Efficiency partnership for the North West (NWIEP). The regional strategy sets out a challenging and ambitious programme for the Partnership to deliver against nine improvement themes:

- Transformational government and the citizen
- Efficiency
- Economic development and regeneration
- Health and social care
- Community safety
- Community empowerment and neighbourhood delivery
- Children’s and young people’s services
- Environmental quality and climate change
- Cohesion, and equalities and diversity.

The delivery of support for improvement and efficiency in the North West will primarily be through 5 sub-regional partnerships. The aim is now to significantly raise the level of sub-regional collaboration and support political and managerial leaders in implementing radically different solutions to address long-standing challenges.

This strategy document brings together the requirements of the National and Regional strategies and sets them within the context of the Cheshire & Warrington Sub Region.

## **5. Cheshire and Warrington Improvement and Efficiency Partnership (CWIEP) Vision and Objectives**

The alignment of the improvement and efficiency agendas gave the impetus to realise an integrated improvement and efficiency infra-structure for Cheshire and Warrington. Cheshire and Warrington's Improvement and Efficiency Partnership (CWIEP) brings together activities/functions previously delivered by a number of different bodies i.e. Cheshire, Warrington and Halton Information Consortium, Cheshire and Warrington Improvement Network, Cheshire Shared Services Group and Cheshire Collaborative Services Group. Warrington B.C. is the accountable body for CWIEP.

Our vision is that the sub-region's public services will continue to take the lead in innovation, fairness, relevance, efficiency and effectiveness. In particular, CWIEP will support councils and their partners in delivering the shared priorities for their local areas (as expressed in their Local Area Agreements targets); and to meet and exceed their 3% efficiency savings. This will be delivered with a focus on value for money, maintaining service quality, serving our customers and supporting greater local empowerment.

There are a number of key objectives/processes which flow from this vision:

- Supporting the creation of a strong sub-region which is focussed on continuous improvement and owned by the sector
- Helping partners to meet the challenges of locality working and Comprehensive Area Assessment and to achieve key Local Area Agreements (LAAs) (and Multi Area Agreements or MAA) outcomes
- Supporting partners to achieve their efficiency and financial targets
- Linking transformational change with the drive for efficiency
- Supporting collaboration between local authorities and other public service providers, avoiding unnecessary duplication through partnership working
- Developing the skills of elected members and managers so they are able to lead transformational change and effective partnership working
- Promoting innovation and sharing learning and knowledge
- Helping councils and services in difficulty and improving performance
- Leading collaborative work on inclusion, equality and diversity agendas and delivering positive outcomes within local communities

The Cheshire and Warrington Improvement and Efficiency Strategy sets out how it is intended to deliver against these objectives.

## **6. Cheshire and Warrington's Improvement and Efficiency Strategy**

It is essential that this strategy is based on a robust assessment of the challenges, and then prioritisation of those challenges, facing Local Authorities and their partners, and for the support provided by the partnership to be seen as adding real value by them. Also underpinning this strategy is a recognition that we want to support the creation of a strong sub-region with a commitment to continuous improvement. It is for these reasons that the strategy places great emphasis on support for:

- Leadership and people development – for both officers and members
- Support for performance improvement across all partners
- Transformation and process improvement as a core vehicle for change

The outcomes that Local Authorities are seeking to achieve are formalised in the Local Area Agreements in the sub-region. Six of the priorities identified in the North West Regional Improvement and Efficiency Strategy were drawn out by an analysis of the regional Local and Multi Area Agreements. Two further priorities emerged from the broader transformation and efficiency agenda and then a final priority was highlighted as being a key “enabler” of improvement in the North West.

Our current thinking, generated from a further analysis of the sub-regional Local Area Agreements, the impact of Local Government Reorganisation, and from consideration of partners’ ambitions and the challenges facing us, is that the improvement and efficiency priorities are:

#### **CWIEP Priorities:**

- ***Healthy lifestyle challenges to improve life expectancy, with a focus on obesity, substance misuse, smoking cessation and teenage pregnancies.***
- ***The development of more preventative and supportive responses to people experiencing mental ill-health, to ensure their continuation in, and/or return to, employment.***
- ***The development and maintenance of appropriate skill sets which have a beneficial impact on both levels and quality of employment.***
- ***The management of the housing market across the sub-region***
- ***Challenges around community safety particularly reducing crime, disorder and anti-social behaviour; reducing the number of first time entrants to the Youth Justice System; reducing the re-offending rate, and the number of repeat incidents of domestic violence.***
- ***Promoting the full participation of older people within communities***
- ***Member and workforce development/capacity building***
- ***Public Service transformation***

Effective delivery of these objectives will be undertaken working with other partners and professionals with these common goals. This will be determined on a case by case basis.

## **7. Delivery Model**

There are many positives evident in the Cheshire and Warrington sub-region. However, there needs to be a stronger consistent overall sub-regional drive for improvement and a sense of pride in its achievements. CWIEP will work with all partners to create a climate of high aspirations for public services, a culture of collaboration and continuous improvement and showcase and build pride in the sub-region. In doing so, we need to ensure that we complement and support other key areas of sub-regional work such as the development of a new sub-regional economic partnership.



We will facilitate sector led challenge and support areas of risk at corporate and service levels and leads to improvement and sustained high levels of performance across the sub-region. We will support the development of Members and officers and we will focus also on building the reputation of the sub-region.

We will offer a strong core of support for partnership working and for achievement of LAA (and MAA) outcomes and respond to Comprehensive Area Assessments (CAAs). We will take a collaborative approach to building skills and knowledge, led by the needs of practitioners.

The financial pressures against which improvement will have to be achieved are widely understood in the sub-region. For this reason, there is a very strong focus on efficiency that is built around two core themes – Smarter Procurement; and Transformation and Process Improvement.

Smarter Procurement – our model is built around a strong organisational strategic procurement capacity and a sub-regional “Procurement Hub” as the vehicle for sharing good deals. We have identified and prioritised collaborative procurement opportunities and will focus on those areas of third party spend classed as “high priority” – these are areas of reduced complexity, where there is the ability to deliver good savings quickly.

