



PARTNERSHIP TOOLKIT

SUMMARY

- 1.1 This report highlights the progress made in implementing the Partnership Toolkit, against all high and medium risk partnerships listed on the Partnership Register.
- 1.2 Work is continuing with departments to review governance arrangements. Partnership lead officers were asked to supply evidence of a business case and agreement as outlined in **Appendix 2**, against these priority partnerships.
- 1.3 In the course of rolling out the Toolkit there have been several updates made to the Partnership Register, the latest version of the Register is shown in **Appendix 3**.

RECOMMENDATIONS

- 2.1 To note the updated Partnership Register and progress in implementing the Partnership Toolkit.
- 2.2 To note that a further report will be presented to Audit and Accounts in December 2011.

REASONS FOR RECOMMENDATIONS

- 3.1 The Partnership Register and Toolkit will address the issues which were identified by an Internal Audit review of partnership governance. The Toolkit provides a best practice guideline for partnership working and will allow for a consistent approach to governing partnerships, including the approval of business cases and the establishment of formal partnership agreements.
- 3.2 It was agreed at the Audit and Accounts Committee meeting in March 2011 that a progress report would be brought back to the September meeting.

SUPPORTING INFORMATION

4 Partnership Register

- 4.1 The Partnership Register was sent to all departments in November 2010. Service Directors were asked to check the register for completeness, accuracy and relevance in line with the partnership definition contained within the Partnership Toolkit.
- 4.2 Following the roll out of the Partnership Toolkit to departments the Partnership Register has been updated. This has slightly reduced the overall number of partnerships listed from 35 to 29, with 5 of the 29 being high priority and 7 classed as medium risk. The reduction is in the main due to a change of status or review against the definition included in the Toolkit. Those partnerships removed from the Register are...
- Concessionary Fares Partnership.
 - Children and Adolescent Mental Health Partnership.
 - Cycle Derby.
 - Library Joint Arrangements (with Derbyshire County Council).
 - Teenage Pregnancy Commissioning Board.
 - Aiming High for Disabled Children.
- 4.3 There are several other partnerships which may be removed from the Register but confirmation is currently awaited, these are...
- Supporting People Board.
 - Derby Carers Partnership Strategy Board.
- 4.4 Clarification is being sought as to whether these will be covered through the governance arrangements of the new Health and Well-being Outcome Board (part of City and Neighbourhood Partnerships).

5 Partnership Toolkit

- 5.1 Implementation of the Partnership Toolkit commenced in March 2011. Lead Officers for all partnerships listed on the Register were asked to complete the business case and partnership agreement templates from the Toolkit or provide evidence already in existence that addressed the sections covered in the templates. This exercise has taken longer than expected but has resulted in the re-definition of a number of 'partnerships' as highlighted above.

- 5.2 Lead officers were informed that support would be available when completing the Toolkit requirements from the Performance and Improvement Team and from Change Champions within their directorates who offered to assist in the process. Work with departments to provide evidence of business cases and agreements will continue until the end of November 2011.

6 Next Steps

- 6.1 Going forward there is a need for directorates to own their partnerships and make sure that, as highlighted through the Toolkit, good practice is applied in relation to governance of the partnerships.
- 6.2 As a result of discussions with the Compact and the implementation of the Partnership Toolkit across departments the Performance and Improvement Team will review the Toolkit in the autumn to make the document more streamlined and user-friendly. An updated version of the document is planned for January 2012.

OTHER OPTIONS CONSIDERED

- 7.1 No other options have been considered.

This report has been approved by the following officers:

Legal officer Financial officer Human Resources officer Service Director(s) Other(s)	Olu Idowu, Head of Legal Service - General Martyn Marples, Director of Finance and Procurement Gordon Stirling, Director of Strategic Services and Transformation Heather Greenan, Head of Performance and Improvement Richard Boneham, Head of Governance and Assurance
---	--

For more information contact: Background papers: List of appendices:	Alison Eldam 01332 643464 alison.eldam@derby.gov.uk None Appendix 1 – Implications Appendix 2 – Business Case and Partnership Agreement Templates Appendix 3 - Partnership Register
---	--

IMPLICATIONS

Financial and value for money

- 1.1 The Partnership Toolkit will ensure that funding and value for money arrangements are considered when creating, reviewing and exiting partnerships.

