

**PARTNERSHIP WORKING
POLICY COMMISSION**

March 2006

Foreword by Councillor Cameron Geddes - Chair of the Policy Commission

Early on in our discussions we realised that defining partnership and partnership working is a difficult and complex task, due to the wide range of partnerships operating in Barking and Dagenham.

Through this Policy Commission we have developed a working definition and explored ways in which partnerships can be established, supported and improved.

Partnership working has grown significantly over the last few years and local authorities need to improve the way they work in partnership to deliver better public services.

The Members of the Policy Commission wanted to improve their knowledge of the partnerships operating in Barking and Dagenham and focus on making these partnerships work more effectively. This involved looking at examples of best practice, conducting an audit and survey of partners and partnerships and interviews of our key partners.

I would like to thank Members and Officers for their active participation on this Policy Commission and present the report of our findings.

Councillor Cameron Geddes

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1. Executive Summary

This report explores how local authorities are addressing the many existing and emerging challenges they face in the way they deliver services. Partnership working can enable Local Authorities to act in a more imaginative, innovative and above all pragmatic way through the wide range of options and new ways of working available. In particular, the report looks at how partnerships are established, perform and can improve.

Partnership working has developed significantly over the last few years through choice, encouragement and direction. Whilst partnership working brings opportunities and risks, it forms a corner stone in a range of recent shifts in policy aimed at modernising public services.

This report sets out the approach taken by the Policy Commission to identify:

- A definition of partnerships
- Analysis of different types of partnerships in Barking and Dagenham
- How to establish a partnership
- What makes an effective partnership
- Ways in which Barking and Dagenham can improve partnership working

The Policy Commission developed the following recommendations:

- Partnership audit to establish which partnerships exist and their functions
- Annual survey to update the audit
- Review of the Council's Partnership Checklist
- Annual report of partnership achievements to be presented to Members on request, perhaps via the Corporate Monitoring Group (CMG)
- Training programme for Members, partners and officers on partnership working

2. The Local Modernising Agenda

The Future of Local Government: Delivering Better Outcomes in Local Areas

In July 2005, The Local Government Strategy Unit within the ODPM (Office of the Deputy Prime Minister) initiated a debate on the future of local government by publishing *The Future of Local Government: Developing a Ten Year Vision*. This document touched on a range of important issues including local leadership, citizen engagement, and the improvement of public services.

The Government's intention is to work on a shared vision which can be taken forward in partnership with local government and key local agencies over the next ten years. This drive by the ODPM to improve local areas puts the development of partnerships and the need for partnership working into context for this Policy Commission.

Background

Since 1997 central government has been pursuing an agenda of local government modernisation designed to tackle some of the fundamental public service, governance and accountability concerns facing local authorities and the public sector more widely. This modernisation agenda has included:

- The requirement of local authorities to produce community and neighbourhood renewal strategies
- The creation of Local Strategic Partnerships as a method of engaging the necessary local stakeholders in the development of community strategies
- The introduction of Best Value, replacing compulsory competitive tendering as the mechanism for reviewing, and outsourcing public service delivery
- The publication of the National Procurement Strategy for Local Government
- The introduction of Comprehensive Performance Assessment as a way of assessing local authority effectiveness
- Greater freedom and flexibilities for high performing authorities
- The introduction of negotiated Local Public Service Agreements which also bring greater freedoms to those local authorities willing to strive for stretching targets
- Constitutional reform allowing the creation of directly elected mayors and the shift to cabinet style local government (Local Government Act 2000)

Overview

The issues at the core of the future of local government debate are ones of local democracy, leadership, community engagement and quality in public services. Relevant to all of these is the balance of responsibilities between central, local and regional government and the potentially enhanced role that people at neighbourhood level could play in determining local priorities.

Key messages emerging from central government are that there is a need for a shared local vision which:

- clarifies roles and accountabilities at every level
- takes on the challenge of efficiency and potential new models of service delivery
- supports strong local leadership and provides the tools and space to carry out this role
- gives more power and freedom to local authorities and empowers local communities

This needs to be underpinned by effective performance management.

Key Proposals

The Key proposals that will have an impact on partnerships and partnership working include:

- Local Area Agreements (LAAs) – agreements between local and central government on the basis of locally identified priorities in the key service areas of:
 - Children and Young People
 - Healthier Communities and Older People
 - Economic Development and Enterprise
 - Safer and Stronger Communities
- More locally pooled budgets – bringing together central government funding streams into a larger more coherent funding block at local level. Providing the financial flexibility for LAAs to respond to local needs.
- Enhanced community leadership role for councils in their locality – providing the necessary leadership to bring together the full range of public sector colleagues and other local stakeholders to contribute to the locality

- Improve performance management – which better underpins local flexibility and accountability and helps to secure better outcomes for local people.

Partnerships have been one of the most innovative and successful approaches adopted by government and others to address many local problems. By bringing together key stakeholders, they have enabled a variety of social and economic issues to be tackled, which, otherwise, would have been beyond the scope of any one particular organisation. Effective partnership working can be difficult, time consuming and, during the outset, costly to achieve. Therefore, partnerships should be formed to deal with challenging long-term issues that require the involvement of multiple organisations.

3. The Partnership Landscape

Why do public bodies work in partnership? We have looked at the developments in local areas through the modernising agenda, but where have the developments in partnerships come from and been influenced by?

- The belief that separately defined and run services do not meet the expectations of users and of the public; especially those of vulnerable groups, such as children, older people and those with mental health needs
- The need to base planning and provision on holistic themes affecting whole communities, such as community safety; the physical and economic environment and health
- The desire to enhance community engagement and civic renewal, especially through local authorities' community leadership role.

Partnerships often attract additional resources and this has been, and continues to be, a strong incentive for collaborative work. Direct funding to partnerships includes the European Social Fund, Single Regeneration Budget, Employment, Education and Health Action Zone funding, invest to save budgets.

The Efficiency Review has helped to renew interest in strategic procurement, shared service delivery partnerships and shared service organisations.

In the past three years the significance of partnerships have grown. In many local areas public bodies believe strongly in the power of partnerships to deliver better outcomes for service users. Partnership working can help to focus service planning, commissioning and delivery on user needs, and it is believed this greater engagement with users will help to raise service quality. The majority of people want to work in partnerships where this can bring in more resources to address local needs in areas such as housing, health, environment, education, social care and crime and disorder.

What Kinds of Partnerships?

Partnerships come in very different forms and vary in function, membership and size. The types of partnerships that are currently in operation are:

- Voluntary and Statutory
- Executive and Non-executive
- Strategic Service Delivery Partnerships
- Strategic Partnering for Private Sector Procurement – including PFI, PPP and joint ventures such as NHS LIFT (Local Improvement Finance Trusts)

The majority of partnerships are operational in their focus and have a distinct service aim. Many are also established to attract dedicated funding. More recently there has been a trend of partnerships becoming limited companies or charitable trusts or unincorporated associations. Partnerships have also been categorised by their locality, aims, operational and governance arrangements and membership (*Governing Partnerships: October 2005, Audit Commission*).

Since the Local Government Act 2000 the establishment of overarching local strategic partnerships (LSPs) are having greater prominence in the local political arena. Government expects LSPs to play a key role in local areas and in essence are forming the prime umbrella framework for all other partnerships to function within.

The landscape of partnerships is getting more and more complex in local areas. Leaders in local areas need to ensure that partnerships are effective and useful to the delivery of local public services.

How Should Public Bodies Govern Partnerships?

