

# Harborough District Council Partnership Policy

Updated November 2011



<b>Contents</b>	<b>Page</b>
Partnership Policy Statement	2
Procedure for consideration of a request to work in partnership	3
Partnership Checklist	4
Partnership Checklist Guidance Notes	5
Partnership Risk Assessment Template	7
Partnership Register	8

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## Partnership Policy Statement

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The purpose of this Policy Statement is to outline Harborough District Councils approach to partnership working. The Council recognises the strength and value of effective partnerships in contributing to the well-being of the district's communities and in bringing about efficiency, cost effectiveness and improvement in our services.

When considering a request to work in partnership, the Council will make a decision following a clear procedure (Appendix A) and having examined the issues set out in the Partnership Checklist (Appendix B). The Council will only join a partnership if it can resource the investment (of time, assets, knowledge and money) required to do so effectively.

A partnership is defined as an arrangement between the Harborough District Council and one or more independent organisations.

This may involve:-

- Sharing of information,
- Sharing risk and reward,
- Joint plan making and decisions,
- Pooling of resources.

Partnerships are not the same as:-

- 'External bodies', which may be defined as those bodies that are single organisations, but in which councils may be invited to take part (e.g. governing bodies),
- Networks that consist of personal or professional relationships, which need not involve organisational commitment or support to shared outcomes. They will usually be more fluid and smaller in scale than partnerships,
- Strategic Partnering, whereby councils enter into long-term contracts with other Councils, private companies and the voluntary and community sector.

Partnership can bring real opportunities to achieve more than would be otherwise possible and potential benefits include:-

- Sharing of skills, knowledge and bringing different perspectives and experience and approaching problems/issues from a different angles,
- Reduction in duplication of effort and economies of scale,
- Data sharing and an improved understanding of the issues,
- More effective use and allocation of resources and possibly mobilising additional resources.

Harborough District Council will:-

- Ensure the purpose of the partnership and the Councils involvement is clear from the start,
- Publish a register of the significant partnerships we are engaged in (Appendix D),
- Plan our partnerships well and support and develop them properly embedding within them trust, openness and constructive challenge,
- Promote good governance in our partnerships by identifying the risks and rewards associated with partnership working (Appendix E),
- Monitor effectiveness of our engagement in partnerships and continuously seek to improve our performance.

Harborough District Council expects its partnership representatives to:-

- Act on behalf of the Council at all times and within specific parameters,
- Ensure activities are co-ordinated across the Council to meet commitments to the partnership,
- Seek agreement at the appropriate level for any resources not already agreed or budgeted,

- Provide feedback to colleagues on the partnerships work.

