

Report of the Head of Policy and Scrutiny, Stockport Council

Stockport Partnership Board – Self Assessment

1.0 Purpose of report

1.1 To present a Self Assessment of the Stockport Partnership Board using the Partnership Toolkit and to make recommendations for future action to ensure continual improvement.

2.0 Background

2.1 As part of the Audit Commission's Comprehensive Performance Assessment a valued judgement must be made against the use of resources by the local authority. This use of resources includes an assessment of how effectively partnerships which the local authority is involved with operate and provide value for money.

2.2 The Stockport Partnership adopted a Partnership Toolkit in November 2005 (Appendix B) following consultation with the Audit Commission. The toolkit drew upon existing good practice and pointed to a number of appropriate methods to help partnerships in Stockport assess their effectiveness and identify areas where they need to improve performance. The toolkit was required to be completed by all thematic partnerships on a self-assessment basis with a view to developing improvement plans. The Stockport Partnership Board initially carried out a self assessment in April 2006 and identified a number of actions that were required to improve the way the partnership worked. These actions included:

- development of a Diversity and Equalities Policy,
- implementation of a programme of Formal Reports to the Stockport Partnership by thematic partnerships,
- carrying out a review of the Stockport Partnership membership,
- developing performance management arrangements for the Local Area Agreement, and
- carrying out a training needs analysis for the partnership.

2..2 Of these the only one outstanding relates to the analysis of training needs.

2.3 The response to the use of the toolkit by thematic partnerships has been patchy and an exercise is currently being undertaken to help all thematic partnership complete an up to date self assessment and develop an improvement plan.

2.4 With the completion of the review of the Stockport Partnership and the development of 'The Stockport Partnership Handbook: A guide to governance arrangements', it was felt that it was an appropriate time to carry out a second self assessment on behalf of the Stockport Partnership, and specifically the Board. This report presents the results of the self assessment of the Stockport Partnership. All thematic partnerships are currently engaged in carrying out their own self

assessments – these are being validated officers within the Policy and Scrutiny Unit of the Council. A report will be brought to the Stockport Partnership Board outlining the results of all self assessments in due course.

2.5 The self assessment looks at 10 standards with the partnership being assessed rated between 1 and 5 against each standard as follows:

1. Not in place – priority for action
2. Partly in place – action needed
3. Action identified – being implemented
4. Standard met – no action needed
5. Excellent example of best practice

3.0 Key Findings

3.1 The self assessment process concluded that the Stockport Partnership is well established and recognised as the overall strategic partnership for Stockport. This fact is recognised amongst key delivery agencies and bodies across the Borough. The new governance arrangements currently going through the agreement process will help strengthen constitutional issues, inclusivity and trust. In addition, the proposed new Partnership Team will also provide more resources to develop these areas more fully along with those around efficiency, learning and development. Of immediate concern are issues around strong leadership, particularly in relation to the other thematic partnerships and how these integrate together more effectively. In the medium term performance management issues need to be addressed more fully.

3.2 The key recommendations of the self assessment set out at *Appendix One* and in the recommendations below.

3.3 The Stockport Partnership was assessed as achieving a rating of 4 in two of the standards and a rating of 3 in eight. Overall, the Partnership was assessed as having achieved an average rating of 3.2. Areas for improvement have been identified and in a number of cases are already in the process of being implemented. The recommendations set out below, if adopted by the Board, will form the basis of an improvement plan.

4.0 Recommendations

4.1 The Stockport Partnership Board is requested to:

- (i) Comment on the self assessment contained in appendix A to this report;
- (ii) Agree the recommendations that have resulted from the self assessment, that the partnership:
 - a. Promotes the role of the Partnership beyond the strategic partners across Stockport following ratification of the governance arrangements.
 - b. Improves integration between the Partnership and the thematic partnerships in terms of governance issues, agenda planning and decision making.

- c. Establishes the Partnership Team with a focus on improving agenda setting, branding, linkages and network development.
 - d. Establishes a clear performance framework tied to the new Sustainable Community Strategy and LAA that links in the other thematic partnerships.
 - e. Develops the role of the Public Services Commissioners' Co-ordinating Board.
 - f. Ensures Board members are kept up to date with sub-regional developments.
 - g. Considers the Learning and Development needs of Board members in relation to their role within the Stockport Partnership.
 - h. Develops an approach to the identification and mitigation of risk in relation to the Stockport Partnership and thematic partnerships.
- (iii) Request a report on progress towards implementing these findings in October 2008.

Further information is available from Louise Richardson, Head of Policy, Stockport Council on 0161 474 3011 or email louise.richardson@stockport.gov.uk.

APPENDIX A: Partnership Self Assessment

Stockport Partnership

Date of Self Assessment: March 2008

Context

The Stockport Partnership was established in 2002 as the borough's Local Strategic Partnership (LSP). Since that time it has evolved significantly both in terms of responsibilities and structure. The purpose of the Partnership is to bring people together from a range of voluntary, community, public and private sector organisations to work co-operatively with local communities and agree a long term vision for Stockport.

The Partnership aims to improve the quality of life for local people by actively promoting social, environmental and economic wellbeing, as well as identifying specific problems in order to design and target services at both the neighbourhood and borough levels.

The Partnership's primary objectives are to prepare and deliver the Sustainable Community Strategy and the Local Area Agreement.

The Stockport Partnership provides leadership and a framework for the 'family of partnerships' that work together. The Stockport Partnership Board is the body that co-ordinates partnership working within the borough, providing direction to thematic partnerships, overseeing performance management and links with other bodies at national, regional and city-region levels. The Stockport Partnership Forum is the main partnership body that meets twice a year to discuss key issues facing the borough. It aims to be as broad and inclusive as possible and has a wide membership of organisations from the voluntary, community, public and private sectors

A generic folder containing information on the Stockport Partnership can be found at the following link. Specific evidence relating to KLOEs is set out in the appropriate paragraphs.

<G:\PPU\Corporate Policy Team\Stockport Partnership>

Key Lines of Enquiry – An Assessment

KLOES are scored on the following scale:

- 1. Not in place – priority for action**
- 2. Partly in place – action needed**
- 3. Action identified – being implemented**
- 4. Standard met – no action needed**
- 5. Excellent example of best practice**

Action and outcome focused

The partnership has a clear purpose, agreed vision, targets and milestones and can demonstrate that it is delivering improvements to quality of life.

The Partnership has a clear purpose which is set out in the Stockport Partnership Handbook of Governance.

The Partnership's agreed vision is set out in the Community Strategy which was adopted in October 2003 and in the current local area agreement. Work is underway to develop a new Sustainable Community Strategy which will set the strategic direction for the future. It is anticipated that this will be published later in 2008. Key to the development of this new Community Strategy has been a series of workshops for members of the Partnership and key stakeholders including the Council's Executive Team. These workshops have provided a forum for the discussion of a future vision for the borough linked with the identification of strategic outcomes.

