

Daventry District Council Partnership Toolkit

2016 – 2020



CONTENTS		PAGE
1.	Introduction	
	1.1 Purpose of the Partnership Toolkit	3
	1.2 Who will use this Toolkit?	4
	1.3 Definition of a Partnership	4
	1.4 What constitutes a Significant Partnership?	5
2.	Working in Partnership	
	2.1 Identifying new Partnerships	6
	2.2 Annual Review of Partnership Arrangements	7
	2.3 Partnerships Database	7
3.	Tools for entering into and managing partnerships	
	3.1 Terms of Reference and Agreements	8
	3.2 Accountability	9
	3.3 Auditing and Scrutiny	9
	3.4 Finance and Resources	9
	3.5 Risk Management	9
	3.6 Roles of Councillors and Officers	10
	3.7 Equalities	10
	3.8 Communication in a Partnership Setting	11
	3.9 Information sharing	11
	3.10 Performance Management	12
	3.11 Exiting a Partnership	12
4.	Appendices	14
	Appendix 1 – Partnership Policy Statement	15
	Appendix 2 – Partnership Business Case Template	16
	Appendix 3 – Partnership Self-Assessment Template	18
	Appendix 4 – Exiting a Partnership Template	23
	Appendix 5 – Partnership Database Content	24

Document Control

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Document Approvals

This document was endorsed / approved by the following:

Sponsor Approval	Date
Senior Management Team	22 February 2016
Strategy Group	N/A
Council	N/A

SECTION 1 – INTRODUCTION

1.1 Purpose of the Partnership Toolkit

The purpose of this toolkit is to enable the Council, with its Partners, to ensure that the partnerships it works in are appropriate and have good governance.

It replaces the Partnership Protocol 2010-2014.

The Council is fully committed to partnership working. We recognise the strength and value of effective partnerships in contributing to the improvement of the wellbeing of the district's communities. The Council encourages partnership working when working in partnership has the potential to deliver

- Added Value – delivering something that is unlikely to be achieved by another form of working arrangement
- Value for Money – when available resources are used economically
- Good Governance – they are consistent and well-managed

This toolkit identifies:

- How the Council defines a partnership.
- Why the Council enters and engages in partnerships.
- What constitutes a significant partnership.
- Tools for identifying, managing and supporting partnerships arrangements, including good governance.

This toolkit will ensure that for each partnership:

- The Council is clear about its purpose and expected outcomes for the people of Daventry District when entering into it;
- They have regard to the Council's own agreed priorities and objectives ;
- There is clarity about accountability and responsibility for outcomes;
- Activity and outcomes are monitored, reviewed and evaluated to make best use of resources;
- Risks for the Council, and for the partnership, are assessed and agreed;
- A relevance to its agreed purpose is maintained throughout its lifespan and has in place an effective exit strategy;
- There is proper empowerment and its legal status is understood;
- Reviews are undertaken to evaluate success and further challenge progress and improve effectiveness.

The toolkit gives detailed guidance for each stage in the life of a partnership. The areas covered are:

- Identifying new partnership arrangements;
- Annual review of existing partnerships;
- Exiting partnership arrangements.

More detail on these three areas is included in Section 2.

Appendix 1 of the toolkit sets out the overarching policy statement with regard to partnership working.

1.2 Who will use this toolkit?

Both officers and Councillors will have access to this toolkit. The Council will also, as appropriate, share this toolkit with its partners and prospective partners ensuring that the procedures and guidance involved are understood and the need for them accepted.

1.3 Definition of a Partnership

Daventry District Council defines a partnership as:

An arrangement involving the Council and one or more other organisations, from any sector, **who share the responsibility for agreeing and then delivering a set of actions and outcomes** which improve the economic, social or environmental well-being of people living in, working in, or visiting Daventry District.

