AGENDA MANAGEMENT SHEET

Name of Committee	**Overview and Scrutiny Co-Ordinating Group**
Date of Committee	**28th November 2007**
Report Title	**Scrutiny of Partnerships**
Summary	This report introduces the partnership framework which has been developed to aid partnership self-evaluation and the scrutiny of partnerships by the Council's Overview and Scrutiny Committees
For further information please contact:	Michelle McHugh Overview and Scrutiny Officer Tel: 01926 412144 michellemchugh@warwickshire.gov.uk
Would the recommended decision be contrary to the Budget and Policy Framework?	No.
Background papers	None

CONSULTATION ALREADY UNDERTAKEN:-   Details to be specified

Other Committees	☐	....
Local Member(s)	☐	....
Other Elected Members	☒	Cllr Browne, Cllr Grant.................
Cabinet Member	☐	....
Chief Executive	☐	....
Legal	☒	Sarah Duxbury......................
Finance	☐	....
Other Chief Officers	☐	....
District Councils	☐	....
Health Authority	☐	....

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Police	☐	....
Other Bodies/Individuals	☒	Nick Gower-Johnson, Jane Pollard

FINAL DECISION   NO

SUGGESTED NEXT STEPS: Details to be specified

Further consideration by this Committee	☐	....
To Council	☐	*.. *
To Cabinet	☐	....
To an O & S Committee	☐	....
To an Area Committee	☐	....
Further Consultation	☐	....

Warwickshire
County Council

Overview and Scrutiny Co-ordinating Group - 28th November 2007

Scrutiny of Partnerships

Report of the Strategic Director - Performance and Development

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Recommendation

The Overview and Scrutiny Co-ordinating Group is recommended to comment on the options outlined in the report for the implementation of the partnership framework to aid scrutiny of partnerships.

Introduction

1.   Partnerships and partnership working have increasingly grown in importance and significance in terms of what local authorities do and the way they do it.

2.   The Local Government and Public Involvement in Health Act 2007 sets out a vision of localism that depends on local public services and the community and voluntary sector to provide services in a more joined-up way that better reflects what local people need. These developments are part of a pattern which will see a growth in pooled budgets and future funding much more attached to area based targets.

3.   In addition, our partnership arrangements are increasingly coming under the spot light as part of the Comprehensive Performance Assessment in areas of risk management and overall governance arrangements. We expect that they will feature more prominently still with the advent of the Comprehensive Area Assessment.

Scrutiny of Partnerships

4   As partnership working is becoming increasingly central to the way we work and the models of service delivery employed, it is important to develop a mechanism to scrutinise partnerships and partnership working with which the County Council is involved. Such a mechanism should:

> ➢ Assess the need for the existence of partnerships
> ➢ Evaluate the effectiveness of partnerships
> ➢ Contribute to partnership development

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5.   A number of local authorities have developed tools to aid the scrutiny of partnerships. These tools vary from complex forms which partnerships are asked to complete prior to attending a scrutiny meeting to a series of suggested questions provided to members. By reviewing the variety of tools employed by local authorities, a partnership framework has been developed to aid self evaluation by partnerships and the scrutiny of partnerships in Warwickshire. The framework forms part of the Partnership Toolkit being developed by the County and will form a significant part of the emerging Partnership Strategy.

6.   The framework is attached as appendix A. It is divided into 7 sections, with each section containing a number of measures designed to assess effectiveness and highlight areas for improvement. Although the framework is quite detailed, the scoring categories are intended to be a guideline to help scrutiny of the overall arrangements. Using the framework should help to identify the strong areas as well as those requiring attention and should also help to prioritise the actions coming out of the evaluation process.

7.   The 7 sections are:

> Leadership   > Governance   > Learning

> Managing Performance   > Efficiency   > Resources

> Trust

8.   The County Council is also exploring with Warwick Business School the development of a tool to help the Council evaluate its portfolio of partnerships, including an evidence based means of selecting which partnerships the Council should be involved in the future. This will also form part of the Partnership Toolkit.

