Safer Communities

Programme

Community Safety Partnership Self-Assessment Toolkit Guidance Notes

Scottish Community Safety Network

www.safercommunitiesscotland.org

CONTENTS

INTRODUCTION

Through the 2010 Scottish Community Safety Network (SCSN) annual survey, 88% of respondents identified that there was a need for a self-assessment toolkit specific to Community Safety Partnerships (CSPs). Further research revealed that some members had been using HMIE toolkits with one utilising a toolkit that had been developed for their Community Planning Partnership. Overall, the consensus was that a toolkit focusing specifically on CSPs would be hugely beneficial for the sector. As such, SCSN recruited the assistance of Rocket Science to develop this toolkit.

In order to deliver a product that the sector would use, Rocket Science conducted a series of consultations with members of the network from across the country, covering the Northern areas, East and West Coasts and the Islands. Feedback from the sector showed the timing of this project was particularly apt given the ever increasing pressure upon CSPs to perform and evidence delivery in a climate of decreasing resources and public sector reform.

SCSN and Rocket Science hosted a workshop at the National Community Safety Convention, February 2012 to test the toolkit. Feedback proved positive overall and delegates indicated that it was quick and easy to use. Comments and suggestions from the Convention were taken into consideration and amendments made accordingly. Pilots were then undertaken in four areas; West Dunbartonshire, Comhairle nan Eilean Siar, Shetland and Moray. Following completion of the pilots and a review of the product, the toolkit was launched at SCSN's AGM on 20 June 2012.

This Guidance Note provides CSPs with information on the process and tools available to complete a review of their partnership. If you would like to access the scorecard links, please contact SCSN. Support for member organisations is available.

SECTION 1
THE PROCESS

SECTION 1-THE PROCESS

The toolkit is designed to measure partnership strengths and weaknesses, thus enabling them to identify areas for development. The toolkit considers seven areas:

♦ Focus and Impact
♦ Partnership working
♦ Strategic coherence
♦ Planning and Delivery
♦ Review, Reflect and Refine
♦ Capturing performance
♦ Personal roles

To begin each CSP should identify a person to coordinate the self-assessment. They will receive an instruction paper which will guide them through the process. The coordinators first task is to agree the scope of the assessment. This could be limited to the CSP key partners or included all partners across the CSP structure. Having identified the scope of the assessment, the coordinator will then send out email invitations detailing instructions and deadlines to all participating members. Examples of these documents are marked appendix and can be found later in Section 1. These will be sent to the coordinator when requested.

Instructions for Coordinator (Appendix 1)

This document provides the instructions needed to administer the seven themed scorecards. Coordinators will be given a link to each scorecard where they will also find a link to the results page for each of the scorecards. Included in this toolkit is a manual leadership scorecard, which is not available electronically as it has been designed specifically for the Chair of the CSP and allows them the opportunity to complete and reflect on their scores. This is more for personal use, unless the Chair is happy for results to be shared. Each results page is updated overnight and will show detailed results for each individual question.

The scorecards will remain open for three months from the date of issue, allowing you to re-visit the results as needed. SCSN advises you to download copies of your scorecards once everyone has completed them. To do this, simply use the save facilities in your web browser. After three months the data will be erased from the scorecards.

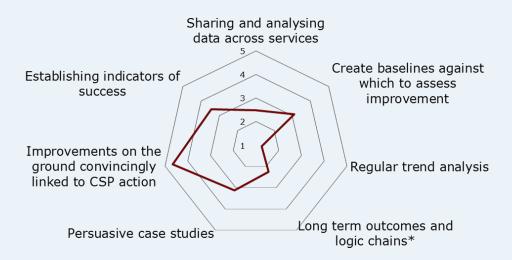## *Instructions for Partnership Members (Appendix 2)*

This document provides instructions on how to access the scorecards and should be sent to all those who are to complete the scorecards. Although the scorecards ask for an email address, this is just so the coordinator can see who has completed the scorecards, the results are anonymous**.**

As the members of the CSP complete the toolkit electronically, the programme anonymously records the data supplied by each person. This is then calculated and reflected in the scorecards results sheet. The results scorecard allows the coordinator to see who has completed the scorecards **but not how** individuals have responded. Results are reflected in bar graphs for each question and the mean average is provided to help with analysis.

Once the research has been completed the mean data should be entered into the excel spreadsheet template which will produce a radar graph, an example of which can be found below. The excel sheet allows the coordinator to enter the mean data from the scorecard results and then displays them in a radar graph for each of the seven sections. At a glance this shows how the partnership is performing. The radar graph in example 1 shows an example of the capturing performance scorecard results.

An action plan reporting template (Appendix 4) is also provided allowing the coordinator to enter results, analyse and present to the CSP and wider local authority in an easy to read format.

Capturing Performance

At a glance the above graph shows that although the partnership believes the improvements on the ground are convincingly linked to CSP action, they are not producing regular trend analysis or case studies. This CSP could benefit from improving the way they share and analyse data across the services and with establishing indicators of success. In addition, they may want to consider how they create their baselines and the way in which they measure their long term outcomes.

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Community Safety Partnership Scorecards – Instructions for self-assessment coordinator

We have prepared six online Quick Scorecards for use by Community Safety Partnerships, plus one 'Personal Role' Scorecard. In order to aggregate the scorecard responses up to a partnership level each member of the partnership needs to complete all of the scorecards. Each takes only a couple of minutes – they can be completed in any order and don't all need to be completed at once.

When individuals are responding to each scorecard we ask for their email address. This is so that you can track who has responded and so they can receive a copy of their results. As the self assessment coordinator, please send an email to everyone you wish to complete the scorecards attaching the comprehensive instructions entitled 'SCSN Scorecard Instructions for Members'. They will need the links to the scorecards (contained in the instructions document) and remember to set a suitable deadline leaving you plenty of time to analyse/interpret the results before presenting them.

As individuals complete the scorecards they can view their results. Their results can also be emailed directly to them as a record if they click "email me my results" at the end of the scorecard. The results are aggregated automatically every night. Please note that you might need to clear your computer's 'cache' to fully update your results (to do this press ctrl+F5 on your keyboard while viewing the results page). The data is only kept for 3 months. If you want any advice or help at any time, please contact SCSN on 0131 225 8700/7772 or email in fo @ sc sn .o rg.u k

Links to scorecards and results pages
The scorecards are the top links for everyone in your partnership to use and the results pages are the bottom links for you to use as the self assessment coordinator. If you have any problems with the links, try copying and pasting them into your internet browser.