The Partnership agreed a local area agreement with the Government in March 2006. This agreement sets clear targets and milestones for improving quality of life. The Partnership's performance management of the local area agreement was described as exemplar by Government Office for the North West at the Annual Review meeting. The partnership is able to demonstrate through performance against these targets that it is delivering improvements to quality of life. A second Local Area Agreement is currently being negotiated and is expected to be in place by the end of June 2008. The 'Story of Place' that formed the initial submission for the Local Area Agreement sets out a clear set of challenges reflecting the evidence base that formed the starting point of the Visioning Workshops. The new Local Area Agreement will set clear targets that reflect the challenges facing the borough into the future.

Supporting Evidence

Stockport Community Strategy 2003

2007/08 Six Month Performance Report (April – September 2007), Stockport Partnership, November 2007

The Stockport Partnership: a guide to the constitution, Report to the Stockport Partnership Board, February 2008.

The Stockport Partnership: a guide to governance arrangements, Report to the Stockport Partnership Board, March 2008

Stockport Partnership Visioning Workshops January and February 2008

Initial Submission to GONW for the LAA December 2007

Score: 3 Action identified – being implemented**Well governed**

The partnership has documented governance arrangements and mechanisms in place to minimise financial and legal risks

Following a comprehensive review of its governance arrangements the Stockport Partnership has developed a Governance Handbook which sets out a constitution, terms of reference and other operational policies. Agreement has been reached with the Council's Scrutiny Co-ordination Committee for the minutes of the Stockport Partnership Board and those of the thematic partnerships to be included on the agendas of relevant scrutiny committees.

Further strengthening of the governance arrangements of thematic partnerships is being implemented through the use of this self assessment tool. The Partnership Toolkit requires all partnerships where appropriate and necessary, to complete risk logs and to identify financial and legal risks specifically and put in place appropriate control and mitigation measures.

The Governance Handbook has been thoroughly checked by the Council's Legal Department.

Formal reporting Agreements have been in place for thematic partnerships since September 2005.

Supporting Evidence

The Stockport Partnership Handbook: a guide to the constitution, Report to the Stockport Partnership Board, February 2008

The Stockport Partnership Handbook – A guide to governance arrangements, Report to the Stockport Partnership Board March 2008

Formal Reporting Agreements – Appearance at Board September 2005 – November 2007, Stockport Partnership July 2007.

Review of the Stockport Partnership, Report to the Stockport Partnership Board April 2007
Scrutiny of Partnerships, Report to the Stockport Partnership Board April 2007

Score: 3 Action identified – being implemented

(4 once governance arrangements adopted)

Good Leadership

The partnership has clear leadership and partners harness their energies to achieve more than they could on their own.

The Stockport Partnership Board is chaired by the Leader of the Council with membership drawn from partner agencies and thematic partnerships. There is clarity and agreement on the roles and responsibilities of the chair and each member of the board; these are set out in the Handbook. Representation on the partnership board has recently been reviewed. Attendance is good, however, this could be improved. A system of nominated deputies is now in place to ensure that there is appropriate representation at all meetings. The new governance arrangements will help to strengthen this area somewhat. In addition, the partnership board has held away days to help develop future working of the partnership. The Partnership has established a Public Services Commissioners' Co-ordinating Board (PSCCB) to facilitate the development and implementation of the new and existing Local Area Agreement, to facilitate discussions between the major spenders of the public purse within the borough and to improve joint working arrangements. The PSCCB reports to the Stockport Partnership Board and is chaired by the Chief Executive of the Council. The Chief Executive of Stockport Primary Care Trust is the Vice Chair.

Supporting Evidence

The Stockport Partnership Handbook: A guide to governance arrangements, March 2008
Stockport Partnership Board

Establishing a Public Services Commissioners' Board, Report to Stockport Partnership Board 2007

Terms of Reference, Stockport Public Services Commissioners' Co-ordinating Board, February 2008

Score: 3 Action identified – being implemented

(4 once governance arrangements adopted)

Efficient

The partnership has effective agenda management, administrative support arrangements and uses resources productively

Agenda planning is undertaken by officers within the Policy Unit of the Council, whilst administrative support is provided by the Democratic Services section. Overall this arrangement has worked well. Agendas are published on the partnership's website. The Partnership does not currently have any dedicated resources, financial or staffing. However, during 2008/09, a partnership office is to be established to support the Stockport Partnership, Public Services Commissioners' Co-ordinating Board and to co-ordinate across the family of partnership comprising the thematic partnerships. Initially this will comprise a Partnership Co-ordinator although it is anticipated that in 2009/10 the office will be expanded to include a performance management and financial expertise. A dedicated resource will help to improve further the efficiency and effectiveness of the partnership as a whole.

Supporting Evidence

Stockport Partnership Manager – New Post Proposal, Report to Stockport Partnership Board Sept 2007

Review of the Stockport Partnership, Report to Stockport Partnership Board April 2007

LAA Resources, Report to Public Services Commissioners' Co-ordinating Board, March 2008

LAA Resources, Report to Stockport Partnership Board, March 2008

Score: 4 Standard met

Inclusive

The partnership actively promotes equality and diversity, has a functioning equalities policy in place and involves services users and key stakeholders as appropriate

The partnership has already approved a Diversity and Equalities Policy on behalf of the family of partnerships. This is now contained within the Stockport Partnership Handbook: a guide to governance arrangements and has been adopted. There is currently no active monitoring of this policy although through the new local area agreement it is intended to disaggregate appropriate indicators to address specific needs of diverse groups and geographic communities. This is an area for further improvement.

Supporting Evidence

Diversity and Equality Policy, Report to the Stockport Partnership Board June 2006

Stockport Partnership Handbook: A guide to governance arrangements, March 2008

Score: 3 Action identified – being implemented

Outward focused

The partnership is aware of the wider context within which it operates and has clear links and relationships with other relevant partnerships.

It is widely understood that the Partnership acts as the 'umbrella' for all the thematic partnerships across Stockport. This includes representation from each thematic partnership on the Stockport Partnership Board. These relationships are now more formalised and understood within the context of the new governance arrangements with each thematic partnership now having representation on the Stockport Partnership Board. However, despite this there still needs to be greater integration between the partnership board and the other thematic partnerships, particularly with regards to decision making, agenda planning and exchange of information. This is an area for further improvement.

In addition, the partnership has its own website providing links to thematic partnership websites and produces a regular monthly newsletter which is available on-line and sent to all partnership members.

Further work needs to be undertaken to raise awareness of the Stockport Partnership on the wider sub-regional linkages including the development of the Multi Area Agreement for Greater Manchester in recognition that Stockport does not operate in isolation.

