

Partnership Policy

April 2023



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1 Summary

- 1.1. Folkestone & Hythe District Council is committed to working in effective and efficient partnerships. Partnership working is a valuable tool for targeting cross-cutting policy and operational issues. It can also be an effective and efficient means of sharing limited resources. However, partnership working can be costly and can only be justified when a partnership's achievements outweigh the costs involved (both in terms of staff and financial resources). The scope and number of partnerships have increased substantially in the public services arena as a result of pressure from central government and changing local needs. It is vital the council regularly evaluates its partnerships to ensure they are helping to improve service delivery.
- 1.2. The purpose of this policy is to provide a framework for the effective management of partnerships (both existing and new) and to offer guidance to those individuals directly involved in partnerships. The policy also outlines the governance arrangements to be observed in undertaking and maintaining partnerships.
- 1.3. The council will maintain, monitor and evaluate its **Corporate Partnerships** through a partnership register.

2 Purpose

- 2.1. This policy provides the council's vision and scope for partnership working, together with definitions of partnerships. It also outlines the criteria for the council entering into or establishing a partnership.
- 2.2. A Partnership Information Form has been developed which must be completed by the lead officer and/or elected member (if applicable) before any partnership is entered into.
- 2.3. The Partnership Information Form provides the key information, such as the purpose of the partnership, links to corporate objectives and resources, to determine if the partnership is one the council wishes to enter into or continue with.
- 2.4. The policy seeks to ensure, in the context of each partnership, that:
 - Both the council and its representative on the partnership are clear about its purpose and expected outcomes.
 - The Corporate Plan's four Service Ambitions: Positive Community Leadership, A Thriving Environment, A Vibrant Economy and Quality Homes & Infrastructure are being met.
 - Best use is made of resources.
 - There is clarity and accountability for outcomes.
 - Partnership involvement, activity and outcomes are monitored and reviewed.
 - Risks for the council, and for the **Corporate partnerships**, are agreed and regularly assessed.
 - Each partnership maintains its agreed purpose over time.
 - Each partnership is properly authorised and empowered, and its legal status understood.
 - The principles of diversity and equality as outlined in the council's Diversity Policy are reflected within its work.
 - All other legal requirements, such as the General Data Protection Regulations (GDPR) and freedom of information, are met.
- 2.5. This policy outlines the approaches to be applied when considering both setting up new partnerships and reviewing existing arrangements.

3 Vision

“To ensure the partnerships the council is involved in are managed in an efficient and effective way, focusing on actions and outcomes that support the council to deliver its four Corporate Plan Service Ambitions:

1. Positive Community Leadership, 2. A Thriving Environment, 3. A Vibrant Economy and 4. Quality Homes & Infrastructure.

- 3.1 A commitment to partnership working is at the heart of the Council's corporate plan, acting as one of the six guiding principles that will ensure the council delivers on its service ambition and priorities. The corporate plan recognises that the council cannot achieve the best outcomes for the district if it works in isolation. The principle of partnership working is defined as follows in the plan: **‘Working effectively with partners’** – *“We will engage with partners to understand the vital role they play and work collaboratively with them to ensure the best outcomes for our residents.”*

4 Aims

- 4.1. The council will establish formal partnerships, working at strategic and operational levels, where there are clear opportunities to achieve some or all of the Corporate Plan's Service Ambitions.
- 4.2. The policy aims to provide clarity to the roles, responsibilities and relationships we enter into through partnership working. In addition, the policy will ensure that partnerships satisfy the requirement to properly fulfil our obligations with regard to governance and the management of public funds.
- 4.3. The corporate plan recognises that we have many long-standing and effective partnerships, and we need to learn lessons from these successes and apply them to other partnership arrangements. An additional aim of this policy is therefore to take a critical look at our partnership working arrangements and see what we can learn from them and how they can be improved (see section 7, 'Review and evaluation').
- 4.4. The council interacts with other organisations in many different ways. Some arrangements are formal, others informal; some are short-term and others are long-standing; some involve significant financial or staff resources and others are simple information sharing arrangements.

- 4.5. This policy applies to partnerships as defined below. Other arrangements are outlined below which fall outside the remit of this policy; however, these may still be governed by legislation, rules or guidance, such as procurement procedures, contract standing orders, data protection or freedom of information legislative requirements.

