

Without Walls Partnership

WITHOUT WALLS

building a future for york

Governance Handbook

November 2012

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1. Introduction

This handbook sets out the strategic, decision making and operational structure of the Without Walls Partnership (WOW). It identifies the roles and responsibilities of its sub structures and partners.

2. Without Walls Partnership (WOW)

Without Walls is the name of the group of people who have agreed to work together and jointly develop a shared vision for the city and was established in 2002. The Partnership is made up of representatives of public, voluntary and business organisations in York. It is a non-statutory body and does not have a separate legal identity. It brings together partners on the basis of a shared common purpose, which is to work together for the benefit of the city. All Partners within Without Walls have equal status.

Without Walls is not a direct delivery organisation. Actual delivery on the ground is done by partners, who agree collectively what each will do to tackle the issues identified in the Strategy for York and City Action Plan. WOW is a body that focuses on current and strategic issues and future challenges, whilst bringing partners together to co-ordinate, facilitate and challenge delivery.

3. WOW Purpose

The purpose of the Without Walls Partnership is to act as advocate for the city, taking the long view and identifying opportunities and challenges to work together to improve quality of life and to create a sustainable environment.

The Partnership exists to provide a forum for debate and decision making at a strategic level within the city. It acts to support and develop the key aims of the Vision and Strategy for York with strong leadership, driving development and through alignment of the city's key strategic partnerships and major strategies.

Without Walls partners are committed to making our way of life more sustainable, our communities more inclusive and enhancing the quality of life in the city. These principles underpin all of the partnership's improvement priorities.

4. WOW Core Business

The WOW Board is responsible for:

- Acting as a voice for York, working as ambassadors for the city articulating York's ambition;
- Horizon scanning, taking the long view of York's future and identifying challenges and opportunities for the city;
- Setting annual priorities for York from the City Action Plan and establishing expert panels or task and finish groups to ensure delivery where necessary;
- Providing strategic direction for the WOW partnership reviewing and evolving the City Plan to respond to changing times;
- Ensuring the principles of sustainability and inclusion are woven throughout the Partnership's work, through use of Sustainability and Fairness Impact Assessment tools.

5. Membership

WOW membership is open to representatives from the major public sector agencies operating in the area, the Voluntary and Community sector and Private sector.

WOW Members are expected to:

- Ensure effective two-way communication between the partnerships and their host organisations, at both a strategic and operational level
- Ensure issues/developments from their area of work are added to the agendas of the relevant meetings, particularly where members can identify gaps, overlaps or conflicts in service provision locally
- Use their personal skills, experience and networks to ensure that WOW is effective and is addressing local needs, and to promote the City wherever possible
- Act as advocates for the advancement and benefit of the whole community rather than on behalf of any particular organisation, except where there is an agreement (e.g. voluntary and community sector) that the interests of a particular organisation represent an issue of importance to the sector as a whole.

6. Structure

At a strategic level, the WOW Partnership Board provides leadership and direction to the wider Without Walls network of partnerships on issues that influence the quality of life of those who live in, work in and visit York.

Delivery Partnerships, ad-hoc working groups and project teams are tasked with coordinating delivery of Without Walls' priorities, as identified in the Strategy for York and City Action Plan. They will:

- Carry out regular reviews to ensure that established delivery mechanisms are the most appropriate for delivering desired outcomes, and that as such they are fit for purpose.
- Determine the need for, and the work programme of, any delivery groups that report to them and will actively monitor and manage these work programmes.
- Take responsibility for the delivery of key outcomes and for pursuing specific pieces of work on behalf of WOW. As part of this work they will analyse the way services are delivered seek opportunities to deliver services in a more efficient and/or joined-up way.
- Ensure adherence to the principles of sustainability and inclusion whilst delivering the City Action Plan, through use of the Sustainability and Fairness Impact Assessment questionnaire.
- Develop and agree terms of reference which adhere to WOW minimum standards and ensure consistency in governance arrangements across the Without Walls network.

Applicable delivery partnerships include the following:

- Health and Wellbeing Board
- Inclusive York Board
- Learning City York
- Safer York Partnership
- York@Large
- York Economic Partnership
- York Environment Partnership

In addition to the Delivery Partnerships, WOW may require support from a wide range of project teams and task & finish groups which are equally critical to delivery of the City Action Plan. This currently includes:

- Reinvigorate York

These groups will be expected to report their progress against outcomes to the WOW Secretariat on a quarterly basis, in line with the Partnership's agreement to review the City Plan Action Tracker at each Board Meeting.

