

**WYRE FOREST DISTRICT COUNCIL**

**PARTNERSHIPS FRAMEWORK**

**Strategic and Operational  
Partnerships**

**MARCH 2007**

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## **WYRE FOREST DISTRICT COUNCIL**

### **Partnership Framework** **(Strategic and Operational Level Partnerships)**

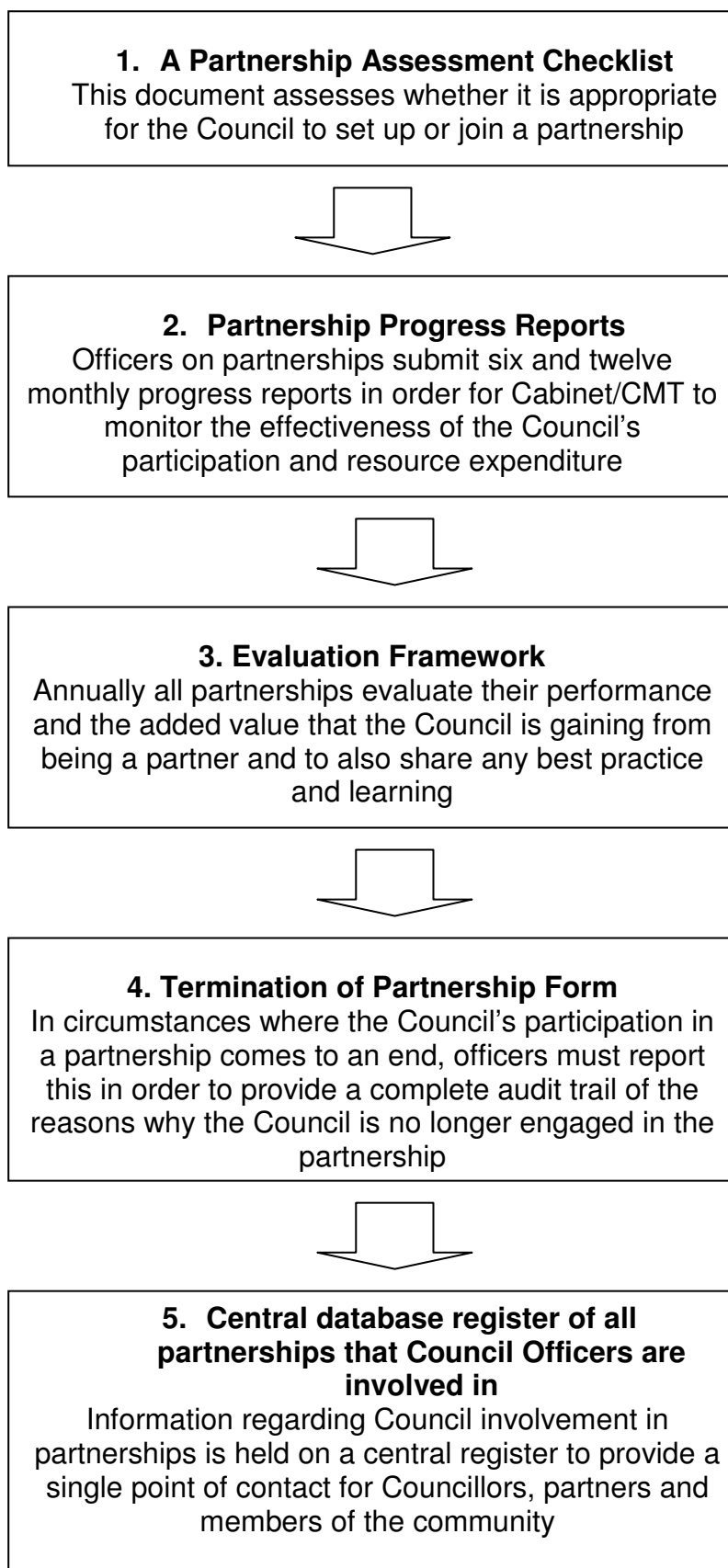
#### **SECTION A - INTRODUCTION**

1. Wyre Forest District Council (WFDC) is committed to working with partners and recognises the value of effective partnerships in contributing to the wellbeing of our local communities and the delivery of its strategic priorities.
2. Flexibility, innovation and many other benefits allow partnerships to address issues that individual organisations could not tackle alone.
3. However, partnerships also bring the potential for increased risks. The additional complexity of working in partnership means that ambiguity and confusion can arise. This can lead to weakened accountability and reduced clarity over expected outcomes.
4. Entering and continuing to participate in partnerships must be based on a sound understanding of the risks, challenges and anticipated benefits involved.
5. Therefore the purpose of this partnership framework is to bring clarity. It should be used sensibly to ensure that the soft attributes of successful partnership working are not lost. This document is a strategy to guide work, not a barrier to prevent effective working.

#### **SECTION B – HOW DOES THE PARTNERSHIP FRAMEWORK OPERATE?**

6. This framework sets out WFDC's strategy for working in partnership. Our partners will have their own frameworks to formally record their own expectations and arrangements for working in partnership.
7. There are some partnership arrangements that are not covered in detail in this strategy document, although they are nevertheless very important partnerships that the Council is involved in and include:
  - Parish / Town Councils – The Council's Charter of the Three Tier Councils in Worcestershire
  - The Voluntary and Community Sector – The Worcestershire Partnership Compact

8. There are **five main elements to the framework**, as follows:



9. Each of the above elements are discussed in further detail below.
10. When considering involvement in, or the setting up of a partnership, the Council will need to carefully consider and examine the issues set out in the **Partnership Assessment Checklist** included at **Appendix 1**.
11. The Council will only join a partnership if it is going to add value to the delivery of its priorities and can resource the investment of time and money required to effectively do so.
12. With some partnerships it can be difficult to assess how the Council can contribute or how the work of the partnership will support any of the Council's priorities. Sometimes we may have been invited out of courtesy, to bring credibility to the group or to get immediate feedback should any relevant matter ever be raised.
13. In such cases, we will avoid regularly attending meetings and invite the partnership to liaise with the Council when necessary in a more efficient manner (e.g. by copying minutes to us). Where the issues are purely relevant to a local area and do not largely relate to the Council's responsibilities or services, it is anticipated that the appropriate town or parish council rather than the District Council will be involved in the partnership.
14. The Partnership Assessment Checklist will enable there to be a full evaluation of the merits of becoming involved in a partnership or identifying the need to set one up and establishing the appropriate level of resources, if required. For other organisations establishing a partnership, it will provide a clear indication of the circumstances in which the Council will and will not seek to be involved. In simple terms, it provides the rationale behind saying 'yes' and 'no'.
15. To ensure consistency in the application of the framework, there is a need for a 'gatekeeper' to approve the Council's involvement and membership of a partnership. For reasons of practicality, the Corporate Management Team will be responsible for this.
16. The Corporate Management Team will also be responsible for ensuring lead officers on existing partnerships produce six and twelve monthly reports. Only those partnerships which are not making sufficient progress will be reported to Cabinet. A template for this purpose is set out in **Appendix 2**.
17. It should be noted that where a partnership has sub working groups only one progress report for that partnership will be required and this will be co-ordinated by the officer sat on the 'parent partnership'. To give an example, the officers involved in the theme working groups for Wyre Forest Matters Partnership will provide the Chief Executive as Board Member of the Strategic Board with the information on the progress of their group. This will then be incorporated into the main report.

18. On an annual basis Partnerships will be required to evaluate and report their performance and the added value the Council has gained by being a partner by applying the evaluation framework as set out in **Appendix 3**. The evaluation will also be used to determine whether the Council remains a representative on the partnership.
19. In circumstances where the Council's participation in a partnership comes to an end, officers must complete the termination of partnership form, as set out in **Appendix 4**.
20. Information regarding the Council's involvement in partnerships will be entered into a central database as set out in **Appendix 5**. It is important that this information is kept up to date and where changes do occur that these are advised of through the established procedures of the framework.