Supporting Evidence

Stockport Partnership Newsletter January 2008 (www.stockportpartnership.org.uk)
City Region Governance in Greater Manchester: the Way forward, Report to the Stockport Partnership Board, April 2007

Score: 3 Action identified – being implemented

Committed to learning and development

The partnership learns from best practice, encourages learning and development and is willing to change

The wider partnership has held a twice yearly with the intention of informing and consulting key stakeholders on specific key issues and to encourage learning; in the last twelve months these have included the local development framework and health equalities strategy. Previous events over recent years have looked at:

- Local Preventative Strategy and engagement of employers in strategic partnerships
- Improving neighbourhood services
- The role of the voluntary and community sector
- Funformation Days – Public launch of the Community Strategy and Update on the Community Strategy
- Consultation on Crime and Drugs Audit
- Introduction to the Local Area Agreement
- Development of the Stockport Partnership and Community Strategy

These events have been very well attended and have improved the wider understanding of key issues amongst partners.

No formal learning and development programme currently exists for Board members. This is an area for improvement.

Supporting Evidence

Feedback from Stockport Partnership Forum, Local Development Framework, July 2007
Feedback from previous forums between June 2002 – January 2008

Score: 3 Action identified – being implemented

Effective performance management

The partnership has a clear performance management system in place, can demonstrate progress on its targets and shares information

Whilst a formal performance management system has yet to be developed for the partnership itself, there is a commitment within the governance arrangements to do this. However, regular reporting and monitoring does take place on progress towards LAA targets and the partnership can demonstrate clear progress against the targets set within the LAA, particularly around the reward element.

The Public Services Commissioners' Co-ordinating Board have recently agreed to establish a Performance and Resources Sub-Group to begin to address issues of performance information and management and resource usage. This group has yet to meet for the first time and finalise a draft terms of reference.

Supporting Evidence

LAA 6-Monthly Performance Report, Report to the Stockport Partnership Board November 2007
LAA End of Year Review, Report to the Stockport Partnership Board, September 2007
The Stockport Partnership Handbook, Report to the Stockport Partnership Board, March 2008

Score: 3 Action identified – being implemented

Trust

The partnership has good, supportive working relationships between partners and risks and rewards are shared

Overall partners work in an open and transparent manner sharing information and expertise on a range of issues. Debates and discussions are undertaken in a way that respects partners' differing roles and responsibilities. Although the local authority has more members than other partners there is little evidence that this has undermined the confidence and trust of non-local authority partners.

The partnership has considered the sharing of rewards from the Local Area Agreement (March 2008). Risk management is an area for further development.

Supporting Evidence

LAA Resources, Report to the Public Services Commissioners' Co-ordinating Board, March 2008

LAA Resources, Report to the Stockport Partnership Board, March 2008

Stockport Local Area Agreement March 2006.

Score: 3 Action identified – being implemented

Evaluates regularly

The partnership regularly reviews its membership, policies and has strategies that are clearly evidence based using sources such as statistics and consultation

The Stockport Partnership has reviewed its membership during 2007 and the new governance arrangements set out a clear timescale for reviewing its membership and structure.

The community strategy is currently under review and is reviewed on a regular basis, though no formal agreement and timescales are set for this. The LAA is the subject of an annual review in accordance with government guidelines. The development of the community strategy (current) and new version is based on strong consultation with community groups and others along with strong evidential information, primarily that most recently carried out by Local Futures. A public charter and toolkit for consultation has been agreed and promoted by the Partnership.

The Partnership, through the Compact Steering Group, has completed a review of the Stockport Compact and new codes of practice are currently being drafted.

The Partnership regularly undertakes feedback from partnership forum events.

Supporting Evidence

Review of Stockport Partnership, Reports to the Stockport Partnership Board, February 2007 and April 2007.

The Stockport Compact Action Plan, Report to the Stockport Partnership Board, November 2006

Developing the new Sustainable Community Strategy, Report to the Stockport Partnership Board, March 2008

Feedback from Forums (www.stockportpartnership.org.uk)

Stockport Partnership Public Participation and Involvement Charter

Score: 4 Standard met – no action needed

Summary

The Stockport Partnership is well established and recognised as the overall strategic partnership for Stockport. This fact is recognised amongst key delivery agencies and bodies across the Borough. The new governance arrangements will help strengthen constitutional issues, inclusivity and trust. In addition, the proposed new Partnership Office will also provide more resources to develop these areas more fully along with those around efficiency, learning and development. Of immediate concern are issues around strong leadership, particularly in relation to the other thematic partnerships and how these integrate together more effectively. In the medium term performance management issues need to be addressed more fully.

Overall Assessment Score: 32

KEY LINE OF ENQUIRY	SCORE
Action and outcome focused	3
Well governed	3
Good leadership	3
Efficient	4
Inclusive	3
Outward focussed	3
Committed to learning and development	3
Effective performance management	3
Trust	3
Evaluates regularly	4

Total Possible Assessment Score – 50

Overall current Assessment Score – 32

Overall Rating: 3.2

Recommendations

It is recommended that the Stockport Partnership:

- a. Promotes the role of the Partnership beyond the strategic partners across Stockport following ratification of the governance arrangements.
- b. Improves integration between the Partnership and the thematic partnerships in terms of governance issues, agenda planning and decision making.
- c. Establishes the Partnership Team with a focus on improving agenda setting, branding, linkages and network development.
- d. Establishes a clear performance framework tied to the new Sustainable Community Strategy and LAA that links in the other thematic partnerships.
- e. Develops the role of the Public Services Commissioners' Co-ordinating Board.
- f. Ensures Board members are kept up to date with sub-regional developments.
- g. Considers the Learning and Development needs of Board members in relation to their role within the Stockport Partnership.
- h. Develops an approach to the identification and mitigation of risk in relation to the Stockport Partnership and thematic partnerships.

Appendix B -Partnership Toolkit

A tool for assessing and developing partnership working in Stockport



www.stockportpartnership.org.uk

INTRODUCTION AND CONTENTS

The Stockport Partnership is committed to working in partnership and to improving the way that we work across the whole family of partnerships in Stockport. There is already a wide range of toolkits in existence that can be used to add value to partnership working. This toolkit draws from existing good practice and points to a number of appropriate methods to help partnerships in Stockport assess their effectiveness and identify areas where they need to improve performance. The self-assessment and action plan contained here will form part of the Formal Reporting Agreement that each partnership has with the Stockport Partnership.

Partnership working is complex. There are different types of partnerships, for example, statutory strategic partnership, service delivery partnerships and more informal partnerships. Partnerships may involve public and private organisations as well as the voluntary and community sector. There are also different stages within the life-cycle of a partnership. This toolkit is predominantly aimed at the significant, formal strategic partnerships in Stockport but has relevance to all types of partnership. It uses the life-cycle approach to identify issues that are particular to each stage in the life-cycle.

