MAKING PARTNERSHIPS WORK

A TOOLKIT

This document has been formulated within the context of the following documents by the Isle of Anglesey County Council:

1. Policy Document
2. A corporate, central register of partnerships
3. Partnership monitoring arrangements (to keep track of outcomes and financial matters)
4. Arrangements for annual review of key partnerships.

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CONTENTS

1. Introduction and content 3
2. Purpose of the partnerships toolkit 4
3. Why work in partnership 5
4. Identifying significant partnerships 7
5. Corporate partnerships register 8
6. How to join or create a new partnership 10
7. Assistance available through the Council 11
8. Developing a shared partnership vision 14
9. Accountability and promoting good governance 15
10. Planning and delivery 18
11. Performance management and evaluation 19
12. Risk management 21
13. Communication and engagement 24

APPENDIX

Corporate Plan: themes and priorities
Basic checklist for developing a partnership agreement

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Appendix 1
TOOL ?
Partnership and collaboration is now integral to the way local authorities seek to achieve their ambitions. It is an important means of building capacity and is fundamental to the Council’s approach to achieving shared priorities. The Isle of Anglesey of County Council is committed to partnership working and we believe that successful partnership working is essential to the delivery of better services to our customers and users and to a successful Anglesey. Increasingly, our success as an organisation will be evaluated by how well we work with others to improve the well-being of people on the Island.

The County Council has extensive experience of working in partnership, be it on a local, regional or national level¹. With increasing pressure on public finances, it is imperative that the Council ensures that clear guidelines are in place for determining when to establish partnerships, which service(s) and the outcomes expected of them and for the sound management of the relationship in order to:

- Enable us to deliver on our Corporate Plan and strategic priorities (APPENDIX 1). Also, to improve the experience and outcomes for those individuals who use our services
- Evidence value for money or cost efficiency in our future investments and ensure clear and measurable outcomes
- Have clarity around accountability and monitoring arrangements
- Respond to partnership risks and ensure that areas for development are addressed
- Identify any scope to rationalise partnerships and ensure a clear procedure for bringing any arrangements to

¹ Annual Improvement Report 2014/15 (incorporating the Corporate Assessment Report 2015), Wales Audit Office December, 2015
2. PURPOSE OF THE PARTNERSHIPS TOOLKIT

This document provides guidance on partnerships where the Council chooses to work with other organisations in the private, public or voluntary sector. It does not address the links made through the procurement process.  

This toolkit aims to set out the principles and processes which will guide the approach the Council takes to partnership working and is intended to guide work with both emerging and well established partnerships. It also provides links to detailed guidance, tools, resources and case studies and is modular so that organisations can either consult parts of the Toolkit or use the Toolkit in its entirety.

Also, this toolkit (including the accompanying guidance and resources) will help us with our partners to identify all the partnerships we are involved in and to have good governance arrangements in place to support them. The guidance includes tools and templates that can be used at each stage in the life of a partnership – from considering the introduction of new partnerships, reviewing existing partnership arrangements and exiting partnerships. The documentation will assist in identifying any potential problems.

Through use of the Toolkit, partners will be better equipped with the information, tools and resources needed to successfully engage in partnerships.

The Toolkit will be continually reviewed and updated to ensure that it remains current and relevant.

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2 Circumstances in which the Council would provide an opportunity to a range of organisations or individuals to provide their services for a specific purpose through a competitive process with the Council selecting one provider and confirming the arrangements by agreement.
3. WHY WORK IN PARTNERSHIP

Apart from the increasing pattern of working in partnership, there are many **benefits** to be gained when different organisations work effectively together. For example:

**THE BENEFITS OF PARTNERSHIP**

- More innovation
- More negotiating power
- More efficient & effective
- More resources
- More skills
- More equitable services
- More impact
- More benefits

If successful, partnerships can:

- **Build on the strengths of organisations allowing them to pool resources, avoid duplication and maximise impact**
- **Fill service gaps and increase access to services**
- **Provide opportunities to look at services in a comprehensive, holistic way**
- **Attract new resources and use them efficiently.**

**WHAT MAKES A SUCCESSFUL PARTNERSHIP?**
There are a number of characteristics which are typical of a successful partnership, including the following:

- Commitment at senior level
- Regular evaluation
- Understanding of organisational cultures
- Balance of responsibilities between partners
- Clear shared vision and goals
- Achievable outcomes
- Identifying the necessary skills mix