### **Special Points**

21. If a partnership that the Council is involved in changes its status significantly e.g. Opportunity Bewdley to Bewdley Development Trust, the responsible officer shall be required to submit to the Corporate Management Team a new 'Partnership Assessment Checklist' in order to confirm or otherwise the Council's continued involvement.
22. In addition, Divisional Risk Registers should have regard to partnerships and any associated risks. It is the responsibility of the officer on the partnership to identify risks and ensure their Divisional Risk Register is kept up to date accordingly.

### **SECTION C – DEFINING A PARTNERSHIP WITHIN THIS FRAMEWORK?**

23. In WFDC, we define a partnership as the joint working arrangements where the partners:
  - a. Are otherwise independent bodies
  - b. Co-operate and create new processes to agree and achieve common goals
  - c. Plan and implement a jointly agreed programme
  - d. Share relevant information through formal procedures to meet common goals and objectives
  - e. Enter into formal arrangements to pool functions, resources, risks and rewards

Note: In many cases WFDC will take a lead role in partnerships that we are involved in. This does not mean that WFDC has overall control but in these cases will provide an important lead.

24. There are two levels of partnerships within this framework:

- f. Strategic partnerships – Major partnerships that will normally have Chief or Senior Officers representing WFDC
- g. Operational partnerships – Those where Officers and Councillors attend in their capacity as Council representatives

25. Generally, partnerships have one of the following characteristics:

(These types of partnership are not formal definitions but a guide to the sort of partnerships we are involved in. They are not mutually exclusive).

- **Collaborative** – Partnerships formed where partners retain responsibility for delivering functions within their own governance arrangements. Formed mainly to advise, guide and oversee
- **Host Partnerships** – Where one partner hosts the partnership arrangements and receives funding, employs staff etc on behalf of the other partners
- **Executive Partnerships** – Formed to pool resources and responsibility for functions, e.g. Commissioning Boards. These will be formed as a legal entity
- **Joint Arrangements** (often contractual arrangements) – where arrangements are entered into with other Councils to tackle specific issues.

26. The level and type of partnership may well change as the partnership evolves and aspirations or requirements change. Over a period of time the partnership may move between levels and types of partnership. It is usually best to choose the simplest form of partnership to allow you to achieve what you need to do.

### **What Are we Trying to Achieve?**

27. In summary, our aim is for each partnership to have:

- h. Clear objectives and expected benefits
- i. A shared understanding of the roles, responsibilities and accountabilities of each partner
- j. A shared ownership of strategy
- k. Clear financial management
- l. Established protocols
- m. Performance management arrangements
- n. Appropriate mechanisms for review

28. The cycle of partnership working that we are trying to achieve is summarised in the diagram at **Appendix 6**.

### **Should A Partnership Be Created?**

29. The flow chart attached at **Appendix 7** will help you to decide if a partnership should be created or if you are to participate in another partnership. At this point in time you should consider what other options may exist for delivering objectives and why the partnership is the best option.

## **Membership**

30. Whilst it would not be desirable to inappropriately preclude partners it is important that all partners bring value to the partnership. Membership should reflect the purpose, aims and objectives of the partnership. WFDC representative(s) on strategic level partnerships should be Chief or Senior officers.

## **Partnership Relationships**

31. Strategic partnerships set up for the purposes of the Local Area Agreement or Community Strategy are normally under the umbrella of the Local Strategic Partnership (LSP) and report to the Council's Cabinet and the bodies of the participating partners as appropriate. Each Operational partnership should demonstrate its link to a Strategic partnership as set out in **Appendix 8**.
32. To further support effective and constructive relationships between the Council and its partners a series of service standards have been developed which officers will aspire to achieve, as set out in **Appendix 9**.

## **Support For The Partnership**

33. Legal and Financial Services should be contacted to determine the level of legal and finance support required for all Strategic and high level Operational partnerships.
34. If a partnership is an Executive type of partnership and has been established as a legal entity that is likely to employ staff, arrangements for employment, management, pay and pensions arrangements must be considered.

## **Life Of The Partnership**

35. Consider the life span of the partnership and what the likely termination date would be. For partnerships where a termination date is not known at an early stage an annual review must take place.

# **SECTION D – THE GOVERNANCE OF PARTNERSHIPS**

## **Introduction**

36. It would clearly be undesirable to stifle the innovative potential of partnerships through over bureaucratic governance arrangements. The important principle is that arrangements need to be proportionate to the nature and type of business being undertaken by the partnership. Clarity of these arrangements reduces the risks that partnership working exposes the Council to.



37. The more integrated or shared activities become, the more issues of corporate governance become a challenge. A formal framework for each partnership will reduce the possibility of a breakdown in governance arrangements.
38. The principles of giving an account of performance (performance reporting), being held to account (scrutiny), taking account (consultation) and mechanisms for redress (complaints) are essential to demonstrate added value and effective use of resources.

### **Performance Management Framework**

39. In all areas of our business, performance management is key to ensure that we deliver high quality services and drive forward improvements. Partnership working is no exception to this principle.

### **Purpose, Aims And Objectives**

40. It is important to be clear what the purpose of the partnership is at the outset. Added value that will be achieved through the partnership that cannot be achieved alone should be documented. Aims and objectives of the partnership should be SMART – Specific, Measurable, Achievable, Realistic, Time specific. There should be documented clarity as to what are the main issues for the partnership to address, and how it will go about addressing them.
41. Objectives of Strategic level partnerships must be aligned to the objectives published in the Community Strategy, the Corporate Plan and the Local Area Agreement. Objectives of Operational level partnerships should be linked to the Strategic level partnership that sits above them wherever possible and should also demonstrate contribution to published objectives. For some of the minor Operational partnerships this may not be possible.

### **Opportunities And Barriers**

42. At an early stage the partnership should consider opportunities that will help to achieve the aims and objectives of the partnership and how to explore the potential that they offer. Identifying any barriers at an early stage will mean that there should be less chance of unpleasant surprises further into the partnership. The partnership should consider how to either neutralise these risks or navigate around them.

### **Plans And Strategies**

43. Any overarching plans or strategies relevant to a Strategic partnership should be identified, e.g. The Community Strategy. This will set the partnership focus and will help to form a work plan to achieve aims and objectives.

44. If appropriate, action that will be taken by each individual partner should be identified. Key milestones and dates for reaching particular stages should be set.

### **Performance Measures, Reporting And Review**

45. Targets set as performance measures should link to objectives and should be stretching, meaningful and relevant. These are the measures to demonstrate the partnerships success and achievements.
46. Operational partnerships should adopt performance measures that demonstrate contribution to the Strategic partnership above them. Strategic partnership performance targets must be aligned to published objectives and form part of the Council's performance management framework.
47. Reporting arrangements are an important part of the performance management framework. If a partnership adopts internal performance targets for individual partners then it is appropriate to develop internal performance reporting arrangements.

### **Annual Review**

48. The annual review is a mechanism for the partnership body to update the relevant partner organisations of progress. It is not intended that Cabinet performance manage the partnership. As a minimum the annual review and report of each partnership should cover:
  - Performance against the objectives set by the partnership
  - The benefits for the Council and other partners gained from the partnership
  - Achievements, progress made and work undertaken in the past year

### **Scrutiny of Partnership Work**

49. The scrutiny function of our Policy Panels has an important role to play in scrutinising the work of partnerships that we are involved in. Policy Panels have the ability to scrutinise any area of work that they chose. As a minimum the annual report of Strategic Partnerships will provide the opportunity for the scrutiny of partnership work to take place. However, a more proactive role in scrutinising partnership work may be desired and Policy Panels will have the opportunity of building this into their work programme. Debate is taking place at a national level as to the best way to pro-actively facilitate effective scrutiny of partnership working and this area will be developed further in the future.
50. If you need help on performance management arrangements please contact our Corporate Performance Adviser.

## **Partnerships Will Not Make Executive Decisions**

51. Partnerships will not make Executive decisions themselves. They identify and co-ordinate the contributions each partner can make to achieve agreed objectives. Any matter agreed which requires a formal decision of any of the partners or the allocation of resources will be subject to the individual governance arrangements controlling the decisions of each partner organisation. If there is any delegation to make decisions this will be explicit in the Partnership Assessment Checklist that is approved by the Corporate Management Team.