5 Definitions

Partnership

- 5.1 The council defines a partnership as **a formal working arrangement involving one or more independent bodies, from any sector, who share responsibility and agree to co-operate towards a common goal.** A formal agreement is made by all partners to work together for specific outcomes.

- 5.2 In summary, all partnerships will agree:

- A shared strategic vision/objectives;
- Resource availability/requirements;
- Clear measurable outcomes;
- Risks;
- Timescales for review or lifespan of partnership.

- 5.3 Partners should:

- Be independent bodies working willingly in collaboration with each other;
- Agree to co-operate and commit resources to achieve a common goal or goals;
- Create a process by which to work together, to develop and implement and monitor a joint programme of work;
- Be prepared to share relevant information, risks and rewards;
- Recognise the statutory obligations of the council and its discretionary functions;
- Be prepared to accept decisions made by the partnership within the agreed parameters.

A partnership can be as small as just two partners and may well be established to deliver a focused, time limited project. They can also be statutory e.g. Community Safety Partnership (CSP) where membership is mandatory for the council.

Corporate Partnerships

5.4 For the purpose of this Policy, **Corporate Partnerships** are defined as partnerships that meet one or both of the following criteria:

- 1) the council has a statutory duty to be involved in the partnership; and/or
- 2) the council makes a financial contribution (£5,000 or more) towards the partnership.

Arrangements not covered by this policy

5.5 This policy **does not apply** to the council's relationship with services - third party service providers or the wide range of organisations with which the council has informal working relations - as part of its operational activities.

Contractual Arrangements

5.6 Contractual arrangements are not covered by this policy. A contractual arrangement is defined as an arrangement made by the council with a third party to deliver a service on its behalf where the council and the service provider do not have a shared objective, for example, a simple contractual arrangement. The council is the sole procurer of the service and the third party is the contracted provider. The objective of the council is to secure delivery of the service and the objective of the service provider is to secure a profit.

Joint Working Arrangements/Collaborative Working

5.7 Joint working and collaborative working arrangements are not covered by this policy. Joint working and collaborative working arrangements are defined as forums or groups that the Elected Members and/or Officers belong to who come together to discuss policy, strategy or forthcoming issues. Whilst these involve collaborative working and are similar to partnerships, the key difference is there is no formal agreement or, in some cases, agreed outcomes.

- 5.8 The council may participate in an advisory capacity or to gain a wider view to inform developments within the council.
- 5.9 Another area of joint working is where the council provides funding over a fixed period in return for an agreed set of actions. For example, community funding agreements (grants) with the voluntary sector. These arrangements are also outside the scope of this policy.

6. Entering a new or existing partnership

Partnerships and the Constitution

- 6.1 Entering into a partnership could have significant legal, financial and other implications for the council and so there are requirements for approving partnerships set out in the council's constitution. The constitution under part 10 set outs the following responsibilities for partnerships the council enters into:
- The Leader is responsible for approving delegations, including frameworks for partnerships, which the Council is involved in. The Cabinet is the focus for forming partnerships with other public, private, voluntary and community sector organisations to address local needs.
 - The Leader can delegate functions, including those relating to partnerships, to officers. Those that exist are set out in the Scheme of Delegation, within Parts 6 and 8 of the Council's Constitution. Where functions are delegated, the Leader remains accountable for them to full Council.
 - Representation of the Council on partnerships and external bodies will be decided in accordance with the Scheme of Delegation.
 - The Monitoring Officer is responsible for promoting and maintaining the same high standards of conduct, with regard to financial administration in partnerships, that apply throughout the Council. The Monitoring Officer must also consider the overall corporate governance arrangements and legal issues when arranging contracts with external bodies.
 - The Chief Finance Officer (S151 Officer) must ensure that the accounting arrangements, to be adopted in relation to partnerships and joint ventures, are satisfactory.

- The Head of Paid Service, in consultation with the relevant Corporate Director/Chief Officer, must ensure that the risks have been fully appraised before agreements are entered into with external bodies.
- Chief officers, and those other officers reporting directly to a chief officer, are responsible for ensuring that the Chief Finance Officer (S151 Officer) and Monitoring Officer are consulted on the progress of negotiations, and that the appropriate approvals are obtained before any negotiations are concluded, and decisions are made, in relation to work with external bodies.

When is a Partnership appropriate?

6.2 Before entering into or continuing any partnership, the potential benefit of the council's participation should be assessed against its Corporate Plan Service Ambitions and its responsibilities as an authority.