**SOME BARRIERS TO EFFECTIVE PARTNERSHIP WORKING**
Research has shown that there are a number of reasons why some partnerships do not succeed. They include:

- Different organisational cultures
- Varying expectations of partners
- Lack of commitment at the top of organisations
- Previous failed attempts
- Poor information exchange within and outside the partnership
- Conflict between addressing local, regional or national priorities
4. IDENTIFYING SIGNIFICANT PARTNERSHIPS

As a Council, we enter into a partnership when we agree with one or more independent bodies to work collectively to achieve a shared objective. These partner agencies could be a government or a public, private, community or voluntary sector body. Therefore, we may have to enter into partnering arrangements because of legislation or statutory requirements\(^3\) or we can have the choice to do so only if we wish and are able to choose who it is best to work with to achieve our priorities.

We do not include in this definition organisations that are providing a service to the County Council as a result of a formal tendering exercise\(^4\) e.g. refuse collection or road network maintenance contracts. Though they may also be partners, this is a different relationship.

A partnership is therefore a collaborative arrangement that could include any one or more of the following elements where partners:

- Agree to work together to achieve common objectives and outcomes for the community
- establish a new structure to achieve objectives and outcomes and where appropriate, create a new organisational structure separate to their own organisation
- plan and implement a jointly agreed programme, which may well involve joint staffing and/or resources
- share accountability, information, risks and benefits
- may be required by statute to come together for the purposes of joint working.

The attached flow chart ('TOOL *') helps to determine whether a partnership falls within this definition.

Also, some partnerships will be more significant than others - in terms of the outcomes they aim to deliver, their profile, reputation or the resources invested. The Council has developed an assessment scorecard to help in defining our significant partnerships ('TOOL *'). The level of significance of a partnership will determine the level of formality required in its governance structure.

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\(^3\) Sometimes as is the case with partners picked for us, for example the Public Services Board and the Community Safety Partnership.

\(^4\) Through a procurement process: circumstances in which the Council would provide an opportunity to a range of organisations or individuals to provide their services for a specific purpose through a competitive process with the Council selecting one provider and confirming the arrangements by agreement.
The County Council has created a Corporate Partnerships Register. It includes the partnerships that we consider key in helping us to deliver our Corporate Plan and Transformation Programme priorities or those we need to engage with to influence national or regional thinking on the way public services are delivered. They may exhibit one or more of the following features:
The Partnerships Register is maintained by the Council’s Scrutiny Officer and is reviewed annually. Heads of Service will be responsible for notifying the Scrutiny Officer of existing and new significant partnerships as soon as they are agreed so that the Register is kept up to date. The Register should include resources at the disposal of the partnership as well as the following core information:

**PARTNERSHIP REGISTER – CORE INFORMATION**

- Identify strategic and/or operational significance
- Objectives/service area of the partnership
- Link to the Council’s Corporate priorities
- Key partners
- Lead Officer(s)
- Accountability and reporting arrangements
- Financial contributions/value of the partnership

A Partnerships scorecard is used to collect the information for the Register (TOOL *).
6. HOW TO JOIN OR CREATE A NEW PARTNERSHIP

The steps involved in setting up a partnership are similar to those involved at the beginning of a new project or activity. Unfortunately, many partnerships in their hurry for impact and results, ignore the importance of establishing the right environment for the partners to work well together.

This process involves regular communication, creating a culture of trust and respect, and encouraging the active participation of all the partners. In the early stages, it is usually better to start with some smaller achievable tasks (often referred to as “quick wins”) until the partnership has matured. Attached is a simple checklist for setting up a new partnership (TOOL *).

A report demonstrating the business case for the partnership will need to be produced in order to establish a new partnership or to enter an existing partnership agreement.

The sponsoring partner’s Lead Officer will produce the report which incorporates:

- A completed partnership assessment scorecard (TOOL *); AND
- The responses to the set of key questions in the business case checklist (TOOL *)

The business case for partnerships will need to be submitted to the:

i. Council’s Senior Leadership Team / senior team of each partner organisation so that they may provide their strategic overview of the partnership proposal and also to provide their organisation’s approval to commit to the partnership

ii. Scrutiny Officer of the Council for their use in collating a relevant and up to date Corporate Partnerships Register.