## **Meetings**

52. Partnerships will need to vote on certain matters. While this would not be to make decisions that are binding on partner organisations, it may still be necessary to come to an agreed way of asking partner organisations to consider a matter. In this context partnerships should consider arrangements for :
  - Frequency and notice arrangements
  - Chairing and substitution arrangements
  - Quoracy levels
  - Voting rights and arrangements

## **Publicity**

53. The partnership should consider what arrangements will apply regarding publicity and in particular in relation to press releases.
54. The partnership should establish a protocol whereby any press release is automatically referred to the relevant communications office of each partnership member with a deadline for responses. This will allow partnership member bodies to raise any matters of concern and will foster good communication. However, this would not preclude any partner body from issuing a press release that challenges or contradicts the partnership's statement at some later date.

## **Probity And Accountability**

55. There is a requirement for WFDC Councillors to declare personal and prejudicial interests at partnership meetings in accordance with the Council's code of conduct.
56. Partners should also be encouraged to follow the members code of conduct and the requirement to declare both personal and prejudicial interests. Although this is not a compulsory requirement for representatives who are not Councillors, it is an important principle in maintaining probity and public confidence in partnership working.
57. Strategic partnerships should meet in public, with the same opportunities for public participation as apply to Council meetings generally.

## **Terms Of Reference**

58. Each partnership should have clearly established terms of reference to describe their main functions. For example to oversee, to co-ordinate, to advise. These should be broad enough to include all areas for consideration.

## **SECTION E – THE LEGAL STATUS OF PARTNERSHIPS**

### **Types Of Partnership / Joint Working**

59. There are four broad types of partnering vehicle available to the Council:
  1. Contractual Arrangements
  2. Formal Legal Partnership
  3. Bodies Corporate
  4. Unincorporated Bodies
60. Where the route selected involves an officer or member sitting on a management board or acting as trustee etc, it is important that they understand their responsibilities.

### **Contracting Arrangements**

61. Joint working or partnership can be achieved through contracting arrangements between the relevant “partners”, without the need to form a separate organisation, or more complicated joint working arrangement. Consideration should always be given to this option as the simplest means of achieving a joint working relationship.
62. Even the most informal arrangements will require committing to writing the objective of the partnership, the resources each partner is bringing, other commitments or undertakings, performance measures, termination arrangements and should also address issues of potential liability – both to each other and to third parties e.g. customers. A written agreement will be required.

### **Joint Committees – as a specific form of contracting**

63. Joint Committees are established by local authorities under Section 101 of the 1972 Local Government Act, between local authorities. (There are also some powers to enter into joint committees with health bodies). Third parties can be seconded e.g. from the private and voluntary sectors, but they do not have voting rights.
64. Local authorities combining resources to obtain economies of scale are often achieved through the joint committee approach (for example purchasing organisations).

65. They have no independent legal status. There needs to be a lead authority, who enters into third party contracts. As with contracting arrangements generally, an agreement is required setting out commitments etc, together with the constitutional arrangements for the committee.

### **Formal Partnership**

66. This means a formal partnership either in accordance with the Partnership Act 1890 or the Limited Liability Partnership Act 2000. Such partnerships are usually entered into with a view to “profit” and are unlikely to be appropriate for partnerships contemplated in this framework.

### **Bodies Corporate**

67. These are separate legal entities created by partners to take the project forward. They can be either commercial or non commercial (i.e. non profit distributing) in nature.

### **Commercial Entities**

68. Can comprise of a number of options:

- Companies limited by share
- Unlimited Companies with or without share capital
- Limited Liability Partnerships (profit making)

69. The potential reasons for using companies would include:

- Externalised, but retaining a stake
- Sharing risk
- Commercial potential
- Attracting capital investment outside capital controls
- Attracting private sector expertise
- Freedom from local authority controls etc

### **Non Profit Distributing Organisations (NPDO) can include**

- Joint Boards (available in very limited circumstances)
  - Companies limited by Guarantee
  - Community Interest Company
70. Some of the reasons supporting the use of companies generally will apply to an NPDO. In addition, these routes would be chosen to reflect the fact that the overriding objective of the partnership is not to make money (or if it does that this is reinvested in the partnership and not distributed to the partners or others).
71. It may also be that charitable status is to be sought.

### **Unincorporated Associations**

72. As the name suggests, these are arrangements between partners each retaining their separate identity. No separate corporate entity (such as a company etc) is created.
73. The rules governing the members' duties and liability should be set out in a constitution, which is simply an agreement between the members as to how the organisation will operate. Usually the constitution will provide for a management committee to be responsible for the everyday running of the organisation. An unincorporated organisation may be charitable and may register as a charity.
74. As the organisation has no existence of its own, property will have to be held by and in the name of one (or more) of the partners, (and / or in trust). Similarly any employees will be employed by one of the partners. Some form of agreement will be required addressing these issues.

### **Determining Which Vehicle To Use**

75. Essential to deciding which route to follow for the "partnership" will be determining the nature of the Council's involvement and the overall purpose of the project. Will it be as a client, or contractor, as a director or trustee, as a manager or as a partner? Key factors will include:
  - What assets or other resources are being committed or acquired, and by who
  - What regulatory requirements impact on the respective partners (e.g. charity commission)
  - What governance arrangements are required
  - What are the risks and potential areas of liability
76. For help on legal matters please contact the Legal Team.

### **SECTION F – FINANCIAL MANAGEMENT OF PARTNERSHIPS**

77. It is important that the financial consequences of entering into a partnership are well understood before any decisions are made. It is the responsibility of Chief Officers to ensure that this is the case.
78. At the earliest stage the Council needs to be clear why a partnership is seen as the best option. Appropriate financial controls must be in place to safeguard public resources in partnership arrangements.
79. It is envisaged that most partnerships will either be "Collaborative" or "Host" partnerships (as defined at the start of this framework). If this is the case then the detailed questions that follow below will be much easier to answer as they may not be applicable or the financial control arrangements of one partner will be used. Even in the simplest form a decision to follow another authority's control measures must be made and recorded and each of the questions considered.

80. It is important that all elements of the business case are considered e.g. objectives, benefits, risks etc. What follows sets out the most important financial elements of a partnership. Documented clarity on these is the bare minimum needed when entering a partnership. This will ensure that any risks are recognised and provided for by the Council.
81. Consider:
- Funding of the partnership
  - Taxation and VAT issues
  - How will the partnership spending, income, assets and liabilities be reported in the published accounts of the partners
  - Who will be accountable for the financial management of the partnership
  - Who will approve the budget
  - What will be the financial reporting arrangements to the separate partners
  - How will overspends and underspends be dealt with
  - What will be the banking arrangements
  - Who will audit the partnership
  - What freedom will the partnership have to enter financial arrangements without recourse to the partners
  - How will the partnership access any capital funding
  - What financial regulations and procurement rules will apply
  - What the financial liability of the Council would be if one or more partner withdraws from the partnership
82. The responses to these questions must demonstrate financial management standards of at least equivalent standards to those of the Council's own financial regulations.

### **Group Accounts Evaluation**

83. Once it is established, the partnership between the Council and the partner organisation needs to be evaluated to determine whether a principal / subsidiary relationship exists. The reason for this is the statutory obligation that the Council has to report in its annual accounts for subsidiaries, associated entities and joint ventures. If a principal / subsidiary exists, there will be an obligation on the partner to supply some financial information to the Council.
84. For help on financial matters please contact Financial Services.

### **SECTION G – RISK MANAGEMENT OF PARTNERSHIPS**

85. In developing proposals to establish a partnership, a full risk assessment should be undertaken. Separate guidance has been drafted to support officers with this – see document entitled 'Guidance for Managing Risks and Opportunities in Partnerships'. Assessing risk properly is an essential function for any partnership and for WFDC. Full consideration of the matters raised in this document is a

fundamental requirement of establishing or continuing to participate in a partnership.