Consequently, this toolkit has several sections with different aims:

	<u>Page</u>
Section 1:	Identifying the Type of Partnership 15
Section 2:	Understanding the Key Stages of a Partnership 16
Section 3:	Start-up – Forming a New Partnership 17
Section 4:	Partnership Self-Assessment 18
Section 5:	Flying or Floundering – Ending a Partnership 30
Section 6:	Improvement Plan 31

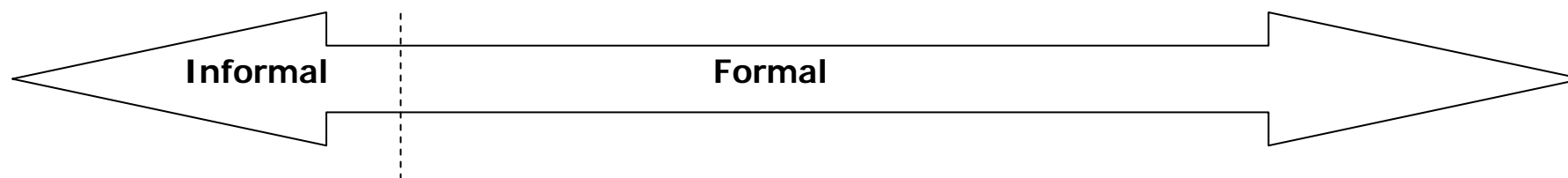
Partnerships should work through the different sections of this document. Section 3 (Start-up) is only relevant to new partnerships. Existing partnerships will be expected to submit Sections 4 (Self-Assessment) and Section 6 (Improvement Plan) alongside their Formal Reporting Agreement to the Stockport Partnership.

Help and advice in assessing partnership working and using the tools within this toolkit is available from the Policy Unit. Please contact [Stephanie Roffe](#) on 0161 474 3155.

SECTION 1: IDENTIFYING THE TYPE OF PARTNERSHIP

'Partnership working' is a spectrum - there are many different arrangements that are described as partnerships. All formal partnerships need to have an agreement (such as the template at [Appendix A](#)) in place to ensure that they are legally and financially sound and therefore it is important to understand the difference. Partnerships at the 'service delivery' end of the spectrum (commercial partnerships sometimes referred to as 'strategic partnering') may find some of the content of the toolkit useful but should have their agreements drawn up individually rather than use the template as these will require binding legal obligations.

Use the descriptions below to identify the type of partnership with which you are working. The definitions are meant to be fairly flexible – it is possible for some strategic partnerships to have service delivery or commissioning roles, or cross geographical boundaries into other local authority areas. Please specify this when you identify the type of partnership.



Informal collaboration

- Brings partners together to discuss shared goals
- Does not have a budget or deliver any services
- May not need a formal agreement but could still find the toolkit useful

Strategic partnership

- Non-statutory, non-executive organisation
- Plans, co-ordinates and monitors activities
- Takes strategic decisions
- May have a budget (but not in all cases)

Statutory strategic partnership

- Statutory organisation
- Plans, co-ordinates and monitors activities
- Takes strategic decisions
- Likely to have a budget – resources are focused on commonly agreed priorities

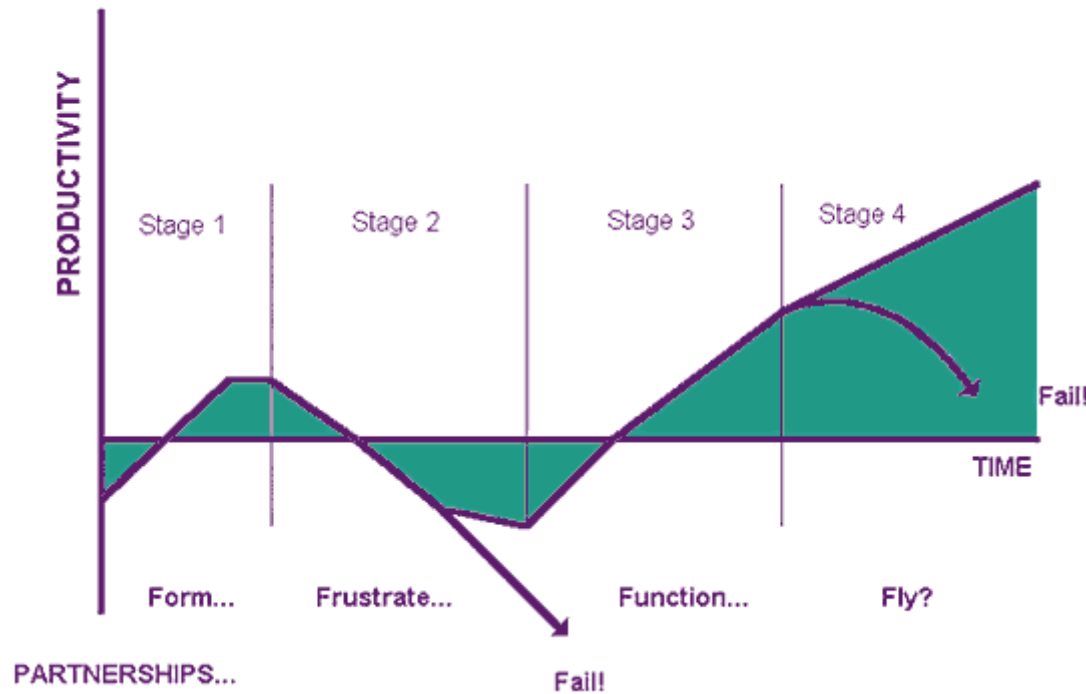
Service delivery partnership

- Involves the delivery of services by one body on behalf of another or through joint working.
- Aspires to deliver more value than a traditional contract
- If it is a contractual relationship then this type of partnership needs to be monitored as such

SECTION 2: UNDERSTANDING THE KEY STAGES OF A PARTNERSHIP

It can be helpful to understand partnerships as going through a series of stages, during which particular tactics are most appropriate to ensuring progress and success. Use this illustration to identify the partnership's stage in the life cycle.

The Partnership Life Cycle



Characteristics of each stage

Forming: Start-up phase. Common cause arising from shared interests, opportunities, threats, early enthusiasm.

[See Section 3](#)

Frustration: Partners feel in a 'fog', doubts about what each partner brings.

[See Section 4](#)

Functioning: Mature phase. Clear vision and focus. Clear roles and responsibilities.

[See Section 4](#)

Flying: Successful achievement of partnership goals. Trust and respect. Partnership serving purpose.

[See Section 5](#)

Failing (or floundering): Disengagement, lack of commitment, breakdown in relations.

[See Section 5](#)

It is important to be aware of the issues at each of the life-cycle stages and regularly to review and maintain the partnership. More information about the stages is available at www.lgpartnerships.com/resources/learn-part.asp

SECTION 3: START-UP – FORMING A NEW PARTNERSHIP

There are a number of key questions and issues that need to be asked and addressed before a new partnership is set up.