Legal

- 2.1 The Partnership Toolkit will ensure that legal implications are considered when creating, reviewing and exiting partnerships.

Personnel

- 3.1 The Partnership Toolkit will ensure that personnel implications are considered when creating, reviewing and exiting partnerships.

Equalities Impact

- 4.1 The Partnership Toolkit will ensure that equality implications are considered when creating, reviewing and exiting partnerships.

Health and Safety

- 5.1 No issues noted.

Environmental Sustainability

- 6.1 No issues noted.

Risk Management

- 7.1 The Partnership Toolkit will ensure risks are considered at each stage of the partnership life cycle.

Corporate objectives and priorities for change

- 8.1 The Partnership Toolkit will assist in demonstrating how partnerships support the Council's objectives in the Council Plan (and wider Derby Plan).

Partnership Business Case

This template should be completed if there is a business case for setting up or joining an existing partnership.

Partnership Business Case	
Name of Partnership:	
Nature of the business case	
This is concerned with: <ul style="list-style-type: none"> • Setting up a partnership • Joining an existing partnership • Reviewing an existing partnership 	
Reasons for the partnership	
What are the key aims and objectives of the partnership?	
How do these fit in with the strategic outcomes of the... <ul style="list-style-type: none"> • Derby Plan • Council Plan • Other Council plans 	
Which of the Partnership Vision ambitions does / will the Partnership support?	
Has an options appraisal been carried out?	
Partnership Structure	
Lead Council officer:	
Member representation:	
Partnership size:	
Partnership type (strategic, statutory, etc)	
Which other organisations will be represented on the partnership?	
Are there any links to other partnerships?	

Governance Arrangements	
To whom is the partnership accountable?	
What is the role of the Council? (for example, lead agency, silent partner)	
Does the partnership have a Terms of Reference or an Agreement already in place (Appendix 3)?	
What is the life span of the partnership?	
Is an exit strategy in place? What is the exit strategy? (see paragraph 19, page 20 for further details)	
Is there a form of Partnership Agreement that can be used? If not, see Appendix 3	
Legal Arrangements	
What legal status will the partnership have? For example, Will it become formally incorporated or remain as an unincorporated body?	
Risk assessment	
Attach a completed risk assessment of the partnership. (Appendix 9)	
Attach a completed Equality Impact Needs Assessment for the partnership. Details on undertaking an assessment can be found by clicking here	
Performance Management and Monitoring	
Will the partnership report performance and progress to the Council? If yes, how often?	
Excellence and efficiency	
Give examples of how the partnership will deliver:	
Value for Money:	
Added Value:	

Resources and funding			
What resources is the Council providing in terms of:			
	Cost - £	Source (internal / external)	In kind
Finance			
Staff			
Accommodation			
Facilities			
Legal			
IT			
Administration			
Training			
Insurance			
Recruitment			
Advice			
Other			
<p>When is funding for the partnership due to end?</p> <p>Are there any ongoing implications for Derby City Council?</p> <p>Are any Derby City Council (DCC) staff being seconded? If so, DCC rules must apply.</p> <p>Are there any ongoing implications for Derby City Council?</p>			
Review			
<p>Legal Officer:</p> <p>Financial Officer:</p> <p>Human Resources Officer:</p> <p>Service Director(s):</p>			
Authorisation			
<p>Business Case must be authorised by Strategic Director.</p> <p>Name:</p> <p>Job Title:</p> <p>Contact details:</p> <p>Date:</p>			
Partnership register			
<p>Has the partnership been added to the partnership register?</p> <p>If not email the Performance Team at performance@derby.gov.uk</p>			

Partnership Agreement

A Partnership Agreement must address the following headings:

1. **Purpose**

- List the aims and objectives of the partnership.

2. **Accountability**

- To whom is the partnership accountable?
- What does that accountability include?

3. **Terms of Reference**

- Please list the Terms of Reference.

4. **Roles and Responsibilities**

- List the roles and responsibilities of each of the members of the partnership.
- List what the voluntary, business and public sector members bring to the partnership, and areas of partnership activity they will be responsible for delivering.

5. **Membership**

- What are the membership arrangements?
- List the members and outline who they represent. Are they from organisations in the public, private or voluntary sectors?
- Who chairs and vice chairs the partnership?
- How often is the membership reviewed?
- How will decisions be taken?