86. The partnership should consider what mechanism will be used for resolving any conflict between partners.

### **Insurance Cover Arrangements**

87. Prior to the establishment of a partnership it is vitally important to identify where liabilities will rest in the event of an accident occurring and by whose insurer the identity will be provided. Under the terms of the partnership the Council should not take on liabilities which rightfully are those of the other member organisations.
88. If the partnership is to be created as a new legal entity it is likely to require its own insurance cover. Please contact the insurance officer for advice.
89. In other forms of partnership (that are not legal entities) partnerships are unable to enter into contractual arrangements, including contracts of insurance. In circumstances where the Council takes the lead it must be understood by all partners that the individual member organisations must arrange their own adequate insurance. The Council's insurance will cover our participation in these partnerships but not the participation or actions of other partners or their employees.
90. Care must be exercised with certain partnerships, such as Primary Care Trusts, where specific legislative provisions may apply. In some circumstances, what is perceived to be a partnership may, in fact, merely be a contractual relationship where a third party is to provide a service; in which case the service provider must have in place liability insurance to the level required by the Council.
91. For help in relation to insurance matters, please contact the Council's Insurance Officer.

### **SECTION H – EQUALITY AND DIVERSITY OF PARTNERSHIPS**

92. Promoting equality and diversity in the work of partnerships will enable all members to benefit. Systematically building the aims and principles of equality and diversity will help partnerships to:
  - Meet the needs of all the communities they serve or hope to benefit
  - Improve the way services are delivered
  - Contribute to a culture of inclusion, based on mutual respect for diverse people
  - Prevent discrimination and exclusion, in the way the partnership operates and in its outcomes
  - Improve public confidence in local services



93. Equality and diversity in partnerships requires identifying and eliminating discrimination; promoting equality of opportunity and building good relations. In order to carry out these intentions partnerships are required to build equality and diversity considerations into their plans and activities.
94. Partnerships should enact the espoused values of equality and diversity so that inclusive processes operate to create equality. Specifically, this means that representatives from member organisations should have equal access to influencing the decision making process. The level of weighting given to partners should not be based upon the size of partner organisations or on how large their budgets are. It is important that the partnership values the contribution of all partners. Partnerships should ensure that the communication and access needs of its members are met.
95. Partnerships must take account of key legal duties in their work. For example public bodies are required to promote race equality, disability equality, gender equality and age equality. All partners should be made aware of the legal responsibilities of public bodies in relation to equality. Partnerships must make sure that monitoring and reporting systems are introduced to help public bodies meet their legal duties.
96. There are four main principles which inform the carrying out of the above mentioned duties. These include:
  - The 'mandatory' requirement on public authorities to promote equality and diversity
  - Scoping functions for 'relevance' in terms of promoting equality and diversity. Some functions of a partnership will be more relevant to the promotion of equality than others
  - The weight given to a function should be in 'proportion' to its relevance to promoting equality and diversity
  - Eliminating discrimination; promoting equality and diversity of opportunity and building good relations should be complementary to each other
97. Other partners for example voluntary and community groups and private companies may not be bound by legal duties. They will, nevertheless be affected by the need of public authorities to meet equality and diversity requirements in law.
98. A function (its duties and powers) is likely to have relevance to a partnership if it affects the public or the public authorities' employees.
99. Partnerships must consider the equality and diversity strategies and plans of member public authorities as a basis for agreeing their own priorities. Equality and diversity must be an integral part of the work of partnerships.

## **Approval Of Partnerships**

100. All partnerships must be formally approved before WFDC finally enters into the partnership agreement. This is essential to ensure that the Council is aware of its responsibilities and liabilities created through agreements to work in partnership.
101. The Corporate Management Team will approve officer participation in formal partnerships arrangements relating to its functions.

## **Central Database Of Partnerships**

102. Once approved, the details of the partnership will be accepted onto the central database of partnerships.
103. This database will be a useful tool for Councillors, managers and front line staff to access information about partnerships.

## **Ending A Partnership**

104. Most partnerships come to an end, either because the original objectives have been achieved, because the parties no longer share the same objectives, or for some other reason. Ending a partnership at the appropriate time will ensure that a plethora of partnerships, with confused roles and accountabilities do not exist.
105. The partnership agreement will need to make adequate provision for the end of the partnership. This should include:
  1. What rights an individual partner has to pull out of the partnership
  2. Who will be responsible for providing the functions, post dissolution, that the partnership provided
  3. Who will be responsible for the wind up of the partnership and any costs

If the partnership is an Executive type of partnership formed as a legal entity:

4. What happens to any assets or liabilities of the partnership on dissolution (if any exist)
5. Who is responsible for severance payments to any staff

**PARTNERSHIP ASSESSMENT CHECKLIST**

*For completion when an Officer wishes to join or set up a Partnership*

<b>Name of Officer and Division completing this form</b>			
<b>Name of Partnership</b>			
<b><i>Name of officer proposed for joining or setting up a Partnership</i></b>			
<b><i>What is the issue or service delivery improvement you are seeking to address through the partnership?</i></b>			
<b><i>How does this assist the Council to achieve one or more of its key commitments?</i></b>			
<b><i>Why does this require a partnership approach?</i></b>			
<b><i>What is the Council's role in the partnership (lead organisation, major / minor partner, observer)?</i></b>			
	<b>Yes</b>	<b>No</b>	<b>Don't Know</b>
	<b><i>Please give details</i></b>	<b><i>Please give details</i></b>	<b><i>Please give details</i></b>
<b><i>Have you identified the added value that this partnership will bring?</i></b>			
<b><i>Is there already a partnership in place with a similar remit, which can take on this work?</i></b>			
<b><i>Will the partnership contribute to streamlining existing partnerships?</i></b>			
<b><i>What other partners are involved in the partnership?</i></b>			
<b><i>Does the partnership have clear measurable objectives?</i></b>			
<b><i>Does the partnership have agreed terms of reference?</i></b>			

*continued*

	<b>Yes Please give details</b>	<b>No Please give details</b>	<b>Don't Know Please give details</b>
<b>Does the partnership have a clear action plan and is this reflected / or will be reflected in your service plan?</b>			
<b>Are all partners clear about their roles and resources they will need to commit?</b>			
<b>Will the partnership require a financial commitment from the Council and / or partners?</b>			
<b>Are there clear procedures for making decisions and resolving conflict?</b>			
<b>Is there a commitment to evaluating the performance of the partnership annually?</b>			
<b>Is the partnership time limited or set up on a Task and Finish basis?</b>			
<b>Is there a risk assessment available?</b>			
<b>Is there a clear exit strategy?</b>			

<b>Job Role and Description</b>
<p><b>Please provide details of what your participation on the Partnership will involve?</b></p> <p>(e.g. attendance of meetings, indicating frequency and time commitment, preparation work before meetings and follow up work following meetings, reporting back matters to relevant council committees or management groups, attending working group meetings etc)</p>

*continued*

**CORPORATE MANAGEMENT TEAM'S COMMENTS AND DECISION**

**Completed form to be returned to Louisa Bright in the Strategy and Performance Unit**

**SIX MONTHLY PROGRESS REPORTS**

*Please note that officers involved in Sub Groups of partnerships e.g. Health and Wellbeing Working Group of Wyre Forest Matters, should provide details of progress to the officer on the 'parent' partnership, which in this case would be the Wyre Forest Matters Strategic Board. This will ensure that only one report for each partnership is submitted.*

<b>Name of Partnership</b>	
<b>Name of Officer completing report</b>	
<b>Key Achievements of Partnership from X to X date</b>	
<b>What role has WFDC had in the above achievements</b>	
<b>Please detail any financial contributions made by the Council, including the <u>a) Amount b) The Cost Code Centre and c) The Account No</u></b>	
<b>How do the Key Achievements assist the Council to achieve one or more of its Key Commitments for 2006/07, please detail</b>	
<b>What is the Partnership's work plan for the next 6 months</b> <i>(please remember to update your Divisional Risk Register)</i>	
<b>Any other comments</b>	

**Completed form to be returned to Louisa Bright in the Strategy and Performance Unit**

## EVALUATING A PARTNERSHIP'S PERFORMANCE – ANNUAL ASSESSMENT

- What makes a good partnership – how are we doing?
- What value are we adding – what have we achieved?
- What next – priorities for improvement and implications for skills and knowledge.