Q: Why is the partnership necessary? (What function will it fulfil? Clear evidence of need should be demonstrated)	A:
Q: Why is a partnership the best way of meeting this need?	A:
Q: What part of the Community Strategy will it deliver?	A:
Q: Has the creation of the partnership been approved by the Stockport Partnership?	A: <i>If not, please contact the Head of Policy, CE's Services, Stockport Council 0161 474 3011</i>

Once these questions have been answered, the '**Key Features of a Partnership**' in **Section 4** sets out the standards that should be met by all partnerships in Stockport. New partnerships should use Section 4 to develop an initial action plan.

Help with forming a new partnership

The following links provide advice for setting up new partnerships.

Developing a partnership agreement – see [Appendix A](#) to help you think through the main elements that it is important to get right

How to build a partnership - www.renewal.net/toolkits/BuildPartnership/

Involving the Community and Voluntary Sector – [The Stockport Compact](#)

SECTION 4: PARTNERSHIP SELF-ASSESSMENT

Key features of a partnership

There are several key features of a healthy, successful partnership, and a number of associated standards that partnerships in Stockport are expected to meet. These are set out in the table below and need to be addressed when reviewing an existing partnership's performance and development.

Whether a partnership is at the frustrating or functioning stage it should regularly be reviewed to keep it on track. Use the quick self-assessment checklist on the next page to start identifying where an existing partnership might need improving.

It is recommended that this self-assessment is carried out by the partnership itself at a meeting. It is acknowledged that this might not always be possible or appropriate, so please indicate on the form who has carried out the self-assessment.

Features that need to be improved

Once you have carried out the self-assessment and identified where improvements are necessary, the following section provides more information and guidance about the features and standards and helps to identify actions that may need taking. In places it points to other toolkits where you can find detailed guidance and materials for strengthening your partnership.

The self-assessment form uses a five point scale ranging from 1 (Priority for action) to 5 (Excellent - example of best practice)

Any actions scored as 1 or 2 should be entered into the action plan template in [Section 6](#) (or a similar document).

SELF-ASSESSMENT FORM

Date:

Name of Partnership: _____

Type of Partnership: _____

Carried out by: _____

FEATURE	STANDARD	1 Not in place – priority for action	2 Partly in place – action needed	3 Action identified – being implemented	4 Standard met – no action needed	5 Excellent – Example of best practice	<u>EVIDENCE</u> Please indicate where evidence can be found to demonstrate position
1. <u>Action and outcome focused</u>	The partnership has a clear purpose, agreed vision, targets and milestones and can demonstrate that it is delivering improvements to quality of life						
2. <u>Well governed</u>	The partnership has documented governance arrangements and mechanisms in place to minimise financial and legal risks						
3. <u>Good leadership</u>	The partnership has clear leadership and partners harness their energies to achieve more than they could on their own						
4. <u>Efficient</u>	The partnership has effective agenda management, administrative support arrangements and uses resources productively						
5. <u>Inclusive</u>	The partnership actively promotes equality and diversity, has a functioning equalities policy in place and involves services users and key stakeholders as appropriate						
6. <u>Outward focused</u>	The partnership is aware of the wider context within which it operates and has clear links and relationships with other relevant partnerships						
7. <u>Committed to learning and development</u>	The partnership learns from best practice, encourages learning and development and is willing to change						
8. <u>Effective performance management</u>	The partnership has a clear performance management system in place, can demonstrate progress on its targets and shares information						
9. <u>Trust</u>	The partnership has good, supportive working relationships between partners and risks and rewards are shared						
10. <u>Evaluates regularly</u>	The partnership regularly reviews its membership, policies and has strategies that are clearly evidence based using sources such as statistics and consultation						

Key features and standards – Information and Guidance

1. ACTION AND OUTCOME FOCUSED

The partnership has a clear purpose, agreed vision, targets and milestones and can demonstrate that it is delivering improvements to quality of life

A common vision and a clear sense of purpose are central to the success of partnership working. Without these, a partnership should not be operating.

It is vital that the vision and objectives of all partnerships in Stockport are broadly or specifically drawn from the Community Strategy, the document that sets out the overall long term vision for the borough. It is acknowledged that conditions do change, and where a vision or objectives diverge from the Community Strategy it is important that this is brought to the attention of the Stockport Partnership.

Partnerships are crucial as they have the potential to make a real impact on improving people's quality of life. This is what is important – the social, economic and environmental outcomes for the people who live and work in Stockport.

Partnerships in Stockport are expected to have a strategy document in place that clearly sets out these aspects.

There are several tools around that can help partnerships to develop a vision and SMART objectives

Market Towns Toolkit -

www.countryside.gov.uk/NewEnterprise/MarketTowns/stage4.asp

Partnerships with People - www.dti.gov.uk/pwp/

Ten steps to SMART objectives -

www.natpact.nhs.uk/uploads/Ten%20Steps%20to%20SMART%20objectives.pdf

Creating Healthier Communities - a resource pack for local partnerships (Info on targets from page 97)

www.neighbourhood.gov.uk/publications.asp?did=1382

2. WELL GOVERNED

The partnership has documented governance arrangements and mechanisms in place to minimise financial and legal risks

Public bodies must be able to demonstrate that they have good governance arrangements in place, and this extends to their involvement in partnerships. The purpose of having these arrangements in place is to promote good internal accountability between partners and better external accountability to service users. Each formal partnership in Stockport is expected to have an agreement in place that has been signed by partners and that documents the legal and financial position of the partnership. This includes having an agreed 'Terms of Reference' document and effective accountability mechanisms. The governance arrangements should be proportionate to the responsibilities and risks involved in the partnership.

Formal partnerships in Stockport must have:

i. A Partnership Agreement

This document should set out the governance arrangements of the partnership. This should cover monitoring arrangements, decision-making procedures, legal position and financial responsibilities, procedures and controls, including a partnership [Code of Conduct](#).

The agreement should also include the 'Terms of Reference' of the partnership that set out the purpose and key objectives. These should be agreed and regularly reviewed by the partnership. The key objectives should be developed in conjunction with a risk assessment.

A template for strategic partnerships is available at [Appendix A](#). Service delivery partnerships (commercial partnerships often referred to as 'strategic partnering') must have more detailed agreements drawn up individually.

ii. A Formal Reporting Agreement in place with the Stockport Partnership

This document should clarify the reporting arrangements between the partnership in question and the Stockport Partnership Board, setting out the performance monitoring arrangements. See [Appendix B](#) of this toolkit for template.

iii. A communications plan

This document should set out how the partnership will ensure that effective and accessible communications are in place. It should document what the communications objectives for the partnership are, and how it intends to strengthen its two-way communications with internal and external audiences. As an example, the Stockport Partnership's Communications Strategy is available at

www.stockportpartnership.org.uk/pdf/Communications%20Strategy.pdf

3. GOOD LEADERSHIP

The partnership has clear leadership and partners harness their energies to achieve more than they could on their own

Effective partnerships require a driving force. The most successful partnerships usually have a more collaborative ethos rather than a dominant individual or organisation. Commitment from all partners to the agreed vision can often provide the driving force. Problems can arise when leadership is weak, and it is therefore important to address this if it is an issue.