1.Focus and Impact (GET STARTED WITH THIS ONE)
Scorecard: h tt p :// scsn scor ecard s.1.q u e s tion p ro .comSA MPL E
See results (updated daily overnight):
h tt p ://ww w.q u e stion p ro .com /u seri mage s/2 4738 /
in d ex.h tml SAM PLE

2. Partnership Working
Scorecard: h tt p :// scsn scor ecard s.2.q u e s tion p ro .comSA MPL E
See results (updated daily overnight):
h tt p ://ww w.q u e stion p ro .com /u seri mage s/2 4739 /
in d ex.h tml SAM PLE

3. Strategic Coherence
Scorecard: h tt p :// scsn scor ecard s.3.q u e s tion p ro .comSA MPL E See results (updated daily overnight):
h tt p ://ww w.q u e stion p ro .com /u seri mage s/2 4740 /
in d ex.h tml SAM PLE

4. Planning and Delivery
Scorecard: h tt p :// scsn scor ecard s.4.q u e s tion p ro .comSA MPL E See results (updated daily overnight):
h tt p ://ww w.q u e stion p ro .com /u seri mage s/2 4741 /
in d ex.h tml SAM PLE

5. Review, Reflect, Refine
Scorecard: h tt p :// scsn scor ecard s.5.q u e s tion p ro .comSA MPL E See results (updated daily overnight):
h tt p ://ww w.q u e stion p ro .com /u seri mage s/2 4742 /
in d ex.h tml SAM PLE

6.Capturing Performance
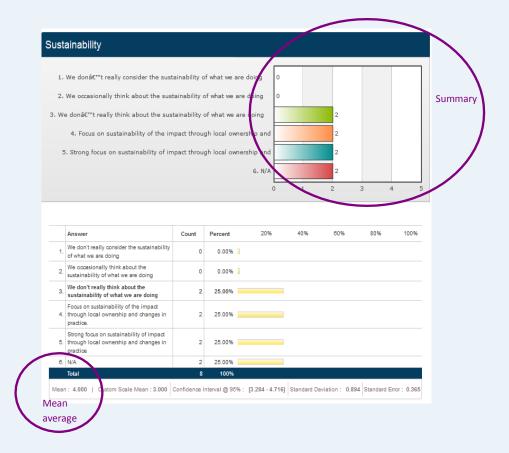Scorecard: h tt p :// scsn scor ecard s.6.q u e s tion p ro .comSA MPL E See results (updated daily overnight):
h tt p ://ww w.q u e stion p ro .com /u seri mage s/2 4743 /
in d ex.h tml SAM PLE

7. Personal roles scorecard
Scorecard: h tt p ://

[scsn scor ecard s.p er so n al.q u e s tion p ro](#) [.comSA MPL E](#) See results (updated daily overnight):
[h tt p ://ww w.q u e stion p ro .com /u seri mage s/2 4744 / in d ex.h tml SAM PLE](#)

Sustainability

1. We donâ€™t really consider the sustainability of what we are doing
2. We occasionally think about the sustainability of what we are doing
3. We donâ€™t really think about the sustainability of what we are doing
4. Focus on sustainability of the impact through local ownership and
5. Strong focus on sustainability of impact through local ownership and
6. N/A

Summary

	Answer	Count	Percent	20%	40%	60%	80%	100%
1.	We don't really consider the sustainability of what we are doing	0	0.00%					
2.	We occasionally think about the sustainability of what we are doing	0	0.00%					
3.	We don't really think about the sustainability of what we are doing	2	25.00%					
4.	Focus on sustainability of the impact through local ownership and changes in practice.	2	25.00%					
5.	Strong focus on sustainability of impact through local ownership and changes in practice	2	25.00%					
6.	N/A	2	25.00%					
	Total	**8**	**100%**					

Mean : 4.000 | Custom Scale Mean : 3.000 | Confidence Interval @ 95% : [3.284 - 4.716] | Standard Deviation : 0.894 | Standard Error : 0.365

Mean average

You may view these pages as often as you wish. They are updated daily (overnight) and only include data entered in the last 3 months. In some cases you may need to press ctrl+F5 on your keyboard when viewing the results pages to refresh the image to the latest data.

We have also included a blank Excel spreadsheet with which you can plot the mean average for each response – if you need help with this please don't hesitate to contact SCSN.

Some questions to ask of your results:

- *Overall*, what do the scores appear to say?: what are the headlines?
- Where are our strongest scores? Are we happy with these or do we want to further strengthen them? If we want to get even stronger, what do we need to do?
- Where are our weakest scores? Which of these are priorities to improve? For each of these, what do we need to do to improve our performance significantly?
- Where are the biggest differences in our individual scores? What are the reasons for the differences in perception (or reality)?
- What target scores do we want to set for ourselves to achieve in 6 months/12 months

Community Safety Partnership Scorecards – Instructions for Members

Rocket Science has created, on behalf of the Scottish Community Safety Network, a series of scorecards to help Community Safety Partnerships self-assess their strengths and weaknesses. These scorecards are available in hardcopy offline and also online. If you would like a manual copy, please contact the self-assessment coordinator for your CSP.

Below are links for your partnership. There are six quick Scorecards plus a 'Personal Role' Scorecard all of which can be completed online by each member of the group and the results can be automatically aggregated. You will be asked to enter your email address. This is purely so the coordinator can see who has completed the scorecards. All responses are anonymous.

Once everyone has completed the online scorecards the self-assessment coordinator will be able to see the aggregated results and share the analysis with the partnership. Please make sure you complete them all by the deadline set by the coordinator.

1. Focus and Impact (GET STARTED WITH THIS ONE)

 h tt p ://sc sn scor ecard s. 1.q u es tion p ro .com SA MPL E

2. Partnership Working
 h tt p ://sc sn scor ecard s. 2.q u es tion p ro .com SA MPL E

3. Strategic Coherence
 h tt p ://sc sn scor ecard s. 3.q u es tion p ro .com SA MPL E

4. Planning and Delivery
 h tt p ://sc sn scor ecard s. 4.q u es tion p ro .com SA MPL E

5. Review, Reflect, Refine
 h tt p ://sc sn scor ecard s. 5.q u es tion p ro .com SA MPL E

6.Capturing Performance
 h tt p ://sc sn scor ecard s. 6.q u es tion p ro .com SA MPL E

7. Personal roles scorecard
 h tt p ://sc sn scor ecard s.p erso n al.q u estion p ro .com SAMPLE

We require you to enter your email address so your coordinator can see who has completed each scorecard. You will also receive an email containing your scorecard results for your personal records when you complete each scorecard if you click the button at the end which says 'email me my results' – if you don't receive your email please check your junk folder.

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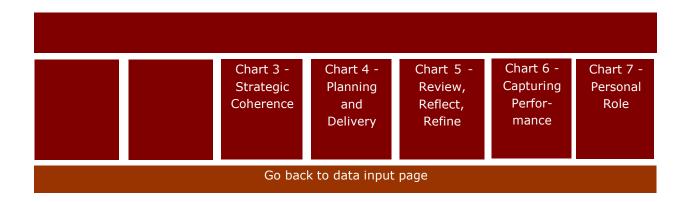
SCSN Scorecard Mean Chart Template

This is a template into which you can insert the average mean figure from your scorecard. This then allows you to view the results as radar graphs. First enter the data below (which is calculated and found on the report page for each scorecard) Data input takes approximately 15 minutes.

