Policy and Resources Select Committee  
Agenda Item No: 6(a)

9th September 2009

Multi-tier Partnership Working – Progress Report Partnership Working

Report by Director for Policy and Partnerships and Head of Democratic Services

Recommendation

The Select Committee is invited to:

- Note the content of the progress report
- To comment on the draft partnership working policy at Appendix B
- To make any specific recommendations to the Cabinet Member

Background

1. The Policy and Resources Select Committee established a Task Force to consider Multi-tier Partnership Working under the previous Administration. It conducted its work under two phases. The Task Force reported its findings under phase 2 at the P&R Select Committee meeting on 4 March 2009. The Executive summary and recommendations are attached at Appendix A with this report.

2. The Multi-tier Partnership Working Task Force considered a wide range of evidence, beginning with WSCC Audit Report in 2008 which identified a series of actions necessary to modify internal practices for partnership working. Having considered the full range of evidence, it was agreed that a series of recommendations from the Task Force would be implemented by the Policy Team. This report gives details of progress made against each of these recommendations which fall within the remit of the Policy Team.

Progress report against recommendations:

3. Task Force Recommendation: The County Council continues to build mutual trust and work with partners to establish effective partnership working and improve outcomes for customers

Work has continued through the Policy Team to build on WSCC’s commitment to build trust with partners through closer links with district and borough councils, town and parish councils, the Voluntary and Community Sector, and other partners.

Work so far:

- Stronger links made with local councils and partnerships, voluntary and community sector and statutory bodies through Members, officer groups and senior officer contacts
Involvement of district and borough partners, voluntary and community sectors, statutory partners and customers in the development of the partnerships policy
- Involvement of partners in consultation exercises
- Attendance at partnership network meetings
- Support for project work in partnerships

Key activities still to do:
- Identify future joint working projects to improve outcomes for customers
- Identify opportunities for capacity building in partnerships
- Identify opportunities for rationalisation and joint partnership working

Consultation work is planned to continue in order to measure progress against this recommendation and the outcome of improved partnership working to provide better services to customers. The developing Guidance and Toolkit document is intended to support the process in providing tools for building closer links with partners and for measuring progress towards improved outcomes for partnerships.

4. The Policy Team to carry out annual review of selected partnerships

Before undertaking a review of partnerships, it was necessary to identify the range and number of partnerships in which WSCC is involved. This exercise mapped all partnerships and groups in line with the Task Force’s definition of partnership. The work is now complete and a review of partnerships, in consultation with the Director for Partnerships, will be undertaken. This exercise will enable the rationalisation of the 230 partnerships identified in order to avoid duplication and provide value for money to our customers and communities.

Work so far:
- Mapping and identifying of all partnerships the County Council are involved in
- Grouping of partnerships under directorates

Key activities still to do:
- Development of criteria with the Director for Partnerships for review of existing partnerships
- Review and rationalisation of partnerships by directorate
- Registration of all new partnerships
- Development of criteria for joining/setting up partnerships

The review will ensure that partnerships are fit for purpose and are achieving outcomes for customers against their goals and aims.

5. Task Force Recommendation: corporate Partnerships Policy to address specific weaknesses specified by Management Audit in Phase I …… and include review and monitoring of partnership arrangements

The draft policy is complete and attached at Appendix B and is brought to the Policy and Resources Select Committee for scrutiny before approval and implementation. The policy is supported by a Guidance and Toolkit document (Appendix C) which details, and supports, the County Council’s approach to partnership working. It contains a range of tools to enable compliance with the
policy and to address specific governance issues highlighted by the Audit report referred to above.

Work so far:
- Partnership working policy drafted
- Guidance and Toolkit document drafted

Key activities still to do:
- Approval and implementation of the policy
- Communications strategy for policy implementation to be agreed with the Director for Partnerships

Governance for partnership working is being addressed by the Policy Team and an analysis of tasks underway is shown at Appendix E. The policy and supporting Guidance and Toolkit document include robust means for reviewing and monitoring partnership arrangements, as required by the Task Force. Contributions from Legal Services and Risk Management have augmented the framework for the Guidance and Toolkit.

Consultation

6. The original Task Force engaged with key partners in formulating its recommendations in March 2009 (See final Task Force report March 2009, Appendix A). The policy was developed with partners. The policy has been informed by the Customer Focused Appraisal process, with further consultation, attached at Appendix D.

Resource Implications and Value for Money

The remaining key tasks will be carried out within existing resources.

Risk Management Implications

The risk to the County Council rested with not having a corporate policy for partnership working. As this has now been achieved in draft form, the risk has been mitigated as far as possible at this time. The further mitigation of this risk will be through the implementation of the policy. The Guidance and Toolkit document has been written with a view to addressing the specific risk associated with the “democratic deficit” identified by the Task Force in their report to the Select Committee in March 2009. The policy’s application will also minimise the legal risks to WSCC, with specific reference to insurance indemnity and coverage for public meetings convened for partnership purposes.

Crime and Disorder Act Implications

N/A

Human Rights Act Implications

N/A

Richard Perry
Director of Policy and Partnerships

Sue Hawker
Head of Democratic Services
Appendices:

A: Select Committee Task Force report March 2009, executive summary and recommendations

B: Draft policy

C: Toolkit

D: Customer Focused Appraisal

E: Governance Task Chart

Background Papers: None.

Contact: Sue Couchman extension 56600
Executive Summary

Policy and Resources Select Committee considered the Task Force’s Interim Report in March 2008 and agreed that further work should be done. Phase 2 has addressed the remaining areas which the Committee agreed should be investigated (see Appendix 1, Terms of Reference).

Since March 2008 the national agenda has developed as the Department for Communities and Local Government (DCLG) has issued the Empowerment White Paper – ‘Communities in control: Real people, real power’. The Government is also preparing regulations and guidance to follow the Local Government and Public Involvement in Health (LGPIH) Act 2007, which made provision for the formation of joint committees in two-tier areas to scrutinise local improvement targets. The regulations and guidance are expected in April 2009. The Bill related to the Empowerment White Paper is currently going through parliament. The provisions in the Bill encourage councils to think more widely than just scrutinising Local Area Agreement (LAA) targets. Although the LGPIH Act refers to a ‘joint committee’ the Task Force is proposing ‘joint scrutiny arrangements’ to allow for greater flexibility.

Locally, LAA2 for West Sussex (2008/11) was negotiated with partners and the Government Office for the South East (GOSE) and signed off by West Sussex County Council (WSCC) on behalf of all partners on 28/5/08, receiving ministerial sign off on 30/6/08.

In line with one of the requests made by the Select Committee in March 2008, the Task Force has received evidence from external witnesses and particularly sought the views of district and borough colleagues concerning the possibility of establishing joint scrutiny arrangements in West Sussex.

The Task Force believes that there remains a democratic deficit when it comes to the scrutiny of partnerships and the delivery of the LAA. The move from Comprehensive Performance Assessment (CPA) to Comprehensive Area Assessment (CAA) in April 2009 will introduce a new way of assessing local public services. The CAA will require councils and their partners to develop a strong understanding of their customers and communities and will be seeking the views of local people when an inspection is undertaken. The results of scrutiny reviews may also be considered.

Key messages from Phase 2 of the project are as follows:

- The major weaknesses identified by Management Audit have been, or are being addressed by the Policy Team which was formed in April 2008. This includes establishing a register of partnerships for WSCC
- The Policy Team is working to enhance partnership working relations
between local partners and act as a communications 'bridge' between County Local Committees (CLCs), the Joint Area Committees and Local Strategic Partnerships (LSPs).

- District and borough councils have an LSP officers’ group. The Policy Unit is working with this group with a view to building stronger relationships with the LSPs.
- With the introduction of LAA2 the Public Service Board (PSB) and PSB Executive have seen a change of membership.
- Some district and borough representatives and external witnesses raised the issue of trust when working in partnership with the County Council. In particular, district and borough representatives said that they do not always feel that they are ‘equal partners’.
- District and borough representatives were largely in favour of undertaking work with the County Council to see if joint scrutiny arrangements should be set up.
- It was agreed that any joint scrutiny should be forward looking as well as retrospective and facilitate open, honest debate which should be apolitical.
- Setting up joint scrutiny arrangements will be challenging and will require careful consultation and planning.
- There are concerns about capacity issues for members of both the County Council and districts and boroughs.
- Evidence from some other local authorities, who have joint scrutiny arrangements, showed a variety of practice, although scrutinising the delivery of LAA outcomes was held in common.
- Dorset’s model showed a way in which a more flexible approach can be adopted through setting up a joint Task and Finish Group to look at the delivery of the LAA and the work of the county-wide strategic partnership. This approach was preferred by Dorset to setting up a joint committee while Government regulations and guidance are awaited.
- Staffordshire County Council has a way of evaluating partnerships critical to the delivery of LAA outcomes and undertakes quarterly performance monitoring of LAA targets. The Task Force was interested in this model as it would enable scrutiny of partnerships as well as the delivery of the LAA.

The Task Force continues to recognise that partnership working, although complex, is integral to the way the county council works and provides services for customers. It has concluded, in consultation with district and borough colleagues, that elected members should be more involved in monitoring and scrutinising the delivery of LAA targets and possibly other major cross-cutting issues. The Task Force also considers that any joint arrangements should enable a greater monitoring and scrutiny of partnerships involved in delivery of the LAA; noting the level of resources employed and the need for the PSB to be more accountable to elected members.

**RECOMMENDATIONS**

The Task Force recommends to the Policy and Resources Select Committee:

1. That through the Policy and Resources Select Committee a Task and Finish
Group is established, involving members from the County Council and district and borough councils to consider what joint arrangements could be put in place, taking into account Government regulations and guidance. The Task and Finish Group should meet early in the new administration to establish the following concerning any joint scrutiny arrangements:

- Clearly defined protocols
- Membership and terms of reference
- Rules of procedure
- Programme planning

The Task and Finish Group will report their findings to the Policy and Resources Select Committee.

The Task Force recommends to the Deputy Leader of the County Council:

2. That to address the Task Force’s view concerning the democratic deficit, the Cabinet Member agrees, in principle, that steps should be taken to establish joint scrutiny arrangements to initially oversee and monitor the delivery of LAA outcomes.
3. That any joint scrutiny arrangements make provision for the public and third sector partners to provide evidence as appropriate.
4. That those undertaking joint scrutiny receive appropriate training to equip them for the task.
5. That the County Council, through the work of the Policy Team and all directorates, continues its commitment to build mutual trust between our partners, leading to effective partnership working arrangements and improved outcomes for our customers.
6. That the Policy Team carries out an annual review of a range of selected partnerships to ensure that each one continues to be fit for purpose, noting the resources committed, value for money and the achievement of outcomes against targets.
7. That the County Council completes the corporate Partnerships Policy under the Policy Team which will address the weaknesses specified by Management Audit during Phase 1 of the project. The Policy should include robust ways of reviewing and monitoring partnership arrangements entered into by the County Council.
8. That the Partnerships Policy be brought to Policy and Resources Select Committee for scrutiny before it becomes fully operational.
1. **West Sussex Policy Drivers:**

- In 2007 and 2008, West Sussex County Council’s Management Audit section undertook a review of partnership working involving the County Council. A “serious weakness” was the lack of a partnership working policy, signifying a “democratic deficit”: in other words, the lack of a formal policy and approach left Members unable to apply the democratic process, including scrutiny, to WSCC’s partnership working activities.
- The Policy and Resources Select Committee Task Force on Multi Agency Partnership Working commissioned work on mapping partnerships involving WSCC (now completed) and the writing of a partnership working policy to include work on governance arrangements and risk management.
- The Task Force also recommended work on the governance of partnerships at strategic level (thematic partnerships) also identified as a focus of attention by inspectors working on the Comprehensive Area Assessment (CAA).
- This policy relates to the West Sussex Sustainable Community Strategy (SCS) by underpinning the partnership work of the Strategy, especially as we are the lead partner in many of the partnerships with district and borough Councils, the Primary Care Trust, Police, and other agencies. The policy will address the process behind the setting of local priorities and understanding our customers and communities.
- The overarching customer proposition is “With You, For You…” and this is a key partnership statement by WSCC. We cannot achieve the Members’ vision for the County if we work alone, and must, therefore, jointly deliver services to improve the lives of our customers and communities.
The Local Area Agreement (LAA) is delivered in partnership with key stakeholders and the policy seeks to implement good governance structures across our major thematic partnerships, including the LAA partnership, in order to support their work and protect all partners.