6.3 A partnership may be appropriate when there is:

- Synergy of the aims and objectives of the partnership with the council's Corporate Plan Service Ambitions;
- No doubt that the authority will benefit from its involvement;
- A statutory duty to do so;
- Common purpose between the parties involved;
- An opportunity to achieve coordinated and cohesive outcomes;
- The potential to deliver more than the sum of individual contributions;
- An acceptable level of risk; and Agreement of all the parties involved to the need for the partnership in these terms.

Criteria for entering into a new partnership

6.4 The council will determine the suitability for entering into a formal partnership against the following criteria:

- The work of the partnership supports and contributes to the council's Corporate Plan Service Ambitions, Corporate Plan Guiding Principles and corporate ethos e.g. equalities and diversity;
- The work of the partnership benefits residents, businesses and visitors to the district;

- The partnership is able to carry out or support functions the council needs to deliver efficiently, or enables better performance than we could deliver on our own;
- Arrangements are in place to regularly monitor and report on the effectiveness of the partnership; and
- The roles and remit of the partnership and the appointed officers and/or members is clear.

Agreeing the Partnership

- 6.5 Officers and/or Members are required in the first instance to complete the Partnership Information Form (outlined in **Appendix 1**) when proposing that the council enters into a new partnership or joins an existing partnership.
- 6.6 The council will then decide where to commit itself to the partnership. Depending on the type of partnership proposed, and the time and resource commitment, there are a number of routes that approval for entering into a partnership can take.
- 6.7 As a starting point, the Partnership Information Form should be taken to CLT for consideration. CLT will advise whether additional agreement is needed before entering into the partnership, according to the rules set out in the council's constitution. If approval is gained, the Partnership Information Form should be copied to both the Procurement and Strategy & Policy and Performance Teams for inclusion within the Partnership Register.

7. Managing Partnerships

Identification of Partnerships

- 7.1 The council will maintain details of its current partnership involvement in a Corporate Partnership Register based on the definition of **Corporate Partnerships** outlined in section 5. The purpose of this is to:
- Provide a mechanism for reviewing involvement in **Corporate Partnerships**.
 - Provide clarity regarding which partnerships the Council is involved in and why, who is leading and how progress is being reported.

7.2 The Partnership Register will be maintained on behalf of the council by the Procurement Team and made accessible to all via the internet.

Note: *The Partnership Register will not include contracts¹ as these will be dealt with by the Procurement Team*

Partnership Agreements

7.3 A written agreement (e.g. Terms of Reference) must be in place for each partnership setting out the essential elements (and if relevant also the desirable elements) in the table below.

Essential	Desirable
Aims & objectives	Membership and voting rights
Legal Status	Partner liabilities and assets
Structures, management systems & reporting arrangements	Expected frequency and locations of meetings/inputs
Resource and funding arrangements	Likely 'life span' of partnership
Governance arrangements including procedures if/when the partnership ceases	Publicity opportunities for the council
Financial control, procedures, audit and accountability	
GDPR and FOI considerations	
Diversity and equality issues	
Members declaration of interests	
Complaints procedure	
Details of any specific expectations/inputs from the Authority	
Monitoring and measuring progress of the partnership	

¹ Defined as an agreement with specific terms between two or more persons or entities in which there is a promise to do something in return for a valuable benefit known as consideration-

7.4 The partnership agreement could be in the form of a formal written constitution or terms of reference for the partnership as a whole (ideally signed by each of the partners). If such a document is not in place covering all of these elements then either:

- the partnership will be asked to produce one (or amend its existing one), or
- a separate partnership agreement will be prepared and agreed with the partnership either:
 - as a supplement to a partnership constitution/terms of reference, in which case it will only cover the areas where there are gaps in the existing documents, or
 - as a 'stand alone document', in which case it will cover all of the essential elements above (and, where relevant, the desirable elements).

7.5 If a Partnership does not currently have some form of Terms of Reference, a template for a Partnership Agreement is outlined in **Appendix 2** to assist in the development of one.

Action: A Terms of Reference document or a Partnership Agreement is required for each partnership. Please forward a copy of the Partnership Agreement for any **Corporate Partnerships** to the Strategy, Policy and Performance Team.

Working in Partnership

7.6 The creation or membership of any partnership must be supported and endorsed by the council's Corporate Leadership Team using the Partnership Information Form outlined in **Appendix 1**.