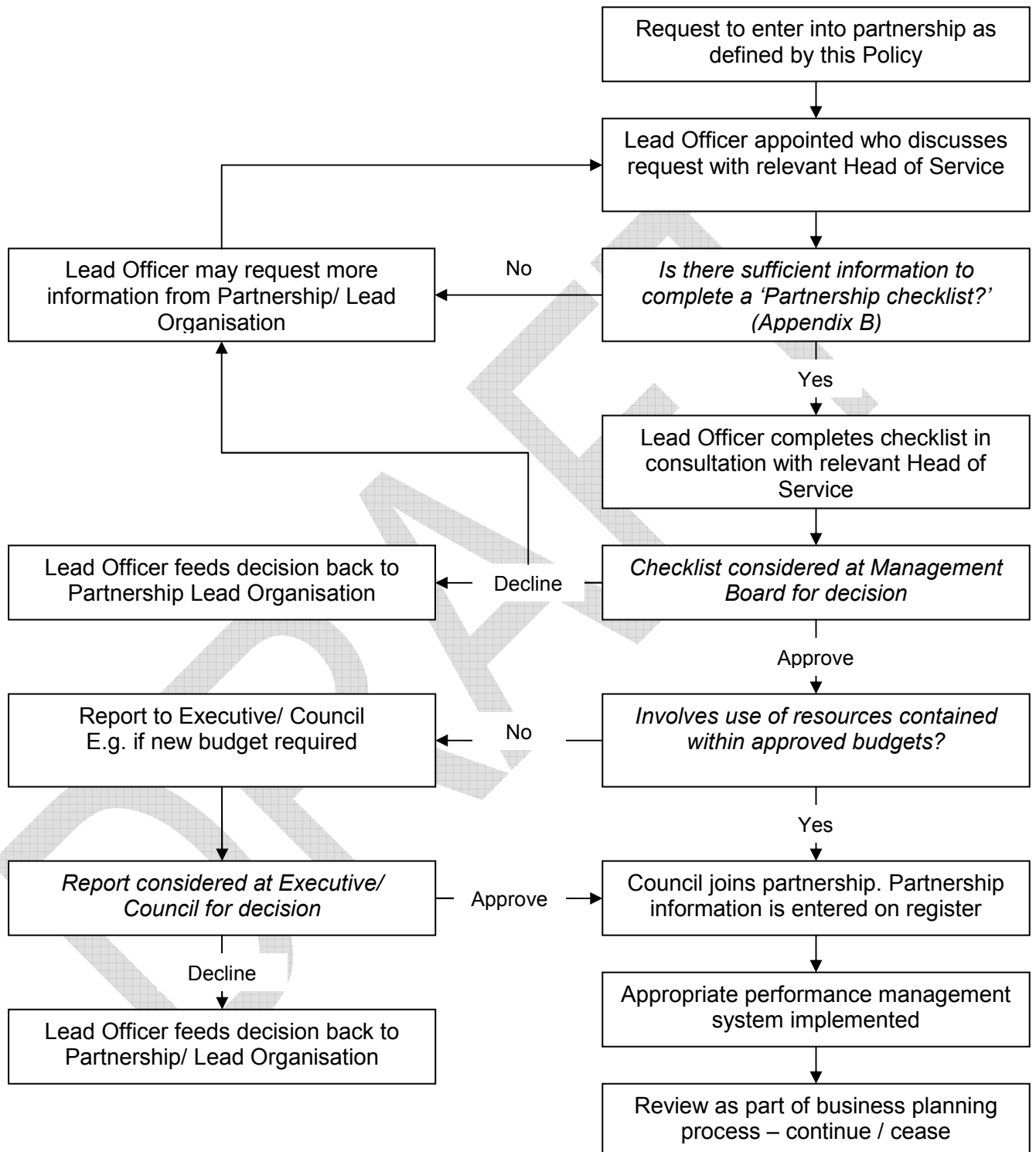
Harborough District Council expects partnerships to:-

- Deliver the benefits that they have agreed to deliver,
- Work in an efficient, effective and economical way, providing good value for money,
- Develop a sense of shared purpose & build relationships between members of the partnership,
- Have representation from partners at the appropriate level.

Existing Partnerships will be reviewed against this policy within 1 year of its adoption.

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## Procedure for consideration of a request to work in partnership



## Partnership Checklist

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Partnership name	
Partnership Website (if applicable)	
Lead partner	
Lead partner contact	
HDC Lead Officer and contact details	
HDC Portfolio Holder	
HDC Head of Service	
Partnership Objective(s)	
Link to HDC Objective(s)	
What is the duration of the partnership?	Months <input type="checkbox"/> Ongoing <input type="checkbox"/>
Is there an existing partnership that could take on this work?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Have clear Terms of Reference been agreed?	Yes <input type="checkbox"/> No <input type="checkbox"/> (If yes, please attach)
Are Governance arrangements in place (decisions/ conflict resolution)	Yes <input type="checkbox"/> No <input type="checkbox"/>
Is there a procedure for information sharing?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Is there an exit strategy for the Council?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Is the Council the financially responsible body?	Yes <input type="checkbox"/> No <input type="checkbox"/>
- If 'Yes' is there capacity to undertake this function?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Has a risk assessment been carried out on partnership?	Yes <input type="checkbox"/> No <input type="checkbox"/> (If yes, please attach)
Has an Equality Impact Assessment been carried out on partnership plans?	Yes <input type="checkbox"/> No <input type="checkbox"/> (If yes, please attach)
What is the Councils budget contribution?	£
Estimation of Council staff time (hrs per month)	
Performance will be reported on TEN	Six monthly <input type="checkbox"/> Quarterly <input type="checkbox"/>
Partnership review date	
<b>Decision by: <i>Management Board</i></b>	Approve partnership working <input type="checkbox"/>
<b>Date:</b>	Decline partnership working <input type="checkbox"/>
<b>Comments</b>	

## Partnership Checklist Guidance Note

The checklist has been developed to foster effective partnership working and support Lead Officers in their role. It is appreciated that new partnerships may not have developed all the supporting documentation contained in the checklist. In these cases Lead Officers should provide sufficient information so that an informed decision on whether or not to participate can be made and indicate when they will be provided. Some sections of the checklist may not be relevant to a partnership.