Due to the variety of partnerships there are various governance arrangements that partnerships would benefit from adopting. Legislation dictates that registered charitable trusts must have approved trust deeds, and companies limited by guarantee have memoranda and articles of association. However, the majority of partnerships are unincorporated associations and often have agreed constitutions, terms of reference and operational arrangements as their governing document.

Research carried out in 2004 by INLOGOV argued that there is a fine line between effective governance arrangements and over governing a partnership which inhibits the creation of an innovative environment.

Every partnership will have its own governance and accountability structure and operational arrangements. The governance system adopted by a partnership should be proportional to the size, objectives, responsibilities and risks of the partnership (INLOGOV 2004). The governance arrangements of partnerships should be reached through agreement of all partners to ensure that there is clarity among partners on membership, roles and responsibilities as well as codes of conduct.

The Importance of Partnership Agreements

The Audit Commission has stated the lack of formal partnership arrangements both inhibits the achievement of the partnership's objectives and increases the potential for a breakdown in governance arrangements and controls.

Key themes for partnership arrangements:

- Shared understanding of roles, responsibilities and accountabilities of each partner
- Shared ownership of strategies
- Better financial management with clear procedures
- Performance management arrangements

This Policy Commission aims to help Members gain a better understanding of the partnerships in operation in the borough and maximise the effectiveness of these in order to benefit local people.

3. Aims of the Policy Commission

The Policy Commission has focused on answering the following questions:

- What are partnerships? - definitions and different types
- Why work in partnership?
- How do you build partnerships?
What are the key requirements to establishing a partnership?
- What makes an effective partnership?
- How effective is Barking and Dagenham at working in partnership?
- How can we influence partnerships?
- What role should Councillors play in partnerships?

4. Methodology – Scope of Work

The Policy Commission agreed to do the following:

- Undertake a literature review of current thinking on partnerships and policy developments
- Set out definitions and examples of existing partnerships
- Hold workshops and discussions on the meaning and understanding of partnership working
- Undertake a survey of Partners to get their views
- Undertake an audit of the partnerships in existence
- Receive presentations and hold question and answer sessions with key practitioners
- Invite key partners for discussion on how to improve partnership working
- Invite a critical friend onto the group to give advice and support
- Produce report that will enhance Member learning and understanding of partnership working in the borough
- Agree recommendations and an action plan for implementing these.

5. What is a Partnership?

The term partnership can encompass a wide range of collaborative arrangements and there are numerous definitions in use.

Definitions

1. the state of being a partner - Participation
- 2a. a legal relation existing between two or more persons contractually associated as joint principals in a business
- 2b. the persons joined together in a partnership
3. a relationship resembling a legal partnership and usually involving close cooperation between parties having specified and joint rights and responsibilities”
- From the Oxford English Dictionary:

“Partnership is an agreement between two or more independent bodies to work collectively to achieve an objective” - **The Audit Commission**

“It is difficult to provide a single definition for partnerships, which can vary considerably in structure and purpose. However, they generally bring together interests from different sectors towards a common aim; share risks, skills and resources; and seek to achieve mutual benefit and synergy. Partnership is more than loose cooperation, coordinating separate activities - or contracting for services” – **Partnerships.org.uk - research site**

“Partnerships vary greatly in how they are established and resourced and how they operate. There are no defining features for partnerships but they should bring together representatives from different sectors and different communities of interest to agree and work towards common goals. Organisations which bring together representatives or those who have an interest in the local area such as local authorities, health trusts, businesses, voluntary organisations, and residents groups.” – **Renewal.net – Neighbourhood Renewal Unit resource**

“Partnership work can be defined as organisations with “differing goals and traditions, linking to work together” - **Home Office**

The Policy Commission discussed in detail what it felt partnership meant and came up with an agreed definition that simply sets out the term for use during the work of the Commission.

Policy Commission Definition of a Partnership

“Long term, formalised relationship to achieve joint outcomes.”

Examples of Partnerships

As discussed earlier, the partnership landscape is complex and interlinked. Although few partnerships are required by statute, many are needed in order to receive and distribute funding. This section sets out the main types of partnership set out by broad thematic area, showing the range of policy areas that partnerships address in local areas.

Local Strategic Partnerships

Originally a requirement for distributing Neighbourhood Renewal Fund monies in the 88 most deprived English local authorities, many English and Welsh councils now have established a Local Strategic Partnership (LSP) as the vehicle for bringing together the public, private, community and voluntary sectors at a local level, in order to deliver the Community Strategy. They have developed their role and now increasingly aim to integrate local plans, partnerships and initiatives, reducing bureaucracy and rationalising existing partnership arrangements. An LSP should be the overarching body responsible for ‘nesting’ other partnerships – like the Crime & Disorder Reduction Partnership, or those connected with regeneration or health. They are non-statutory and non-executive.

Strategic Service Delivery Partnerships

Strategic Service Delivery Partnerships (SSPs) are a form of long-term, collaborative arrangements between an authority and its public, voluntary or private sector partners. They are a form of strategic partnering that includes corporate strategic change as a key objective. Compared with Private Finance Initiative (PFI), they are aimed at demonstrating *alignment of goals* between partners; delivering *more value* than a traditional contract; *sharing* risk and reward; emphasising the importance of *relationships*; expecting *change* in partners, behaviours; and *flexibility* in responding to changing needs and aspirations.

Regeneration

There are many different partnerships aimed at promoting regeneration. A paper published by the Neighbourhood Renewal Unit called Changing Neighbourhoods, Changing Lives, sets out the Government’s cross-departmental and cross-sector strategy and associated funding streams for regeneration.

Community Safety

The Crime and Disorder Act 1999 requires the 'responsible authorities' (e.g. the Unitary Local Authority, or the County and District/Borough/City and the corresponding area Police Force), to co-operate and collaborate with a range of organisations to develop a local strategy to tackle the problems of crime and disorder.

Crime & Disorder Partnerships

This is a statutory partnership with representatives from the police, local authorities, probation service, health authorities, voluntary sector, local residents and businesses. County and District councils and chief constables are the responsible bodies for formulating and implementing crime and disorder strategies, and for conducting crime and disorder audits. (Crime & Disorder Act 1999)

Drug Action Teams

These are non-statutory advisory partnerships set up under the White Paper 'Tackling Drugs Together'. They are for sub-regional areas, usually comprising the areas of several Local Education Authorities (LEAs). Their partners include the nominees of all the agencies with any responsibility for addressing drug abuse, and of voluntary and community organisations.

Youth Offending Teams

All county councils and unitary authorities in England and Wales (including London boroughs and metropolitan district councils) are required to:

- set up youth offending teams in co-operation with the chief constables, probation committees and health authorities for their areas
- formulate and implement youth justice plans after consulting the bodies mentioned above
- co-ordinate provision of youth justice services locally and carry out the functions assigned to the team in the Youth Justice plan.

Sure Start

Sure start provides a range of services for young people – from pregnant mothers through to 14 - 16 year olds. Delivered through local partnerships, the range of provisions include practical help on childminding and home childcare, extended school services and out-of-hours provision, health and family support and neighbourhood nurseries.

The Objectives are:

- Improving children's social and emotional development
- Improving children's health
- Improving children's ability to learn
- Strengthening families and communities
- Increasing productivity

ConneXions Partnerships

Connexions partnerships bring together public, private and voluntary agencies locally to provide practical help to young people aged 13-19. This help includes careers guidance, personal development, advice and information – all delivered through local partnerships.