A detailed structure chart, which sets out reporting relationships, is attached in the diagram at Appendix A.

7. Accountability & Scrutiny

Without Walls is responsible for delivery of the Strategy and City Action Plan priorities. Accountability within the Partnership is complex and all representatives should understand how they are accountable.

- All members of Without Walls, including members of themed partnerships, should report back to their own organisations or partnerships about the work of the Partnership and the impact on that organisation.
- Council Members, as democratically elected representatives, have an obligation to formally report back to the Council.
- Members of the Partnership will be obliged to attend Scrutiny meetings on any relevant subject, on request.
- Partners will be accountable to each other in the delivery of priorities, especially those included in the City Action Plan.
- The partnership is accountable to the citizens of York.
- Financial accountability for Partnership funded activities will be through the Council.
- Public accountability will also be exercised through Elected Members' community leadership role.

Partnership accountabilities are more about ways of working together and achieving more than would have been possible individually for the overall benefit of citizens. Any statutory responsibilities and accountabilities held by partners will take precedence over partnership accountabilities.

8. Financial Management

Without Walls will adhere to the financial regulations of the relevant accountable body, which will make any payments on behalf of the Partnership if required. Appropriate authorisation will be sought before payments are made.

9. Communication / Information Sharing and Publicity

Other than in exceptional circumstances, communication, information and document sharing will be undertaken using the WOW website. All meeting paperwork, including agenda and minutes, will be uploaded on to the relevant page of the Without Walls website at least five working days before meetings take place.

All meetings of the Without Walls Partnership are open to the public as observers. Agenda, papers and details of venues will be available on the Without Walls website on the relevant partnership page. Members of the public can also register to speak regarding an agenda item due to be discussed up to 24 hours before the meeting takes place. Contact details for the Support Officer responsible for each partnership will be posted on the relevant partnership web page. The right to limit the number of speakers and timing of public representations will be at the discretion of the Chair.

The Chair of the Without Walls Partnership is the official spokesperson of the Partnership. Any press releases will be made through the Council's Communications Team and where appropriate, cascaded through partner organisation own channels. Other Partners may act as spokesperson for specific issues, for instance activities related to a theme partnership.

Positive publicity about Without Walls and its work is welcomed and should be made through the Without Walls Chair on an informal basis and communicated to all other partners.

10. Code of Conduct

Without Walls is not a statutory public body, however the code of conduct introduced by the Committee for Standards in Public Life (Nolan) sets standards to which partners should conform. These seven principles of public life, applied to the Partnership, are:

- Selflessness – partners should take decisions solely in terms of 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 – partners should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their Partnership role.

- Objectivity - in carrying out Without Walls business partners should always make choices on merit.
- Accountability - partners are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their role within the Partnership.
- Openness – partners should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
- Honesty - partners have a duty to declare any private interests relating to their role within the Partnership and to take steps to resolve any conflicts arising in a way that protects the public interest.
- Leadership - partners should promote and support these principles by leadership and example.

These principles are reflected in the City of York Council’s Code of Conduct. The Code for the Partnership is based on the CYC Code with amendments to more accurately reflect the purpose of the Partnership and Without Walls Partners should agree to abide by the Code. Annex B details the Code.