The strategies in place to support the work of the major thematic partnerships, (Children’s Trust, Adults Trust, Health and Wellbeing, Economic, Skills and Enterprise Board, Environment Board) require a unifying principle of partnership working to support their aims and objectives, which is leading them in achieving the aspirations of customers and communities in West Sussex.

A draft Customer Focused Appraisal (CFA) has been completed.

2. **Other policy drivers**

- We have a statutory duty under the terms of the CAA to provide evidence of our governance structures in partnership working, especially in relation to the thematic partnerships.
- This policy does not replace existing strategies that include partnership working or integrated working

3. **Benefits to customers**

The CFA consultation process for this policy highlighted that internal and external customers (see appendix 1) are seeking a unified approach to partnership working from WSCC, which enhances communication about our partnership arrangements and what can be achieved through collaborative effort. Benefits are identified at three levels:

1. **Customers**
   - A unified and cohesive approach resulting in greater efficiency in service provision

2. **County Council**
   - A more streamlined, regular approach to partnership working which enables targeting of resources and an end to “pockets of excellence” and uneven approaches in partnership working across the organisation

3. **Service Providers**
   - Greater understanding of our approach to partnership working and less confusion about partnerships within the organisation

Immediate target beneficiaries:

- Officers and elected Members of the County Council
- Partners
- Our customers and communities through enhanced, more efficient partnership arrangements. It is anticipated that through having an agreed approach, and a range of tools and protocols we can achieve greater efficiency and rationalisation in our partnership arrangements. We are seeking an improvement in our partnership practices so that customers will
report improved delivery on outcomes and better communication practices during the next 3-5 years.

4. **How are we doing now?**

   - Our partnership working practices are commended at national level in some areas of our work, especially in our award for Beacon council status for our work in setting up a network of Help Points across the county to deal with local authority services between the two tiers in a seamless way. As yet, we do not have a co-ordinated approach to disseminate that excellence across the organisation and it is anticipated that the production and adoption of the partnership working policy will support this. Scrutiny Members have looked into the question of multi-agency partnership working extensively through their dedicated Task Force and concluded that a series of improvements is required in order to secure more consistent partnership practice across the organisation (March 2009).

**Priorities for improvement**

   - It is intended that customers and communities should experience partnerships more positively through efficient working, less duplication and focus on priorities through the adoption of the policy by WSCC.
   - The policy seeks to improve the outcomes from the delivery of our statutory and non-statutory duties by ensuring our elected Members are supported in their partnership working, that officers are confident, and that we have the required “checks and balances” in place to deliver for our customers.
   - Performance monitoring is a key element of this policy.

5. **Partners and stakeholders**

   - Our key partners will be officers and Members representing WSCC, partners in other statutory, non-statutory and voluntary bodies with whom WSCC engages in partnership.
   - Partners from each of these bodies have formed the reference group for the development of this policy.
   - They will be engaged in the delivery of this policy through using it and applying it in their working environments.
   - Customers, although recipients of services, will be engaged in the monitoring of this policy for performance purposes.

6. **Principles for implementation**

   - The policy should be considered by elected Members at Policy and Resources Select Committee.
   - Implementation and monitoring of the policy’s use will be conducted by all those involved in partnership working. Those having responsibility for managing partnerships also have responsibility for apprising other members of the partnership of WSCC’s policy, and for implementing it at partnership meetings.
   - This policy relates to the overarching customer proposition by enacting and promulgating the “With You, For You....” principle, which introduces the customer proposition for our communities. The Proposition is predicated on partnership, working with customers for better community outcomes.
The policy should be accompanied by a promotion and communication strategy to inform and advise customers and stakeholders about the policy and its use.

7. **What will success look like?**

- Aspirations for the policy would be increased efficiency in partnership working practices and delivery rates, with a measurable difference by the end of 2010.
- The policy will contribute to the achievement of LAA targets by adding governance value to the partnership structure of the major thematic partnerships delivering the LAA. This should improve efficiency and outcomes by ensuring that reporting lines are made clear, that the partnership arrangements for achieving LAA targets are robust and lean, that monitoring and review of objectives are regular and clear.
- A reduction in the duplication of partnership activity and a greater focus on priorities for customers.
- Regular feedback to the Policy and Resources Select Committee about progress against the Task Force’s recommendations.

8. **Affordability/business case**

- This policy can be achieved within existing resources and will not require additional funding or resource allocation.
- Effective implementation of the policy will achieve savings by ensuring that partnership working is rationalised, through the mapping and registering of partnerships, and that the continuation and proliferation of unnecessary partnerships is prevented, thereby saving officer and Member time and opportunity costs.

9. **Risks**

- Risks to the successful implementation of this policy are that elected Members will not endorse the use and application of this policy – Mitigation: Members to be involved in the development of policy.
- That legislation may change to reduce partnership working – Mitigation: although legislation may change, the quantity of partnership involvement is unlikely to reduce.
- That inspection will be less partnership based - Mitigation: although the inspection regime may change, partnership will be key to delivering better outcomes to the benefit of customers, communities and partners.
- That communication and promotion about the partnership policy may not be sufficient to ensure proper use – Mitigation: ensure that communication experts are used to promote the policy at all times.

10. **Corporate Assessments**

- Customer Focused appraisal draft completed.

11. **Governance**

- The partnerships policy is supported by a guidance document with a toolkit for supporting partnership working. The guidance document sets out the
governance framework for reporting and monitoring mechanisms for the policy, including a partnerships register to ensure that the practice of partnership working within WSCC is monitored and reviewed. A risk assessment and management element is included in the guidance and toolkit.

12. **The Policy**

The overall objective is the production and adoption of a partnership working policy for the County Council, to be considered at the meeting of the Policy and Resources Select Committee on the 9th September 2009.

The primary policy objective is to ensure that WSCC achieves a unified, corporate approach to partnership working through the adoption of an Authority-wide standard of excellence to secure the delivery of better partnership outcomes for customers.

**Aims:**

1. To clearly and publicly state what the policy is and what it is intended to achieve (see objectives above)
2. To improve delivery of outcomes from partnership working for customers through streamlined processes (shown in the supporting Guidance and Toolkit for Partnership Working) to link directly to expected benefits for customers
3. To instigate a robust governance system, including risk and insurance arrangements, for partnership working throughout all partnerships with which the County Council is involved.
4. To establish and maintain a partnerships register for all partnerships under the system shown in the attached partnerships guidance document to enable directorates to monitor partnership involvement
5. To provide support, guidance, training and monitoring for partnership working activity within the County Council
6. To address all recommendations stated in the elected Members Task Force for Multi Agency Partnership Working report of March 2009
7. To establish monitoring and reporting systems for all partnership activity to include regular reports to the Policy and Resources Select Committee
8. To publicise and disseminate all information about the policy, how to apply it and how to use the tools by end 2009.

**What**

- The policy must ensure delivery of better outcomes for customers through partnership working. For guidance on how to achieve this refer to the supporting Guidance and Toolkit document
- Those representing WSCC must question how that partnership helps the County Council deliver better outcomes through involvement in the partnership
- Those representing WSCC must question how the partnership helps our customers in the delivery of better outcomes
- Ensure the efficient and effective use of resources through partnership working

What
Ensure that mechanisms for the regular review of the partnership are in place
Establish regular reporting and monitoring systems for the partnership
A process for exiting a partnership must be included with any procedures before the partnership is operationally functioning. (see Appendix 4 of the Guidance and Toolkit for Partnership Working)

**The policy is:**

The County Council should engage in partnerships, and partnership working, through a unified, corporate approach to secure the delivery of better partnership outcomes for customers.

**By engaging in partnership working, the County Council will:**

- Work for customers through streamlined processes (shown in the supporting Guidance and Toolkit for Partnership Working) to link directly to expected benefits for customers
- Instigate and follow a robust governance system, including risk and insurance arrangements, for partnership working throughout all partnerships with which the County Council is involved
- Establish and maintain a partnerships register for all partnerships under the three tier system detailed in the partnerships guidance document to enable directorates to monitor partnership involvement
- Provide support, guidance and training for officers and Members, and monitoring for partnership working activity within the County Council
- Monitor and report on all partnership activity, including regular reports to the Policy and Resources Select Committee
- Ensure adherence to legal frameworks for partnership working

**How**

To achieve the above, here are some pointers:

- Representatives of the County Council will register the partnership with the West Sussex Partnerships register, using the form provided in the Guidance and Toolkit at Appendix 5
- Representatives will ensure that the partnership has robust governance systems in place and risk management arrangements using the guidance and supporting information in the Guidance and Toolkit (See Appendix 2)
- All partnerships must be assessed for risk to the Authority before they are constituted, and in cases where the partnership is old, should still be assessed for risk, use Appendix 7.
- Refer to the supporting Guidance and Toolkit for partnership working. This document explains the processes necessary to ensure effective establishment and smooth running of partnerships
- Establish and maintain ongoing consultation with partners and stakeholders, regularly checking with the Insight Team regarding any consultation with customers and the wider community
- Ensure regular reporting and monitoring for the partnership using the partnership health check system at Appendix 1 of the Guidance and Toolkit
Key outputs from the policy

1. Adoption of the policy by elected Members
2. Dissemination and use of the policy by key customers and stakeholders

Commentary

- Each stage of the partnership working process is documented in the Guidance and Toolkit supporting documents to the policy. WSCC officers and elected Members should follow this process for all involvement with partnerships, whether as leaders, participants or advisors.

- Particular reference should be paid to risk assessment and management, and to insurance liability. Refer to the guidance and toolkit to set up proper risk management processes and safeguards designed to help us meet our obligations for insurance liability.

- Rigorous governance structures should be applied to all partnership working involvement. Governance is an inspected facility for partnership working and a lack of governance will affect our overall rating by inspections of local authorities.

- Partnerships must be registered with the Policy Team and the partnerships map updated.

Business benefits

- National drivers indicate a projected increase in partnership working to co-ordinate public services, not least because local authorities face cuts in resources. Locally, WSCC will continue to work with partners, and seeks to increase partnership involvement in order to maximise benefits to customers without undue additional costs to service provision. A common approach to working in partnership will support this process.

- Regularising procedures for partnership working will result in better quality, more streamlined and more efficient partnership involvement.

- Rationalising partnerships will save opportunity costs and wasteful duplication of effort.

- A unified approach to partnership working will minimise confusion both internally and externally to the organisation, about our involvement in partnerships (See draft CFA) and therefore keep expectations to a realistic level.

- The policy will support the wider strategy for engaging with partners (in line with the SCS and WSCC’s statutory Duties to Inform, Consult and Involve), as well as the application of governance standards across partnerships involving the County Council.

Sue Couchman, July 2009
“If we are together nothing is impossible. If we are divided we will fail” (Winston Churchill)
1. Introduction

The Guidance and Toolkit for Partnership Working is intended for use by West Sussex County Council officers and elected Members. It is designed to help those involved with partnerships, (either leading, servicing or belonging to), in many aspects of the partnership working agenda. It is not intended for distribution outside the County Council and links directly with the corporate WSCC Partnerships Policy. The guidance and toolkit booklet is a resource for partnership working and is supported by a course hosted by the Corporate Learning and Development unit. The guidance and toolkit does not include strategies for engaging with customers or with the Voluntary and Community Sectors.

West Sussex County Council has a long history of working in partnership to enhance services to local people. Since 2000, central Government has introduced legislation to emphasise the importance of working with others to deliver public services in an increasingly difficult financial environment. There is general consensus that more power should be devolved to local people and that local authorities should work together to provide services. From the Local Government Act 2000 to the Local Government and Public Involvement in Health Act 2007, legislation has focused on local services being provided in partnership with others and ways to increase local accountability.

The Fundamental Service Review (FSR) undertaken by the County Council seeks to reconfigure services in order to respond better to local people’s requirements. Partnership is not going away, and as the demands and requirements of our customers increase in complexity, local authorities will respond by working closely with their partners to ensure greater value for money, and more personalised services. Partnership working will be with us for a good while, and the County Council’s approach is set out here.

1.1. Some definitions of Partnership Working

From other sources:
A partnership is “a joint working arrangement where the partners:
- Are otherwise independent bodies
- Agree to cooperate to achieve a common goal
- Create a new organisational structure or process to achieve this goal
- Plan and implement a joint programme
- Share relevant information, risks and rewards”

(Audit Commission, 1998)

”A process in which two or more organisations or groups work together to achieve a common goal, and do so in such a way that they achieve more effective outcomes than by working separately”

(Working in Partnership: A sourcebook)

The County Council’s definition:
“An agreement between two or more independent bodies to work together to achieve common objectives that result in making better use of resources and providing better services to the community” WSCC Select Committee Task Force on Multi-Tier Partnership Working, 2009.

