

Partnership ‘Toolkit’

December 2007

Reduce the number of those not in education or employment	Yes/No
Foster a culture of learning and improve adult skill levels, including in most deprived areas.	Yes/No
Reduce crime	Yes/No
Reduce domestic violence	Yes/No
Reduce alcohol-related anti-social behaviour & crime.	Yes/No
Reduce substance abuse related anti-social behaviour & crime.	Yes/No
Reduce the negative health effects of drinking	Yes/No
Make Oxfordshire homes more affordable	Yes/No
Improve the housing stock	Yes/No
Increase house building	Yes/No
Improve the range of housing	Yes/No
Support independent living of vulnerable groups	Yes/No
Good outcomes for older people who need access to high quality, appropriate services	Yes/No
Shifting the health emphasis to prevention	Yes/No
Improve health and tackle premature mortality	Yes/No
Encourage healthy lifestyles; with emphasis on reducing inequalities and breaking the cycle of deprivation.	Yes/No
Foster environment for thriving communities; with emphasis on reducing inequalities and breaking the cycle of deprivation.	Yes/No
Reduce the impact of Climate Change	Yes/No
Reduce environmental impact of car use	Yes/No

- 5 Is there a statutory requirement to establish the partnership?
If yes, please provide further details.

Yes, please give details	No

- 6 What is the gap in provision identified by the Oxfordshire Partnership that this partnership will help to deliver?

- 7 Is the issue/need shared by all partners? Have other options been explored other than using a partnership and are there any other groups undertaking similar work?

- 8 Is there a clear agreed vision/purpose for the partnership? (For example, to improve delivery of a specific service/to develop a strategy?)

Yes – Vision/purpose attached	Tick
No	

- 9 Is this vision realistic, i.e. in terms of resources and opportunities that are likely to be available?

	Tick and provide brief explanation
Yes	

No	
----	--

- 10 Are all the partners willing to devote the necessary time and effort to making the partnership succeed?

	Tick and nominate representative
Yes	
No	

- 11 Do all of the partners understand the following;

	Tick
The role they will play within the partnership?	
The resources they will be contributing? (people)	
What the projected costs are (direct and indirect) of the partnership (£'s)	
What the expected outputs and outcomes are?	
How they will account for the success of the partnership? (outputs & outcomes)	
What the expected benefits are?	
Voting / Decision making process? (Veto / voting rights etc)	

- 12 What are the key objectives of the partnership?

- 13 What is the scope of the partnership?

County	District	Village/Town	Community Group

14 If County wide, how does the partnership ensure local deliver of projects are responsive to local circumstances to achieve county-wide outcomes?

15 If District or locally based, how does the partnership ensure integration with county-wide objectives and seek broader joint projects

16 Is there a defined lifetime of the partnership and is there an exit strategy?

	Tick
Yes, please give details	
No	

17 Risk assessment – what are the partnership liabilities?

18 Do individual partners have the right to ‘call in’ and / or veto decisions made by the partnership?

Yes, please give details	No

19 Is funding is allocated to the partnership from the Public Services Board?

Yes, please give details	No

20 Does the partnership employ either directly or through partners staff using funding allocated from the Public Services Board

Yes, please give details	No of FTE

21 Is other funding made available to the partnership?

Yes, please give details	No

22 Are there any performance management arrangements in place?

Yes, please give details	No

23 Communication plans(effective sharing of learning and priorities)

24 What are the Governance Arrangements?

25 Are all appropriate partnership meetings, minutes, reports and performance data all accessible? Are there opportunities to engage stakeholders (staff, other partners, members, users, citizens)

Yes, please give details	No

Governance Arrangements Checklist

SET UP

Rationale for the Partnership

- Why does this partnership exist?
- What are the partnerships shared vision, values and, if appropriate, agreed service principles?
- What are its agreed aims and objectives? Are they realistic and measurable?
- Is there a documented options appraisal?
- Is there a strong and robust business case?
- Where and how was the decision to go into partnership agreed by Oxfordshire Partnership?
- How does the partnership help to achieve Oxfordshire Partnership's objectives?

Added Value from the Partnership

- How does the partnership add value / delivery VFM?
- How do you demonstrate this added value?

Governance Arrangements

- Does the governing document address key elements (see notes)?
- Are accountabilities clearly stated and understood?
- Are each partner's areas of responsibility clear and understood?
- Are all partners signed up and committed to these arrangements?
- How often are the governance arrangements reviewed?
- How are decisions made; by unanimity or majority voting?
- How are decisions recorded?
- Who are decisions reported to and how?
- Have scrutiny arrangements been developed?
- How does the partnership account to the Oxfordshire Partnership for its activity?
- How do your partnership's corporate governance arrangements link to WODC?
- Do the partners have the right to 'call-in' decisions for further scrutiny?
- Can partners 'veto' decisions made by the partnership?
- Do partners have the right to withdraw from the partnership at any point?

MANAGEMENT

Business Planning

- Does the partnership have an agreed action plan or business plan?
- How often is it reviewed?
- How are new opportunities planned and assessed?
- How are decisions taken on new opportunities?
- Who scrutinises those decisions?

Project Management

- Are activities project managed where appropriate?
- Does the partnership have a formal, consistent project management methodology?
- How are projects monitored and reported?

Performance Management

- Does the action plan or business plan include clear milestones, outcomes, performance indicators and delivery dates?
- What arrangements are in place to monitor and review how successfully targets are being met?
- What arrangements are in place to ensure that monitoring and review findings are widely shared and disseminated amongst the partners?
- Are partnership aims, objectives and working arrangements reconsidered and, where necessary, revised in the light of monitoring and review findings?
- Is the partnership clear what it will do if poor performance is reported?

Financial Management and Planning

- Is it clear what financial resources each partner and other organisations are contributing to the partnership?
- Are timescales around funding adequately planned for?
- Can the money be reallocated?
- Are budget setting and monitoring procedures in place?
- Who is responsible for administering the budget?
- Are effective systems in place for monitoring and auditing spend?
- What are the financial reporting arrangements?
- Who is the accountable body?

Risk Management

- How are risks identified, prioritised and managed?
- How are risks allocated? Is there clear allocation of risk?
- Do the risk management procedures meet the standards expected by the Public Services Board?
- Does the partnership have appropriate business continuity arrangements in place?

Stakeholder Management

What consultation has been undertaken with key stakeholders about the outcomes and objectives that the partnership wants to deliver?

How have service users and the wider public been communicated with to explain how the partnership works and where responsibility and accountability lie?

Does the partnership have a joint complaints procedure? If not, how can redress be obtained?

CLOSING

Termination arrangements

What are the arrangements if this partnership comes to an end, be it planned or unplanned? How often are these arrangements reviewed?

What are the arrangements for the partner organisations leaving the partnership?

How will resources be reallocated back to partners?

Who do any residual liabilities rest with?

How will the impact of the cessation of the Partnership be assessed?