7.7 Membership, activities and outputs of all partnerships will be assessed annually by CLT to ensure their continuing relevance and added value to the council's strategic objectives. This will also provide an opportunity for the effectiveness of **Corporate partnerships** to be monitored and assessed and reviewed.

Resource Implications of Partnership Working

- 7.8 Before entering into any partnership, the council will consider its ability to contribute effectively to the partnership. Given its commitment to effective partnership working, the council will not enter into a new partnership where it considers it cannot fully and effectively contribute to its success. The council will be mindful of the resource implications involved, particularly in terms of member/officer time, finance and existing commitments. This will be considered through the Partnership Information Form.
- 7.9 However, over the life of a partnership, there may be additional demands on council resources that were not foreseen at the point that the council first entered the arrangement. Acting as a representative on a partnership does not permit officers or members to commit the council to the use of resources not contained within approved budgets. The council has financial procedure rules in place that should be referred to in the first instance. If any additional financial or staff resources are required that were not highlighted on the Partnership Information Form, agreement must be sought from CLT before any new commitments are made.

Conduct and Accountability

- 7.10 For a partnership to be effective, certain standards of conduct and accountability are expected of partnership members and others involved. Members and officers will, at all times, need to observe the Council's Codes of Conduct. Particular regard must be made in relation to the requirements of making declarations of interests.
- 7.11 Members and officers should ensure that all the partnerships the council is involved in are governed by a suitable form of written partnership agreement. This may be a partnership document, charter, memorandum of understanding or simply a terms of reference document. The form taken may be different for each partnership, dependent on its size, function and complexity (see **Appendix 2** for a template of the information required by the council).
- 7.12 The Council's representative on a partnership must clarify what is expected of them and the council through their membership.
- 7.13 Members and officers must bear in mind that acceptance of a role as a charity trustee or company director (even if accepted as part of the Council's work) is

a personal responsibility. The council's insurance does not cover officers or members appointed to outside bodies, even if their appointment is directly authorised by the council. There will be personal responsibilities to the Charity Commission, as well as under company law, which must be fulfilled. Members acting as trustee or company directors will have a duty to act in the best interests of the charity or company that could potentially conflict with their individual roles with the Council. Members should consider areas of potential conflict of interest, in particular with their roles on any council committees, before accepting appointments to outside bodies.

Action: If further clarification is required on the legal matters regarding the partnership, please contact the Legal Services Team.

Risk Management

7.14 Any risks associated with the membership of a partnership will be identified in the Partnership Information Form (**Appendix 1**). For **Corporate Partnerships**, this Form will be reviewed on an annual basis, and, where appropriate, risks will be considered for inclusion within the Council's corporate risk register. The following checklist will help you manage risks within partnerships:

Governance

- Does the partnership have a terms of reference document that all parties have agreed?
- Are the council's responsibilities clearly defined in the terms of reference and have these responsibilities been agreed by CLT?

Internal Control

- Does the partnership involve the transfer of assets or funding by the council?
- Does the partnership issue accounts or regular financial statements? Are these reported to Financial Services?
- Does the partnership have its own auditing arrangements? Is it considered within the council's internal or external audit programme?

- Has the partnership given consideration to other key council policies and legislation e.g. Data Protection (GDPR), Information Sharing, Freedom of Information requests, Equalities and Diversity, climate change etc?

Risk Assessment

- If the council is the lead authority or lead partner within the partnership - Has a risk assessment been completed using the FHDC scoring matrix (as set out in the Risk Management Policy) looking at the business risks arising from the partnership's activities?
- If the council is not the lead authority or lead partner - Has the partnership completed a risk assessment looking at the business risks arising from its activities? Does the council agree with this assessment?
- How regularly are risks and risk controls monitored?
- Are the council's and individual officers' and Members' liabilities under the partnership defined? Are there insurance arrangements that cover these liabilities?

Monitoring

- Has the council set out how often it requires the activities of the partnership to be formally reported back to it?
- Has the council set out to whom the activities should be reported to? These areas should be covered through a comprehensive Terms of Reference.

Action: Contact the Resilience & Risk Officer for further assistance or advice, if required.