This definition is the one which will be used within this document and the one which should be used by staff and elected Members.

1.2. Why work in Partnership?
The most important thing to bear in mind is that partnership is the right thing to do for our customers and our communities. Working together with our partners to provide more co-ordinated, joined up services makes economic and efficient good sense. There are many examples of partnership within the Authority, but the important point to remember is that partnership can, and does, deliver improvement.

"Authorities can transform the delivery of services through good, well run partnerships. Whether partnering with the public, private, voluntary or community sectors the hallmarks of good partnership working are greater efficiency, flexibility of change and innovation in meeting strategic challenges"  Phil Woolas, Minister for Local Government

Partnerships can produce a range of benefits
Partnership is predicated on the idea that the effect of the whole is greater than the sum of individual parts. In other words, the effect of all individuals working together is stronger than un-co-ordinated, independent action.

A successful partnership can help to:
- Ensure strategies and plans for service delivery take account of the needs and interests of all stakeholders
- improve the efficiency of service delivery by making better use of resources thereby cutting waste and duplication
- address issues that lie outside the remit of the individual partners or cut across several organisations, working together to deliver “joined up” services that better meet the needs of users
- develop policies or deliver services in a way that would not be possible working separately
- access to previously unavailable resources (e.g. funding, skills, information & data)
- Address complex/cross-cutting issues through using the range of skills available to a partnership which may not be available to individual organisations

The Department for Environment, Farming and Rural Affairs (DEFRA) looked into the financial value of partnership working for local authorities, focusing on multi-agency coastal partnerships. Although a small study, and not intended to provide a benchmark, it demonstrated considerable savings from working in partnership. “Local Government saved £89,000 in one year as a result of membership of a single multi-agency partnership.” (see background papers, or follow the link here. ICZM@defra.gsi.gov.uk.)

In addition to the possibility of financial benefits, partnership can offer benefits in kind, such as:
- pooled expertise
- a wider range of contacts
- the possibility of pooling resources to deal with issues of concern to several partners (such as carbon emissions, or waste management).

An example of effective partnership working is WSCC’s partnership with Burgess Hill Town Council. Put simply, this partnership devolves part of the WSCC budget for
highways matters to the Town Council who are able to trouble-shoot problems quickly and effectively at the source. The reduction in costs through streamlining processes is clear, with the eradication of 21 stages in the process of dealing with Highways issues from 24 to 3. (Source: Burgess Hill Town Council/WSCC). The partnership operates at a high level of trust between the two authorities and delivers benefits to the customer which would not be possible under the previous arrangements. David Carden, Burgess Hill Town Clerk, says of the process that it has transformed the speed of delivery in three quick stages. “front office/telephone/email contact - work scheduled – Mobile Maintenance Team action the work.”

When partnerships work well, they deliver high quality services for customers.

**Good practice elements of partnership working include:**

- Giving partners the time and space to understand what each one can and **will** bring to the partnership, (resources, time, commitment etc)
- Assurance for partners that they will retain their separate organisational identities whilst working together to reach a common goal
- Agreeing and sharing objectives
- Agreeing how both rewards and risks are to be shared among partners
- Establishing and agreeing lines of accountability and responsibility
- Agreeing a “sunset” or exit strategy (see Appendix 4) in order to bring the partnership to an end if the goals have been reached and the partnership is no longer required
- Sharing statistical and operational information
- Sharing partnership initiatives such as bid writing and submission, forums, working groups, shared resources, networking and communities of interest

**1.3. Different kinds of Partnership**

There are many different types of partnership; strategic, operational, community, contractual, voluntary, statutory and many others. Partnerships tend to form around a particular goal or aim, and where these have been pre-determined by central government, the goals or aims are set by local partners, often contingent upon the demographics and geography of the area. Partnership working is not special to local government. Each sector: public, private, voluntary and community, now work in partnership. During 2008 and 2009, a mapping exercise has been undertaken by the Policy Team to track all the council’s partnership activity. This has resulted in a list of some 230 partnerships organised in three tiers:

1. Partnerships in which WSCC has a national, regional or statutory obligation
2. Partnerships in which the County Council has a duty or a desire to be involved in (including some officer groups)
3. Partnerships or groups in which elected Members have involvement

(For full details of the partnerships list please contact the Policy Team, or see Appendix 13 for details of partnerships in tier 2 which makes up the larger proportion of WSCC partnership involvement):

It is recognised that this list, although long, may not be comprehensive, and **if you identify a partnership from the list which is no longer in operation, or is in existence and is not represented, please tell the Policy Team so that the list can be updated.**
“Knowledge is no longer power. Sharing knowledge is power” (Ray Kurzweil, New Scientist, October 2005)

2: How to set up a partnership

2.1 Must it be partnership?

Deciding whether or not to set up a partnership needs a range of questions and consideration of purpose. For instance, it may not be necessary to set up a partnership. Although partnership is an important area of policy and activity for local authorities, this does not mean that partnerships are a pre-requisite. To help you make a decision about whether partnership is the best way of delivery for the purpose, project or initiative, please use the “Partnership Forming- Diagnostic Tool” (Appendix 1). The membership and size of a partnership should reflect aims and issues it is dealing with. Make sure you link proposed membership to the purpose of the partnership and aim to achieve a balance between different representation, especially if you are looking to include the Voluntary and Community sectors and hard to reach groups. Identifying partners who can help you achieve your purpose gives you a better chance of partnership success. (See 2.2). The following sections will help you set up a partnership.

2.3. Purpose

Once you have decided that you do need a partnership, it is essential to know what the partnership, (or proposed partnership) is there for and who it is intended to serve. What are the objectives for setting up partnership? Defining the purpose of the partnership is quite different from defining the goal or the vision. When you think of purpose, think about what our customers will be getting from this partnership. Purpose is the most important thing to define, before you look at the goals and the vision, and before you identify the partners with whom you will work. What will this partnership actually do for the residents of West Sussex? “Partnership Forming- Diagnostic tool” (Appendix 1) in the attached toolkit will help with this.

2.3. Who to involve?

Sometimes the range of partners to include can be predetermined by legislation and Government guidance. When setting up a partnership, you should align the appropriate members of the partnership to the Purpose, (see above.) Who can help you achieve your purpose? Identify stakeholders with key interests who will take an active role in achieving the purpose of the partnership. It is always worth doing a mapping exercise to identify any potential partners before you begin a partnership venture. Sometimes, partnerships are formed from existing contacts, but these may not be the most appropriate people.

2.4 Mapping the partnership

The first step is to consider who will be able to take the key decisions that you need taken to achieve your purpose? Next, think about the payback they might get out
of being in the partnership, and what will the partnership and its customers will get from having them as a member? More crucially, what *can* that partner, and what *will* that partner bring to the partnership? There is also a template attached called "Structured Space" which will give you a simple formula for getting people to understand more about the agendas each partner brings to the table. (Appendix 11.) If you are concerned that the investment of time prior to setting the partnership up could be onerous, be assured that the more time you invest before the partnership begins by taking time to find out about who is the most appropriate person to invite, the more time you will save further down the line. Many studies into effective partnerships have shown that the more thought and time given to pre-planning, the more time is saved when it comes to defining a purpose, goal setting and eventual performance.

2.5 3rd Sector Involvement

Voluntary organizations do not have the resources available to public and private sector agencies, and partnership working (travelling to venues, taking responsibility for, or leading projects, contributing time and resources) has different implications for volunteers. Consultation about who to involve from the third sector can sometimes be complex, but it is important to ensure balanced inclusion as their contribution to providing services and support can be invaluable. The sector contributes the equivalent of 750 million pounds worth of services to West Sussex. Their wide knowledge, experience and range of contacts enhance partnership working and should not be underestimated. Please refer to the West Sussex Compact ([http://www.volg.org.uk/documents/compactrevisionseptember2007.pdf](http://www.volg.org.uk/documents/compactrevisionseptember2007.pdf)) which states the codes of practice for engaging with the Voluntary and Community sector. The Voluntary sector have developed a toolkit, VCS Engage, which is helpful for engaging with the sector, and the Compact Implementation Group, under the National Indicator 7, is developing an approach to representation for the voluntary sector.

2.6 Community Engagement

It is important to involve local communities in your partnership. At the same time the role of the County Councillor, as the elected representative of the community, needs to be considered when seeking the involvement of the community. **The Local Government and Public Involvement in Health Act (2007), enshrined the “duty to involve” as part of our statutory responsibilities as a local authority. It means we are obliged to involve and engage local people and those who are likely to benefit from partnership working.**

**Positives for including the community**
- In-depth knowledge of local problems
- Creative solutions to problems
- Co-created solutions are more supported and accepted by the community
- Local people represent a large resource of time, energy, know how and commitment

**Problems in including the Community**
- Conflict can occur as some members of the community can view participation and consultation as an opportunity to complain about the local council
- People who are not accustomed to involvement in formal partnerships and may not have the confidence or skills to be actively involved.
**Degrees of Involvement**

Partner involvement from all sectors can take different forms, as illustrated below. These differences are referred to as the “Participation Ladder”. (The further along the ladder you climb the more involved you are in the partnership). According to the purpose of the group and its vision and goals, you will need to decide how much involvement you want partners to have, and reflect this in the Terms of Reference for the partnership.

<table>
<thead>
<tr>
<th>Participation</th>
<th>Full involvement in the partnership. Involved in the decision making processes and active in the delivery of objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Involvement</td>
<td>Occasional involvement in partnership decision-making process. E.g. in sub-groups or task forces</td>
</tr>
<tr>
<td>Consultation</td>
<td>Seeking views, which can be considered by the partnership. E.g. Questionnaire, Consultation seminars</td>
</tr>
<tr>
<td>Information</td>
<td>Passing on information about what the partnership is doing through newsletters, website bulletins</td>
</tr>
</tbody>
</table>

**2.7. Engaging partners**

Use different methods to involve people. Workshop sessions work very well as a means to promote inclusion. The Audit Commission document entitled “Working Better Together? Managing local strategic partnerships” (AC April 2009) recommends a good range of approaches. It is worth mapping the networks in a partnership so that you can assess where best to start the process of building commitment to the partnership. Getting the strongest networks to promote the purpose of the partnership helps to cement the group “buy in” needed to achieve your purpose.

Creating a ‘win-win’ situation early in the life of the partnership is important to show the potential benefits, which can outweigh the cost of participation. One way to do this is to translate the general understanding of why different agencies need to work together into aims and objectives that complement those of each partner agency. Look instead for small compromises (equilibrium) from each partner so that every one is able to achieve a little of what they want or need from the partnership.
For instance, if one partner’s targets, such as the Police, militate against those set by the partnership, make this explicit, and seek small compromises to achieve the “win-win” referred to above. Aim for equilibrium, not consensus.

2.8 Establish Governance

Clear and effective governance arrangements are the bedrock of successful partnership working. Governance is much more than merely establishing Terms of Reference. It involves deciding:

- what the partnership will deliver
- how it will be delivered
- who will manage this delivery
- who can make the decisions
- where accountability for the activities of the partnership will lie
- how the performance of a partnership will be measured and managed
- where the buck stops and
- how the risks will be mitigated and managed
- business planning
- development of members

Whether developing a service or initiative in partnership, it is important to determine who will have overall managerial responsibility for the partnership and where the accountability lies. Putting management responsibility with one agency helps ensure that staff and partners are clear about day-to-day responsibility.

2.9 Clarify Goals and objectives

Among the many “first things” to be achieved by your partnership is a shared **Vision**. The vision is not a goal. It provides an overall direction and inclusive picture which defines why the partnership is there. It should describe the situation or circumstances that the partnership is aiming to effect. Set the vision in real terms as though you were visualizing an actual set of circumstances five or ten years down the line. What will the world look like when the partnership has been successful? Ensure everyone participates in the forming of the vision. Something as all-defining as an overall vision for the partnership must be as inclusive as you can make it otherwise partners may not grasp the purpose, and this can become a liability for the group in the development of goals. When you have agreed a vision, a mission statement should be developed to describe exactly how the partnership will achieve the vision and it must have a series of objectives/aims appended to it.

- These objectives and aims then need to be translated into measurable goals. (Refer to SMART objective setting as above). Defining the deliverables is essential for a successful partnership and requires all partners to be involved in the process

- It is important to clarify and set down the roles and responsibilities of each partner. Some partnerships use “job descriptions” to help with this. The process should acknowledge the purpose of each agency’s involvement and establish which of your partners are leading on each piece of work.