Daventry District Council does not define as a partnership:

- An arrangement made by the Council with a third party to deliver one or more services on its behalf. This is a contract for services. The Council is defined as the procurer/commissioner of the service and the third party as the contracted provider of that service.
- Forums or groups of elected Councillors and/or officers from local authorities and others who come together to discuss forthcoming issues, policy and strategy.
- Contractual arrangements that include partnership arrangements and partnership arrangements that include contractual arrangements:

The toolkit is designed to support engagement in all partnerships meeting this definition. It is recognised that Daventry District Council has a number of partnership arrangements and that they do not all carry the same level of significance. The more important ones will be defined as significant partnerships – this is dealt with in more detail in the next section.

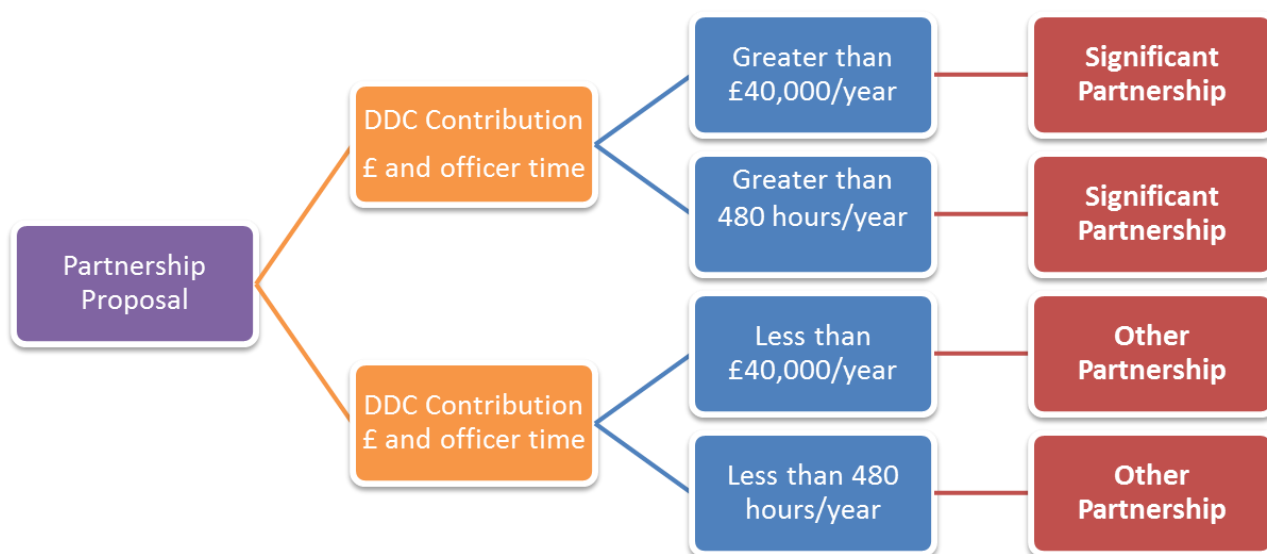
1.4 What constitutes a Significant Partnership?

Daventry District Council defines a significant partnership as being one that meets one or more of the following criteria:

- Develops policy and/or manages resources which have an impact on the ability of the Council and other public sector organisations to deliver statutory services or duties;
- Assists the Council and partners to identify and deliver high level strategic priorities for the district, identified in the Daventry District Community Strategy, or the Council’s Strategic Plan;
- Assists the Council to meet a particular service or corporate outcome, which without engaging in partnership, the Council would risk significant reputational damage.

Generally if DDC contribution to a partnership is greater than £40,000 per year and officer time involved is greater than 480 hours per year this will be identified as a significant partnership.

Where opinions differ when determining the status of a partnership, the Deputy Chief Executive will provide the final interpretation.



SECTION 2 – Working in Partnership

2.1 Identifying new partnerships

Partnership working can be very rewarding and deliver outstanding results for communities; however it can also be difficult and is generally resource intensive, especially in the early stages. Therefore the Council should consider other options before taking the decision to enter into a new partnership. These could include:

- Using an existing partnership to deliver the objective – this will often deliver results more quickly and effectively because the partnership is already established, even if it requires some adjustment to existing scope and membership of the partnership;
- Consulting others on proposals but ensuring that one agency retains responsibility for decisions and actions;
- Contractual arrangements, if different benefits are to be produced for different partners.