SCORE-CARD	QUESTION	MEAN AVER-AGE (please complete)	MEAN AVERAGE (please leave blank)
Focus and Impact	Evidence	e.g.1.45	#DIV/0!
	Agreeing focus for action		
	Objectives		
	Priorities		
	Realistic		
	Baseline and targets		
	Joining up		
	Impact		
	Sustainability		
Partnership Working	Shared vision		#DIV/0!
	Equal status and esteem		
	Shared commitment		
	Leadership behaviour and practice		
	Action orientation		
	Spreading of partnership working		
	Empowered representatives		
	Community engagement and ownership		
	Trust		
	Mutual understanding		
	Induction		
Strategic Coherence	Fit within CPP		#DIV/0!
	Awareness of value and potential		
	Connection to wider action		
	Persuasive performance		
Planning and Delivery	Action planning		#DIV/0!
	Shared responsibility		
	Identifying, assessing and action on risk		
	Co-design		
Review, Reflect, Refine	Review		#DIV/0!
	Reflection		
	Refinement		
	Learn		
Capturing Performance	Sharing and analysing data across services		#DIV/0!
	Create baselines against which to assess improvement		
	Regular trend analysis		
	Long term outcomes and logic chains*		
	Persuasive case studies		
	Improvements on the ground convincingly linked to CSP action		
	Establishing indicators of success		
Personal Role	Part of Job Description		#DIV/0!
	Manager ensures you have time and support		
	Recognition		
	Clear role		
	Delegated authority		
	Partnership skills		
	Influencing		
	Mutual knowledge		
	Priorities and objectives		

...then view the charts by clicking the following shortcuts:

		Chart 3 - Strategic Coherence	Chart 4 - Planning and Delivery	Chart 5 - Review, Reflect, Refine	Chart 6 - Capturing Performance	Chart 7 - Personal Role
Go back to data input page						

For an example of a radar graph please refer back to page seven.

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SCSN Partnership Self Assessment Reporting Template

This template can be used as a tool to summarise the results of the self assessment and circulate to CSP partners and other departments.

REPORT TITLE

1. *Purpose of report*

SCSN's Partnership Scorecard was designed with Community Safety Partnerships to help them:
- Pinpoint their strengths and weaknesses
- Identify actions to strengthen their partnerships
- See if these actions have made a difference

The Scorecard is made up of six scorecards plus one personal role scorecard, covering:
- The focus and impact of the partnership
- Partnership working
- Strategic coherence
- Planning and delivery
- Review, reflect, refine
- Capturing performance
- Personal role

These scorecards have been scored by all members of the partnership and this report sets out the main findings and recommendations for action. It is presented in eight sections: one section for each scorecard together with a section on the overall pattern of average scores and a final section on recommendations.

2. *Background (optional)*

This section should reflect the background to your CSP. If you wish to include any information about the toolkit, most information can be found in the introduction to this toolkit.

3. *Main report*

3.1 Focus and impact
Spider chart here

Commentary here

3.2 Partnership working
Spider chart here

Commentary here

3.3 Strategic coherence
Spider chart here

Commentary here

3.4 Planning and delivery
Spider chart here

Commentary here

3.5 Review, reflect, refine
Spider chart here

Commentary here

3.6 Capturing performance
Spider chart here

Commentary here

3.7 Overall pattern

Aggregate spider chart here

Commentary here

4. Financial Implications

5. Recommendations

The key areas of weakness are currently:

In the light of this the partnership will be taking forward the action plan outlined in Appendix 5 of this report. (see plan template on page 19)

Author Name
Job Title

Appendices	
Background or Related Reports	
Contact Details	Name Telephone Number Email Address
National Outcomes	We live our lives safe from crime, disorder and danger.

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Action Sheet

This sheet can be used to record the features of the scorecards you want to improve upon.

Scorecard	Feature	Action	Responsibility	Score	Date of completion	Score at target
The Focus and Impact of the partnership						
Partnership Working						
Strategic Coherence						
Planning and Delivery						
Review, Reflect, Refine						
Capturing Performance	*Regular trend analysis*	*Establish monthly tasking meetings including wider partners*	*J.Bloggs*	*1*	*3 months*	*3-4*

SECTION 2
THE
TOOLKIT

SECTION 2-THE TOOLKIT

This section contains manual copies of the toolkit which allows the coordinator and members to see the questions they will be asked. This can be useful in allowing people time in advance to consider their responses and allows the partnership to see exactly what is being measured.

Section 3 includes additional reference resources to help partnerships tackle areas where they want to strengthen their performance, together with the action plans from Section 1, that the partnership can complete and use to monitor implementation and changes over time. The guide is structured around each of the online scorecards. If you wish to use the online scorecards, please contact SCSN, and you will be allocated a set of scorecards which can be utilised by your partnership for a maximum of three months. The benefits of conducting the self-assessment electronically are that it is easier to administrate, less time consuming, provides easy to use and interpret results which can then easily be transferred into radar graphs. However, SCSN have provided the hardcopies of the score cards for those who prefer not to use or who do not have access to computers. You can also use the hard copies if you wish to carry out the scorecard exercise at a partnership meeting.

Analysing your scorecard and creating action plans

There are a number of things to bear in mind when identifying where you should focus in terms of improving CSP performance:

♦ Which **scorecard** has the lowest average score? This may not be a priority area for action because:
  - It may not be able to enhance the score without significant changes outside the CSP (i.e. the CSP may not be fully in control of the improvement process)
  - It may be more important to improve performance in another area – although the average score there may be higher
♦ Are there some **individual rows** where the score is low and it is particularly important to improve it?
♦ What are the features where it is important for this partnership to have a higher score?
♦ Which areas is it most important to strengthen?
♦ Where is there a particularly wide range of scores? (i.e. different members see things very differently) What might be the reasons for this? Is it a problem?
♦ What features can you do something about quickly and easily? This might bring some quick benefits. What might require a longer and more sustained effort?

Creating actions for individual and joint scorecards

(appendix 5)

• Identify the scorecard(s) which the partnership feels it is most important to increase average scores
• On each of these cards identify the features (rows) where the average score is lower than the partnership feel is acceptable
• Pinpoint which of these features the partnership can do something about and which of these are priorities for action
• For each of these features specify the actions that the partnership will need to take to move the score up by one 'box' or more
• Allocate responsibility for taking action
• Select the timescale over which the actions will be carried out
• The partnership may want to identify a target average score it wants to aim at achieving over this timescale.

Follow up

Use the action plan format as a way of capturing change over time. When the improvement targets have been achieved – or are on their way to being achieved, move on to the next set of priorities for improvement.

Low scores on this score sheet (for example, below 3.0) are likely to highlight areas where there is scope to significantly enhance partnership performance. In these areas the key questions that the partnership should ask itself are:

- What do we need to do to increase our individual scores by more than one 'box'?
- Which areas is it a priority for us to increase our score significantly?