### Completing the checklist

Partnership name	Please complete all fields. The Council will be represented on any agreed partnership by specified councillors or officers. It is the HDC Lead Officer's responsibility to apply this policy in respect of the relevant partnership including ensuring the correct supporting documents are developed/ available.
Partnership Website (if applicable)	
Lead partner	
Lead partner contact	
HDC Lead Officer	
HDC Portfolio Holder	
HDC Head of Service	
Partnership Objective(s)	Please list the key objectives of the partnership.
Link to HDC Objective(s)	Please link the partnership objectives to the objectives of the Council e.g. Vision, Portfolio/ Team Plan objectives. To justify involvement; the partnership should contribute sufficiently towards the Councils aims and objectives.
What is the duration of the partnership?	Please indicate the length of time the partnership will operate for. If the partnership is temporary please state its approximate duration in months.
Is there an existing partnership that could take on this work?	Ensure consideration is given to using existing structures to deliver partnership objectives rather than setting up new ones.
Have clear Terms of Reference been agreed?	Partnerships will vary in the way they are constituted. Some will have very detailed constitutions, which clarify the legal status of the partnership, others much less formal expressions of the rules governing their operation. It is important that the Council keeps a record of these.
Are Governance arrangements in place (decisions/ conflict resolution)	This information is required so that the Council can understand and provide any necessary advice and guidance to its representatives regarding potential liabilities for them and the Council, and on responsibilities and accountabilities.
Is there a procedure for information sharing?	Data protection should not be a barrier to partnership working. The Lead Partner/ HDC should seek to secure an Information Sharing Protocol with partners if data sharing is required to fulfil partnership objectives. The Council's Data Protection Policy will generally apply where Council business is concerned.
Is there an exit strategy for the Council?	Many partnerships will reach a point where their purpose is complete, where alternative arrangements are needed, or where the need for a partnership is redundant. The Council should ensure that succession / exit strategies are in place or developed for such eventualities.
Is the Council the financially responsible body?	Before entering into any partnership the Council needs to give corporate consideration to its ability to contribute effectively to the partnership. Given its commitment to partnership working the Council will not enter into any new partnership where it considers it cannot fully and effectively contribute to its
- If 'Yes' is there	

capacity to undertake this function?	success. The Council needs to be especially mindful of the resource implications of leading partnerships, particularly for finance if we are to manage resources and budgets on behalf of partners.
Has a risk assessment been carried out on partnership?	The Council should evaluate each partnership to be able to assess the risks and rewards to the Council of being involved. This may include legal issues, health & safety, insurance, implications arising from the Council's Constitution, issues of partnership procurement and whether the benefits from the partnership are likely to justify the costs involved in membership.
Has an Equality Impact Assessment been carried out on the Partnerships Plans?	Carrying out an Equality Impact Assessment of the partnership plan will ensure that the partnership (and by our involvement; the Council) does not discriminate against people with protected characteristics under the Equality Act 2010.
What is the Councils budget contribution?	Please enter the amount of budget contribution from the Council. Representation on any partnership does not permit any Officer or Member to commit the Council to use of resources not contained within approved budgets nor to act as a public spokesman for the Council. If an unapproved budget is required this will require Executive/ Council approval.
Estimation of Council staff time (hours per month)	At present it is difficult to track costs and make an assessment of the use of resources, notably around staffing cost input to partnerships. Please complete this section even if it is a rough estimate of the amount of time that will be needed as this will need to be resourced in some way.
Performance will be reported on TEN	To effectively monitor partnerships, the Lead Officer should ensure outcomes are captured on TEN at regular intervals. This may include KPI's, case studies or statement of progress.
Partnership review date	The Council will seek to evaluate each partnership after a set period of time to assess whether the benefits from the partnership justify the costs involved in membership.