All new partnerships must demonstrate how council participation will improve outcomes for the communities of Daventry District. This should be assessed by reviewing alignment of the objectives and the intended outcomes of the partnership with:

1. The Council's own priorities (Corporate Strategic Plan)
2. The priorities of the Daventry District Community Strategy

Along with the assessment of a partnerships fitness for purpose, added value and value for money, forms a business case for joining an existing or starting a new partnership.

- To ensure consistency, the Service Manager and Manager involved will evaluate the Council's proposed membership of a partnership using the Partnership Business Case Template (Appendix 2). If judged to be a significant partnership the Senior Management Team will be approached for formal approval except where approval is granted by full Council or a committee authorised in that regard. For other partnerships approval may be granted by the Manager.
- Where a representative on a partnership needs authority beyond that granted by Council's Constitution to take part in decision-making, a report will need to be submitted to Senior Management Team or Council for its consideration.
- Any decision in relation to starting or joining a partnership arrangement must be made with accordance with the Council's constitution. Guidance should be sought from the Council's legal advisors if there is doubt about the Council's ability to engage in a partnership or other legal issues.

2.2 Annual review of involvement in partnership

The Council will review its existing partnership arrangements on an annual basis to ensure the ongoing effectiveness of the partnership and the continuing relevance to the Council's priorities. This review will take place by December each year.

The annual review process outlined in the Partnership Toolkit will comprise:

1. A Self-Assessment to review the partnership itself; providing assurance that proper systems are in place and that its outcomes and performance are monitored and evaluated.
2. Senior Management Team must decide whether its requirements are being met and be assured that the partnership is effective.

The Council representative on the partnership will be reminded in November each year of the need to complete the self-assessment form (Appendix 3). A summary of any issues raised in the self assessments will be reported in summary form to Senior Management Team by their January meeting each year.

2.4 Partnerships Database

Daventry District Council will maintain an electronic file on each significant partnership (partnerships database). This will be maintained by the Business Team. A full list of content of the database can be found in Appendix 5

SECTION 3 – Tools for entering into and Managing Partnerships

When entering into and managing its membership of a Partnership the Council will use the following to guide its decision making.

3.1 Terms of Reference and Agreements

It is important to understand the distinction between what many normally refer to as partnership working and a formally constituted legal partnership. This protocol talks about the former although in many cases they will contain aspects that are legally binding. It is also important to ensure that the Council has the legal power to enter into the partnership, and equally important, is not contravening any law in doing so.

The status of any partnership should be clear. A partnership “agreement” or “Terms of Reference” is required to define how Partners will work together. The length and status of this document will vary between partnerships. It may be that some parts of the agreement will have the status of a protocol or statement of intent, while other parts are legally binding.

The different roles that the Council can play in partnerships needs to be understood. Which role it plays can have a significant impact on the responsibilities and liabilities of the Council. Where necessary, early advice from Council’s legal advisors should be sought to ensure this is clear.

Council’s legal advisors may need to be involved in the development of the partnership (in particular regarding legal powers, legal structure and to help identify and consider legal liabilities) and must be involved in the drawing up of any legally binding agreements.

The responsibilities of all partners should be clarified and be in the agreement. These can include health and safety, community safety, equality, or other statutory responsibilities. While the partnership may not be bound by statutory duties in these areas, the Council must ensure that it fulfils its statutory duties in its work through the partnership.

Representation of the Council on the partnership should be made clear by completing and maintaining the Partnership Database template (Appendix 4) and in the Annual Self-assessment (Appendix 3). If it is a significant partnership then it may require Councillor and officer representation. Others may only require officer representation. Substitute representatives should also be identified as required.

3.2 Accountability

It is important to understand any partnerships accountability from a number of aspects. There should be a clear statement about how and to whom the partnership is accountable and what this accountability includes.