Health

The Health Act 1999 imposes a duty on all county, district and unitary authorities and on all NHS bodies to co-operate with one another. This complements the 2000 Local Government Act duty on local authorities to promote the health and well-being of communities in their area. A key partnership mechanism for achieving this is through Section 31 Partnership arrangements. These allow health and social care agencies to produce joint schemes for planning, commissioning or delivering integrated services.

The Policy Commission looked at the various partnerships operating in the borough and worked on developing a system to categorise these partnerships. The table sets out the different types of Partnerships that operate in the borough. Individual partners could be involved in all or some of the partnerships listed below. Working relationships will depend on their role within that partnership and the nature of the work and outcomes. Whilst carrying out this exercise it became apparent that some partnership cross over more than one category and it can often be difficult to define their work.

TYPE OF PARTNERSHIP	DEFINITION	EXISTING PARTNERSHIPS
Contracts	Often called partnering contracts, which provide in various ways for an interactive relationship between clients and contractors. Neither party relies solely, as too often they do with traditional contracts, on compliance by the other with the written contract conditions. Instead one or more key features of the work are left to the parties to find and agree the best possible way of securing the objectives of both parties.	Thames Accord, East London Waste Authority.
Practical Working Arrangements	These are partnerships with other parties, often resting on correspondence or long usage. This group may not recognise themselves as a partnership. Often made up of different agencies working together with no legal status or formal arrangement. These can sometimes be defined as a strategic partnership.	Local Compact, Excellence in Cities, Village Partnership.
Strategic Partnerships (can also be termed as advisory partnerships)	These procure few if any works or services. Instead the partners agree collectively what each should do individually, to further the collective objectives of the partnership. Ministers now often use the term strategic partnership sometimes meaning any advisory partnership but sometimes meaning multi purpose advisory partnerships. These can sometimes be defined as practical working arrangements.	Barking and Dagenham Partnership, Sure Start Local Programme, Community Safety Strategic Partnership, Barking Town Centre Partnership, Thames Gateway London Partnership, Community Legal Services Partnership (CLSP).
Executive Partnerships	These are Partnerships which procure directly the works and services needed for the purposes of the partners or which act in some other way on behalf of partners.	London Riverside, UDC, CHPs.

6. Establishing a Partnership

Despite the variety of partnerships operating in the borough, they all share common challenges. The success of partnerships depends on how they are formed and developed. This section of the report explores why we work in partnerships and how we can make the most of them.

"If we are together nothing is impossible. If we are divided all will fail." - Winston Churchill

Working in Partnership is complex. Effective working amongst partners is not always easy and needs to be reviewed and revisited. Successfully forming and building partnerships is critical. Prior to establishing a partnership, stakeholders need to be clear why they are entering into partnership with others and how long this commitment will last. Partnerships are dependent on building effective personal relationships and trust. To develop, they require shared understanding and common purpose.

Prior to entering into a partnership partners need to:

- understand when to enter into and when to withdraw from partnerships
understand the need to build partnership working through good processes and facilitation and recognising that this requires skill
- understand the various requirements of different types of partnership
- develop the tools and techniques to build systems and processes to support partnership working

In short, partnerships must be subject to the same cycle of planning, resourcing, implementation and review as all other projects.

Before we discuss the key elements needed to establish a partnership, it is probably useful to explore why we work in partnership.

Why Work in Partnership?

The modernisation of local government has highlighted the need for partnership working. The key reasons why agencies work in partnership are summarised below.

Delivering services

Partnership working should boost capacity to deliver services for local communities. It also helps to fulfil local council's community leadership role, bringing organisations together and agreeing shared local ambitions and priorities.

Engaging people

Partnerships help to engage communities and users more effectively through shared area structures and joint consultations. If we understand the needs of the community, we can develop integrated and efficient services to improve quality of life of local people.

Joint solutions to joint problems

Improving quality of life for diverse communities is not an easy task. Successful partnerships are forged by sharing finance, assets, people, information, influence, skills, expertise and intellectual capital, and using these to deliver joint solutions to common problems.

Comprehensive Corporate Assessment 2005

In addition, council's are assessed on the ability to work in partnership through the new Comprehensive Performance Assessment (CPA) in 2005. The CPA 2005 has given partnerships far greater weight, which underlines the importance and impact relationships have on service development and improvement. The greatest change in the CPA 2005 will be the more rigorous judgement of partnership working, which is emphasised throughout the key lines of enquiry. The Council needs to be able to demonstrate that partners in local areas have an understanding of joint priorities and are working jointly to deliver outcomes.

How to Establish a Partnership

Partnerships need to ensure that they work in a way that is not only inclusive and efficient, but clear to all involved. The Policy Commission suggests that partners and partnerships should:

- Establish responsibilities and structures - who is supposed to do what and what are the respective roles of the board, staff, sub-groups, forums and so on.
- Behave properly - using language and working conventions which build mutual trust and make it easier for all partners to work together.

Example: Barking and Dagenham Partnership Protocol – the protocol sets out the working processes and procedures including how partners should behave and interact with each other, approaches to conflict resolution and how partners are communicated to.

- Respect difference - recognising that whilst partnership is about collaboration for common benefit, different partners have different values, cultures and norms of behaviour.

- Gain community involvement - working with the local community is essential to understanding their needs and goals – they should be involved in partnerships.

Example: Community Empowerment Network - Barking and Dagenham Community Empowerment Network works with members of the voluntary and community sector and local residents to ensure that they have a voice and are represented on the Barking and Dagenham Partnership

- Learn from others experiences and expertise – partners cannot reach all their goals alone. Information and knowledge from others can be the key to more effective working.

Example: Thames Gateway London Partnership (TGLP) -this partnership includes boroughs located in East London. TGLP has been able to lobby central Government for the development of Barking Town Centre. In addition they have submitted plans to the Mayor for improved transport links in east London.

- Deliver better outcomes – working in partnership rather than working alone will deliver better outcomes for the local community, as long as your partnership is effective.
- Efficiency – the pooling of resources such as funding and time improves the focus of work so that more can be achieved.
- Commit to reviewing the work of the partnership – this will help partners to assess their achievements, identify gaps and plan future work.

7. What Makes an Effective Partnership?

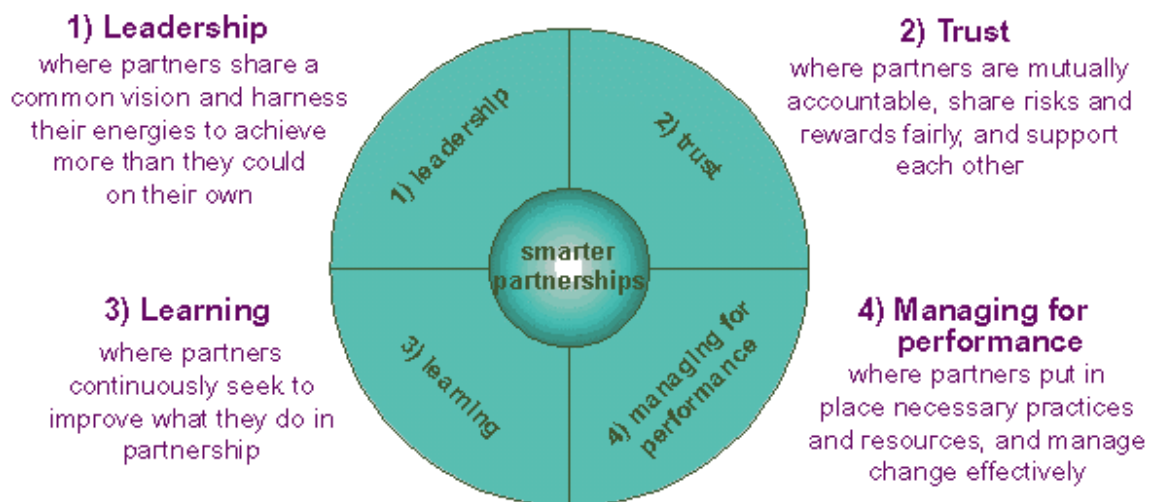
After establishing a partnership you need to ensure that it is effective and meets the aims and objectives it has set out to achieve.