11. Dissolving the partnership

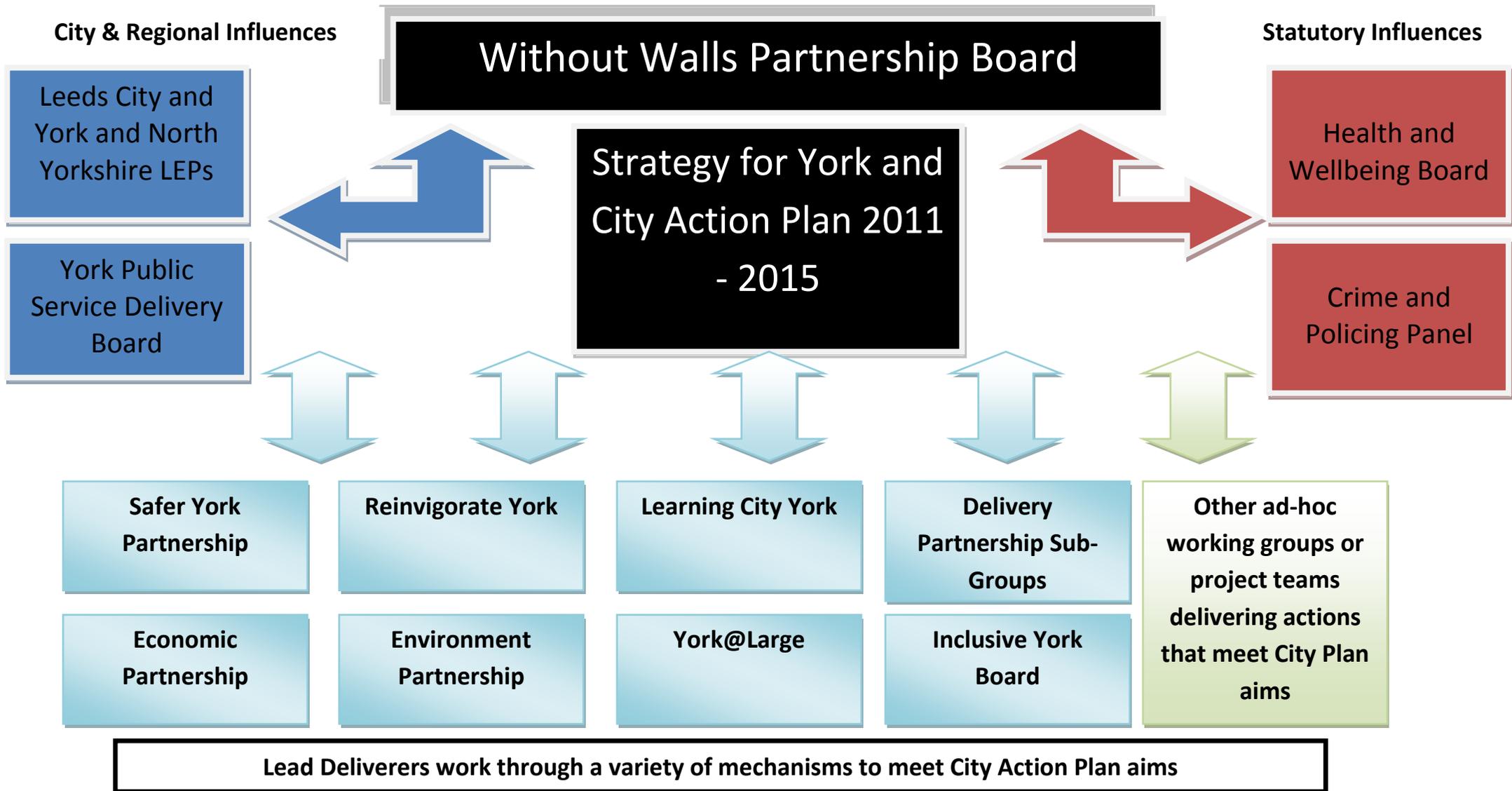
If members of the Partnership express a desire to disband the Partnership, they would need to secure a majority decision from the WOW Board to this effect. The Board would make a decision following considerations on why WOW was no longer necessary and potentially to deliberate alternative arrangements.

12. Support Arrangements

Executive and administrative support for WOW is provided by the Council.

Without Walls Structure

Appendix A



Without Walls Code of Conduct

Part 1

General Provisions:

Scope

1 A Partner must:

(1) observe the Without Walls Code of Conduct whenever he or she:-

- a. conducts the business of the Partnership;
- b. conducts the business of the office of the Partnership to which he or she has been elected or appointed; or
- c. acts as a representative of the Partnership,

and references to a Partners official capacity shall be constructed accordingly.

(2) The Without Walls Code of Conduct shall not, apart from paragraphs 4 and 5 (a) below, have effect in relation to the activities of a Partner undertaken other than in an official capacity as defined in paragraph 1 (1) above.