The partnership should identify which organisation/authority's constitution the partnership is answerable to and include this in any partnership 'agreement' or 'Terms of Reference' drawn up.

A statement should also be made on the constituent member's accountability to each other, including any expectations of behaviour.

3.3 Auditing and Scrutiny Arrangements

The auditing and scrutiny arrangement for a partnership should be clear. The Council must ascertain where responsibility for these functions lies. This is particularly important if a partnership manages or allocates the resources of its Partners through any pooled or alignment arrangements.

These arrangements should be clearly referenced in any partnership agreement or Terms of Reference agreed.

3.4 Finance and Resources

Before entering into any partnership the Council will give consideration to its ability to contribute effectively to the partnership. The Council will not enter into any new partnership where it considers it cannot effectively contribute to its success. The Council will be mindful of the resource implications, particularly for staff, finance and operational assets, existing commitments, and its corporate priorities in taking decisions on new partnerships and in extending existing partnerships.

The lead partnership officer will evaluate each partnership to assess the risks and rewards to the Council and local communities, including legal issues, insurance, implications arising from the Council's Constitution, issues of partnership procurement and whether the benefits from the partnership are likely to justify the costs involved in membership.

3.5 Risk Management

The risk exposure for each partnership will need to be assessed to help to determine the level of risk management a partnership will need to undertake. In considering risks, these could be viewed in two timeframes:

- Prior to entering into a significant partnership, the risks to the Council should be considered using the Council's risk management approach. These should form part of assessing the Business Case (Appendix 2) that is used to aid the evaluation of a potential partnership, and the mitigation plans should be clearly understood by all involved;

- When the decision to enter into a partnership has been made, if the Council is the lead body it will ensure that the governance arrangements of the partnership include effective management of risk. As the lead agency the Council will ensure that the risks associated with the partnership working are recorded and managed in accordance with its risk management approach modified as necessary to meet the requirements of partners. If the Council is not the lead agency, the representatives should seek to ensure that acceptable standards of risk management are in place, drawing on the Council's risk management approach for guidance.
- Whether or not the Council is the lead body for a partnership, it will include relevant partnership risks (not necessarily just those identified by the partnership) within the Council's appropriate risk register – normally service risk registers. These are risks *to the Council* arising from the operation of the partnership. It is not necessary or helpful to repeat in Council documentation a partnership's own risk assessment in full.
- Routinely (depending on the partnership governance cycle and level of risk exposure) the DDC lead officer on the partnership should review and update any risks. Risks *to the Council* should be reviewed along with other risks in the appropriate internal risk registers.

3.6 Roles of Councillors and Officers

The Council will be represented on any agreed partnership by specified Councillors or officers. Each partnership that the Council is represented on will have an identified lead partnership officer who will be responsible for ensuring the delivery of this toolkit in respect of the relevant partnership.

Any specified DDC officers or Councillors attending approved partnerships will represent only the Council unless it has been made clear they are representing another body (for example, a Councillor who is both a District and County Councillor). They shall abide by their respective Council Codes of Conduct at all times.

Representation on any partnership does not permit any officer or Councillor to commit the Council to use resources not contained within approved budgets nor, except within the specific terms of that partnership, to act as a public spokesperson for the Council.

Managers will, as part of the annual self-assessment, review the appropriateness of representation on Partnerships to ensure that the Council is represented by the right people at any given time, matching skills with needs.

Council's legal advisors can provide any necessary advice and guidance to its representatives on partnerships regarding potential liabilities for them and the Council, and on their responsibilities and accountabilities.

3.7 Equalities

The Council is responsible for ensuring that its partnership arrangements meet the statutory requirements outlined in equalities legislation. The Council must ensure that the partnership has in place arrangements for completing Equalities Impact Assessments on its functions, policies and services where these are required.