Resources

Additional resources that will help you interpret your results are available at then end of this toolkit.

Focus and Impact Scorecard

This scorecard provides a quick way of getting some insights into the overall performance of the partnership. If scores are high on this (for example, average of 4 or more) then the partnership is very solid. It seems to be doing the right things and is able to assess performance. But it doesn't *necessarily* mean it's making a difference!

Focus and impact					
	1	**2**	**3**	**4**	**5**
Evidence	We don't draw on specific evidence to understand issues and patterns	We occasionally draw on specific evidence to understand issues and patterns	We often draw on specific evidence to understand issues and patterns	We usually draw on wide range of evidence to understand issues and patterns	We always draw on a wide range of evidence to understand key issues and patterns
Agreeing focus for action	We don't have an agreed focus for action	We are focusing on some areas but we haven't analysed the evidence supporting this	We have systematically identified our focus but not whether as a CSP we are able to make a distinctive contribution	We have systematically identified our focus and are clear that we can make a distinctive contribution	We use evidence systematically to pinpoint areas where CSP can made distinctive and significant contribution
Objectives	We don't have clear objectives	We have some objectives	We have developed our objectives but only some are SMART	We have developed short and long term objectives and nearly all are SMART	We have clear short and long term SMART objectives which we review regularly
Priorities	We are not clear about our priorities	We have priorities but we are not as clear as we need to be about these	We have agreed priorities but they could be clearer and we don't really stick to them	We have clear and agreed priorities	We have clear and agreed priorities and we are very focused on them
Realistic	We haven't really considered resources when developing our plans	Our plans are unrealistic given the time and funding we have	Our plans are not realistic given the time and funding we have but there is scope to be more imaginative in making things happen	Focus and range of work related to available staff time and money	Focus and range of work related closely to available staff time and money and we are creative about ways of working to achieve things

Baseline and targets	We don't really know where we are starting or what our targets are	We have an idea of where we are starting and what our targets are	We have an idea of where we are starting and what our targets are and are refining these	We have established clear baselines and targets against which to assess progress	We have established clear baselines and targets against which to assess progress
Joining up	We haven't yet succeeded in joining up activities for greater impact	We have had some partial success in joining up activities for greater impact	We are actively strengthening our ability to join up for greater impact	We try to focus on common priorities and joining up action and resources for greater impact	Strong emphasis on common priorities and joining up action and resources for greater impact
Impact	We don't really know what difference we are making	We have a partial view of the difference we are making	We have identified ways of describing our impact but we could do a lot more	We are able to assess our impact using a range of indicators	We can describe our impact clearly and persuasively using a range of quantitative and qualitative indicators
Sustainability	We don't really consider the sustainability of what we are doing	We occasionally think about the sustainability of what we are doing	We don't really think about the sustainability of what we are doing	Focus on sustainability of the impact through local ownership and changes in practice	Strong focus on sustainability of impact through local ownership and changes in practice

SMART - Specific, Measurable, Achievable, Relevant, Time-bound

Resources

If there are a number of low scores in this score sheet, partners may find it helpful to use Tool 1 (Source*: Smarter Partnerships*) to think through how they expect the partnership to add value.

To ensure objectives are SMART it may be useful to have a look at Tool 2 (*Source: National Primary Care Trust Development Programme).*

To determine where the partnership sits on the partnership spectrum use Tool 3 (*Source: Five Vital* Lessons)

Partnership Working Scorecard

This Scorecard covers all the key features of a high performance partnership. The main point about this scorecard is that a partnership needs to score highly on all the features to ensure high performance. In other words, if there is a weak link in this set of features it will probably effect the partnership disproportionately.

Partnership Working						
Partnership working	**1**	**2**	**3**	**4**	**5**	**N/A**
Shared vision	We haven't spent time developing a shared vision for the partnership	We have a vision but it isn't fully shared	We have a shared vision	We have a shared vision which we use to guide our actions	Strongly shared aspirational vision which provides clear guidance for behaviour and practice	
Equal status and esteem	There are one or two dominant partners – others feel marginal	There are one or two dominant partners who make some effort to involve all	The partners work hard to avoid influence being related to resources and sometimes succeed	The partners work hard to avoid influence being related to resources and often succeed	All organisations are heard and influential; none feels marginalised	
Shared commitment	Little commitment shown to ensuring the success of the CSP	Some commitment shown to ensuring the success of the CSP	Partners work hard to make the CSP a success but some organisations appear uncommitted	Partners work hard to make the CSP a success but one or two organisations appear uncommitted	All organisations show a clear commitment to the success of the CSP	
Leadership behaviour and practice	Partners don't provide leadership of the CSP agenda and appropriate practices	Partners occasionally provide leadership of the CSP agenda and appropriate practices	Partners often provide leadership of the CSP agenda and appropriate practices	Partners provide leadership of the CSP agenda and appropriate practices	All partners play their full role in leading partnership practices and influencing change	
Action orientation	Little evidence of a focus on effective action	Some evidence of a focus on effective action	Regular evidence of a focus on effective action	Significant evidence of a focus on effective action	Partnership displays strong and consistent focus on action	

Spreading of partnership working	Little indication of CSP influencing wider partnership working	Some indication of CSP influencing wider partnership working	Notable indication of CSP influencing wider partnership working	CSP influences more widespread partnership working	CSP strongly influences more widespread partnership working	
Empowered representatives	Few partners able to take decisions or have time to work on CSP tasks	Some partners able to take decisions and have time to work on CSP tasks	Many partners able to take decisions and have time to work on CSP tasks	Nearly all partners able to take decisions and have time to work on CSP tasks	All partners able to take decisions and have time to work on CSP tasks	
Community engagement and ownership	Little focus on effective community engagement to identify needs and impact and ensure local ownership of solutions	Some focus on effective community engagement to identify needs and impact and ensure local ownership of solutions	Much focus on effective community engagement to identify needs and impact and ensure local ownership of solutions	Consistent focus on community engagement to understand and respond to needs and ensure local ownership of solutions	Strong focus on active and sustained community engagement to understand and respond to needs and ensure local ownership of solutions	
Trust	There is not much trust between partners	There is some trust between partners	There is trust between partners but scope for more	There is a lot of trust between partners – occasionally a problem	Strongly developed sense of trust between members	
Mutual understanding	Partners don't really understand each other's role, focus and needs	Partners display patchy understanding of each other's role, focus and needs	Partners try to understand each other's role, focus and needs	Strong mutual understanding between members.	Strong mutual understanding between members regularly reinforced.	
Induction	New members simply join us and get on with it	New members may be briefed by someone	New members are always briefed by one of the partners	New members are provided with briefing material	We provide a thorough and careful induction for all new members	

Resources

A clear, shared vision for what the partnership hopes to achieve is the foundation of an effective partnership. This should provide a tight focus for all partnership activity and tackle many of the key problems partnerships encounter. More information about the key partnership problems are set out in Tool 4 (*Source: The Improvement Network*).