“Dissatisfaction and discouragement are not caused by the absence of things but the absence of vision.” (Anonymous)
3.0. Added Value and Risk in partnership set-up

Ask yourself about the “payback”, or the added value that both customers and the organisation will get from a partnership. Work out, as far as is possible before the partnership starts, what the costs might be, especially in relation to the time that officers and Members may spend on the partnership. If the Authority cannot afford another partnership, it’s best to consider other modes of delivery. By added value, we mean enhanced benefits to our customers, the Authority and to the partnership, (if WSCC is to be part of it).

3.1. Risk

All new and existing partnerships are to have a risk assessment in place and risks regularly monitored. If not already in place, see Appendix 3 for help in setting up a risk assessment. This should include an evaluation of risks both of the County Council becoming involved as well as the risks around not becoming involved.

3.2 Risk management

Risk management is not about risk avoidance but rather taking managed risks. At all stages of a partnership the risks should be openly understood and evaluated. There should be clear plans to minimise these risks. There are four options:

i) **Transfer** – in other words responsibility for that risk moves to another individual or organisation
   This can involve some aspects of the risk to third party e.g. insurance, or paying a third party to take the risk in another way. This option is particularly good for mitigating financial risks and risks to assets (e.g. transfer of risks) may be considered to either reduce the exposure or the authority or because another organisation is more capable of effectively managing the risk.

ii) **Tolerate** – you may decide to live with the risk, but take care to fully document the reasons why you are tolerating the risk

iii) **Treat** – you may take action to address the risk
   The purpose of “treating” a risk is to continue with the activity that involves the risk but to bring that risk to an acceptable level by taking action to control it in some way through either,
   - Containment action (lessen the likelihood or consequences before the risk materialises)
   - Or
   - Contingent action (put into action after the risk has happened i.e. reducing the impact – must be pre-planned).

iv) **Terminate** – you may decide to terminate your involvement with the partnership in order to eliminate the risk

One of the biggest risks when developing a new partnership is that of confused accountability. This happens when the obligations of partners have not been clearly defined, i.e., the risk of financial liability arising from the action of one of the
partners. It is therefore important to make sure that the governance structures and legal status of the partnership are properly set up and there is clarity about:

- The purpose of the partnership
- The aims and objectives of the partnership
- Memberships/Partners – Management structures
- Roles and responsibilities of all partners, identifying Lead Partners as necessary
- Delegation and decision-making arrangements
- Financial arrangements
- Frequency of meetings
- Responsibilities that could fall to the Council in a partnership should be clarified

Most statutory partnerships will have properly constituted agreements in place to protect their membership and activities. It is important to ensure that a legal agreement supports the representatives of the County Council in any partnership. The more informal groups have no legal obligation to set up an Agreement but it is good practice to ensure that governance arrangements are set up in a formal document. This could be a protocol or memorandum of understanding. If advice is required, WSCC Legal Services will be able to assist.

When assessing the risks involved in partnership working, consider the following:

- Look at the risks of and to the partnership
- Establish clear arrangements on risk sharing
- Everyone should manage risks to ensure that Partnership’s objectives are achieved.
- Carry out separate risk assessments to identify impact on WSCC and partnership in relation to financial service delivery, reputational issues and any other areas of impact that might be relevant
- Periodically review risks to enable a timely response
- Compile, monitor and review a risk register for the partnership
- When there are problems, take action immediately to resolve the issue
- Bring in external help if needed

Further advice and guidance on ‘risk management in partnerships’ is also available through Legal Services - Risk Management Section

4. Communication and investing time in partnerships

Human capacity, trust and understanding are essential to the success of partnership working and take substantial time to build up. Most partnerships can take around 5 years to develop and new partnerships are therefore not appropriate vehicles for outcomes which are expected in the short to medium term. Professor Mike Geddes of the Warwick Business School in his study about public sector partnerships pointed out that partnerships “need time to bed down and several years to implement their strategies”, which is inconsistent with the desire for so-called “quick wins” in partnerships. (Geddes, Davies and Fuller, Warwick Business School 2007). Allow sufficient time for your partnership to develop and it is important to manage the expectations of partners who anticipate “quick wins” where it is not appropriate to aim for them as they may not be achievable.

4.1 Communicating in partnerships
Communication is a major factor in the success of a partnership and a central requirement in all forms of business activity. Often referred to as a “soft skill” good quality communication translates to hard results when it comes to developing professional relationships within the partnership, goal setting, defining projects, engaging partners and achieving the vision. The quality and competency of leadership is dependent on the ability to communicate well, particularly with Network Leadership (see Appendix 14). Competent leaders demonstrate the ability to engage people, to take people with them and obtain “buy in”, none of which can be easily achieved without the ability to communicate well. The CBI identified communication as the single most important factor in management and business partnerships (2007 IPSOS MORI) and it is the most sought after soft skill in the workplace. Unfortunately, it is also the most quoted absent skill in many professional environments, and in many social environments. Our most preferred means of communication is now email, and if the research undertaken by social psychologist Albert Mehrabean is to be believed, the use of it can exclude the meaning and intention behind 93% of our message.

Successful partnership working hinges on communication: sharing ideas, problem-solving, exchanging facts and developing the networks so essential to successful partnership working. Be aware of the need for clear communication, without the use of jargon or organisation-specific acronyms, which can confuse and irritate partners. You may know what you mean, but make sure that everyone else does by keeping your language jargon-free. Set up both informal and formal forms of communication. This can include the minutes of relevant meetings, a dedicated website or informal bulletin notice, opportunities for networking, and most importantly, if you really want the partnership to succeed, stay in touch with your partners - preferably by telephone if possible. Good practice in communication includes the following:

- Decide what you want to say and plan how to say it
- It’s essential to develop your structure before you say anything.
- A good rule of thumb is explain what you are going to say, say it, then go over what you have said
- Clarifying your purpose eliminates the most common causes of wasted effort and confusion
- Keep your audience in mind at all times and tailor your communication to the audience. For example, the language you may use with young people will be very different from that used among professionals.
- When choosing the medium for communicating, try not to rely on a single medium. Just using email, for instance, impoverishes the quality of your message in that it conveys only a fraction of your intention and limits partners in engaging with you personally.
- In partnerships, give people the space to get to know each other, through informal networking and collaborative activities relating to the partnership’s goals.
- Communication is the most significant soft skill in partnership working. You will reap the benefits in hard results such as improved delivery rates on your objectives (Stephen M R Covey *The Speed of Trust*, Elizabeth Lank, *Collaborative Advantage*).

4.2 Building Relationships
Mutual trust and respect are central to successful partnership working. In high performing partnerships, trust speeds up the delivery of objectives. This is demonstrated in the existing partnership referred to in section 1 between WSCC and Burgess Hill Town Council. Multi-agency partnerships will demonstrate a wide variety of business cultures, and this can cause assumptions to be made about what individual partners can and will bring to the partnership – and these assumptions can be made about trust: whether or not to trust a representative of another organisation, whether to trust the record of that organisation. Remember, partnerships take time to develop. When partnership works well, the rewards are worth any initial difficulties.

5. Keeping your partnership healthy

5.1. Monitoring

Performance monitoring is essential to understanding how well the partnership is doing in terms of achieving its vision and its stated goals. To determine the effectiveness of your partnership, it is important to make sure that you capture information about two streams of data. The first relates to monitoring the process of joint working and the second relates to the outcome of the partnership.

Processes

**Steering:** Board or group to enable/steer the Partnership  
**Standards:** Regulation, protocols,  
**Systems:** Guidance for local decision making, governance, risk management, performance, lines of accountability

Outcomes

**Vision:** Proposed outcomes relative to the vision  
**Aims and objectives:** outcome measures to support aims and objectives  
**Community engagement:** “Duty to involve” fully operational, measured against agreed indicators

The main benefits of Performance Management and Measurement within a partnership are

- Objective measures for delivery of outcomes
- Helps encourage partners to meet their obligations
- Early identification of potential problems or risks
- Identification of Partnership successes against delivery of outcomes

5.2 Action Planning

Action planning and business planning help focus your ideas and decisions about what steps you need to take to achieve jointly agreed goals. An effective action plan should provide the partnership with a concrete timetable and set of clearly defined steps to help reach objectives. It helps to focus attention on why the partnership is there (purpose) and what it is trying to achieve. Action planning is a cyclical process, and once the partnership has been through one cycle, it should begin again. There is a good rule of thumb to follow in action planning:

1. Where am I now?  
2. Where do I want to be?
3 How am I going to get there?

You then need to establish a clear way forward in answering the three basic questions shown above.

- Define a clear, (SMART) objective for your project or task. ("Where do I want to be?")
- Start with what the partnership or project group can do NOW. (Where am I now)
- Clearly identify the steps you will need to take. ("How do I get there?") Determine all the possible things you could do to take you closer to achieving your goal, no matter how small. Break down any large steps into smaller components, so it doesn’t seem so difficult to achieve. (How are we going to get there)
- Arrange these steps in a logical, chronological order, putting a date by which you will start each step. Set achievable, regular goals for the project or task and identify who is responsible for delivering these goals. It can also be helpful to list any outcomes against the tasks. Plan a timetable that lists tasks for the immediate, middle and long term.
- Decide when and how to review progress. Keep a record of activities and record progress as things happen. Regularly review how far you have got towards your objective, identify any under or over-estimates, or delays in the process and what can be learnt from them. Encourage new ideas and opportunities that may have presented themselves and then revise your plan to incorporate these.

“The things that we have in common far outnumber and outweigh those that divide us.”
Walt Disney

5.3 Decision making and “competent leadership”

The process of decision making among partners can be fraught with difficulty if the governance processes for the partnership have not been clearly stated. Leadership, (particularly in multi-agency partnerships), is a critical choice and the Audit Commission suggests that where councils are involved, the processes for the choice of chair are even more important. Leadership can characterise the nature of the partnership and influence the culture positively or negatively. A competent leader will communicate the message of the partnership to individual partners, will keep the strategic direction in front of the partnership while demonstrating the qualities of leadership. These are defined in various sources, but a useful checklist has been produced by Toastmasters International. Competent leaders are:

- Risk-takers
The concept of “network leadership”, or shared leadership is becoming more common in public sector partnerships. (See Appendix 14). Essentially, network leadership is based on trust. This means that chosen or elected leaders for the whole partnership, or for individual projects, share the responsibility of leadership through devolving this responsibility to partners or stakeholders. It could mean that the responsibility for chairing meetings is shared, or that there are joint leaders in the partnership. The choice of both chair and leader can send significant messages to stakeholders, depending on the selection process and it is therefore important to ensure an open and clearly defined process in electing partnership chairs. The chair is often expected to provide leadership, and in order to do this, must articulate the vision and purpose of the partnership, ensuring that activity is kept in line with its stated aims. Lines of accountability must be stated and reporting mechanisms made plain.

6: Further Issues

6.1. Finance
This can be a knotty question for partnerships, especially where there is no pooled budget or autonomous budget. Under these circumstances it is important to establish

- Who is the accountable body? Is it the partnership or the representative of the lead body?
- How and when are accounts reported to the partnership and its sub groups?
- How are financial decisions made?
- What existing financial commitments are there?
- Tax & VAT implications
- Insurance requirements

Immature partner relationships and lack of financial understanding are significant barriers to effective financial challenge. If you are responsible for the management of a partnership, or for setting one up, you should try to facilitate open discussions about finance at an early stage. For instance: what would the process for financial challenge within the partnership look like? How would the partnership facilitate pooled budgeting? (Pooled budgeting can enable joint projects within the
partnership, freeing resources to tackle previously difficult challenges). Financial challenge should be a central feature of partnership working, and it can often be hindered by insistence that the partnership itself has no money. Public sector partnerships often have no autonomous budget, but partners can represent significant resource input, especially the voluntary and community sector.

### 6.2 Information Sharing Protocols

Many partnerships report difficulties in information sharing and disclosure of partners’ data to the partnership. These are significant issues for the smooth running of the partnership and represent a major challenge for many. Sensitivities among partners in the sharing of data must be respected, particularly where this involves more vulnerable members of society or classified information. Open discussion about information and data sharing should take place at an early stage in partnership development and where possible, difficulties should be made explicit. The Data Protection Act states that there is a duty to handle data properly and confidentially at all times, regardless of the format it is in. Balloch and Taylor (Partnership Working Policy and Practice, 2001) recognise that there have been difficulties in partnership working where confidential, sensitive information should be shared, and that there are barriers to overcome in individual partnerships regarding this: “...in order to work effectively we’ve got to be able to pass information between partners” (LSP Police representative, p.237). An information sharing protocol may therefore be appropriate for your partnership, depending upon its purpose.