(3) Where a Partner acts as a representative of Without Walls –

- a. on another relevant authority, he must, when acting for that other authority, comply with that other authority's code of conduct; or
- b. on any other body, he must, when acting for that other body, comply with the Partnership's code of conduct, except and insofar as it conflicts with any other lawful obligations to which that other body may be subject.

General Obligations

2 A Partner must -

- a. promote equality by not discriminating unlawfully against any person;
- b. treat others with respect
- c. not do anything which comprises or which is likely to compromise the impartiality of those who work for, or on behalf of, the Partnership.

3 A Partner must not -

- a. disclose information given to him in confidence by anyone, or information acquired which he believes is of a confidential nature, without the consent of a person authorised to give it, or unless he is required by law to do so; nor
- b. prevent another person from gaining access to information to which that person is entitled by law

4 A Partner must not in his or her official capacity, or any other circumstance, conduct himself in a manner that could reasonably be regarded as bringing the Partnership into disrepute.

Without Walls Code of Conduct

5 A Partner -

- a. must not in his or her official capacity, or any other circumstance, use his position improperly to confer on or secure for himself or herself or any other person, an advantage or disadvantage; and
- b. must, when using or authorising the use by others of Partnership resources act in accordance with Partnership requirements.

Part 2

Interests:

Disclosure of Personal Interests

6 (1) A Partner with a personal interest in a matter who attends a meeting of Without Walls at which the matter is considered must disclose to the meeting the existence and nature of the interest at the commencement of that consideration, or when the interest becomes apparent.

Personal Interests

7 (1) A Partner must regard himself as having a personal interest in any matter if a decision upon it might reasonably be regarded as affecting to a greater extent than other Council tax payers, ratepayers or inhabitants of the York area, the well-being or financial position of himself, a relative or a friend or -

- a. any employment or business carried on by such persons;
- b. any person who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
- c. any corporate body in which such persons have a beneficial interest in a class of securities exceeding the nominal value of £5,000.

(2) In this paragraph –

- a. “relative” means a spouse, partner, parent, parent-in-law, son, daughter, step-son, step-daughter, child of a partner, brother, sister, grandparent, grandchild, uncle, aunt, nephew, niece, or the spouse or partner of any of the proceeding persons; and
- b. “partner” in sub-paragraph 2(a) above means a couple who live together.

Prejudicial Interests

8 (1) Subject to sub-paragraph (2) below, a Partner with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the Partner’s judgement of the public interest.

Without Walls Code of Conduct

(2) A Partner may regard himself as not having a prejudicial interest in a matter if that matter relates to -

- a. another relevant authority of which he is a Member;
- b. another public authority in which he holds a position of general control or management;
- c. a body to which he has been appointed or nominated by the Partnership as its representative.

Participation in Relation to Disclosed Interest

9 (1) A Partner with a prejudicial interest in any matter must -

- a. withdraw from the room or chamber where a meeting is being held whenever it becomes apparent that the matter is being considered at that meeting, unless he has obtained a dispensation from the Partnership Chair or Vice Chair;
- b. not exercise decision making functions in relation to that matter; and
- c. not seek improperly to influence a decision about that matter; and

10 For the purpose of this Part, "meeting" means any meeting of -

- a. the Without Walls Partnership;
- b. the Executive Delivery Board; or
- c. any of the Partnership's ad-hoc Working Groups.

Without Walls Partnership Board – Terms of Reference

Role

The Without Walls Board is the governing body of Without Walls. Its primary role is to provide strategic leadership and a collective response to challenges facing the city. It is responsible for delivery of the Strategy for York via the City Action Plan, ensuring consistency and identifying synergy between the partnership strategies and delivery plans.

The Without Walls Board operates strategically, with delivery and implementation taking place through the wider Without Walls network of partnerships, project teams and other ad-hoc working groups.