### INDICATORS TO MEASURE THE PARTNERSHIPS EFFECTIVENESS

The following set of indicators enable the progress and success of a partnership to be measured. For each criteria, scored assessment is given on how the partnership operates. The scoring range is: -

1. - Weak, with few or no identified strengths
2. - Some strengths, but on balance, outweighed by weakness
3. - Some weaknesses, but on balance, outweighed by strengths
4. - Strong, with few or no identifiable weaknesses

### STRATEGIC

**A fully strategic partnership might be described as follows:**

*“The partnership has a clear vision of the potential of the area it serves, and strategies for how this vision will be realised. It is well led and has a culture of performance and improvement. It is supported by robust structures, in which reasons for decisions are clear and communicated widely within the community. As a result of the involvement of partners, individual organisations are changing their mainstream activities more closely to meet the needs of people in the community”.*

Partnership Criteria	Score (1-4)	Comments & Evidence
1. The Partnership has a clear, shared vision understood by partners and the community.		
2. A written Strategy exists with links to other strategies and realistic actions to meet local needs.		
3. The Strategy demonstrates links to locality/neighbourhood issues & mechanisms exist for local community engagement.		

Partnership Criteria	Score (1-4)	Comments & Evidence
4. Members are able to speak for their organisations/sectors, make decisions and commit resources and bring about change in their organisations/sectors.		
5. Business, voluntary and community representatives are able to reflect their sectors' interests and needs.		
6. There is leadership without dominance and meetings are well managed, focused on reaching conclusions and resolving issues.		
7. Protocols are in place for operation of the partnership defining its role, links to partners and accountability.		
8. The Community Strategy is used by partners as one of the main bases for their own service planning.		

***Recommended Action for Improvement:***

**INCLUSIVE**

**A fully inclusive partnership might be described as follows:**

*“All sectors of the local community including voluntary organisations, associations, faith groups, small businesses and individuals are given opportunities to be involved in a range of ways and levels in the work of the partnership, both in developing and implementing the partnership’s Strategy. The partnership fully understands the principles of diversity, is actively seeking to promote race equality and with community cohesion underpinning its vision. It has ensured that all sectors of the community are playing a part in re-designing service delivery at the local level. Implementation of their Strategy is having a positive impact on the range of socially excluded groups found locally – as communities of interest as well as of place”.*



Partnership Criteria	Score (1-4)	Comments & Evidence
1. Meetings are open and accessible and informed by local views.		
2. Sustainable community engagement exists, with barriers to involvement removed.		
3. The partnership is building good relationships with the voluntary and community sectors and the community planning structure has appropriate representative community involvement, including under-represented groups.		
4. Strategies and procedures address issues of diversity, exclusion and human rights.		

***Recommended Action for Improvement:***

**ACTION FOCUSED**

**An action-focused partnership might be described as follows:**

*“The partnership has brought together information from all sectors and agencies and analysed the evidence to determine local problems and their causes. Where evidence is lacking, it has sought to plug that gap. It is working to co-ordinate initiatives going on in the area through a coherent strategy and series of responses by partners, rather than a series of ad-hoc initiatives by individual organisations. It is effectively ensuring that responses are plausible, well managed, and will contribute to learning on what works and what doesn’t locally. The partnership has established effective means of capturing progress in both qualitative and quantitative ways”.*

Partnership Criteria	Score (1-4)	Comments & Evidence
1. Gaps in service delivery against locally identified needs are identified with plans to address them.		
2. All initiatives/projects identified in the Partnership’s Strategy have been designed with long-term sustainability in mind.		
3. Partnership ensures sufficient resources and skilled staff are available to implement its plans and priorities.		

**Recommended Action for Improvement:**

**PERFORMANCE MANAGED**

**A fully performance managed partnership might be described as follows:**

*“The Partnership has brought together information from all sectors and agencies and analysed the evidence to determine local problems and their causes. Where evidence is lacking, it has sought to plug that gap. It is working to co-ordinate initiatives going on in the area through a coherent strategy and series of responses by partners, rather than a series of ad-hoc initiatives by individual organisations. It is effectively ensuring that responses are plausible, well managed, and will contribute to learning on what works and what doesn’t locally. The LSP has established effective means of capturing progress in both qualitative and quantitative ways”.*

<b>Partnership Criteria</b>	<b>Score (1-4)</b>	<b>Comments &amp; Evidence</b>
1. Robust arrangements have been established to monitor the implementation of action plans with adequate information provided.		
2. Effective and innovative techniques exist to ensure meaningful community engagement and consultation, and feedback on implementation.		
3. Multi-agency data sharing works effectively.		
4. General lessons or good practice ideas for improvement are identified through monitoring and shared amongst partners.		

**Recommended Action for Improvement:**

## **EFFICIENT**

### **A fully efficient partnership might be described as follows:**

*“The Partnership has involvement of people at the right level from all the key local agencies, and is building relationships at sub-regional and regional levels on behalf of its area. The existence of the Partnership helps clarify who is doing what, and avoids duplication. The Partnership is well run in terms of its financial management, support services, administration, people management and asset management. It actively tries to identify and apply best practice, and continuously improves its internal operation to more effectively deliver its regeneration and wider service improvement activities”.*

<b>Partnership Criteria</b>	<b>Score (1-4)</b>	<b>Comments &amp; Evidence</b>
1. The Partnership has mapped the range of local partnerships to identify gaps or unnecessary duplication and seek rationalisation.		
2. Effective links exist with sub/regional partnerships and bodies.		
3. There are clear commitments to joint commissioning of services, co-locating and co-ordinated use of assets (e.g. buildings).		
4. The Partnership has clear knowledge of the priorities for the area, who is tackling what and how.		
5. Community consultation underpins the Partnership's plans and influences plans of service providers.		
6. Budget cycles are aligned to enable joint funding and pooling of budgets and develop shared ownership of local solutions to local problems through mainstreaming.		
7. Partners have fully utilised IT to maximise communications.		

### ***Recommended Action for Improvement:***

## **LEARNING**

**A learning partnership that is continually developing might be described as follows:**

*“The Partnership builds on best practice from successful partnerships by drawing on experience of local and regional structure, and national agencies. There is an understanding of the need to develop a culture of learning within the Partnership and to bring about change to the organisational culture of the partner organisations. Members and individuals are actively encouraged to prioritise learning and build their skills and knowledge in a range of ways”.*

<b>Partnership Criteria</b>	<b>Score (1-4)</b>	<b>Comments &amp; Evidence</b>
1. The Partnership is effectively identifying and using good practice to influence work of the LSP and its members.		
2. Appropriate members are committed to participating in sub/regional networks, which help build learning.		
3. The Partnership develops opportunities for shared and joint training amongst partners and use/application of agencies' skills and knowledge resources.		

***Recommended Action for Improvement:***

**TERMINATION OF COUNCIL PARTICIPATION IN A PARTNERSHIP**

This form needs to be completed when the Council withdraws its participation from a partnership.