Business transformation expertise does exist across the sub-region but is currently disparate. Some partners have specific teams, some individuals and some buy it in. Many people perform this role as an “add-on” to their day job. There are a number of different methodologies in use and therefore a number of different “languages” which can be very confusing. The creation of 2 new unitary authorities in Cheshire gives the opportunity to look afresh at how public services are being delivered, individually and in partnership. However, the current landscape does not present a model for meeting this challenge. We will secure a well developed and resourced business transformation capacity within the sub-region. Our model is customer driven and about building capacity and supporting the implementation of change.

Our delivery is achieved through innovative projects working across partners in the sub-region collaboratively, and in a different way than would otherwise happen.

## **8. High Level Outcomes**

The key high level outcomes that the strategy will focus on during 2008-11 are set out here. Specific measurable targets will be defined as part of the performance management framework. These outcomes are in response to the question:

What difference will CWIEP make over the 2008-11 period?

- Creating a sub-regional climate of innovation and excellence
  - ✓ *A sub-region of high performing authorities and partnerships*
  - ✓ *All partners committed to collaborative improvement, and to working with CWIEP.*

- ✓ *An improved perception of Cheshire and Warrington as being at the leading edge of public sector improvement (as judged by key decision makers).*
  - ✓ *Improved customer satisfaction ratings for the sub- region's authorities and partnerships, and a good reputation for the sector.*
  - ✓ *A high performing sub-regional workforce increasingly equipped with the skills to meet the new partnership and delivery agenda; and a significant decrease in identified areas of occupational skills shortages.*
  - ✓ *All partners committed to excellence for inclusion, equality and diversity in the sub-region.*
- **Improvement**
    - ✓ *Informed and engaged partners achieving strong performance in the Comprehensive Area Assessment.*
    - ✓ *Authorities and partnerships with strong capacity to improve - all authorities having positive Direction of Travel Statements (or equivalent).*
    - ✓ *A demonstrable record of innovation supported by CWIEP.*
- **Place shaping and the Needs of Localities**
    - ✓ *Strong relationships in place with all LAA partnerships leading to clear understanding of partnerships strengths and needs. Early problem identification resulting in no failing Partnerships.*
    - ✓ *Positive CAA Risk Assessments for all partnerships by 2011.*
    - ✓ *Support for councils and partnerships to deliver their shared priorities in their local areas. Achievement of the majority of targets set within sub-regional LAAs. (and MAA's if relevant).*
    - ✓ *A strong commitment to developing community empowerment and equalities; all authorities achieving Level 3 of the Equalities Standard with strong progress towards Level 4 (or equivalent in the new framework).*
- **Efficiency and Transformation**
    - ✓ *Support for all authorities to achieve their 3% targets for efficiency gains set under Performance Indicator NI179.*
    - ✓ *A continuing programme of rolling out of best practice enabling the sub-region to support achievement of its CSR07 efficiencies.*
    - ✓ *A collaborative approach to smarter commissioning and procurement in major spend areas.*
    - ✓ *A major sub-regional transformation programme driving improvement in councils and partnerships.*

## **9. Financial Overview**

£22 million is being made available to the North West region over the next 3 years to support councils to work in partnership to improve the quality of life in places and deliver better public services. However, the Government has made it clear that this is pump-priming funding and from 2011, CWIEP will need to be self-sustaining. Cheshire and Warrington Improvement Partnership (CWIP) was totally financed from what was formerly the North West Improvement Network (NWIN). Cheshire, Warrington and Halton Information Consortium (CWHIC) was

financed from a combination of grant funds from the former North West Centre of Excellence (NWCE) and via partner contributions. Those financial contributions varied between partners from £8,000 pa up to £57,000 pa. In any one year, they were in the region of £250,000.

It has been agreed that for 2008/09, the broad allocation of resources to the sub-regions should be 60%. This will be revised at the end of the first year of the programme, with a view to increasing it, subject to the sub-regions demonstrating achievement of their year 1 objectives. In 2008/09, £680k has been allocated to the Cheshire & Warrington sub-region. If the same formula is applied in Year 2, the funding would be about £781k. However, if the sub-regional allocation were to increase to say 80% of available funding, the sub region could receive up to £1,041k p.a. for 2009/10 and 2010/11.

As detailed in section 5, CWIEP brings together the activities/functions of a number of different bodies. Two of those bodies, Cheshire Warrington and Halton Information Consortium (CWHIC) and Cheshire and Warrington Improvement Partnership (CWIP), had their own revenue streams. Any budgetary surplus at the end of these programmes will cede to CWIEP.

In order to sustain the partnership, alternative sources of funding will be sought. However, proposals will also be brought forward to introduce a subscription fee for Members.

## **10. Membership**

The partnership consists of the following bodies:

Cheshire County Council  
Chester City Council  
Congleton Borough Council  
Crewe and Nantwich Borough Council  
Ellesmere Port and Neston Borough council  
Macclesfield Borough Council  
Vale Royal Borough Council

*(With effect from 1<sup>st</sup> April 2009, the above Authorities will cease to exist and Membership will cede to Cheshire West and Chester Council and Cheshire East Council.)*

Warrington Borough Council  
Cheshire Fire and Rescue Authority

Plus such other bodies as may be determined by agreement.