# Partnership Risk Assessment Template

<b>Name of Partnership</b>		<b>Lead Organisation</b>	
<b>HDC Lead Officer</b>		<b>Date of completion</b>	

<b>Detail of risk</b>	<b>Impact</b> Negligible = 1 Marginal = 2 Critical = 3 Catastrophic = 4	<b>Likelihood</b> Almost Impossible = 1 Very Low = 2 Low=3 Significant=4 High = 5 Very High =6	<b>Rating</b>  (Impact x Likelihood)	<b>Lead Responsibility</b>	<b>Key Control</b>	<b>Key Actions to Control</b>

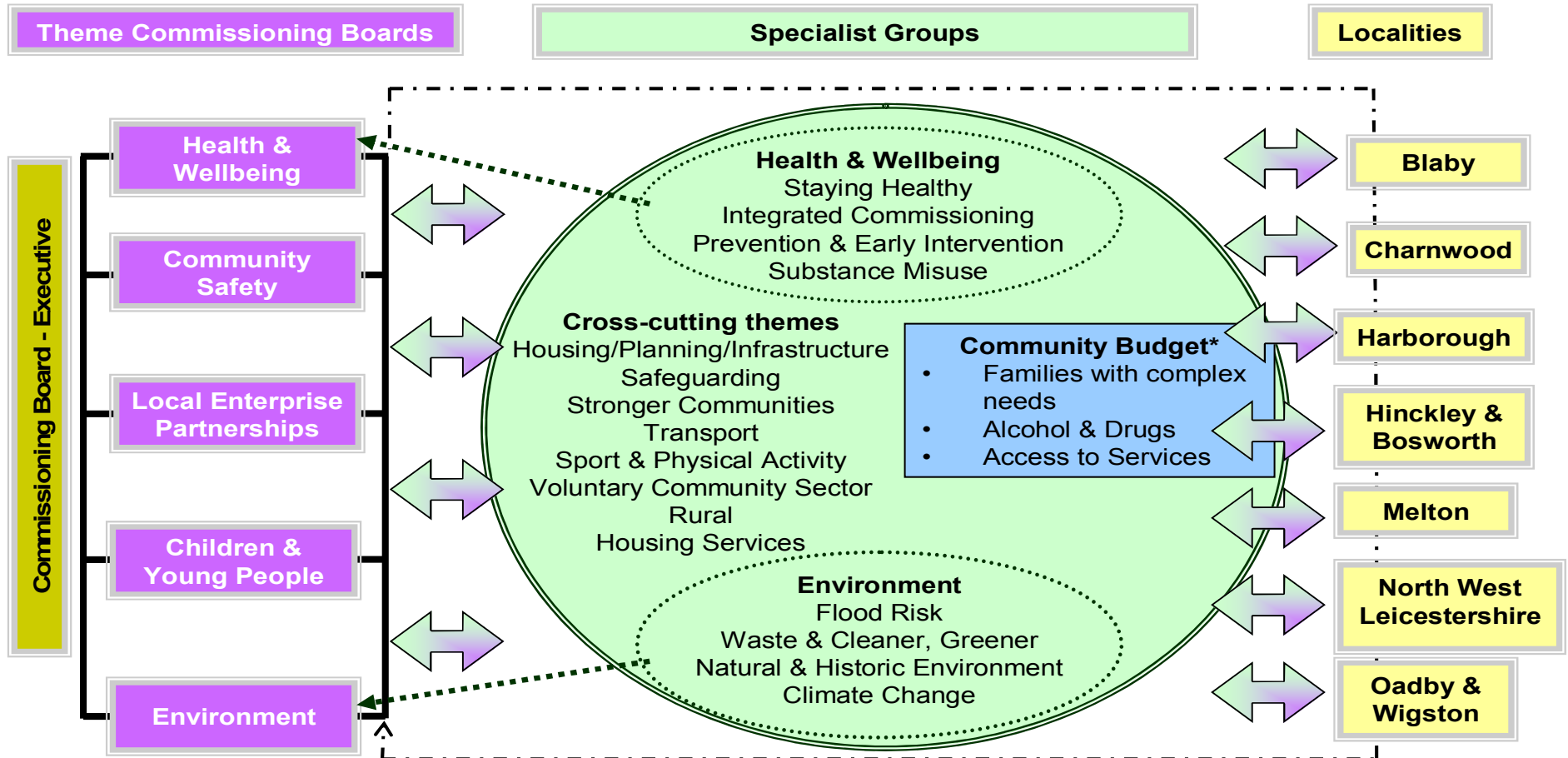
## Partnership Register

Partnership	Represented by:	HDC Contact
<b>Leicestershire Together * See Appendix A*</b>		
Leicestershire Together – Executive Group	Districts Lead : CEO Charnwood and Melton	Geoff Parker, Lynn Aisbett
Leicestershire Health and Wellbeing Commissioning Board	Districts Lead : CEO Blaby	Sandra Whiles
Leicestershire Community Safety Commissioning Board	Districts Lead: Deputy CEO, Hinckley & Bosworth	Bill Cullen
Leicestershire Enterprise Partnership	Districts Lead: Christine Fisher, CEO NWLDC	Anna Graves, Interim CEO
Leicestershire Children & Young People Commissioning Board	District Lead : Hinckley & Bosworth CEO	Steve Atkinson plus Stella Renwick (HDC)
Leicestershire Environment Commissioning Board	Portfolio Holder	Steve Charlish
<b>Working with communities to develop places in which to live and work</b>		
Active Together Steering Group	Cultural Services Manager	Jayne Wisely
Cultural Services Chief Officers Partnership (CSCOPS)	Cultural Services Manager	Jayne Wisely
Districts Housing Partnership	Head of Health & Enforcement Services	Norman Proudfoot
Harborough District Sports & Activity Alliance	Cultural Services Manager	Jayne Wisely
Harborough Improvement Team Steering Group	Head of Service	Peter Rowbotham
Housing Planning & Infrastructure Group	Policy Manager	Stephen Pointer
Leicestershire Rural Partnership	Portfolio Holder	Cllr Blake Pain