Review and Evaluation

- 7.15 Each partnership should be reviewed on a regular basis to provide assurance that proper systems are in place and that its outcomes and performance can be monitored and evaluated. The review should also provide assurance of the partnership's effectiveness and value.
- 7.16 In addition, each partnership should be evaluated on a regular basis to assess progress and to measure the impact of the partnership's activities and outcomes achieved. For **Corporate Partnerships**, the lead officer or member is required to complete an assessment of the partnership and submit this information to the Procurement Team for reference purposes. The

Assessment Form is outlined in **Appendix 3**. A summary of this information will be provided on an annual basis to CLT for consideration.

7.17 Under section 6.1.4 of the Council's constitution, members of the Overview Scrutiny Committee have a responsibility to:

- Consider how the Council develops relationships with its partners and review the effectiveness of those partnerships in contributing to the Council's vision and objectives.
- To scrutinise the work and decisions of the partnerships that the Council is involved in

Action: For each **Corporate Partnership**, the lead officer will complete a Partnership Information Form and forward a copy to the Procurement Team.

7.18 For all partnerships, a clear exit strategy must be in place, whether for a partnership with a known limited lifespan or generally to reduce the risks to the council and other partners involved in the partnership. All partnerships that come to an end should be evaluated by the officer/member involved and a report of key findings submitted to both the Procurement and Strategy & Policy and Performance Teams for information. The evaluation should highlight the lessons learnt and main outcomes achieved. For **Corporate Partnerships**, the evaluation report will be circulated to CLT and made available on the intranet. **Appendix 4** outlines a checklist of questions to help with the evaluation of a partnership.

Action: Undertake regular reviews of each Partnership and forward a copy of the report to the Strategy, Policy and Performance Team.

Changing representatives

7.19 Where an officer/member replaces another on a partnership, the current representative must:

- Provide the new member with a full brief and copy of the relevant documentation relating to the partnership; and

- Where possible, attend a partnership meeting together with the new member by way of handover and introduction.

This is also an apt time to review and evaluate the partnership to assess if it should be continued with.

The Partnership Register

- 7.20 The Partnership Register will be maintained by the Procurement Team on behalf of the council. The Partnership Register will only focus on the **Corporate Partnerships** identified. As set out in section 4, this policy does not apply to contractual arrangements and these will not be included in the Partnership Register; contracts are dealt with separately by the Procurement Team.
- 7.21 The responsibility for ensuring the information for each **Corporate Partnership** is up to date lies with the lead officer or Member on the partnership from the council. They should advise the Procurement Team in writing of any changes to a partnership. If there are significant changes, it will be for the Procurement Team to determine if these changes should be considered by CLT before approval (e.g. changes to funding, purpose of the partnership etc).
- 7.22 The Procurement Team will review and update the partnership register on an annual basis and the Strategy, Policy and Performance team will report this updated register to CLT for consideration.

Action: The Strategy, Policy and Performance Team will report on the Corporate Partnership Register annually.

Partnership Information Form

Name of Partnership:

Organisation that the partnership is responsible to (accountable body)

Main purpose of partnership:

Which other organisations are members:

**Links/contribution the Council's Strategic Objectives and responsibilities
Corporate Plan Service Ambitions:**

Links/contribution the Council's Corporate Plan Guiding Principles:

Council resources required – year on year (member/staff time, funding etc):

Likely location & frequency of meetings:

Details of any risks for the Authority (assessing likelihood and impact):

Date formed:

Proposed end date (if any):

Is this partnership statutory? Yes **No**

If “Yes”, is the Authority a statutory partner? Yes **No**

Does the partnership have a Partnership Agreement? Yes **No***
e.g constitution/terms of reference

If yes, please attach a copy to this form and briefly describe the type of agreement:

*** If an Agreement is not in place, please ensure one is set up as soon as possible and submitted to Strategy, Policy & Performance Team.**

Additional information/comments:

Folkestone & Hythe District Council representative(s):

Name:

Date started:

Date finished:

Partnership Review Details (Review at least annually by Strategy, Policy and Performance Team for agreement by CLT):

Date: DD/MM/YY

Reviewed By: (Print Name)

Partnership Agreement

Notes on completion:

To be completed in full where there is no existing partnership documentation such as a constitution or terms of reference.

If to be used as a supplement to existing partnership documentation then only complete the sections that are not adequately covered by that existing documentation.