If things don't feel right it may be worth considering where the partnership is on the partnership lifecycle using Tool 5 (*Source: Smarter Partnerships)*

It may also be worth considering the governance of the partnership using Tool 6 (*Source: Audit Commission. Governing Partnerships).*

Strategic coherence Scorecard

This scorecard covers the features which determine the extent to which a CSP is 'swimming with the tide' in terms of its strategic context, awareness of its role and activities by key strategic partners and the extent to which its work is connected to relevant action elsewhere. Therefore the key issues are about strategic consistency, awareness and connectedness.

Strategic Coherence						
	1	**2**	**3**	**4**	**5**	**N/A**
Fit within CPP	CSP doesn't fit comfortably in CPP structure and this hinders performance	CSP fits within CPP structure but lacks status and occasionally hinders performance	CSP fits within CCP structures and has some status	CSP fits comfortably within CCP structures but scope for enhanced status and links	CSP fits comfortably and effectively within CCP structures	
Awareness of value and potential	CPP shows little awareness of CSP value or potential	CPP shows some awareness of CSP value or potential	CPP shows significant awareness of CSP value or potential	CPP shows strong awareness of CSP value, potential and impact	CPP shows strong and consistent awareness of CSP value, potential and impact	
Connection to wider action	CSP not linked to related approaches and action by others	Some links between CSP and related approaches and action by others	CSP actively builds links with related approaches and action by others	CSP is strongly linked to related approaches and action by others	CSP is strongly linked to related approaches and action by others and actively strengthens these	
Persuasive performance	CSP is not able to describe its performance	CSP able to describe very little of its significance and achievements persuasively	CSP able to describe some of its significance and achievements but not always persuasively	CSP able to describe most of its significance and achievements persuasively	CSP able to describe its significance and achievements clearly and persuasively	

Planning and Delivery Scorecard

This scorecard helps you assess the extent to which the partnership is focused on action and effective implementation. It is likely that the scores will be similar to each other across this scorecard – if not it is worth asking why there is a difference.

Planning and Delivery						
	1	**2**	**3**	**4**	**5**	**N/A**
Action planning	CSP does little action planning or monitoring	Action planning and monitoring is patchy and inconsistent	Action planning and monitoring patchy but improving	Focus on detailed action planning and monitoring which is reflected in practice	Strong focus on detailed action planning and monitoring with little scope for improvement	
Shared responsibility	Most partners don't carry out the actions they are responsible for	Some partners don't carry out the actions they are responsible for	One or two partners don't carry out the actions they are responsible for	All partners tend to carry out the actions they are responsible for	Strong sense of shared responsibility for implementation and all partners deliver to time	
Identifying, assessing and action on risk	We don't spend much time identifying risk or acting on this	We spend a bit of time identifying risk and acting on this	We identify risks but don't always act on this	We identify risks and try hard to take action to mitigate	Strong focus on identifying and always take action to mitigate risks	
Co-design	We design responses for communities on the basis of our understanding of their needs	We sometimes design responses and solutions with communities but our techniques are not well-developed	We regularly design responses and solutions with communities	We nearly always make sure that responses and solutions are designed with communities	We always make sure that responses and solutions are designed with communities and have well –developed techniques to do this	

Resources

If the partnership is not clear or rigorous enough about how it selects projects Tool 7 may be helpful (*Source: LGA (2005) An Organisational Development Resource).*

Review, Reflect and Refine Scorecard

This scorecard helps CSPs to describe the extent to which the partnership reviews its action and progress and uses this to refine and improve its work and performance. A common feature of both partnerships and individual organisations is that they review but don't follow through with the learning and change what the review suggests.

Review, Reflect and Refine						
	1	**2**	**3**	**4**	**5**	**N/A**
Review	CSP doesn't review progress regularly or systematically	CSP reviews progress on its overall programme from time to time	CSP reviews each initiative and its overall programme regularly	CSP reviews each initiative and its overall programme regularly and systematically	CSP evaluates each initiatives and reviews progress against programme and plan regularly and systematically	
Reflection	CSP doesn't take time to reflect on progress and lessons	CSP sometimes takes time to reflect on progress	CSP regularly takes time to reflect on progress	CSP regularly takes time to reflect thoroughly on progress and draw out the lessons	CSP regularly takes time to reflect thoroughly on achievements and learn from what has and hasn't worked to inform future action	
Refinement	CSP doesn't refine initiatives or programmes in the light of reviews	CSP occasionally refines initiatives or programme in the light of reviews	CSP regularly refines initiatives or programme in the light of reviews	CSP regularly refines initiatives or programme quickly in the light of performance issues	CSP always acts quickly and responsively to enhance performance and impact in the light of reviews/evaluations	
Learn	CSP rarely draws on lessons from the past in developing new initiatives and its programme of work	CSP occasionally draws on lessons from the past in developing new initiatives and its programme of work	CSP regularly draws on lessons from the past in developing new initiatives and its programme of work	CSP regularly draws on lessons from the past in developing new initiatives and its programme of work	CSP actively and systematically reviews past lessons on design, delivery and performance when developing new initiatives and its programme of work	

Capturing Performance Scorecard

This scorecard covers the different aspects of capturing and describing performance. These are a strongly related set of features and a low score in one is likely to be reflected in a low score in some others (and vice versa). When analysing this scorecard it is important to ensure the main source of the problem is pin pointed rather than some of its consequences.

Capturing Performance						
	1	**2**	**3**	**4**	**5**	**N/A**
Sharing and analysing data across services	The CSP partners don't share data to help them understand need and capture impact	The CSP partners have tried but not succeeded in sharing data to help them to understand need and capture impact	The CSP partners have found ways of sharing some data to help them understand need and capture impact	The CSP partners have found ways of sharing most of the data they need to help them understand need and capture impact	CSP partners have found ways of sharing all the data they need to help them understand need and capture impact	
Create baselines against which to assess improvement	CSP rarely creates baselines against which to measure progress	CSP sometimes creates baselines against which to measure progress	CSP usually creates baselines against which to measure progress	CSP nearly always creates baselines against which to measure progress (programme and individual initiatives)	CSP systematically creates baselines against which to measure progress (programme and individual initiatives)	
Regular trend analysis	CSP rarely analyses trends around its priorities	CSP occasionally analyses trends around its priorities	CSP regularly analyses trends around its priorities	CSP regularly analyses trends around its priorities but could make more use of these	CSP regularly analyses trends and takes time to understand the implications for its priorities and activities	
*Long term outcomes and logic chains**	CSP doesn't set out explicitly the steps between its activities and its desired long term outcomes	CSP roughly sets out the steps between some of its activities and its desired long term outcomes	CSP sets out the steps between many of its activities and its desired long term outcomes	CSP sets out the steps between most of its activities and its desired long term outcomes	CSP creates clear connections between each of its activities and its desired long term outcome	

