

AIDE MEMOIRE FOR YIACS TO ASSIST THE DEVELOPMENT OF PARTNERSHIP AGREEMENTS

The following is a list of areas that need to be addressed in developing a partnership. You may decide that only some of the areas are needed to form the main body of a written agreement, while others can be set out in appendices or referenced to other policy/practice documents. For example, if you are running a project that already has targets agreed with the funder(s), then this could be referenced to an appended 'Project Plan'.

The level of detail will be largely driven by the complexity of the work proposed and the relationships needed to deliver it.

1. Statement of aims and objectives

- Set out what all partners agree as the aims and objectives of the project or proposed area of joint working.
- Useful to also include a statement of the partners involved

2. Targets

- Targets - these need to be SMART i.e. specific, measurable, achievable, realistic (or resourced) and time-limited/bounded. If you have made a bid to develop a project these should be those already agreed with the funder and unless the funder agrees will remain as the targets.
- If this is not a newly funded partnership project, but a partnership where for example you are working with another agency to provide a new form of service or different access point, it will still be useful to agree targets. You will want to ensure that these are consistent with and contribute to the overall targets of your agency.

3. Added Value

- Helpful to make explicit what it is that you can achieve together that is greater than what you could achieve individually. The questions to ask yourselves:
 - How will resources be used more efficiently?
 - What will young people (your customers) gain from the partnership i.e. how will you be more effective?

4. Statement of Intent

- ❑ What are the partners going to do to make the project work? How are you going to bring the cultures of different organisations together to create a sense of cohesiveness and co-operation within the partnership? What can you do to ensure all staff within the different partner organisations understand the work of the partnership, even if they are not directly involved?
- ❑ What are the different partners' beliefs about and attitudes towards partnership? Are these compatible?
- ❑ What will you and the other partners do to support the partnership to achieve success e.g. consistency of personnel, prioritising time for meetings etc.
- ❑ What activities/resources will you contribute or access to ensure the healthy functioning of the partnership e.g. consultancy, team building?

5. Legal Status

- ❑ What is the status of the partnership?
- ❑ What contractual responsibilities do you have to the staff employed, the management of finance and any other resources? If in doubt seek advice!

6. Structure, Roles and responsibilities

- ❑ Describe the structure of the partnership - who are the managers? who are the staff? What are their roles and responsibilities?
- ❑ There are many and varied forms of partnership structures. Examples are as follows:
 - Partners employ their own staff and thus all employment rights and responsibilities are retained by the organisation. The managers of the partner organisations form a management group to which the staff report and where partners account to each other for their contribution.
 - The partnership appoints a Project Manager who co-ordinates the activities of the partnership across the different partner organisations. S/he is employed by the agreed 'lead' partner and may have line management responsibilities for other partners' employees if they are seconded to the partnership.
 - A large scale partnership may decide to set up a new organisation to deliver the work of the partnership
- ❑ Whatever structure is chosen the most important thing is that it is appropriate to and is capable of delivering the work of the partnership

7. Decision-making

- ❑ Where and how do decisions get made? What level of decision-making do the staff of the partnership have? When and how do they consult with other partners and managers?
- ❑ What, if any, unilateral decisions can partner managers make about the work of the partnership? When and how do they consult with each other?
- ❑ Do all partners have an equal share in decision-making or are there instances where for example the 'lead' partner can make decisions on behalf of the partnership?

8. Accountability and line management

- ❑ The chosen structure and line management arrangements that are put in place will impact on the accountability trail within the partnership.
- ❑ What are the line management policies of each partner organisation? Are they compatible?
- ❑ Who are the line managers of staff involved in the partnership? How do they relate to each other?
- ❑ How are individual staff informed about their line management arrangements?
- ❑ How are staff from different partner organisations accountable to each other?
- ❑ What happens if staff in one of the partner organisation is in dispute with the staff of another partner? What is the process for managing disagreements, disputes and formal grievances?

9. Policy and Practice

- ❑ Which are the key areas of policy and practice that impact on the delivery of the project? Are there any tensions or conflicts e.g. confidentiality, information sharing?
- ❑ Are the partners existing policies sufficient and acceptable to all partners to enable the delivery of the partnership's work? Do specific policies need to be agreed to cover the work of the partnership?

10. Resources

- ❑ Are there particular resources belonging to one of the partners that will be used to support the delivery of the partnership e.g. use of premises, equipment, administrative help? How and when can these be used?
- ❑ Is the partnership going to generate new resources? Who and how do these get managed and used? What happens to these when the partnership terminates?

11. Finance

- ❑ If this is a separately funded project who holds the money and where is it held?
- ❑ How does the lead partner account for the use of funds to both the funders and the other partners?
- ❑ What are the responsibilities of each partner in relation to income and expenditure?
- ❑ How do budgets get agreed, income and expenditure reports produced?
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12. Marketing and Publicity

- ❑ How are the services to be marketed and publicised? Who and how is the wording of any publicity agreed?
- ❑ Are the media to be involved? How are approaches to and responses to the media managed?
- ❑ How are partners identified in any publicity e.g. use of existing logos, development of a new logo?

13. Ownership and Copyright

- ❑ At the end of the partnership what happens to any of the products generated by the project e.g. publications, resources, project names, logos etc.? Who holds the copyright or ownership?

14. Monitoring, Review and Evaluation

- ❑ What information do you need to monitor and measure to judge the success of the partnership?
- ❑ What systems need to be in place to enable the partnership to achieve this?
- ❑ What are the processes for reviewing and evaluating the work of the partnership?
- ❑ How will you report on and communicate what the partnership does and learns from the work?

15. Risk Assessment

- ❑ What are the risk factors that might impact on the partnership's ability to deliver e.g. funding, staff turnover?
- ❑ What steps need to be taken to minimise the risks?

16. Conflict resolution

- ❑ What happens if the partners cannot agree? Do all partners have an equal voice?
- ❑ How will you manage disagreement and conflict? What are the stages of the processes need to go through? What role for example might an outside mediator play?

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