Public bodies in particular will need to ensure that they do not trigger procurement rules. It is advised that the business case report is considered by the respective organisations’ lead officers on the following areas prior to any agreements being made to enter into partnership:

Financial Services  Legal Services  Insurance  Audit  Procurement
7. ASSISTANCE AVAILABLE THROUGH THE COUNCIL

Successful partnership working is critical to the delivery of the strategic priorities and ambitions of the Isle of Anglesey County Council.

The ability to work effectively in partnership is an important requirement for organisations. Although the number of partnerships continues to grow, not all of them fully meet their objectives and priorities.

As a Council, we consider providing assistance to be an important part of our role in ensuring the development and growth of effective partnerships — whether they be new partnerships or those that have been in place for some time. Below is a resumé of the assistance partnerships can expect to be available:

i. Menter Môn

Using funding through the LEADER Programme and the Isle of Anglesey Charitable Trust, Menter Môn is to provide a unique, community based support programme for groups wishing to work in partnership with the Council. The Council wants to develop a different model to support change in communities – by “dividing” the Island into 4 or 5 areas which are to be supported by 2 development officers from Menter Môn. These officers will work in individual communities to develop expertise locally and act as link person with Council services. The development officers can assist with bidding for grant funding, developing viable business cases and robust business plans. Contact details for the 2 development officers are noted below:

- Elfyn Roberts ........
- Jackie Lewis ........

ii. Medrwn Môn

The aim of Medrwn Môn is to promote and support volunteering, voluntary and community organisations by working with individuals, groups and communities on Anglesey to ensure they play a full and prominent role in developing the potential of the Island.

Medrwn Môn is funded through the Partnership Agreement with the Welsh Government and is committed to achieve the following results:

- Active and involved citizens
- Thriving & sustainable communities
- Effective engagement in policy – facilitating the sector’s engagement through regional structures, public service boards, compacts with local government and health, and other partnership mechanisms.

Medrwn Môn will therefore assist the third sector on Anglesey to play an active and equal role in any relevant partnership within the resources available.

iii. Advice on specific aspects of the partnership

6 The LEADER Programme is a European initiative to support rural development projects initiated at a local level in order to revitalise rural areas and create jobs
Officers at the Council are able to provide advice on specific areas of partnership working:

- Viable business plans/due diligence, procurement, insurance & audit related issues – Head of Function (Resources)/Section 151 Officer
- Property related matters – Head of Service (Highways, Waste & Property)
- Legal matters – Head of Function (Council Business)/Monitoring Officer.

**Asset Transfers**

iv. **Funding**

Communities often tell us that they are unable to access funding to develop business plans and also “seed money” to help them run services in partnership with the Council. The County Council can provide support to enable Town & Community Councils, community groups and other local organisations to fully prepare for delivering services in partnership with the Authority. This support will be subject to a formal application which will include approval of a viable business case for the transfer of a specific service. Further details are available upon request – via the Head of Function (Resources)/Section 151 Officer.

v. **Links to specialist advice and support**

Below are details of organisations who may be able to provide specialist advice and support to local groups and organisations who work in partnership with the Council:

<table>
<thead>
<tr>
<th>Provider</th>
<th>Areas of advice</th>
<th>Contact details</th>
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| Wales Co-operative Centre – Social Business Wales | Specialist business support available through Social Business Wales:  
  - Visioning  
  - Business planning  
  - Board development  
  - Sales strategy  
  - Stakeholder engagement  
  And much more.  
  Growth support to social enterprises/social businesses across Wales. Funded by the European Regional Development Fund and Welsh Government. Delivered by the Wales Co-operative Centre, it is part of the Business Wales service. | http://wales.coop/social-business-support/  
  03000 603000 |
| Menter Môn                        | Specialist advice on business planning.                                          | http://www.mentermon.co                  |
| **Welsh Government – Community Asset Transfers** | Guidance to support a step-change in enabling communities to play a more active role in service design and delivery. It aims to help organisations to be better equipped to undertake community asset transfers and so develop a thriving and sustainable long-term use for property assets and services in communities. | m/menter-mon.htm 01248 725700 | http://gov.wales/docs/dsjlg/publications/comm/160310-community-asset-transfer-en.pdf |
| **Big Lottery Fund** | Several significant funding sources are available to support groups in Wales who want to make lives better for their communities. More than £30m is available during 2016/17 from the following programmes:  
- **Awards for All** – grants up to £5k  
- **People and Places** – larger amounts of up to £1m. | www.biglotteryfund.org.uk/wales 0300 1230735 |
| **Town & Community Council Precept** | The precept is determined by the Town or Community Council and represents its share of the Council Tax. The precept demand goes to the County Council which collects the tax and distributes it to the individual Town or Community Council. Welsh Government has published a guide for all town and community councillors – which includes advice on delivery of services, partnership working and how to benefit from the precept as a funding source for service delivery. | http://gov.wales/docs/dsjlg/publications/localgov/120806gcguideen.pdf |
8. DEVELOPING A SHARED PARTNERSHIP VISION