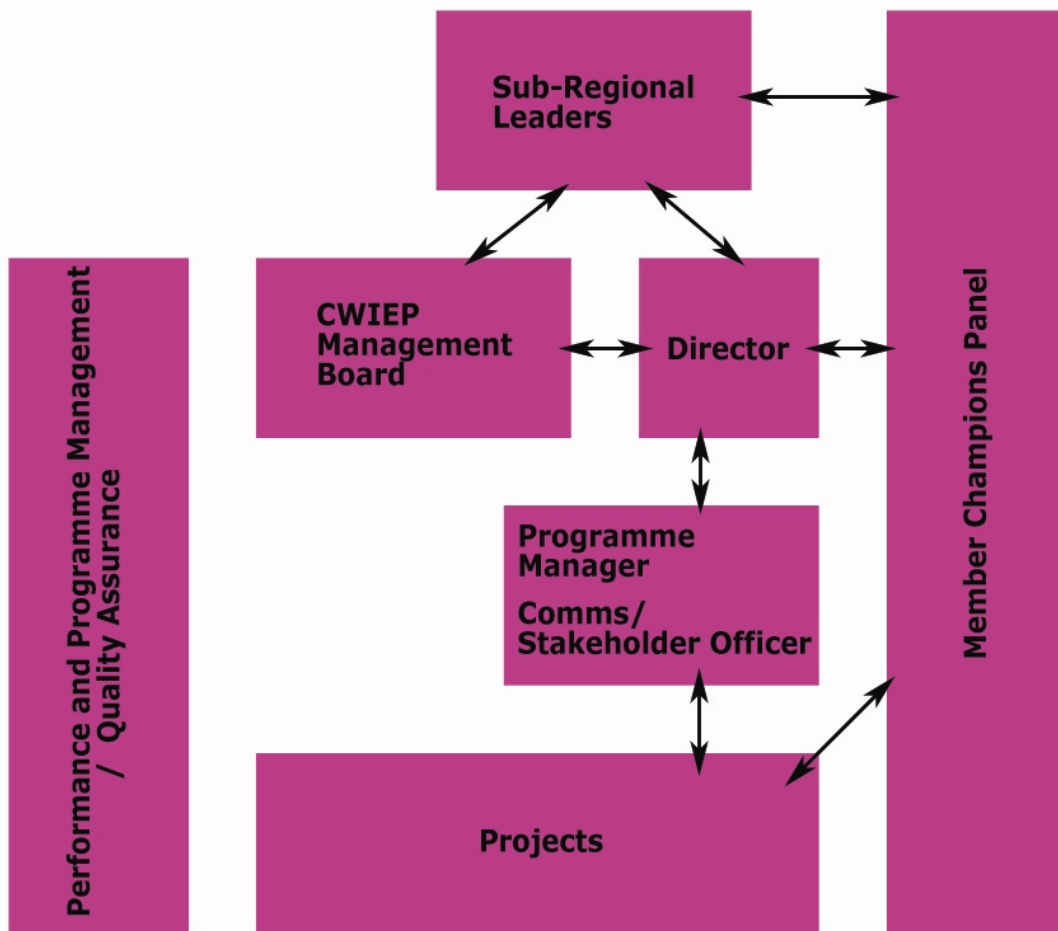
## **11. Governance**

CWIEP is keenly aware of its role in both spending public money and in ensuring efficient and effective public services. It follows that our governance arrangements need to be of a high standard. Good governance leads to good management, good performance, good stewardship of public money, good public engagement and, ultimately, good outcomes.

In determining our governance arrangements therefore, we have had regard to the six core principles set out in the Good Governance Standard for Public Service. The standard comprises six core principles of good governance, each with its own supporting principles. The principles form a universal standard of good governance and not all parts are directly applicable to all types and sizes of organisation. We have accordingly adopted them in a way which is proportionate and reflects our structure.

1. Good governance means focusing on the partnership's purpose and on outcomes for partners, citizens and service users
  - Being clear about the partnership's purpose and its intended outcomes for partners, citizens and service users
  - Making sure that partners receive a high quality service
  - Making sure that taxpayers receive value for money
2. Good governance means performing effectively in clearly defined functions and roles
  - Being clear about the functions of the sub-regional leaders group in respect of CWIEP
  - Being clear about the responsibilities of the Partnership Management Board, and making sure that those responsibilities are carried out
3. Good governance means promoting values for the whole partnership and demonstrating the values of good governance through behaviour
  - Putting organisational values into practice
  - Individual Members and officers behaving in ways that uphold and exemplify effective governance
4. Good governance means taking informed, transparent decisions and managing risk
  - Being rigorous and transparent about how decisions are taken
  - Having and using good quality information, advice and support
  - Making sure that an effective risk management system is in operation
5. Good governance means developing the capacity and capability of Members
  - Making sure that appointed and elected Members have the skills, knowledge and experience they need to perform well
  - Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group
6. Good governance means engaging stakeholders and making accountability real
  - 6.1 Understanding formal and informal accountability relationships
  - 6.2 Taking an active and planned approach to dialogue with and accountability to partners
  - 6.3 Taking an active and planned approach to responsibility to staff
  - 6.4 Engaging effectively with stakeholders

Governance for improvement and efficiency will operate at a number of different levels to meet political, strategic and operational needs. In order to deliver this challenging agenda, the following sub-regional governance structure has been agreed.



At Partnership level, the sub-regional leaders group will drive improvements in public services. In time, this will be expanded to bring together other key sub-regional partners. The primary functions of the sub-regional leaders group in respect of CWIEP are to:

- Establish the partnership's strategic direction and aims, in conjunction with the Partnership Management Board
- Ensure accountability for the partnership's performance
- Assure that the partnership is managed with probity and integrity

A Member panel, made up of a "champion" for each of the projects, will support and advise the leaders group; the panel will meet bi-monthly. The role of each member champion is to

encourage communication and positive interaction with and about Cheshire and Warrington Improvement and Efficiency Partnership. Their primary responsibilities are:

- To act as a catalyst for change and improvement in service delivery in partner organisations
- To contribute to the review and development of CWIEP strategies, policies and plans
- To promote effective working relationships between CWIEP and all relevant partners and stakeholders
- To take an active role in the commissioning of projects
- To foster the awareness and engagement of a wide range of Members in CWIEP

At Programme level, the CWIEP Programme Management Board will meet bi-monthly and be chaired by a Local Authority Chief Executive. The Programme Board is made up of the Chief Executives of Cheshire and Warrington Councils, plus the Chief Fire Officer. The Board may be expanded to include other key partners. The primary functions of the Programme Board are to:

- Oversee and direct the implementation of the Improvement and Efficiency Strategy for Cheshire and Warrington.
- Commission improvement and efficiency programmes of work, manage peer challenge, support and intervention
- Account to the Cheshire and Warrington sub-regional Leaders Group for their actions.