Membership

Without Walls Board membership includes representatives from the major public sector bodies operating in the city, the Voluntary and Community sector and Private sector. Membership details are outlined below:

Organisation	Representative(s)
City of York Council	Three Members (nominated at Full Council) plus the Chief Executive
North Yorkshire Police	Chief Constable
North Yorkshire Fire and Rescue Service	Chief Fire Officer
York Council for Voluntary Service	Chief Executive
University of York	Vice Chancellor
Higher York	Chair
Leeds, York and North Yorkshire Chamber of Commerce	Chief Executive
Jobcentre Plus	District Manager
Healthy and Wellbeing Board	Chair or nominated representative
Inclusive York Board	Chair or nominated representative
Learning City York	Chair or nominated representative

Safer York Partnership	Chair or nominated representative
York Economic Partnership	Chair or nominated representative
York Environment Partnership	Chair or nominated representative
York@Large	Chair or nominated representative
York Racial Equality Network	Chair or nominated representative

From time to time the membership of the Partnership can be reviewed. The Partnership will consider and approve, or reject by majority vote, requests to join Without Walls. New partners can be added by agreement provided they can make a positive contribution to the achievement of the Strategy for York aims and become active participants in the partnership. Partners also have the power to co-opt up to four individuals for the personal contribution they would bring to the Partnership.

Members of the Board must have the authority and mandate to take strategic decisions and commit resources on behalf of their Organisation /Partnership /sector. Therefore membership should be set at senior politician, Chair or Chief Officer level.

If a member of the Board is unable to attend a meeting, they may nominate an appropriate substitute to attend on their behalf provided notice is given to the Chair via the Secretariat prior to the meeting.

Chair and Vice-Chair

The Partnership Board will appoint a Chair and Vice Chair with no more than one of these positions being an Elected Member of CYC. Normally term of office will be for a period of no more than 4 years, to coincide with municipal elections. In exceptional circumstances appointment to office will be made before this period has expired.

Appointments are made through nomination and show of hands at the first meeting following local elections.

Quorum

Meetings of the Partnership Board must be quorate. The quorum shall be one third of the appointed membership. In the event that the meeting does not have a quorum an informal discussion will be held instead.

Voting and Decision Making

Decisions will normally be made by consensus but on occasion, when deemed necessary by the Chair, to take a formal vote Partnership members shall ordinarily decide by show of hands. At the request of any Partnership member the names of those voting and how they voted will be recorded. In the event of a tied vote the Chair, or Vice Chair in the Chair's absence, shall have a casting vote in order to reach a decision.

No agreements or decision making will take place outside the meeting unless authorised by the Chair.

WOW Board Agenda and Paperwork

Any stakeholders, including officers of the council or partner organisations, may propose and add agenda items to the forward programme. The agenda and accompanying Board papers will be sent to members at least five working days prior to the meeting. All paperwork and meeting dates will also be made available on the Without Walls website.

Health & Wellbeing Board – Terms of Reference

Role

The purpose of York's Health and Wellbeing Board is:

- To advance the health and wellbeing of the patients and residents in York and to address health inequalities by fulfilling its public health duties.
- To oversee the production of the Joint Strategic Needs Assessment (JSNA), which is regularly updated, based on a thorough understanding of the population in York.
- To produce a Joint Health and Wellbeing Strategy, by drawing on the JSNA and other relevant sources, which clearly articulates the collective priorities and actions for all partners.
- To ensure that all commissioning decisions are informed by the Joint Health and Wellbeing Strategy and the JSNA and that the basis for decision making is clear.
- To encourage all our staff, whether they work for health or social care services or the voluntary sector, to work in an integrated manner in everyone's best interests;
- To lead cultural and behavioural change to promote better health outcomes;
- To hold all partners to account for their role in the delivery of joint commissioning and overall stewardship of the health and wellbeing outcomes for patients and residents.

Membership

Membership of the Board consists of:

Organisation	Representative(s)
City of York Council	<ul style="list-style-type: none"> • The Leader (or a Councillor nominated by the Leader) and two other elected representatives • Chief Executive • Director of Public Health • Director of Adults, Children and Education
North Yorkshire Police	Chief Constable
NHS North Yorkshire and York	Chief Executive or a nominated representative

Vale of York Clinical Commissioning Group	Two nominated representatives
York Link (HealthWatch when established)	One nominated representative
Voluntary Community Sector	One nominated representative
York Teaching Hospital NHS Foundation Trust	One nominated representative
Leeds Partnership NHS Foundation Trust	One nominated representative
Independent Care Sector	One nominated representative
NHS Commissioning Board	One nominated representative

Quorum

Quorum shall be 7 members including as a minimum a representative of the City of York Council and a representative of the Vale of York Clinical Commissioning Group.

Chair

Chair of the Board shall be the Leader of the Council or his or her nominated representative. In the absence of the Chair the Board shall elect a Chair for that meeting from the members present.