For a partnership to be effective it needs the following elements (Local Government Association):

- Leadership
- Trust
- Learning
- Performance Management.

Successful partnership working takes time to achieve, and this should be taken into consideration.

For effective partnership working, there needs to be:



To further develop ideas on what makes an effective partnership, the Policy Commission interviewed two key partners:

- Tony McBreaty, Director, Thames Gateway London Partnership
- Carl Blackburn, Director, Barking and Dagenham Council for Voluntary Service

The interviews led to in depth discussions on the key skills and competencies required for partners and partnership to develop and be successful. As a result the Policy Commission identified the following areas that were essential for effective partnership working:

- Wider community involvement – this is key to ensuring that the partnership is effective. You will need to involve, consult and communicate with the community to ensure that their needs are met.
- Clarity of aims and objectives – so that everyone is clear about the direction in which they are going and what needs to be done.
- Role of partners – the roles and responsibility of all partners, including Councillors, needs to be clearly set out. This will help people to understand what they need to do to meet the agreed aims and objectives.
- Flexibility – by being flexible partners can often achieve much more, and this will lead to the delivery of better services.
- Honesty – being honest and up front from the beginning means that issues and problems can be resolved more easily. This will develop trust.
- Governance – everyone should be clear about governance arrangements, resources and funding. The role of scrutiny is important.
- Setting Goals – this is similar to aims and objectives, and again, these need to be clear from the outset so that people can work together to achieve these.
- Communication – this is key to all aspects of effective partnership working. Good communication will help partners to build trust and confidence with each other and is essential to achieving shared aims and objectives. There needs to be structures in place from the outset to allow this to happen.
- Accountability – this should become clear once responsibilities and structures have been agreed. Everyone should understand and sign up to these.
- Range of Partners – by engaging with a range of partners the partnership will benefit from expertise, knowledge, resources and this in turn will allow better outcomes to be delivered.
- Representation – you need to ensure that you have the right people on the partnership to achieve the aims and objectives that have been set out. A good idea is to set out the role that is required then identify the person that best fits that role.

- Risk Management – it is important to identify the possible risks to any actions taken and have a strategy in place for dealing with these when they occur.

The Policy Commission developed some key questions, built on the Health Partnership test from the Employers Association, that partners and partnerships should ask themselves to help them assess their effectiveness and how they can improve:

1. Can partners demonstrate real results through joint working?
2. Common interest supersedes individual partner interests?
3. When partners discuss issues they use 'we' when discussing partnership action?
4. Partners are mutually accountable for tasks and outcomes?
5. Partners share responsibility and also the rewards from joint action?
6. Partners understand the value of need and work to maintain it?
7. Partners are willing to change what they do and how they do it?
8. Partners seek to improve how the partnership performs and understand how they can help achieve?

The key skills and competencies of effective partnership were used to assess examples of good partnerships and the following example was chosen as good practice.

Example of an Effective Partnership (as assessed by GOL)

Tower Hamlets Partnership

The Tower Hamlets Partnership is about better services for local people and delivering the goals of the borough's Community Plan.

It brings together all of the key stakeholders - residents, the council, the police, the health service, public services, voluntary and community groups, faith communities and businesses. In particular, it gives residents a much stronger say in the way that services are provided.

The partnership has been assessed by Government Office for London (GOL) as one of the leading LSPs in London. It has been particularly strong on achieving key government floor targets, performance management of progress, and engagement with the local community.

Examples: Partnerships in Barking and Dagenham

Thames Accord – Partnering Contract

The partnering arrangement with Barking and Dagenham Council and Thames Accord is a successful partnership, delivering and improving upon targets agreed with the Housing and Health Department for its responsive maintenance service to the 22,500 residents within the Borough. The partnership principle for the housing repairs service is to deliver improved services over a ten-year partnership framework, monitored through key performance indicators and continuous improvement as part of the Best Value framework.

In addition to general responsive and maintenance task, Thames Accord undertakes Decent Homes works including,

- Major voids work
- General Repairs
- Programmed Repairs

The contract also includes a substantial proportion of work aimed at designing out crime from estates, for example security and concierge systems.

The partnering framework includes a partnership board and a charter that sets out the Council's objectives. The partnership objectives ensure that the Council plays an active role in the development of the service and how it is run, cascading the team approach into day to day management. The partnership arrangement extends to the six Community Housing areas, each with a Community Housing Partnership that brings together LBBB, Thames Accord and tenant and resident representatives.

Illustrations of high performance are set out below and are a testimony to what the partnership – and the leadership of the Partnership Board – has achieved.

Key P I	Performance Pre-Contract	Current KPI Target	Actual Performance
Tenant satisfaction	67.5%	72.9%	87%
% urgent repairs completed within Govt. time limits	85.1%	85%	95.5%
% of repairs constituting emergency repairs	35%	33%	21.3%

Additional Activities - Apprentices

Thames Accord has established good links with local training providers, it has an extensive Apprenticeship Scheme which provides for the growth of our 'in house' resources and facilities, the development of trades where there are identified

market shortages. Currently, Thames Accord has 42 apprentices across a wide range of trades at varying levels of competence. Thames Accord was awarded, 'Employer Recognition Award', for its valued work and commitment to young people undertaking training.

Partnering Objectives

Thames Accord and the London Borough of Barking and Dagenham will work together to:

- Improve residents' homes
- Contribute to all the Community Priorities
- Secure the return for Thames Accord that has been stated in their proposal
- Secure business growth and generate local employment
- Deliver services within pre-determined budgets
- Improve relationships with residents via the Community Housing Partnership and other forums
- Enhance workforce skills by education and training
- Have a well-paid and motivated workforce
- Deliver safe services to a high quality standard
- Enhance our mutual reputations
- Maintain good staff relations including encouraging participation by Trade Unions
- Keep Council Members informed
- Deliver the Best Value Improvement Plan

Barking and Havering – NHS Local Investment Finance Trust

NHS LIFT is a government initiative, designed to create public-private partnerships in areas of high need, to deliver new and improved primary and social care facilities. As this LIFT develops we will begin to look more broadly at the support we can offer to the local health and social care economy, and we will develop our services more widely. LIFT is a vehicle for the long-term, and acts as a catalyst for a number of service modernisation and improvement initiatives.

Barking and Havering LIFT is a second wave LIFT, and it covers the London Boroughs of Barking & Dagenham and Havering. Barking and Havering LIFT was the third LIFT to be set up nationally (known as achieving financial close), and was the first to achieve its second financial close.

The owners of the Barking and Havering LIFT Company are:

- Barking and Dagenham PCT (10%)
- Havering PCT (10%)

- Partnerships for Health (20%)
- Primaria (Barking and Havering) Ltd. (60%)

Primaria (Barking and Havering) Ltd. is itself owned jointly by Miller Group and Barclays Private Equity.

Barking and Havering LIFT was the inaugural winner of the Best Joint Venture LIFT Established Award in 2004, awarded as part of the Public Private Finance Awards.

Barking and Havering LIFT currently has 8 schemes in construction, with a further 3 schemes in development. The local PCTs are currently in discussion to identify the next tranche of schemes to be developed for 2006 and beyond.