At delivery plan level, multi-organisational project boards chaired by the project sponsor/lead officer will work closely with the CWIEP programme team to develop and implement improvement plans and transformation and efficiency proposals. The primary functions of the project boards are to:

- Champion and manage work streams and projects covering performance improvement, transformation and efficiency and building capacity.
- Follow an agreed project management methodology, providing regular progress reports at appropriate intervals

## **12. Partnership values**

Good governance flows from a shared ethos or culture, as well as from systems and structures; this can be expressed as values and demonstrated in behaviour.

CWIEP is committed to the seven principles for the conduct of people in public life that were established by the Committee on Standards in Public Life (the Nolan principles). These are:

- selflessness
- integrity
- objectivity
- accountability
- openness
- honesty, and
- leadership.

These are in addition to compliance with legal requirements on, for example, equal opportunities and anti-discrimination. Members and officers are also bound by any approved codes or guides to ethical conduct for their own organisation.

### **13. Decision Taking**

Partners will have different requirements for the types of decisions and information that can or must be excluded from the public domain and about the publication generally of their decisions. However, transparent decisions that can be clearly explained, are more likely to be understood by partners and other stakeholders and therefore to be implemented effectively. It is also easier to evaluate the impact of decisions that are transparent and therefore to have evidence on which to draw in making future decisions.

### **14. Performance Management**

The commissioning framework offers CWIEP partners the opportunity to submit project proposals in the context of the regional and sub-regional strategies. It is essentially a bidding process and all proposals are evaluated against a comprehensive scored and weighted set of criteria in conjunction with the Member panel. Recommendations are then made to the sub-regional Leaders Group for approval via the CWIEP Management Board.

Having demonstrable evidence of the impact of CWIEP will be critical to the success, reputation and sustainability of the partnership. Achieving improved outcomes for local people will need to be demonstrated by delivery of tangible outcomes that benefit the communities that we are serving.

CWIEP must manage performance at three key levels:

- delivery of outcomes on the ground – ensuring that each strategy and plan is are moving in the right direction and making a difference to the lives of local people both within the sub-region and the North West region.
- the working of the partnership itself – the efficiency, effectiveness and appropriateness of the partnership's internal systems, processes.
- Relationships; the value added by CWIEP – the connection between the two aims above and the benefit that working together with other authorities brings over and above what partners would achieve working alone.

In terms of Performance Management, the reporting of CWIEP's activities will be robust and transparent with all information readily available. Core elements are:

- all work stream and support activities are managed following best practice Prince2 principles, and Managing Successful Programmes (MSP) methodology

- Each work stream will provide a monthly progress and performance report to the Programme Team. Key issues and risks will be escalated to the CWIEP Partnership Management Board.
- there will be a rigorous quarterly monitoring and annual performance monitoring process to the regional Board
- projects and their host authorities will be held to account to deliver benefit to the sub-region and NW region.
- accountability to partners will be through the sub-regional Leaders Group; through the Partnership Management Board; and through the Member panel

We will also explore and develop a tool to evaluate the effectiveness and impact of the partnership itself.

## **15. Communications and stakeholder engagement**

CWIEP has multiple accountabilities: to partner organisations, to the public (citizens), to elected Members, and to others who have the authority and responsibility to hold CWIEP to account on the public's behalf e.g. the Department of Communities and Local Government. CWIEP will seek to actively and effectively engage with all stakeholders. We cannot achieve our intended outcomes through our own efforts alone.

The main objective of the Communications Strategy is to communicate the vision, objectives and priorities of CWIEP to current and potential stakeholders. It also aims to embed the CWIEP brand, support effective delivery of work streams, and achieve recognition for the brand and its programme.

We have developed a distinct brand and identity in line with the design family used by the regional IEP (and other sub-regions). Brand guidelines for appropriate use of the logo and brand have been established and will be disseminated to all partners.

We are developing strong communication links with other sub-regions, the regional team, regional “enablers” and sub-regional stakeholders.

We are creating and developing forms of communication that directly address the needs of stakeholders and audiences in the sub-region. We will utilise both new and existing communications channels and networks. We will use Stakeholder mapping to assist in intelligent (communications) targeting.

Consultation and evaluation exercises are planned to measure the effectiveness of the brand and the communications programme throughout its three year lifespan.

A strong Communications Strategy is key to ensuring the effective and efficient spread of information, best practice and successes. Communications activity will be reviewed annually.