The Council will also complete an Equalities Impact Assessment on its involvement in the partnership where it is judged likely that participation in the partnership will have an equalities impact. This should form part of the evaluation of the business case for potential partnerships (see Appendix 2)

If these arrangements are not in place there must be an action plan in place to deliver them within six months of the Council joining or starting a partnership. Further guidance should be sought from the Council's Equalities Officer.

3.8 Communication in a Partnership setting

The Council requires all significant partnerships to develop a Partnership Communications Agreement with the lead communications contacts of all Partners. This agreement should ensure consistency of branding, marketing and media issues when working in partnership; for example, arrangements for media enquiries, releases and appropriate spokespeople, and guidelines for publicity and marketing. Advice from the Council's Communications & Marketing Service must be sought to assist with this. Guidance on all media and marketing issues can be found in the Corporate Communications Handbook.

Unless otherwise agreed with the communications leads of all Partners, media releases and media contact should be done through an agreed communications contact at one of the Partners' respective communications teams.

All Partners have a role in communicating and implementing partnership plans. Good communication of decisions and actions is required for the partnership to succeed. It should also be clear what information is available to whom and when through the life of the partnership.

The Council will endeavour to ensure that any consultation programmes and publicity exercises for the Council, its partnerships and its Partners are co-ordinated effectively.

It is important to recognise the Council's investment within partnership working. Public satisfaction surveys indicate that residents are not always sure about where the Council spends their money. This lack of awareness can be compounded by partnerships within which the Council is invisible.

The Council is committed to ensuring that when it communicates (either directly or through partnerships) this communication is appropriate, professional and done in a way that represents value for money.

3.9 Information Sharing

The Council's Data Protection Policy will apply where Council business is concerned.

Where relevant, the Council will seek to secure an Information Sharing Agreement within a partnership and between partnership organisations.

3.10 Performance Management Arrangements

Any partnership that the Council enters into must be clear on its purpose and the outcomes it is to deliver. The Council will ensure that partnerships have in place robust performance management arrangements. When entering into partnership arrangements the Council should ascertain whether:

- The partnership has an officer accountable for monitoring its performance.
- The partnership has a credible evidence base to inform its objective, planning and target setting.
- There are action plans in place.
- Partners share information to enable effective performance monitoring and option appraisal.
- There are joint mechanisms in place for performance management.
- Findings are owned and acted upon.
- Arrangements are in place to tackle issue of non or poor performance.

3.11 Exiting a Partnership

Through the annual review process, or at other times, it may be identified that it is time for a partnership arrangement to cease, or for the Council to leave a partnership arrangement. This can be for many different reasons, including the following:

- The partnership has achieved all that it set out to do
- The priorities of the Council or the district change
- On review, the partnership is not delivering the outputs and outcomes it was set up to do and a new approach needs to be explored
- The partnership is replaced by another partnership or working arrangement;
- External funding/resources cease
- On review an adverse level of risk of continuing the partnership is identified
- The legal framework upon which the partnership was founded changes
- Other partners may wish to withdraw from the partnership and without them it would not be appropriate for the partnership to continue.

Any decision to leave a significant partnership arrangement will be considered and agreed at Senior Management Team level. The appropriate Service Manager/Manager will complete an 'Exiting a Partnership template, found in Appendix 4. This form should be submitted to the Senior Management Team for review and approval.

APPENDICES

Appendix 1	Partnership Policy Statement	
Appendix 2	Partnership Business Case	To be completed and signed off by SMT , if identified as a significant partnership, prior to joining the Partnership
Appendix 3	Partnership Annual Review Template	To be completed annually and a summary reported to SMT annually by January each year
Appendix 4	Exiting Partnership Arrangement Return	To be completed and signed off by SMT prior to exiting a partnership
Appendix 5	Partnerships Database Content	To be completed on joining a partnership and updated as required

APPENDIX 1 PARTNERSHIP POLICY STATEMENT

Daventry District Council recognises the strength and value of effective partnerships in contributing to the improvement of the well-being of the district's communities. The Council encourages partnership working wherever appropriate.