<b>Name of Officer</b>	
<b>Name of Partnership</b>	
<i>Has the decision to withdraw been made in consultation with the Head of Service and relevant Cabinet Member?</i>	
<i>Is there likely to be any negative publicity as a result of this decision? and if there is, how will this be managed?</i>	
<i>Date withdrawn from Partnership</i>	
<i>Please list the reasons why the Council has withdrawn from the Partnership:</i>	

**Completed form to be returned to Louisa Bright in the Strategy and Performance Unit**

**SUMMARY OF PARTNERSHIPS THAT HAVE WFDC OFFICER REPRESENTATION**

<b>Name of Partnership</b>	<b>WFDC Officer Representation</b>	<b>WFDC Division</b>
<b>1. Bewdley Development Trust</b>	Steve Singleton	PHE
<b>2. Bewdley Town Centre Management Forum</b>	Steve Singleton	PHE
<b>3. Destination Worcestershire</b>	Maggie Booth	PHE
<b>4. Friends of Bewdley Museum</b>	Sue Harper	CLACS
<b>5. Friends of Brinton Park</b>	Lesley Fox Jamie Whitehouse Nursery Manager Parks Patrol Officers	CLACS CLACS CLACS CLACS
<b>6. Friends of Broadwaters</b>	Lesley Fox Jamie Whitehouse	CLACS CLACS
<b>7. Herefordshire and Worcestershire County Sports Partnership</b>	Lesley Fox	CLACS
<b>8. Horsefair, Broadwaters and Greenhill Partnership Board</b>	Ken Harrison	PHE
<b>9. Kidderminster Harriers F.C. Safety Group</b>	John Moss	PHE
<b>10. Kidderminster Town Centre Partnership</b>	Steve Singleton Sue Harper	PHE CLACS
<b>11. Local Authorities Equalities Group</b>	Rachael Gill	HR
<b>12. North Worcestershire CDRPs – Domestic Abuse Steering Group</b>	Kathryn Hebbert	SPU
<b>13. North Worcestershire Prolific and Other Priority Offenders Scheme</b>	Kathryn Hebbert	SPU
<b>14. North Worcestershire Responsible Authorities Group for Community Safety</b>	Walter Delin Alison Braithwaite Kathryn Hebbert	SPU SPU SPU
<b>15. Oldington and Foley Park Neighbourhood Management Pathfinder</b>	Mike Parker	PHE
<b>16. Oldington and Foley Park Network</b>	Lesley Fox	CLACS
<b>17. Oldington and Foley Park Urban Safety Group</b>	Paul Allen Adam Hamilton Kathryn Hebbert	CLACS CLACS SPU
<b>18. PCT Strategy Group</b>	Mike Parker Tim Rice Mark Kay Andrew Dickens Kay Higman Jamie Whitehouse	PHE PHE PHE CLACS CLACS CLACS
<b>19. Rural Regeneration Zone Board</b>	Walter Delin	SPU
<b>20. Sandy Lane Business Association</b>	Steve Singleton	PHE
<b>21. South Housing Market Area Partnership</b>	Tim Rice	PHE
<b>22. Stourport Forward</b>	Steve Singleton	PHE
<b>23. Stourport-on-Severn Town Centre Forum</b>	Steve Singleton Sue Harper	PHE CLACS
<b>24. Sure Start Wyre Forest</b>	Lesley Fox	CLACS
<b>25. West Midlands Fuel Poverty Forum</b>	Lynnette Jones	PHE
<b>26. Worcestershire Children's Fund Board</b>	Lesley Fox	CLACS
<b>27. Worcestershire Climate Change Steering Group</b>	Lynnette Jones Mark Kay	PHE PHE

<b>Name of Partnership</b>	<b>WFDC Officer Representation</b>	<b>WFDC Division</b>
<b>28. Worcestershire Economic Partnership</b>	Steve Singleton	PHE
<b>29. Worcestershire Freight Quality Partnership</b>	Rebecca Mayman Delia Yapp	PHE PHE
<b>30. Worcestershire Hub Operation Management Group</b>	Emma Woodcock	HR
<b>31. Worcestershire Hub Steering Group</b>	Paul Ryder	HR
<b>32. Worcestershire Joint Members Integrated Passenger Transport Forum</b>	Mike Parker	PHE
<b>33. Worcestershire LAA (Health and Wellbeing) Steering Group</b>	Tim Rice	PHE
<b>34. Worcestershire Older Peoples Strategy Programme Board</b>	Tim Rice	PHE
<b>35. Worcestershire Partnership Board</b>	Walter Delin	SPU
<b>a) Worcestershire Partnership Community Strategy Task Group</b>	Tracy Reck	SPU
<b>b) Worcestershire Partnership Economic Development and Transport Theme Group</b>	Walter Delin Steve Singleton	SPU PHE
<b>c) Worcestershire Partnership Safer Communities Board</b>	Alison Braithwaite	SPU
<b>36. Worcestershire Rural Steering Group</b>	Tim Rice	PHE
<b>37. Worcestershire Safeguarding Children Executive Group</b>	Kay Higman	CLACS
<b>38. Worcestershire Sub-Regional Arts Partnership</b>	Loz Samuels	CLACS
<b>39. Worcestershire Supporting People Commissioning Body</b>	Tim Rice	PHE
<b>40. Worcestershire Youth Homelessness Partnership</b>	Tim Rice - Steering Group Gordon Wilkes - Implementation Group	PHE PHE
<b>41. Wyre Forest Active Communities Management Board</b>	Lesley Fox Claire Maclean	CLACS CLACS
<b>42. Wyre Forest and District Community Race Relations Council</b>	Kathryn Hebbert Lesley Fox	SPU CLACS
<b>43. Wyre Forest Arts Forum</b>	Loz Samuels	CLACS
<b>44. Wyre Forest Bus Quality Partnership</b>	Mike Parker Noel Holdstock Rebecca Mayman	PHE PHE PHE
<b>45. Wyre Forest Children and Young People's Forum</b>	Lesley Fox	CLACS
<b>46. Wyre Forest Community Safety Partnership</b>	Alison Braithwaite Kathryn Hebbert	SPU SPU
<b>47. Wyre Forest Cycle Forum</b>	Rebecca Mayman Lynnette Jones	PHE PHE
<b>48. Wyre Forest Highways Partnership Forum</b>	Mike Parker Rebecca Mayman	PHE PHE
<b>49. Wyre Forest Homelessness Forum</b>	Tim Rice Gordon Wilkes	PHE PHE
<b>50. Wyre Forest Life Long Learning Network</b>	Lesley Fox	CLACS

<b>Name of Partnership</b>	<b>WFDC Officer Representation</b>	<b>WFDC Division</b>
<b>51. Wyre Forest Matters Strategic Board</b>	Walter Delin	SPU
<b>a) Wyre Forest Matters Better Environment Working Group</b>	Lynnette Jones Mark Kay Ken Harrison Rebecca Mayman Paul Allen Rebecca Robinson	PHE PHE PHE PHE CLACS CLACS
<b>b) Wyre Forest Matters Improved Health and Wellbeing Working Group</b>	Lesley Fox	CLACS
<b>c) Wyre Forest Matters Shared Prosperity Working Group</b>	Steve Singleton Sue Harper	PHE CLACS
<b>52. Wyre Forest Youth Strategy Group</b>	Lesley Fox	CLACS