## ANNEX A: Relationship between CWIEP year 1 projects and regional priorities/enablers:

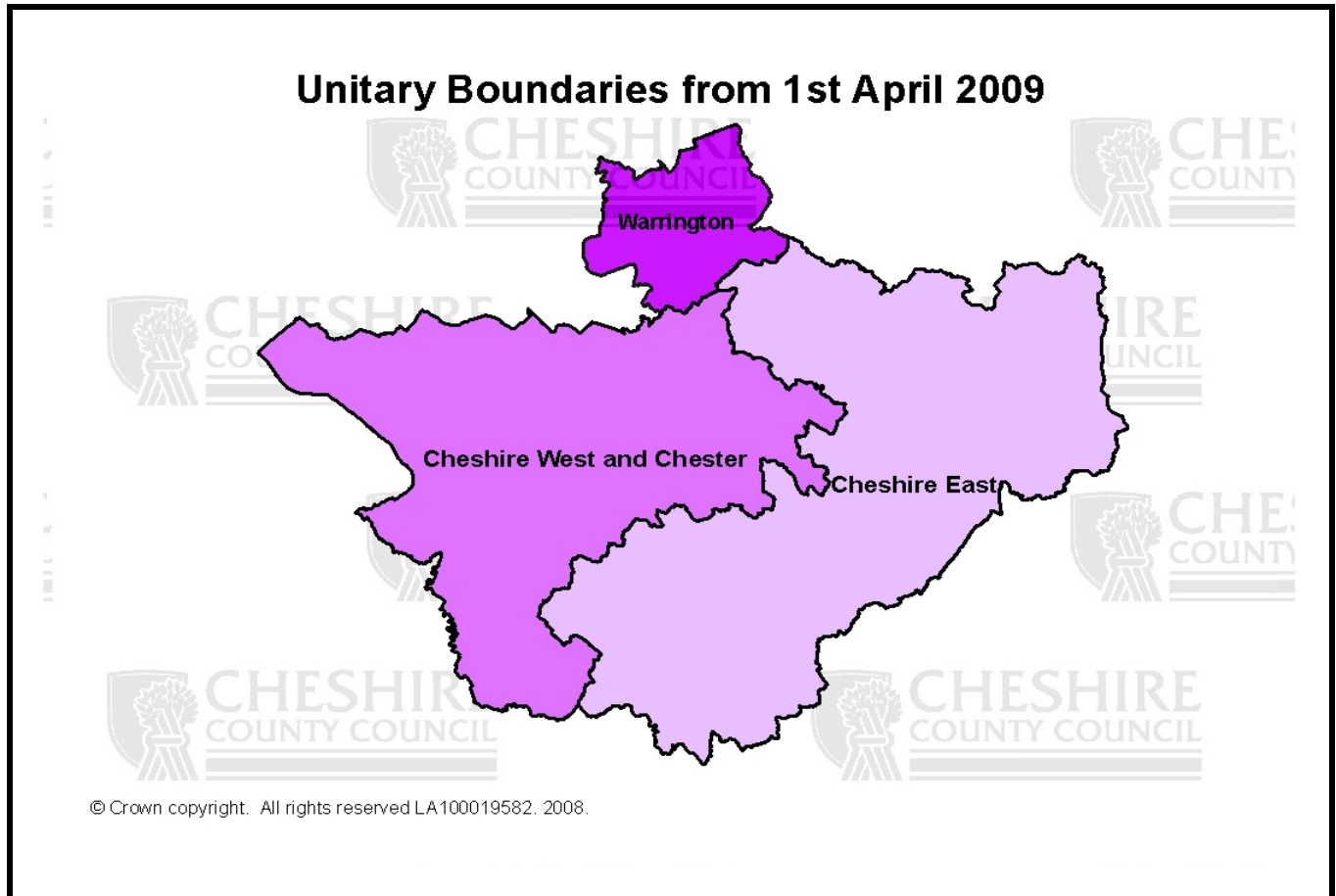
NWIEP Enablers → NWIEP Improvement Priorities ↓	LAA and support for Local Strategic Partnerships	Member and Workforce Development	Equality, Diversity and Cohesion	Innovation
Transformational Government and the citizen	Procurement Hub Project / Business Transf'n & Project & Programme Mgmt	Member Development Project		Business Transformation & Project and Programme Management Project
Efficiency				
Economic Development and Regeneration				
Health and Social Care	Health & Social Care Project			
Community Safety				
Community Empowerment and Neighbourhood Delivery	Community Empowerment / Health & Social Care	Community Empowerment / Member Development		
Children and Young's People Services				
Environmental Quality and Climate Change				
Cohesion and Equality and Diversity	Equality & Diversity / Health & Social Care	Equality & Diversity / Member Development	Equality & Diversity Project	

### Year 1 (2008/09) projects

		Senior Responsible Owner	Project Manager
<b>Procurement Hub</b> Cllr Peter Mason	£200k	Bernadette Hurst <i>Director, CWIEP</i>	Dave Wharton <i>Corporate Procurement Manager, Cheshire CC</i>
<b>Building Business Transformation Expertise</b> Cllr Fiona Bruce	£150k	Elizabeth Squires <i>County Manager, HR</i>	Dave Upton <i>Business Process Transformation Co-ordinator, Cheshire CC</i>
<b>Health &amp; Social Care Personalisation Agenda</b> Cllr Roy Smith	£150k	Helen Sumner <i>Strategic Director, Community Services, WBC</i>	John Kershaw <i>Business Projects &amp; Quality Officer, Community Services, WBC</i>
<b>Community Empowerment &amp; Neighbourhood Delivery</b> Cllr John Grimshaw	£100k	Jan Souness <i>Head of CEO's Unit, WBC</i>	Kirstie Hercules <i>LSP Manager, Crewe &amp; Nantwich BC</i>
<b>Member Development</b> Cllr Frank Keegan	£50k	Elizabeth Squires <i>County Manager, HR</i>	Pam Booth <i>Northern Regions Improvement Manager, IDeA</i>
<b>Raising Equality &amp; Diversity Standards</b> Cllr Myles Hogg	£40k	Kathryn Foreman <i>Deputy Chief Fire Officer</i>	Erin Fulton <i>Equalities &amp; Diversity Officer</i>