We believe partnerships are necessary when:

- The delivery of outcomes for our communities can be more effective, and sometimes only, delivered by us working together with other Partners or agencies.
- They are required by Government.
- They will strengthen our ability to access external funding.
- Better value would be gained from delivering services in partnership with others.

We believe that partnerships can deliver:

- Added Value – delivering something that is unlikely to be achieved by another form of working arrangement.
- Value for Money – when available resources are used economically and effectively.
- Good Governance – when they are consistent and well managed (fit for purpose).
- Enhance local democracy by actively involving customers, communities, businesses and the third sector.

When considering whether to get involved in a partnership, the Council will make a decision having examined the issues set out in the Partnership Toolkit.

The Council will only join a partnership if it can resource the investment (of time, assets, knowledge and money) required to do so effectively.

We all appreciate the need to ensure that partnerships we engage in, work to achieve our shared outcomes and our individual organisations outcomes and priorities. In evaluating the Council's contribution to a Partnership we will work with Partners to ensure that our involvement is appropriate and relevant. We will communicate our role in partnerships clearly and concisely.

Any partnership which the Council is involved in will:

- Have appropriate performance management frameworks to ensure that the Partnership is always moving forward towards achieving its objectives.
- Have clear accountability defined to ensure that it has clear auditable financial management.
- Be compliant with equalities legislation to ensure the needs of the citizens and communities of Daventry District are met.

APPENDIX 2 PARTNERSHIP BUSINESS CASE

This form to be completed by the Service Manager/Lead DDC Officer for the Partnership

Completed by:			
Name of Partnership:			
This is concerned with (tick appropriate boxes):			
Setting up a new Partnership	<input type="checkbox"/>	Joining a Partnership	<input type="checkbox"/>
		Other	<input type="checkbox"/>
Is the Partnership statutory?		<input type="checkbox"/>	Is DDC the Accountable Authority?
		<input type="checkbox"/>	<input type="checkbox"/>
Reasons for the Partnership			
Key questions		Evidence and evaluation	
1. What are the key aims and objectives of the Partnership?			
2. How do these fit with the strategic outcomes of the: a) Corporate Strategic Plan? b) Community Strategy?			
3. To whom is the Partnership accountable?			
4. What is the role of the Council?			
5. Which organisations make up the partnership?			
6. Are there any key players not in the partnership that should be? If yes, which ones?			
Other options considered		Evidence and evaluation	
1. What other working arrangements have been considered?			
2. Why were these rejected?			
Benefits of the Partnership			
Key questions		Evidence and evaluation	
1. How is the Partnership offering value for money ?			
2. Give specific examples of how the Partnership is delivering added value			
3. Attach the SMART outcomes and targets of the Partnership			

DAVENTRY DISTRICT COUNCIL – PARTNERSHIP BUSINESS CASE

Risks and opportunities	Evidence and evaluation
1. Attach the completed risk assessment for the Partnership 2. Or if not completed identify what the anticipated main risks are.	
2. Attach the completed Equality Impact Needs Assessment (EINA) for the Partnership	
3. Is there the potential for reputation damage to the Council if it leaves the Partnership or doesn't join up? If yes, what is the risk and how can it be managed?	
4. If the Council leaves the Partnership or doesn't join, will any funding be lost? If yes, please give details	
Costs and timescales	Evidence and evaluation
1. What resources is the Council providing in terms of: a) Finance? b) Staff? c) Accommodation? d) Legal? e) IT? f) Administration? g) Training? h) Insurance? i) Recruitment? j) Payroll? k) Health and safety? l) Advice? m) Communication tools? n) Other? [Answer all relevant fields with details]	
2. When is funding for the Partnership due to end?	
3. What is the intended lifespan?	
4. What is the exit strategy?	

DAVENTRY DISTRICT COUNCIL – PARTNERSHIP BUSINESS CASE

MY OVERALL EVALUATION IS THAT THE BUSINESS CASE HAS / HAS NOT* BEEN MADE FOR SETTING UP / JOINING * A PARTNERSHIP WORKING ARRANGEMENT.