Implementation

9.   There are a number of options available for the implementation of this framework. These are listed below, along with the advantages and disadvantages of each approach. However, it is worth noting that these options are not mutually exclusive

	Advantages	Disadvantages
Any joint body established to scrutinise the LAA could use the framework as a tool to assess the LAA Blocks	Discussions regarding the establishment of such a body and the appropriate scrutiny tolls will be considered as part of the LAA governance review	The remit of this body would be focussed on the LAA and would not include other partnerships
OSCs could use the framework to scrutinise	Ensures a consistent approach	Would require an analysis of all partnerships to ascertain which

a selection of partnerships that fall within their remit	Can be implemented within current structures Involves all scrutiny members	OSC would be appropriate Duplication may arise Scrutiny of partnerships may overburden work programmes
A dedicated Overview and Scrutiny Panel is established between the OSCs to scrutinise partnerships	Ensures a consistent approach Builds up a body of expertise surrounding partnerships and scrutiny of partnerships among the members of the panel	The work programme of such a panel would be made up of a rolling programme rather than undertaking scrutiny as and when required. Only a small number of members would be involved in the scrutiny of partnerships Consideration needs to be given to the impact upon resources within both Member Services and the Scrutiny Team

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1. Leadership - *Partners are mutually accountable, share risks and rewards fairly, and support each other*

	3	2	1	0	Key Evidence
1.1	The partnership has a purpose which is set out clearly for service users and stakeholders to understand	The partnership has a purpose which is conveyed to users and stakeholders but it is not clear / easy to understand	The partnership has a purpose but it is not conveyed to users and stakeholders and is not clear / easy to understand	The purpose of the partnership is not set out	
1.2	The partnership has a vision that is clear, ambitious and achievable	The partnership has a clear vision which is achievable, however the vision could be more ambitious	The partnership has a vision however the achievement of it is questionable	The partnership does not have a clear vision	
1.3	All partners have a shared understanding of the outcomes the partnership expects to achieve and there is widespread ownership within the partner organisations	The majority of partners share an understanding of the outcomes the partnership expects to achieve	There is inconsistency in the partners understanding of the outcomes the partnership expects to achieve	Each partner has a different understanding of the outcomes the partnership expects to achieve and there is a lack of ownership within the partner organisations.	
1.4	The partnership is heavily focussed upon added value through collaboration	The partnership works towards added value through collaboration	There is an awareness of the added value of collaboration, but there is no evidence to suggest that is a fundamental focus of the partnership	There is no focus upon added value through collaboration	
1.5	The partnership clearly contributes to Warwickshire County Councils vision and objectives	The partnership contributes to a number of Warwickshire County Councils objectives	It is unclear how the partnership will contribute to Warwickshire County Councils objectives	The partnership does not contribute to Warwickshire County Councils vision and objectives	

2. Governance *The partnership has clear, transparent and appropriate governance arrangements*

	3	2	1	0	Key Evidence
2.1	The membership of the partnership is clearly both representative of the views of the organisations they represent and appropriate for the agreed purpose and objectives of the partnership. All members with the right skills and experience who can make decisions and commit the organisations they represent	The membership of the partnership is mostly representative of the views of the organisations they represent and appropriate for the agreed purpose and objectives of the partnership. And the majority of members have the right skills and experience and can make decisions and commit the organisations they represent	The membership of the partnership is in some ways unrepresentative of the views of the organisations they represent and inappropriate for the agreed purpose and objectives of the partnership. Only a minority of members have the right skills and experience and can make decisions and commit the organisations they represent	The membership of the partnership is unrepresentative and inappropriate for the agreed purpose and objectives of the partnership, and does not include members with the right skills and experience who can make decisions and commit the organisations they represent	
2.2	The partnership has an agreed set of values and standard of conduct, including an agreed mechanism for dealing with conflicts of interests and resolving disputes among partners, which has been agreed by all members	The partnership has a set of values and standard of conduct, including an agreed mechanism for dealing with conflicts of interest and resolving disputes among partners, which has been agreed by the majority of members	The partnership has a set of values and standard of conduct, but it is not clear whether all members are signed up to these	The partnership does not have a set of values and standard of conduct.	
2.3	There is an effective system and processes to ensure that the partnership is accountable to the individual partners, external stakeholders, service users and the public. And this system and process is transparently and consistently used.	There is a system and process in place to ensure the partnership is accountable to individual partners, external stakeholders and service users.	There are systems and processes in place to ensure the partnership is accountable to individual partners and external stakeholders.	There are no systems or processes in place to ensure the partnership is held to account.	
2.4	Decision making processes are clearly defined, effective and understood by all those involved and consistently and transparently applied. Processes include an agreed approach to involving key players relevant to the business of the partnership in the decision making process	Decision making processes are clear and understood by all those involved	Decision making processes are set out, but these are not understood by all partners and are therefore inconsistently employed	There are no clear decision making processes	