Partnerships are expected to be able to work effectively and harness their energies to achieve more than just the sum of their parts – this is the ‘added value’ of partnership working. They can bring significant benefits such as flexibility, innovation and additional financial and human capital resources to help solve problems. It also takes up a lot of time and resources and can therefore extract value as well as add to it.

It is difficult to measure the benefits that partnerships bring but it is important to try and do so. The added value could be demonstrated in the form of opportunities or efficiencies that happen as a result of closer working with partners. It may be helpful to review with partners the benefits or added value that you seek to gain from your partnership.

If leadership has been identified as an issue for improvement the following tool may help:

Smarter Partnerships -

www.lgpartnerships.com/resources/tools.asp

This tool may help you review the added value of your partnership:

Smarter Partnerships -

www.lgpartnerships.com/resources/lead-benpart.asp

4. EFFICIENT

The partnership has effective agenda management, support arrangements and uses resources productively

Managing the agenda of partnership meetings is crucial in keeping the partnership focused on its purpose. It should be clear at each meeting what the purpose of agenda items is and how they contribute to achieving the key objectives of the partnership. This is linked to the leadership of the partnership as it helps to keep meetings focused.

For a partnership to run smoothly and to be sustainable it is important that administrative support arrangements are adequate, and that additional support for partners is available where required.

Value for money needs to be a key governance issue for partnerships. Resources are not being used effectively if partnerships spend too much time in meetings discussing process issues instead of focusing on achieving their objectives. Partnerships should regularly review whether the outputs and outcomes merit continued involvement.

To promote improved value for money, partnerships must consider the relationship between economy, efficiency and effectiveness. Value for money is high when there is an optimum balance between all three – relatively low costs, high productivity and successful outcomes.

A regular review of value for money should be undertaken and should be an integral part of the performance management arrangements of the partnership. It should include an assessment of what resources are being committed and what benefits are being gained.

Efficiency and value for money will be improved if equal or better outcomes can be achieved for less expenditure.

This self assessment tool will help you to evaluate performance in delivering good value for money CIPFA's 'Improving Financial Management and Effectiveness in the Public Service'
www.cipfa.org.uk/panels/financial_management/fm_model.cfm

5. INCLUSIVE

The partnership actively promotes equality, has a functioning equalities policy in place and involves service users and key stakeholders as appropriate

Equality

Public authorities have legal duties to promote race equality and to promote equality between disabled persons and other persons. These duties are likely to be expanded further in 2007 to cover gender. The duties extend to any joint work by partnerships that involve public authorities.

The Stockport Partnership is committed to ensuring that equality for everyone is promoted in order to eliminate discrimination, ensure equal opportunities and ensure good relationships between different parts of the community.

Partnerships in Stockport that involve public authorities and that are carrying out functions or policies relevant to the duties are expected actively to promote equality and have a functioning equalities policy in place that covers race, disability, gender, age, sexuality and religion.

The Stockport Partnership has agreed a [Diversity and Equality Policy](#) and has adopted the policy on behalf of the family of partnerships in Stockport. Partnerships in Stockport are expected to implement this policy and promote diversity and equality in accordance with its vision and objectives. Further information about the policy is available from Stephanie.roffe@stockport.gov.uk

Involvement

Partnerships should operate inclusively and reflect the diversity of local organisations and residents in their decision-making processes. Communities of place and interest, voluntary organisations, local businesses and public organisations are all bodies that may be appropriately involved.

Decisions must be made about membership, how to recruit members and how to address difficult issues e.g. size, balance, representativeness, coverage. Choices must be made – about chairing, about alternates, about length of service, about replacements. The following link provides a wealth of guidance documents and tools that may assist with these decisions:

www.renewal.net - [Deciding partnership roles and recruiting members](#)

The Stockport Partnership has a Public Participation and Involvement sub-group that could advise your partnership on these issues. Contact stephanie.roffe@stockport.gov.uk for further information.

The Stockport [Compact](#) also contains useful advice for involving the Voluntary and Community Sector.

6. OUTWARD FOCUSED

The partnership is aware of the wider context within which it operates and has clear links and relationships with other relevant partnerships

The local partnership landscape is very complex, with a number of different partnerships operating within the 'family' in Stockport. These partnerships vary in size, membership and function.

There is potential for overlap and duplication between partnerships as some focus on user groups or vulnerable groups (e.g. young people, older people), some on holistic themes that affect whole communities (such as community safety or health) and some can touch on all such issues (such as area partnerships). The landscape is not neat, but cross cutting and dynamic in nature.

Partnerships in Stockport are expected to be aware of the wider context within which they are operating and make the links to other partnerships where appropriate. Partnerships should consider how they deliver or support the delivery of other partnership's objectives and where possible create opportunities for joint working to support mutual aims.

The Stockport Partnership will assist in making the links across the family of partnerships by publishing information about the wider family on its website – www.stockportpartnership.org.uk/

Partnership working in Stockport - www.stockportpartnership.org.uk/our_partnerships.html
This web page on the Stockport Partnership site provides information about the broader context of partnership working in Stockport and may help partnerships to make links and establish contact and relationships with other partnerships.

A Corporate Register of Partnerships will be available from April 2006. It will contain information about all of the significant partnerships in Stockport. The register will be updated annually and will help to identify any overlaps or duplication. The register will be maintained by the Policy Unit at the Council. For further information contact christine.franklin@stockport.gov.uk

7. COMMITTED TO LEARNING AND DEVELOPMENT

The partnership learns from best practice, encourages learning and development and is willing to change

In order for any partnership to achieve its objectives it must ensure that members are equipped with the appropriate skills, knowledge and attitude. The skills involved in partnership working need to be learnt, maintained and developed. It is likely that partners will have different levels of expertise and knowledge, and that some training on working in partnership may be beneficial.

Partnerships in Stockport are expected to have in place either an induction pack or guide for new members. Examples are available on the Stockport Partnership website – www.stockportpartnership.org.uk

One way that gaps in skills and knowledge can be identified is to undertake a Training Needs Analysis. A training needs analysis can be as simple or complex as needed to fulfil a “quick fix” or longer term development. The results from partners about what their needs are can then form the basis of a training plan for the partnership.

Partnerships also need to consider learning both from their own experiences and from what others have done and have a commitment to the sharing of best practice.