THE PARTNERSHIP HAS BEEN IDENTIFIED AS A SIGNIFICANT PARTNERSHIP / OTHER PARTNERSHIP*.

Completed by:	
Date:	
Job Title:	
Tel. No.:	
Email:	

*Delete as appropriate

APPENDIX 3 PARTNERSHIP SELF ASSESSMENT TOOL

The Council is committed to establishing partnership arrangements which support its strategic objectives and lead to a more efficient and effective delivery of public services. The Partnership Self-Assessment tool has been designed as a ‘health check’ which establishes clear criteria against which partnerships can be evaluated in terms of their effectiveness and impact. It is to be completed for all Partnerships that have been categorised as ‘Significant’.

Format

The self-assessment tool is split into three sections:

Section	Details
1. Partnership Details	Key details of the partnership
2. Self-Assessment	Requires a number of questions to be completed based on drivers for the partnership, structure, governance, council input, risk, outcomes and impact
3. Action Plan	Provides a template which allows you to transfer the actions identified in the self-assessment to an action plan for quick wins or longer term improvements

PART ONE – PARTNERSHIP DETAILS

Partnership Name:	
Review Period:	
Lead SMT Member:	
DDC Representative(s):	
Assessment Completed By:	
Date Assessment Completed:	

Is the partnership statutory?	
If yes, driving legislation:	

Partnership Resources:

DDC financial commitment:	
Accountable Body:	
Lead Partner:	

DAVENTRY DISTRICT COUNCIL – PARTNERSHIP SELF-ASSESSMENT TOOL

PART TWO – SELF ASSESSMENT

Issues identified in last assessment	To what extent has the issue been resolved? Is there a need for further action?

Note – Mark the most relevant box with an X. Answers that are amber or red require additional comments in the box below each section.

1. Partnership Need		Yes – little or no room for improvement	Yes – but we can improve	No or don't know
Assessing the drivers and incentives for partnership working				
1.1	<i>Does the partnership have a clear, agreed and long term vision of what it wants to achieve?</i>			
1.2	<i>Does the partnership use feedback from the local community to identify need?</i>			
1.3	<i>Is membership of the partnership appropriate and best reflects the partnership's aims and purpose?</i>			
1.4	<i>Is there evidence that the partnership is having a positive impact on the way in which services are delivered</i>			
1.5	<i>Is the work/aim of the partnership closely aligned to and effectively supports the Council's corporate objectives?</i>			
1.6	<i>Is there clarity over ownership and responsibilities?</i>			

Additional comments arising from assessment:

DAVENTRY DISTRICT COUNCIL – PARTNERSHIP SELF-ASSESSMENT TOOL

2. Governance <i>Assessing the framework and governance arrangements</i>		Yes – little or no room for improvement	Yes – but we can improve	No or don't know
2.1	<i>Is there a partnership agreement or Terms of Reference agreed by all parties?</i>			
2.2	<i>Are internal auditing arrangements for the partnership clear?</i>			
2.3	<i>Are financial monitoring arrangements robust, clear and understood?</i>			
2.4	<i>Are partners clear where accountability lies for managing resources and the spending of funds?</i>			
2.5	<i>Does the partnership have an officer accountable for monitoring its performance?</i>			
2.6	<i>If there is not constitution in place for the partnership which authority's constitution is the partnership accountable to?</i>			

Additional comments arising from assessment:

3. Input & Risk <i>Assessing the drivers and incentives for partnership working</i>		Yes – little or no room for improvement	Yes – but we can improve	No or don't know
3.1	<i>Is the partnership realistically sized and resourced?</i>			
3.2	<i>Does it contain the right mix of skills and knowledge?</i>			
3.3	<i>Are systems in place to assess and manage partnership risk?</i>			
3.4	<i>Does the partnership operate a risk register?</i>			
3.5	<i>Does the partnership have effective procedures for resolving disputes?</i>			
3.6	<i>Is the partnership communicating well with its partner agencies, stakeholders and communities?</i>			
3.7	<i>Is there an agreed communication plan in place</i>			
3.8	<i>Does the lead DDC officer/manager have a process in place for assessing the value for money that the partnership provides?</i>			