Barking and Dagenham Partnership

Barking and Dagenham Partnership (the Borough's Local Strategic Partnership) is playing a more significant role in the Borough's drive to improve public services. Their key partners are the Council, PCT, Police and the Community and Voluntary sector. The Partnership has developed its own handbook setting out operational arrangements, roles and responsibilities, protocols, and a communication plan.

The Community Empowerment Network (CEN) was set up in 2001 using funding from the Government. Any community or voluntary organisation or local resident can join the CEN. They offer training and opportunities for people to get involved in the local community. The Partnership ensures that local views are heard through having representation from the CEN.

As a result of our reputation around partnership working the Borough has achieved Local Area Agreement status which the Partnership is leading on.

In order to ensure that work of the Partnership is communicated to a wider audience conferences have been held which have proved very successful.

The Dagenham Village Partnership

The Partnership was established in 1995 and brings the Council and community together in order to engender improvements to the Village Ward area. All the local TRAs in Village Ward send representatives, but people from a wide range of the community attend the meetings. This includes local businesses and church groups. The Partnership is listed with others in the Council constitution.

The Partnership has successfully applied for grants and these have been used to bring a number of improvements to the area. Reports on local issues and current projects are also received from Council Officers and other public or private

bodies that have an involvement in the ward. The design and location of developments have often been altered as a result of this input.

A Council Officer attends the meeting and distributes the minutes and agendas. Some assistance is given in the production of other publicity initiatives, but the preparation and distribution of such material is carried out by Partnership Officers and the community participants. The Partnership believes that it is a particularly cost effective method of involving the community and valuable to the work of the Council. It received a small grant from the Thames Gateway Community Consortium shortly after its formation, but does not get any other funding.

The Partnership is currently organising a joint community and Council clean-up initiative called the Village Spring Clean and it is developing a wide-ranging Village Improvement Plan. It organised a Family Fun Day in 2005 and is organising a Village Christmas Street Fair this year.

8. The Survey Results - How Effective is Barking and Dagenham at Partnership Working?

After exploring what makes an effective partnership the Policy Commission wanted to look at how the Council works in partnership and how effective these partnerships are. A selection of our partners were surveyed to help us assess ourselves (see appendix one for a list)

Partnership Questionnaire: Summary of Results

The Partnership questionnaire was sent to a sample of 50 of the Council's partners between June and August 2005. The questionnaire was sent by email. 15 questionnaires were returned giving a response rate of 30%.

Partners were asked to list the partnerships that they were members of and their role on these partnerships. Responses were received from the Chamber of Commerce, Barking College, the careers organisation Futures, Jobnet, PCT, a Community Empowerment Network (CEN) representative, Lifeline, Fire Brigade, Adult College, Transport for London, Thames Accord, Thames Gateway London Partnership and the CVS.

Partners were asked how effective they think the partnerships that they are on, are working overall. 13% thought they were very effective and 67% thought they were fairly effective. Just 7% said that the partnerships they were on were fairly ineffective and 13% chose the 'don't know' option.

When asked how effective the Council is as a partner. Answers were slightly more positive with 13% saying very effective and 73% saying fairly effective. 7% of partners chose the "neither nor" option and 7% think the Council are fairly ineffective as a partner.

When partners rated their own organisation's effectiveness in partnership working they were more positive. 27% stated that they were very effective and 67% thought they were fairly effective. Just 7% chose the "neither nor" option.

Partners were asked to rate the Council from 1 – 10 (1 = bad, 10 = good) on how the we work in partnership now and how they think the Council will work in partnership in the future.

The scores are as follows:

Now		Future	
Score	Percentage	Score	Percentage
1	-	1	-
3	-	3	-
3	7%	3	-
4	-	4	7%
5	27%	5	-
6	13%	6	-
7	13%	7	20%
8	33%	8	40%
9	7%	9	7%
10	-	10	13%

Some of the benefits of working in partnership are listed as follows:

- Shared ownership and joined up working
- Better outcomes for the community
- Communication
- Understanding of common goals
- Shared vision and opportunity to pool resources to maximise impact
- Co-ordination of services
- Efficiency
- Meeting shared objectives
- Sharing knowledge and experience
- Lobbying for the Council

Suggestions for ways in which the Council can improve partnership working are as follows:

- Continue to seek ever higher levels of consultation and co-operation
- Be clear about the aims of the sub groups, being clear on the issues that are for discussion and the things that require a decision to be made
- More joint working between Council departments, the community and voluntary sector
- Acknowledge that all parties to any partnership have equal status
- Improve communication.

Influencing Partners

In order to get the most out of partnerships, partners need to be able to influence each other. The Policy Commission discussed this and developed the following ideas, some of which have been mentioned previously in this report:

- Involvement – this will encourage people to be more open to the approach and will lead to better working relations. You will need good communication and honesty to achieve this.
- Working together – is key to having an effective partnership and will only happen if there are shared and agreed aims and objectives.
- Good communication – has been mentioned previously and is an essential to relationship and trust building.
- Honesty – this has been mentioned previously and again, will help with building strong relationships.
- Added Value – demonstrating the added value to all partners can help to keep people on board and help everybody work towards agreed aims and objectives.

10. The Role of Councillors in Partnerships

Throughout the Policy Commission, Members recognised the value of partnership working and forging strong, effective relationships with our key partners, including local businesses, statutory organisations, the voluntary and community sector and local residents.

Nevertheless, Councillors felt that to ensure that they maintained a strong community leadership role that the following issues need to be addressed:

- Better information on partnerships in the borough in the form of annual audit
- Clarification of roles of all Members on partnerships
- Agreed approaches to communicate information to Members on partnership work
- More formalised roles for non portfolio holders within partnerships
- Endorse the Scrutiny Management Board on the Local Compact to improve awareness and knowledge of the voluntary sector's role in partnership working

These findings were incorporated into the recommendations of this report.

11. Recommendations

1. Partnership audit to establish which partnerships exist and their functions:
To include an annual survey to collect information on the partnerships aims, objectives, targets, monitoring arrangements, membership, resources and achievements.

The audit will be used to devise ways of improving partnership effectiveness and delivery through better understanding of their functions; as well as, how best to resource partnerships through time, officer support and specific financial funding.

2. Review and further develop a Council Partnership Checklist:
To ensure that there is clear guidance for setting up and maintaining partnerships and that there are appropriate governance arrangements in place- See Appendix 3.
3. Annual report of partnership achievements and cost effectiveness to be presented to the Assembly and Corporate Monitoring Group (CMG).
4. Ensure the promotion of beneficial partnerships- To share best practice and celebrate achievements.
5. Training programme for Members, partners and officers on partnership working.

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Glossary

The following glossary sets out explanations of commonly used terms, phrases, and organisations, government departments and initiatives that are used in partnership working.