Persuasive case studies	CSP has never produced case studies	CSP has occasionally produced case studies	CSP has produced a number of case studies but has not made full use of these	CSP regularly produces case studies and has made some use of these to help people understand the difference its activities make	CSP regularly produces and disseminates case studies to describe and understand the difference that its activities make in the round	
Improvements on the ground convincingly linked to CSP action	CSP doesn't have much evidence to link its activities to improvements to the lives of citizens	CSP has partial evidence to link its activities to improvements to the lives of citizens	CSP has evidence to link some of its activities to improvements to the lives of citizens	CSP is able to describe how improvements to the lives of citizens are related to its activities	CSP is able to describe convincingly how improvements to the lives of citizens are related to its activities	
Establishing indicators of success	CSP hasn't been able to create a range of quantitative and qualitative indicators to describe the impact and success of its initiatives	CSP has identified some quantitative and qualitative indicators to describe the impact and success of some of its initiatives	CSP has identified some quantitative and qualitative indicators to describe the impact and success of most of its initiatives	CSP has identified a full range of quantitative and qualitative indicators to describe the impact and success of most of its initiatives	CSP has identified for each initiative a range of quantitative and qualitative indicators to describe its impact and success	

*A logic chain is simply a clearly defined step by step description of how certain activities will lead logically to the desired long term outcomes.

Personal Role Scorecard

This scorecard covers your personal role within the CSP. This particular scorecard allows for reflection and review with regards how you feel about your role, recognition and support you receive within the CSP. The purpose of this scorecard is to allow you to examine the skills you wish to strengthen over the coming year. You may identify here that you need to define your role in the CSP more clearly or that you need more time, support and recognition from your line manager.

Personal Role						
	1	**2**	**3**	**4**	**5**	**N/A**
Part of Job Description	My role on the CSP is not part of my job description	My role on the CSP is not part of my job description but some people are aware of it	My role on the CSP is not part of my job description but it is widely known	My role on the CSP is part of my job description	My role on the CSP is an explicit part of my job description and widely known	
Manager ensures you have time and support	My manager does not play a role in providing me with time and support to carry out my CSP role	My manager sometimes ensures that I have a little time and support to carry out my CSP role	My manager sometimes ensures that I have some time and support to carry out my CSP role	My manager ensures that I have the time and support to carry out my CSP role	My manager works hard to ensure that I have the time and support to flexibly respond to the needs of the CSP	
Recognition	My contribution to the CSP is not recognised as part of my annual review	Some aspects of my contribution to the CSP are recognised as part of my annual review	My contribution to the CSP is recognised as part of my annual review	My contribution to the CSP is explicitly recognised as part of my annual review but is not given an appropriate weighting	My contribution to the CSP is explicitly recognised as part of my annual review and given appropriate weight	
Clear role	I haven't been given a clear role by the CSP	I have clear role in the CSP but it has emerged and has not been explicitly recognised	I have been given a clear role by the CSP but it doesn't fit well with the skills and experience I bring	I have been given a clear role by the CSP which draws on some of my skills, experience and other responsibilities	I have been given a clear role by the CSP which allows them to gain real benefit from my full range of skills, experience and other responsibilities	

Delegated authority	I have no delegated authority: I have to take back decisions to my organisation for confirmation	I have limited delegated authority: most of the time I have to take back decisions to my organisation for confirmation	I have some delegated authority: I can frequently make commitments on behalf of my organisation	I have clear delegated authority: I can often make commitments on behalf of my organisation	I have clear delegated authority: I can nearly always make commitments on behalf of my organisation
Partnership skills	I don't know how to behave effectively in a partnership role	I know some aspects of how to behave effectively in a partnership role	I know many aspects of how to behave effectively in a partnership role	I know most aspects of how to behave effectively in a partnership role	I am completely confident in my ability to behave effectively in a partnership role
Influencing	I don't know how to exert influence as a partner	I know some aspects of how to exert influence as a partner	I know many aspects of how to exert influence as a partner	I know most aspects of how to exert influence as a partner	I am completely confident in my ability to exert influence as a partner
Mutual knowledge	The other partners know very little about the skills and experience I bring to the partnership table	The other partners know a bit about the skills and experience I bring to the partnership table	The other partners know quite a lot about the skills and experience I bring to the partnership table	The other partners know about most of the skills and experience I bring to the partnership table and make some use of them	The other partners are fully aware of the skills and experience I bring to the partnership table and make full use of them
Priorities and objectives	I can't describe the priorities and objectives of the CSP	I can describe some of the priorities and objectives of the CSP	I can describe most of the priorities and objectives of the CSP	I can describe the priorities and objectives of the CSP	I can describe clearly and convincingly the priorities and objectives of the CSP

Leadership Manual Scorecard

This scorecard has been included only as a manual copy so it will not be included in the results for your CSP. This scorecard is solely for the Chair of the CSP and allows them an opportunity to reflect on their leadership style. What are they doing well in what are the areas for improvement?

Leadership issue	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
I have a clear vision of what we need to achieve as a CSP and am able to describe this					
I always ensure that we are all clear about what we are doing and have established responsibilities and timescales					
I ensure that the CSP works closely with other relevant partnerships and activities so that we ensure strategic coherence and collaboration and avoid duplication					
I know what my preferred leadership style is					
I change my leadership style according to the situation and the people involved					
I ensure that all the CSP members know each other's skills and experience and that we draw fully on this					
I ensure that the CSP recognises the roles, responsibilities and requirements of each partner organisation					
I make sure that the voice of every member is heard and listened to					
I act as an advocate for the role, value and contribution of the CSP when working with other leaders					
I ensure that we retain a strong focus on understanding and responding to the needs of communities					
I make sure that we co-design initiatives and solutions with communities					
I am very demanding on the CSP to make sure we can describe the difference we are making to citizens clearly and persuasively					

SECTION 3
ADDITIONAL
RESOURCES

The following tools are referred to throughout the toolkit and are useful exercises that may assist with the analysis of your results

TOOL 1: EXPLORING ADDED VALUE

This tool relates to the Focus and Impact scorecard

This tool can be used to encourage partners to concentrate on the "added value" that partnership working can bring. Partnerships sometimes falter for lack of a clear focus on this - the benefits that partners can achieve that they cannot by acting on their own.

The five 'stars' below are areas where partnerships can offer added value. This can be used as the basis to review with where they see the added value of the partnership being.

Ask partners where they see the partnership being able to achieve more than they could on their own, either in terms of:

- Doing things in new and better ways
- Having greater impact
- Attracting more resources
- Reducing / sharing costs
- Spreading risks

The examples on the next page may offer some help in deciding what added value could be achieved.

GREATER IMPACT

NEW & BETTER WAYS

MORE RESOURCES

"WORKING TOGETHER TO ACHIEVE MUTUAL BENEFIT"

SPREAD RISKS

REDUCE/ SHARE COSTS

Achieving more than individual partners can achieve on their own...