Additional comments arising from assessment:

DAVENTRY DISTRICT COUNCIL – PARTNERSHIP SELF-ASSESSMENT TOOL

4 Outcomes & Impact		Yes – little or no room for improvement	Yes – but we can improve	No or don't know
Accessing the framework and governance arrangements				
4.1	<i>Does the partnership have a credible evidence base to inform its objectives and SMART targets?</i>			
4.2	<i>Do partners deliver what they've signed up to? Are the original partnership objectives being met?</i>			
4.3	<i>Are the outcomes of the partnership clear and have they been demonstrated and promoted to the local community?</i>			
4.4	<i>Has the partnership carried out an Equality Impact Assessment on its key policies and plans?</i>			
4.5	<i>Has consideration been given to the lifetime of the partnership and whether it should continue?</i>			

Additional comments arising from assessment:

DAVENTRY DISTRICT COUNCIL – PARTNERSHIP SELF-ASSESSMENT TOOL

PART THREE – ACTION PLAN

The template below should be used to prepare a formal action plan to address any areas for improvement highlighted through the partnership self-assessment.

Issue <i>What are the key issues identified from the self-assessment</i>	Outcome <i>An improvement</i>	Resources <i>What is required to achieve the outcome (e.g. money, time.)</i>	Responsibility <i>Officer/group responsible for delivering action</i>	Deadline <i>When will it be achieved</i>	Performance Measure <i>How will we know it has been achieved</i>

DAVENTRY DISTRICT COUNCIL – EXITING A PARTNERSHIP

APPENDIX 4 EXITING A PARTNERSHIP

The responsible officer needs to complete this form when it is identified that it is time for a partnership arrangement to cease. It should be submitted to SMT for approval.

ISSUE	COMMENTS
1) Name of Partnership	
2) From what date is it proposed that active involvement will end?	
3) Why is it proposed that the involvement of the Council in the partnership will end?	
4) If failure to deliver is identified, was this a result of system failures?	
5) If yes, what were they?	
6) Will the Partnership continue without Council involvement	
7) Is the Council looking to develop other working arrangements to succeed the Partnership?	
8) If yes, what are they?	
9) State the main things that the Partnership achieved	
10) State any examples of best practice exhibited by the Partnership	
11) State the main things that the Partnership could have done better	

Completed by:	
Date:	
Job Title:	
Tel. No.:	
Email:	

APPENDIX 5 PARTNERSHIP DATABASE

The Business Team has overall responsibility for ensuring that the information held on each partnership is accurate.

The following data will be held on each partnership. This information will be provided by the responsible officer or Service Manager identified as lead for the partnership.

Name of Partnership	
Type of Partnership including legal status	
Partnerships area of work	
Membership of the partnership	
Elected member contribution to partnership	
Organisation that the partnership is accountable to	
Service Manager (or Manager, DCE or CE) accountable for the Partnership	
Name of responsible officer identified for the Partnership	
Start and proposed end date of partnership, if applicable	
Contribution of partnership to the Community and Council's Corporate Strategic Plan outcomes	
Funding sources available to the partnership	
Council resources made available to the partnership including;	
<input type="checkbox"/> Finance	
<input type="checkbox"/> Staff	
<input type="checkbox"/> Accommodation	
<input type="checkbox"/> Legal	
<input type="checkbox"/> It	
<input type="checkbox"/> Administration	
<input type="checkbox"/> Training	
<input type="checkbox"/> Insurance	
<input type="checkbox"/> Recruitment	
<input type="checkbox"/> Payroll	
<input type="checkbox"/> Health and safety	
<input type="checkbox"/> Advice	
<input type="checkbox"/> Communication tools	
<input type="checkbox"/> Other	

Copies of the business cases, annual reviews and exiting partnerships submissions relevant to the partnership will also be held on electronic file.