**SUMMARY OF PROFESSIONAL BODIES / WFDC OFFICER REPRESENTATION**

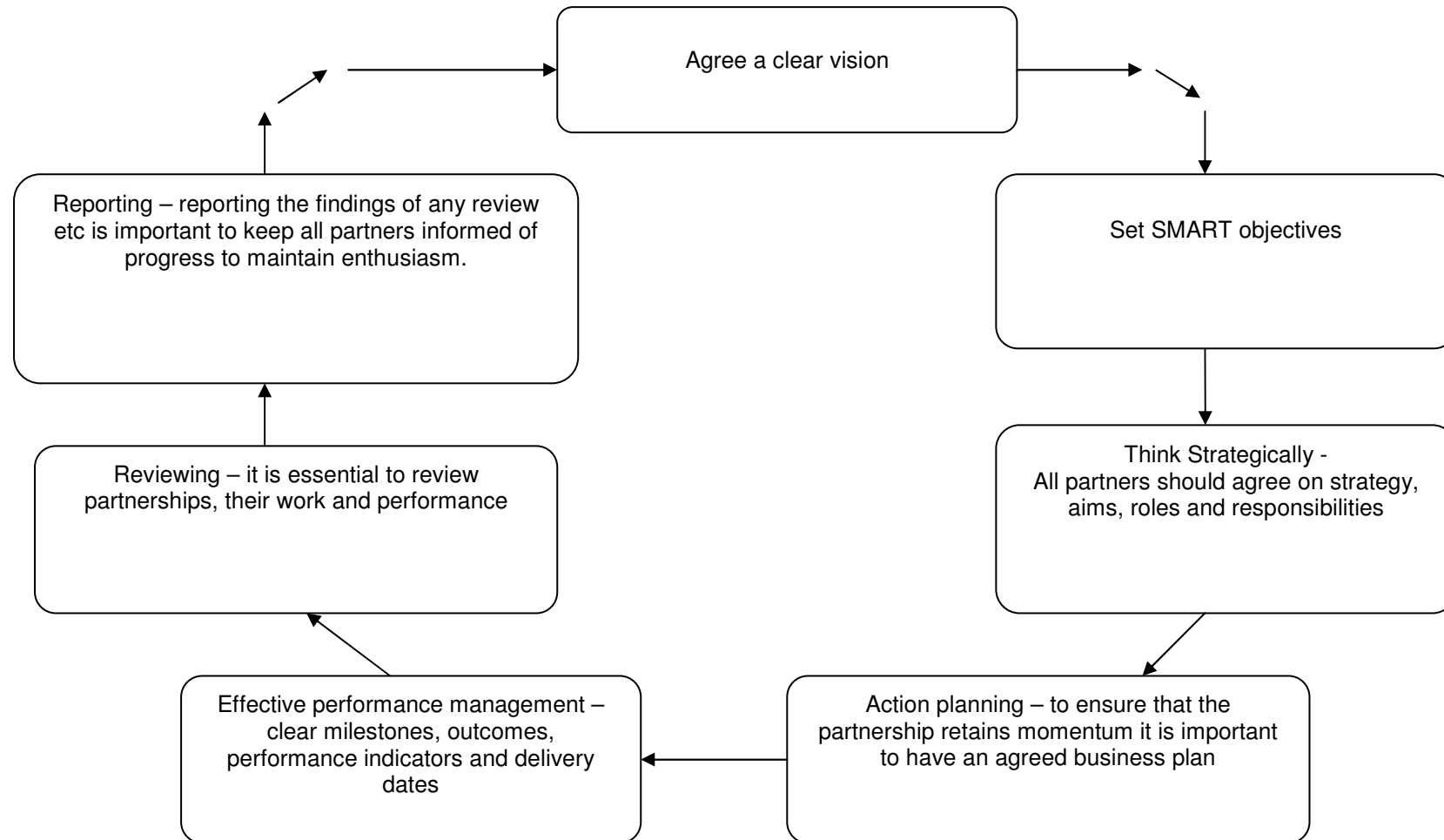
<b>Name of Professional Group</b>	<b>WFDC Officer Representation</b>	<b>WFDC Division</b>
<b>1. Chief Executive's Panel</b>	Walter Delin	SPU
<b>2. County and District Planning Officers' Group</b>	Mike Parker	PHE
<b>3. Hereford and Worcester Chief Environmental Health Officers Group</b>	Mark Kay	PHE
<b>4. Hereford and Worcester Food Liaison Enforcement Group</b>	Kate James	PHE
<b>5. Hereford and Worcester Health and Safety Officers Liaison Group</b>	Kate James	PHE
<b>6. Hereford and Worcester Treasurers Association</b>	Keith Bannister	FINANCE
<b>7. Herefordshire and Worcestershire County Communications Group</b>	Suzanne Johnston-Hubbold	SPU
<b>8. Herefordshire and Worcestershire Group of Chief Building Control Officers</b>	John Moss	PHE
<b>9. Leaders and Chief Executive's Panel</b>	Walter Delin	SPU
<b>10. Local Authorities Workforce Development Practitioners Group</b>	Rachael Gill	HR
<b>11. Northern Alliance Group</b>	Walter Delin	SPU
<b>12. Regional Chief Executive's Group</b>	Walter Delin	SPU
<b>13. Regional Human Resources Officers Meeting</b>	Elaine Rogers	HR
<b>14. WEEAC Consortium Local Authority Support Programme</b>	Lynnette Jones	PHE
<b>15. West Midlands Chief Leisure Officers Association</b>	Kay Higman	CLACS
<b>16. West Midlands Lottery Officers Group</b>	Lesley Fox	CLACS
<b>17. West Midlands Regional NLPG</b>	Mark Tipper	HR
<b>18. West Midlands Sustainable Development Officers Network</b>	Lynnette Jones	PHE
<b>19. West of England District Surveyors Association</b>	John Moss	PHE
<b>20. Worcestershire and Herefordshire County and District Policy Officers Group (Planning)</b>	Noel Holdstock	PHE
<b>21. Worcestershire Biodiversity Group</b>	Paul Allen	CLACS
<b>22. Worcestershire Chief Housing Officers Group</b>	Tim Rice	PHE



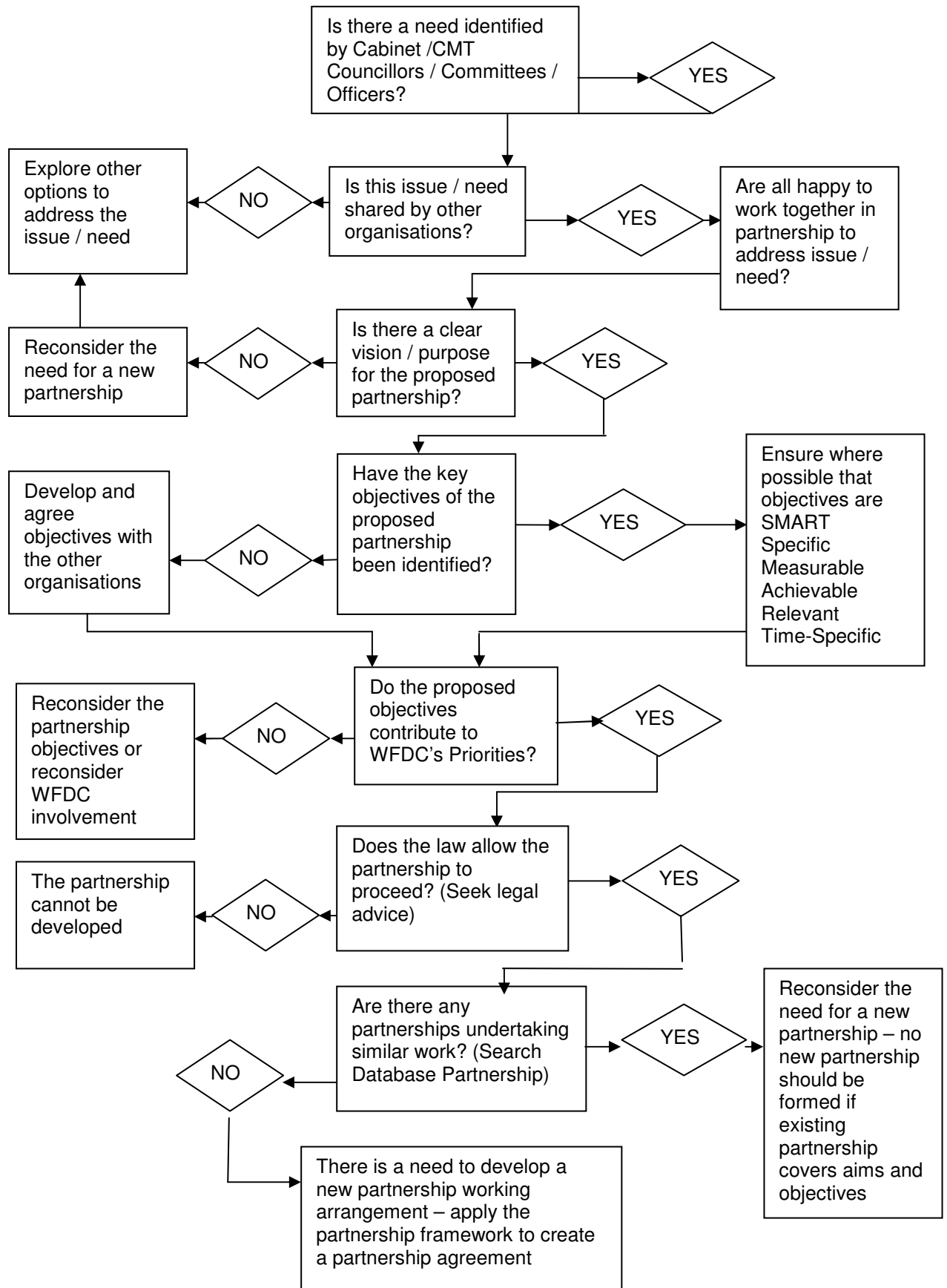
<b>Name of Professional Group</b>	<b>WFDC Officer Representation</b>	<b>WFDC Division</b>
<b>23. Worcestershire Health Protection Committee</b>	Mark Kay	PHE
<b>24. Worcestershire Home Energy Group</b>	Lynnette Jones	PHE
<b>25. Worcestershire Homelessness Officers' Group</b>	Gordon Wilkes	PHE
<b>26. Worcestershire Housing Enabling Sub Group</b>	Gordon Wilkes	PHE
<b>27. Worcestershire Housing Research and Policy Officers' Group</b>	Kerry Edwards	PHE
<b>28. Worcestershire Information Management Group</b>	Nick Lewis	SPU
<b>29. Worcestershire NLP Group</b>	Mark Tipper	HR
<b>30. Worcestershire Personnel Officers Group</b>	Paul Ryder	HR
<b>31. Worcestershire Private Sector Housing Group</b>	Richard Osborne	PHE
<b>32. Worcestershire Sustainability Officers Group</b>	Lynnette Jones	PHE
<b>33. Wyre Forest Tourism and Leisure Network</b>	Maggie Booth	PHE