If you think that your partnership could benefit from undertaking a [Training Needs Analysis](#), further information can be found at the following links:

Further information on training and development can be obtained from the Chartered Institute of Personnel and Development www.cipd.co.uk

Good practice on training has been developed locally by Stockport Drug Action Team. A brief guide to Training Needs Analysis by the DAT is available through the following link: [Training Needs Analysis information](#).

8. EFFECTIVE PERFORMANCE MANAGEMENT

The partnership has a clear performance management system in place, can demonstrate progress on its targets and shares information

Performance management arrangements should be put in place when the partnership is set up and should be used throughout the life of the partnership. Partnerships in Stockport are expected to have clear performance objectives in place with targets and outcomes set down to facilitate the achievement of the objectives.

The performance management framework needs to be structured around a clear performance process/cycle made up of:

- **Regular and robust information/data sharing**

It is important to streamline, simplify and integrate performance management arrangements across partner organisations and identify any barriers that may prevent this.

Joint systems, procedures and protocols relating to information and data sharing should also be agreed as the key element of an effective performance management system. This will facilitate the effective delivery of services and inform the monitoring and measuring of performance.

- **Agreed lines of accountability**

Responsible for delivering/overseeing specific targets or outcomes should be clearly and formally agreed.

- **Clear performance management review**

The performance of the partnership should be mapped

back to relevant Community Strategy outcomes, set out in the Formal Reporting Agreement, and specific targets or actions should be monitored and measured to ensure they are delivered on time, to cost and of sufficient quality.

Monitoring arrangements should be in place to make sure partnerships demonstrate progress on a regular basis, are providing value for money, are taking remedial action where necessary, and identifying their successes and achievements.

An annual progress report should be presented by the key strategic partnerships to the Stockport Partnership Board to review the performance of the partnership and should cover the issues set out in the Formal Reporting Agreement in [Appendix B](#).

If performance management has been identified as an issue for improvement further information can be found at the following links:

The Improvement Network website www.improvementnetwork.gov.uk/imp/core/page.do?pagelid=10139 contains useful information on performance management for partnerships.

The IDeA website www.idea-knowledge.gov.uk/idk/core/page.do?pagelid=76229

Link to Profiling Stockport Live - <https://profilelive.stockport.gov.uk/home/>

9. TRUST

The partnership has good, supportive working relationships between partners and risks and rewards are shared

Successful partnerships recognise the need to develop trust between partners and allow this to evolve over time. When a partnership is first set up it can be helpful to set some time aside to allow partners to get to know each other – it is important to understand and respect the differences between partners.

It is likely that working on some of the other standards within the self-assessment will lead to greater trust. For example – setting out partnership arrangements in an agreement and having a good communications plan to guide information flows will help openness to be established as part of the partnership's culture.

Relationships are not easily forged around a meeting table – create other opportunities for partners to interact and build a supportive network. Partnership working is not easy and sometimes relationships can break down. It is important to deal with discord and dissatisfaction promptly.

Sharing the risks and rewards involved with partnership working can also help to foster good working relationships.

If trust has been identified as an issue for improvement the following tools may help:

Smarter Partnerships -
www.lgpartnerships.com/resources/tools.asp

This links to a checklist for effective working relationships and suggestions for ground rules to help strengthen partner relationships.

2 Way Trust Standard for Partnerships –
www.2waytrust.com/parts.html

This sets out ten key principles that set high trust partnerships apart from others and questions for assessing trust and openness.

10. EVALUATES REGULARLY

The partnership regularly reviews its membership, policies and has strategies that are clearly evidence based using sources such as statistics and consultation

Evaluation is often a neglected part of partnership working but again it is important and linked to the other standards in the self-assessment. It is important for reasons of learning and development as it helps to identify what is working and what is not, and for reasons of accountability as it demonstrates the effectiveness of the partnership.

Getting the right members is an issue that has a huge impact on the success of a partnership. It is important to keep the membership of the partnership under review, particularly as circumstances change. If membership is identified as an issue that needs tackling information on www.renewal.net may be useful:

[Deciding Partnership Roles and Membership](#)

A partnership's policies, strategies and plans should be regularly reviewed using evidence such as statistics and from local consultations. If evaluation is identified as a weakness that needs addressing then the following links may be useful.

Profiling Stockport Live - a database of social exclusion indicators for Stockport. The data in the Profile has come from a number of sources: the 2001 Census, the 2004 Indices of Deprivation, health data, educational attainment data, crime data and local data from service providers.
<https://profilelive.stockport.gov.uk/home/>

For advice on consultation see Stockport Council's Consultation Handbook -

www.stockport.gov.uk/content/councildemoc/council/contactacts/consultation/handbook?a=5441

Learning Towns and Cities - Developing and Sustaining Partnerships. The purpose of this document is to draw out key lessons, illustrated with examples.

www.lifelonglearning.co.uk/learningcities/pathfinder/guide101.htm

There are many toolkits developed with particular types of partnership in mind – some of the following may be useful depending on the type of partnership being assessed:

Learning Partnerships: Priorities and Performance (pdf)-
www.dfes.gov.uk/learningparttoolkit/documents/LearningPartnershipsPriorities.pdf

Community Safety – The Nacro Guide to Partnership Working (pdf)-
www.nacro.org.uk/data/briefings/nacro-2001062503-csps.pdf

Step-by-step guides to help deliver Neighbourhood Renewal -
www.renewal.net/Toolkits.asp

SECTION 5: FLYING OR FLOUNDERING – ENDING A PARTNERSHIP

As the life cycle approach suggests, there comes a time where a partnership may need to end. Ending a partnership does not have to be seen as a failure.

There are many reasons why it might be the right decision to end a partnership:

- Certain partnerships may badly underperform, reach the end of their usefulness, or need to be combined with other partnership arrangements
- Circumstances change and if a partnership has not been reviewed regularly, it is possible that it may flounder for a period of time with no clear direction
- A partnership may stop fulfilling its original purpose, or it may not be needed for that purpose any longer
- A partnership may have achieved its goals and is no longer needed in that particular form

With every review, at each stage of the partnership life-cycle, it is important to regularly ask the following question:

Is the partnership's job done, or is there more to do? If there is more to do, it may be that a failing or floundering partnership is not ended, but re-formed with a renewed focus and started again at the beginning of the life cycle.

It is important to bear in mind that for some members of a partnership, a change of this sort may be seen as undesirable. For example, members may have invested considerable time and energy to a partnership and see a decision to end it as a criticism; others may have some particular interest in maintaining the status quo. Ending or reforming a partnership therefore needs to be carried out carefully and sensitively.

More information about ending a partnership is available at www.lgpartnerships.com/resources/learn-ending.asp

This tool treats ending partnerships as a change issue, with the approach depending on what you want to do in the future.

If you are starting up a partnership and/or developing a partnership agreement, it is recommended to include an 'exit strategy' in the agreement so that partners are clear about the circumstances for terminating the partnership.