### 6.4 Handling complaints

Proper handling of complaints in partnership working is important for transparency and openness. An early response to all complaints is important for resolution, and to prevent escalation. The Local Government Ombudsman identifies good practice in drawing up a complaints protocol for partnerships:

- Make sure everyone is clear about accountability for various projects carried out by partners;
- There should be a clear statement about who is responsible for handling complaints and ensuring redress;
- Communicate effectively with those using the service.
- Have a clear timetable for complaint resolution. The recommended time for dealing with a complaint is 28 days, and
- Learn from complaints to improve performance and service.


### 7: Reviewing Success

#### 7.1 What is a successful partnership?

The Audit Commission in its paper “A fruitful partnership” identified what a successful partnership should expect to achieve:
- Aligning services more closely with users’ needs.
- Making better use of resources.
- Stimulating more creative approaches to problems.
- Influencing others.

Below is a checklist of the characteristics in a successful partnership. Use it to review the effectiveness of your partnership.

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clear, shared objectives</td>
<td>Overall agreement on the vision and purpose of the partnership</td>
</tr>
<tr>
<td>Commitment</td>
<td>All partners are prepared to work towards the aims of the partnership and accept the need for compromise and negotiation.</td>
</tr>
<tr>
<td>Clarity</td>
<td>All partners understand why they are there and their responsibilities to the partnership.</td>
</tr>
<tr>
<td>Trust</td>
<td>Reflected in members’ confidence in the partnership’s ability to succeed.</td>
</tr>
<tr>
<td>Strong Leadership</td>
<td>A Chair who has the respect of all partners and keeps the partnership working towards its aims.</td>
</tr>
<tr>
<td>Good Communication</td>
<td>Partnership is open and transparent to partners and other stakeholders</td>
</tr>
<tr>
<td>Identified resources</td>
<td>All partners understand their resource contribution.</td>
</tr>
</tbody>
</table>

“Coming together is a beginning; keeping together is progress; working together is success” (Henry Ford)
Partnership Working

Toolkit
Appendix 1. Partnership Forming – Diagnostic Tool

Use this self questioning tool to ensure that partnership working is the best way forward for your identified need issue or project.

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Will the issue, need or project being addressed by the partnership contribute to the WSCC Sustainable Community Strategy and County Strategy?</td>
<td>Go to question 2</td>
<td>If no, seek advice from the Policy Team and the FSR Implementation Team</td>
</tr>
<tr>
<td>2  Are there already existing, similar partnerships that could undertake this work? (Consult the County Council’s partnerships register)</td>
<td>If yes, reconsider setting up a new partnership and consult with the lead for the existing partnership or partnerships</td>
<td>Go to question 3.</td>
</tr>
<tr>
<td>3  Is this need, issue or project shared by other organisations?</td>
<td>Use partnership mapping guidance at appendix ....to help you get started.</td>
<td>If no, research other ways of working</td>
</tr>
<tr>
<td>4  Does the proposed partnership help WSCC deliver better services to customers?</td>
<td>If yes, ensure that the Policy Team, FSR Implementation Team and partnerships register are informed</td>
<td>Use performance management and measurement tool at appendix .....</td>
</tr>
</tbody>
</table>

If the partnership is viable, you must use the partnership registration form at appendix 5 and send it to the Policy unit, room..... County Hall.

Appendix 2. Partnership- Risk
<table>
<thead>
<tr>
<th>Identify your risks</th>
<th>Evaluate your risks</th>
<th>Treat your risks</th>
<th>Monitor &amp; Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Best done in groups – by those responsible for delivering the objectives</td>
<td>Combination of the probability of an event and its consequences</td>
<td>Concentrate on Top Risks: 10-15</td>
<td>Risk Registers: Baseline data to be prepared and monitored regularly. These should clearly indicate consequences, countermeasures and contingencies as well as the risk owner</td>
</tr>
<tr>
<td><strong>Risk:</strong> it’s the chance of something happening that will have an impact on objectives</td>
<td><strong>Impact x Likelihood</strong></td>
<td>• Can we reduce the likelihood?</td>
<td>Review Top Risks regularly as agenda item.</td>
</tr>
<tr>
<td>Event⇒Consequence⇒Impact</td>
<td></td>
<td>• Can we reduce the impact?</td>
<td>Report progress to senior management</td>
</tr>
<tr>
<td>Threats &amp; Opportunities</td>
<td></td>
<td>Can we change the consequences?</td>
<td></td>
</tr>
<tr>
<td>When:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Setting strategic aims</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Setting business objectives</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Early stages of project planning &amp; key stages</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Options appraisals</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Service improvement plans</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Categories can help:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic/Operational</td>
<td></td>
<td></td>
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<tr>
<td>Internal/External</td>
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<td></td>
</tr>
</tbody>
</table>

**Risk Management Framework Scorecard**
<table>
<thead>
<tr>
<th><strong>People</strong></th>
<th><strong>Level 1</strong></th>
<th><strong>Level 2</strong></th>
<th><strong>Level 3</strong></th>
<th><strong>Level 4</strong></th>
<th><strong>Level 5</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Are people equipped and supported to manage risk well</td>
<td>Key people are aware of the need to understand risk principles and increase capacity and competency in risk management techniques through appropriate training.</td>
<td>Suitable guidance is available and a training programme has been implemented to develop risk capability.</td>
<td>A core group of people have the skills and knowledge to manage risk effectively and implement the risk management framework.</td>
<td>People are encouraged and supported to take managed risks through innovations.</td>
<td>All staff are empowered to be responsible for risk management.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Staff are aware of key risks and responsibilities.</td>
<td>Regular training and clear communication of risk is in place.</td>
<td>The organisation has a good record of innovation and well-managed risk-taking.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Absence of a blame culture.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Processes</strong></th>
<th><strong>Level 1</strong></th>
<th><strong>Level 2</strong></th>
<th><strong>Level 3</strong></th>
<th><strong>Level 4</strong></th>
<th><strong>Level 5</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the organisation have effective risk management processes to support the business.</td>
<td>Some stand-alone risk processes have been identified and are being developed.</td>
<td>Risk management processes are being implemented and reported upon in key areas.</td>
<td>Risk management processes used to support key business processes.</td>
<td>A framework of risk management processes in place and used to support service delivery.</td>
<td>Management of risk and uncertainty is well-integrated with all key business processes and shown to be a key driver in business success.</td>
</tr>
<tr>
<td></td>
<td>The need for service continuity arrangements has been identified.</td>
<td>Service continuity arrangements are being developed in key areas.</td>
<td>Early warning indicators and lessons learned are reported.</td>
<td>Critical services supported through continuity plans.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Critical services supported through continuity plans.</td>
<td></td>
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<table>
<thead>
<tr>
<th><strong>Outcome</strong></th>
<th><strong>Level 1</strong></th>
<th><strong>Level 2</strong></th>
<th><strong>Level 3</strong></th>
<th><strong>Level 4</strong></th>
<th><strong>Level 5</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Does risk management contribute to achieving outcomes</td>
<td>No clear evidence of improved outcomes</td>
<td>Limited evidence that risk management is being effective in at least the most relevant areas.</td>
<td>Clear evidence that risk management is supporting the delivery of key outcomes in all relevant areas.</td>
<td>Very clear evidence of very significantly improved delivery of all relevant outcomes and showing positive and sustained improvement</td>
<td>Risk management arrangements clearly acting as a driver for change and linked to plans and planning cycles</td>
</tr>
</tbody>
</table>

**Appendix 4 - Exit Strategy**
Exit Strategy when planning your Partnership.

When planning a Partnership consideration is going to be given to its longevity and the relationship of its outcomes to any successor roles and responsibilities.

- What will this partnership look like in 5 or 4 or 3 years?
- What are the planned intentions of your organisation and where does your organisation expect to be in relation to this partnership in these timescales?
- When do you expect the work of the partnership as described at the beginning to complete?
- What is the funding time - is it limited?
- Are there any limitations to the commitment of any or all of the other partners’ time?
- How are the outcomes stated that clearly define the appropriate time to close down the partnership? (if there is no defined time period pre-stated)
- What is the future for the specific work of the partnership and/or new groupings or parties who will carry on the work of the partnership?
- Who owns the value that has been created by the partnership? E.g. intellectual capital, copyrights etc?
- How will any continuing risks/liabilities consequent to the work of the partnership be managed?
- How will any transference of ownership/ responsibilities/ liabilities be managed?
- How will lessons from the partnership (strategic, tactical and operational) be transferred to organisational learning?
- In the governance arrangements who is accountable/allocated to lead?

Exit Strategies may include:

- Access to new funds where existing funding are time limited, e.g. grants or self sustaining income lines.
- Transferring the work/outcome realisation to a new body/ organisation.
- Extraction of single or multiples of partners from the partnership, reforming and reconstituting the existing partnership
- Mergers and outsourcing.
- Closure of partnership

In doing this it is a good idea to:

- Include an exit strategy in the design of any new project.
- Use tangible and visible short-term objectives that build toward goals for departure.
- Engage stakeholders/communities in discussing impacts and planning exits/closure.
- Consider whether there are unplanned dependencies that have been built up
- Use care when choosing language and framing exit strategies.
## Appendix 5. Partnership Registration Form

### Partnership registration form

The partnership register is a central repository of all the partnerships the County Council is involved in or are maintained by us. It is our joint responsibility to make sure this information is up to date, and reflects an accurate picture of our commitments. You should complete this form whenever you enter into new partnership arrangements, whether these are statutory or voluntary arrangements.

If you have any queries about completing this form, please contact Sue Couchman, Policy Manager, extension 56600.

1. **Name of the partnership:**

<table>
<thead>
<tr>
<th>Name of the partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

2. **Name of relevant directorate**

<table>
<thead>
<tr>
<th>Name of relevant directorate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

3. **Name of relevant service unit (if applicable)**

<table>
<thead>
<tr>
<th>Name of relevant service unit</th>
</tr>
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<tbody>
<tr>
<td></td>
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</tbody>
</table>

4.
5. **Which section of the Sustainable Community Strategy does this partnership relate to?**

6. **What type of partnership is it?** (please tick)

   - Statutory
   - Strategic
   - Legal Partnership
   - Accountable body
   - Not for profit
   - Officer group
   - Other (please describe)

7. **Lead officer**
8. **Elected Member Representation** (please give details)

9. **Which other partners are involved?**

10. **Is there a funding commitment from WSCC and if so, what is it?**

11. **Is there a risk assessment for this partnership?** (please tick)

   - Yes  
   - No  
   When completed and by whom?
   When is this planned?

12. **What date is the review for this partnership?**
13. Signature 

<table>
<thead>
<tr>
<th>Lead officer</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Head of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

Thank you for completing this form. Please return via email to Sue Couchman sue.couchman@westsussex.gov.uk

**Appendix 5a**
West Sussex County Council

**Insurance Indemnity and Representation on Multi Agency Partnerships**

Must be completed for all partnerships

1. Name of partnership:

<table>
<thead>
<tr>
<th>Name of partnership</th>
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<tbody>
<tr>
<td></td>
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</table>

2. Address or location :

<table>
<thead>
<tr>
<th>Address or location</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
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</table>

3. WSCC lead representative contact name and position :

<table>
<thead>
<tr>
<th>WSCC lead representative</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
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</table>

4. Contact Tel. No. (Fax/E-mail) :

<table>
<thead>
<tr>
<th>Contact Tel. No.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

5. Names of other WSCC representatives (address/tel. no if not Councillors)

<table>
<thead>
<tr>
<th>Names of other WSCC representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

Appointed by : Cabinet member/

5a. Please confirm whether any of the WSCC representatives are Cabinet Members

<table>
<thead>
<tr>
<th>Please confirm</th>
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<tbody>
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<td></td>
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</table>

6. Purpose of the partnership (please tick against appropriate description ) :

<table>
<thead>
<tr>
<th>Purpose of the partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>(a) Statutory partnership</td>
</tr>
<tr>
<td>---------------------------</td>
</tr>
<tr>
<td>(e) Voluntary Partnership or officer group (if yes please confirm the bodies forming the partnership)</td>
</tr>
</tbody>
</table>

Registered Charity No. (if appropriate):

7. Role of elected member/employee (please tick as appropriate):

<table>
<thead>
<tr>
<th>(a) Trustee</th>
<th>(b) Board member</th>
</tr>
</thead>
<tbody>
<tr>
<td>(c) Member of management committee/board</td>
<td>(d) Other (please specify)</td>
</tr>
</tbody>
</table>

8. Please supply a copy of the governing instrument of your partnership.  
(N.B. This document may be a Memorandum and Articles of Association, a Trust Deed, or a constitution, depending on the organisation)
9. Please indicate whether the following categories of insurance are held by your partnership for the benefit of Board members etc.:

(a) Officers and Directors’ (or Trustees) Liability cover: YES / NO
(b) Third Party (Public Liability) cover: YES / NO

10. If answering YES to either of the questions in section 9 above, please confirm the name of the insurers, policy number, level of indemnity and expiry date of cover. Please enclose a summary of cover details wherever possible.