## CYCLE OF PARTNERSHIP WORKING

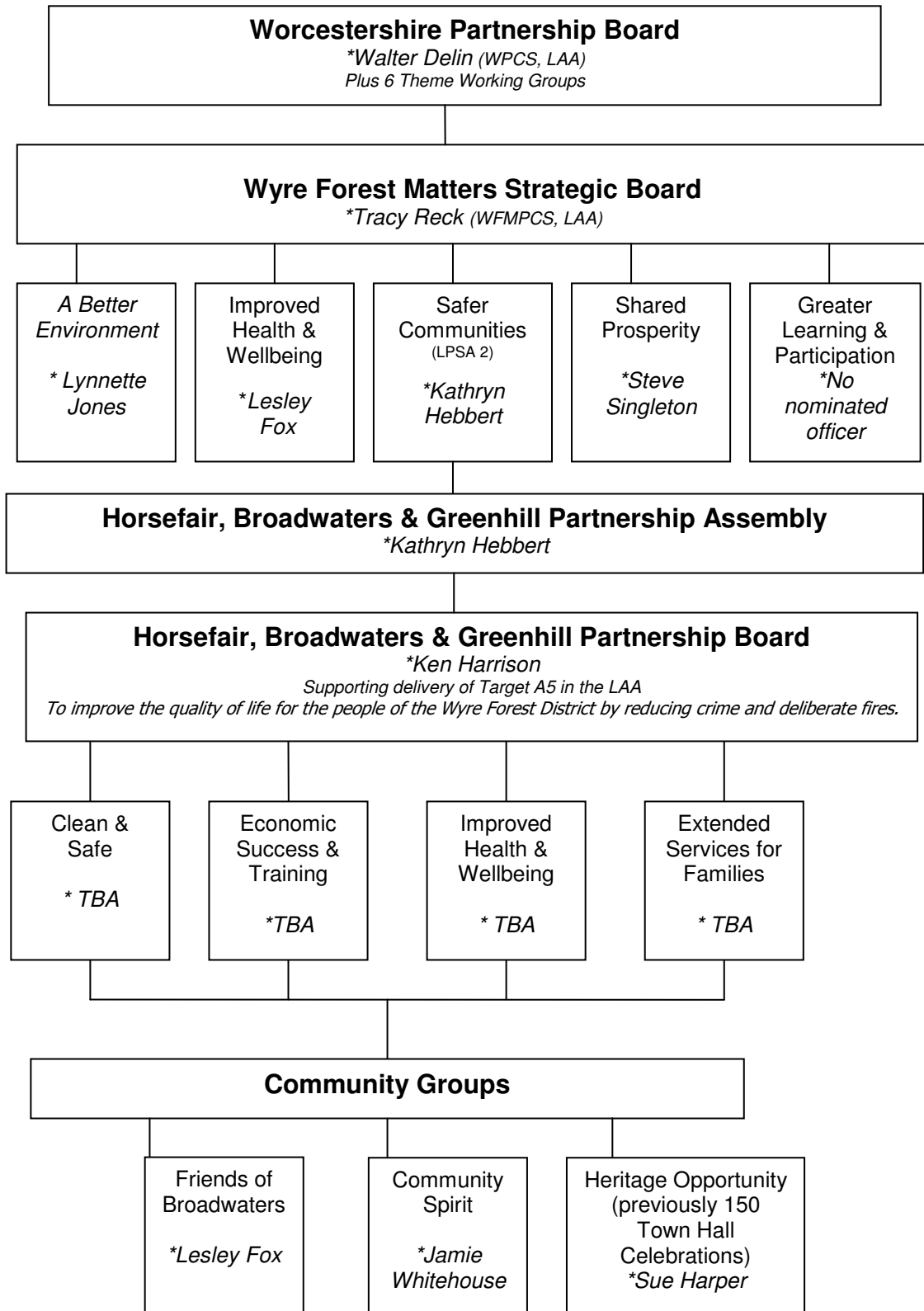
## Appendix 6



# SHOULD A PARTNERSHIP BE CREATED?



**EXAMPLE OF THE LINKS BETWEEN STRATEGIC AND OPERATIONAL PARTNERSHIPS FOR BROADWATERS AND GREENHILL**



Key strategies and initiatives

- WPCS – Worcestershire Partnership Community Strategy
- WFMPCS – Wyre Forest Matters Partnership Community Strategy
- LAA – Local Area Agreement for Worcestershire
- LPSA 2 – Local Public Service Agreement 2

- \* Lead WFDC Contact
- \* TBA – To be agreed

**SERVICE STANDARDS FOR PARTICIPATION IN PARTNERSHIPS  
AND GROUPS**

1. Officers should follow the below service standards when working in partnership or with community groups:

**Correspondence**

- (a) Ensure any correspondence (including emails) received between yourself and the partnership/group is acknowledged within 3 working days and that a full response is provided within 15 working days.

**Attendance of meetings**

- (b) If you are unable to attend a meeting, a substitute officer should attend who is fully briefed and will be in a position to make an active contribution to discussions in your absence. If a substitute officer is not available, you must ensure your apologies are tendered and that you provide to the Chairperson a written update regarding any items on the agenda that require input from the Council.
- (c) Should your position in the Council change or you leave, you must notify the Chairperson in writing of this and in consultation with your Head of Service advise the partnership/group of the officer who will be attending in the future. If this information is not known at the time of your departure, you must provide the Chairperson with the contact details of your Head of Service to ensure this matter can be followed up.

**Committing resources**

- (d) You must be clear of what you can commit to the partnership/group and ensure they are aware of this. Understandably partnerships/groups become very frustrated when Officers may not be in a position to make decisions at meetings or commit resources without further discussion with their Line Manager or Head of Service.

**Decision Making**

- (e) If you are aware that decisions will need to be taken at the meeting, where possible, please seek advice from your line manager or Head of Service on the matters for discussion, so at least you can provide an indication to the partnership/group as to whether the Council would or would not be supporting the issue. In such circumstances, you should advise the partnership/group that you will provide the Chairperson with a definite answer within 3 working days following the meeting, subject to there being no need to consult with a Council Committee on the matter.
- (f) If you are in a position to take decisions you must ensure that these are realistic commitments. Do not make promises that cannot be honoured.

- (g) Remember you must be able to justify decisions and actions taken in light of the Community Strategy, Corporate Plan and your Divisional Business Plan.

**Chairperson / Vice Chairperson's role**

- (h) If you are asked to consider the role of Chairperson or Vice Chairperson of a partnership/group, you must in the first instance consult with your line manager, providing details of what will be expected and in particular the time commitment involved. Your line manager will need to assess whether you have the required skills and whether there may be a training implication.

**Communication with Ward Members**

- (i) If the partnership/group is geographically focused e.g. Oldington and Foley Park, it is envisaged that the Ward Councillors will already be involved. However, if they are not, you must ensure, in accordance with the Council's 'No Surprises Protocol' that they are kept fully briefed of the partnership's /group's work.