Abbreviation	Full Title	Explanation
AC	Audit Commission	Government organisation to ensure value for money and appropriate use of resources.
BSC	Balanced Scorecard	The system that the Council use to manage its performance.
B&DCVS	Barking and Dagenham Council for Voluntary Services	Acts as an umbrella organisation for the voluntary and community sectors in Barking and Dagenham
	Barking and Dagenham Partnership	Barking and Dagenham Partnership is the Borough's Local Strategic Partnership (LSP). LSPs are district level partnerships that bring together different agencies to ensure that initiatives are co-ordinated rather than contradictory. LSPs will be expected to give a stronger voice to people within the various communities involved.
BV	Best Value	A system used to ensure value for money.
BVPI	Best Value Performance Indicators	The indicators that the Audit Commission use to measure the Council's performance.
BVPP	Best Value Performance Plans	The plan that sets out progress.
BME	Black and Minority Ethnic	A self defined classification used in Census Data
BiTC	Business in the Community	Business in the Community is an association of over 700 UK companies that are committed to improving their impact on society
CoC	Chamber of Commerce	An organisation that brings businesses together.
CC	Children's Centres	A new initiative to bring services for young children into one location.
	Children's Fund Partnership Board	A funding body for young people.
	Children's Services Plan	A strategic plan which must be produced by the local agencies in order to plan services for children.
CP	Citizens Panel	Representative sample of 1,000 local residents involved in consultation exercises.
CRE	Commission for Racial Equality	Commission for Racial Equality is a publicly funded, non-governmental body set up under the Race Relations Act 1976 to tackle discrimination and promote racial equality
CAP	Community Action Plan	A plan written on behalf of a Community Forum to co-ordinate improvements to local activity.
CEF	Community Empowerment Fund	A fund co-ordinated through the Community Empowerment Network to support the community sector.

CEN	Community Empowerment Network	To help local community and voluntary groups become involved in decision-making through the Local Strategic Partnership.
	Community Forums	A meeting with local residents and Council officers to discuss issues appropriate to that area. There are six forums in the Borough.
CLSP	Community Legal Service Partnership	A partnership that brings together organisations to improve legal and advice services in the local community.
CSSP	Community Safety Strategic Partnerships	A partnership formed by the Police, Local Authority, Probation Service and Health Authority to reduce Crime and Disorder in the borough.
	Community Safety Strategy	A short to medium term multi-agency strategy, which outlines the action required to reduce crime, fear of crime, promote crime prevention and support the victims of crime.
CS	Community Strategy/Community Plan	Under the Local Government Act 2000, all local authorities are required to work in partnership with the community, businesses, the voluntary sector and other public sector partners to develop a long-term strategy to promote the social, economic and environmental well-being of their local communities. 'Local strategic partnerships' provide the framework for this partnership working.
CAD	ConnexionsCommunities Against Drugs	A new universal service for 14-19 year olds coterminous with the Learning and Skills Council London East boundary due to be introduced in 2002. Its main purpose is to support young people by increasing their engagement in education, employment and training.A Government initiative to combat drug misuse.
CSC	Council Scorecard	Key performance indicators for the Council using the Balanced Scorecard.
CVS	Council for Voluntary Service Credit Union	See B&D CVS Financial co-operative owned and controlled by its members.
	Crime and Disorder Audit	A research document assessing the impact of crime and disorder in the borough.
CDRP	Crime and Disorder Reduction Partnership	The 1998 Crime and Disorder Act established partnerships between the police, local authorities, probation service, health authorities, the voluntary sector, and local residents and businesses. The partnerships work together to reduce crime and disorder in their local area.
	Crime and Disorder Strategy	Each Crime and Disorder Partnership develops its own strategy containing measures to tackle priority issues in their local area.
DAT/DAAT	Drug and Alcohol Action Teams	A multi-agency initiative to prevent substance misuse

ELWA	East London Waste Authority	East London Waste Authority was established on January 1st 1986 as a Statutory Waste Disposal Authority. ELWA is responsible for waste disposal in its area which covers the four London Boroughs of Barking and Dagenham, Havering, Newham and Redbridge
EP	English Partnerships	Government Department.
FE	Further Education	Post -16 education and training
GCSE	General Certificate of Secondary Education	GCSE is the main means of assessment of the national curriculum for 14-16 year olds (key stage 4)
GP	General Practitioner	A doctor.
GO	Government Office for the Region	Government Department.
GOL	Government Office for London	GOL is one of nine regional offices of Central Government which co-ordinates the work of Central Government Departments in the regions.
GLA	Greater London Authority	The GLA is a strategic citywide government for London. It is made up of a directly elected Mayor - the Mayor of London - and a separately elected Assembly - the London Assembly. The Mayor prepares plans on issues from transport to the environment, and from culture to land use, directs the GLA, Transport for London, the London Development Agency, the Metropolitan Police and London's fire services. The GLA's main areas of responsibility are transport, policing, fire and emergency planning, economic development, planning, culture, environment and health.
	Green Paper	Consultation document on central government policy. The government may publish a green paper outlining policy on a matter and asking for feedback, before presenting it to parliament as a bill. A green paper is not a requirement of any bill.
HA	Health Authority	Health Authorities are responsible for developing strategies for the local health services and ensuring quality of performance. They manage the NHS locally and are a key link between the Department of Health and
HO	Home Office Jobcentre Plus Home Zones	Government Department. Jobcentre Plus gives help and advice on jobs and training for people who can work and the right financial help for those who cannot work Home Zones are residential streets in which the road space is shared between drivers of motor vehicles and other road users, with the wider needs of residents (including people who walk and cycle, and children) in mind. The aim is to change the way that streets are used and to improve the quality of life in residential streets by making them places for people, not just for traffic.

LSC	Learning and Skills Council	From April 2001, the Learning and Skills Council (LSC) took over the functions of the Training and Enterprise Council (TEC) network and the funding responsibilities of the Further Education Funding Council (FEFC). The LSC nationally will have an annual budget and responsibility for funding and advocacy of training provision for around five million learners each year in England.
LA	Local Authority	A body that governs local services such as education, housing and social services.
LGA	Local Government Association	A body that supports Local Government.
LNRS	Local Neighbourhood Renewal Strategy	Locally combined with the Community Strategy.
LSP	Local Strategic Partnership	Bring together public, private, voluntary and community sectors to provide a single overarching local framework within which action to improve the quality of life for local people is co-ordinated. Connected with the preparation of community strategies. Locally called the Barking and Dagenham Partnership.
LDA	London Development Agency	The London Development Agency is the economic arm of the Greater London Authority. Its main aim is to work with businesses, central and local government to further the economic development and regeneration of London. This is done through the promotion of employment, business efficiency and competitiveness. The Borough's Regeneration Strategy aims to link with the LDA's Economic Development Strategy.
	London East Learning and Skills Council	There are five local LSCs in London. Local LSCs will be responsible for ensuring that the needs of local communities, including the needs of employers and of individuals are reflected and met. London East LSC is made up of the Boroughs of Hackney, Redbridge, Havering, Barking and Dagenham, Newham, Tower Hamlets, City of London, Bexley, Greenwich and Lewisham.
MP	Member of Parliament	Democratically elected member of parliament
MPS	Metropolitan Police Service	The Metropolitan Police Service
MORI	MORI	An independent market research company qualified to carry out surveys to analyse people's experiences and perceptions.
NACRO	National Association for the Care and Resettlement of Offenders	NACRO is an independent voluntary organisation working to prevent crime by developing and implementing effective approaches to tackling crime and dealing constructively with offenders. It manages a wide range of projects throughout England and Wales
NCVO	National Council for Voluntary Organisations	The NCVO works with and for the voluntary sector in England by providing information, advice and support, as well as representing views of the sector to government and policy-makers