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2. Governance *The partnership has clear, transparent and appropriate governance arrangements*

	3	2	1	0	Key Evidence
2.5	The Partnership has a structured board or other decision making forum	The partnership has a board but it is not well structured	It is not clear whether there is a decision making board	The partnership does not have a structured board or other decision making forum	
2.6	The partnership has a clear and agreed method for recording partnership decisions in writing	The partnership has a method for recording partnership decisions, but these methods are not cleared or agreed	The partnership has a method for recording partnership decisions, but it is not followed	The partnership does not have a method for recording partnership decisions in writing	
2.7	There are planned and effective processes for input and feedback from relevant public / service users / stakeholders which feed into the role and purpose of the partnership. Including the opportunity to make suggestions / complaints about what the partnership does.	Input and feedback from relevant public /service users / stakeholder has informed the development of the partnership and there is evidence that it will continue to do so.	Input and feedback has informed the development of the partnership, but it is unclear how this will contribute to the partnership in a continuous way	Input and feedback from relevant public / service users / stakeholders does not inform the partnership, Or It is not clear whether input and feedback from relevant public / service users / stakeholders has contributed to the development of the partnership or it will shape the future development of the partnership	
2.8	There are clear and effective mechanisms for reporting back from the partnership to organisations involved and these are consistently used by all partners.	There are clear and effective mechanisms for reporting back from the partnership to organisations involved and the majority of partners use them	There are mechanisms for reporting back from the partnership to organisations involved, but these are not consistently employed by all partners	There are ineffective mechanisms for reporting back from the partnership to organisations involved Or There are no mechanisms for reporting back from the partnership to organisations involved	
2.9	The partnership ensures that public / service users / stakeholders are regularly kept informed about the activities of the partnership through established mechanisms of communication	The partnership has kept public/ service users/stakeholders regularly informed about the activities of the partnership, but established methods of communication have not been developed	The partnership has kept public/ service users / stakeholders informed about the activities of the partnership but this has been on an ad-hoc basis with no established mechanisms	Public/service users/stakeholders are not informed about the activities of the partnership	

2.Governance *The partnership has clear, transparent and appropriate governance arrangements*

	3	2	1	0	Key Evidence
2.10	There is a clear process for effective and timely reporting back on partnership working to Councillors and this is consistently employed	Councillors do receive regular feedback regarding partnership working, but a clear and consistent process has not been established	There is a process for reporting back on partnership working to Councillors, however it is inconsistently used	There is no process for reporting back on partnership working to Councillors	
2.11	The partnership has an agreed mechanism for terminating the partnership / partners to leave the partnership, which includes dealing with the reallocation of resources as necessary	The partnership has a mechanism in place for terminating the partnership which includes dealing with the reallocation of resources as necessary	The partnership has a mechanism in place for terminating the partnership / partners leaving the partnership, but does not address the reallocation of resources.	The partnership does not have a mechanism for terminating the partnership / partners to leave the partnership	
2.12	The partnership has appropriate and effective arrangements in place for monitoring and managing risk, these are understood by all partners	There are appropriate arrangements in place for monitoring and managing risk	The partnership has arrangements in place for monitoring and managing risk, however these arrangements need to be reviewed	The partnership does not have arrangements in place for monitoring and managing risk	