SECTION 6: IMPROVEMENT PLAN

This template (or something similar) should be used to translate the most important actions identified in the assessment into an action plan designed to secure improvements.

Name of Partnership: _____ **Date:** _____

Feature/ Standard	Action	Intended outcome	Performance measure	Timescale	Responsible person / group	Notes (including resource implications)

References

Audit Commission – Governing Partnerships – Bridging the Accountability Gap
Commission for Racial Equality - Public Authorities and Partnerships – A Guide to the Duty to Promote Race Equality
Communities Scotland and the Community Planning Taskforce – Assessment of Partnership Toolkits
EDuce Ltd – Smarter Partnerships (Employer’s Organisation for Local Government)
I&DeA and Chief Economic Officers’ Society – A Tool for Evaluating Economic and Regeneration Partnerships
Suffolk Partnership Evaluation Toolkit

Contact

For further help and assistance please contact:

Corporate Policy Team
Policy Unit
Chief Executive’s Services
Stockport Council
Town Hall (VH)
Stockport
SK1 3XE

Tel: 0161 474 3155

Email: stephanie.roffe@stockport.gov.uk

APPENDIX A

STRATEGIC PARTNERSHIPS AGREEMENT TEMPLATE

1. Purpose

What is the function and purpose of the partnership?

What added value will it achieve? – i.e., what will it achieve that the partners cannot achieve on their own?

2. Terms of Reference

What are the key objectives of the partnership?

What arrangements are in place for developing the key objectives in conjunction with a risk assessment?

What arrangements are in place for agreeing and regularly reviewing the key objectives?

What arrangements are in place for assigning objectives to partners?

3. Strategy & Activities

How will the partners realise these goals?

What activities will be undertaken on behalf of the partnership?

4. Membership & Decision Making

What is the basis for membership of the partnership?

Who is on the partnership and who do they represent?

How will the partnership ensure that membership is sufficiently inclusive and meets equalities criteria?

What rules are there for the status of different members? (e.g. those 'in attendance')

How will decisions be taken within the partnership? (scope and timescales)

5. Management & Operation of the Partnership

What is the structure of the partnership? (Is it a sub-group of a larger partnership? Will it have its own sub-groups?)

Where does it sit within the larger family of partnerships?

What principles or ground rules will govern the partnership?

What arrangements will be put in place for agenda management and administrative support?

What is the notice and frequency of meeting; quorum rules; chairing arrangements; voting arrangements; representation of other members?

How will declarations of interest be managed?

6. Resources and financial controls

How will the partnership be resourced? (Is there a clear budget set (covering both income and expenditure) for revenue and capital purposes?)

What arrangements are in place for monitoring the partnership's budget?

How will action be taken where there are major variances in the budget?

What arrangements are in place to limit the financial liabilities that the partnership can incur?

What financial procedures / controls are in place?

What mechanisms are in place to review the financial procedures / controls on a regular basis?

Where the partnership must meet specific minimum guidelines in order to maintain funding, what arrangements are in place for monitoring how the guidelines are met?

Where partnerships have staff and/or other assets and one organisation is acting as the host body, what arrangements are in place for clarifying any transfer of these?

Have the VAT arrangements been agreed with Customs and Excise?

What arrangements are in place to investigate allegations of breaches of financial conduct, fraud and corruption?

7. Code of Conduct

What arrangements are in place for guiding the conduct of individual members of the partnership? (Partnerships must either adopt the [Stockport Partnership's Code of Conduct](#) or have in place an equivalent of their own)

8. Conflict and complaints resolution

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

What processes are in place for resolving complaints effectively? (Clarity over responsibility for complaints concerning joint activity will be necessary)

9. Information

What information will agencies need to share?

How will this be done? (Including overcoming any technical or legal barriers)

10. Performance and monitoring

What arrangements are in place for managing and monitoring the performance of the partnership?

How will the partnership review its performance on a quarterly basis?

11. Equalities

What arrangements are in place to ensure that equality is actively promoted?

(Partnerships must either adopt the Stockport Partnership's Equality Policy or have in place an equivalent of their own)

12. Legalities

What arrangements are in place to ensure that the partnership is not able to commit potentially fraudulent or illegal transactions?

Does the Council Solicitor or a representative from legal services receive regular reports on new initiatives and progress of the partnership?

What arrangements does the partnership have for seeking relevant legal advice?

13. Risk Management

What arrangements are in place for assessing and managing the risks associated with the partnership?

14. Exit strategy

What arrangements for dissolution are in place?

15. Signatures of partners

All key partners must sign and date the Agreement.

The Stockport Partnership

Formal Reporting Agreement

Between

The Stockport Partnership

And

.....

Signed on behalf of The Stockport Partnership (Chair of the Partnership)

Signature:

Designation: Councillor Brian Millard

Date:

Signed on behalf of Stockport Health Improvement Partnership

Signature:

Designation:

Date:

REPORTING AGREEMENT

This agreement is made between the Stockport Partnership Board and [insert name of partnership]

Purpose

To clarify the reporting arrangements between the two bodies with the aim of monitoring partnership performance against the Community Strategy outcomes, Local Area Agreement targets and any other targets agreed by both bodies.

Reporting arrangements

[Insert name of partnership] agrees to present an annual progress report to the Stockport Partnership covering the following issues:

- Partnership successes over the last 12 months;
- Progress against the Community Strategy outcomes, Local Area Agreement targets or any other jointly agreed targets;
- Emerging or current issues that the Board should be aware of;
- Financial issues or funding that the Board should be aware of;
- Key challenges facing the partnership over the next 12 months; and
- Any problem areas or blockages the Board should be aware of, or that need to be resolved by the Board.

The annual progress report should be presented to, and agreed by, [insert name of partnership] before it is presented to the Stockport Partnership Board.

Community Strategy Outcomes

Challenge 1
Challenge 2
Challenge 3
Challenge 4
Challenge 5

Local Area Agreements

Children and Young People
Healthier Communities and Older People
Safer and Stronger Communities
Economic Development

Other agreed targets

Monitoring and Information Requirements

Monitoring information must be provided on all the jointly agreed outcomes and targets.

Review Period

Whilst the review period is on an annual basis, either partnership can request additional reports to be presented for discussion and/or review, particularly where problems have been identified with the agreed targets or with performance.

Stockport Partnership Board responsibilities

The Partnership Board agrees to:

- Publicise the work of the [insert name of partnership] through its newsletter, Annual Progress Report and partnership website;
- Refer Key issues for the partnership, where appropriate, to the wider Partnership Forum for discussion;
- Assist, where possible, in addressing barriers to progress identified by [insert name of partnership], particularly in relation to partnership working; and
- Support the work of [insert name of partnership] and ensure the effective co-ordination of information between [insert name of partnership] and the wider family of Stockport partnerships.

Disclaimer

This is not a legally binding contract and does not commit either partnership to any financial commitments.