Inclusive York Board – Terms of Reference

Role

The Inclusive York Board exists to drive forward the following agenda:

- Engagement and Active Citizenship: Creating opportunities for all residents to participate in local decisions and shape how services are delivered - supporting them to develop their own solutions to local issues when they want to.
- Community Cohesion: Ensuring York has good community relations and that different people and groups get on well together.
- Fairness and Equalities: Making sure that everyone shares in the excellent quality of life our city offers, ensuring services meet the needs of our different communities, employing workers from these communities and working with all our partners for a fairer, more inclusive York.

Membership

Membership of the partnership is in the process of being reviewed (February 2013)

Quorum

The Inclusive York Board will be quorate when at least four members are present (including substitutes).

Chair and Vice-Chair

A Chair and Vice Chair will be elected from amongst the membership of the Board on an annual basis.

Learning City York – Terms of Reference

Role

To create and develop a culture of lifelong learning for York and to maximise the contribution of learning to personal fulfilment, social cohesion and economic growth for the city.

Strategic interventions and actions will focus on:

- Improving the quality and choice of education, employment, training and Continuous Professional Development programmes (with clear progression pathways)
- Stimulating opportunities for personal, social and community development (including informal learning)
- Enhancing the accessibility and quality of information, advice and guidance (including activities to raise ambitions and aspirations)
- Promoting and widening participation in the learning and skills ‘offer’ (including increasing investment by employers and individuals of all ages)
- Continuously improving attainment rates and outcomes for all young people, families, adults and employers
- Sourcing and aligning funding for the city to deliver against agreed priorities

Membership

Membership of the Board consists of:

Organisation	Representative(s)
City of York Council	<ul style="list-style-type: none"> • Head of Adult & Community Learning • Head of Economic Development • Head of Education and Skills • Executive Member for Education
Babcock (Next Step Adult Careers Advice & Guidance)	Manager

Appendix F

Higher York	Director
Job Centre Plus	External Communications Manager
York Museums Trust	Director of Lifelong Learning
North Yorkshire Business Education Partnership	Executive Director
Skills Funding Agency	One nominated representative
University of York	Community Development and Lifelong Learning Director
York CVS	Chief Executive
York College	Principal
York St John University	One nominated representative
Your Consortium	York Development Manager

Chair

Chair of the Partnership will be CYC Assistant Director of Education and Skills.

Safer York Partnership – Terms of Reference

Role

Using the Safer Neighbourhoods Community Engagement model, Safer York Partnership has and will continue to:

- Engage with local communities, recognising the diversity of these communities (ethnic minority, disabled, young people and older people), so that they can influence community safety priorities in their neighbourhood;
- Work with communities to develop joint actions with the Partnership to solve problems;
- Provide feedback to communities on results so that they can decide if the action was successful and sustainable;
- Support victims and vulnerable witnesses of crime and anti-social behaviour.

Membership

Organisation	Representative(s)
City of York Council	<ul style="list-style-type: none"> • Director of Adults, Children and Education • Asst Director Housing and Public Protection • Executive Member for Community Safety
North Yorkshire Police	Area Commander for York
North Yorkshire Probation Service	One nominated representative
National Treatment Agency	One nominated representative
York and North Yorkshire Drug Action Team	One nominated representative
North Yorkshire Fire and Rescue Service	One nominated representative

Chair and Vice-Chair

Chair of the Partnership will be the Area Police Commander for York and Vice-Chair, the Asst Director of Housing and Public Protection.

York Economic Partnership – Terms of Reference

Role

The key roles of YEP are to:

- Set the strategy for action and concentrate on the most important issues for the economic well-being of the city – develop, monitor and review strategic goals and shared ambitions that underpin the economic development of the city.
- Prepare an annual economic development plan - setting priorities and ensuring action, taking account of resources allocated by YEP, by partners, and by budgets.
- Review performance – demonstrating progress against the vision, strategy and plans.
- Provide a focus for land and land development issues – particularly the impact on the local economy and how best to respond to needs.
- Provide a focus for skills and inclusion issues - ensuring that future employment needs are considered within the city's skills, education and training strategies so that the best employment opportunities are available for residents and that businesses have available the necessary skilled workforce.
- Provide a focus for supporting existing businesses and encouraging new enterprises and inward investment – maintaining a prosperous and flourishing economy that will sustain high employment rates.