Examples

Greater Impact	• increased benefits for people, businesses or communities served • increased reach to disadvantaged populations • greater critical mass: ability to reach and deliver beyond the capabilities of any one partner • increased co-ordination or integration of services (pooled budgets, resources, etc.)
More Resources	• attract public funding where policy requires partnership bids and evidence of partner ability to deliver joint projects • strengthened negotiating power • Increasing co-ordination or integration of services (pooled budgets, resources, etc.) and maximising impact
New and Better Ways	• innovation: new, more effective ways of doing things • new perspectives and challenging views within the partnership • a better understanding between partners (quality of relationship) • aligned vision/strategy between partners • improved intelligence about needs and opportunities
Spread Risks	• complementary strengths, resources, perspectives • greater flexibility within a team
Reduce/ Share Costs	• pool resources • share costs of common functions (in promoting and delivering services, in common systems (e.g. for quality, use of the Internet)

TOOL 2: TEN STEPS TO SMART OBJECTIVES

This tool relates to the Focus and Impact scorecard

1	Sort out the difference between objectives and aims, goals and/or targets before you start. Aims and goals etc. relate to your aspirations/objectives and are your battle-plan. Set as many objectives as you need for success.
2	SMART stands for Specific, Measurable, Achievable, Realistic and Timely.
3	Don't try to use that order. M-A/R-S-T is often the best way to write objectives.
4	Measurable is the most important consideration. You will know that you've achieved your objective, because here is the evidence. Others will know too! Make sure you state how you will record your success.

5	Achievable is linked to measurable. Usually, there's no point in starting a job you know you can't finish, or one where you can't tell if/when you've finished it.
	
	 How can I decide if it's achievable?
	
	     -you know it's measurable
	     -others have done it successfully (before you, or somewhere else)
	     -it's theoretically possible (For example, clearly not 'not achievable')
	     -you have the necessary resources, or at least a realistic chance of getting them
	     -you've assessed the limitations.

6	If it's achievable, it may not be realistic. If it isn't realistic, it's not achievable.
	
	 You need to know:
	
	     -who's going to do it?
	     -do they have (or can they get) the skills to do a good job?
	     -where's the money coming from?
	     -who carries the can?
	     -realistic is about human resources/time/money/opportunity.

7	The main reason it's achievable but not realistic is that it's not a high priority. Often something else needs to be done first, before you'll succeed. If so, set up two (or more) objectives in priority order.

8	The devil is in the specific detail. You will know your objective is specific enough if:
	
	     -everyone who's involved knows that it includes them specifically
	     -everyone involved can understand it
	     -your objective is free from jargon
	     -you've defined all your terms
	     -you've used only appropriate language.

9	Timely means setting deadlines. You must include one, otherwise your objective isn't measurable. But your deadlines must be realistic, or the task isn't achievable. T must be M, and R, and S without these your objective can't be top-priority.
10	It is worth this effort! You'll know you've done your job well, and so will others.

TOOL 3: FIVE DEGREES OF PARTNERSHIP

This tool relates to the Focus and Impact scorecard

Think about where your partnership (or partnerships) sits on the range below. More than one type may be present across an established partnership.

How are partnership objectives best served by the different degrees of partnership?

In what areas do you need to concentrate on, say, co-ordination, and where do you need to move to collaboration or co-ownership?

Co-existence	*"You stay on your turf and I'll stay on mine."* Co-existence may be a rational solution - where clarity is brought to who does what and with whom.
Co-operation	*"I'll lend you a hand when my work is done."* Co-operation is often a pre-requisite of further degrees of partnership, where there is early recognition of mutual benefits and opportunities to work together.
Co-ordination	*"We need to adjust what we do to avoid overlap and confusion."* Co-ordination is where the parties accept the need to make some changes to improve services/ activities from a user/ customer/community perspective and make better use of their own resources.
Collaboration	*"Let's work on this together."* Collaboration is where the parties agree to work together on strategies or projects, where each contributes to achieve a shared goal.
Co-ownership	*"We feel totally responsible."* Co-ownership is where the parties commit themselves wholly to achieving a common vision, making significant changes in what they do and how they do it.

Source:FiveVitalLessonshttp://fivevital.educe.co.uk/

TOOL 4: THE TOP TEN PARTNERSHIP KILLERS (AND SOLUTIONS)

This tool relates to the Partnership working scorecard

For ever and ever…
The problem: A partnership that lives on beyond its purpose will either wither slowly creating dissatisfaction among those who stick to the bitter end, or create an excuse for people to leave the office for useless meetings!   ***The solution:*** For project-based partnerships and those based on limited funding, agree an exit strategy – know when the job is done and what you might leave in place. End the partnership with a party and thank everyone for their input. See six plans you will need to move a partnership from discussion to action
One-upmanship
The problem: Competition between organisations can be a good driver, but too much and it will lead to blame, self-righteousness and a trench mentality.   ***The solution:*** Ensure you spend time early on team building and developing a sense of shared purpose – build relationships between organisations to blur the boundaries.
Right place, wrong people
The problem: A partnership will be powerless if representatives from constituent bodies constantly have to go back to their parent organisations for decisions.   ***The solution:*** Make sure the people put on your partnership have sufficient authority to decide much of the business at the meetings – NB they don't have to be at a certain (or similar) level within the organisation but they do need delegated authority.
Pulling rank
The problem: Higher paid or higher graded officers pulling rank around the table will silence others who have just as much to give.   ***The solution:*** If you have the right people from organisations, all with delegated authority, the principle of 'equality around the table' should be agreed and adhered to – and written into your terms of reference.
Mission creep
The problem: Often a partnership where people are working well will come up with hundreds of other ideas that can be tackled beyond the partnerships original brief. This will bog you down.   ***The solution:*** Agree a clear vision and underpin this with a clear focus on 5-6 priorities. Allow some flexible for 1-2 priorities to change over time as things develop and don't be afraid to junk activity that isn't working in order to free up time for new ideas.

Only here for the cash
The problem: Many organisations will be attracted to a partnership by money – like bees to the honey pot. This motivation alone can kill a partnership through representatives unwilling to volunteer for shared activities for instance.
The solution: Set out clear shared common ground from the start (try the 'common ground' workshop) and focus on your shared priorities and outcomes (see mission creep).

Target? What target?
The problem: Many partnerships will come together around a good idea but fail to set real targets around the shared vision. Starting vague will mean you'll never know what you've achieved.
The solution: Set clear targets to support your shared priorities and chart your progress – agree a simple but shared performance management system that everyone signs up to so you're all speaking the same language. (See Performance management)

Death by drudgery
The problem: Endless business meetings that no-one wants to attend will result in – guess what? no-one attending! Tailor your sessions to need – how often do you really need to monitor your activity?
The solution: Rather than business meetings would a workshop or brainstorm be a better use of time? Keep business meetings short and focused on what you need to do – not endless report-backs from people who are basically saying "my project is better than yours". Build in time to celebrate success.