From the County Council’s perspective, the primary purpose of partnership working should be to improve the experience and outcomes of people who use our services. Partnership working should support the delivery of one or more of our Corporate Plan priorities (APPENDIX 1). We should not be in a partnership if it is not delivering or will not be delivering in the future part of our Corporate Plan and transformation priorities.

It is important that partnerships build from a starting point of trust and a shared vision. Only if these are in place can we be sure that a partnership has the foundations to build the conditions necessary to deliver change. This recognises that partner organisations, whether they are in the public, private, voluntary or community sectors, are all coming to the partnership from different perspectives and it is important to clearly define the common ground.

Attached is a checklist (TOOL *) identifying the skills and knowledge required to support effective partnership working.
9. ACCOUNTABILITY AND PROMOTING GOOD GOVERNANCE

Isle of Anglesey County Council is increasingly working with a wide range of partnerships in the private, public and voluntary sectors to deliver its Corporate priorities. Effective partnership working is crucial to the delivery of the Council’s ambitions and priorities. Good standards of governance are key to ensuring partnership effectiveness.

A. FORMAL AGREEMENTS

It is essential that each partnership has appropriate governance arrangements in place which are set out in a suitable form of Partnership Agreement. This Agreement will be one of the following:-

- Terms of reference
- Memorandum of joint understanding
- Service level agreement
- Formal contract

The specific requirements will vary for each partnership, and as many partnerships start off as loose arrangements and develop in significance, requirements may also change over time and so should be reviewed regularly. The formality and complexity of the agreement will be dependent on the significance of the partnership. Legal advice should be sought for all significant partnerships in order to clarify if there should be a legally binding agreement in place.
For both new and existing partnerships, governance arrangements will need to be incorporated within a suitable form of Partnership Agreement, which makes clear:

- The aims, principles and outcomes that the partnership is responsible for achieving
- Procedures under which the partnership will operate.
- Roles and accountabilities of each of the partners represented on the partnership

The responses to the partnership business case checklist (TOOL *) can be used to develop new or for reviewing existing partnership agreements.

As a minimum, all partnerships should have terms of reference developed with, agreed and supported by all parties. This is an essential framework to support partners to build their working relationships and create the trust necessary to make the partnership successful. TOOL ? provides a basic checklist for developing a partnership agreement.

A formal agreement must be in place when the partnership involves the commitment of significant Council resources, be they finance, human, land, buildings or equipment, or when the Council is operating as the Accountable or Responsible Body for the partnership. The minimum contents of a formal agreement is outlined in TOOL ?

The legal status of the agreement and the content should be proportionate to the partnership and should be agreed in consultation with our Legal Services Team. For example, if a partnership is to involve a company structure or unincorporated structure, this will have different levels of liability and impact on Member and officer involvement.

These more formal agreements should be agreed through the Council's Lead Officer for the partnership who will ensure clearance from colleagues in the Legal, Human Resources and Finance services to ensure the most appropriate format for the agreement. The relevant budget holder must always be consulted prior to resources being committed.

Examples of formal partnership agreements are attached (TOOL?)
B. ELECTED MEMBER & OFFICER ROLES

Members and officers should ensure that they fully appreciate the role they will undertake in partnerships. These roles are detailed in TOOL.

C. ADHERING TO COUNCIL POLICIES

It should be ensured that any partnership either adopts the Council’s policies or similar policies of other partners or policies that are consistent with those of the County Council. In particular, any partnership should adhere to the following policies/requirements:
10. PLANNING AND DELIVERY

In managing the achievement of the partnership objectives, an approach to delivery planning which considers a range of possible options is recommended.

A simple, 5 step approach as well as detailed guidance can be found in TOOL?
11. PERFORMANCE MANAGEMENT AND EVALUATION

A. Annual Review of Significant Partnerships

The Council has responsibility for completing an annual review of the viability and contribution of all significant partnerships. As part of this process, an assessment will be made as to whether the Isle of Anglesey County Council should continue with the existing arrangements. This will include consideration as to whether the costs of the partnership outweigh the benefits, as well as broader political considerations. All partnerships will be required to update the Partnerships Scorecard (TOOL *). This information will be included in an annual report to the Council’s Executive.