## ANNEX B

### Council Boundaries from April 1<sup>st</sup> 2009



## ANNEX C

### Risk Assessment

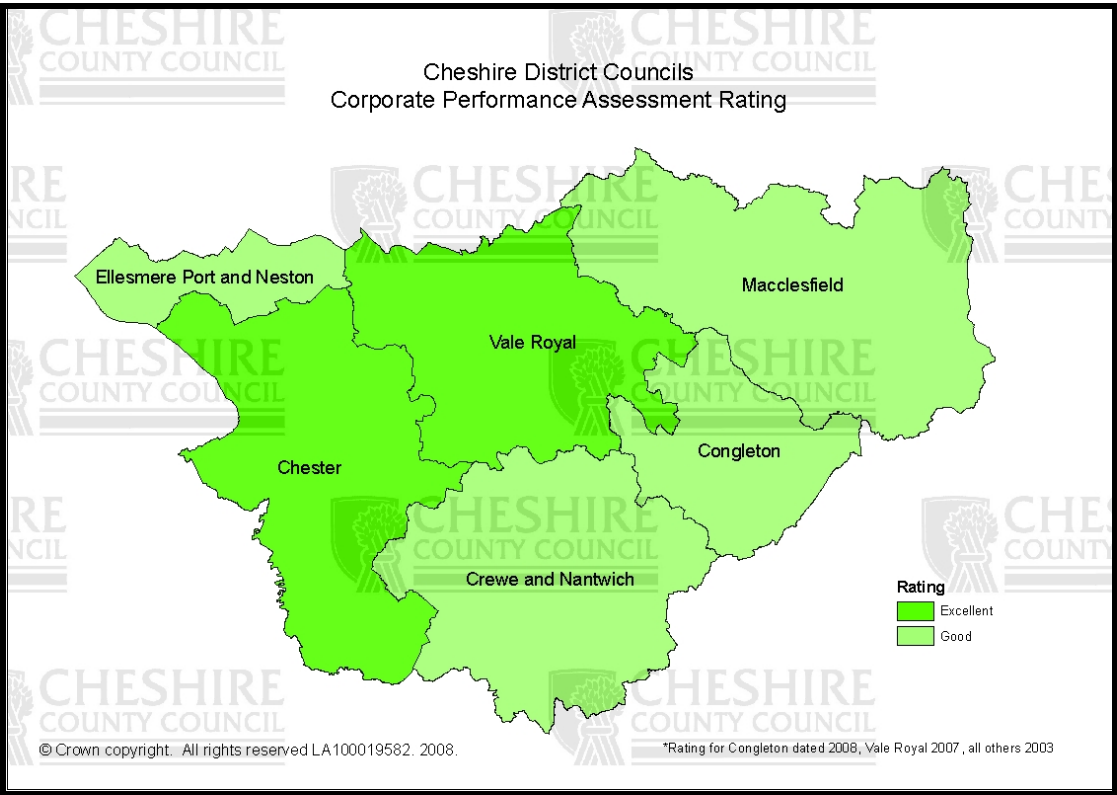
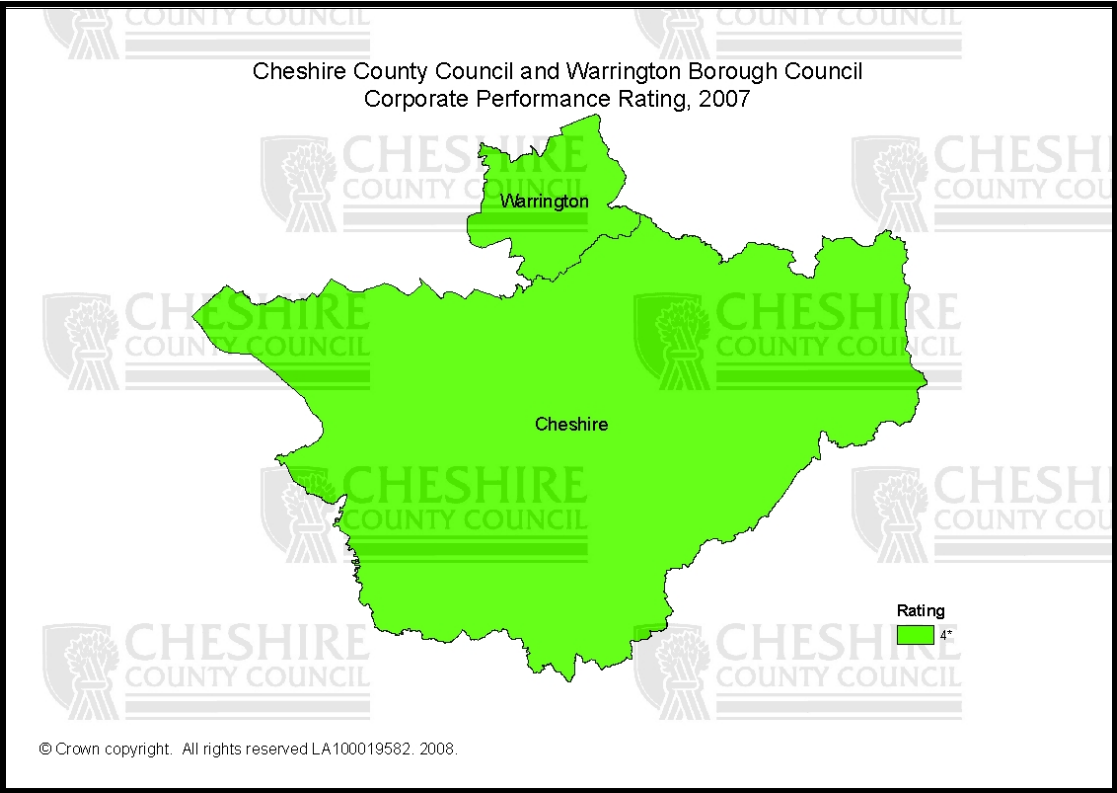
Cheshire and Warrington Improvement and Efficiency Partnership regularly reviews the risks to achieving our aims, and to delivering our programmes. Appropriate actions are then taken to reduce or mitigate the risk.