We know what's best for you
The problem: Many partnerships are based in consultation but fail to continually engage. Building your work plan on historical information is not enough – those meant to benefit may not want what you are offering!
The solution: Establish your partnership based on a solid foundation of genuine consultation and ensure that you have built in activities that continually engage your client group. (see Customer focus and community engagement)

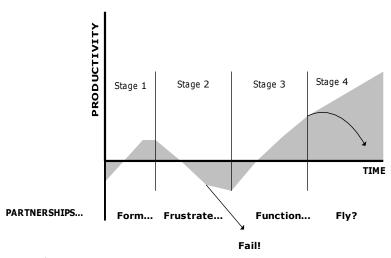| **Strictly on a need-to-know basis** |
|---|
| **The problem:** Lack of communication between partners and beneficiaries will breed suspicion and resentment and will fuel personal agendas. |
| **The solution:** Set up good processes to network and share information. Evidence shows that the more you inform, the more satisfied people will be (see Customer focus and community engagement). |

Source: The Improvement Network

TOOL 5: PARTNERSHIP LIFE CYCLE

This tool relates to the Partnership working scorecard

It is helpful to think of partnerships going through a series of stages, during which particular tactics are most appropriate to ensuring partnership progress and success. These are similar to the stages that any team is likely to go through, as people come together to achieve common goals.

The Partnership Life Cycle

Typical characteristics of each stage:

Forming	• Common cause, arising from shared interests, opportunities, threats • Early enthusiasm: new challenge, new relationships • Exploring what's needed, what's possible • Nature of commitments unclear
Frustration	• Partners feel 'in a fog' • Disputes or tensions over priorities and methods • Individuals questioning purpose of the partnership and the reasons for being there • Hidden agendas influencing what partners do • Doubts about what each other brings to the party • Partners competing for credit and control
Functioning	• Renewed vision and focus • Progress through joint project teams • Partners talk in terms of 'we' not 'you' • Clear roles and responsibilities • Full accountability to each other for actions
Flying	• Successful achievement of partnership goals • Shared leadership • Partners changing what they do and how they do it to achieve partnership objectives • Trust and mutual respect • Partnership priorities central to partner activities
Failing	• Disengagement • Lack of commitment • Recurrent tensions • Breakdown or frittering away of relationships

If you're at this stage...	consider...	Is this action relevant?
1. Forming	• create opportunities for people to get to know each other • encourage partners to focus on a common vision, the difference they want to make together • define tasks and tangible outcomes • shepherd the process of building the partnership agenda - including through use of research • ensure neutral meeting ground	
2. Frustration	• revisit the common ground - allow time to redefine issues, purpose, etc. • maximise opportunities for practical involvement • implement actions which demonstrate progress ("little victories") • encourage open expression and constructive disagreement • clarify benefits to individual partners • promote mutual appreciation of what each other can contribute • fix the problem, not the blame	
3. Functioning	• agree clear objectives, milestones, responsibilities, success measures • establish principles/ protocols for collaboration • encourage shared leadership and accountability • develop common methods and quality standards • seek learning consciously through cross-partner project teams joint training and reviewing activities	
4. Flying	• anticipate future challenges and build partner capacity to respond • take stock of how well the group is performing • keep working at communications • avoid any unnecessary partnership working • ask: does the partnership still serve its purpose? • ensure that all partners are getting the benefits they expect • continue to celebrate success	
5. Failing	• go back to Stage 1?	

The Partnership Life Cycle in Practice

Some partnerships may never get beyond Stage 2 of Frustration, and may skip directly to Stage 5 - Failing (the downward arrows on the graph). This is where the partnership disintegrates, for example, for want of a sufficient common cause, changes in people involved or a failure to work at partnership.

Partnerships need to work through the stages of the life cycle in order to function with greatest effectiveness (or "fly".) Even in the best partnerships, there is a tendency to falter and perhaps fail, unless the partners consciously manage their progress through the critical stages of the life cycle.

Quite often, partnerships find themselves in a "crossover" zone between Frustration and Functioning. In these cases, partners may have a heightened sense of failings, and may doubt the point of the partnership. Radical action may be needed to get it back on track, refocusing on the potential and vision, benefits and some early wins to build confidence and commitment.

Source:SmarterPartnerships

http://www.lgpartnerships.com/

TOOL 6: PARTNERSHIP GOVERNANCE CHECKLIST

This tool relates to the Partnership working scorecard

The following checklist outlines the key questions partnerships should ask themselves in order to ensure they have clear accountability.

Rationale for the partnership	• Why does this partnership exist? • What are its agreed aims? • Where have they been published? • Can you identify a better way of serving the public?
Added value from the partnership	• How does this partnership add value? • How do you demonstrate this added value to the public? • How do you know whether funds are being well spent? • How does the public know that the partnership funds are being well spent?
Governance arrangements	• How do your partnership's corporate governance arrangements link to those of individual partners? • How are decisions made? • How are they recorded? • Who makes sure they are acted on? • Who scrutinises them? • To whom are they reported?
Performance management	• How do you know which partnership targets you are meeting and which you are failing to meet? • Who manages and reports progress?
Financial management	• Who provides the money? • Who decides how to spend it? • Can the money be reallocated? • What are the financial reporting arrangements?
Risk management	• How do you know when things are going wrong? • Who can take action when things are going wrong? • How do you resolve conflicts of interest?
Termination arrangements	• What are the arrangements if this partnership comes to an end? • Or if you decide no longer to be involved? • How will resources be allocated back to partners?
Serving the public	• How effectively does his partnership communicate effectively with the public? • How can the public and service users obtain redress when things go wrong? • Is there a complaints and suggestions process the public can use?

Source: Audit Commission. Governing Partnerships.

TOOL 7: WHICH PROJECTS SHOULD THE PARTNERSHIP PURSUE?

This tool relates to the Planning and Delivery scorecard

Partnerships may have common objectives but they need a focus for their work together. It is usually the case that, when partners sit around the table in the early stages, they will all have pet projects that they would like others to join them in because it fulfills their individual objectives. To effectively work in partnership however, means exploring and discovering mutually beneficial activities rather than coercing partners to do what you want them to do.

The Partnership project matrix is a method of harnessing large-scale participation in the development of potential projects. All partnerships will flounder unless they have a common task to perform.

The partners individually consider what they believe to be their mutual aims and their individual priorities, and develop a list of potential projects. They then draw up a list of what would constitute a good contribution to their aims and priorities. They also draft a generic list of project risk factors. With these criteria in mind they can evaluate each project against the criteria and categorise each project. The favourite projects for taking forward are the stars, followed by the good gambles.

Partners might then form sub-groups to implement these projects.

		Potential Contribution	
		Low	**High**
Risk	**High**	Carthorses	Good gambles
	Low	Question marks	Stars