Membership

Organisation	Representative(s)
City of York Council	<ul style="list-style-type: none"> • Leader of the Council • Two other Councillors nominated by Council • Chief Executive
Science City York	One nominated representative

Visit York	One nominated representative
Learning City Partnership	One nominated representative
Leeds, York and North Yorkshire Chamber of Commerce	One nominated representative
Trade Unions	One nominated representative
Private Sector representatives	Six in total to be determined by the Council and taking account of size and sector coverage.
York Business Forum	Chair
Higher York	

Chair

The Chair of the Partnership will be determined by the Council following public advert and an interview process. Term of office will be four years.

Voting and Decision Making

Voting at meetings, when required, shall be by a show of hands and matters determined by a simple majority. All members shall have one vote, and in the event of equality of voting, the Chair shall have a casting vote.

A declaration of interest shall be made by any member and recorded in the minutes of the meeting where there may be a conflict of interest in the matter under discussion. Any member who has a conflict of interest in either a personal or representative capacity may speak in the debate but shall not participate in any vote.

York Environment Partnership – Terms of Reference

Role

The role of the Environment Partnership is to:

- To recognise environment issues requiring strategic attention and to make proposals for action;
- To contribute towards development of the Strategy for York and City Action Plan in order to meet environmental aims;
- To agree and monitor performance measures and annual targets that deliver environmental improvements in York;
- To champion issues of environmental sustainability across all the themes of the Strategy for York and serve as the consultative body regarding sustainability for the Without Walls Partnership;
- To provide a forum for regular communication and feedback, information sharing and exchange, including best practice between environmental organisations at a strategic level.

Membership

Organisation	Representative(s)
City of York Council	<ul style="list-style-type: none"> • Executive Member for Transport, Planning and Sustainability • Asst. Director City Development and Sustainability
York Environment Forum	Two nominated representatives
Yorkshire Energy Partnership	One nominated representative
English Heritage	One nominated representative
York Quality Bus Partnership	One nominated representative
Joseph Rowntree Foundation	One nominated representative
St. Nicholas Fields	One nominated representative

Stockholm Environment Institute	One nominated representative
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Chair

Chair of the Partnership will be the Assistant Director City Development and Sustainability.

York@Large– Terms of Reference

Role

The Partnership's key roles are to:

- Co-ordinate and guide existing partnerships to deliver on the Culture Theme within the Strategy for York
- Maintain a work plan identifying key objectives which will deliver on the Culture Theme within the Strategy for York
- Develop performance measures indicators to measure progress and report on these to Without Walls
- Represent the cultural interests and needs of the area, both within the city and more widely to advocate for the cultural sector
- Promote and facilitate multi-agency working by providing opportunities for networking and helping to overcome the barriers between organisations
- Share information on key policy and budget issues that will have major implications for partners
- Develop shared approaches to consulting and engaging the local community
- Provide the cultural voice in any city planning or consultation exercises
- Develop responses to major cultural issues affecting the city that are beyond the scope of any single partner
- Collect data and undertake research and development in order to inform and improve the city's cultural product
- Build relationships with other cities and encourage collaboration and joint planning within the region

Membership

Organisation	Representative(s)
City of York Council	Executive Member for Leisure and Culture
Active Play	One nominated representative
Visit York	One nominated representative
PLAY	One nominated representative
Creative York	One nominated representative
Commercial Providers	One nominated representative
Festival Providers	One nominated representative
Visitor Attractions	One nominated representative
Heritage	One nominated representative
Churches / Faith Sector	One nominated representative
Media	One nominated representative
Universities	One nominated representative
Education Sector	One nominated representative

Chair

The Chair and Vice-Chair shall be elected each year at the annual meeting of the partnership in June.

Voting and Decision Making

Voting at meetings, when required, shall be by a show of hands and matters determined by a simple majority. All board members shall have one vote, and in the event of equality of voting, the Chair shall have a casting vote.

A declaration of interest shall be made by any member and recorded in the minutes of the meeting where there may be a conflict of interest in the matter under discussion. Where the interest is personal and prejudicial the member shall withdraw from the debate and shall not participate in any vote.