Leicestershire Stronger Communities Board (1 x District Representative) Harborough District Council Lead for Stronger Communities	Melton CEO plus HDC Partnership Manager	Lynn Aisbet, Thomas Day
<b>Encourage a vibrant and sustainable business community, intent on wealth creation</b>		
Harborough District Enterprise	Head of Service	Matthew Bradford
Welland Joint Committee		Anna Graves, Mike Rook and Graham Spendlove Mason
Welland Market Towns Steering Group	Member plus HDC Partnership Manager	Cllr Spendlove-Mason and Thomas Day
Welland Partnership Executive Board		Anna Graves, Mike Rook and Graham Spendlove Mason

Partnership	Represented by:	HDC Contact
<b>Providing the right services to the right standard at the right price</b>		
Emergency Planning Districts Partnership Board	Head of Service	Peter Rowbotham
Leicestershire Parking Board	Head of Service	Norman Proudfoot
Museum Partnership - Management Meeting and Sub-Group	Cultural Services Manager	Jayne Wisely
<b>Support the vulnerable in our society at the heart of the communities we live in</b>		
Harborough Children & Young Persons Steering Group	Head of Service	Matthew Bradford
Harborough Community Safety Partnership Strategy Group	Portfolio Head of Service	Cllr Colin Golding Peter Rowbotham
Home Improvement Agency	Community Protection Manager	Elaine Bird
Leicestershire Community Safety Programme Board (Police)	Head of Service	Peter Rowbotham
Leicestershire Equality & Diversity Partnership Steering Group	Corporate Services Manager	Richard Ellis
Leicestershire Staying Healthy Partnership	Head of Service	Norman Proudfoot
Local Resilience Forum Executive	Head of Service	Peter Rowbotham
Safer Communities Strategic Board (LCC)	Head of Service	Peter Rowbotham

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# LEICESTERSHIRE TOGETHER STRUCTURE



\*Community Budgets are specific time service projects that demonstrate the Leicestershire Together ways of working

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