11. What annual financial contribution, if any, does the County Council make to your partnership currently? (enter/delete as appropriate):

£   NONE

12. Does the County Council have any contractual relationships with your partnership? (please give brief details):
I confirm that the information given in this questionnaire is correct to the best of my knowledge.

**SIGNED** (for the organisation)

**DATED**

Review Date:

Please return to the Policy Team, County Hall.
Appendix 6. Partnership Self Assessment Form

The County Council is involved in many different partnerships and we all have an obligation to ensure that these partnerships are working effectively and are giving added value to our customers and communities. The following form will help you assess how effective your partnership is and will help highlight any concerns which should then be addressed in an action plan.

This form should be completed for every partnership you are involved in. The completed form should be shared with your partnership and a copy sent to the Policy unit to be kept in the Central register.

A. Structure and Planning of your Partnership

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>Partly</th>
<th>Action to take:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Name of Partnership</td>
<td></td>
<td></td>
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<tr>
<td>2. Lead service involved</td>
<td>Finance</td>
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<td></td>
<td>Customers and Communities</td>
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<td></td>
<td>Business Change Directorate</td>
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<td></td>
<td>Chief Executive</td>
<td></td>
<td></td>
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<tr>
<td>3. What is the vision of the partnership?</td>
<td></td>
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</tr>
<tr>
<td>4. Is this vision compatible with the County Council’s Sustainable Community Strategy and Local Area Agreement?</td>
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<td></td>
</tr>
<tr>
<td>Question</td>
<td>Yes</td>
<td>No</td>
<td>Partly</td>
<td>Action to take:</td>
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<tr>
<td>-------------------------------------------------------------------------</td>
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<tr>
<td>5. Has the partnership developed objectives shared by all the partners?</td>
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<tr>
<td>6. Has the partnership developed an action plan?</td>
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<tr>
<td>7. Is there a governance structure for the partnership?</td>
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<tr>
<td>8. Are there terms of reference for the partnership?</td>
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<tr>
<td>9. Has the partnership developed an exit strategy?</td>
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<tr>
<td>10. Has the partnership allocated roles and responsibilities to the partners?</td>
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<tr>
<td>11. Does the partnership actively promoted equality and diversity?</td>
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<tr>
<td>12. Is the partnership aware of the wider context in which it operates and has clear links and relationships with other relevant partners? (See appendix: Delivery Chain Analysis)</td>
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<tr>
<td>13. Has your partnership developed a Complaints Procedure?</td>
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<tr>
<td>14. Has the partnership developed an information sharing protocol?</td>
<td></td>
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</tbody>
</table>

**B. Performance Management & Reporting**

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>Partly</th>
<th>Action to take:</th>
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</thead>
<tbody>
<tr>
<td>15. Has the partnership agreed a Performance Management framework?</td>
<td></td>
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<tr>
<td>16. Has the partnership agreed performance indicators?</td>
<td></td>
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<tr>
<td>17. Does the partnership have progress reporting procedures in place/ use Perform?</td>
<td></td>
<td></td>
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</tbody>
</table>
### C. Finance & Resources

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>Partly</th>
<th>Action to take:</th>
</tr>
</thead>
<tbody>
<tr>
<td>18. Has the partnership agreed the resources for any other partners to contribute?</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>19. Are there financial monitoring and reporting systems in place?</td>
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<tr>
<td>20. Does the partnership receive third party funding?</td>
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</tbody>
</table>

### D. Communication

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>Partly</th>
<th>Action to take:</th>
</tr>
</thead>
<tbody>
<tr>
<td>21. Are the partnership meetings well attended?</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>22. Are minutes of meetings circulated to all partners?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23. Are the achievements of the partnership advertised to the outside world?</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>24. Do you involve the community in the partnership?</td>
<td></td>
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<td></td>
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</tbody>
</table>

### E. Your Details

Name  
Service  
Date  
Date of next review
Appendix 7. Governance in partnerships

CIPFA (Chartered Institute of Public Finance and Accountancy) and SOLACE (Society of Local Authority Chief Executives) jointly produced a document called “Good governance in local authority partnerships”. The box below shows a summary of the benchmark produced in this document.

CIPFA/SOLACE benchmark

The following bullet points are taken from the CIPFA/SOLACE benchmarking document for good governance in local authorities. The generic features for good governance shown below are intended as a guide for organisations.

- Clear definition of the body’s purpose and desired outcomes
- Well-defined functions and responsibilities
- Appropriate corporate culture
- Transparent decision making
- Strong governance team
- Real accountability to stakeholders

When serving on outside bodies features to ask for are

- Articles of Association from the outside body
- Insurance arrangements and insurance updates

This work advanced the use of six features of good governance for local authority partnerships. (Insert here.

Getting governance right is absolutely crucial to partnership working. It is imperative that local authority governance arrangements ensure the best use is made of scarce public resources for the benefit of local people.

The Audit Commission have outlined seven governance questions for use in public sector partnerships. These are:

1. How much does your partnership focus on improving outcomes for local people? *This is about defining what the partnership is to achieve for local people and how it knows whether things are improving for residents. It also means how well the goals of the partnership take account of the needs and aspirations of local people, especially the more vulnerable members of society.*

2. How does the partnership board or steering group oversee the effective use of resources? This refers to both financial and human resources, and has regard to the reporting of use of these resources. *Joint commissioning features strongly in this question.*

3. What are the roles of the partners in delivering improvement? *In other words, do you have a mechanism by which the partnership board allocates responsibility for achieving the outcomes required?*

4. How does the partnership board effectively consult, engage with and involve key stakeholders? *This refers directly to our statutory duty to inform consult and involve. (LGPIH Act)*
5. How does the partnership board support local capacity building and capability development? *This is not normally something people associate with governance, but it is important that the partnership board is aware of and is actively developing or acquiring the skills needed to achieve its outcomes.*

6. How are good governance and the principles of public life demonstrated by the partnership board? *The principles of good conduct in public life refer to “selflessness, integrity, objectivity, accountability, openness, honesty and leadership” (p.7) This is of particular interest when partnerships develop sub groups and project groups. Ensuring that the principles of public life are demonstrated at all levels is the responsibility of the partnership board.*

7. How does the partnership board manage risks and exercise proper controls?

**Appendix 8.**

**Audit Commission whole systems model for partnership working**

The framework, published in the 2009 document “Working Better Together?” (p.18) demonstrates a model for partnerships which aims to balance the need for both hard and soft skills. It stresses what is called the “interconnectivity” between the different elements of partnership working. What it seeks to do is remind partners of the relationships between, (for example) the style of meetings, the means of providing performance information and the standards that ensure partners can trust the information. The model is based on the “7 S’s”, and these are divided into two sections: Hard and Soft. Systems, Standards and Steering are all hard aspects. Staff and Skills, Style and Synergies are all soft. The Sustainable Community Strategy is placed in the centre of the model, constituting the 7th “S”.

![Whole systems model diagram](image)

Steering the partnership may happen through an enabling board or steering group. The standards for the partnership would include regulation and protocol, whilst the systems within the partnership should guide local decision making. The Staff and Skills element includes the
leadership of the group, the culture and the development of professional relationships. The Style denotes ways of working, openness and transparency. Synergies refers to the ability of the partnership to work across boundaries, both inside and outside the partnership – how well and at what level would partners and the partnership connect to other individuals and organisations?

**Appendix 10. Delivery Chain Analysis (DCA)**

A delivery chain is a network of organisations working together to achieve improved outcomes. (Audit Commission Working Better Together page 2). A delivery chain analysis for a partnership should make explicit the links between its strategic objectives and front line service delivery, (also having regard to the strategic aims of the Sustainable Community strategy). Each delivery chain has 4 types of links.

1. **Single agency internal links.** This refers to internal systems and processes such as performance measurement, management and review.
2. **Contractual or regulatory links.** This focuses on how one part of the chain, or one individual partner, performs in relation to another. Such links are overseen by external institutions and agencies such as auditing and inspection.
3. **Common purpose links.** These are related to the purpose of the partnership, how it relates to the SCS or LAA. These links are strongly related to the duty to co-operate (LGPIH Act).
4. **Wider community links.** These relate to the relationships the partnership has with others, such as private sector partners and the voluntary and community sector, hard to reach groups and other organisations.

Delivery Chain Analysis is centred around 12 questions which are themselves rated against a RAG (Red, Amber, Green) system. The 12 questions are:

1. Is the outcome clearly defined?
2. Is the evidence base sufficiently robust?
3. Is there sufficient capacity, including resources to deliver?
4. Is there a shared partnership operational plan describing how services and interventions will be provided?
5. Are the objected supported by a funding strategy?
6. Do the various partners and levels within them communicate regularly using reliable information so that there is good co-ordination?
7. Are incentives and levers fit for purpose?
8. Are the risks to the delivery chain well managed?
9. Do performance management systems enable tracking of delivery?
10. Is there strong leadership that is accountable through clear governance structures at all levels of the delivery chain?
11. Are mechanisms in place for feedback and review supporting continuous learning?
12. Have systems to achieve efficiency been built into the delivery chain?

If you would like to run a delivery chain analysis workshop, full guidance and support is available through the Policy unit. If you wish to borrow the resources, please contact Sue Couchman on extn 56600.
Appendix 11. Structured Space

Structured Space

- This side of the paper contains the instructions for Structured Space.
- The concept of Structured Space is to give people the structures for finding out more about people in a partnership so that targets, resources and current issues can be openly discussed. It is also intended to highlight any assumptions.
- This exercise is divided into three sections:

Section 1.

a) At the top of your sheet of paper, write down your name, what you do for a job and where you work (i.e., in a co-located setting/on your own/with a team....). **Do not write any more than that.**

b) Choose someone you have either never met before or never worked with before, as your partner. (*When facilitating Structured Space, there can be more than one iteration of the exercise. Up to three iterations seems to work well!*)

Section 2.

When you have chosen who to work with, swap papers with your partner. Given the small amount of information you have, (positives, negatives, rewards, frustrations) fill in your colleagues’ paper to the best of your ability. If you don’t know for sure – just guess what the positives, negatives, rewards and frustrations might be for that person.

Section 3.

When you are ready, share this information with your partner. Is this information accurate? If not, discuss why. Be prepared comment on your colleagues’ answers in a plenary session.

Structured Space Template

Name........................................................................................................

Job............................................................................................................
Where you work (what sort of office – i.e., open plan, co-located, public office, private office etc)

Positives about my job

Negatives about my job

Frustrations about my job

Rewards from my job

Appendix 12. SMART objectives

Smart is an acronym for a framework to set objectives, first coined by management thinker, Peter Drucker in 1954. It has been widely used in marketing ever since, and is often quoted as the starting point for any marketing plan. The acronym stands for
Specific
Measurable
Achievable
Relevant
Timebound

Making your objective specific involves stating precisely what the objective is. “making my area a better place to live” is not a smart objective. An example of a SMART objective would be “Improving the achievement of business plan target number 1 (state what ever that target might be) by 30% during the year 2009/10”. It is specific, measurable, is assumed to be achievable, it is relevant to the project and it is timebound. Use quantifiable means of stating these objectives. The “measurable” part of the acronym is just as important as the other areas. Another example of a SMART objective is “To improve the street scene area of (a town) by tackling and removing graffiti within 24 hours through the special reporting line (number).”

The “Achievable” part of the acronym is to some extent an estimate, but needs to feature in the objective as strongly as the other elements.
Appendix 13, Partnerships List

GOSE Climate Change Indicators Network
Sussex Environment Partnership

WSx Environment, Access/Transport Strategy?