Partnership:

Overall Purpose: *(provide a summary of expected outcomes/benefits)*

Aims & objectives:

Legal Status:

Membership:

Voting Rights:

Structures & Management systems *(including any sub/working groups or parent*

groups):

Resourcing & funding arrangements (including specific implications for the council):

Partner assets (list any assets provided by partners or those of the partnership):

Partner liabilities (including any financial arrangements if/when the partnership ceases):

Exit Strategies (Arrangements if/when the partnership ceases):

Governance Arrangements:

Details of any specific expectations/inputs from the council:

Financial control, procedures, audit and accountability:

Data Protection (GDPR) & FOI considerations:

Diversity & Equalities:

Publicity opportunities for the council:

Expected frequency of meetings/inputs

Complaints procedure:

Likely duration of partnership:

Member's declaration of interest:

Partnership Assessment

Appendix 3

FEATURE	STANDARD	1 Not in place – priority for action	2 Partly in place – action needed	3 Action identified – being implemented	4 Standard met – no action needed	EVIDENCE Please indicate where evidence can be found to demonstrate position
1. Action and outcome focused	The partnership has a clear purpose, agreed vision, targets and milestones and can demonstrate that it is delivering improvements to quality of life and supports one or more of the council's corporate service ambitions: 1. Positive Community Leadership, 2. A Thriving Environment, 3. A Vibrant Economy, 4 Quality Homes & Infrastructure.					
2. Well governed	The partnership has documented governance arrangements and mechanisms in place to minimise financial and legal risks.					
3. Good leadership	The partnership has clear leadership and partners' harness their energies to achieve more than they could on their own.					
4. Efficient	The partnership has effective agenda management, administrative support arrangements and uses resources productively.					
5. Inclusive	The partnership actively promotes equality and diversity, and involves services users and key stakeholders as appropriate.					

Partnership Assessment (Continued)

Appendix 3

FEATURE	STANDARD	1 Not in place – priority for action	2 Partly in place – action needed	3 Action identified – being implemented	4 Standard met – no action needed	EVIDENCE Please indicate where evidence can be found to demonstrate position
6. Outward focused	The partnership is aware of the wider context within which it operates and has clear links and relationships.					
7. Committed to learning and development	The partnership learns from best practice, encourages learning and development and is willing to change.					
8. Effective performance management	The partnership has a clear performance management system in place, can demonstrate progress on its targets and shares information.					
9. Trust	The partnership has good, supportive working relationships between partners and risks and rewards are shared.					
10. Evaluates regularly	The partnership regularly reviews its membership, policies and has strategies that are clearly evidence based using sources such as statistics and consultation.					

A checklist for evaluating a partnership

Partnerships should be regularly evaluated, both during the time they are up and running and when they come to an end. This gives an opportunity to assess the effectiveness of the partnership and its outcomes and also enables the council to apply any learning in establishing or working with others across the authority.

There is no prescriptive way of writing the evaluation, however, the following areas and questions should be considered within the report. All partnership evaluation reports should be undertaken on a regular basis and as quickly as possible, particularly after a partnership ceases, while the information and experience is still fresh in your mind. When complete, please send a copy of the evaluation report to the Strategy, Policy and Performance Team.

Summary

- Please state the reasons for the evaluation, update or due to partnership being concluded.
- Overall, what is working well/worked well with the partnership?
- Which key areas of the partnership and its work could be/have been improved?

Membership

- Provide a list of the members of the partnership.
- Are/were the right members on the partnership?
- On average, how good is/was turn out at meetings?
- How active are/were members in planning, implementing and evaluating the intervention?
- How well does/did the partners work together?
- How could the membership be/have been improved?

Partnership Agreement

- Provide an outline of the key aims and objectives for the partnership.
- Does/did the partnership meet its aims and objectives as outlined in the partnership agreement?
- What performance and monitoring arrangements are/were set up for the partnership?
- How effective is/was the partnership agreement in structuring the partnership?

Key outcomes

- Provide a list of the activities and outcomes delivered or contributed to by the partnership.
- Are/were these outcomes in line with the partnership agreement?
- If they changed during this period, please give an explanation of why and if this changed the nature/remit of the partnership.

- Overall, does/did the partnership deliver its outcomes and activities effectively and efficiently?

Use of Resources

- Please summarise the main resources provided by the council to the partnership (officer time and funding).
- Do/did other partners contribute financial resources in addition to time, expertise, and other in-kind contributions?

Engagement

- How does/ did the partnership communicate its work and progress?
- Who does/did the partnership engage and involve in its work?
- What methods for engagement and involvement are/were used?
- Are/were the methods successful? How could they be/have been improved?
- How does/did the partnership resolve conflict?