B. Role of Elected Member Scrutiny

Elected Member scrutiny of partnership working plays an important part in the Council’s corporate governance arrangements. The Partnerships and Regeneration Scrutiny Committee will establish and implement an annual work programme of monitoring of significant partnerships.

C. Performance Management by Partnerships

Maintaining a successful partnership requires a lot of energy. All partnerships large or small, should be regularly reviewed to see how well they are working and to highlight their strengths and weaknesses. The self-assessment tool (TOOL *) will help you to do this. Action should be taken if any aspect of the partnership is not effective.

Performance (including financial performance) should be evaluated by partnerships at regular intervals and linked to outcomes. Some partnerships produce an annual report or annual delivery plan containing this information. Performance results should be shared with partners and information used to inform future activity. New activities and decisions should be well informed by best practice.

Further guidance on Performance Management and evaluation is attached (TOOL *)

Any partnership must have some way of measuring the impact of its work. Partners should be involved in setting objectives and targets and be committed to achieving them. All outcomes should be designed to clearly demonstrate when an objective has been completed. Progress should be monitored and regularly reported back to partners. In addition, the partnership itself should be reviewed to ensure that its structure fits its purpose. Sometimes it may not be appropriate for a partnership to continue. If for example the original objectives have been met then this should be celebrated and the partnership brought to an end with recognition of what it has achieved.
D. Developing and Improving Partnerships

It is important that the Council works towards continually improving the way that it works in partnership. This involves continuing to play our part in the development of partnerships in accordance with best practice. The Authority will support this by establishing the values and working to create the right culture to underpin partnership working. We will further develop this Toolkit and support our officers with timely and quality information as well as legal, financial and audit advice so that they can contribute and challenge as appropriate.

E. Partnerships Kite Mark

Some of our partner organisations have suggested that the Council should consider developing a Partnerships kite mark as an integral part of its monitoring arrangements. It is the Council’s intention to give further consideration to this proposal over the coming year.
12. RISK MANAGEMENT

One important aspect of governance is the management of risk and partnership working brings with it a number of risks that need to be managed.

**Definition of Risk**

Risk is the uncertainty of outcome, whether a positive opportunity or a negative threat, of actions or events and is defined by the Council “an event that, should it occur, would impact our ability to successfully achieve our objectives”.

It is recognised that there are risks involved in all activities and that public bodies have a duty to manage these risks in a balanced, structured and cost effective way. The Council’s policy is to ensure a culture of knowledgeable risk taking where it is explicit which risks the Council has chosen to accept, and those we have chosen not to accept.

As a key element of good governance, risk management involves identification, analysis, control and monitoring of risks and the maximisation of opportunities. These risks should be considered prior to entering into a partnership and the level of potential risk should be a factor in informing the decision to engage in partnership or not. Decisions to enter into partnerships should be based on a sound understanding of the risks and challenges, as well as the anticipated benefits.

The risk management process is set out in the diagram below:
In order to achieve the good practice recognised by CIPFA\(^7\), organisations must meet two key responsibilities for each partnership they have:

- Provide assurance that the risks associated with working in partnership with another organisation have been identified and prioritised and are being appropriately managed
- Ensure that the partnership has effective risk management procedures in place (proportionate to the risk generated).

There are therefore two aspects to risk management in partnership working:

a. **Outside looking in – the risks to the Council by being part of the partnership**

Risks to the Council should be identified at the inception stage and incorporated into the Partnership business case. If the Partnership proceeds then the risks identified, together with any mitigating actions, should be included in the relevant Service risk register. The responsibility for ensuring that the risk management process is followed lies with the relevant organisational managers and Portfolio Holders\(^8\) who’s remit the Partnership falls under.

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\(^7\) Chartered Institute of Public Finance & Accountancy  
\(^8\) Only applies to the Local Authority
b. **On the inside – the risks to the Partnership**

In order to provide members of a partnership with assurance each Partnership should establish its own arrangements for managing risk. If the lead organisation has a tried and tested risk management strategy and methodology, consideration should be given to applying this to the Partnership.

Although not a requirement, partners are encouraged to use the risk register format (TOOLX) and Risk Assessment Criteria used by the Council (TOOLY) when working in partnership with the Council.