Area Environment Group
Inter-Authority Waste Group
Manhood Peninsular Partnership
WSx Alliance Highways & Transport
WSx Arts Partnership
Community Involvement Group
Community Rail Partnership
Tidal Arun Strategy Steering Group
Quality Bus Partnerships
WSx Arts Development Group
S. Downs Joint Ctte Officers' Liaison Meeting
Accessible Transport Forum

Adults' Wellbeing Partnership
Voluntary Sector Compact
Access to Healthcare

WSx Arts Development Group
WSx Alliance Highways & Transport
WSx Arts Partnership

WSx Alliance Highways & Transport
Community Rail Partnership
S. Downs Joint Ctte Officers' Liaison Meeting
Accessible Transport Forum

WSx Arts Development Group
WSx Arts Partnership

WSx Arts Partnership

Community Safety Partnership

West Sussex PSB
West Sussex Strategic Partnership

Joint Commissioning Board

West Sussex PSB
West Sussex Strategic Partnership

Crime & Disorder Reduction Partnerships

Community Safety Partnership

West Sx Harm Reduction Strategic Board

Sustainable Development

WestSussex Environment, Access/Transport Strategy?

Region Environmental Protection Advisory Group
Regional Flood Defence Committee
Catchments Flood Mgt Plans Stakeholder Group
Sx Sustainability Group
WSx Sustainability
Climate SE Communities Sector Group
Climate SE Executive
Home Energy Conservation Act
Greening Campaign

Home composting

WSx Environment, Access/Transport Strategy?

Regional Environmental Protection Advisory Group
Regional Flood Defence Committee
Catchments Flood Mgt Plans Stakeholder Group
Sx Sustainability Group
WSx Sustainability
Climate SE Communities Sector Group
Climate SE Executive
Home Energy Conservation Act
Greening Campaign

Home composting

WestSussex Environment, Access/Transport Strategy?

Regional Environmental Protection Advisory Group
Regional Flood Defence Committee
Catchments Flood Mgt Plans Stakeholder Group
Sx Sustainability Group
WSx Sustainability
Climate SE Communities Sector Group
Climate SE Executive
Home Energy Conservation Act
Greening Campaign

Home composting

WestSussex Environment, Access/Transport Strategy?

Regional Environmental Protection Advisory Group
Regional Flood Defence Committee
Catchments Flood Mgt Plans Stakeholder Group
Sx Sustainability Group
WSx Sustainability
Climate SE Communities Sector Group
Climate SE Executive
Home Energy Conservation Act
Greening Campaign

Home composting

WestSussex Environment, Access/Transport Strategy?

Regional Environmental Protection Advisory Group
Regional Flood Defence Committee
Catchments Flood Mgt Plans Stakeholder Group
Sx Sustainability Group
WSx Sustainability
Climate SE Communities Sector Group
Climate SE Executive
Home Energy Conservation Act
Greening Campaign

Home composting

WestSussex Environment, Access/Transport Strategy?

Regional Environmental Protection Advisory Group
Regional Flood Defence Committee
Catchments Flood Mgt Plans Stakeholder Group
Sx Sustainability Group
WSx Sustainability
Climate SE Communities Sector Group
Climate SE Executive
Home Energy Conservation Act
Greening Campaign

Home composting

WestSussex Environment, Access/Transport Strategy?

Regional Environmental Protection Advisory Group
Regional Flood Defence Committee
Catchments Flood Mgt Plans Stakeholder Group
Sx Sustainability Group
WSx Sustainability
Climate SE Communities Sector Group
Climate SE Executive
Home Energy Conservation Act
Greening Campaign

Home composting

WestSussex Environment, Access/Transport Strategy?

Regional Environmental Protection Advisory Group
Regional Flood Defence Committee
Catchments Flood Mgt Plans Stakeholder Group
Sx Sustainability Group
WSx Sustainability
Climate SE Communities Sector Group
Climate SE Executive
Home Energy Conservation Act
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Appendix 14. Network leadership

Network leadership is more than the ability to devolve responsibility and “share” leadership in a group.

The six characteristics of network leadership

1. Network leaders lead from the outside in. (Starting with the deepest needs of their customers, then working back to configure the organisation, resources and capacities required to meet those needs)

2. Network leaders mobilise disparate supplies of energy. (A decisive plan of action and a firm vision could militate against the developments of an unpredictable world, especially when knowledge about how best to improve performance could lay in the tacit and explicit knowledge of front line staff)

3. Network leaders foster trust and empower others to act. (“The first assumption is that consensus is necessary by all before any partnership can act collaboratively…. We talk as though agreement is a precondition for action. It isn’t, but sufficient trust is.” Danny Chesterman, study on leadership in local multi agency partnerships)

4. Network leaders help people grow out of their comfort zones. (Network leadership would not be necessary if the organisational silos in which we find ourselves were not so attractive. There is a strong correlation here with our traditional performance management and reward systems which pat us on the back for doing so well in our silos).
5. Network leaders are lead learners not all-knowers. (The original meaning of authority, according to Fritjof Capra is not the power to command, but a firm basis for knowing and acting)

6. Network leaders nurture other leaders. (Network leaders understand that most systems are too complex and unpredictable to be controlled from the top-down. “The great leader is the one the people say “we did it ourselves”)

Network leaders should preserve trust. Trust is what most networks depend upon where leadership is no longer appropriate in the form of a “saviour”. Devolved leadership, network leadership has to be predicated on trust. Trusting emergent leadership not to betray the ability of a partnership to collaborate effectively is the currency of collaborative working.

**Acknowledgments & References**

**Useful Websites**

www.idea.gov.uk

www.ourpartnership.org.uk

www.lgpartnerships.com

www.partnerships.org.uk
In developing this guidance the council has referenced the work of other local authorities and partnerships that have already completed work in this area:

- Northamptonshire County Council
- Cumbria County Council
- West Sussex County Council
- Bournemouth Borough Council
- Carrick District Council
- Chichester District Council

Special thanks to Amy Loaring of Chichester District Council.
If you need more advice/ guidance on how to set up and run your partnership please contact

The Policy Team
County Hall
Chichester
01243 756600
extn 56600

If you need guidance on risk and insurance queries for partnerships, please contact the risk management team (WSCC)
Customer Focus Appraisals (CFAs)

WSCC believes that our services will be delivered better if we listen and respond to the needs of all our customers.

The Customer Focus Appraisal (CFA) process will help anyone who is planning for change. It encourages you to stop and consider the potential impacts of your proposal* on customers.

**Why do a Customer Focus Appraisal?**

A CFA will help you assess whether you have:

- Listened to your customers
- Considered diverse needs of customers
- Adapted your plans in response to customer needs
- Provided clear rationale for decisions
- Met legal requirements around equality issues

**Do I have to do a CFA?**

Council Members and the Chief Executive Board of WSCC require you to do a CFA if your proposal is:

1. In the Forward Plan
2. A new policy or strategy going through the Policy and Performance Group
3. A Change Plan project
4. Employment Policy
5. Procurement – currently above £500,000

This is a legal imperative and should not be ignored.

If your proposal is not included in any of these areas, you may still wish to use the CFA process to help you think about whether you have fully understood the needs of customers within your planning process.

**How do I do a CFA?**

If your proposal is included in 1 to 5 above you need to complete the CFA Form attached and send it to cfa.adviser@westsussex.gov.uk. CFA Advisers will then assess your form and you will receive an email within five working days letting you know how to progress. If you need a response sooner please include “Urgent” in the email title and provide a brief explanation. The two potential responses from CFA Advisers are outlined overleaf.

*Please Note: For the purposes of this form we will refer to your proposal/policy/project as proposal*
# What support is available to you?

<table>
<thead>
<tr>
<th>CFA Status</th>
<th>Why?</th>
<th>Action Required?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 CFA complete</td>
<td>Your proposal may have significant impact on customer groups but has already taken full consideration of potential issues and has evidenced this work clearly. Or Your proposal will have low impact, or no impact on customer groups and you have evidenced this clearly.</td>
<td>We will sign off your CFA and publish it on WSCC’s public facing database.</td>
</tr>
<tr>
<td>2 CFA incomplete</td>
<td>Your proposal may have significant impact on customer groups and does not yet provide clear evidence that these impacts have been considered or understood.</td>
<td>We will contact you with a set of clear recommendations about what is missing and how to complete your CFA.</td>
</tr>
</tbody>
</table>

**CFA Advisers:**

If you need advice please call:

- David Smith 01243 382110
- Liz Markus 01243 777914

Or you can email us on:

- cfa.adviser@westsussex.gov.uk

Or you can visit our website at:

CFA Process

- CFA Form to CFA Adviser
- CFA is Complete
- CFA needs further consideration
  - Potential scrutiny from internal/external experts
  - CFA Advice & toolkit sent to Manager
  - Actions taken in response to CFA Advice
  - Final CFA completed and submitted to CFA Advisers
  - CFA signed off
  - Publication
1. Please outline your proposal

The overarching customer proposition is "With you, For You" and this is a key partnership statement by the County Council. We cannot achieve the Members' vision for the County if we work alone and must therefore jointly deliver services to improve the lives of our customers and communities". The production of a partnerships policy is important to the County Council in formalising our commitment to partnership and ensuring that we have a corporate, multilateral approach to partnership working, for customers and for officers and Members of the County Council. The Policy and Resources Task Force on Multi Agency Working have recommended this document, and as part of our risk management responsibilities we need to limit our liabilities for engagement with partnerships. Internal customers have indicated that this will be welcome, especially those from Corporate Risk Management. Benefits derived from an agreed approach to partnership working will be the inclusion of the "value" to both customer and community which partners derive from working together. Information from elected Members, via the Multi-tier partnership working task force, identified some areas for development in our partnership arrangements with District and Borough colleagues, and this is a key requirement under national policy that the different tiers of local government should work together better for the delivery of high quality outcomes for customers. The aims include adoption of the Policy by elected members, and the outcomes are the production of guidance for partnership working and a toolkit (drafted with partners and customers, May 2009), the policy, related training courses, communication and promotion. The main outcome will be a change of operational practice in our approach to partnership working for County Council staff and Members, in line with expectations from partners and customers expressed in the consultation exercise. This consultation (see attached) has show a number of areas for development and these will be addressed through the Policy. For information, the Members' Task Force defined partnership for WSCC as

"An agreement between two or more independent bodies to work together to achieve common objectives that result in making better use of resources and providing better services to the community” WSCC Select Committee Task Force on Multi-Tier Partnership Working, 2009.

This definition is the one which will be used within this document and the one which should be used by staff and elected Members.

Include the main aims and anticipated outcomes.

2. What places or geographical areas will be affected?
This policy will affect our governance arrangements for partnership working across the County Council, and our corporate approach to engaging with partners. This is therefore an internal and external change which will affect the way we work with partners at all levels and in all geographical areas within the county.

e.g. West Sussex / specific districts / wards / towns / specific buildings.

3. Who are your customers?

Users of the policy: Members and officers of the County Council; District, Borough, Parish and Town Councils; Voluntary and Community Sector;

Customers of WSCC: vulnerable people and hard to reach groups; citizens of West Sussex, including adults and children; Inspectorate partners, statutory partners.

Non-users: these are largely some of our internal customers such as officers and members of WSCC, and external customers. This policy will be a new initiative for the County Council which will require information dissemination.

People we would like to attract: all non users, other local authorities seeking to implement a similar policy

Main customer groups, including current non-users you would like to attract.

4. Can you provide evidence showing what your customers think about this proposal?

There is direct evidence (see attached) from customers to show what they think about this proposal. Partners and customers were consulted during April and May 2009. Best practice in the field refers to "Good communication between partners and those they work with and seek to help" (Policy and Resources Task Force on Multi Agency partnership working report March 2009, page 9). Ensuring that customers were engaged in the development of the policy was important at each stage. Engagement with the third sector has highlighted the need for a coordinated approach, and the promotion and dissemination of good practice in the field is a requirement under the terms of the Compact which states in it's agreement section "identify, develop and promote good practice when working in partnership". Please also see references below for background information on best practice.

www.idea.gov.uk

www.ourpartnership.org.uk

www.lgpartnerships.com

www.partnerships.org.uk
Background documents:

- Managing Partnerships (2002) Bristol Cultural Development Partnership
- Effective Partnership Working (2002) HM Treasury
- Financial Benefits to Working in Partnership at the Coast (Defra 2008)
- Success Factors in partnership working (Geddes, Davies and Fuller, Warwick Business School 2007)
- Balloch and Taylor (Partnership Working Policy and Practice, 2001)

The requirement for a corporate policy was also a political decision by WSCC elected Members in response to the internal audit report referred to earlier, and the comments of partners about the quality of partnership working. It is also necessary to have a policy document in place to underpin our partnership strategies and activity ahead of any inspection processes during 2009. Inspection by the Audit Commission is based on the Area Assessment and the Organisational Assessment for the Comprehensive Area Assessment (CAA). The quality of partnership working is referred to at length in the Area Assessment. The Improvement and Development Agency (I&DeA) has launched a protocol for "locality self evaluation" which is part of the Inspection process, on which the assessment of partnership working is an element. Most of our local authority partners have partnership policies in place, including the Fire and Rescue Service, District and Borough councils, (notably Chichester, Adur, Mid Sussex. Their documents have been circulated to partner authorities) councils, and statutory partners. Partnership working is an area of increasing importance for the delivery of quality services to our customers and communities and a co-ordinated approach would be welcomed by internal users through reference to a written policy. The Fire and Rescue Service have developed their own approach in the absence of a corporate Policy. A proliferation of partnership working protocols must be avoided in the
interests of consistency. Elected Members have highlighted the need for a Policy to support our work in partnerships, which was emphasised through an internal audit report undertaken during 2008.