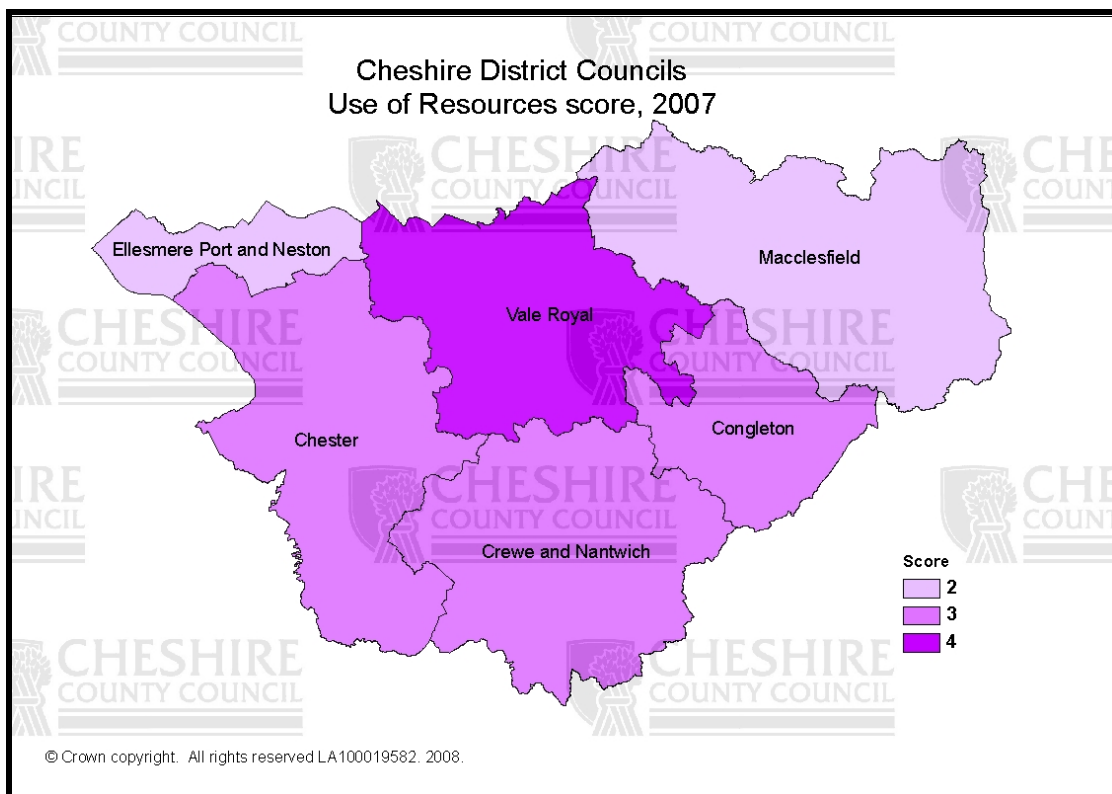
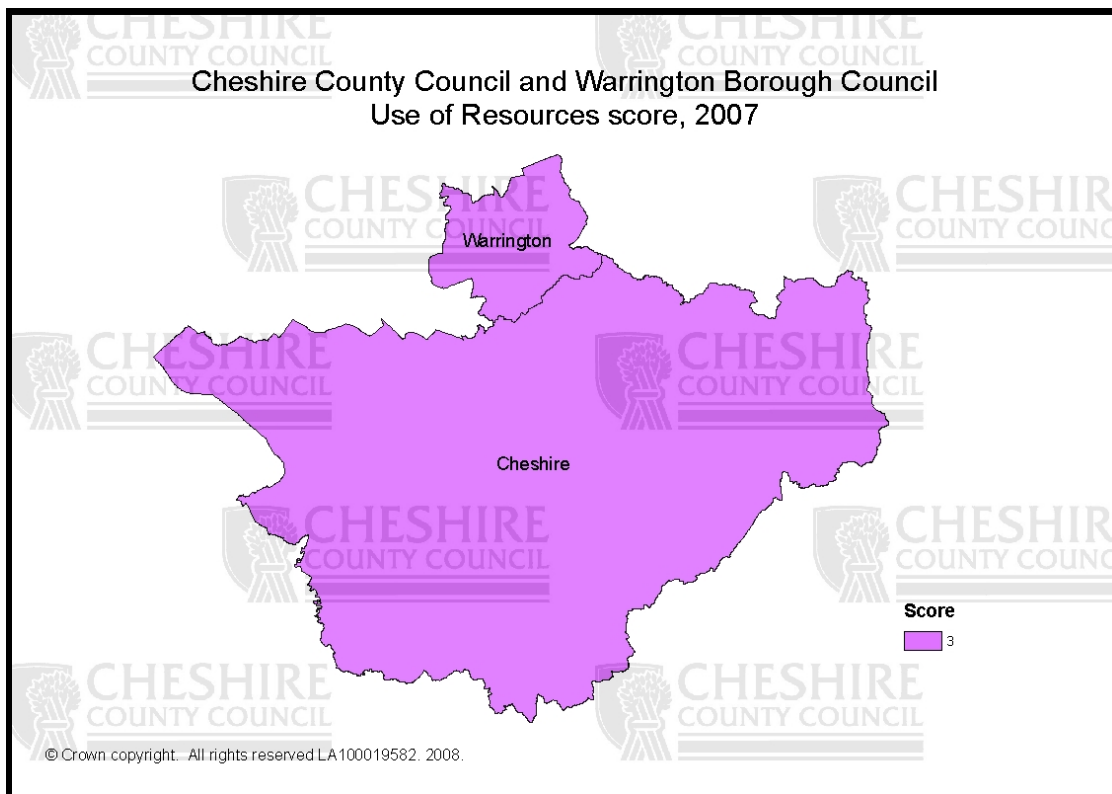
The matrix below sets out what we currently consider to be some of the most significant risks for the Cheshire and Warrington Improvement and Efficiency Partnership.