3. Learning- *Partners continuously seek to improve what they do in the partnership*

	3	2	1	0	Key Evidence
3.1	All the partners within the partnership continuously seek improvements in activities and ways of working for the benefit of the partnership, actively disseminating knowledge and best practice	The majority of partners within the partnership seek improvements in activities and ways of working for the benefit of the partnership	A small number of partners within the partnership seek improvements in activities and ways of working for the benefit of the partnership	Partners do not seek improvements and do not encourage learning	
3.2	The partnership is periodically and meaningfully reviewed, with changes / improvements being made where necessary	The partnership has been reviewed since its creation, with changes / improvements made	The partnership has been reviewed, but it is unclear whether the review led to any changes / improvements	The partnership has not been reviewed	
3.3	Partners have made changes in order to achieve shared goals	Partners are willing to make changes to achieve shared goals	It appears that some partners are more willing to make changes to achieve shared goals than others	It is clear that partners are not willing to make changes to achieve shared goals	
3.4	The partnership has successfully engaged with potential users of services to understand their needs and there is evidence that this has added value to the work of the partnership	The partnership has successfully engaged with potential users of services to understand their needs	The partnership attempts to reach and understand the needs of potential users of services	The partnership does not attempt to reach and understand the needs of potential service users	
3.5	The partnership provides a training and induction programme for members	The partnership provides a useful information pack	The partnership signposts it members to where they can access useful information	The partnership does not provide a training and induction programme for members, and does not provide useful information or signpost members to such information	
3.6	The partnership makes use of appropriate specialist sources and networks and regularly seeks expert advice where necessary	The partnership makes use of specialist sources and sometimes takes expert advice	The partnership just makes use of appropriate specialist sources	The partnership does no make use of appropriate specialist sources and networks and is not willing to take expert advice	
3.7	The partnership considers skills gap when appointing new members and uses this information to develop training programmes for members	The partnership considers the skills gap and sometimes develops training programmes for members	The partnership considers skills gaps	The partnership does not consider skills gaps when appointing new members	

4. __Managing Performance__ - *Partners put in place necessary practices and resources, and manage change effectively*

		3	2	1	0	Key Evidence
4.1		Partners roles, responsibilities and contributions are clearly defined and accepted by all partners	There is a good understanding of the roles, responsibilities and contributions of each of the partners	There is a basic awareness surrounding partners roles, responsibilities and contributions	There is no definition regarding partners roles, responsibilities and contributions	
4.2		Sound methodologies have been used to set objectives, targets milestones and performance indicators and plans for achieving these are based on plausible actions and are owned by those responsible. Progress against the plan is monitored and scrutinised by the Partnership Board.	Objectives, targets, milestones and performance indicators have been set and robust action plans have been produced, which are regularly monitored by the Partnership Board.	Objectives, targets, milestones and performance indicators have been set and clear action plans have been produced	Objectives, targets, milestones and performance indicators have been set, but no action plans have been produced. Or Objectives, targets, milestones and performance indicators have not been set	
4.3		There are clear and effective lines of responsibility for partnership performance, accepted by all partners	There are lines of responsibility for partnership performance, but they are not clear and effective	There are lines of responsibility for partnership performance, however there is confusion surrounding this process	There are no clear lines of responsibility for partnership performance	
4.4		There is a clear and effective process to check that all partners are effectively delivering agreed actions, with mechanisms in place to take any action where appropriate	There is a process in place to check that all partners are delivering agreed actions	There is a process in place to check that all partners are delivering agreed actions, however it is not clear whether this process is consistently used	There is no process to check that all partners are delivering agreed actions & monitoring of partners progress is not undertaken	
4.5		The partnership can demonstrate good progress on all targets set	The partnership can demonstrate good progress on the majority of targets set	The partnership can only demonstrate good progress against a small number of targets set	There is no evidence that the partnership is making progress against the targets set	
4.6		The partnership can clearly demonstrate that it is delivering improvements to quality of life	The partnership can demonstrate some improvements to quality of life	There is limited evidence to suggest any improvements to quality of life	There is no evidence that the partnership is delivering improvements to quality of life	

4. __Managing Performance__ - *Partners put in place necessary practices and resources, and manage change effectively*

	3	2	1	0	Key Evidence
4.7	The partnership has clearly defined approach to re-prioritising activities in the light of past performance and community drivers	The partnership has re-prioritised its activities in the light of past performance and community drivers, however a clearly defined approach to this has not been established	The partnership has a defined approach to re-prioritisation, however this is not linked to past performance and community drivers	The partnership does not have an approach to re-prioritising activities in the light of past performance and community drivers	
4.8	The partnership effectively relates its work to other partnerships and organisations, avoiding duplication of effort and encouraging a holistic approach	There is evidence that the partnership has related some of its work to other partnerships and organisations	The partnership attempts to relate its work to other partnerships and organisations	The partnership does not relate its work to other partnership and organisations	
4.9	The partnership ensures that actions and targets are replicated in partner service plans where necessary to ensure delivery	Actions and targets are replicated in most partner service plans where necessary to ensure delivery	Some actions and targets are replicated in some partners service plans, but this is ad hoc	The partnership does not ensure that actions and targets are replicated in partner service plans	