NHS	National Health Service	The NHS was set up in 1948 to provide health care for all citizens, based on need, not the ability to pay. It is made up of a wide range of health professionals, support workers and organisations.
NSF	National Service Frameworks	A series of documents giving specific government guidance to both health and local government in a number of key areas of joint working between the two, e.g. NSFs for older people, mental health and coronary heart disease.
	National Strategy for Neighbourhood Renewal	Neighbourhood Renewal is the government's ambitious 20-year plan to narrow the gap between the country's richest and poorest communities. There is a national Action Plan that involves a series of targets across Whitehall to improve the figures on employment, crime, health, education and the physical environment in the poorest neighbourhoods. It aims to ensure that spending across the public sector is used to tackle these problems.
NVQ	National Vocational Qualification	An NVQ is a qualification which assesses someone's skills, knowledge and understanding in a work situation. NVQs are based on national occupation standards.
	Neighbourhood Action Plan Neighbourhood Management	See Community Action Plan. Is a means of improving the way public services are delivered and managed at the very local level, within individual neighbourhoods. Neighbourhood Management will do this by bringing service providers and communities together to identify key local problems and priorities. On the ground, it is expected to be delivered by a dedicated Neighbourhood Manager, or by a small Neighbourhood Management Team, who will report to a Neighbourhood Management Partnership with membership from the local community and service providers.
NRF	Neighbourhood Renewal Fund	Targeted at the '88' most deprived areas. It is unhypothecated funding and can be spent in any way that will tackle deprivation in these areas. It can be used on both capital and revenue expenditure. The emphasis should be on using the funding to help bend mainstream programmes to tackle deprivation better.
NRS	Neighbourhood Renewal Strategy	A programme funded by the Government/Council for major improvements to a specific area.
NRU	Neighbourhood Renewal Unit	A Government unit supporting Neighbourhood Renewal.
NDC	New Deal for Communities	Government funding for initiatives.

ODPM	Office of Deputy Prime Minister	ODPM was created as a central department in its own right in May 2002. It is responsible for policy on housing, planning, devolution, regional and local government and the fire service. It also takes responsibility for the Social Exclusion Unit, the Neighbourhood Renewal Unit and the Government Officer for the Regions.
ONS	Office for National Statistics	ONS collates and reports statistics on the economy, population and society at a national and local level
OFSTED	Office for Standards in Education	OFSTED was set up on 1st September 1992. OFSTED is a non-ministerial government department whose main aim is to help improve the quality and standards of education and childcare through independent inspection and regulation and to provide advice to the Secretary of State.
PI	Performance Indicator	A measure used to assess performance.
PMF	Performance Management Framework	A tool to assist the Barking and Dagenham Partnership in reviewing activities.
PCT	Primary Care Trusts	Primary Care Trusts (PCTs) are free-standing, legally-established, statutory NHS bodies that are accountable to their Health Authority. PCTs have the same overall functions as Primary Care Groups, thus allowing continuity with the strategic plans developed by them for their community. PCTs offer an unparalleled opportunity for local stakeholders - family doctors, nurses, midwives, health visitors, the professions allied to medicine, social services and the wider community they serve - to shape services to provide better health and better care.
PFI	Private Finance Initiative	PFI is a way of providing finance for public services. Assets within PFI schemes are owned by a consortium of partners and private business.
PSA	Public Service Agreement	Public Service Agreements (between local authorities) and government) whereby local authorities are able to bid for more money by agreeing to set local service improvement targets that go beyond existing Best Value performance indicators.
RDA	Regional Development Agency	LBBB RDA is the London Development Agency.
RSL	Registered Social Landlord	Generic term covering housing associations, housing co-operatives and housing companies registered with the Housing Corporation.
SCF	Shape-UpSafer Communities Fund	A major programme for upgrading Council owned propertiesA fund to support Community Safety Strategic Partnership.
SBS	Small Business Service	The Small Business Service is an agency of the Department of Trade and Industry with the aim of improving business innovation, and growth.

	Social Enterprise	Sometimes referred to as the third-sector, the social economy encompasses a very wide range of economic activity including the charitable, not-for-profit, co-operative and voluntary sectors.
SEU	Social Exclusion Unit	A Government unit looking at social exclusion.
SS	Social Services	Social Services is a department of the council with legal duties to look after the welfare of people in Barking and Dagenham.
SSA	Standard Spending Assessment	SSAs are the government's way of dividing total standard spending (not including specific and special grants) between authorities. They take account of the population, social structure and other characteristics of each authority.
	Street Wardens	Someone who deals with minor anti-social behaviour, patrolling a specific area and reporting on the physical appearance of streets in the Borough.
	Sure Start	Sure Start is a Central Government initiative that aims to improve the health and well-being of families and children before and from birth, so children are ready to flourish when they go to school. To be merged with the Children's Centre Initiative.
UDC	Urban Development Corporation	Develops and improves urban areas by providing and managing rental housing to improve the living environment and to promote urban functions in large metropolitan areas.
	UK Online Centre	UK Online centres are for people who have limited or no access to skills in using new technologies. The centres will help people to develop the skills to use the internet to access information and training to use ITC.
	Vision 2020	The Council's overall long term plan for the Borough.
	White Paper	White papers are statements of Government Policy
WFTC	Working Families' Tax Credit	WFTC is a payment made to working families (lone parents or couples with one or more children) on low and middle incomes.
	Youth Forum	A version of Community Forums for younger residents.
YIP	Youth Inclusion Project	The aim of the YIP is to reduce offending, truancy and exclusion in disadvantaged neighbourhoods. Projects are part financed through the Youth Justice Board.
	Youth Justice Boards	Established under the Crime and Disorder Act 1988, involving health, education, social services, police and the probation service.
YOT	Youth Offending Team	A multi-agency team with social workers and officers from probation, education, health and the police force providing services designed to prevent offending by those aged 10 to 18.

Appendices

1. Partnership Questionnaire:

A questionnaire was sent to the following partners:

Partners Questionnaire Sent to

1	Robin Hopes	Police	
2	Graham Stark	Police	
3	Kay Kelleher	CEN	
4	Joan Davies	CEN	
5	Kev French	CEN	
6	Steve (Headjogs)	CEN	
7	Joan Brandon	Volunteer Bureau	
8	Sheila Delaney	REC	
9	Carl Blackburn	CVS	
10	Mathew Cole	PCT	
11	Hilary Ayerst	PCT	
12	Maureen Worby	Heath	
13	Laura Hones	Environment Agency	
14	Sheila Weeden	UEL	s.weeden@uel.ac.uk
15	Ted Parker	UEL	
16	Michael Thorne	UEL	
17	Mark Cumberworth	UEL	
18	Shirley Gray	ELWA Contact	
19	Debbie Herrington	Job Centre Plus	Email Not delivered
20	Nanette Higgins	Connexions	
21	Charlotte Levene	Connexions	Email Not delivered
22	Sharon Dodd	Connexions	
23	Yvonne Folkes	Learning Skills Council	Yvonne.folkes@lsc.gov.uk
24	Anita Bonnyman	Learning Skills Council	
25	Len Britton	GOL	
26	James Palmer	GOL	
27	Eric Sorensen	Thames Gateway	
28	Jamie Banks	Chamber Commerce	
29	Rod Hewitt	Chamber Commerce	
30	Pat Cooney	Adult College	
31	Helen Carter	Job Net	
32	Avril Mcintye	Training Provider	
33	Nathan Singleton	Training	
34	James Donovan	Fire	

35	Colin Oram	Victim Support	
36	Andrew Takoushis	Victim Support	
37	Paula Baker	London Probation	
38	Ali Davies	NE London Mental Health	
39	Adele Harrison	London Dev Agency	
41	Chris Blair	Thames Accord	
42	Denise Kent	Thames Accord	
43	Carl Horsman	TFL	
44	Chris Brucken	Urban Development Corporation	
45	Nick Taylor	Barking Town Centre Partnership	
46	Carole Forest	Barking Town Centre Partnership	
47	Mark Brearley	Barking Town Centre Partnership	
48	Stephen Oakes	English Partnerships	
49	Kevin Whittle	ODPM	
50	Jey Jeyataj	ODPM	
51	Katrina Forrester	Community Legal Partnership	
52	Zarah Riches	Community Legal Partnership	

Appendix 2:

Audit of Partnerships

Partnership Audit Questionnaire

As part of the research for the Partnership Working Policy Commission Members have requested that there be an audit of all the partnerships in existence. We are focusing on partnerships like the Barking and Dagenham Partnership and the Community Safety Strategic Partnership where people are working jointly to achieve agreed outcomes.