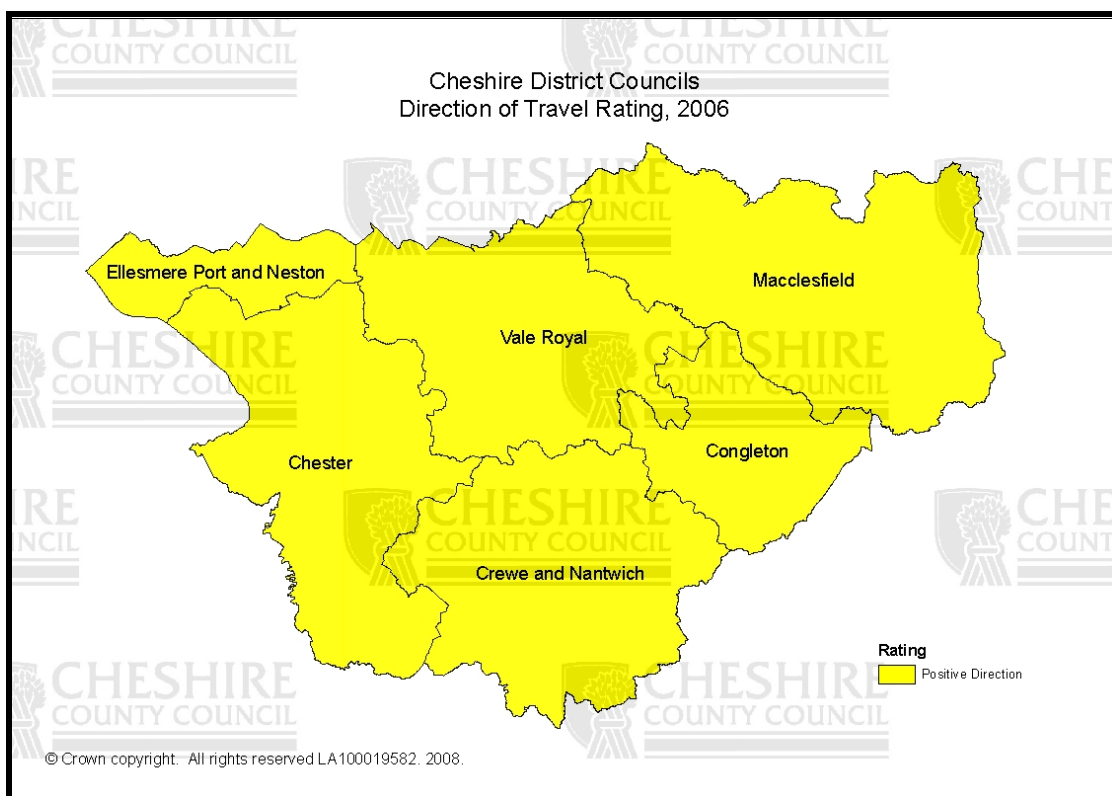
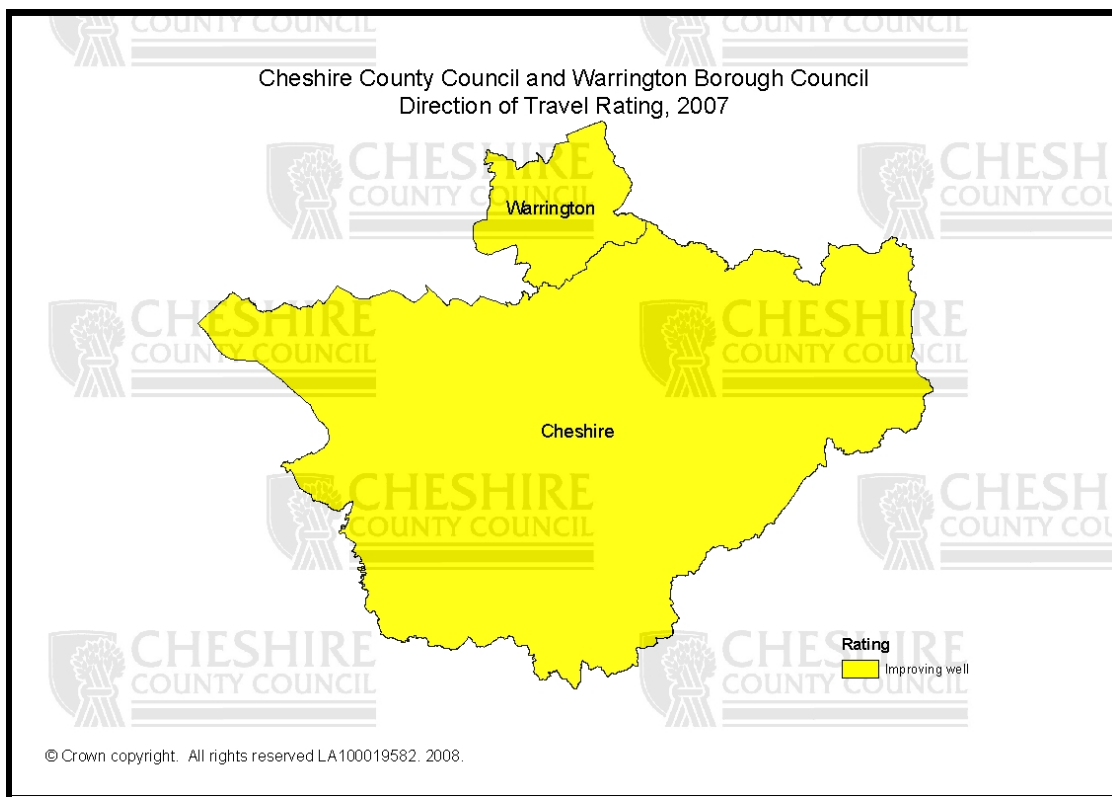
<p>1. The risk of the impact of LGR on maintaining performance across Cheshire and Warrington</p> <p>2. The risk that the Cheshire and Warrington Improvement and Efficiency Partnership does not have the capacity or resources to deliver its work programmes</p> <p>3. The risk that councils in Cheshire and Warrington do not have continued engagement with Cheshire and Warrington Improvement and Efficiency Partnership</p> <p>4. The risk that other stakeholders in Cheshire and Warrington do not engage with Cheshire and Warrington Improvement and Efficiency Partnership</p> <p>5. The risk to partners if Cheshire and Warrington Improvement and Efficiency Partnership is not sustainable in terms of finance and resources</p>	<p>The risk matrix is a 2x2 grid. The vertical axis is labeled 'RISK' with 'High' at the top and 'Low' at the bottom. The horizontal axis is labeled 'IMPACT' with 'Low' on the left and 'High' on the right. The quadrants are colored as follows: top-left (light purple), top-right (dark purple), bottom-left (light grey), and bottom-right (medium purple). The numbered risks are placed in the quadrants as follows: 1. in the top-right quadrant, 2. in the top-right quadrant, 5. in the top-right quadrant, 4. in the bottom-right quadrant, and 3. in the bottom-right quadrant.</p>
--	--

ANNEX D

Comprehensive Performance Assessment data for Cheshire & Warrington sub-region.







## **ANNEX E**

### **Acronym Glossary**

<b>CAA</b>	Comprehensive Area Assessments
<b>CPA</b>	Comprehensive Performance Assessment
<b>CSR07</b>	Comprehensive Spending Review 2007
<b>CWHIC</b>	Cheshire Halton & Warrington Information Consortium
<b>CWIEP</b>	Cheshire & Warrington Improvement & Efficiency Partnership
<b>CWIP</b>	Cheshire & Warrington Improvement Partnership
<b>LAA</b>	Local Area Agreements
<b>MAA</b>	Multi Area Agreement
<b>NIES</b>	National Improvement & Efficiency Strategy
<b>NWCE</b>	North West Centre for Excellence
<b>NWIEP</b>	North West Improvement & Efficiency Partnership
<b>NWIES</b>	North West Improvement & Efficiency Strategy
<b>NWIN</b>	North West Improvement Network
<b>RIEP's</b>	Regional Improvement & Efficiency Partnerships
<b>SOA</b>	Super Output Areas