**RISK CATEGORIES**

Partnerships can vary hugely in size and complexity, from a mutual coming together to solve a joint problem to a multi-agency partnership used to deliver a completely new set of services in a completely new way. The risks faced will therefore also vary considerably.

Risks can be categorised in order to assist with the identification of the risks faced. There are a number of commonly used categories that help to group risks and which can be used as a set of prompts to consider scenarios which could impact on specific objectives. **TOOLZ** is the categorisation used by the Council.
13. COMMUNICATION AND ENGAGEMENT

It is important for the partnership to maintain a focus on its customers, users or target community. Wherever appropriate and possible, people like service users and carers should be represented on partnerships and be included in designing and implementing activities. Information should also be regularly communicated.

Communicating partnership successes is an important part of both developing and maintaining partnerships. Most significant partnerships should develop a simple communications/marketing strategy.

The Council’s Lead Officer for the specific partnership (eg the lead officer for the Public Services Board is the Council’s Chief Executive) is responsible for communicating successes within the Authority, to relevant partners and particularly to Elected Members and the Senior Leadership Team.
APPENDIX 1

CORPORATE PLAN 2014-2017

Key Themes:

THEME 1: professional and well-run

THEME 2: innovative, ambitious and outward-looking

THEME 3: Customer, Citizen and Community focused

THEME 4: valuing and developing our People

THEMA 5: committed to Partnership

THEME 6: achieving

Priorities:

1. Transforming Social Care for Older Adults
2. Regenerating Our Communities and Developing our Economy
3. Improving Education, Skills and Modernising our Schools
4. Increasing our Housing Options and Reducing Poverty
5. Transforming our Leisure and Libraries Provision
6. Becoming Customer, Citizen and Community focused
7. Transforming our Information and Communication Technologies
PARTNERSHIP REVIEW QUESTIONS

As a basis for good practice, the Authority has developed a set of key questions that should be posed when reviewing partnership activity:

- What is the name of the Partnership?
- Why is the Partnership required? What is its purpose?
- Who are the main stakeholders involved?
- What is the operating level – community, county, regional, national?
- How does the partnership ensure added value to what the Council is doing? Is that value demonstrated to the public?
- What inputs does the Council make in Member and/or Officer time, funding, use of assets etc? (quantify the financial/budgetary commitment of the Council to the Partnership)
- What are the governance arrangements? For example, are there clear Terms of Reference; Is the Partnership reviewed regularly; Who is responsible for administration tasks for the Partnership?
- What authority/powers does the Partnership have?
- How are decisions taken and recorded?
- Where does accountability and responsibility for decisions and actions rest? How are they scrutinised (internally and externally)?
- How is the performance of the Partnership managed and assessed/evaluated?
- How are finances managed?
- What are the risks and liabilities created by Partnerships for the Council and how are these mitigated and managed?
- What termination arrangements are in place if the Partnership comes to an end or if the Council decides to pull out?
- What are the main achievements of the Partnership?

FOR PARTNERSHIPS DIRECTLY SERVING THE PUBLIC

- What arrangements are in place to ensure effective public communications?
- Where things do go wrong or suggestions/complaints are raised by the public, how will these be addressed?
QUESTIONS FOR NEW PARTNERSHIPS

Before entering into any new Partnership you should make the ????? Manager aware to ensure that the appropriate and necessary guidance can be offered.

- Why is the Partnership required?
- Who are the main potential partners?
- Are the potential partners clear about their involvement and commitment?
- Is there agreement around the purpose of the partnership?
- How will the Partnership add value to what the Council is doing and the priorities of the Corporate Plan? Can that added value be demonstrated to the public?
- How will the partners add value to the Partnership?
- What inputs will the Council need to make in both Elected Member and officer time, funding, use of assets etc?
- How do the Council’s corporate governance arrangements link into the Partnership and the other main Partners?
- What authority/powers will the Partnership have?
- How will decisions be taken and recorded?
- Where will the accountability for decisions and actions rest?
- How will the Partnership be scrutinised?
- How will the performance of the Partnership be managed and evaluated?
- How are the finances of the Partnership to be managed?
- How are any risks and liabilities to be assessed and managed?
- What are the termination arrangements if the Partnership comes to an end or if the Council decides to pull out?

FOR PARTNERSHIPS DIRECTLY SERVING THE PUBLIC

- What arrangements will be in place to ensure effective communication with the public?
- Where things go wrong or suggestions/complaints are received, how these will be addressed?