5. <u>**Efficiency**</u> - *Processes and procedures are efficient and effective*

	3	**2**	**1**	**0**	**Key Evidence**
5.1	There are clearly defined and effective agenda management and administration support arrangements, which are consistently employed	There are effective agenda management and administration arrangements	There is an ineffective agenda management and administration support arrangements	There are no agenda management and administration support arrangements	
5.2	The partnership has an effective format for meetings and general communication which is agreed by all members and consistently employed	The partnership has an agreed format for meetings and general communication	There is a standard format for meetings and general communication, however this seems to be inconsistently employed	There is no agreed format for meetings and general communication	
5.3	Clear and effective information sharing protocols have been developed and implemented to inform the planning and management processes. Including how confidential information within the partnership should be treated	Clear information sharing protocols are in place to inform the planning and management processes	Information sharing protocols are in place to inform the planning and management processes, however they are inconsistently used	There are no information sharing protocols in place	

6. <u>Resources</u> – *The Partnership uses the resources of partners to maximum effect*

	3	2	1	0	Key Evidence
6.1	There is transparency in the financial resources each partner brings to the partnership	There is transparency in the financial resources of the majority of the partners	There is transparency in the financial resources of some of the partners	It is not clear what financial resources each partner brings to the partnership	
6.2	The partnership agreement clearly and effectively addresses funding, cost sharing and budgetary issues	The partnership agreement outlines an approach to funding, cost sharing and budgetary issues	The partnership agreement mentions funding, cost sharing and budgetary issues but fails to address these adequately	The partnership agreement does not address funding, cost sharing and budgetary issues	
6.3	Resources allocated are adequate to achieving partnership goals	Resources allocated are adequate to achieving the majority of the partnership goals	It is unclear whether resources allocated are adequate to achieve the partnership goals	There are inadequate resources to meet the partnership goals	
6.4	Information about the partnership's spending activities and results are available to the public and widely publicised	Information about the partnerships spending activities and results are available to the public, but are not widely publicised	Ad-hoc information relating to the partnerships spending activities and results are available to the public	Information about the partnerships spending activities and results are not available to the public.	
6.5	There is a universal understanding of the non-financial resources, talents and strengths each partner brings to the partnership and these resources, talents and strengths are fully utilised.	There is a good understanding of the non-financial resources, talents and strengths each partner brings to the partnership	There is an awareness of the non-financial resources, talents and strengths each partner brings to the partnership	There is a lack of awareness concerning the non-financial resources, talents and strengths each partner brings to the partnership	
6.7	The partnership has developed sound financial management systems. Including systems in place for approving, monitoring and reporting on the budget	The partnership has adequate financial management systems	The partnership has inadequate financial management systems in place	There are no financial management systems in place	

7. <u>Trust</u> – *Partners are mutually accountable, share risks and rewards fairly and support each other*

	3	**2**	**1**	**0**	**Key Evidence**
7.1	All partners are mutually accountable for their contributions, sharing responsibility for the success of the partnership	A large majority of the partnership takes responsibility for the success of the partnership. These tend to be the larger partners	It is unclear whether accountability and responsibility is equally shared among partners	There is an unequal balance of accountability and responsibility among partners	
7.2	The partnership has an excellent, supportive working relationships between partners	The partnership has good working relationships between partners	The partnership has reasonable working relationships between partners	Relationship between the partners has broken down	
7.3	All partners understand and respect differences amongst partners	The majority of partners understand and respect the differences amongst partners	There is a basic understanding among some partners regarding the differences amongst partners	There is a lack of awareness regarding the differences amongst partners	
7.4	All partners have an equal say in decision making and positively contribute in making decisions	All partners have an equal say in decision making, and the majority of partners positively contribute in making decisions	Contributions to decision making is mixed	Only a small number of partners contribute to decision making Or Partners do not have an equal say in decision making	
7.5	The partnership has developed a degree of trust which enables the partnership to challenge the performance of individual partners in delivering activities for which they are responsible	The partnership has developed a degree of trust which has enabled some challenges to the performance of individual partners in delivering activities for which they are responsible	There is evidence of the partnership developing trust but this has not yet lead to challenges regarding the performance of individual partners in delivering activities for which they are responsible	The partnership has not developed a culture of trust between partners that allows the partnership to challenge the performance of individual partners	