6. **Information**

- What information will agencies need to share?
- How will this be done? (Including overcoming any technical or legal barriers)

7. **Code of Conduct**

- What arrangements are in place for guiding the conduct of officers, Councillors, and members of the partnership?
- How will declarations of interest be managed? (Appendix 6)

8. **Conflict and Complaints Resolution**

- What processes are in place for resolving disputes that may arise between partners?
- What is in place for resolving disputes?

9. **Equalities**

- How and when will the partnership carry out Equalities Impact Assessments?
- What arrangements are in place to ensure that equality is actively promoted?
- More information is available in the Equality impact assessment toolkit on Derbynet.
- Council officers and members are responsible for promoting equality under the Equality Duty in any partnership – the Partnership on its own does not have a statutory duty under the Act – but each member of the Partnership who works for a public body has to promote equality in everything they do.

10. **Scheme of Delegation**

- Who can make what decisions?

11. **Meetings**

- What is the frequency and timing of meetings?
- What are the chairing arrangements?
- What are the voting arrangements?
- What venue will be used?
- What is the expectation of behaviour in the meetings?

12. **Risk Management (Appendix 9)**

- What arrangements are in place for assessing and managing the risks associated with the partnership?
- What are the potential liabilities for the Council?

13. **Performance and Monitoring**

- How and when will performance be reviewed?
- How will progress be communicated?

14. **Financial Protocols**

- Financial arrangements must be in line with Council financial procedural rules.

15. **Resources**

- Procurement
- Insurance

16. **Data Sharing**

- Data quality and access to systems for audit purposes
- Freedom of Information
- Data protection
- Data management

17. **Business Continuity Plans**

- Business continuity plans should be developed at the start of the partnership and continually reviewed throughout the life of the partnership.

18. **Legalities**

- What arrangements are in place to ensure that the partnership is not able to commit potential fraudulent or illegal transactions?
- The legal status of the partnership needs to be clarified.

19. **Exit Strategies**

- What are the arrangements for ending the partnership?
- Have you got an exit strategy? Issues to consider may be:
 - Under what circumstance may the partnership need to end?
 - When the partnerships aims have been achieved will the partnership be finished?
 - Who will be responsible for overseeing the end of the partnership?
 - Who needs to be informed of the partnerships termination?
 - Will any funds be required to cover the partnership termination?
 - How will any funds/assets be dealt with?
 - How will any grant funded staff be managed?

All Partnership Agreements should be signed by suitable representatives from each partner organisations and copies should be readily available.

Partnership Agreements should be reviewed annually.

Partnership Register – named partnerships and priority level

Name of Partnership	Priority Level
Derby Homes	High
Learning Disability Partnership Board	High
Supporting People Board (+ sub partnerships)	High
Derbyshire Mental Health NHS Trust	High
Community Safety Partnership	High
Derby Carers Partnership Strategy Board	Medium
Derby City Partnership	Medium
Marketing Derby	Medium
Local Safeguarding Children Board	Medium
Derby Theatre (Derby Live and the UoD)	Medium
Road Safety Partnership	Medium
Derby Adult Safeguarding Board	Medium
Joint Venture Company (Housing)	Low
Derwent Valley Mills World Heritage Site Partnership	Low
St Peter's Business Improvement District	Low
Peak District and Derbyshire Destination Management Partnership	Low
14-19 Partnership	Low
Big Screen	Low
WildDerby including Friends of Groups for Parks, Local Nature Reserves and other wildlife areas /Derby Pond Wardens etc	Low
Derbyshire Transformational Partnership	Low
City for Children and Young People (Children's Trust Arrangements) Children, Families and Learners Board	Low
Derby, Derbyshire, Nottingham and Nottinghamshire Local Enterprise Partnership	N/A
Cathedral Quarter Company	N/A
Derby Housing Market Area	N/A
Derby City Council/ Derbyshire County Council as joint waste and minerals planning authorities	N/A
Derby and Derbyshire Local Access Forum	N/A
Groundwork Derby and Derbyshire	N/A
Lowland Derbyshire Biodiversity Partnership	N/A
Derby and Sandiacre Canal Trust	N/A

N/A – these are partnerships where the Council is not the Accountable Body and there are no council funds involved in the group.