We are not looking at consultative bodies unless they hold budgets and make decisions on this basis e.g. CHPs. We are also not looking at contracts unless they are partnering agreements such as Thames Accord.

Here are some examples of the types of partnerships that you could include:

- Community Housing Partnerships
- Thames Accord
- Barking Town Centre Partnership
- East London Waste Authority
- Thames Gateway London Partnership

Here are some examples of the types of partnerships that you would not include:

- Community Forums
- Tenants Residents Associations
- Social Services User Forums

Please could you complete the form and email it back to Joanne Redwin by **Monday 17th October**. If you need further information in order to complete this questionnaire please contact Joanne Redwin on x2260.

1. Please list all the partnerships that are in existence in your service area?

Name of Partnerships....

Can you list the aims and objectives of each of the partnerships mentioned in q1?

2. Please list the aims and objectives of each of the partnerships mentioned in question 1

Name of Partnership	Aims and Objectives

3. Please describe the reporting arrangements for each of the partnerships e.g. how do they feed into other partnerships?

Name of Partnership	Reporting Arrangements

Please describe the reporting arrangements for each of the partnerships e.g. how do they feed into other partnerships and how do they report to the Council, is an annual report produce outlining achievements?

4. Does the partnership produce an annual report?

Yes No Don't know

5. What does the Council intend to achieve by being part of these partnerships?

Name of Partnership	What Council intends to achieve

6. What resources does that Council contribute towards each of the partnerships?

Name of Partnership	Resources

Thank you for your time.

Appendix 3 - Partnership Checklist

PARTNERSHIP CHECK LIST

- Jointly agree and set clear, measurable, objectives from the outset and be sure about responsibilities and accountabilities
- Before making commitments on objectives, joint working and finances, carry out a formal risk assessment to identify any doubt or conflict between each partner's position; update risk assessments at appropriate intervals during the partnership, particularly at times of change
- Be aware of, and jointly discuss, the performance frameworks within which the partners operate, both locally and nationally, and assess any related impact on their ability to deliver partnership priorities
- Contractual frameworks need to be clear and consistent from the outset with agreed accountabilities and reporting lines
- HR protocols for all posts involved in joint working need to be robust and agreed by all partners
- The arrangements and responsibilities for funding pooled budgets should be clear
- Arrangements for subsequently terminating the partnership, if necessary, need to be explicit from the outset
- Relevant lead Executive Members should take a prominent role in the personal performance monitoring or appraisal of senior staff involved in partnership or joint working
- Any personal performance monitoring or appraisal processes should afford the opportunity for all parties involved to raise issues and to contribute to setting objectives
- Protocols need to be documented and agreed to allow potential problems and disputes between partners to be identified early, and resolved; where resolution is not possible there should be clearly defined procedures for involving senior postholders and arbitration arrangements
- Corporate governance arrangements for partnerships should be documented to establish required standards of conduct and provide a steer on how business should be conducted. Formal arrangements should be in place from the beginning and all partners should subsequently conform with agreed principles and commitments to each other

- Members and lead officers need to be familiar with the organisational structure, culture and challenges facing their partners, and vice versa. Appropriate training should be considered (e.g. PCT training in local government and social care; Council training in NHS structures and performance frameworks)
- Be cautious about entering into partnerships with new organisations or organisations that are experiencing significant organisational change – keep abreast of developments and external influences
- Where senior management or Member level changes occur, make sure that new postholders are fully briefed and arrangements made for introductions, induction, and meetings as necessary
- Make sure that, as well as other matters, any joint board arrangements are used as a forum for discussing contentious issues and for raising any problems; meetings should be held regularly.
- All meetings between partners and other parties should be supported by an agenda and a list of the individuals involved; records/minutes/notes of formal and informal meetings must be kept and copies forwarded to all relevant parties
- Establish from the outset whether there are any parent or umbrella organisations who may have influence over the partnership, and make sure that the relationship is fully understood. Make appropriate contact and/or communication with any such organisation from the beginning, and at appropriate intervals afterwards, to promote good relations and check that there are no concerns or issues which might affect the partnership's ability to be effective
- Explore joint campaigning issues for the overall benefit of the partnership (e.g. PCT funding shortfall)
- Proactively identify where Council initiatives offer opportunities for partners (e.g. Customer First).

Appendix 4: Policy Commission Action Plan

RECOMMENDATION	LEAD OFFICER	TIMESCALE
The Policy Commission will meet in April 2007 to review and monitor progress against the actions set out below	Amanda Thompson	February 2007
Establish a Partnership Audit:		
Devise approach to develop a survey to collect information on partnerships to include ways to monitor: - aims, objectives, targets, monitoring arrangements, membership, resources and achievements of all partnerships operating in the borough	Joann Redwin / Julie Ford	April 2006
Full Partnership Audit Completed	Joanne Redwin / Julie Ford	May 2006
Identify 'significant' partnerships for inspection purposes	Nina Clark / Sally Penessa / Ian Cushway	May 2006
Annual Review of Partnerships	Joanne Redwin / Julie Ford	End of January annually
Annual Report on partnerships achievements, cost effectiveness to be presented to Assembly and Corporate Monitoring Group (CMG) annually	Joanne Redwin / Julie Ford / Nina Clark	April annually
Develop Council Partnership Checklist:	Nina Clark / Joe Chesterton	June 2006
Review current Council Partnership Checklist to ensure that guidance is clear for setting up and maintaining partnerships in line with the approach taken for the partnership audit	Julie Ford / Nina Clark	May 2006
Devise a template, as necessary, to assist in recording governance arrangements	Sally Penessa / Ian Cushway	May 2006
Promotion of Beneficial / Effective Partnerships:		
Develop a Communication / Promotion Strategy to promote the work of partnerships in the borough.	Sally Penessa / Hugh Weller - Lewis	May 2006
Work with partners / Council Departments to develop a list of best practice examples for promotion of partnership activity for use in local	Sally Penessa / Hugh Weller - Lewis	Monthly articles in key publications

press, Citizen Magazine, Members Matters, People Matters and other appropriate publications		
Develop methods for using the Internet and Intranet to promote partnership work in the borough and improve knowledge of work undertaken	Hugh Weller-Lewis	June 2006
Develop Training Programme (for Members):		
Consult with Members, partners and officers (working in partnerships) on training needs using the key skills identified by the Policy Commission for guidance	Sally Penessa / Rossana Kendall	June 2006
Develop specific training courses / modify existing courses to incorporate appropriate training on identified training needs from consultation exercise	Sally Penessa / Rossana Kendall	July 2006
Encourage partnerships to develop training / learning plans to ensure understanding of participants (especially if Elected Members are involved) - this should link to partnership audit and survey work	Sally Penessa	August 2006
Directors and Heads of Service to brief portfolio holders of the progress / work of key partnerships in the borough to ensure full understanding and up to date knowledge. Incorporate relevant actions into Members' Personal Development Plans where appropriate	Directors / Heads of Service / Rossana Kendall	Ongoing