Sources of customer feedback are anecdotal and undertaken during consultation exercises for the Children and Young People's Plan. These included statutory and voluntary partners; Primary and secondary Head teachers of schools, District and Borough Partners, voluntary and community sectors partners, elderly people and young people. A short interview was undertaken with these partners to establish need, and to follow the guidelines for best practice (I&DeA partnership practice database). The data collected is qualitative. Partners and customers expressed the need

1. for greater communication about partnership approaches from the County Council,
2. greater inclusion,
3. more openness and transparency
4. less domination
5. Practical advice about partnership working

Please let us know what data sources you have already used to help you understand customer needs (qualitative/quantitative). Give detail of any research* and engagement activities you completed and the dates they were carried out, and any future planned activity. Please attach supporting documents where needed.

*Date of Research Governance Approval: 1st June 2007

5. From this evidence:

5a What have you learnt from understanding your customers?

1. That guidance and support are urgently required in setting up, governing and undertaking partnership work.
2. That the framework for partnership working must be in place as the support mechanism by which we undertake partner activities and establish value for money for our customers.
3. That the County Council is sometimes seen as overly controlling in its partnerships (see customer feedback)
4. That partners would like to feel that they are equal partners
5. There is a lack of trust about the County Council's commitment to partnership

The Audit Commission refer to successful partnerships and what they are expected to achieve:
• Aligning services more closely with users’ needs.
• Making better use of resources.
• Stimulating more creative approaches to problems.
• Influencing others.
(Audit Commission: "a Fruitful Partnership" 2009)
The Policy ensures that these issues are addressed, and that learning from customer feedback is used to align our policy direction toward the benchmark referred to above from the Audit Commission.

5b Are there any customers who are negatively affected by your proposal?

None have been identified yet.

5c Are there any customers who are positively affected by your proposal?

Indications are that all customers will be positively affected by this proposal. The Policy Unit will continue to consult and refer about the Policy to ensure relevance and value for money.

Please use the table overleaf to help prompt your thinking for this question.

WSCC wants to understand customer needs and tailor services to fit those needs wherever possible. We also have a legal obligation to provide evidence that we have considered the needs of the following equality groups. The groups are not mutually exclusive and are intended to help prompt your own thinking.

<table>
<thead>
<tr>
<th>Diverse Communities.</th>
<th>For example</th>
<th>Impact?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
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</tr>
<tr>
<td>Women</td>
<td>Positive Impact</td>
<td></td>
</tr>
<tr>
<td>Trans People</td>
<td>Positive Impact</td>
<td></td>
</tr>
<tr>
<td>Sexual Orientation</td>
<td></td>
<td></td>
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<tr>
<td>Lesbian Women</td>
<td>Positive Impact</td>
<td></td>
</tr>
<tr>
<td>Gay Men</td>
<td>Positive Impact</td>
<td></td>
</tr>
<tr>
<td>Bisexual</td>
<td>Positive Impact</td>
<td></td>
</tr>
<tr>
<td>Black and Minority Ethnic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asian / Asian British</td>
<td>Positive Impact</td>
<td></td>
</tr>
<tr>
<td>Black / Black British</td>
<td>Positive Impact</td>
<td></td>
</tr>
<tr>
<td>Mixed Race</td>
<td>Positive Impact</td>
<td></td>
</tr>
<tr>
<td>Irish</td>
<td>Positive Impact</td>
<td></td>
</tr>
<tr>
<td>Gypsies &amp; Travelers</td>
<td>Positive Impact</td>
<td></td>
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<tr>
<td>---------------------</td>
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<td></td>
</tr>
<tr>
<td>Chinese</td>
<td>Positive Impact</td>
<td></td>
</tr>
<tr>
<td>Migrant Groups</td>
<td>Positive Impact</td>
<td></td>
</tr>
<tr>
<td>Refugees/Asylum</td>
<td>Positive Impact</td>
<td></td>
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<tr>
<td>Physical Impairment</td>
<td>Positive Impact</td>
<td></td>
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<tr>
<td>Sensory Impairment</td>
<td>Positive Impact</td>
<td></td>
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<tr>
<td>Mental Health</td>
<td>Positive Impact</td>
<td></td>
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<tr>
<td>Learning Difficulties</td>
<td>Positive Impact</td>
<td></td>
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<tr>
<td>Long Term Health</td>
<td>Positive Impact</td>
<td></td>
</tr>
<tr>
<td>Aged 0 to 17</td>
<td>Positive Impact</td>
<td></td>
</tr>
<tr>
<td>Aged 18 to 25</td>
<td>Positive Impact</td>
<td></td>
</tr>
<tr>
<td>Aged 50 to 80</td>
<td>Positive Impact</td>
<td></td>
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<tr>
<td>Aged 80+</td>
<td>Positive Impact</td>
<td></td>
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<tr>
<td>Religion or Belief</td>
<td>Positive Impact</td>
<td></td>
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<tr>
<td>Carers</td>
<td>Positive Impact</td>
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<tr>
<td>Rural</td>
<td>Positive Impact</td>
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<tr>
<td>Urban</td>
<td>Positive Impact</td>
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<tr>
<td>Unemployed</td>
<td>Positive Impact</td>
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<tr>
<td>Homeless</td>
<td>Positive Impact</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>Please Select</td>
<td></td>
</tr>
</tbody>
</table>

6. From these findings are you going to make any changes to your proposal?

If Yes:
What are they?

The findings from customer feedback showed that a toolkit approach would be helpful and supportive for internal customers, and that more would be needed to ensure inclusion and openness with regard to external customers. Specific feedback from customers about the County Council's perceived controlling behaviour in partnerships, it's low trust rating and lack of clarity are significant issues, some of which must be addressed over time. Trust takes time to develop and involves personal and professional integrity. Research in this area (Couchman 2007 Trust as a Key Determinant.....) shows that trust is enhanced by repeated delivery on promises and commitments. It will take time to establish trust and the policy seeks to enable this through a co-ordinated and supportive approach. A training and development programme has been initiated to address the issue of behaviour in partnership working, and these courses are run four times every year for those involved in partnership working and are available through Corporate Learning and Development.
If No:
Why not (i.e. costs)?
The partnership registration form included in the Guidance and Toolkit for partnership working requires a definition of purpose in the partnership and whom the partnership seeks to serve. A reference group is recommended from this source in order to inform the development of the partnership. The policy is intended to be inclusive in order to demonstrate commitment to equality and diversity. It has therefore been written with a view to ensuring that equality and diversity issues are central to the work.

Please provide full details explaining why you are or are not making any changes to your proposal. Please use the Action Plan summary overleaf to record any action plans needed to deliver these changes.

7. How will you monitor to make sure your proposal continues to meet the needs of customers?

Monitoring and evaluation will be undertaken with the performance unit as this policy is part of a wider strategy for strengthening our approach to partnership working in the Authority, and in response to Members recommendation for an annual review of selected partnerships. We will involve partners who helped develop the policy and customers where appropriate. Monitoring of our performance against the requirements of the inspection process is wide-ranging and robust, but the partnership working activity for the whole authority will be monitored through a developing governance and accountability framework to be produced through the Policy Unit. Of particular importance will be the "value for money" element to partnership working for the Authority. Monitoring and evaluation are also part of the formal inspection process for partnership working and the structure of the assessment is organisational and societal, considering both quantititative and qualitative elements. Evidence from customer feedback will be used to inform the approach to evaluation and to undertake any modifications to the Policy and the development process.

Please consider what factors you will monitor (both qualitative and quantitative) to ensure that you track and respond to the needs of your customers.

Senior Management sign off

<table>
<thead>
<tr>
<th>Signature</th>
<th>Date</th>
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</table>

**Action Plans**

Please use the form overleaf to record your action plans. Refer back to questions 6 & 7 of your form and summarise what actions you will be taking to respond to issues raised within the Customer Focus Appraisal.

**Thank you.**

Please submit your CFA form to cfa.adviser@westsussex.gov.uk

CFA Advisers will now assess your form and you will receive an email within five working days letting you know how to progress. If you need a response sooner please include “Urgent” in the email title and provide a brief explanation.
# ACTION PLAN SUMMARY

On this sheet, please refer back to questions 6 & 7 of your form and summarise what actions you will be taking to respond to issues raised within the Customer Focus Appraisal.

<table>
<thead>
<tr>
<th>Action</th>
<th>Details</th>
<th>CFA ref no:</th>
<th>Office use</th>
</tr>
</thead>
<tbody>
<tr>
<td>No.</td>
<td></td>
<td>Person Responsible</td>
<td>By When?</td>
</tr>
<tr>
<td>1</td>
<td>The Guidance and Toolkit should be informed by the creation of a reference group of internal and external customers to which we can refer to gain insight into customer needs</td>
<td>Sue Couchman</td>
<td>End August 2009</td>
</tr>
<tr>
<td>2</td>
<td>Continue to refer to partner agencies, such as District and Borough Councils, the Health Service, Police etc, (through LSP contacts) to find ways to develop and expand the use of the Guidance and Toolkit and the policy outside the County Council</td>
<td>Sue Couchman</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Nikki Gibbins</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Use contacts in Third Sector partnerships to involve other customers in the development of the policy and the Guidance and Toolkit</td>
<td>Sue Couchman</td>
<td>From September 2009</td>
</tr>
<tr>
<td>4</td>
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<td></td>
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<tr>
<td>9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Where we are now</td>
<td>Where we want to be</td>
<td>How we get there</td>
<td></td>
</tr>
<tr>
<td>------------------</td>
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</tr>
</tbody>
</table>
| ▪ Terms of reference in place for most partnerships.  
▪ Purpose usually clear  
▪ Some lines of accountability in existence – not universal  
▪ Little risk assessment and management of partnerships  
▪ Insurance indemnity clarification required | Six key principles for governance in public sector authorities (CIPFA/SOLACE)  
1. Clear definition of the partnership’s purpose and desired outcomes  
2. Well-defined functions and responsibilities  
3. Appropriate corporate culture  
4. Transparent decision making  
5. Strong governance team  
6. Real accountability to stakeholders | 1. Use communications strategy for applying partnership guidance and toolkit to establish governance structures - ongoing  
2. Use partnership registration form to record partnership purpose centrally - ongoing  
3. Initiate guidance on establishing lines of accountability through guidance and toolkit for partnerships – end Sept 09  
4. Ensure insurance liability and legal framework questionnaire completed for all partnerships, new and existing - ongoing  
5. Risk assessment and management tool to be included in guidance and toolkit for use in partnerships. End Sept 09  
6. Establish guidelines for public accountability (liaise with CLCs) to include in guidance and toolkit – To be developed with Richard Perry/Sue Hawker |

**Gaps:**
- Must ensure protection for public liability and insurance indemnity in place
- Need to establish guidelines for public accountability and engagement
- Need to establish programme of learning and development for Members and officers
- Need to establish guidelines for clarity around roles and responsibilities

**WSCC Annual Governance Statement Framework is based on 6 principles:**

1. Identifying and communicating the County Council’s vision and purpose  
2. Members and officers – purpose, roles and responsibilities  
3. Values of Good Governance and Standards of Behaviour  
4. Decision making, Scrutiny and Managing Risk  
5. Developing Capacity and Capability of Officers and
| Members – **Learning and Development**  
6. Engaging with local communities and others to ensure public accountability – **community engagement** | for End Sept 09  
7. Devise learning and development to add to existing partnership training for Members and officers on partnership governance. Ongoing. (Through CLD/Member Development focus Group/Member Development Services/ possible inclusion of district and borough colleagues) |
| --- | --- |
| - Must ensure protection for public liability and insurance indemnity in place  
- Need to establish guidelines for public accountability and engagement  
- Need to establish programme of learning and development for Members and officers  
- Need to establish guidelines for clarity around roles and responsibilities |